



THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

DATE ISSUED: March 28, 2011

REPORT NO: 11-044

ATTENTION: Honorable Council President Tony Young and Council Members
For agenda of April 27, 2011

SUBJECT: Preliminary Statement of Work for Public Utilities Customer Service Office

REFERENCE: Adopted Managed Competition Guide

REQUESTED ACTION:

Approve the Preliminary Statement of Work for Public Utilities Customer Service Office.

STAFF RECOMMENDATION:

Approve the Preliminary Statement of Work for Public Utilities Customer Service Office to serve as the foundation of the Public Utilities Customer Service Office Statement of Work.

SUMMARY:

The City of San Diego is committed to delivering quality services to taxpayers, residents, and visitors in the most economical and efficient means possible. This commitment can also be expressed as delivering services through "competitive government," defined as government with processes in place to validate that service quality and costs are comparable to those offered by any legitimate available provider.

Managed competition provides a structured, transparent process that allows an open and fair comparison of public sector employees and independent contractors in their ability to deliver services to our citizens. This strategy recognizes the high quality and potential of public sector employees and seeks to tap their creativity, experience and resourcefulness by giving them the opportunity to structure organizations and processes in ways similar to best practices in competitive businesses.

A Preliminary Statement of Work is the first step in the managed competition procurement process. The Preliminary Statement of Work documents service specifications and is presented to the City Council for consideration and public comment to assure all parties that no degradation of service levels will occur as a result of the competition. Once approved, the Preliminary Statement of Work forms the foundation for the complete Statement of Work which

will be included in the solicitation. We are describing all current functions, but judgments will be made in the final SOW as to what is “in-scope” vs. “out of scope”, based on our market assessment. Attachment (A) provides the Preliminary Statement of Work for the Public Utilities Customer Service Office function for consideration by the City Council.

FISCAL CONSIDERATIONS:

None.

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

None.

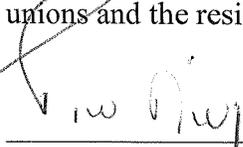
COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

The managed competition program was initiated with the citizens of the City voting to approve Proposition C in November 2006. Staff has spent considerable time working with the labor unions (AFSCME Local 127 and MEA) to receive input on program plans. In addition, we have established a Labor Advisory Committee to facilitate continued work with the unions.

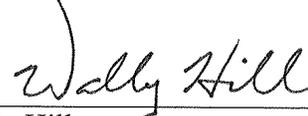
With the passage of Proposition C and the amendment/addition of subsection (c) to City Charter section 117, the Managed Competition Independent Review Board was established to advise the Mayor on whether the proposal of City employees or that of an independent contractor will provide services more economically and efficiently while maintaining service quality and protecting the public interest.

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

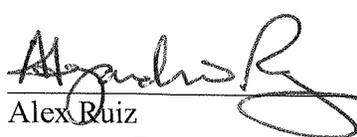
Given that the competition has yet to take place, it is premature to speculate on precise impacts. However, key stakeholders in this process are City employees, the City’s recognized labor unions and the residents and visitors of the City of San Diego.



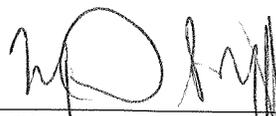
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Public Utilities Customer Service Office
Preliminary Statement of Work
March 28, 2011

The Customer Service Office (CSO) is a major section within the Customer Support Division and is responsible for performing a variety of water, sewer, and storm drain account management activities within the Public Utilities Department.

Functions and services

The following operational activities are performed by the CSO:

- Water/Sewer Utility Billing
- Utility Call Center and Customer Care Services
- Water/Sewer Emergency Repair Call Response Services
- First Level Delinquent Account Collections
- Payment/ Remittance Processing
- CSO Administration Services, including, but not limited to:
 - Policy and procedure development and maintenance
 - Revenue protection and enhancement
 - Budget and expenditure control
 - Management reporting
 - Staffing and job assignment
 - Training and career development
 - Administration and business support for the section's core IT systems (customer information and billing system, shared Automated Call Distribution system and Voice Logging system)

