



Customer Care Contact Center Staffing (Apple One Contract)

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Austin Energy Utility Oversight Committee

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Contact Center Staffing Plan

In an effort to improve the customer service experience in the Contact Centers, staff is presenting the following plan:

- Convert 45 existing Apple One contractors to City Full Time Equivalents to lower attrition
 - 42 Customer Service Representatives
 - 3 Supervisors
- Renew Apple One contract
 - Increase base salary and competitiveness
 - Improve retention and call quality
- Evaluate future state of Contact Centers
 - Continue process improvement
 - New technologies to improve customer experience
 - Contract overflow call center to cover peak volumes



Current State of Contact Center

Service Levels

Goal: 90% calls answered in 90 seconds or less

Month	Jul 2015	Aug	Sept	Oct	Nov	Dec	Jan 2016	Feb	Mar	Apr	May	Jun
%	71	58	32	25	35	71	65	39	43	43	36	49

Staffing

Ratio of FTE to Contractors	Current 40/60	Recommended 60/40
# of COA Employees	91	136
# of Apple One Contractors	136	91
Total Cost	\$10.8M	\$11.9M
Personnel Cost Increase	n/a	\$1.1M

* Costs were estimated at the average rate of \$20.80 per hour (includes mark-up).

** Costs were estimated utilizing the Finance worksheet titled FY16 new FTE Requests for Customer Care to Convert from Apple One Contractors.xlsx



