

# **CUSTOMER SERVICES 2019/2020 BUDGET PRESENTATION**

**August 22, 2018**

**Steve Hatcher**

**Customer Services Manager**



# AGENDA

- **Mission/Vision**
- **Customer Service Strategic Goals**
- **Services Provided**
- **Budget Overview**
- **Budget Drivers**
- **Expenses and Staffing**
- **Next Steps**

# MISSION/VISION

## **MISSION:**

**We engage customers through exceptional service and customer-focused solutions.**

## **VISION:**

**To be known for Excellence in our Service to Customers.**

# CUSTOMER SERVICES STRATEGIC GOALS

- **Empowering customers with easy to use self service tools that fit their individual needs**
- **Routing customers to the most knowledgeable employees to answer customer inquiries quickly, efficiently, and completely**
- **Maintain and enhance customer service by empowering staff with the required authority to accomplish 1<sup>st</sup> call resolution with robust and modern utility tools**
- **Developing strategies that meet the needs and requirements of each of our customer segments – Residential, Small and Mid-size business, Key accounts and Low-Income**
- **Position ourselves to support/participate in Tacoma Power, Water and Environmental Services strategic initiatives**

# SERVICES PROVIDED

- **Administration** – Division oversight and management, strategic planning.
- **Customer Solutions** – Utility and resource assistance for seniors/disabled and low income.
- **Business Office** – Call center/lobby services, billing, payments and commercial services.
- **Performance Solutions** – Benchmarking/analytics, staff training/development and project management.

# SERVICES PROVIDED (continued)

- **Support Services** –TPU switchboard services, administrative support and contract management.
- **Field Operations** – Meter reading, field investigative services and mail services operations.

# BUDGET OVERVIEW

- **Enhance low-income assistance effectiveness**
  - ✓ Expanded staffing – elevates program emphasis and customer support
  - ✓ Higher participation from improved marketing, outreach, and overall program resources
- **AMI preparations prior to deployment**
  - ✓ Begin training of Contact Center staff
  - ✓ Continue transition of Field Operations staff
  - ✓ Work with Click! to train and transition some personnel into Call Center

# BUDGET DRIVERS

- **Staffing cost increases due to general wage and benefit assumptions.**
- **Increase the number of personnel assigned to support the expansion of the Low-Income Assistance Programs.**
- **Increase in licensing/maintenance costs associated with software and customer-facing self-service systems.**
- **Implement a Request for Proposal (RFP) in preparation of the Customer Interaction Center (CIC) replacement project, scheduled for the 2021/2022 biennium.**
- **Execute a contract with an external call center to add complementary staffing to support the operation of the CS Contact Center.**

# EXPENSES AND STAFFING

TPU Customer Services	2017-2018 Budget	2019-2020 Budget	2017-18 to 2019-20 Budget Comparison	
<b>SUMMARY - Operation &amp; Maintenance by Category</b>				
Salaries & Wages	\$ 20,917,991	\$ 23,230,278	\$ 2,312,287	11.1%
Employee Benefits	9,549,165	9,817,518	268,352	2.8%
Capital Credit & Labor To/From Others	(530,900)	(327,250)	203,650	38.4%
<b>Total Personnel Costs</b>	<b>29,936,256</b>	<b>32,720,546</b>	<b>2,784,290</b>	<b>9.3%</b>
Supplies	1,019,565	1,105,913	86,348	8.5%
Services	1,779,767	2,373,111	593,344	33.3%
Other Charges	3,862,015	4,958,880	1,096,865	28.4%
Total Assessments	3,829,165	3,949,688	120,523	3.1%
<b>Total Supplies, Other Services &amp; Charges</b>	<b>10,490,512</b>	<b>12,387,592</b>	<b>1,897,080</b>	<b>18.1%</b>
<b>Subtotal</b>	<b>40,426,768</b>	<b>45,108,138</b>	<b>4,681,370</b>	<b>11.6%</b>
<b>Capital Outlay</b>	<b>2,835,000</b>	<b>584,420</b>	<b>(2,250,580)</b>	<b>-79.4%</b>
<b>Total Customer Services</b>	<b>\$ 43,261,768</b>	<b>\$ 45,692,558</b>	<b>\$ 2,430,790</b>	<b>5.6%</b>
<b>PERSONNEL - Budgeted FTEs</b>	<b>147.0</b>	<b>152.9</b>		

# MEETING SUMMARY

*We welcome your thoughts and ideas about how we can best serve Tacoma Public Utilities and its customers.*

**Additional Questions?**

**Next Steps and Follow-up items...**

# **Customer Services Summary**

**August 22, 2018**

<b>TPU Customer Services</b>	<b>2017-2018 Budget</b>	<b>2019-2020 Budget</b>	<b>2017-18 to 2019-20 Budget Comparison</b>	
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**PERSONNEL - Budgeted FTEs**

**147.0**

**152.9**

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**SUMMARY - Operation & Maintenance by Cost Center**

**Customer Services Administration**

579500 TPU Customer Service Support Services	\$ 1,116,626	\$ 1,192,922	\$ 76,297	6.8%	5.0	5.0
579600 TPU Customer Service Switchboard	187,764	159,545	(28,219)	-15.0%	1.0	1.0
579700 TPU Customer Service Admin	4,680,372	5,461,056	780,684	16.7%	2.0	2.0

**Customer Services Performance Solutions**

578800 TPU Customer Service Performance Solutions	1,963,214	2,913,395	950,181	48.4%	7.0	8.0
577100 TPU Customer Service Training	952,603	1,133,389	180,786	19.0%	3.0	4.0

**Customer Services Operations**

578900 TPU Customer Service Operations Admin	1,405,904	1,197,137	(208,767)	-14.8%	2.0	2.0
579100 TPU Customer Service Mail Svcs	3,302,409	3,633,517	331,109	10.0%	6.0	6.0
579200 TPU Customer Service Field Investigation	4,259,012	4,086,589	(172,422)	-4.0%	19.0	18.0
579300 TPU TMB Mail Services	636,691	657,922	21,231	3.3%	3.0	3.0
579400 TPU Customer Service Meter Reading	3,570,666	3,760,830	190,164	5.3%	18.0	18.0

**Customer Services Business Office**

572400 TPU Customer Service PayGo	549,455	580,268	30,813	5.6%	2.0	2.0
572500 TPU Customer Service Customer Solutions	937,266	2,145,733	1,208,467	128.9%	4.5	8.5
577200 TPU Customer Service Phones	6,926,795	7,657,997	731,202	10.6%	35.5	35.4
578100 TPU Customer Service Lobby Svcs	1,988,804	2,294,886	306,082	15.4%	8.0	9.0
578500 TPU Customer Service Back Office	3,741,341	4,231,145	489,804	13.1%	17.0	18.0
579000 TPU Customer Service Business Solutions	1,181,935	1,225,020	43,084	3.6%	5.0	5.0
579900 TPU Customer Service Bus Office Admin	3,025,911	2,776,787	(249,125)	-8.2%	9.0	8.0

<b>Total Customer Services Cost Centers</b>	<b>\$ 40,426,768</b>	<b>\$ 45,108,138</b>	<b>\$ 4,681,370</b>	<b>11.6%</b>	<b>147.0</b>	<b>152.9</b>
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