The Customer Support Division is composed of the following sections: Division Management, CSO, Field Services and Investigations and the division's SAP Implementation Project Team, which is currently implementing the new SAP Customer Care Solution (CCS) which will replace the existing utility billing system. The Division provides high quality customer-focused care and service to Public Utilities Department patrons. The CSO is the City's primary interface with water and sewer customers. It is a key resource in an environment where the level and consistency of customer service provided substantially influences customer perception and confidence in the City's ability to manage and deliver high quality utility services. Annually, the section handles and responds to more than 529,000 customer phone calls and emails, produces 2.8 million utility bills (8% monthly and 92% bi-monthly) and related notices, reviews and resolves 160,000 billing exceptions before sending the bill to the customer (via mail or email alert for electronic viewing of bill through Electronic Bill Presentment and Payment (EBPP)/IPay) and processes 1.8 million customer payments (over \$600 million payments via mail, in person, or electronically; details for accepted payment types by location can be found in Table 2 below). In addition, the section provides information to customers on a wide variety of account and billing inquiries, water conservation and water waste complaints and general water/sewer utility information.

CSO also administers and provides business support for the department's Automated Call Distribution (ACD) system and VoicePrint Call Logging system. These systems provide critical automated call handling/routing, automated attendant, pre-recorded information, Computer Telephony Integration, real-time call center activity information and real-time call recording for the Public Utilities Department customer call center; The Public Utilities also provides primary business administration of the ACD to the Office of the City Treasurer Parking Administration, Delinquent Account Collections and Business Tax call centers; and Environmental Services Department call center. The section also provides payment remittance processing services to the Office of the City Treasurer for only Business Tax and Rental Unit Business Tax¹ and Citywide SAP Accounts Receivable Invoice payments. Costs for these services provided for non-utility activities are fully recovered by the Public Utility Department from the appropriate departments and funds.

The division is currently engaged in the implementation of the New SAP CCS system to replace multiple legacy mainframe systems including the existing Customer Information System (CIS) and Installation Order System (IOS). The new systems are scheduled to go into production near the end of June, 2011. Several key CSO staff members were temporarily assigned to the project full-time beginning on or before May 2009. These key resources will not return to their normal duties/responsibilities until the system is proven stable and fully functional on or about September 2011.

The City of San Diego intends to acquire the services of a provider (City employees or outside vendor) to service its CSO operational needs. The services that are considered "in scope" vs. "out of scope" will be determined in the final Statement of Work phase, based upon a market assessment. The services that will be considered include:

Services	Description
Section Administration	The Customer Support Division handles and responds to more than 529,000 customer phone calls and emails annually including account/billing inquiries, water conservation information, water waste complaints, and general water/sewer utility information.
Manages policy and procedure	Handles the development and maintenance of policy and procedure.
Manages budget	Develops, tracks, and manages the overall budget, expenditure control, and revenue protection and enhancement.
Manages CSO staff	Handles staffing and job assignment, communicates and coordinates both with CSO group and other sections of the Public Utilities Department, and handles coordination of training and career development.
Manages the Customer Information System	Manages the business administration of the existing Customer Information System (CIS). This function will migrate to administration and maintenance of the new Customer Care Solutions billing system under SAP.
Manages reporting	Develops, tracks, and manages overall reporting for CSO including: responding to other agencies and/or other department surveys (annual,

¹ Other payments received by the Office of the City Treasurer are processed by a third party vendor (i.e., parking citation).

