



COMMISSION PACKAGE

ACTION REQUESTED:

Purpose of this Commission Package: To request approval to Contract No. 142186, Temporary Personnel Services for a one (1) year Base Term and one (1) year Option Term. This contract is awarded under a Special Procurement to three (3) contractors currently providing the same services under Contract 1133: Temporary Personnel Services, which will expire on June 30, 2021. The awardees are June Gem Technologies, Inc., ABSS Solutions, Inc., and 1st Choice, LLC. The total value of the Base Term will be \$5,000,000.00, and the total value of the Option Term, if exercised, will be \$5,000,000.00.

This contract is the result of an Exemption requested for the continuity of services through the incumbent contractors noted above and the current temporary personnel who are in place. Approval of this request will allow the incumbent personnel to continue their support of Project Cornerstone and other essential tasks throughout the Commission as the Subject Matter Experts.

Basis of Award: N/A

PROJECT OVERVIEW:

This contract is for temporary staffing services consisting of multiple labor categories that provide support to various Commission departments on an as needed basis. The current scope of this contract is for continuance of service by the current in-place personnel (contingent workers) from each staffing agency.

CONTRACT DATA:

CONTRACT NO.:	142186	CUMULATIVE CONTRACT AMOUNT:	\$10,000,000.00
CONTRACT TERM:	1 YEAR	ORIGINAL CONTRACT AMOUNT:	\$10,000,000.00
OPTION TERM:	1 ONE-YEAR	CONTRACT TYPE:	PROFESSIONAL SERVICES
PROCUREMENT TYPE:	EXEMPTION: SPECIAL PROCUREMENT	OSDI CONCURRENCE:	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
PROJECT LOCATION:	<input type="checkbox"/> MONTGOMERY COUNTY <input type="checkbox"/> PRINCE GEORGE'S COUNTY <input checked="" type="checkbox"/> BOTH		

AWARDEE INFORMATION.:


AWARDEE NO. 1:	1 ST CHOICE, LLC
OPTION TERM AMOUNT:	AMOUNT TO BE DISTRIBUTED AS SERVICES ARE REQUIRED
PAST PERFORMANCE:	<input checked="" type="checkbox"/> SATISFACTORY <input type="checkbox"/> NO PAST PERFORMANCE
AWARDEE INFORMATION.:	
AWARDEE NO. 2:	ABSS SOLUTIONS, INC.
OPTION TERM AMOUNT:	AMOUNT TO BE DISTRIBUTED AS SERVICES ARE REQUIRED

PAST PERFORMANCE:	<input checked="" type="checkbox"/> SATISFACTORY <input type="checkbox"/> NO PAST PERFORMANCE
AWARDEE INFORMATION.:	
AWARDEE NO. 3:	JUNEGEM TECHNOLOGIES, INC.
OPTION TERM AMOUNT:	AMOUNT TO BE DISTRIBUTED AS SERVICES ARE REQUIRED
PAST PERFORMANCE:	<input checked="" type="checkbox"/> SATISFACTORY <input type="checkbox"/> NO PAST PERFORMANCE

☐ Denotes Commission Approval Required

STATEMENT OF DETERMINATION AND FINDINGS

BASED UPON A THOROUGH REVIEW AND ANALYSIS OF THE CONTRACTOR'S PROPOSAL AND ALL OTHER SUPPORTING DOCUMENTATION SUBMITTED BY THE CONTRACTOR, AND IN CONJUNCTION WITH THE DUE DILIGENCE PERFORMED BY THE PROCUREMENT OFFICE, I CERTIFY THAT THE AWARD OF CONTRACT NO. 142186 IS RELEVANT, FAIR AND REASONABLE, AND IN THE BEST INTEREST OF THE COMMISSION. TO THE BEST OF MY KNOWLEDGE AND BELIEF ALL APPLICABLE REGULATORY AND STATUTORY PROVISIONS WERE ADHERED TO WHEN DETERMINING AWARD.

