Deloitte.



# City of Winnipeg

## 311 Project - Enhanced Model
## In-House Centre

October 9, 2007

***FINAL DRAFT***

## OVERVIEW

The financial model which follows has been prepared for the purpose of summarizing the cost to establish and operate a consolidated 311 Contact Centre under an internal model, in which the City of Winnipeg assumes the responsibility for constructing and operating the 311 centre.

In general, this internal model contemplates the following broad principles:

1. The consolidation of the 22 existing department-based call centres into one 60 seat consolidated 311 contact centre.
2. Implementation of first-class contact centre technology to assist in the receiving, handling, and disposition of inquiries from the citizens of Winnipeg.
3. The cross-training of the existing staff from the 22 department-based centres to effectively and efficiently handle all types of calls from the citizens of Winnipeg.

This model gives regard to the following items:

i. The Centre will operate 24 X 7 – 365 days a year.
ii. The technology solution for the In-House model is consistent with that of the Hybrid Model contained in the RFP.
iii. Utilization of the staff currently supporting the 22 existing call centres at current rates of pay.
iv. Unless otherwise noted in the Letter of Understanding, the costing and assumptions used in preparing this model comply with the requirements of the current collective bargaining agreements.
v. Service level requirements – 80% of calls answered within 30 seconds with an abandon rate of 4% or less.

Included in this analysis are the following:

- List of the significant assumptions
- 5 year cost projection to operate the In-House 311 centre
- Overview of the infrastructure costs assumed in the financial model
- A Determination of CSR Head Count
- Draft Organization Chart
- Draft Position Summaries
- Appendix I – Calgary Call Arrival Patterns
- Appendix II – Cost Projections – Years 6 to 11

In summary, a Consolidated 311 Contact Centre under the In-House model would employ an estimated 92.2 full time equivalent staff and would cost the City approximately $6.25 million annually to operate.

**CITY OF WINNIPEG**
**311 PROJECT - ENHANCED MODEL**
**IN-HOUSE MODEL**

## ASSUMPTIONS

### I. Direct Labour & Benefits

1. **CSR Head Count** - head count of 75 full time equivalent CSRs based on:
   - 2.4 million calls annually with an average handle time (call length) of 118 seconds.
   - Work schedule and time off policy used to determine headcount contained in "Agent Head Count" worksheet was based on the requirements of the Collective Bargaining Agreements, as well as current actual experience.
2. **Split Between Full time and Part Time Staff & Clerk A and Clerk B** - the model assumes 8 full time Clerk B, 37 full time Clerk A, and 60 part time (30 fulltime equivalents) Clerk A. It is assumed the part time staff are new hires.
3. **Average Annual Salary** - based on actual salary data from the 22 existing centres.
4. **Statutory Holiday Premium** - double time premium paid to all staff who work on a statutory holiday.
5. **Overtime Premium** - an overtime premium of 1% of the base salary of the production staff has been include to account for the time when full time staff will be asked to stay beyond their normal shift due to assist in handling higher call volumes
6. **Shift Premium** - a premium paid on all hours worked outside of the standard working day of 7:00 am to 4:30 pm of $1.05 per hour.
7. **Benefits %** - 16.5% covers all statutory benefits (eg. EI and CPP) plus supplemental benefit plans (eg. health, pension etc.).
8. **Salary Adjustment** - A 2.0% annual salary adjustment has been applied to the current salaries.

### II. Legacy Costs

1. **Head Count Opening** - is the estimated number of staff currently employed by the 22 department-based centres who would become available for the 311 Contact Centre.
2. **Upfront Deployment** - is the estimated number of full time staff required to fill the full time positions of the centre and will be sourced from the existing staff. All part time staff are assumed to be new hires.
3. **Reassignment to 311 Admin** - As part of the 311 administrative structure there are up to 7 administrative positions that are anticipated to be staffed by Clerk C and Senior Clerk. It is assumed that some of the more senior staff currently supporting the 22 existing centres will have the capability and skills to take on these positions.
4. **Redeployment** - assumption is that the 44.5 who do not have a full time position within the 311 Centre would be fully deployed into other jobs over a 2 year period, with 50% being redeployed by the end of the first year and the remainder by the end of the second year.
5. **Redeployment of WPA Staff** - It is recognized that 8 Winnipeg Police Association positions (costed as Clerk 'A's to reflect the lay off provisions of the WPA Collective Agreement) will become redundant resulting in severance. It is assumed that the severance requirement is fairly equitable to the one year redeployment costs associated within the CUPE requirement, and therefore not specifically articulated within the Legacy costs described in this document.
6. **Average Salary** - is the weighted average base salary for Clerk A & B, plus benefits
7. **Severance - WAPSO Staff** - as a result of the consolidation of the 22 centres into the 311 Centre a net loss of 1 WAPSO position (5 WAPSO staff to redeploy and 4 new WAPSO positions created for the 311 Centre).

### III. Management & Support

1. **Head Count** - is the estimated head count and positions necessary to manage the 311 Contact Centre. This assumes that functional support, such as human resources and finance, will be provided to the centre from the existing resources of the City and thus has not been duplicated in this model. Please see the attached organizational chart.
2. **Annual Salary** - based on the average of the Steps contained within the applicable Job Classification for the position.
3. **Benefits %** - 16.5% covers all statutory benefits (eg. EI and CPP) plus supplemental benefit plans (eg. health, pension etc.).
4. **Salary Adjustment** - A 2.0% annual salary adjustment has been applied to the current salaries.

### IV. General Overhead

1. Covers the general operating costs such as office equipment, office supplies, insurance, general repairs, recruiting, advertising, promotion, training, etc.
2. These amounts are fairly representative of contact centre of the proposed size.
3. **Inflation Adjustment** - A 2.0% annual inflation adjustment has been applied to these overhead costs.
4. Includes an estimate of the cost to develop and deliver training for the 311 program using the assistance of a 3rd party.
5. The general overhead does not include the costs associated with the marketing of the 311 initiative.

## ASSUMPTIONS

### V. Infrastructure Costs

1. The infrastructure is scoped for 60 seats, which represents the maximum number of seats used concurrently by the 311 Contact Centre to support 2.4 million calls using the day of week and intraday calling patterns from the Calgary 311 centre (see Appendix I). The 60 seats also provides for some modest growth.
2. **Facilities -** Lease of a 9,000 square foot facility at $22.00 per square foot (Class B space). Call centres are typically measured on the basis of the # of square feet per workstation (ie. total square feet of the facility ÷ # of workstations). This measurement ranges from as little as 110 square feet per workstation to as much as 175 or more. For purposes of the 311 Contact Centre for the City of Winnipeg, the facility was based on 150 square feet per workstation.
3. **T1 Lines** - Assumes 6 T1's at a price of $1,200 per T1 per month.
4. **Data Lines -** is the estimated annual cost for the 311 Contact Centre to tie into the City of Winnipeg telephony backbone.
5. **Switch / ACD and CRM -** are the two largest technology expenditures, for which pricing was determined through consultation with recognized providers of both components of the technology solution.
6. **CTI / WFM / IVR -** pricing based on industry standard estimates for this type of technology and are subject to change.
7. **P.C.'s and Software -** quantities based on size of the centre and number of staff and assumes dual monitors on all workstations. Pricing is based on current pricing for technology capable for supporting the current software requirements of the centre and for the next 5 years.
8. **Furniture -** an analysis of the furniture requirements of the centre was undertaken with the assistance of a third party. The outcome of that analysis was that the cost of "mid-level" furniture necessary to outfit the centre was estimated to cost $534,000.
9. **Power Supply -** 311 Contact Centre is supported by a UPS and an alternate power supply (diesel generator) in the event of a power failure.
10. **Depreciation -** All costs have been amortized over 5 years, except for furniture, other equipment, and leasehold improvements which are over 11 years. The assumption is that the technology purchased for the centre will be sufficient to support the needs of the centre for the next 5 years, after which certain pieces will require upgrading or replacing.
11. **Internal Finance Charge -** A 5.50% internal financing charge has been included to cover the cost of financing the purchase of the infrastructure.
12. **Maintenance -** maintenance on software has been assumed at market rates ranging from 17% to 25% of the capital cost.
13. **Transition and Integration Costs** - transition and integration costs have been estimated at $300,000. This estimate is based on all available information, including estimates provided by the respondents to the RFP.
14. **Inflation Adjustment** - A 2.0% annual inflation adjustment has been applied to maintenance.
15. **Secondary Site** - assume the use of an existing facility equipped with a PC and internet access. The cost of providing phone service to this secondary site has been included in this model.
16. **Knowledge Management Development** - assumes the use of a 3rd party consultant to assist in the development of the content, structure and process surrounding the Knowledge Management application.
17. **Project Implementation -** $500,000 has been included to cover any costs associated with the implementation of the In-House centre, including staffing, facilities, and general expenses.