Services	Description
	quarterly, etc.); performance metrics tracking; providing reports to other divisions, departments, etc; Bid to Goal report outs (monthly, quarterly; Bid to Goal ends in June 2011)); and supporting CSO Manager.
Manages water billing schedule	Creates the monthly water billing work flow schedule, and maintains billing rate schedules. Update rate tables in CIS (increases and/or decreases) for all customers and create winter monitoring schedule.
Administers critical shared call center systems	Administers/provides business support for critical call center systems that provide automated call handling/routing, automated attendant, recorded information, Computer telephony integration, real-time call center activity information and real-time call recording for five call centers in three departments (Public Utilities customer call center; Office of the City Treasurer Parking Administration, Delinquent Account Collections and Business Tax call centers; and Environmental Services call center).
Clerical Support	Provides support to the CSO.
Manages supplies & Requisitioning/Accounts Payable processing	Manages the purchase and distribution of office supplies, parking stamps, forms, bills, envelopes, etc. Also manages and handles Requisitioning/Accounts payable processing, such as annual contract agreements, supplies, equipment, service, repairs, etc., and P-Card Approver. Lead contact for fax/copies, repairs and/or services; mailing equipment repairs and/or services; in the event of building emergencies and/or issues, lead contact for CSO team on the 4 th and 11 th floor of the Comerica Building.
Assists Section Manager/Supervisors	Assists with personnel administration, maintenance and development of policy and procedure, and coordinates and communicates activities between other Customer Support Division groups.
Manages correspondence and information requests	Prepares investigation response letters, direct payments, print requisitions, purchase orders, performance evaluations, and responds to data requests both internal to CSO and other Customer Support Division groups, verification, credit, and check return, letters, memos, etc. Tracks/logs customer complaints.
Manages postage account for mailings	Manages & replenishes funds in SAP for USPS postage for billing, and Prop 218 notices; processes annual fees, and tracks and monitors usage.
Performs Accounts Receivable processing	Remittance billing per Service Level Agreement (SLA) between PUD and Office of the City Treasurers including Business Tax, Rental Unit Tax, and AR Invoices.
Admin Citations	Process A/R invoices in SAP for administrative citations issued by the Code Compliance Officers
Non-emergency customer inquiries	Responds to non emergency customer inquiries for both internal and external customers; as well as distributing mail, correspondence, and information.
Exception Billing Unit	Produces, reviews, corrects and adjusts customer invoices.
Produces customer invoices	Performs accurate and timely billing of services provided to utility customers. Bills and collects all fees and charges. Initiates and enforces collection efforts following City Policy (AR 63.30). Updates customer accounts to reflect information received via written customer correspondence.
Handles complex billing	Updates customer accounts to reflect information received via written customer correspondence. Reviews and corrects exception bills (High/low, zero consumption, deferred bills, etc.) by requesting investigations, entering investigation results into CIS; cancelling and /or re-billing accounts; and/or creating

Services	Description
	<p>high bill letter and insert to send to customer.</p> <p>Responds to more complex billing issues involving larger multi-metered accounts.</p> <p>Assists with adjustments due to billing errors, including back bills and switched meters and misreads.</p> <p>Monitors and updates specialized monthly accounts such as government and City of San Diego accounts, commercial accounts, and fire victim accounts. Tasks include requesting investigations & entering into CIS; cancelling and/or rebilling accounts; processing payments for City accounts and reconciling and processing payments for City accounts via SAP process. Reviews and uses Financial Electronic Data Interchange (FEDI) to process payments for specific government accounts; reconciling and processing check payments received for all other government accounts.</p> <p>Enters reads for Fire Hydrant/Floating Meters for commercial accounts prior to monthly billing.²</p> <p>Bills equipment damage charges for Fire Hydrant/Floating Meters. Processes & handles high opening/closing bills including requesting investigations and entering results into CIS, and/or cancelling or re-billing accounts.</p> <p>Processes & handles cutbacks including cancelling prior billings on old customer accounts and closing accounts per correct closing date; opening new customer account with correct occupancy date, and billing account as necessary.</p> <p>Processes & handles California-American/Otay/Olivenhain accounts including: Opening/closing accounts per instruction from each agency; processing all changes for accounts, i.e. meter exchanges, mailing address changes, phone numbers; rebills deferred accounts; refers accounts to City Treasurer's Collections; Olivenhain accounts – enters reads provided by agency for accurate sewer billing prior to end of fiscal year; acts as a liaison, constant contact via website or phone for issues/problems with accounts.</p> <p>Handles Pipe/Meter Leak Adjustments, including: assigning Leak Adjustments; calculating adjustment amounts; verifying and approving calculations; processing adjustments in CIS.</p> <p>Handles reconciliation of research for problem accounts – Customers,</p>

² Field Services and Investigations (another section in the Customer Support Division) handles the reading of all water meters, investigates customer/compliance concerns and water waste complaints and administers the customer backflow device compliance program. Meter readings are obtained by the Code Compliance Officers with the use of their Itron (a hand held meter reading device); the reads are uploaded to CIS and made available for bill calculation.

Exceptions exist for the Fire Hydrant Meter Program, where meter reads are taken by Meter Shop's (a section of the Water Operations Division in the Public Utilities Department) Water Systems Technicians. Once obtained, the meter reads are emailed to CSO to enter into CIS.

