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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

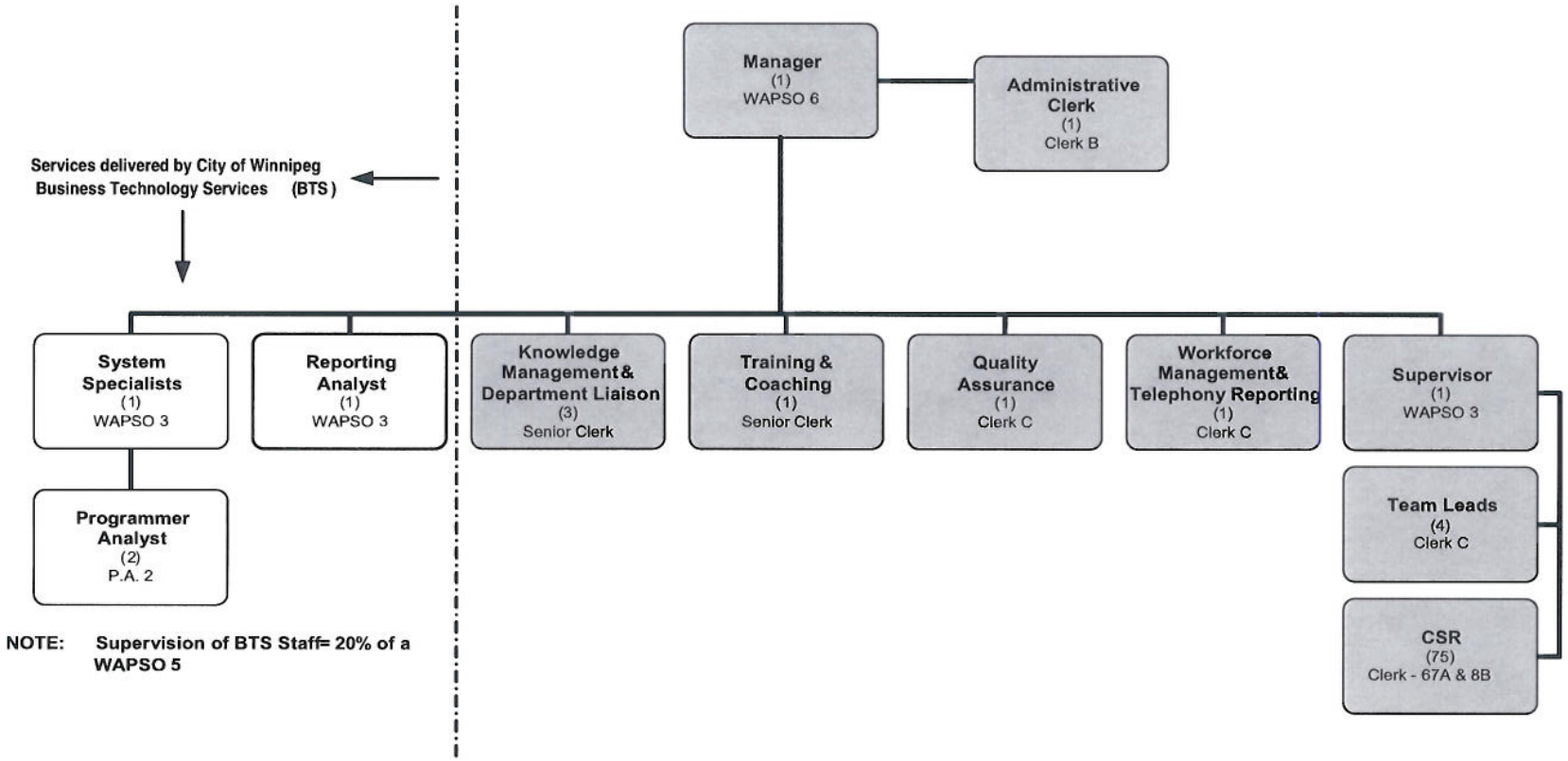
On-line Hours Per Year	1,403.65
Occupancy	74.77%
Handle Hours Per Year	1,049.48
# of Interactions Annually	2,400,000
AHT (Seconds)	118.0
Total Handle Time - Seconds	283,200,000
Total Handle Time - Hours	78,667
# of Full Time CSR	**75.00**

