

Customer Care Solution

Project Update

Natural Resources and Culture Committee

November 9, 2011

Utility Billing System Conversion

💧 What is it?

- 💧 Replaces Customer Information System (CIS)
 - 💧 Bill calculation and invoicing
 - 💧 Payments processing
 - 💧 General Customer Information/Utility Account Management
 - 💧 Water, sewer, storm water
 - 💧 Open/Close Account
 - 💧 Security Deposit/Deferred payment/Refund processing
 - 💧 *Dunning* – late payment/delinquent account processing
 - 💧 Emergency repair activities
- 💧 Replaces and Integrates new service connections and fee collection process

Why Convert? Why Now?

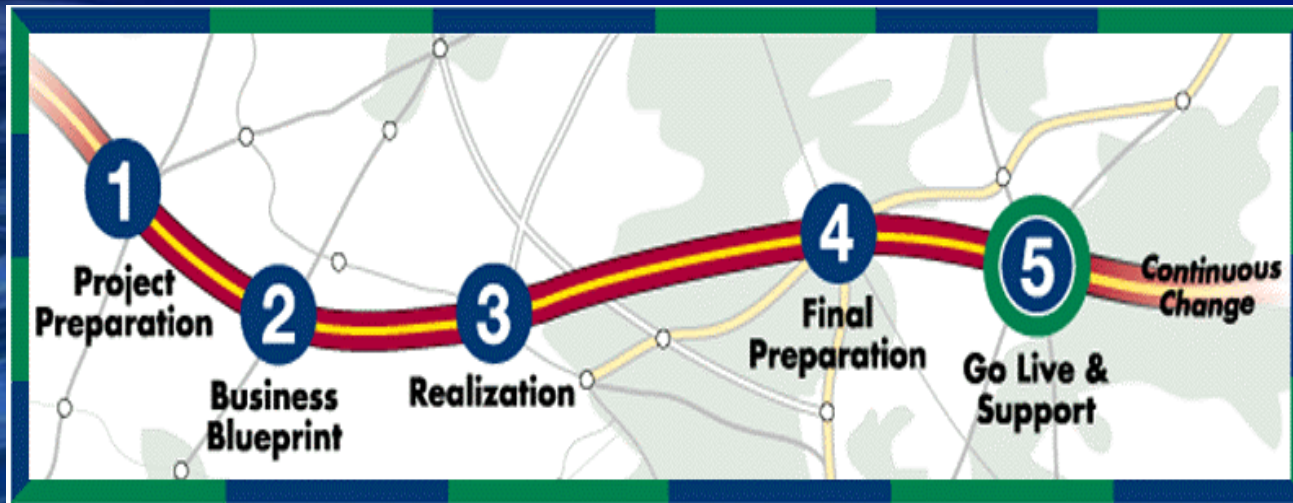
- 💧 City ERP Platform Roadmap – Fully integrated system
- 💧 CIS Built in Early 1980's
 - 💧 Rising support costs
 - 💧 Quick and Easy for users (staff) but:
 - 💧 limited flexibility
 - 💧 old technology
 - 💧 shrinking technical support resources
- 💧 Development Service Department's *PTS*
- 💧 IOS Legacy Systems
- 💧 Mainframe Shut-down/Retirement

Benefits

- 💧 Integrated Utility billing system with ERP Financials
- 💧 Better reporting and more effective controls
 - 💧 Internal controls monitoring through Comptroller
- 💧 Establishes One and only One – Business Partner (customer) model
- 💧 Eliminates rising maintenance expense
 - 💧 Mainframe (CIS/IOS)
 - 💧 Interfaces (31)
- 💧 Fully automated Bill Production and Delivery using third party vendor
- 💧 Extended On-line portal access to all customers.
- 💧 Quicker refunding to customers (3 days vs. 6-8 weeks)
- 💧 Automated billing /payment of “City” accounts

Conversion Effort

18-Month Implementation Project:



- Implementation Consultant – *Deloitte Consulting*
- Cross Departmental Effort
 - ERP Support, DoIT, DSD, Comptroller, Treasurers and SDDPC
- Other Implementation Partners:
 - SAP, StreamServe, EOS

“Go-Live” Preparation

- 💧 Training (650 hrs for core call center staff alone)
- 💧 *Notice of Change* mailed to monthly billing customers (6/9/11)
- 💧 Customer Care Solution web page (6/17/11)
- 💧 Online System Customers:
 - 💧 *Important Message* (displayed to online users beginning (6/3/11)
 - 💧 *Notice of Change* added to online system landing page (6/9/11)
 - 💧 Begin sending paper bills (6/9/11)
 - 💧 *Call to Action* message emailed to online users (6/23/11)
 - 💧 Follow-up email sent to online users (6/24/11)

