

**Quality and Productivity Commission**  
**27<sup>th</sup> Annual Productivity and Quality Awards Program**  
**"Saluting County Excellence"**

**2013 APPLICATION**

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

**NAME OF PROJECT: CUSTOMER SERVICE CENTER**

**DATE OF IMPLEMENTATION/ADOPTION:** JANUARY 16, 2007  
 (Must have been implemented at least one year - on or before June 30, 2012)

**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. Summarize the problem, solution, and benefits of the project in a clear and direct manner

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The Customer Service Center (CSC) is designed to optimize and enhance customer service quality, improve timeliness of case actions and service delivery, and increase telephone access. The concept of having a single point of contact has led to improved services to our customers and efficiencies in how we conduct business and manage growing caseloads. CSC allows customers to discuss case information with an Eligibility Worker (EW) during business hours, and to ask case specific questions on how documents were processed. Customers also have access to the 24-hour, 7 days a week Self-Service system to retrieve case-specific information or seek general information. With the completion of Case Imaging, another automation feature, that involves scanning of all required documents in an electronic case file, and storing of the files in a document repository which can be easily accessed and retrieved by authorized staff, the CSC EWs have immediate access to case records. Over 1.3 million cases from 29 DPSS district offices are currently being supported by the CSC and the remaining 213,000 cases and four offices will be supported by the CSC by August 2013.

(1) ESTIMATED/ACTUAL ANNUAL COST AVOIDANCE	(2) ESTIMATED/ACTUAL ANNUAL COST SAVINGS	(3) ESTIMATED/ACTUAL ANNUAL REVENUE	(1) + (2) + (3) TOTAL ESTIMATED/ACTUAL BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ N/A	\$ N/A	\$ N/A	\$ N/A	X
SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Public Social Services 12860 Crossroads Parkway South City of Industry, CA 91746			TELEPHONE NUMBER  (562) 908-8600	
PROGRAM MANAGER'S NAME  Michelle Sepulveda			TELEPHONE NUMBER (562) 908-3048  EMAIL AnjettaVenters-Bowles@dpss.lacounty.gov	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0122 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small>  Nadia Mirzayans		DATE 07/02/13	TELEPHONE NUMBER (562) 908-6330  EMAIL MichelleSepulveda@dpss.lacounty.gov	
DEPARTMENT HEAD'S NAME AND SIGNATURE  Sheryl L. Spiller		DATE 07/02/13	TELEPHONE NUMBER  (562) 908-8383	

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**FACT SHEET – LIMITED TO 3 PAGES ONLY:** Describe the **Challenge, Solution, and Benefits** of the project, written in plain language. Include a discussion of the technology and linkage to the County Strategic Plan. The description should identify Performance Measures.

**CHALLENGE**

The high volume of customers coming to DPSS offices in person to resolve case issues led to increased lobby traffic and long lines in some district offices. Managing this influx of people became a difficult task for the Department. Prior to CSC implementation, DPSS customers had to contact the case-carrying worker during the established telephone hours. Two hours per day were allotted for this purpose and customers were often not able to reach their case worker by telephone, ultimately resulting in a visit to the district office.

Additionally, prior to the implementation of document imaging, CSC EWs would solely depend on Los Angeles Eligibility Automated Determination Evaluation and Reporting (LEADER) system case comments to answer customer inquiries. Case records were retained in paper files and accessible only to workers in the assigned district.

**SOLUTION**

The CSC was implemented to provide centralized support to DPSS customers and relieve district office lobbies and workers from answering repetitive case-related questions. The CSC network is housed in three locations throughout LA County with over 500 EWs who provide assistance to customers by answering questions, providing case information, and updating case records as appropriate. Additionally, 24-hour self-service access to information is available. The CSC receives an average of 500,000 calls on a monthly basis.

The use of an electronic and online system to store and retrieve case records provides immediate access to documents for all DPSS workers. For the CSC, the implementation of full case imaging has enabled staff to handle all calls more efficiently, reducing the need to send follow-up requests to the district offices. The ability to quickly access the images and evaluate case status from any DPSS workstation has greatly increased the Department’s level of customer service. Approximately 1.3 million cases have been imaged/scanned.

**BENEFITS**

- A single point of contact for DPSS customers via a phone call to a toll-free or local number.
- Access to an EW from 7:30 a.m. to 5:30 p.m., five days a week for timely and accurate responses.

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- CSC support in five languages: English, Spanish, Vietnamese, Cambodian and Mandarin, with plans to support Farsi, Russian, Armenian, Tagalog, and Korean by July 30, 2013.
- Staff who are knowledgeable about all eligibility programs, providing assistance with CalWORKs, Medi-Cal, CalFresh, and General Relief. In addition, referrals are made for other services in the Department, as appropriate.
- Reduced District office lobby traffic.
- With use of modern call center technology, the CSC EWs have immediate, electronic access to case record information on multiple computer systems, resulting in prompt customer service.
- Multiple-user access to the same case, on an as needed basis, since access to a physical case is no longer required.
- Improved seamless transition of services as participants change their residence within the county, or when they transition to other programs.

LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):

Strategic Plan Goal

1. Operational Effectiveness: Maximize the effectiveness of the processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT):** If you are claiming cost benefits, include a calculation on this page. 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.

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes.

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

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

**ANNUAL= 12 MONTHS ONLY**