

## Call Center Implementation and Expansion Plan

ID	Task Name	Act. Start	2004															
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
1	<b>Physical Office Set-up</b>	<b>Mon 9/1/03</b>	[Gantt bar from Sep 1, 2003 to Sep 1, 2004]															
2	<b>Complete the Architectural Plans for the 1st Floor Call Center</b>	<b>Mon 9/1/03</b>	[Gantt bar from Sep 1, 2003 to Sep 1, 2004]															
3	Develop Preliminary Architectural Drawings and Cost Estimates	Mon 9/1/03	[Task bar from Sep 1, 2003 to Sep 1, 2003]															
4	Review and Comment on Preliminary Design	Mon 9/29/03	[Task bar from Sep 29, 2003 to Sep 29, 2003]															
5	Finalize the Architectural Plans	Thu 10/2/03	[Task bar from Oct 2, 2003 to Oct 2, 2003]															
6	<b>Schedule Construction Activities for the 1st Floor Call Center</b>	<b>Wed 3/17/04</b>	[Gantt bar from Mar 17, 2004 to Mar 17, 2004]															
7	Procure Construction Services or Identify Construction Resources	Wed 3/17/04	[Task bar from Mar 17, 2004 to Mar 17, 2004]															
8	Prepare, Review, and Finalize the Construction Schedule	Wed 3/17/04	[Task bar from Mar 17, 2004 to Mar 17, 2004]															
9	Apply for Permits as Needed	Wed 3/24/04	[Task bar from Mar 24, 2004 to Mar 24, 2004]															
10	<b>Build Out Call Center According to Architectural Plans</b>	<b>Wed 3/24/04</b>	[Gantt bar from Mar 24, 2004 to Mar 24, 2004]															
11	Build/Move Walls and Doors	Wed 3/24/04	[Task bar from Mar 24, 2004 to Mar 24, 2004]															
12	Install Sound Barriers (per architectural plans)	Wed 3/24/04	[Task bar from Mar 24, 2004 to Mar 24, 2004]															
13	Modify HVAC as Needed	Wed 3/24/04	[Task bar from Mar 24, 2004 to Mar 24, 2004]															
14	Install Conduit for Electrical Wiring and Phone Lines/Network Cables	Wed 4/14/04	[Task bar from Apr 14, 2004 to Apr 14, 2004]															
15	Install Electrical Wiring and Light Fixtures	Wed 4/14/04	[Task bar from Apr 14, 2004 to Apr 14, 2004]															
16	Install/Drop Network Cables/Phone Lines	Wed 4/14/04	[Task bar from Apr 14, 2004 to Apr 14, 2004]															
17	Replace Carpeting	Wed 4/14/04	[Task bar from Apr 14, 2004 to Apr 14, 2004]															
18	Paint	Fri 4/16/04	[Task bar from Apr 16, 2004 to Apr 16, 2004]															
19	Inspect Build-out and Create Punch List	Tue 4/20/04	[Task bar from Apr 20, 2004 to Apr 20, 2004]															
20	Execute Punch List Items	Wed 4/21/04	[Task bar from Apr 21, 2004 to Apr 21, 2004]															
21	Approve the Build-out (Owner Approval)	Wed 4/28/04	[Task bar from Apr 28, 2004 to Apr 28, 2004]															
22	Obtain Final (Permit) Inspections	Thu 5/20/04	[Task bar from May 20, 2004 to May 20, 2004]															
23	<b>Furnish and Equip the Call Center</b>	<b>Thu 4/1/04</b>	[Gantt bar from Apr 1, 2004 to Apr 1, 2004]															
24	Procure Furnishings (per architectural plans)	Thu 4/1/04	[Task bar from Apr 1, 2004 to Apr 1, 2004]															
25	Install Furnishings	NA	[Task bar from Apr 1, 2004 to Apr 1, 2004]															
26	<b>Call Center Technology</b>	<b>Mon 9/1/03</b>	[Gantt bar from Sep 1, 2003 to Sep 1, 2004]															
27	Document Call Center PC and Phone Specifications	Mon 9/1/03	[Task bar from Sep 1, 2003 to Sep 1, 2003]															
28	Develop Call Center Technology Plan and Diagrams (phones, headphones, PCs, monitors, printers,	Thu 10/9/03	[Task bar from Oct 9, 2003 to Oct 9, 2003]															
29	Procure Phones, Computers and Appurtenances (per technology plan)	Fri 10/10/03	[Task bar from Oct 10, 2003 to Oct 10, 2003]															
30	Install Hardware (Phones and Computers) and Test Network Connections (upstairs - temp offices)	Mon 2/23/04	[Task bar from Feb 23, 2004 to Feb 23, 2004]															
31	Schedule technology installations in the Call Center (MIS coordination with contractor)	Mon 4/5/04	[Task bar from Apr 5, 2004 to Apr 5, 2004]															
32	Install and Test Network Connections in Call Center	Mon 5/17/04	[Task bar from May 17, 2004 to May 17, 2004]															
33	<b>Install and Test Software</b>	<b>Fri 11/21/03</b>	[Gantt bar from Nov 21, 2003 to Nov 21, 2003]															
34	Install and Test IP Call Manager Software Upstairs (temp offices)	NA	[Task bar from Nov 21, 2003 to Nov 21, 2003]															

