

Information Item

Date: November 9, 2021

To: Mayor, Mayor Pro Tempore, and Members of the City Council

From: Johnnie Taylor, Assistant City Manager
Shantell McClam, City Link Director

Subject:
City Link Business Workflow and Performance Review

Strategic Focus Area: Service Excellence

Strategic Objective: Ensure Service Delivery Efficiency and Effectiveness

Strategic Plan Action Item: Yes

Key Work Item: Yes



Over the past few years, service delivery efficiency and effectiveness has declined due to a reduction in staffing, aging technology and operational inadequacies. Customer contacts, which include phone calls, chats, emails, web and mobile app submissions continue to increase each year. However, the imbalance between staffing and service demand has led to plummeting service levels and increased customer complaints. Call wait times increased to 30-40 minutes on high volume days, service level goals were not being met with the average service level dropping from 92% in FY 17-18 to 60% and below in FY 20-21 and staff morale has suffered tremendously.

The center is currently operational seven days a week, Monday-Friday 7:00 a.m.-7:00 p.m. and weekends 9:00 a.m.-5:00 p.m. Mondays and Fridays are typically the highest call volume days in which we receive 2000-2500 calls and 400+ other contacts on these days. Saturdays we receive an average of 200 calls and approximately 100 calls on Sundays. City Link utilizes non-traditional shifts including Sunday-Thursday and Tuesday-Saturday to ensure coverage all week.

In an effort to improve service delivery, operational efficiencies and customer satisfaction, City Link will be implementing the following strategies: 1) The CRM technology has been implemented to improve customer access to requests and closing the customer loop; 2) The center will cease to operate on the weekends. All staff will be moved to a Monday-Friday, 7:00 a.m.-7:00 p.m. staggered schedule. All Non-911 emergency calls will be routed to a 3rd party call center on weekends; 3) Temporary staff and light duty City employees will be utilized to assist with staffing shortfalls; and 4) Staff roles and responsibilities will be reorganized to ensure all customer contacts are being handled in a timely manner.

With these improvements City Link will be able to reach performance goals, enhance service delivery and improve customer satisfaction.