

**From:** Adams, Marcia S.  
**To:** Matthews, Eugene H. <Matthews\_EugeneH@scdps.state.sc.us>  
**CC:** Burgis, David <Burgis\_David@scdps.state.sc.us>  
Uswa, Wanda P. <Uswa\_WandaP@scdps.state.sc.us>  
**Date:** 11/9/2001 2:59:22 PM  
**Subject:** Maximus Call Center Proposal

---

Gene,

David asked me to look at the Call Center proposal and provide a response. The proposal leaves several questions unanswered. First, will Maximus provide research to questions from our customers and field offices? Currently, the Call Center staff conducts most of its own research. If the research has to be done in the DMV operational areas, it would provide yet another heavy burden to areas that are severely understaffed. Also, the proposal does not specifically address the calls received from the branch offices. Would Maximus handle those calls, or would this be the responsibility of a DMV operational unit? Finally, the proposal states that we will not be able to accurately measure call volumes until abandoned calls are reduced to 10%. However, given the current workload it does not appear that this proposal reflects an abandoned call rate of 10%. The unit receives about 143,450 calls per month, and the Maximus proposal represents a call answer rate of 37%.

The Call Center answers approximately 25,854 calls per month. The Maximus proposal doubles the rate. However, the cost is about \$1,000,000 more in personnel than we currently spend. The Maximus proposal reflects a cost in the first year of \$2,068,133 for 40 employees. We now have 32 employees at a cost of \$921,619, including fringes. The Maximus proposal increases costs by 2% in the second year and 5% in the third year. No indication is given that the answered calls will increase proportionally. The current DMV cost per call is \$2.97 and with the Maximus proposal, the cost per answered call is \$3.31 in the first year, \$3.37 in the second year, and \$3.54 in the third year. With additional employees, DMV can raise its answered call rate for fewer dollars, while retaining the institutional knowledge of employees.

As you know, DMV does not have an additional \$1,000,000 to commit to a contract with Maximus. Budget cuts have forced us to delay or cut many important IT and operational projects. If funds become available in the future, we can again look at this proposal. However, given the information in the proposal, it appears to be more cost beneficial to hire additional employees in the Call Center and retain the function in-house.