## ASSUMPTIONS

### Glossary of Terms

| | |
|---|---|
| **CSR** | Customer Service Representative - answers the calls offered by the citizens of Winnipeg |
| **T1 Line** | T1 is a widely used standard in telecommunications in North America to transmit voice and data between devices. Each T1 supports 24 phone lines. |
| **CTI** | Computer Telephony Integration - is technology that allows interactions on a telephone and a computer to be integrated or co-ordinated. As contact channels have expanded from voice to include email, web, and fax, the definition of CTI has expanded to include the integration of all customer contact channels (voice, email, web, fax, etc.) with computer systems. |
| **ACD** | Automatic Call Distribution - a phone system that routes a large volume of incoming calls to a pool of waiting agents. |
| **CRM** | Customer Relationship Management - Software utilized to manage all aspect of an interaction between a CSR and a caller. |
| **WFM** | Workforce Management - software utilized to develop staffing strategies and schedules to handle expected calls volumes based on historical call volumes and arrival patterns. |
| **IVR** | Interactive Voice Response - Is a system which triages calls based on telephone-based menu options selected by the caller and routing the call in a manner which results in the most effective and efficient resolution of the call. |
| **Occupancy** | Occupancy - is the measure of the percent of time that an agent is occupied over a period of time, typically a 1 hour period or for the entire day. "Occupied" includes the time the CSR is talking to the caller, the time spent wrapping-up/documenting the call after the caller has hung -up, and any other productive function pertaining to the resolution of the call such as sending a fax etc. |

## IN-HOUSE FINANCIAL MODEL

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---|---|---|---|---|---|---|
| **I. Direct Labour & Benefits** | | | | | | |
| Head Count | | | | | | |
| CSR - Clerk A - Part Time (1/2 time) | 60.00 | 60.00 | 60.00 | 60.00 | 60.00 | |
| CSR - Clerk A - Full Time | 37.00 | 37.00 | 37.00 | 37.00 | 37.00 | |
| CSR - Clerk B - Full Time | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | |
| Team Leads - Clerk C | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | |
| Total FTE's | 79.00 | 79.00 | 79.00 | 79.00 | 79.00 | |
| Call Volume | 2,400,000 | 2,400,000 | 2,400,000 | 2,400,000 | 2,400,000 | |
| Average Annual Salary | | | | | | |
| CSR - Clerk A - Part Time (1/2 time) | 14,596 | 14,887 | 15,185 | 15,489 | 15,799 | |
| CSR - Clerk A - Full Time | 29,191 | 29,775 | 30,370 | 30,978 | 31,597 | |
| CSR - Clerk B - Full Time | 37,886 | 38,644 | 39,417 | 40,205 | 41,009 | |
| Team Leads - Clerk C | 43,945 | 44,824 | 45,720 | 46,635 | 47,567 | |
| Total Salary | | | | | | |
| CSR - Clerk A - Part Time (1/2 time) | 875,730 | 893,245 | 911,109 | 929,332 | 947,918 | |
| CSR - Clerk A - Full Time | 1,080,067 | 1,101,668 | 1,123,702 | 1,146,176 | 1,169,099 | |
| CSR - Clerk B - Full Time | 303,088 | 309,150 | 315,333 | 321,639 | 328,072 | |
| Team Leads - Clerk C | 175,780 | 179,296 | 182,882 | 186,539 | 190,270 | |
| | 2,434,665 | 2,483,358 | 2,533,025 | 2,583,686 | 2,635,360 | |
| Benefits @ 16.5% | 401,720 | 409,754 | 417,949 | 426,308 | 434,834 | |
| Subtotal | 2,836,385 | 2,893,112 | 2,950,975 | 3,009,994 | 3,070,194 | |
| Add: Statutory Holiday Premium | 28,219 | 28,783 | 29,359 | 29,946 | 30,545 | |
| Add: Overtime Premium (1%) | 24,347 | 24,834 | 25,330 | 25,837 | 26,354 | |
| Add: Shift Premium | 28,808 | 28,808 | 28,808 | 28,808 | 28,808 | |
| Total Salaries & Benefits | 2,917,759 | 2,975,538 | 3,034,472 | 3,094,586 | 3,155,901 | |
| Salary Adjustment | | 2.0% | 2.0% | 2.0% | 2.0% | |
| **Total Labour & Benefits** | **$ 2,917,759** | **$ 2,975,538** | **$ 3,034,472** | **$ 3,094,586** | **$ 3,155,901** | **$ 15,178,255** |

## IN-HOUSE FINANCIAL MODEL

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---|---|---|---|---|---|---|
| **II. Legacy Costs** | | | | | | |
| CSR Staff (Clerk A, B, C) | | | | | | |
| Head Count - Opening | 100.50 | | | | | |
| Less: Upfront Redeployment | 49.00 | | | | | |
| Less: Reassignment to 311 Admin | 7.00 | | | | | |
| Awaiting Redeployment | 44.50 | 22.25 | - | - | - | |
| Less: Redelopyment | (22.25) | (22.25) | - | - | - | |
| Head Count - Undeployed @ Y/E | 22.25 | - | - | - | - | |
| Average Head Count | 33.38 | 11.13 | - | - | - | |
| Annual Salary (Wtd. Avg A&B) | $ 41,555 | $ 42,386 | $ 43,234 | $ 44,099 | $ 44,981 | |
| Salary Adjustment | | 2.0% | 2.0% | 2.0% | 2.0% | |
| | $ 1,386,902 | $ 471,547 | $ - | $ - | $ - | |
| Severance - WAPSO Staff | 69,730 | - | - | - | - | |
| **Total Legacy Costs** | **$ 1,456,632** | **$ 471,547** | **$ -** | **$ -** | **$ -** | **$ 1,928,179** |

