

TENNESSEE AMERICAN WATER COMPANY

Docket No. 06-00290

DIRECT TESTIMONY

MARK KEIL

1. **Question:** What is your name and business address?

Response: My name is Mark Keil, and I am the Chief Information Officer for the City of Chattanooga, Tennessee. Our offices are temporarily located in the Warehouse Row Building on Market Street; however, my regular address is City Hall, East 11th Street, Chattanooga, TN 37402.

2. **Question:** What are your job functions as the Chief Information Officer?

Response: I am generally responsible for all of the computer, telephone, and other communication services for the City.

3. **Question:** Does the City of Chattanooga operate a Call Center?

Response: Yes. The City operates a 311 Call Center which falls within my area of management.

4. **Question:** Can you describe the operation of the City's 311 Call Center?

Response: The 311 Call Center simplifies citizen access to government by providing a single point of contact for all city Services. The Center began operation in February of 2003. The concept of "one call for service" has been enormously popular with citizens, as indicated by an astounding 140% increase in the number of calls from 2004 (the first full year of operation) to 2006. Over 40% of the calls to the 311 Center generate a Customer Service Request (CSR) which is sent immediately to the appropriate department. The remaining calls generally involve requests for information that are handled by the operators. The computer software used by Call Center operators contains a wealth of information about City services that can be accessed by the operators. They also receive daily updates as to any current issues that citizens may call about.

5. **Question:** Would you give an example of generating a service request?

Response: If a complaint about litter on private property is received, the Call Center operator records the basic who, what, when, where, and why information into templates which are designed for specific types of service requests. This information is electronically forwarded to the Neighborhood Services Department. When that

department receives the complaint, it is opened and assigned to a Codes Enforcement Inspector. The Inspector is responsible for entering all related information, up to and including citations to court, for any CSR assigned to him/her. This information is then entered into the system, and the CSR is tracked until resolved or closed.

6. **Question:** Does the City track performance measures for its Call Center?

Response: Yes, both the performances for 2005 and 2006 and goal for 2007 is shown in the table attached as Exhibit "A". This Exhibit also shows our top ten service requests.

7. **Question:** How do you determine the customer satisfaction as shown on the table?

Response: The University of Tennessee at Chattanooga's Center for Applied Research conducts periodic surveys of citizens who request service through the City's 311 Service Center. The survey reviews customer satisfaction with Service Center performance as well as with services rendered by City departments. From the most recent survey:

- 86% of 311 customers surveyed rated customer service representatives as "excellent" or "good"
- 74% rated the handling of their request by customer service representatives as "excellent" or "good"
- 70% indicated satisfaction with the way the City handled their request

8. **Question:** How many calls per day can a single customer service representative handle?

Response: The target service level is 135 calls per day per customer service representative.

9. **Question:** How much does it cost the City to operate the Call Center?

Response: For fiscal year 2007, which runs from July 1, 2006, through June 30, 2007, our budget is \$475,350.00 .

10. **Question:** Please provide data to support testimony concerning the budget.

Response: Yes, see attached as Exhibit "B".

11. **Question:** How many Call Center operators are budgeted?

Response: We are budgeted for nine operators, one supervisor, and one coordinator; however, we have never had this many operators. Presently, we utilize seven operators. Accordingly, we will be under budget for fiscal year 2007.

12. **Question:** Does the budget which you have included include the cost for the computer programs which are used by the Call Center customer service representatives?

Response: The budget includes the cost for maintenance of the Call Center software; however, it does not include scheduling programs which are used in the individual departments. For example, the Department of Public Works uses a program called, City Works, to monitor service requests that are sent from the 311 Call Center to Department of Public Works.

13. **Question:** Does the budget include employee fringe benefits and overhead allocation?

Response: Yes, it includes employee benefits as shown in Exhibit "B".

14. **Question:** Does your Call Center operate 24 hours a day?

Response: No. Our Call Center representatives work a 40 hour week. If a call is received after hours, the caller is provided automated options to receive information. They are given the option of leaving a voice message. For emergencies, the citizen is also given the option to deliver a voice message directly to the departmental emergency responders who are on duty nights, weekends, and holidays.