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

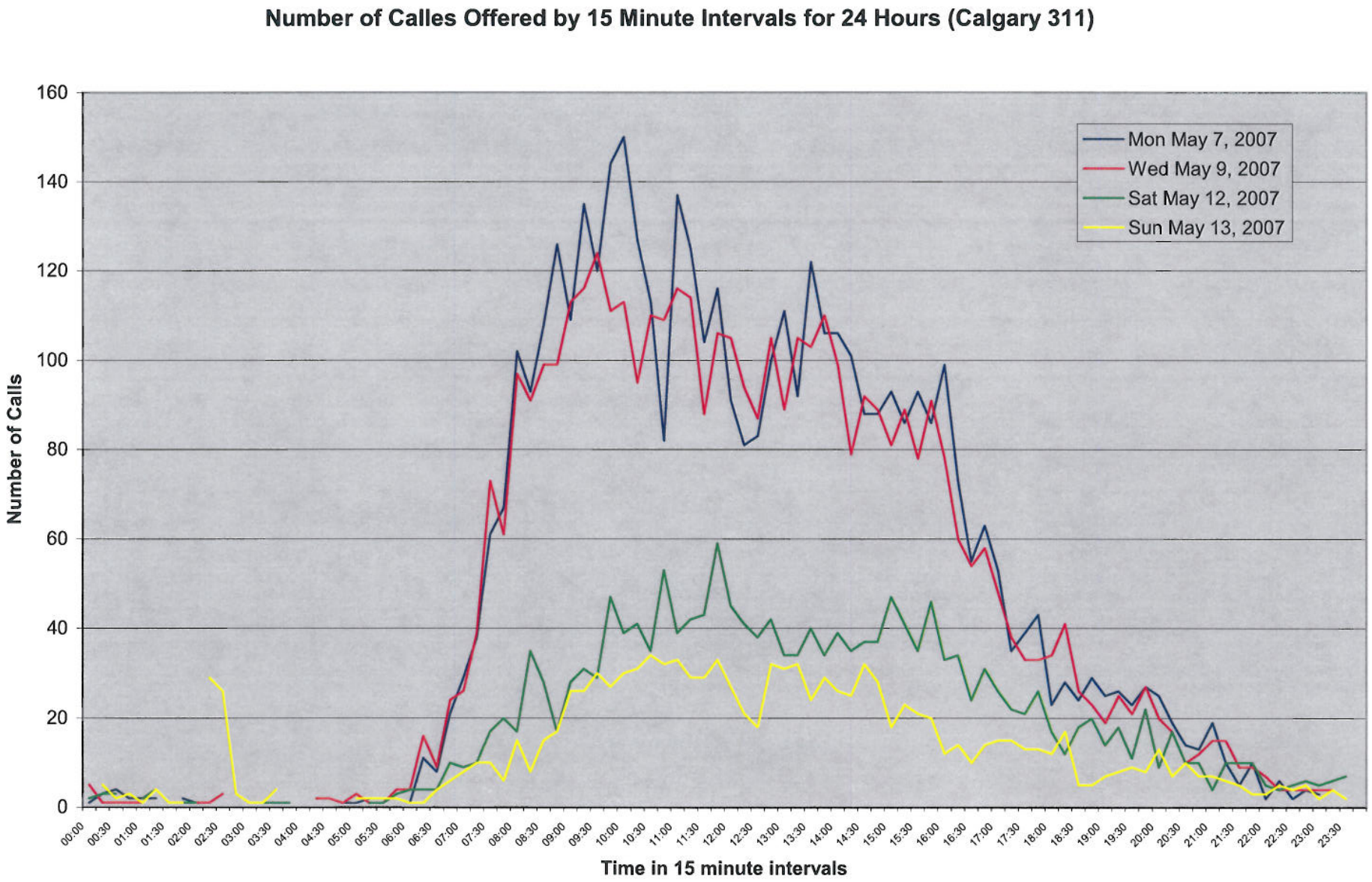
CALGARY 311 NUMBER OF CALLS OFFERED BY 15 MINUTE INTERVALS				
Time	Mon May 7, 2007	Wed May 9, 2007	Sat May 12, 2007	Sun May 13, 2007
00:00	1	5	2	
00:15	3	1	3	5
00:30	4	1	3	2
00:45	2	1		3
01:00	2	1	2	1
01:15	2		4	4
01:30				1
01:45	2		1	1
02:00	1	1	1	
02:15		1		29
02:30	3	3	2	26
02:45				3
03:00	3	1	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.