Services	Description
	City Attorney, Treasurer's Collections, and any problem accounts Office Request Investigations- Request investigations to verify information for billing purposes. Requests come from office staff and supervisors. Investigation results are entered into the database by Billing staff. Account corrections are made by billing supervisors or staff. Or investigation is routed to original requestor for follow-up.
Manages meter changes	Manages meter change entries in CIS. Processes requests for meter controversy test, meter removals including calculating out read on old meter; meter exchanges, and removal/addition of fire hydrant meters and backflows using Sewer Water Infrastructure Management (SWIM) and CIS.
Distributes CSO reports	Conducts daily distribution of reports to staff in each section in CSO.
Estimates consumption and adjusts customer bill when appropriate	Processes automatic/manual consumption estimates based on customer use pattern. Processes leak and billing adjustment consistent with relevant billing policies and procedures.
Responds to customer inquiries (Secondary)	<p>Responds to customer inquiries (during peak periods when call wait exceeds established thresholds in primary queues) regarding account initiation/termination, billing questions (high water bill, low water bill, estimates, balance due, payment address, next bill, etc.), and general service related questions.</p> <p>Daily/Monthly Reports- verifying accuracy of information on supervisor reports. Review information and correct as necessary or follow-up with representative who is working on the account to make any necessary corrections.</p> <p>Installation Order System (IOS) Issues- Access system to determine if correct meter sizes have been set for billing purposes. Includes removals on increase, purchase of second meter for existing property</p> <p>Back bills- includes billing customers for unbilled charges (back three years)</p> <p>Switched Meters- includes correcting accounts meters have been read and charges billed for meters at different addresses</p> <p>Meter Controversy- includes processing check received from customer; email notification sent to Chollas to start meter exchange/testing process; entry of testing results into CIS; calculation of adjustments if meter test failed; approval of calculation for customer credit; credit applied to customer account in CIS; letter sent to customer explaining results of test whether pass/fail; refund process for cost of failed test.</p> <p>Duplication Logging- includes entry into billing Log book for each investigation that has been returned from the field; investigations routed to each desk based on type of investigation returned</p> <p>Responding to Customer E-mails- includes researching various databases, i.e., SWIM, I-Pay to find answers for customer questions regarding accounts.</p> <p>Responding to Customer Letters- includes researching various databases, i.e., SWIM, I-PAY, IOS, CIS to find answers for customer questions regarding accounts.</p> <p>Misreads- includes cancelling/rebilling accounts when customer calls in the read from their meter</p> <p>Filing- includes approximately 200 investigations per week for all desks in Billing</p>
Collections Unit	Handles collections process.

Services	Description
Manages delinquent accounts	Accounts that have reached 90+ in arrears are referred to the Office of the City Treasurer. CSO coordinates collection efforts for delinquent accounts with City Treasurer staff. Initiates non-payment service termination and service restoration. Collects payments on outstanding bills. Bills and collects all fees and charges associated with service termination/restoration and returned payment items. Initiates and enforce collection efforts following City policy (AR 63.30). Follows State law requirements for returned checks and assesses applicable fees. <u>Manages accounts in bankruptcy and processes bankruptcy documents.</u>
Coordinates with Field Services Activities	Coordinates and dispatches service turn-on's and turn-off's with Field Services, actual field work not included, only dispatching services. Tracks and processes work orders. Uses radio and cell phone to maintain contact with field crews. Maintains contact and reconciles payment activities processed by outside payment agencies. These agencies provide utility bill payment transactions services for customers on behalf of the Public Utility Department. Manages No-sign accounts (accounts with no active customer). Monitors use/non-use, notices occupants, initiates investigations and service termination to encourage new customer registration. Code compliance involves reviewing locked off accounts to ensure they remain locked off. If these accounts have been referred to City Treasurer's, they must be manually billed.
Supports other CSO groups	Provides support to the Customer Information (main Call Center) and Emergency Water and Sewer Repair call handling section on an as needed basis.
Responds to customer inquiries (Secondary)	Responds to customer inquiries (during peak periods when call wait exceeds established thresholds in primary queues) regarding account initiation/termination, billing questions (high water bill, low water bill, estimates, balance due, payment address, next bill, etc.), and general service related questions.
Refunds/Interfund refunds	Processes and reviews Cash refund reports and daily deposit reports. This includes data entry in SAP, info is reviewed and checks issued by Comptroller's office. Also refunds fees for failed meter controversy tests. Interfund refunds involve processing funds to same or different accounts for variety of reasons.
Bankruptcy, Receiverships, and Estates	Pre-bankruptcy account is closed and is processed through Treasurer's office, and a new <u>post-bankruptcy</u> account is created in CSO.
Processing meter resets	Processes meter reset includes the following: Shut off orders or no-sign investigations are provided to code compliance for further investigation, when meter is pulled the investigating officer notifies collections with the meter out read. The meter is removed from CIS until the customer's has paid the balance. When the balance has been paid meter reset is requested by collections. The meter shop sets the new meter and sends the worksheet with new meter information to billing to be entered into CIS.
Emergency Water and Sewer Repair Call Response Section	Receives public calls and initiates and prioritizes field service activities in response to reports of water system emergencies, such as main breaks, system leaks, fire hydrant knock-over, low pressure problems, etc.
Coordinates with other Water	Reports accurate situation regarding water emergencies to field repair