THOMAS CARNEY  BUYER INITIALS

Legal Form and Sufficiency Review

This contract has been reviewed and approved for legal form and sufficiency by the General Counsel's Office:

DocuSigned by:



General Counsel's Office

Or

The Procurement Office has notified the General Counsel's office that this is a standard form contract previously approved for legal form and sufficiency by the General Counsel's Office and there are no deviations from the standard form:

General Counsel's Office

COMMITTEE REVIEW & APPROVAL
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DocuSigned by:



DeAnna Thomas

Director, Human Resources

/ May 6, 2021 | 2:58 PM EDT

Date

DocuSigned by:



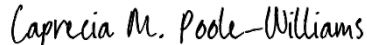
Crystal Knight-Lee

Director, Customer Service

/ May 6, 2021 | 12:59 PM PDT

Date

DocuSigned by:



Capricia Poole-Williams

Chief Procurement Officer

/ May 6, 2021 | 4:00 PM EDT

Date

DocuSigned by:



Monica J. Johnson

Deputy GM, Strategy and Partnerships

/ May 7, 2021 | 1:57 PM EDT

Date

DocuSigned by:



Carla A. Reid

General Manager/CEO

/ May 7, 2021 | 2:41 PM EDT

Date

☐ This is to certify that the Washington Suburban Sanitary Commission on this date voted to approve the above action.

☐ This is to certify that the Washington Suburban Sanitary Commission on this date voted to approve the above action with the following stipulations:

☐ This is to certify that the Washington Suburban Sanitary Commission on this date voted not to approve the above action.

/

COMMISSION

Date






COMMISSION SUMMARY

AGENDA CATEGORY: Other Reports

ITEM NUMBER:

DATE: May 19, 2021

SUBJECT	Contract #142186, Call Center Optimization: Special Procurement for a New 1-year Contract for Temporary Services
SUMMARY	The purpose of this briefing is to seek Commission approval for a special procurement (exemption from competitive bid) that will enable the Customer Service Department to continue utilizing existing temporary resources under contract #1133 during the transition to new staffing model.
SPECIAL COMMENTS	Background on this request including more information about the customer service optimization initiative was presented at the April 21, 2021 Commission Meeting and is attached.
CONTRACT NO./ REFERENCE NO.	#142186
COSTS	Base Term: \$5,000,000
AMENDMENT/ CHANGE ORDER NO. AMOUNT	N/A
MBE PARTICIPATION	All three awardees: 1 st Choice, LLC, ABSS Solutions, Inc. and JuneGem Technologies, Inc. are MBE firms.
PRIOR STAFF/ COMMITTEE REVIEW	Carla A. Reid, General Manager/CEO 
PRIOR STAFF/ COMMITTEE APPROVALS	Monica Johnson, Deputy General Manager, Strategy & Partnerships  Crystal Knight-Lee, Director, Customer Service 
RECOMMENDATION TO COMMISSION	Vote
COMMISSION ACTION	



Customer Service Optimization

April 21, 2021

Agenda

- Purpose and background
- Current impacts on operations
- Customer Service vision
- Customer Service Optimization Project
- Next steps