## IN-HOUSE FINANCIAL MODEL

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---|---|---|---|---|---|---|
| **III. Management & Support** | | | | | | |
| Head Count | | | | | | |
| Admin - Clerk B | 1 | 1 | 1 | 1 | 1 | |
| Training & Coaching - Sr. Clerk | 1 | 1 | 1 | 1 | 1 | |
| Manager - WAPSO 6 | 1 | 1 | 1 | 1 | 1 | |
| Supervisor - WAPSO 3 | 1 | 1 | 1 | 1 | 1 | |
| Quality - Clerk C | 1 | 1 | 1 | 1 | 1 | |
| WFM & Reporting - Clerk C | 1 | 1 | 1 | 1 | 1 | |
| Knowledge Mgmt - Sr Clerk | 3 | 3 | 3 | 3 | 3 | |
| Systems Specialist - WAPSO 3 | 1 | 1 | 1 | 1 | 1 | |
| Reporting Analyst - WAPSO 3 | 1 | 1 | 1 | 1 | 1 | |
| Programmer Analyst - P.A.2 | 2 | 2 | 2 | 2 | 2 | |
| BTS Supervisor - WAPSO 5 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | |
| Total FTE's | 13.2 | 13.2 | 13.2 | 13.2 | 13.2 | |
| Average Salary & Benefits | | | | | | |
| Admin - Clerk B | $ 36,968 | $ 37,707 | $ 38,462 | $ 39,231 | $ 40,015 | |
| Training & Coaching - Sr. Clerk | 47,087 | 48,029 | 48,989 | 49,969 | 50,968 | |
| Manager - WAPSO 6 | 90,000 | 91,800 | 93,636 | 95,509 | 97,419 | |
| Supervisor - WAPSO 3 | 59,854 | 61,051 | 62,272 | 63,518 | 64,788 | |
| Quality - Clerk C | 42,938 | 43,797 | 44,673 | 45,566 | 46,477 | |
| WFM & Reporting - Clerk C | 42,938 | 43,797 | 44,673 | 45,566 | 46,477 | |
| Knowledge Mgmt - Sr Clerk | 47,087 | 48,029 | 48,989 | 49,969 | 50,968 | |
| Systems Specialist - WAPSO 3 | 59,854 | 61,051 | 62,272 | 63,518 | 64,788 | |
| Reporting Analyst - WAPSO 3 | 59,854 | 61,051 | 62,272 | 63,518 | 64,788 | |
| Programmer Analyst - P.A.2 | 51,043 | 52,064 | 53,105 | 54,167 | 55,251 | |
| BTS Supervisor - WAPSO 5 | 75,000 | 76,500 | 78,030 | 79,591 | 81,182 | |
| Total Salary | | | | | | |
| Admin - Clerk B | $ 36,968 | $ 37,707 | $ 38,462 | $ 39,231 | $ 40,015 | $ 192,383 |
| Training & Coaching - Sr. Clerk | 47,087 | 48,029 | 48,989 | 49,969 | 50,968 | 245,043 |
| Manager - WAPSO 6 | 90,000 | 91,800 | 93,636 | 95,509 | 97,419 | 468,364 |
| Supervisor - WAPSO 3 | 59,854 | 61,051 | 62,272 | 63,518 | 64,788 | 311,483 |
| Quality - Clerk C | 42,938 | 43,797 | 44,673 | 45,566 | 46,477 | 223,451 |
| WFM & Reporting - Clerk C | 42,938 | 43,797 | 44,673 | 45,566 | 46,477 | 223,451 |
| Knowledge Mgmt - Sr Clerk | 141,261 | 144,086 | 146,968 | 149,907 | 152,905 | 735,128 |
| Systems Specialist - WAPSO 3 | 59,854 | 61,051 | 62,272 | 63,518 | 64,788 | 311,483 |
| Reporting Analyst - WAPSO 3 | 59,854 | 61,051 | 62,272 | 63,518 | 64,788 | 311,483 |
| Programmer Analyst - P.A.2 | 102,086 | 104,128 | 106,210 | 108,334 | 110,501 | 531,260 |
| BTS Supervisor - WAPSO 5 | 15,000 | 15,300 | 15,606 | 15,918 | 16,236 | 78,061 |
| | 697,840 | 711,797 | 726,033 | 740,553 | 755,364 | 3,631,587 |
| Benefits @ 16.5% | 115,144 | 117,446 | 119,795 | 122,191 | 124,635 | 599,212 |
| Subtotal | 812,984 | 829,243 | 845,828 | 862,745 | 880,000 | 4,230,799 |
| Salary Adjustment | | 2.0% | 2.0% | 2.0% | 2.0% | |
| **Total Labour & Benefits** | **$ 812,984** | **$ 829,243** | **$ 845,828** | **$ 862,745** | **$ 880,000** | **$ 4,230,799** |

## IN-HOUSE FINANCIAL MODEL

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---|---|---|---|---|---|---|
| **IV. General Overhead** | | | | | | |
| Total General & Admin Costs | $ 196,400 | $ 200,328 | $ 204,335 | $ 208,421 | $ 212,590 | $ 1,022,073 |
| Inflation Adjustment | | 2.0% | 2.0% | 2.0% | 2.0% | |
| Training - Develop & Deploy | $ 100,000 | $ - | $ - | $ - | $ - | $ 100,000 |
| **Total Overhead** | **$ 296,400** | **$ 200,328** | **$ 204,335** | **$ 208,421** | **$ 212,590** | **$ 1,122,073** |

## IN-HOUSE FINANCIAL MODEL

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---|---|---|---|---|---|---|
| **V. Infrastructure Costs** | | | | | | |
| Facilities and Telephony | | | | | | |
| Facilities | $ 198,000 | $ 201,960 | $ 205,999 | $ 210,119 | $ 214,322 | $ 1,030,400 |
| T1 Lines | 86,400 | 88,128 | 89,891 | 91,688 | 93,522 | 449,629 |
| Data Lines | 7,500 | 7,650 | 7,803 | 7,959 | 8,118 | 39,030 |
| | $ 291,900 | $ 297,738 | $ 303,693 | $ 309,767 | $ 315,962 | $ 1,519,059 |
| Inflation Adjustment | | 2.0% | 2.0% | 2.0% | 2.0% | |
| Annual Depreciation | | | | | | |
| Switch / ACD | $ 89,038 | $ 89,038 | $ 89,038 | $ 89,038 | $ 89,038 | $ 445,189 |
| WFM & Quality Assurance | 25,321 | 25,321 | 25,321 | 25,321 | 25,321 | 126,605 |
| CTI & IVR/VRU | 34,650 | 34,650 | 34,650 | 34,650 | 34,650 | 173,250 |
| CRM | 378,834 | 378,834 | 378,834 | 378,834 | 378,834 | 1,894,170 |
| P.C.'s & Software | 50,736 | 50,736 | 50,736 | 50,736 | 50,736 | 253,681 |
| Servers & Storage | 30,960 | 30,960 | 30,960 | 30,960 | 30,960 | 154,800 |
| Other Equipment | 30,059 | 30,059 | 30,059 | 30,059 | 30,059 | 150,295 |
| Miscellaneous | 5,667 | 5,667 | 5,667 | 5,667 | 5,667 | 28,333 |
| Furniture & Fixtures | 50,818 | 50,818 | 50,818 | 50,818 | 50,818 | 254,091 |
| Leasehold Improvements-LHI | 56,746 | 56,746 | 56,746 | 56,746 | 56,746 | 283,732 |
| Internal Finance Charge | 252,444 | 207,212 | 159,492 | 109,148 | 56,035 | 784,330 |
| Total | $ 1,005,273 | $ 960,041 | $ 912,321 | $ 861,977 | $ 808,864 | $ 4,548,476 |
| Maintenance | $ 317,085 | $ 323,427 | $ 329,895 | $ 336,493 | $ 343,223 | $ 1,650,123 |
| Inflation on Maintenance | | 2.0% | 2.0% | 2.0% | 2.0% | |
| Integration & Transition Costs | $ 300,000 | $ - | $ - | $ - | $ - | $ 300,000 |
| Project Implementation | $ 500,000 | $ - | $ - | $ - | $ - | $ 500,000 |
| Knowledge Management Develop. | $ 250,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 370,000 |
| **Total Infrastructure** | **$ 2,664,258** | **$ 1,611,206** | **$ 1,575,909** | **$ 1,538,237** | **$ 1,498,049** | **$ 8,887,659** |
| **Grand Total - In-House** | **$ 8,148,032** | **$ 6,087,861** | **$ 5,660,544** | **$ 5,703,988** | **$ 5,746,539** | **$ 31,346,966** |

**CITY OF WINNIPEG**
**311 PROJECT - ENHANCED MODEL**
**IN-HOUSE MODEL**

## COST PER MINUTE - IN-HOUSE MODEL

**Total Cost Per Minute**

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---|---|---|---|---|---|---|
| I. Direct Labour & Benefits | 2,917,759 | 2,975,538 | 3,034,472 | 3,094,586 | 3,155,901 | 15,178,255 |
| II. Legacy Costs | 1,456,632 | 471,547 | - | - | - | 1,928,179 |
| III. Management & Support | 812,984 | 829,243 | 845,828 | 862,745 | 880,000 | 4,230,799 |
| IV. General Overhead | 296,400 | 200,328 | 204,335 | 208,421 | 212,590 | 1,122,073 |
| V. Infrastructure Costs | 2,664,258 | 1,611,206 | 1,575,909 | 1,538,237 | 1,498,049 | 8,887,659 |
| Total - Dollars | $ 8,148,032 | $ 6,087,861 | $ 5,660,544 | $ 5,703,988 | $ 5,746,539 | $ 31,346,966 |
| Minutes | 4,720,000 | 4,720,000 | 4,720,000 | 4,720,000 | 4,720,000 | $ 23,600,000 |
| Cost Per Minute | $ 1.726 | $ 1.290 | $ 1.199 | $ 1.208 | $ 1.217 | $ 1.328 |

