

# Oakland County Department of Information Technology Project Scope and Approach

**Project Name: WRC Billing - Connect**

**Project ID: TT1611BC**

<b>Leadership Group:</b> Land				
<b>Department:</b> Water Resources Commissioner (WRC)			<b>Division:</b> Admin	
<b>Project Sponsor:</b> Nancy Basch		<b>Date Requested:</b> 04/05/2021		<b>PM Customer No.</b> 186
<b>Request Type:</b> New Development				
<b>IT Team Name:</b> Enterprise Architecture			<b>IT Team No:</b> T	
<b>Project Manager/Leader:</b> Mike Zemina				
<b>Account Number:</b> 37930	<b>Account Description:</b>	WRC Billing – Water & Sewer General Admin	<b>Customer Name:</b>	Water Resources Commission
<b>Grant Funded?</b>	No	<b>Mandate?</b>	No	

## **Project Goal**

To replace the legacy on premise Billing Automatic Call Distribution (ACD) system for the Water Resources Commission (WRC) with a Remote Worker friendly Cloud-based solution so that WRC will be able track service calls accurately and make changes as needed.

## **Business Objective**

Create a Cloud Based ACD for WRC that will accomplish the following:

- Create a cloud-based Oakland County Service Center ACD which will be Remote Worker friendly for Water Resources Commission billing
- Develop Call Distribution workflows that allows same/similar function to existing script, enhanced where needed,
- Develop the needed reports which would including the accurate tracking of calls
- Provide training (train the trainer) for Cloud-based Contact Center usage
- Provide training to supervisors/administrators to access reports and manage metrics

## **Major Deliverables**

1. Cloud based ACD system
2. ACD Workflow configuration
3. Demo and Training
4. Production go-live

## **Approach**

1. Develop Detailed Project Plan
2. Perform gap analysis on existing ACD script, plus additional features to the AWS template
3. Collaborate with vendor on additional workflow/programming as needed
4. Export workflow to ACD script (as necessary)
5. Assist with User Acceptance Testing and Training
6. Release new system into production

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## Research & Analysis

### **Gartner Research Recommendation:**

- The market has changed over the last few years in this space.
- Governments, State and Local, are moving their call centers to these new hosted call center options where you pay by the call. The drivers for this change:
  - There is wasted cost in paying for a per seat license when people are not using the call center 100% of the day.
  - The call center features needed by most state and local governments are “relatively basic”. It was identified to remove unneeded complexity and unused features from the environment by using one of the hosted solutions.
  - In business case analysis, hosted solutions have been less expensive for governments by paying for only what they consume by the call.

## Benefits

*See Return on Investment (ROI) Analysis Document*

## Impact

**Number of Users** 68,000 commercial and residential accounts, servicing 15 communities and Oakland County

**Divisions** WRC

**Leadership Groups** Land Steering Committee & IT Steering Committee

## Risk

**Business Environment** Medium – project requires some changes to existing business processes.

**Technical Environment** Low – previously implemented technologies, new requirements.

## Assumptions

**Staffing** IT Staffing: resources will be available for the hours indicated per the attached project plan.

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Other Staffing: additional staffing will be available as follows:

<b><u>Role:</u></b>	<b><u>Name</u></b>	<b><u>Hours per Day</u></b>
Project Sponsor	Nancy Basch	As Needed
Enterprise Architecture	EJ Widun	As Needed
TSN Manager	EJ Widun	As Needed
Application Services Manager	Tammi Shepherd	As Needed

**Facilities**

- None

**Technical**

- None

**Funding**

- WRC Funded

**Other**

- None

**Priority**

**Constraints**

- None

**Exclusions**

- None

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## PROJECT PHASE AUTHORIZATION

<b>Phase(s): All Phases</b>	
<b>Total Estimated Application Services</b>	<b>Hours:</b>
<b>Total Estimated Technical Systems</b>	<b>Hours:</b>
<b>Total Estimated CLEMIS</b>	<b>Hours:</b>
<b>Total Estimated Internal Services</b>	<b>Hours:</b>
<b>IT Application Services Division Manager Approval:</b>	<b>Date:</b>
<b>IT Technical Systems Division Manager Approval:</b>	<b>Date:</b>
<b>IT CLEMIS Division Manager Approval:</b>	<b>Date:</b>
<b>IT Internal Services Division Manager Approval:</b>	<b>Date:</b>
<b>IT Management Approval:</b>	
Approved: <span style="margin-left: 150px;">Yes</span> <span style="margin-left: 100px;">No</span>	<b>Date:</b>
Reason:	
<b>Project Sponsor Approval:</b>	
Title:	<b>Date:</b>

## PROJECT SUMMARY

<b>Authorized Development (see above)</b>	<b>Hours:</b>
<b>Preliminary Estimated Development for Future Phases</b>	<b>Hours:</b>
<b>Grand Total Estimated Development</b>	<b>Hours:                      Cost:</b>

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**PROJECT COMPLETION AUTHORIZATION**

<b>Customer Acceptance of Product:</b>	
Title:	Date:
<b>Project Office Review:</b>	Date:

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Return on Investment Analysis