“Go-Live” - July 5

- 💧 Data Conversion (14.7 million records converted)
 - 💧 99.97 Data Conversion Success rate
- 💧 *Call to Action* email to all online users with registration information
- 💧 Meter reading, billing and payment processing resumed immediately
 - 💧 *Important Information* - Bill insert included in all bills
- 💧 Dunning process start-up delayed 3 weeks

120-Day Results (July-October)

- 💧 Over 597,000 bills issued to date
- 💧 Over 588,000 payments received and processed
- 💧 51,300 customers successfully transitioned for online payment (43,381 in old system)

Description	July – October 2011	July - October 2012
Payments Processed	590,247	588,705
Service Disconnection (Non-pmt)	8,175	7,173
Bills issued	615,770	597,433
Calls offered/ handled	116,617/110,390	96,481/71,327
Avg Speed of Answer/ duration	1:54/ 3:47	12:15/ 6:27
Emails handled	~2,000	19,623

Customers

Underestimated length/scale of change impact for customers and staff

Issues	Response
New Customer Portal/Enrollment	Added additional contact channels (Email)
Bill issuance	Temporary staff / Weekend Shifts
Call center service/availability (call duration and learning curve)	Increased phone capacity (600 B St, Treasurer's Lobby, Emergency Service Lines)
Did not anticipate full range of call types triggered by change: <ul style="list-style-type: none">• Data conversion clean up• Customer bill management• Impact of Mainframe Shut-down on resources	Established Customer Care Liaison and Referral Lines for Key outlets (Council and Mayor Offices, City Treasurer, SDCWA) Targeted Training and Team Building, Labor Union Support Improved Website Help (Video, FAQ's) Billing Inserts for high impact issues and Shut-off Management (Temporary suspension)

Performance Trends

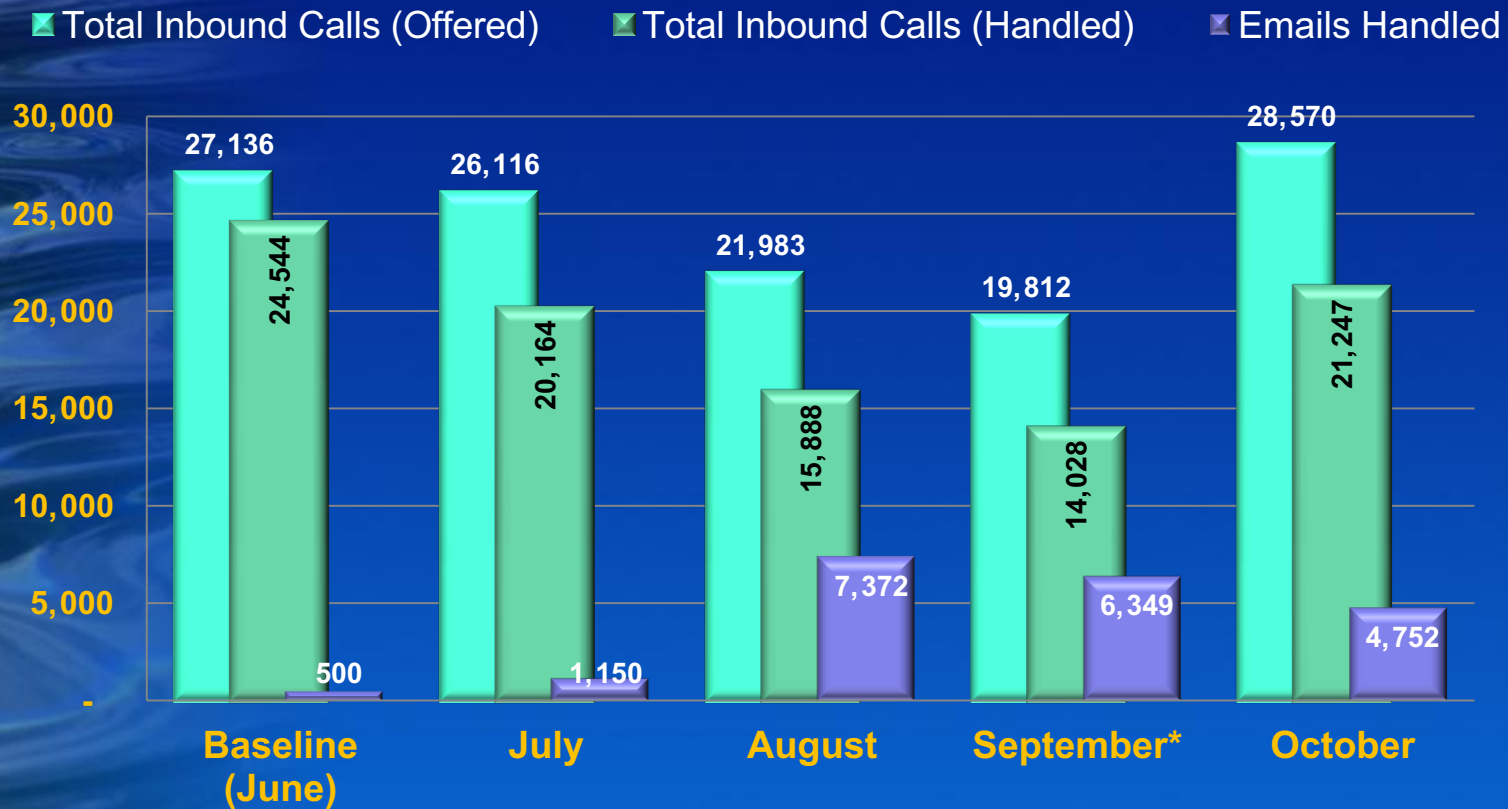
- 💧 Online Payments and User Registration
- 💧 Call Center Availability and Call handling
 - 💧 Average Queue Time
 - 💧 Average Call Duration
 - 💧 Average Transactions Processed by Agents
- 💧 Exception Bills Generated
- 💧 Non-Payment Service Disconnections