CITY OF WINNIPEG
311 PROJECT - ENHANCED MODEL
IN-HOUSE MODEL

## INFRASTRUCTURE COSTS

***Number of CSR Work Stations:*** ***60.00***

### I. Summary

| Description | Cost | Installation and/or Training | Annual Maintenance Rate | Annual Maintenance | Depreciation Period in Years | Annual Depreciation | Internal Finance Charge |
|---|---|---|---|---|---|---|---|
| Switch / ACD | $ 420,189 | $ 25,000 | 17.0% | $ 71,432 | 5 | $ 89,038 | $ 24,485 |
| WFM & Quality Assurance | 108,605 | 18,000 | 17.0% | 18,463 | 5 | 25,321 | 6,963 |
| CTI & IVR/VRU | 93,250 | 80,000 | 25.0% | 23,313 | 5 | 34,650 | 9,529 |
| CRM | 694,170 | 1,200,000 | 25.0% | 173,543 | 5 | 378,834 | 104,179 |
| P.C.'s & Software | 247,181 | 6,500 | 5.0% | 12,359 | 5 | 50,736 | 13,952 |
| Servers & Storage | 149,800 | 5,000 | 12.0% | 17,976 | 5 | 30,960 | 8,514 |
| Other Equipment | 330,650 | - | 0.0% | - | 11 | 30,059 | 18,186 |
| Miscellaneous | 28,333 | - | 0.0% | - | 5 | 5,667 | 1,558 |
| Furniture & Fixtures | 534,000 | 25,000 | 0.0% | - | 11 | 50,818 | 30,745 |
| Leasehold Improvements-LHI | 624,210 | - | 0.0% | - | 11 | 56,746 | 34,332 |
| **Total** | **$ 3,230,388** | **$ 1,359,500** | | **$ 317,085** | | **$ 752,829** | **$ 252,444** |
| **Per Seat - Excl. LHI** | **$ 66,095** | | | | | **$ 8,775** | **$ 2,771** |
| | | | | | | **Rate =** | **5.50%** |

### II. Details

| Switch / ACD | Unit Cost | # of Units | Total Cost |
|---|---|---|---|
| ACD (incl. voicemail) | $ 7,003 | 60.0 | $ 420,189 |
| Witness Digital Recording | Included | 60.0 | - |
| Preview Dial | Included | 60.0 | - |
| Installation | Included | 60.0 | - |
| Total | | | $ 420,189 |
| **Hybrid Pricing Template - Tab 6. Switch - ACD** | | | |

| Servers & Storage | Unit Cost | # of Units | Total Cost |
|---|---|---|---|
| Storage - Digital Recording | $ 69,550 | 1.0 | $ 69,550 |
| Fax Server | 16,050 | 1.0 | 16,050 |
| Web Server | 16,050 | 2.0 | 32,100 |
| Spare Servers | 16,050 | 2.0 | 32,100 |
| Total | | | $ 149,800 |
| **Hybrid Pricing Template - Tab 11. Misc Servers** | | | |

| WFM & Quality Assurance | Unit Cost | # of Units | Total Cost |
|---|---|---|---|
| License - WFM | $ 776 | 60.0 | $ 46,545 |
| Server - WFM | 26,750 | 1.0 | 26,750 |
| License - Quality Assurance | 375 | 60.0 | 22,470 |
| Server - Quality Assurance | 12,840 | 1.0 | 12,840 |
| Total | | | $ 108,605 |
| **Hybrid Pricing Template - Tab 9. WFM** | | | |

| Other Equipment | Unit Cost | # of Units | Total Cost |
|---|---|---|---|
| UPS | $ 42,800 | 1.0 | $ 42,800 |
| Generator & Installation | 207,000 | 1.0 | 207,000 |
| WAN / LAN Equipment | 58,850 | 1.0 | 58,850 |
| A/C - Computer Room | 22,000 | 1.0 | 22,000 |
| Total | | | $ 330,650 |
| **Hybrid Pricing Template - Tab 14. Other & 12. LAN / WAN** | | | |

| CTI & IVR/VRU | Unit Cost | # of Units | Total Cost |
|---|---|---|---|
| CTI | $ 856 | 60.0 | $ 51,360 |
| IVR | 482 | 60.0 | 28,890 |
| Server - CTI | 6,500 | 2.0 | 13,000 |
| Other | | | - |
| Total | | | $ 93,250 |
| **Hybrid Pricing Template - Tab 7. CTI & Tab 8. IVR** | | | |

| Miscellaneous | Unit Cost | # of Units | Total Cost |
|---|---|---|---|
| Laptops | $ 2,298 | 5.0 | $ 11,492 |
| Docking Station | 373 | 4.0 | 1,494 |
| LCD Projectors | 2,674 | 2.0 | 5,348 |
| Secondary Site - Prep Costs | 1 | 10,000.0 | 10,000 |
| Total | | | $ 28,333 |
| **Hybrid Pricing Template - Tab 5. Desktop PCs** | | | |

| CRM | Unit Cost | # of Units | Total Cost |
|---|---|---|---|
| License | $ 8,819 | 60.0 | $ 529,150 |
| Server | 69,550 | 2.0 | 139,100 |
| Storage | 25,920 | 1.0 | 25,920 |
| Other | | | - |
| Total | | | $ 694,170 |
| **Hybrid Pricing Template - Tab 10. CRM** | | | |

| Furniture & Fixtures | Unit Cost | # of Units | Total Cost |
|---|---|---|---|
| Cubicle & Chair | $ 5,500 | 60.0 | $ 330,000 |
| Supervisors & Support Staff | 8,400 | 10.0 | 84,000 |
| Office Suite | 9,000 | 5.0 | 45,000 |
| Training Room & General | 75,000 | 1.0 | 75,000 |
| Total | | | $ 534,000 |
| **Hybrid Pricing Template - Tab 4. Furniture** | | | |

| P.C.'s & Software | Unit Cost | # of Units | Total Cost |
|---|---|---|---|
| CPU, KB, Mouse, Outlook | $ 1,390 | 88.0 | $ 122,314 |
| Additional Software | 589 | 100.0 | 58,850 |
| Monitors | 320 | 176.0 | 56,308 |
| MS Office | 373 | 26.0 | 9,709 |
| Total | | | $ 247,181 |
| **Hybrid Pricing Template - Tab 5. Desktop PCs** | | | |

| Leasehold Improvements-LHI | Unit Cost | # of Units | Total Cost |
|---|---|---|---|
| Build Costs | $ 55 | 9,000.0 | $ 495,000 |
| Computer Room & Racking | 150 | 600.0 | 90,000 |
| Wiring - Data / Voice | 285 | 106.0 | 30,210 |
| Racking | 1 | 9,000.0 | 9,000 |
| Total | | | $ 624,210 |
| **Hybrid Pricing Template - Tab 3. Facilities** | | | |

**CITY OF WINNIPEG**
**311 PROJECT - ENHANCED MODEL**
**IN-HOUSE MODEL**

## CALCULATION OF CSR HEAD COUNT

### I. Daily Activity

| | |
|---|---|
| Average Hours Per Day at Work per Full Time Equivalent | 7.70 |
| Less Paid Off-Line Time: | |
| Coffee Breaks | (0.50) |
| Personal Time | (0.30) |
| Other | (0.20) |
| | (1.00) |
| **Hours Per Day Taking Calls per Full Time Equivalent** | **6.70** |

### II. Annual Work Days

| | |
|---|---|
| # of Week Days Per Year | 260.00 |
| Less Paid Days Off: | |
| Vacation | (22.50) |
| Sick | (10.00) |
| Stat Holidays | (12.00) |
| Training | (1.00) |
| Other Days Off | (5.00) |
| | (50.50) |
| **Net Working Days Annually** | **209.50** |