Number of Interactions

Base Workload = additional 60,000 interactions

91 COA Customer Service Reps = 137,000 interactions

Minimum – 136 Customer Service Reps

Maximum - 221

Work performed by COA FTEs

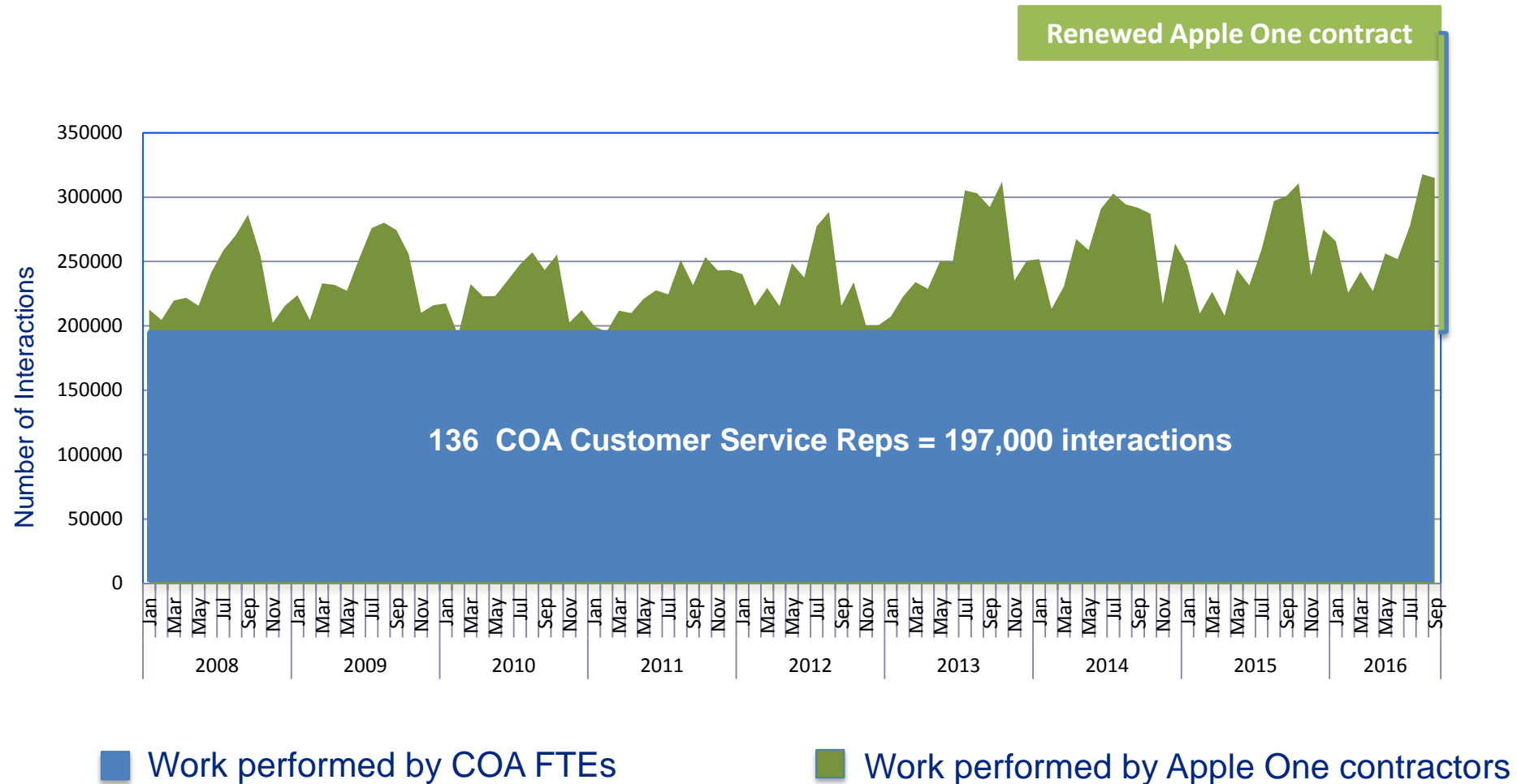
Work performed by Apple One contractors

Year	Month	COA FTEs (Interactions)	Apple One Contractors (Interactions)	Total (Interactions)
2008	Jan	137,000	50,000	187,000
2008	Mar	137,000	50,000	187,000
2008	May	137,000	50,000	187,000
2008	Jul	137,000	50,000	187,000
2008	Sep	137,000	50,000	187,000
2008	Nov	137,000	50,000	187,000
2009	Jan	137,000	50,000	187,000
2009	Mar	137,000	50,000	187,000
2009	May	137,000	50,000	187,000
2009	Jul	137,000	50,000	187,000
2009	Sep	137,000	50,000	187,000
2009	Nov	137,000	50,000	187,000
2010	Jan	137,000	50,000	187,000
2010	Mar	137,000	50,000	187,000
2010	May	137,000	50,000	187,000
2010	Jul	137,000	50,000	187,000
2010	Sep	137,000	50,000	187,000
2010	Nov	137,000	50,000	187,000
2011	Jan	137,000	50,000	187,000
2011	Mar	137,000	50,000	187,000
2011	May	137,000	50,000	187,000
2011	Jul	137,000	50,000	187,000
2011	Sep	137,000	50,000	187,000
2011	Nov	137,000	50,000	187,000
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2014	Jul	137,000	50,000	187,000
2014	Sep	137,000	50,000	187,000
2014	Nov	137,000	50,000	187,000
2015	Jan	137,000	50,000	187,000
2015	Mar	137,000	50,000	187,000
2015	May	137,000	50,000	187,000
2015	Jul	137,000	50,000	187,000
2015	Sep	137,000	50,000	187,000
2015	Nov	137,000	50,000	187,000
2016	Jan	137,000	50,000	187,000
2016	Mar	137,000	50,000	187,000
2016	May	137,000	50,000	187,000
2016	Jul	137,000	50,000	187,000
2016	Sep	137,000	50,000	187,000



Contact Center Staffing Needs

Convert 45 existing Apple One contractors (42 CSR & 3 sups) to COA FTEs to meet the minimum base workload need at an increased cost of \$1.1M per year





Costs of Apple One Contract Renewal & Benefits

Annual Apple One Contract Renewal Cost

Current	New	Increase
\$5.6M	\$7.5M	\$1.9M

5 Year Apple One Contract Renewal Cost

Current	New	Increase
\$28M	\$37.5M	\$9.5M

Benefits

- Allows Contact Center staffing flexibility
- Avoided costs of attrition
- Retention of trained resources
- Covers additional service support areas (Back Office, Quality Assurance and Training)



Apple One Contract Renewal Net Costs

Cost Drivers	Annual Cost
Addition of 4 new contractors for Quality Assurance/Training	\$303K
Adjustment to meet COA living wage and market adjusted for competitive pay plus conversion of existing back office COA Temps to Apple One Contract	\$1.6M
Total annual Apple One contract increase	\$1.9M

Avoided Costs	Annual Cost
Contact Center operations (e.g. overtime)	-\$1M
Estimated avoided costs of attrition (e.g. training)	-\$500K
Total estimated avoided costs	-\$1.5M

Net Cost of Apple One Contract Renewal	\$400K
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Budget Impact

Budget Increase	
Conversion of 45 existing Apple One contractors to COA FTEs	\$1.1M
Apple One Contract Renewal	\$1.9M
Total Increase	\$3M

Budget Decrease	
COA temp personnel costs	-\$1.6M
Estimated avoided costs	-\$1.5M
Total Decrease	-\$3.1M

Net Budget Impact	-\$100K
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Next Steps: Upcoming Council Actions

Renew Apple One Staffing Contract
\$7.5M annual/\$37.5M* total 5 year contract

*assumes conversion of 45 FTEs

RCA to Council on
August 18, 2016

**Convert 45 existing Apple One Contractors to
COA FTEs**
~\$1.1M Annually

Budget Work Sessions
August 24, 2016

**Evaluate Future State of Contact Centers
and Implementation of New Technologies**
\$TBD

Future RCAs to Council
Spring of 2017



Questions