Services	Description
Department groups	and Water Operations group, and coordinate continuation of service after repairs are completed.
Responds to customer inquiries (Secondary)	<p>Responds to non-emergency customer inquiries (during peak periods when call wait times exceeds established thresholds in primary queues) regarding account initiation/termination, billing questions (high water bill, low water bill, estimates, balance due, payment address, next bill, etc.), and general service related questions.</p> <p>Processes returned mail, notifying on account why a bill was returned.</p> <p>Other duties include filing upon request, reviewing daily reports, processing transfer letters, deposit letters and illegal turn-on letters.</p>
Customer Information Section/ Call Center	Handles a wide range of customer phones calls, emails, account/billing inquiries, water conservation information, water waste complaints, and general water/sewer utility information through all media channels.
Responds to customer inquiries	<p>Responds to customer inquiries regarding water/sewer utility information, billing exceptions (high, low, or estimates) and billing (balance due, payment address, date of next bill, etc.). Negotiates and sets-up deferred payment plans. Assists customer with Online Bill Payment system (IPAY) and direct debit.</p> <p>Prepares customer requests for credit letters and verification of services letters and processes paperwork.</p>
Maintain customer accounts	Maintains and updates customer accounts and provides account histories. Maintains and modifies database with all customer information relevant to the Department's operations including but not limited to consumption and consumption history, customer account classification, billing address, service address, account number, payment history, and customer. Performs updates based on agency notification.
Establishes and terminates services	Processes service open/close requests, calculates and collects required security deposits. Processes 3rd Party notification requests.
Reviews and investigates customer issues	Initiates account investigations, explains leak adjustment policy and how to do a home leak test. Identifies errors (misreads) and cancels.
Initiates account investigation	Creates service/repair investigations and work orders. Reviews customer request investigations before routing to the field.
Manages front counter	Assists walk-in customers by responding to inquiries, researching customer disputes and processing payments. Accepts water bill payments, handles opening/closing utility account and provides general water/sewer utility information.
Responds to water/sewer emergency repair calls (Secondary)	Responds to water/sewer emergency repair calls during peak periods when call wait exceeds established thresholds
Payment Processing Unit	Processes payments, handles daily deposits, and reports daily cash receipts.
Process payments	<p>Receives, opens, sorts and processes payments from all payment channels (mail, walk-in, online, ACH, payment agency, City cashier, etc.) through the use of the Wausau remittance processing system. Makes and retains electronic copies of all checks/payment stubs received for at least 3 years. Maintain and properly dispose of documents containing consumer sensitive identity information.</p> <p>Operates and manages the department's Opex and Remittance Transporter to process mail envelopes/payments. Continuous sorting of mail envelopes run thru machine. Manually pull batches/log and prepare for second pass (only pass 1 for Rental Unit Business Tax & Business</p>