### III. # of FTE

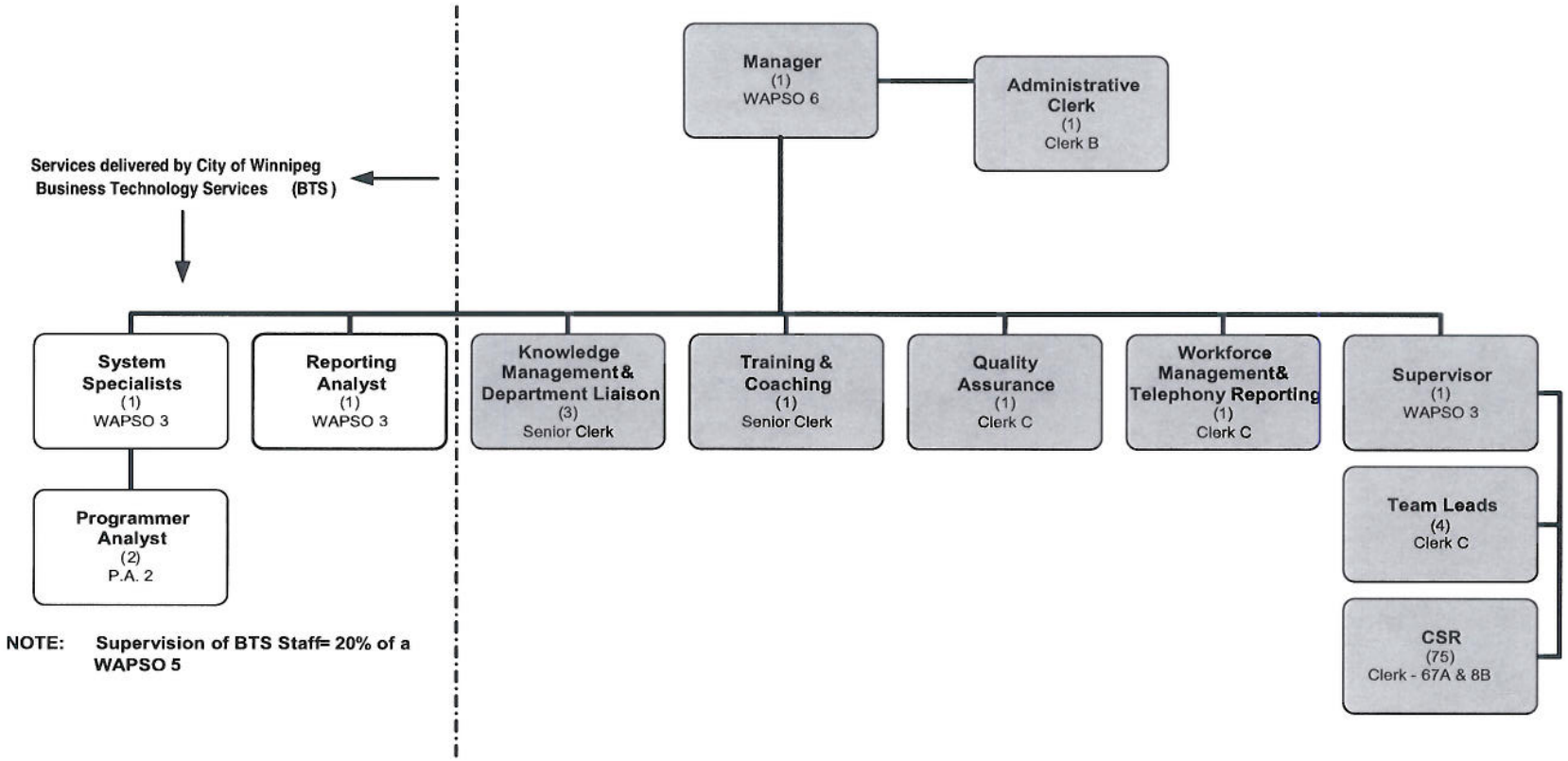
| | |
|---|---|
| On-line Hours Per Year | 1,403.65 |
| Occupancy | 74.77% |
| Handle Hours Per Year | 1,049.48 |
| # of Interactions Annually | 2,400,000 |
| AHT (Seconds) | 118.0 |
| Total Handle Time - Seconds | 283,200,000 |
| Total Handle Time - Hours | 78,667 |
| **# of Full Time CSR** | **75.00** |

**Occupancy Assumption**

| Shift | % of Calls | Occupancy | Wtd Average Occupancy |
|---|---|---|---|
| 8 to 4 | 73.8% | 82.0% | 60.50% |
| 4 to 12 | 19.5% | 65.0% | 12.64% |
| 12 to 8 | 6.8% | 24.0% | 1.62% |
| **Weighted Average** | | | **74.77%** |

# 311 Unit Organizational Chart
(Internal Model)

Last Updated July11, 2007




NOTE: Supervision of BTS Staff= 20% of a WAPSO 5

DRAFT

# Draft Position Summaries – 311 Internal Model

| Position Title (number of positions) | Job Classification | Job Summary |
|---|---|---|
| Manager (1) | WAPSO 6 | Responsible for the overall operation of the 311 unit. |
| Supervisor (1) | WAPSO 3 | Responsible for the overall operation of the 311 operations centre. |
| Administrative Clerk (1) | Clerk B | Provides administrative support to 311 unit staff. |
| Knowledge Management & Department Liaison (3) | Senior Clerk | Responsible for researching, analyzing, gathering, and organizing data for the 311 CRM knowledge base. |
| Training & Coaching (1) | Senior Clerk | Responsible for the research, needs assessment, development, scheduling, facilitation and working co-operatively with Team Leads to facilitate training for the 311 unit. |
| Quality Assurance (1) | Clerk C | Responsible for completing all quality assurance monitoring relative to the performance of CSR and CSR II positions. |
| Workforce Management & Telephony Reporting (1) | Clerk C | Responsible for managing the shifting schedules for the 311 centre by projecting needs, analyzing trends, & recommending minimum staffing requirements. |
| Team Leads (4) | Clerk C | Responsible for the daily operations of the 311 centre including supervising, coaching, mentoring and on-the-job training of CSR & CSR II. |
| CSR II (75) | Clerk B (8) | Responsible for responding to customer inquiries including calls transferred from the CSR's to resolve issues which require further research, discretion or to manage difficult callers. |
| CSR | Clerk A (67) | Responsible for responding to customer inquires. |
| **The following services delivered by City of Winnipeg Business Technology Services (BTS)** | | |
| System Specialist (1) | WAPSO 3 | Provides desktop I.T. support for 311 unit staff. |
| Reporting Analyst (1) | WAPSO 3 | Provides report development for 311 & City staff. |
| Programmer Analyst (2) | P.A. 2 | Provides implementation, maintenance, support, and operation of the information systems and technologies critical to the 311 Unit CRM. |
| Information Systems Coordinator (20% of an FTE) | WAPSO 5 | Supervision and coordination aforementioned BTS Staff to maintain the service level agreement for I.T. services. |