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35	Install and Test Standard Office Automation Tools	Fri 11/21/03																			
36	Install and Test MAXIMO and MAXGIS	Fri 3/26/04																			
37	Move Technology the New Call Center	NA																			
38	<b>Automate Frequently Asked Questions (FAQs)</b>	<b>Tue 2/10/04</b>																			
39	Complete the FAQ Content	Tue 2/10/04																			
40	Review FAQ Presentation Options and Identify Preferred Tool/Approach	Thu 4/1/04																			
41	Procure FAQ Presentation Tool If Needed	Thu 4/8/04																			
42	Set Up Automated FAQ Access	Thu 4/15/04																			
43	Identify FAQ Tool Technical Administrator (Short Term)	NA																			
44	Document FAQ Update Procedures (Short Term)	NA																			
45	Identify FAQ Tool Technical Administrator (Long Term)	NA																			
46	Document FAQ Analysis and Update Procedures (Long Term)	NA																			
47	<b>Standard Operating Procedures</b>	<b>Mon 9/1/03</b>																			
48	<b>Prepare Call Center Policy and Procedure Manual</b>	<b>Mon 9/1/03</b>																			
49	Create Flow Charts for All Standard Contact Types and Methods	Mon 9/1/03																			
50	Document Procedures for All Standard Contact Types and Methods	Mon 9/1/03																			
51	Identify Potential "Special Circumstances" and Document Policies/Procedures for Handling Spe	Mon 9/15/03																			
52	Develop Training and Testing Policies (for Probation/Advancement of Call Center Representativ	Mon 9/22/03																			
53	Refine Call Center Job Descriptions as Needed to Conform to Policies	Mon 10/27/03																			
54	Communicate to Departments the Scope and Function of the Call Center	Mon 5/3/04																			
55	<b>Training Materials</b>	<b>Mon 9/1/03</b>																			
56	Identify On-Site Departmental Services Training Topics for Water, Utilities, Storm, Gas	Mon 9/1/03																			
57	Develop Shadowing Agendas (Learning Objectives)	Mon 9/1/03																			
58	Develop General Training Curriculum and Baseline Training Materials and Reference Material (to Su	Mon 9/1/03																			
59	Identify Instructors for Initial Training Topics	Mon 9/15/03																			
60	Develop Tests and Scoring Guidelines for Initial Training Topics	Mon 9/1/03																			
61	Develop Detailed, Modularized Training Curriculum and Update Training Manuals (to Support Roll-o	NA																			
62	<b>Workload and Performance Measures</b>	<b>Mon 9/1/03</b>																			
63	<b>Call Center Workload and Performance Measures</b>	<b>Mon 9/1/03</b>																			
64	Determine Timeframes for Reporting the Workload and Performance Measures (Monthly? Othe	Mon 9/1/03																			
65	Develop Technical Specifications for Calculating Agent Reports	Tue 9/2/03																			
66	Develop Technical Specifications for Calculating the Monthly Manager Reports	Sun 2/1/04																			
67	Develop Technical Specifications for Calculating the Call Center Quarterly Performance Measu	Mon 9/1/03																			
68	Configure Technology (Tables, Reports, Procedures) to Capture the Workload and Performanc	NA																			