Services	Description
	<p>Tax payment envelopes. Manually troubleshoot, i.e., paper jams.</p> <p>Operates & manages Transporter (Pass 2): Manually process and log batches (no more than 500 in a batch).</p> <p>Data Completion includes manually verify check courtesy amount/ check amount, balance, entering account numbers, entering scan digits</p> <p>Manually sorting and opening mail includes opening mail on the Opex Rapid Extract Desk machine and sorting, researching (account #), balance, and making individual stubs.</p> <p>Processing agency payments includes receiving/opening envelopes, logging, balancing/verifying Amount submitted, process on Transporter.</p> <p>Processing Direct Debit (DD) includes processing new requests- reviewing application; processing request; making a copy of new application (file); modifying existing –reviewing; update CIS DD screen; Deleting accounts- reviewing; updating CIS DD screen.</p> <p>Processes City Treasurer Collections returned payment items.</p> <p>Processes Direct Debit and Electronic Bill Presentment and Payment (EBPP) Returns includes reviewing uploads in SAP, Provides report, update customers account</p> <p>Processes SAP Journals which involves receiving documents, process involves creating imitation check, process thru transporter.</p>
<p>Research and correct errors</p>	<p>Researches and corrects misapplied cash (posting errors). Process and maintain daily reports of payment processing activities. Research and respond to customer on payment issues.</p> <p>Uploads Misapplied Amounts thru SAP, including preparing/submitted document; removing or adding amount to customers account; sending letter.</p> <p>Applies misapplied amounts.</p> <p>Refunds misapplied amounts, including creating a reinstated account in CIS.</p>
<p>Deposits payments</p>	<p>Processes and deposits to the City's bank all customer payments within same business day of receipt. Provides accurate accounting for payments received and processed, deposit all monies in designated accounts at approved banking institutions in accordance with established City policies. Prepares daily deposit for armored car pick up. Prepares and processes daily deposit upload to SAP.</p>
<p>Responding to CSR requests for information and other tasks (secondary)</p>	<p>Conducts daily logging of statistics. Researches Payments (viewing stubs or checks normally Requests per CSR's). Picks up City Reports. Responds to CSR's payment related questions (example: Can a customer cross out the name previously written to someone else, re-write and send to City Treasurer's Office?).</p>

Table 1: CSO Work Breakdown Structure

Locations and Operating Hours

The CSO’s functions described above are currently provided at the following locations with their respective hours of operation:

SERVICE	LOCATION	HOURS OF OPERATION	CUSTOMER AVAILABILITY
Section Administration Clerical Support	Public Utilities Department 600 B Street, 11 th Floor, San Diego, CA 92101	Monday – Friday (7:30 AM – 5:00 PM)	Only phone contacts
Exception Billing Unit		Monday – Friday (7:30 AM – 5:00 PM)	
Collection Unit		Monday – Friday (7:30 AM – 5:00 PM)	
Emergency Repair		Monday – Friday (7:00 AM – 7:00 PM)	Monday – Friday (7:00 AM – 7:00 PM)
Customer Information Section/Call Center		Monday – Friday (7:00 PM – 7:00 AM) (handled by Station 38 and Fire Dispatch)	Monday – Friday (7:00 PM – 7:00 AM) (handled by Station 38 and Fire Dispatch)
Payment Processing Unit		Monday – Friday (7:30 AM – 5:00 PM)	Monday – Friday (7:30 AM – 5:00 PM)
Accepted Payment Locations	<ul style="list-style-type: none"> ▪ IPay Internet Bill Pay Service Payment by Automated Clearing House (ACH) ▪ Automatic Payment Service Apply for service and bill will be paid automatically from a checking account after each billing period ▪ City Locations: <ol style="list-style-type: none"> 1. Public Utilities Department 600 B Street, 11th Floor, San Diego, CA 92101 Payment by check only (619) 515-3500 2. Civic Center Plaza Building: 1200 Third Avenue, Lobby, San Diego, CA 92101 Payment by Check, MasterCard and Visa (619) 236-7144 ▪ USA Checks Cashed: <ol style="list-style-type: none"> 1. 1607 Garnet Avenue San Diego, CA 92109 (858) 273-6100 2. 5071 Federal Blvd San Diego, CA 92102 (619) 263-980 3. 4298 University Avenue 	<p><u>IPay</u> <u>Internet access, enroll</u> <u>and pay online</u> 24 hours, 7 days</p> <p><u>Automatic Payment</u> <u>Service</u> Each billing period</p> <p><u>Public Utilities</u> <u>Department</u> Monday – Friday (7:30 AM – 5:00 PM)</p> <p><u>Civic Center Plaza</u> <u>Building</u> Monday – Friday (8:00 AM – 5:00 PM)</p> <p><u>USA Checks Cashed</u> 1. 9:00 AM – 5:00 PM 2. 9:00 AM – 6:00 PM 3. NA 4. 7:00 AM – 12:00 AM 5. NA 6. NA 7. NA</p>	<p><u>IPay</u> 24 hours, 7 days</p> <p><u>Automatic Payment</u> <u>Service</u> Each billing period</p> <p><u>Public Utilities</u> <u>Department</u> Monday – Friday (7:30 AM – 5:00 PM)</p> <p><u>Civic Center Plaza</u> <u>Building</u> Monday – Friday (8:00 AM – 5:00 PM)</p> <p><u>USA Checks Cashed</u> 1. 9:00 AM – 5:00 PM 2. 9:00 AM – 6:00 PM 3. NA 4. 7:00 AM – 12:00 AM 5. NA 6. NA 7. NA</p>