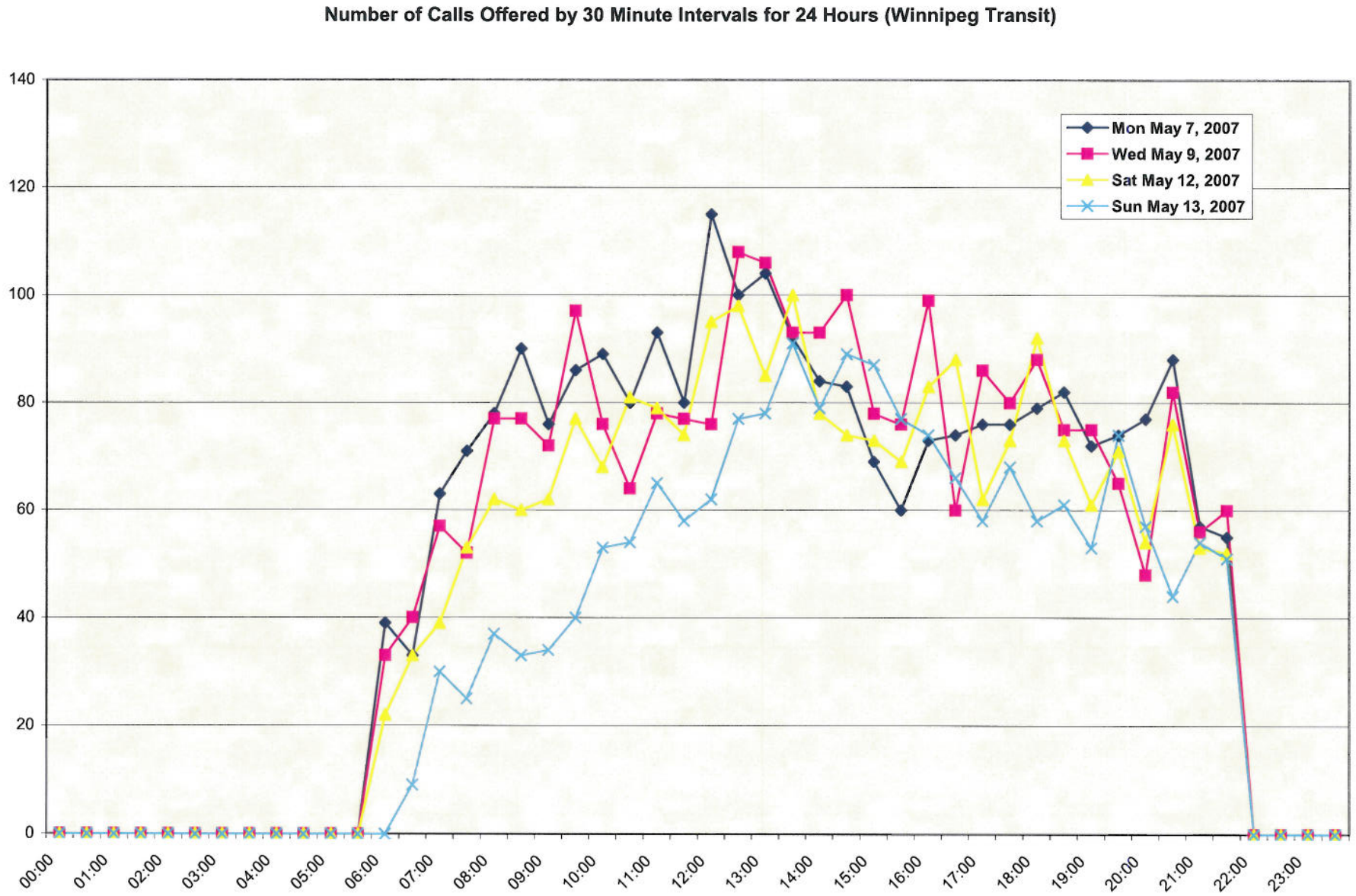
Appendix I - Calgary Call Arrival Patterns



Appendix I - Arrival Patterns Winnipeg Transit

WINNIPEG TRANSIT 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**