

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: IMPLEMENTATION OF CLOUD-BASED CALL CENTER PLATFORM

DATE OF IMPLEMENTATION/ADOPTION: JUNE 2020

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2020)

CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE **COVID-19 IMPACT AWARD ONLY**. (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Los Angeles County Registrar-Recorder/County Clerk (RR/CC) department operated
 2 its 14 election call centers on an antiquated Cisco platform. After the implementation of
 3 the Voting Solutions for All People (VSAP) program and the onset of the COVID-19
 4 pandemic, the need for a scalable and flexible solution was necessary to accommodate
 5 the growing number of election call centers, callers, and demands of the ever-changing
 6 election environment. Non-bias assessments and collaborative sessions revealed that
 7 the RR/CC would need to update the call center platform to increase the quality-of-service
 8 delivery and realize efficiencies to improve the overall customer experience. Through the
 9 implementation of a cloud-based call center platform, the RR/CC was able to significantly
 10 reduce wait time for the tens of thousands of callers and realize costs saving for the
 11 department in the process.
 12
 13
 14
 15

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 0	\$ 156,000	\$ 0	\$ 156,000	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS

Registrar-Recorder/County Clerk
 12400 Imperial Hwy, Norwalk, CA 90650

(800) 815-2666

PROGRAM MANAGER'S NAME

Aman Bhullar

EMAIL abhullar@rrcc.lacounty.gov

TELEPHONE NUMBER

(562) 462 -2714

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)

Alexander Ogunji



DATE

06/25/21

TELEPHONE NUMBER

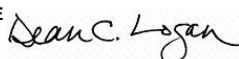
(562) 462-2755

EMAIL

aogunji@rrcc.lacounty.gov

DEPARTMENT HEAD'S NAME AND SIGNATURE

Dean Logan



DATE

6/25/2021

TELEPHONE NUMBER

(562) 462-2716

****ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE****

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: IMPLEMENTATION OF CLOUD-BASED CALL CENTER PLATFORM

1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project **to the County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success **and specify assessment time frame**. Use Arial 12 point font.

Prior to the implementation of the new Voting Solutions for All People (VSAP) voting model for Los Angeles County, the Registrar-Recorder/County Clerk (RR/CC) utilized Cisco Finesse for operational and election call center needs. At that time, the election call centers were primarily used by 14 different non-technical call centers that managed issues ranging from voter registration questions to inquiries from Election Workers.

The implementation of the VSAP program introduced the need for technical support call centers, and the internal Help Desk call center was insufficient to support the growing technical support needs of the program. The Technical Support, Field Support Dispatch, Network Operations Center (NOC), Security Operations Center (SOC), Swap Dispatch, and other vendor call center support groups were established and staffed in response to the RR/CC department’s need, bringing the total number of election call centers to 21. The addition of these concentrated technical support call centers was necessary to support the increased demand in technical support.

However, in March of 2020, the initial rollout of the new call centers proved to be challenging. The call centers were overwhelmed with the additional call volume, there were an insufficient number of agents, calls were reportedly being dropped, the Cisco platform was unable to handle the number of synonymous calls at a time, and wait times were extraordinarily long causing significant delay in assistance and service to the Vote Centers.

After the March 2020 election, several collaborative sessions were held with the various call centers to determine the improvements that needed to be implemented to ensure the success of the call center operations and improve the level of service offered to the Vote Centers and by extension, the public. Additionally, the Cisco call center data and solution was evaluated by a third party for assistance in identifying potential points for improvement. After these sessions, it was determined that the existing call center platform was not able to meet the increased demands of the new call centers and the new voting model and would need to be replaced with a unified, cloud-based, scalable solution.

In response to the identified need, the Technical Support Services (TSS) section began evaluating the potential solutions. The onset of the COVID-19 pandemic provided additional requirements, as the call center solution would have to be accessed from anywhere as uncertainty around the staffing model for the November 2020 election grew. After evaluating several options, TSS worked to implement the

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: IMPLEMENTATION OF CLOUD-BASED CALL CENTER PLATFORM

AWS Connect cloud-based call center solution. As part of the implementation, the TSS section worked with a call center architect and the 21 election call centers to evaluate the various call flows, messages, prompts and menu options to ensure that a new architecture was created that was user friendly and allowed for the most efficient call flow. Additionally, the TSS team worked with several telecom carriers to port the existing phone numbers used on the Cisco platform to the single AWS instance so external and internal customers were ensured a seamless user experience.

In addition to implementing improvements to the call workflow architecture, the team implemented several additional features to enhance the customer experience and assist in the reduction of caller wait time. These features included:

- Implementation of Amazon Lex voice prompted options;
- Implementation of AI to provide voice services and ensure messaging could be updated swiftly without the need of a live person;
- Playing of informational messages with answers to common questions on each queue;
- Implementation of Symbee as the interface for users to easily adopt to the new system;
- Implementation of wait time announcement for callers and queued callback;
- Implementation of call center queue dashboards to track all calls in queue, average handling time, wait time, and available agents to scale up and scale down as demands changed;
- Ability for users to access work in the call center from anywhere;
- Ability to accept thousands of synonymous calls (no queue limits) without dropping callers from the queue;
- Ability to add or remove agents to queues within minutes to meet demands; and
- Call center staffing models created to ensure optimal call center agent staffing in call centers.

For this implementation, the measures of success were based upon user surveys and average caller wait time. For the November 2020 election, the call centers received 89,643 calls over the period of 11 days. As a result of the implementation, the average wait time for callers was reduced from over 3 hours on average in March 2020 to 1 minute and 42 seconds average for IT call centers and 18 minutes 20 seconds for all call centers overall.

Additionally, the solution reduced the annual costs to operate call centers significantly, as the Cisco Finesse platform incurred costs consistently throughout the year. The AWS Connect solution was implemented in a way that the RR/CC is only billed for the calls that are made and received, which is ideal for the ever-changing election environment.

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: IMPLEMENTATION OF CLOUD-BASED CALL CENTER PLATFORM

Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12-point font.

Strategy III.2.2 Leverage Technology to Increase Visibility and Access to Services and Strategy III.2.3 Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency

Prior to the implementation of the cloud-based call center platform, the services offered to the public and internal customers through the call centers was diminished by issues with the antiquated call center platform and inadequate staffing models. The changes implemented were in direct line with enhancing the overall quality and accessibility of services provided to the internal and external customers through the implementation of scalable platform solution, customer centric features, and reduced wait time. Overall, these changes warranted gained efficiencies through optimized workflows and increased overall user satisfaction.

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: IMPLEMENTATION OF CLOUD-BASED CALL CENTER PLATFORM

COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$156,000	\$	\$ 156,000	<input checked="" type="checkbox"/>

ANNUAL= 12 MONTHS ONLY

The estimated annual cost savings of \$156,000.00 listed above was generated through a comparison of the Cisco Finesse Platform versus AWS Connect (please refer to calculation below). The Cisco Finesse Platform billing structure was static, with the department being charged a pre-agreed amount on a consistent basis. With the AWS Connect solution, RR/CC implemented a more agile billing system where the RR/CC department is only billed for the calls that are made and received – this is an ideal solution to the ever-changing election environment and scheduling, resulting in the cost-savings tallied above.

AWS Connect (New)	\$74,436.33
CISCO Finesse (Old)	\$230,968.19
Cost Savings	(\$156,531.86)

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: IMPLEMENTATION OF CLOUD-BASED CALL CENTER PLATFORM

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____