**Total Positions = 92.20 FTE's**

**Assumptions**: CSR positions are full time, consistent with CUPE collective agreement.

# The City Of Winnipeg

311 Project - Enhanced Model
In-House Centre

# Appendix I
## Calgary Call Pattern

## Appendix I - Calgary Call Arrival Patterns

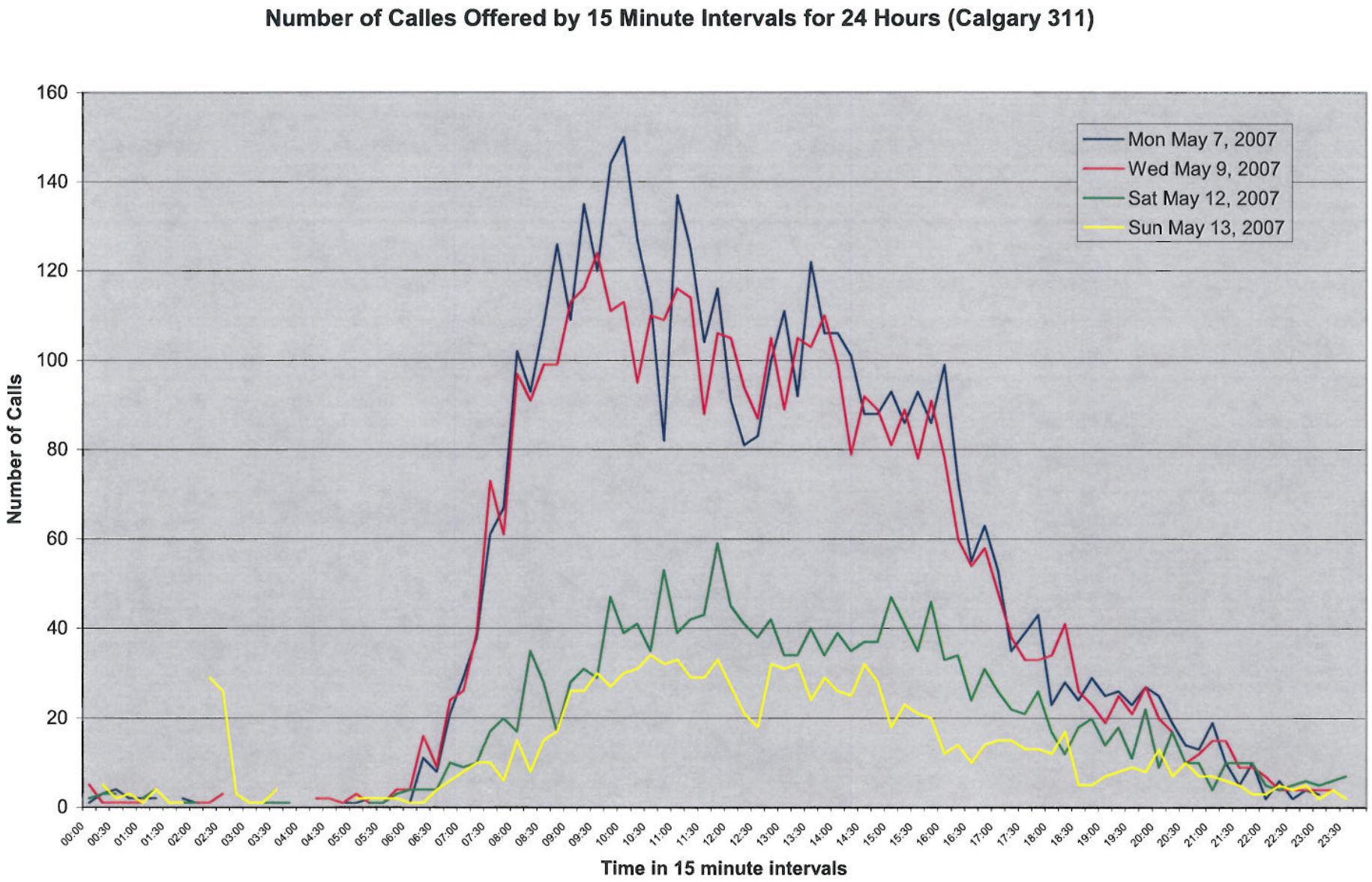
| CALGARY 311 NUMBER OF CALLS OFFERED BY 15 MINUTE INTERVALS | | | | |
|---|---|---|---|---|
| Time | Mon May 7, 2007 | Wed May 9, 2007 | Sat May 12, 2007 | Sun May 13, 2007 |
| 00:00 | 1 | 5 | 2 | |
| 00:15 | 3 | 1 | 3 | 5 |
| 00:30 | 4 | 1 | 3 | 2 |
| 00:45 | 2 | 1 | | 3 |
| 01:00 | 2 | 1 | 2 | 1 |
| 01:15 | 2 | | 4 | 4 |
| 01:30 | | | | 1 |
| 01:45 | 2 | | 1 | 1 |
| 02:00 | 1 | 1 | 1 | |
| 02:15 | | 1 | | 29 |
| 02:30 | 3 | 3 | 2 | 26 |
| 02:45 | | | | 3 |
| 03:00 | 3 | 1 | 1 | 1 |
| 03:15 | | | 1 | 1 |
| 03:30 | 2 | 1 | 1 | 4 |
| 03:45 | | 1 | 1 | |
| 04:00 | 1 | | | |
| 04:15 | | 2 | 2 | 1 |
| 04:30 | | 2 | | |
| 04:45 | 1 | 1 | 1 | |
| 05:00 | 1 | 3 | | 2 |
| 05:15 | 2 | 1 | 1 | 2 |
| 05:30 | | 1 | 1 | 2 |
| 05:45 | | 4 | 3 | 2 |
| 06:00 | 1 | 4 | 4 | 1 |
| 06:15 | 11 | 16 | 4 | 1 |
| 06:30 | 8 | 9 | 4 | 4 |
| 06:45 | 21 | 24 | 10 | 6 |
| 07:00 | 29 | 26 | 9 | 8 |
| 07:15 | 38 | 39 | 10 | 10 |
| 07:30 | 61 | 73 | 17 | 10 |
| 07:45 | 67 | 61 | 20 | 6 |
| 08:00 | 102 | 97 | 17 | 15 |
| 08:15 | 93 | 91 | 35 | 8 |
| 08:30 | 108 | 99 | 28 | 15 |
| 08:45 | 126 | 99 | 17 | 17 |
| 09:00 | 109 | 113 | 28 | 26 |
| 09:15 | 135 | 116 | 31 | 26 |
| 09:30 | 120 | 124 | 29 | 30 |
| 09:45 | 144 | 111 | 47 | 27 |
| 10:00 | 150 | 113 | 39 | 30 |
| 10:15 | 127 | 95 | 41 | 31 |
| 10:30 | 113 | 110 | 35 | 34 |
| 10:45 | 82 | 109 | 53 | 32 |
| 11:00 | 137 | 116 | 39 | 33 |
| 11:15 | 125 | 114 | 42 | 29 |
| 11:30 | 104 | 88 | 43 | 29 |
| 11:45 | 116 | 106 | 59 | 33 |

| CALGARY 311 NUMBER OF CALLS OFFERED BY 15 MINUTE INTERVALS | | | | |
|---|---|---|---|---|
| Time | Mon May 7, 2007 | Wed May 9, 2007 | Sat May 12, 2007 | Sun May 13, 2007 |
| 12:00 | 91 | 105 | 45 | 27 |
| 12:15 | 81 | 94 | 41 | 21 |
| 12:30 | 83 | 87 | 38 | 18 |
| 12:45 | 100 | 105 | 42 | 32 |
| 13:00 | 111 | 89 | 34 | 31 |
| 13:15 | 92 | 105 | 34 | 32 |
| 13:30 | 122 | 103 | 40 | 24 |
| 13:45 | 106 | 110 | 34 | 29 |
| 14:00 | 106 | 99 | 39 | 26 |
| 14:15 | 101 | 79 | 35 | 25 |
| 14:30 | 88 | 92 | 37 | 32 |
| 14:45 | 88 | 89 | 37 | 28 |
| 15:00 | 93 | 81 | 47 | 18 |
| 15:15 | 86 | 89 | 41 | 23 |
| 15:30 | 93 | 78 | 35 | 21 |
| 15:45 | 86 | 91 | 46 | 20 |
| 16:00 | 99 | 78 | 33 | 12 |
| 16:15 | 73 | 60 | 34 | 14 |
| 16:30 | 55 | 54 | 24 | 10 |
| 16:45 | 63 | 58 | 31 | 14 |
| 17:00 | 53 | 48 | 26 | 15 |
| 17:15 | 35 | 38 | 22 | 15 |
| 17:30 | 39 | 33 | 21 | 13 |
| 17:45 | 43 | 33 | 26 | 13 |
| 18:00 | 23 | 34 | 17 | 12 |
| 18:15 | 28 | 41 | 12 | 17 |
| 18:30 | 24 | 26 | 18 | 5 |
| 18:45 | 29 | 23 | 20 | 5 |
| 19:00 | 25 | 19 | 14 | 7 |
| 19:15 | 26 | 25 | 18 | 8 |
| 19:30 | 23 | 21 | 11 | 9 |
| 19:45 | 27 | 27 | 22 | 8 |
| 20:00 | 25 | 20 | 9 | 13 |
| 20:15 | 19 | 17 | 17 | 7 |
| 20:30 | 14 | 10 | 10 | 10 |
| 20:45 | 13 | 12 | 10 | 7 |
| 21:00 | 19 | 15 | 4 | 7 |
| 21:15 | 10 | 15 | 10 | 6 |
| 21:30 | 5 | 9 | 10 | 5 |
| 21:45 | 10 | 9 | 10 | 3 |
| 22:00 | 2 | 7 | 5 | 3 |
| 22:15 | 6 | 4 | 4 | 5 |
| 22:30 | 2 | 4 | 5 | 4 |
| 22:45 | 4 | 4 | 6 | 5 |
| 23:00 | 3 | 4 | 5 | 2 |
| 23:15 | | 4 | 6 | 4 |
| 23:30 | 1 | 2 | 7 | 2 |
| 23:45 | | | | |
| Total | 4482 | 4234 | 1783 | 1218 |