Project Summary

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
<b>Benefits/Savings:</b>							
Tangible Benefits Subtotal:	0	0	0	0	0	0	0
Cost Avoidance Subtotal:	6,480	6,480	6,480	6,480	6,480	6,480	38,880
<b>Costs:</b>							
Development Services Subtotal:	48,668	3,597	4,137	4,757	5,471	6,292	72,922
Hardware Subtotal:	371	0	0	0	0	0	371
Software Subtotal:	0	0	0	0	0	0	0
Infrastructure Subtotal:	0	0	0	0	0	0	0
Training Subtotal:	0	0	0	0	0	0	0
Other Subtotal:	0	0	0	0	0	0	0
<b>Annual Statistics:</b>							
Annual Total Savings	6,480	6,480	6,480	6,480	6,480	6,480	38,880
Annual Total Costs	49,039	3,597	4,137	4,757	5,471	6,292	73,292
Annual Return on Investment	(42,559)	2,883	2,343	1,723	1,009	188	(34,412)
Annual Costs/Savings Ratio	756.77%	55.51%	63.84%	73.42%	84.43%	97.09%	
<b>Project Cumulative Statistics:</b>							
Cumulative Total Savings	6,480	12,960	19,440	25,920	32,400	38,880	38,880
Cumulative Total Costs	49,039	52,636	56,773	61,530	67,001	73,292	73,292
Cumulative Return on Investment	(42,559)	(39,676)	(37,333)	(35,610)	(34,601)	(34,412)	(34,412)
Cumulative Cost/Savings Ratio	756.77%	406.14%	292.04%	237.38%	206.79%	188.51%	188.51%
Year Positive Payback Achieved							NO PAYBACK
State or Federal Mandate?							
<b>Signatures:</b>							
Benefits Reviewed By Project Sponsor	_____			Date:	_____		
Costs (including IT Resources) Reviewed By Information Technology Project Manager	_____			Date:	_____		

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Return on Investment Analysis

Savings Detail

<b>Benefit/Savings Description</b>	<b>Project Savings Category</b>	<b>Budget Category/Funding Source</b>	<b>Unit Desc</b>	<b>Units</b>	<b>Rate per Unit</b>	<b>Total Savings</b>
CBTS Agent cost per Seat per Year	Cost Avoidance			1	6,480	6,480
Able to quickly make changes in the system	Intangible Benefit					0
Restore a level of telephone service that has not been provided since the start of the pandemic.	Intangible Benefit					0
For the Billing Unit, provide better analytics to assist in staffing and training.	Intangible Benefit					0
						0
						0
						0
						0
						0
						0
						0

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Savings Detail

Benefit/Savings Description	Project Savings Category	Affects Project ROI?						Potential Savings Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6	Y1	Y2	Y3	Y4	Y5	Y6
CBTS Agent cost per Seat per Year	Cost Avoidance	x	x	x	x	x	x	6,480.00	6,480.00	6,480.00	6,480.00	6,480.00	6,480.00
Able to quickly make changes in the system	Intangible Benefit												
Restore a level of telephone service that has not been provided since the start of the pandemic.	Intangible Benefit												
For the Billing Unit, provide better analytics to assist in staffing and training.	Intangible Benefit												



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Savings Summary

Benefit/Savings Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
<b>Tangible Benefit:</b>							
<i>Tangible Benefits Subtotal:</i>							
<b>Cost Avoidance:</b>							
CBTS Agent cost per Seat per Year	6,480	6,480	6,480	6,480	6,480	6,480	38,880
<i>Cost Avoidance Subtotal:</i>	<b>6,480</b>	<b>6,480</b>	<b>6,480</b>	<b>6,480</b>	<b>6,480</b>	<b>6,480</b>	<b>38,880</b>
<b>Intangible Benefit:</b>							
Able to quickly make changes in the system							
Restore a level of telephone service that has not been provided since the start of the pandemic.							
For the Billing Unit, provide better analytics to assist in staffing and training.							
<b>Savings Total:</b>	<b>6,480</b>	<b>6,480</b>	<b>6,480</b>	<b>6,480</b>	<b>6,480</b>	<b>6,480</b>	<b>38,880</b>

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Cost Detail

Cost Description	Project Cost Category	Budget Category/Funding Source	Unit Desc	Units	Rate per Unit	Total Cost	Annual Multiplier	Affects Project ROI?						
								Y1	Y2	Y3	Y4	Y5	Y6	
IT Hours - New Development	Development Svcs	Technical Services & Ntwkg/CARES Act Funding		276	165	45,540		x						
AWS Cost	Development Svcs	Technical Services & Ntwkg/CARES Act Funding			1	3,128	1.150	x	x	x	x	x	x	x
Headsets	Hardware	Technical Services & Ntwkg/CARES Act Funding	EA	8	46	371		x						

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Cost Detail

Cost Description	Project Cost Category	Potential Cost Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6
IT Hours - New Development	Development Svcs	45,540.00					
AWS Cost	Development Svcs	3,128.00	3,597	4,137	4,757	5,471	6,292
Headsets	Hardware	370.57					

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Cost Summary

Cost Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
<b>Development Services:</b>							
IT Hours - New Development	45,540						45,540
AWS Cost	3,128	3,597	4,137	4,757	5,471	6,292	27,382
<i>Development Services Subtotal:</i>	<b>48,668</b>	<b>3,597</b>	<b>4,137</b>	<b>4,757</b>	<b>5,471</b>	<b>6,292</b>	<b>72,922</b>
<b>Hardware:</b>							
Headsets	371						
<i>Hardware Subtotal:</i>	<b>371</b>						<b>371</b>
<b>Software:</b>							
<i>Software Subtotal:</i>							
<b>Infrastructure:</b>							
<i>Infrastructure Subtotal</i>							
<b>Training:</b>							
<i>Training Subtotal:</i>							
<b>Other:</b>							
<i>Other Subtotal:</i>							
<b>Costs Total:</b>	<b>49,039</b>	<b>3,597</b>	<b>4,137</b>	<b>4,757</b>	<b>5,471</b>	<b>6,292</b>	<b>73,292</b>

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Assumptions

Date	Assumption Description
05-Apr-21	AWS cost is shown as flat
05-Apr-21	The number of calls per month were based on one month's (30 days) metric.
05-Apr-21	The length of a call is from 1 to 10 minutes in one day, depending on the caller.