SERVICE	LOCATION	HOURS OF OPERATION	CUSTOMER AVAILABILITY
	San Diego, CA 92105 (619) 283-2020 4. 936 Highland Avenue National City, CA 91950 (619) 477-2284 5. 1610 Highland Avenue National City, CA 91950 (619) 336-9500 6. 201 Broadway Chula Vista, CA 91910 (619) 425-4700 7. 521 Sweetwater Road Spring Valley, CA 91977 (619) 466-2274		

Table 2: CSO Locations and Operating Hours

Technical Delivery Standards

The City of San Diego expects the service provider (City employees or outside vendor) will perform these services while adhering to the following current technical standards:

- Have proficiency in CIS (legacy mainframe system), Business Repository of Operational Knowledge (BROOK) data warehouse, and new SAP CCS system, WAVE, Sewer/Water Infrastructure Management (SWIM), SPLASH; all used to track customers' account/billing information, water conservation information, water waste complaints, and general water/sewer utility information.
- Have the ability to process standard monthly and bi-monthly utility bills, including the ability to perform retro-active bill adjustments going back 3 yrs using old and new billing system, rates and procedures.
- Provide utility account management services for customer via telephone, internet, and other customer-utility interfaces.
- Operate and maintain a customer telephone contact center capable of receiving and responding to a minimum of 1200 customer calls per day during business hours.
- Have proficiency in utility remittance processing services.
- Make electronic copies of all checks and payment stubs received from customers and retain records for at least 3 years.
- Have the ability to provide bill issuance services via USPS, electronic bill payment and presentment, and other electronic payment processing exchanges.
- Have proficiency in call automation and call distribution systems, used to handle customer phone inquiries provide timely information messaging to callers.
- Have proficiency in remittance processing system, used to process payments.
- Have proficiency in scheduling and monitoring water billing work flow schedule and billing rate schedules.
- Process adjustments on customer accounts consistent with City Municipal Code, Administrative regulations and Department Instructions/Policy.
- Have proficiency in handling complex water bills due to billing errors, including back bills and leak adjustments, switched meters, cutbacks and misreads.

- Ensure emergency repair calls are processed effectively/timely and service restoration orders (after non-payment interruption) are dispatched to the field as soon as payment is received.
- Capability to offer customer service in multiple languages (current service level is English and Spanish).
- Have the ability to coordinate with a wide variety of citywide and department functions to resolve customer/operational issues and cross functional activities (Water Operations, Meter Shop, Field Services, Water Conservation, City Treasurer, City Attorney, Mayor and Council staff).
- Ensure daily processing and uninterrupted delivery of customer invoices.
- Ensure daily receipt and uninterrupted processing and deposit of customer payments.

Performance Standards

The City of San Diego expects the service provider (City employees or outside vendor) to maintain or exceed current service levels, by maintaining current performance standards for:

Current Service Levels

The current standards displayed in Table 4 include the standards formulated by the CSO and included in the Customer Support Division’s Bid to Goal (B2G) Pay for Performance Program and the CSO’s Post-call Survey Customer Satisfaction Rate. The BTG program was piloted by San Diego's Metropolitan Wastewater Department (MWW) in 1998 to improve efficiency and effectiveness. B2G has since expanded to include all Wastewater, Water Operations and Customer Support employees. The CSO’s Post-call Customer Satisfaction Survey was implemented in FY2010 and is offered to customers at the end of their call to provide feedback on their experience with the call center agent. Customers choosing to take the survey at a later time are provided a number to call in for the survey.