**NOTE:**
**The above is not intended to represent the absolute number of calls within a 15 minute interval, but rather illustrate the expected call arrival patterns**

**The above call volumes for Calgary do not include Transit calls. The City of Winnipeg 311 Contact Centre will handle Transit calls and therefore the actual call patterns may differ from those shown above.**

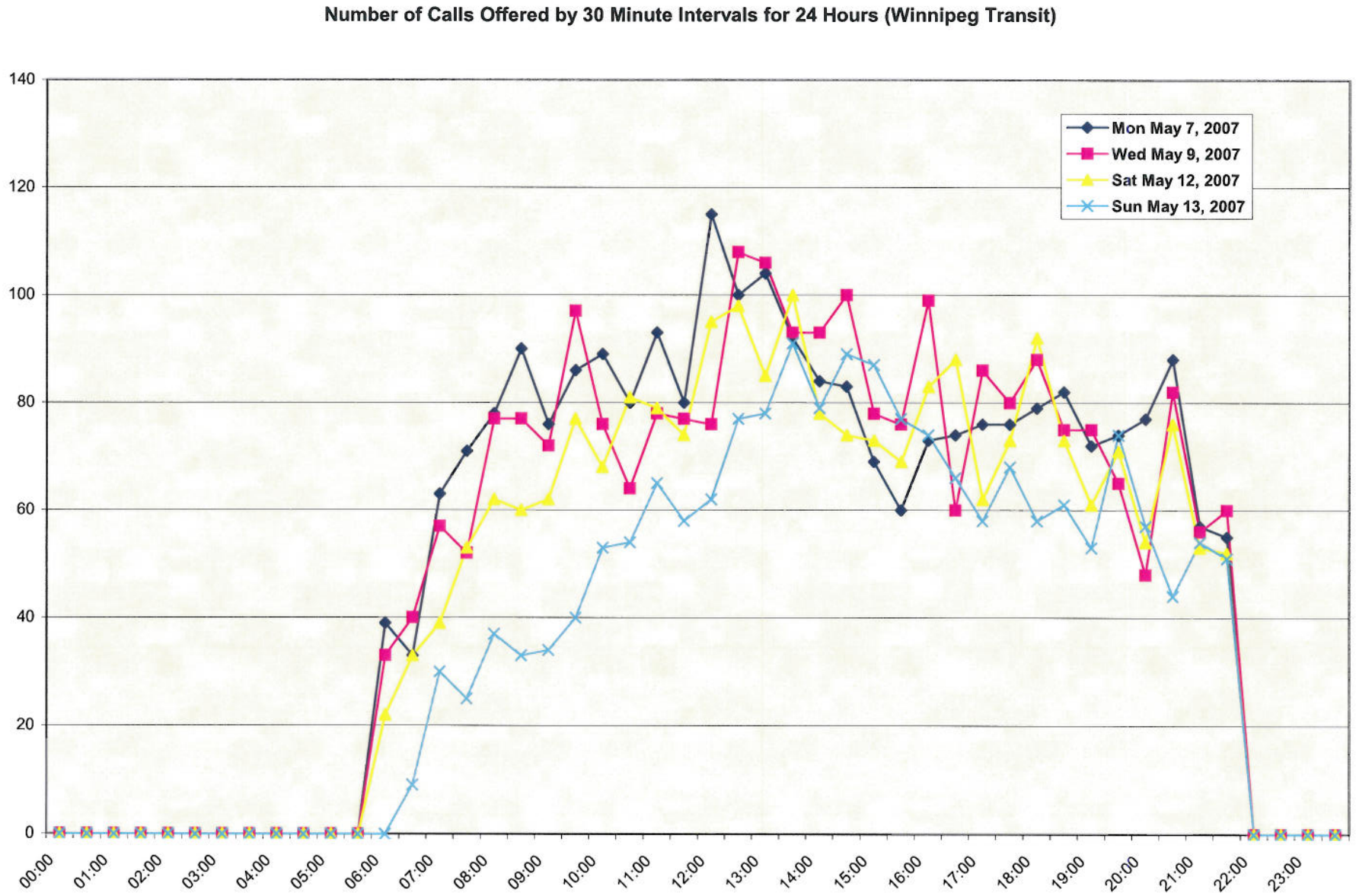
**Appendix I - Calgary Call Arrival Patterns**



## Appendix I - Arrival Patterns Winnipeg Transit

| WINNIPEG TRANSIT<br>NUMBER OF CALLS OFFERED BY 15 MINUTE INTERVALS | | | | |
|---|---|---|---|---|
| Time | Mon May 7, 2007 | Wed May 9, 2007 | Sat May 12, 2007 | Sun May 13, 2007 |
| 00:00 | 0 | 0 | 0 | 0 |
| 00:30 | 0 | 0 | 0 | 0 |
| 01:00 | 0 | 0 | 0 | 0 |
| 01:30 | 0 | 0 | 0 | 0 |
| 02:00 | 0 | 0 | 0 | 0 |
| 02:30 | 0 | 0 | 0 | 0 |
| 03:00 | 0 | 0 | 0 | 0 |
| 03:30 | 0 | 0 | 0 | 0 |
| 04:00 | 0 | 0 | 0 | 0 |
| 04:30 | 0 | 0 | 0 | 0 |
| 05:00 | 0 | 0 | 0 | 0 |
| 05:30 | 0 | 0 | 0 | 0 |
| 06:00 | 39 | 33 | 22 | 0 |
| 06:30 | 33 | 40 | 33 | 9 |
| 07:00 | 63 | 57 | 39 | 30 |
| 07:30 | 71 | 52 | 53 | 25 |
| 08:00 | 78 | 77 | 62 | 37 |
| 08:30 | 90 | 77 | 60 | 33 |
| 09:00 | 76 | 72 | 62 | 34 |
| 09:30 | 86 | 97 | 77 | 40 |
| 10:00 | 89 | 76 | 68 | 53 |
| 10:30 | 80 | 64 | 81 | 54 |
| 11:00 | 93 | 78 | 79 | 65 |
| 11:30 | 80 | 77 | 74 | 58 |
| 12:00 | 115 | 76 | 95 | 62 |
| 12:30 | 100 | 108 | 98 | 77 |
| 13:00 | 104 | 106 | 85 | 78 |
| 13:30 | 92 | 93 | 100 | 91 |
| 14:00 | 84 | 93 | 78 | 79 |
| 14:30 | 83 | 100 | 74 | 89 |
| 15:00 | 69 | 78 | 73 | 87 |
| 15:30 | 60 | 76 | 69 | 77 |
| 16:00 | 73 | 99 | 83 | 74 |
| 16:30 | 74 | 60 | 88 | 66 |
| 17:00 | 76 | 86 | 62 | 58 |
| 17:30 | 76 | 80 | 73 | 68 |
| 18:00 | 79 | 88 | 92 | 58 |
| 18:30 | 82 | 75 | 73 | 61 |
| 19:00 | 72 | 75 | 61 | 53 |
| 19:30 | 74 | 65 | 71 | 74 |
| 20:00 | 77 | 48 | 54 | 57 |
| 20:30 | 88 | 82 | 76 | 44 |
| 21:00 | 57 | 56 | 53 | 54 |
| 21:30 | 55 | 60 | 52 | 51 |
| 22:00 | 0 | 0 | 0 | 0 |
| 22:30 | 0 | 0 | 0 | 0 |
| 23:00 | 0 | 0 | 0 | 0 |
| 23:30 | 0 | 0 | 0 | 0 |
| **Total** | **2468** | **2404** | **2220** | **1796** |