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ID	Task Name	Act. Start	2004																	
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
69	<b>Departmental Service Delivery Performance Measures (Response, Mitigation, and Resolution</b>	<b>Mon 8/2/04</b>																		
70	Develop Customer Service Goals for each Department (for Specific Call and Problem Types)	Mon 8/2/04																		
71	Design and Build Tools to Monitor Departmental Customer Service Performance (Detailed Mon	Mon 8/30/04																		
72	Design and Build Tools to Monitor Whether Departments are Achieving Goals (Higher Level Cit	Mon 9/20/04																		
73	<b>Call Center Start-Up</b>	<b>Mon 1/26/04</b>																		
74	Identify or Hire Additional Call Center Representative(s)	Mon 3/1/04																		
75	<b>Train the Initial Call Center Representatives and Start Up their New Duties (per Training/Trans</b>	<b>Mon 1/26/04</b>																		
76	MILESTONE: Begin Taking Calls at the Call Center	Mon 1/26/04																		
77	MILESTONE: Begin Processing Calls with MAXGIS	Tue 6/1/04																		
78	Assess and Refine the Training Materials	NA																		
79	<b>Consider Call Center Growth and IVR</b>	<b>Mon 11/1/04</b>																		
80	Analyze Call Center Workload and Performance	Mon 11/1/04																		
81	Decide Whether to Expand Hours of Operation	NA																		
82	<b>If Needed, Add More Staff</b>	<b>NA</b>																		
89	<b>If Needed, Install IVR Software</b>	<b>Mon 11/22/04</b>																		
90	Analyze call types and volume; define IVR requirements	Mon 11/22/04																		
91	If needed, install, configure, test, and implement IVR software for Call Center	Mon 7/4/05																		
92	If needed, install, configure, test, and implement IVR software for Departments	Mon 8/15/05																		
93	<b>Expansion of Call Center Duties</b>	<b>Fri 10/31/03</b>																		
94	<b>Prepare for UBO Customer Service/Animal Care Dispatch Center (Account Inquiries and Poss</b>	<b>NA</b>																		
113	MILESTONE: Call Center becomes First Stop for all UBO Calls (Begin Handling Billing Inquiries, Ba	NA																		
114	MILESTONE: Call Center becomes First Stop for all Animal Care Calls	NA																		
115	MILESTONE (External): Utilities Complete MAXIMO Implementation	NA																		
116	<b>Prepare to Include Utilities (Water, Utilities, Storm. Gas)</b>	<b>Thu 6/24/04</b>																		
135	MILESTONE: Call Center becomes First Stop for all Utility calls	NA																		
136	MILESTONE (External): Streets and Solid Waste Complete MAXIMO Implementation	NA																		
137	<b>Prepare to Include Streets and Solid Waste</b>	<b>NA</b>																		
156	MILESTONE: Call Center becomes First Stop for all Streets and Solid Waste calls	NA																		
157	MILESTONE (External): Health (Vector Control and Animal Care) Completes MAXIMO Implementati	NA																		
158	<b>Prepare to Include Health (Vector Control and Animal Care)</b>	<b>NA</b>																		
177	MILESTONE: Call Center becomes First Stop for all Vector Control and Animal Care Calls	NA																		
178	MILESTONE (External): Complete Parcel, Tax ID, and Address Data Scrubbing	NA																		
179	MILESTONE (External): Code Enforcement Completes MAXIMO Implementation	NA																		
180	<b>Prepare to include Code Enforcement</b>	<b>NA</b>																		

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	
199	MILESTONE: Call Center becomes First Stop for all Code Enforcement Calls	NA																				
200	MILESTONE (External): Park and Recreation Completes MAXIMO Implementation	NA																				
201	<b>Prepare to Include Park Maintenance Calls</b>	NA																				
220	MILESTONE: Call Center becomes First Stop for all Park Maintenance Calls	NA																				
221	MILESTONE (External): Facility Maintenance Completes MAXIMO Implementation	NA																				
222	<b>Prepare to Include City Facility Maintenance Calls (Libraries, Museum, Rec Centers, etc.)</b>	NA																				
241	MILESTONE: Call Center becomes First Stop for all Facility Maintenance Calls	NA																				
242	MILESTONE (External): Gas Complete MAXIMO Implementation	NA																				
243	OPTION: Extend MAXGIS to Include Basic Account Inquiry Functions and Possibly Payment Proces	NA																				
244	MILESTONE (External): Development Center Completes MAXIMO Implementation	NA																				
245	<b>Prepare to Include Development Center</b>	NA																				
264	MILESTONE: Call Center becomes First Stop for all Development Center Calls	NA																				
265	MILESTONE (External): Police and Fire Complete MAXIMO Implementation	NA																				
266	<b>Prepare to Include Police and Fire Non-Emergency Calls</b>	NA																				
285	MILESTONE: Call Center becomes First Stop for Police and Fire Non-Emergency Calls	NA																				

◆ 8/31

◆ 8/31

◆ 10/31









**Call Center Implementation and Expansion Plan**

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			O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
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2	<b>Complete the Architectural Plans for the 1st Floor Call Center</b>	<b>Mon 9/1/03</b>																		
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81	Decide Whether to Expand Hours of Operation	NA																		
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93	<b>Expansion of Call Center Duties</b>	<b>Fri 10/31/03</b>																		
94	<b>Prepare for UBO Customer Service/Animal Care Dispatch Center (Account Inquiries and Poss</b>	<b>NA</b>																		
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114	MILESTONE: Call Center becomes First Stop for all Animal Care Calls	NA																		
115	MILESTONE (External): Utilities Complete MAXIMO Implementation	NA																		
116	<b>Prepare to Include Utilities (Water, Utilities, Storm. Gas)</b>	<b>Thu 6/24/04</b>																		
135	MILESTONE: Call Center becomes First Stop for all Utility calls	NA																		
136	MILESTONE (External): Streets and Solid Waste Complete MAXIMO Implementation	NA																		
137	<b>Prepare to Include Streets and Solid Waste</b>	<b>NA</b>																		
156	MILESTONE: Call Center becomes First Stop for all Streets and Solid Waste calls	NA																		
157	MILESTONE (External): Health (Vector Control and Animal Care) Completes MAXIMO Implementati	NA																		
158	<b>Prepare to Include Health (Vector Control and Animal Care)</b>	<b>NA</b>																		
177	MILESTONE: Call Center becomes First Stop for all Vector Control and Animal Care Calls	NA																		
178	MILESTONE (External): Complete Parcel, Tax ID, and Address Data Scrubbing	NA																		
179	MILESTONE (External): Code Enforcement Completes MAXIMO Implementation	NA																		
180	<b>Prepare to include Code Enforcement</b>	<b>NA</b>																		

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