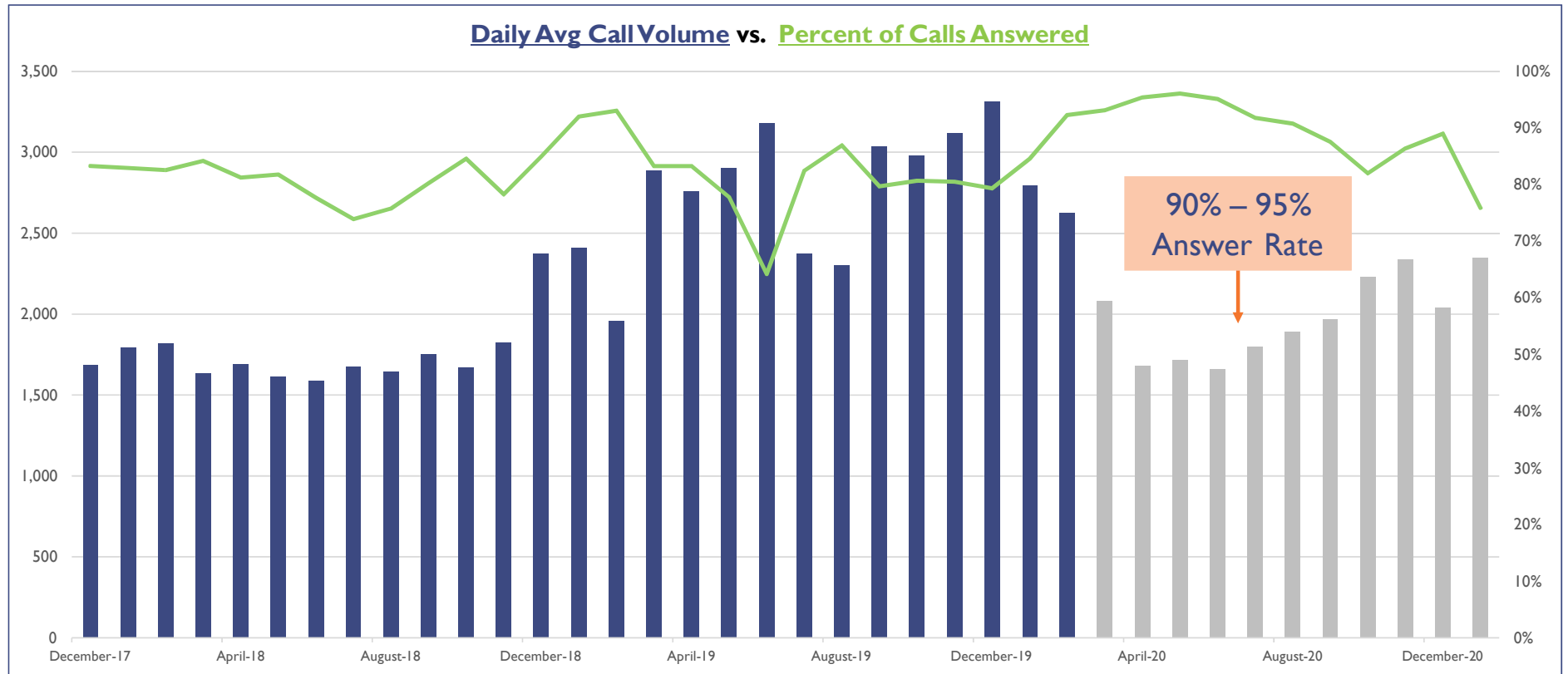
Purpose and Background

- **To request approval for special procurement enabling continued use of existing temporary resources during transition to a sustainable staffing model.**
- Currently utilizing contract #1133: June Gem, ABSS Staffing, and 1st Choice
- The contract for these temporary resources expires on **June 30, 2021**
- Current resources will be “grandfathered” under the special procurement, any new temporary resources will be hired through ACRO
- Transition for sustainable solution expected over the next 12 - 18 months

