



City of Philadelphia 2009 – 2014 Reform Plan

Team Charter –Customer Service

Chair: Steve Kennebeck, Chief of Staff to Managing Director

1. Introduction to Business Challenge

Philadelphia is a high performing government known for great customer service and a high level of integrity

- o Reform City government to work better and improve the customer's experience.
- o Improve citizen evaluation of effectiveness and integrity of City services, as measured by a citizen survey

The City of Philadelphia's government struggles to provide high quality customer service delivery both internally and externally. We must change the way we provide that service delivery so that is more accessible, efficient and transparent – "Smarter, Faster, Better".

2. Project Problem Statements (Summary)

Problem Statement	Desired Outcome
<i>One to two sentences that are objective/fact based sentences with no implied causes or solutions.</i>	<i>One to two sentences that are objective/fact based sentences with no implied causes or solutions.</i>
1. The administration's focus on customer service is not reinforced evenly throughout the city workforce.	1. All city employees understand the importance of the administration's emphasis on customer service, and apply it in their daily customer interactions.
2. Surveys show that the city's work culture lacks a customer service oriented attitude.	2. City workers at all levels hold themselves and coworkers to a higher customer service standard- every employee is a customer service ambassador for the city.
3. Customer service procedures are not standardized nor enforced outside of the 311 Customer Contact Center.	3. All employees have a uniform set of customer service standards which they are trained in and held accountable to, in addition to specific departmental standards established through PhillyStat.

3. Team Deliverables

Short Term (by 3/2/09)	Mid-Term (by 4/1/09)
1. Recommendations to FY10 Budget	1. An Implementation plan for recommended changes, with a schedule for implementation and milestones
2. Recommendation for the changes to city, state or federal law or the City charter	2.

4. Team Composition and Project Roles

Customer Service Team

Chair: Steve Kennebeck

Internal Members (and project roles)	External Members (and project roles)
<ul style="list-style-type: none"> • Steve Kennebeck (Chair and Project Manager) • John Farrell, MDO • Patrick Morgan, MDO • David Torres, MDO, (Fellow) • Marc Wilken, Fairmount Park (Fellow) • Marc Holloway, MDO/Mini-City Hall • Marlayne Dundovich, DoT • John Young, L&I 	<ul style="list-style-type: none"> • TBD

<ul style="list-style-type: none"> Christine Derenick Lopez, Airport Kaymarie Walters, Budget 	
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Each member of the internal team will be expected to dedicate 10 - 15 hours each week to work for this team from January to March. Additional members can be added to the team, as deemed necessary by the chair.

5. Overall Project Timeline

Milestone	Date	Owner	Status
<i>Customer Service Executive Order</i>	3/2/2009	John Young, L&I David Torres, MDO	<i>Green</i>
<i>311 Knowledge Base</i>	3/2/2009	Patrick Morgan, MDO Marc Holloway, MDO	<i>Green</i>
<i>Customer Service Satisfaction Surveys</i>	3/2/2009	Christine Derenick Lopez, Airport	<i>Green</i>
<i>Gold Star Customer Service Awards</i>	3/2/2009	Marc Wilken, Fairmount Park	<i>Green</i>
<i>Standardized Customer Service Training</i>	3/2/2009	Marlayne Dundovich, DOT Christine Derenick Lopez, Airport	<i>Green</i>
<i>Philly CSI (Customer Service Investigators)</i>	3/2/2009	John Farrell, MDO	<i>Green</i>
<i>Project Data Accumulation</i>	3/2/2009	David Torres, Marc Wilken	<i>Green</i>

6. Authority

- Team will provide monthly report on progress at a PhillyStat session as well as a report to the Operations team and the Mayor.

7. Work Plan and Schedules

The Work Plan will seek to:

- Address long-term reform for the City of Philadelphia
- Incorporate recommendations for more efficient and effective methods of delivering services into the FY10 budget
- Integrate best practices into the function of relevant departments while meeting target budget numbers

Project Phases

- Draft a Problem Statement**
 - The team will put together a problem statement, which clarifies what they will examine and address during their redesign process as well as how to measure success for the redesign
- Confirm Problem Statement**
 - The team will circulate their problem statement to the Operations team and Steering Committee to obtain feedback and make clarifications.
- Staff Training**
 - City staff participating in the redesign process will attend a day-long training once a month on process redesign led by Society of Human Resources Management and KPMG
- Data Gathering**
 - Team will gather data from department employees
 - Interviews and focus groups
 - Review transition team reports and Phillystat reports
 - Process mapping
 - Budget review
 - Benchmarking and Data Analysis
 - Process Analysis
 - Technology Gap Analysis
- Create a Performance Improvement Strategy/Budget Proposal**
 - Identify improvement opportunities

- Estimate high-level benefits, costs and impacts
- Prioritize and sequence opportunities
- Develop Reform Plan
- Identify a team to implement these changes
- **Prep and Build Infrastructure**
 - Work with necessary departments to build the proper systems necessary to be able to achieve implementation; it is especially important to work with DOT to have guidance on how to insert the proper technology that will be needed to build the infrastructure to achieve cost savings and improve efficiencies in Philadelphia's administrative functions
 - Develop flexible performance measures for the departments so that progress can be monitored and evaluated
- **Integrate**
 - Merge existing systems with new infrastructure
 - Implement plan
- **Standard Support Process**
 - Monitor progress on new systems with technology and infrastructure support along with regular performance evaluation with clearly established measures through monthly reports at Phillystat

Timeline

- Press conference announcing Reform Plan → January 15th
- 2-Day training for City Staff on process redesign → January 22nd & 23rd
- Reform team begin work → January 19th
- Reform team begin monthly reporting to PhillyStat → February 9th
- Reform teams present ideas for costs savings ideas to be included in the FY10 budget (low-hanging fruit) → February 15th
- Reform team makes monthly report to PhillyStat → February 25th
- Reform team makes final report to PhillyStat → March 18th
- Mayor Nutter announces budget for FY10 → March 19th
- Reform teams present full report of redesign plan (including implementation strategy) → June 15th
- Reform teams begin implementation process → June 15th
- Implementation process is ongoing and will vary for each working group
- Phase II of 2009 – 2014 Reform Plan (Tax Reform, Pension and Health Care Costs For City Employees, Asset Sales, and Streamlining the Structure of City Government) begins → April 1st (or after FY10 budget is announced)

8. Signature Page

(Each team member signs, agreeing to the contents and being held mutually accountable for adherence.)

Steve Kennebeck (Chair and Project Manager)

John Farrell, MDO

Patrick Morgan, MDO

David Torres, MDO, (Fellow)

Marc Wilken, Fairmount Park (Fellow)

Marc Holloway, MDO/Mini-City Hall

Marlayne Dundovich, DOT

John Young, L&I

Christine Derenick Lopez, Airport

Kaymarie Walters, Budget

9. Approval

(Individuals authorized to approve the team charter, including granting the authorities requested above, signs with their approval.)