**Appendix I - Call Arrival Patterns - Winnipeg Transit**



# The City Of Winnipeg

311 Project - Enhanced Model
In-House Centre

# Appendix II
## Cost Projections - Years 6 to 11

## Appendix II - Cost Projections - Years 6 to 11

**CITY OF WINNIPEG**
**311 PROJECT - ENHANCED MODEL**
**IN_HOUSE MODEL - YEARS 6 TO 11**

**Additional Assumptions**

1. All operating statistics (call volumes, average call length, and service level requirements) are unchanged from the assumptions in the first 5 years.
2. **Direct labour & Benefits** - all assumptions for the first 5 years remain unchanged for years 6 to 11. Head count unchanged from the first 5 years. Salaries adjusted for a cost of living adjustment of 2% annually
3. **Legacy Costs** - No legacy costs in Years 6 to 11. Legacy costs ended at the end of Year 1.
4. **Management & Support** - all assumptions for the first 5 years remain unchanged for years 6 to 11. Head count unchanged from the first 5 years. Salaries adjusted for a cost of living adjustment of 2% annually
5. **General & Admin** - Make-up of General & Admin remains unchanged from the first 5 years. Amount increased 2% annually to reflect inflation.
6. **Infrastructure** - Components of the infrastructure are unchanged from Years 1 to 5, however, a "refreshing" of technology is assumed to occur at the start of Year 6 as follows:

| | |
|---|---|
| Switch / ACD | Technology upgraded at a rate of 33% of the original cost in Year 1 |
| WFM & Quality Assurance | Technology replaced with new equipment - Year 1 cost plus 8% |
| CTI & IVR/VRU | Technology replaced with new equipment - Year 1 cost plus 8% |
| CRM | Technology upgraded at a rate of 33% of the original cost in Year 1 |
| P.C.'s & Software | Technology replaced with new equipment - Year 1 cost plus 8% |
| Servers & Storage | Technology replaced with new equipment - Year 1 cost plus 8% |
| Other Equipment | Estimated life assumed to be 11 years, therefore no refresh required at the start of Year 6 |
| Miscellaneous | Technology replaced with new equipment - Year 1 cost plus 8% |
| Furniture & Fixtures | Estimated life assumed to be 11 years, therefore no refresh required at the start of Year 6 |
| Leasehold Improvements-LHI | Estimated life assumed to be 11 years, therefore no refresh required at the start of Year 6 |

Assumptions regarding the other components of the infrastructure (real estate and telephony) are unchanged from Year 1 to 5. Amount adjusted for inflation at a rate of 2% annually.

| | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Year 11 | Total |
|---|---|---|---|---|---|---|---|
| **I. Direct Labour & Benefits** | | | | | | | |
| Head Count | | | | | | | |
| Total FTE's | 79.00 | 79.00 | 79.00 | 79.00 | 79.00 | 79.00 | |
| Call Volume | 2,400,000 | 2,400,000 | 2,400,000 | 2,400,000 | 2,400,000 | 2,400,000 | |
| Total Labour & Benefits | $ 3,219,019 | $ 3,283,400 | $ 3,349,067 | $ 3,416,049 | $ 3,484,370 | $ 3,554,057 | $ 20,305,962 |
| Salary Adjustment | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | |
| **Total Labour & Benefits** | **$ 3,219,019** | **$ 3,283,400** | **$ 3,349,067** | **$ 3,416,049** | **$ 3,484,370** | **$ 3,554,057** | **$ 20,305,962** |
| **II. Legacy Costs** | | | | | | | |
| Staffing | | | | | | | |
| Avg. Head Count Undeployed | - | - | - | - | - | - | |
| Average Annual Salary | $ 40,747 | $ 41,562 | $ 42,393 | $ 43,241 | $ 44,106 | $ 44,988 | |
| **Total Legacy Costs** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **III. Management & Support** | | | | | | | |
| Head Count | 13.2 | 13.2 | 13.2 | 13.2 | 13.2 | 13.2 | |
| Total Salary & Benefits | $ 897,600 | $ 915,552 | $ 933,863 | $ 952,540 | $ 971,591 | $ 991,022 | $ 5,662,167 |
| Inflation Adjustment | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | |
| **Total Labour & Benefits** | **$ 897,600** | **$ 915,552** | **$ 933,863** | **$ 952,540** | **$ 971,591** | **$ 991,022** | **$ 5,662,167** |
| **IV. General Overhead** | | | | | | | |
| Total General & Admin | $ 216,841 | $ 221,178 | $ 225,602 | $ 230,114 | $ 234,716 | $ 239,411 | $ 1,367,862 |
| Inflation Adjustment | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | |
| **Total Overhead** | **$ 216,841** | **$ 221,178** | **$ 225,602** | **$ 230,114** | **$ 234,716** | **$ 239,411** | **$ 1,367,862** |

## Appendix II - Cost Projections - Years 6 to 11

**CITY OF WINNIPEG**
**311 PROJECT - ENHANCED MODEL**
**IN_HOUSE MODEL - YEARS 6 TO 11**

| V. Infrastructure Costs | | | | | | | |
|---|---|---|---|---|---|---|---|
| Facilities and Telephony | | | | | | | |
| Facilities | $ 218,608 | $ 222,980 | $ 227,440 | $ 231,989 | $ 236,628 | $ 236,628 | $ 1,374,273 |
| T1 Lines | 95,393 | 97,300 | 99,246 | 101,231 | 103,256 | 103,256 | 599,683 |
| Data Lines | 8,281 | 8,446 | 8,615 | 8,787 | 8,963 | 8,963 | 52,056 |
| | $ 322,281 | $ 328,727 | $ 335,301 | $ 342,007 | $ 348,848 | $ 348,848 | $ 2,026,012 |
| Inflation Adjustment | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | | |
| Annual Depreciation | | | | | | | |
| Switch / ACD | $ 26,444 | $ 26,444 | $ 26,444 | $ 26,444 | $ 26,444 | $ 26,444 | $ 158,665 |
| WFM & Quality Assurance | 22,789 | 22,789 | 22,789 | 22,789 | 22,789 | 22,789 | 136,733 |
| CTI & IVR/VRU | 31,185 | 31,185 | 31,185 | 31,185 | 31,185 | 31,185 | 187,110 |
| CRM | 112,514 | 112,514 | 112,514 | 112,514 | 112,514 | 112,514 | 675,082 |
| P.C.'s & Software | 45,663 | 45,663 | 45,663 | 45,663 | 45,663 | 45,663 | 273,975 |
| Servers & Storage | 27,864 | 27,864 | 27,864 | 27,864 | 27,864 | 27,864 | 167,184 |
| Other Equipment | 30,059 | 30,059 | 30,059 | 30,059 | 30,059 | 30,059 | 180,355 |
| Miscellaneous | 5,100 | 5,100 | 5,100 | 5,100 | 5,100 | 5,100 | 30,600 |
| Furniture & Fixtures | 50,818 | 50,818 | 50,818 | 50,818 | 50,818 | 50,818 | 304,909 |
| Leasehold Improvements-LHI | 56,746 | 56,746 | 56,746 | 56,746 | 56,746 | 56,746 | 340,478 |
| Internal Finance Charge | 77,394 | 65,944 | 53,950 | 41,386 | 28,226 | 14,440 | 281,341 |
| Total | $ 486,576 | $ 475,126 | $ 463,132 | $ 450,568 | $ 437,408 | $ 423,622 | $ 2,736,433 |
| Inflation - Equipment | 8.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Maintenance | $ 350,087 | $ 357,089 | $ 364,231 | $ 371,516 | $ 378,946 | $ 386,525 | $ 2,208,394 |
| Inflation on Maintenance | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | |
| Integration & Transition Costs | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Project Implementation | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Knowledge Management Develop. | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 30,000 | $ 180,000 |
| **Total Infrastructure** | **$ 1,188,945** | **$ 1,190,942** | **$ 1,192,664** | **$ 1,194,091** | **$ 1,195,201** | **$ 1,188,995** | **$ 7,150,839** |
| **Grand Total - In-House** | **$ 5,522,405** | **$ 5,611,071** | **$ 5,701,196** | **$ 5,792,794** | **$ 5,885,878** | **$ 5,973,485** | **$ 34,486,830** |