Current Operations



Call Volume Increases = Performance Declines



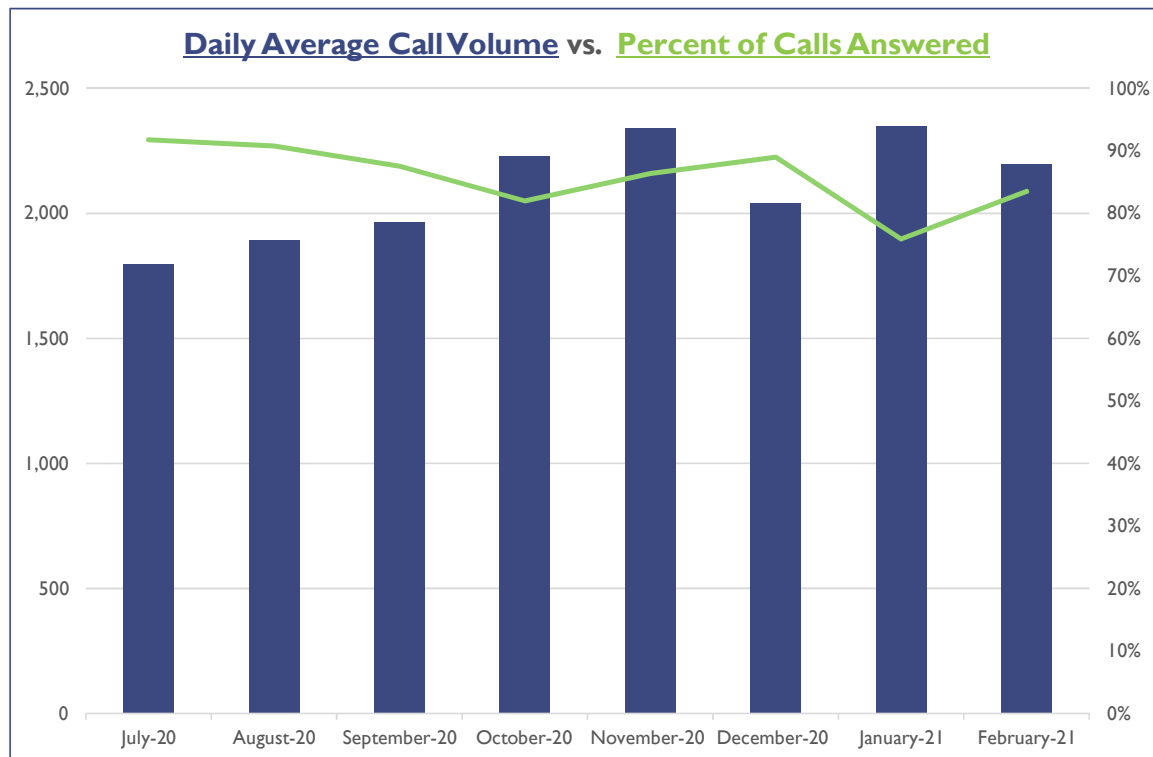
*Calendar Years used in Graph

Pre-Pandemic



Pandemic Period

Call Volume vs. Performance: July 2020 - February 2021



- February's daily call volume reflected a 6% decrease compared to January's daily call volume, but a 22% increase compared to July.
- February's performance increased compared to January, with the Percent of Calls Answered increasing by 8%, up to 84% of calls answered.
- In February, there were a number of activities that impacted performance including multiple training sessions for the quarterly Cornerstone release, poverty sensitivity training, and town hall meetings. We pull our Customer Service Advisors off of the phones for training and meetings.

Not Staffed to Meet Peak Volumes

Daily Call Volume	Max Call Takers Needed to Meet Current Performance Targets	Max Call Takers Currently Have* (Perm: 28;Temp: 23)	(Delta)
1,800	43	51	+8
2,100	50	51	+1
2,400	57	51	-6
2,700	64	51	-13
3,000	70	51	-19
3,300	78	51	-27
3,600	85	51	-34

- Not able to consistently handle normal call volume (2,700 calls/day)
- No flexibility to address regularly occurring peak call volumes

* Excludes additional 13 temporary resources in training that are not yet taking calls



Source: [Erlang Calculator for Call Center Staffing](#)

Staffing Model Impacts Performance

- Customer Service Center is understaffed for normal, daily volume of calls
- Mix of staffing included permanent, third-party contractors, and temporary staffing
- End of third party, ramp-up to new billing system, and increased workload resulted in higher use of temporary staffing
- Relying on temporary staffing is not sustainable
- Main drivers of customer calls
 - Inquiries about high bills and requests for payment plans and financial assistance
 - Aging meter infrastructure results in estimated bills
 - Limited self-service options

Customer Service Optimization Project

- **We are actively evaluating a long-term, sustainable staffing solution**
- A Customer Service Optimization project was initiated:
 - Request for Information completed in Fall 2020
 - Information utilized for industry analysis and market research
 - Various staffing models and options analyzed and evaluated
 - Key executive leaders briefed on the analysis for input February/March 2021
 - Focus groups in April 2021 to get input and feedback from leadership and staff
- This project is operating in tandem with other initiatives to improve customer service: C2M stabilization/optimization, robotic process automation, technology assessments, and training initiatives

Next Steps

- **Finalize evaluation of staffing models and options for helping Department to meet key performance objectives:**
 - Achieve world-class customer service performance and enhance the customer experience
 - Enhance the employee experience and upskill staff for other roles in the Department (i.e., quality, training, analysis, outreach, and digital experience)
 - Reduce process inefficiencies and costs
- **Obtain Commission approval (May 2021) for special procurement while we transition to a sustainable model**

Customer Service Vision



Consistent and reliable service/
reduced/better managed costs



Consistently meet/exceed
performance targets/
service level expectations



**World-class
customer service
for all
WSSC Water
customers!**



Upskilling and career
advancement
opportunities for
CSD staff



Optimal employee and
customer experience

Questions?