Consistent with the foundation of the B2G program, the Customer Support Division prepared a 5-year bid to perform its specific functions in competition with a private market independent cost estimate to provide the same services beginning in FY2007. Those services included the functions currently provided by the CSO section. The division’s bid for providing the services was lower than the private market independent cost estimate. The division has consistently provided the services included in the bid at less than the bid amount.

#	Customer Service Office (CSO) Current Measures	Current Service Level ^{3, 4}
1	Average number of days to complete customer-requested investigations, including notification back to the customer.	Goal 8 days / Actual 7.4 days
2	Percentage of Call Center and Water Repair Staff Availability.	Goal 85% / Actual 85%
3	Percentage of Incoming US mailed remittance processed within the same business day.	Goal 96% / Actual 96%
4	Percentage of Customer Complaints resolved in ≤ 13 Business Days.	Goal 92% / Actual 79%
5	Percentage of bills issued within 3 business days of receipt of actual read.	Goal 100% / Actual 98%
6	Process and deposit customer payments to the City's bank within the same	Goal 70% / Actual 96%

³ Source: Items 1-4 are from the Customer Support Division *Pay for Performance Goals Annual Report FY2010*; Items 5-11 are from the Customer Support Division *Memo - Bid to Goal Program Determination of Substantial Conformance* dated October 8, 2010; Item 12 is from the Public Utilities Department FY 2011 SLA for providing payment remittance processing services to the Office of the City Treasurer, Item 13 is from the FY2011 CSO Post-call customer satisfaction survey results (February 28, 2011).

⁴ The SOW will be based on current service levels, unless the Council specifies alternative service levels.

#	Customer Service Office (CSO) Current Measures	Current Service Level ^{3, 4}
	business day of receipt.	
7	Percentage of electronic copies made of checks and payment stubs received from customers and retained for 3 years.	Goal 100% / Actual 100%
8	Percentage of water repair and emergency phone calls responded to within 30 seconds of receipt during business hours.	Goal 85% / Actual 79%
9	Answer customer information calls within 60 seconds of receipt.	Goal 75% / Actual 55%
10	Percentage of payments collected on outstanding bills within 2 years of billing	Goal 98% / Actual 100%
11	Percentage of value of service billed collected within 12 months	Goal 96% / Actual 96%
12	Percentage of Business & Rental Unit Business Tax and SAP AR Invoice remittances processed within one (1) business day of receipt	Goal 100% / Actual 90%
13	CSO Post-Call Survey Customer Satisfaction Rate	Goal 100% / Actual 90%

Table 3: Current Service Levels

Service Provider Expectations

Specific methods to measure and monitor service provider expectations will be included in the Statement of Work. These measures will be stored and tracked electronically and data will be audited regularly. Customer satisfaction rates will be tracked via survey, or similar methods. The City currently has multiple surveys in place that can be used to track results.

- Expect service provider to track requests, customer complaints, other inquiries and receipt of information that is transmitted to the City.
- Expect service provider to provide communication plan to the City about service interruptions, delays and/or discontinuity of service along with related remedies, as well as overall general information about CSO. The division currently addresses these matters through All-Hands meetings (division/department); Independent Rates Oversight Committee (advisory body to the Mayor and City Council); water bill invoices; press release and water bill inserts; media; and customer public outreach via community events, fairs, parades, and school events.
- Expect service provider to develop, implement and maintain multiple customer survey mechanisms to solicit customer feedback and satisfaction related to the customer services provided and activities performed.

Please note that more detailed performance data will be included in the more detailed Statement of Work (SOW) that will be developed in the next phase in preparation for issuing a Request for Proposals. We are describing all current functions, but judgments will be made in the final SOW as to what is “in-scope” vs. “out of scope”, based on our market assessment. Some data is not made available in this public Preliminary Statement of Work document so as to maintain a level playing field between City employees and potential contractors.