15. **Question:** Prior to establishing the 311 Call Center, did the City consider outsourcing this function to a commercial call center?

Response: Yes. We evaluated the possibility of outsourcing the Call Center. We decided against doing so because we desired to provide a more informed response to the citizens' complaints than normally attained through commercial call centers. Also, we had some concerns about the cost of outsourcing this service. Generally, commercial call centers charge by the number of calls which they receive and it was difficult for us to ascertain the cost.

16. **Question:** Does this conclude your testimony?

Response: Yes.

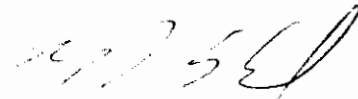
TENNESSEE REGULATORY AUTHORITY

STATE OF TENNESSEE

COUNTY OF HAMILTON

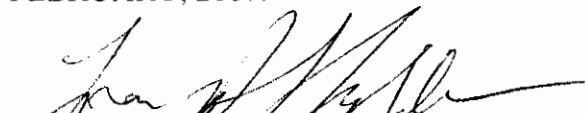
BEFORE ME, the undersigned authority, duly commissioned and qualified in and for the State and County aforesaid, personally came and appeared, **Mark Keil**, who, being by me first duly sworn depose and said that:

He is appearing as a witness on behalf of the City of Chattanooga, Tennessee, before the Tennessee Regulatory Authority, and if present before the Authority and duly sworn, his testimony would set forth in the annexed transcript consisting of three pages.



Mark Keil

SWORN TO AND SUBSCRIBED
BEFORE ME THIS 28 DAY OF
FEBRUARY, 2007.



NOTARY PUBLIC

My Commission Expires: 12-Aug-07



<u>Performance Measures</u>	<u>Goal</u> <u>2005</u>	<u>Actual</u> <u>2005</u>	<u>Goal</u> <u>2006</u>	<u>Actual</u> <u>2006</u>	<u>Goal</u> <u>2007</u>
311 service requests created	151,652	192,165	200,000	259,860	300,000
311 service requests closed	100%	98.9%	100%	99.2%	100%
311 customer satisfaction rating	90%	90%	90%	N/A*	90%

*N/A

Spotlight

Top 10 Customer Service Request

1. Bulky Item Collection
2. Garbage Collection Missed
3. Brush Collection Missed
4. Abandoned/Inoperable Vehicle
5. Litter
6. Illegal Dumping on City Streets
7. Stormwater Drainage and Erosion
8. Overgrowth on an Occupied Lot
9. Overgrowth on an Unoccupied Lot
10. Park Reservation

Account Account Description	Actual Fiscal 06	Budget Fiscal 07
SALARIES & WAGES		
610000 SALARIES & WAGES	271,985	313,189
620000 FRINGE BENEFITS	73,411	104,361
	345,396	417,550
PURCHASED SERVICES		
710000 PURCHASED SERVICES	24,216	51,830
720000 MATERIALS & SUPPLIES	1,726	2,500
730000 TRAVEL EXPENSE	1,449	3,470
740000 VEHICLE OPERATING EXPENSE	0	0
750000 INSURANCE, CLAIMS, DAMAGES	0	0
760000 INVENTORY SUPPLIES	0	0
770000 CAPITAL OUTLAY & CAPITAL ASSETS	7,071	0
780000 GOVTL CHARGES, TAXES, FEES, MISC.	0	0
790000 OTHER FINANCING USES	0	0
	34,462	57,800
Dept Total	379,857	475,350

Salary projection by Cost Center and Position/ORG has been printed and shows the following total:

** Organization Totals **	11 (Authorized Positions) -	BASE PAY	314,393.28
	11 (Authorized Positions) -	EOASDI	19,492.40
	11 (Authorized Positions) -	EMEDCARE	4,558.73
	11 (Authorized Positions) -	EMPR PEN 704	21,913.22
	10 (Authorized Positions) -	MEDICAL BEN	51,922.68
	11 (Authorized Positions) -	LIFE INS	715.84
	11 (Authorized Positions) -	LTD PENSION	704.68
	11 (Authorized Positions) -	ON-SITE MED	7,512.00

	Organization GGCRM Totals:		421,212.83

EXHIBIT "B"