Online Payments



Call and Email Handling

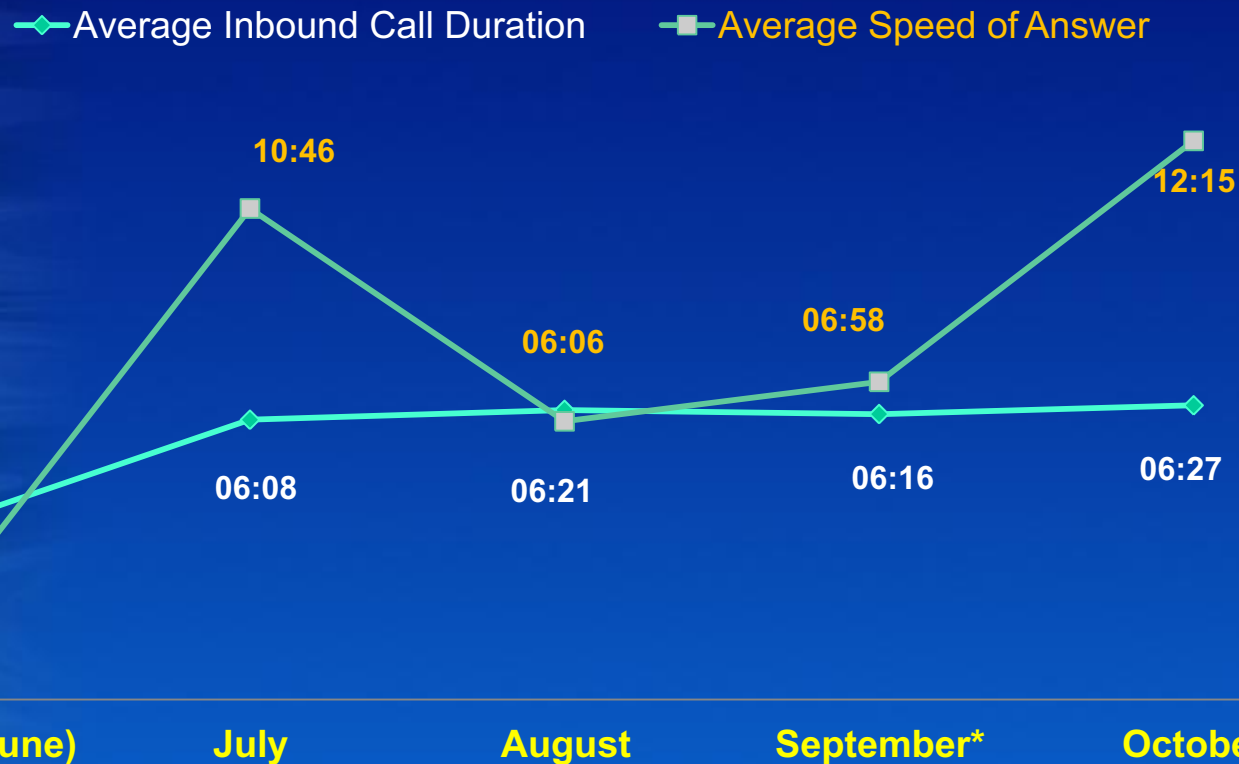
Call Center Volumes (Customer Information)



* Power Outage

Call Handling

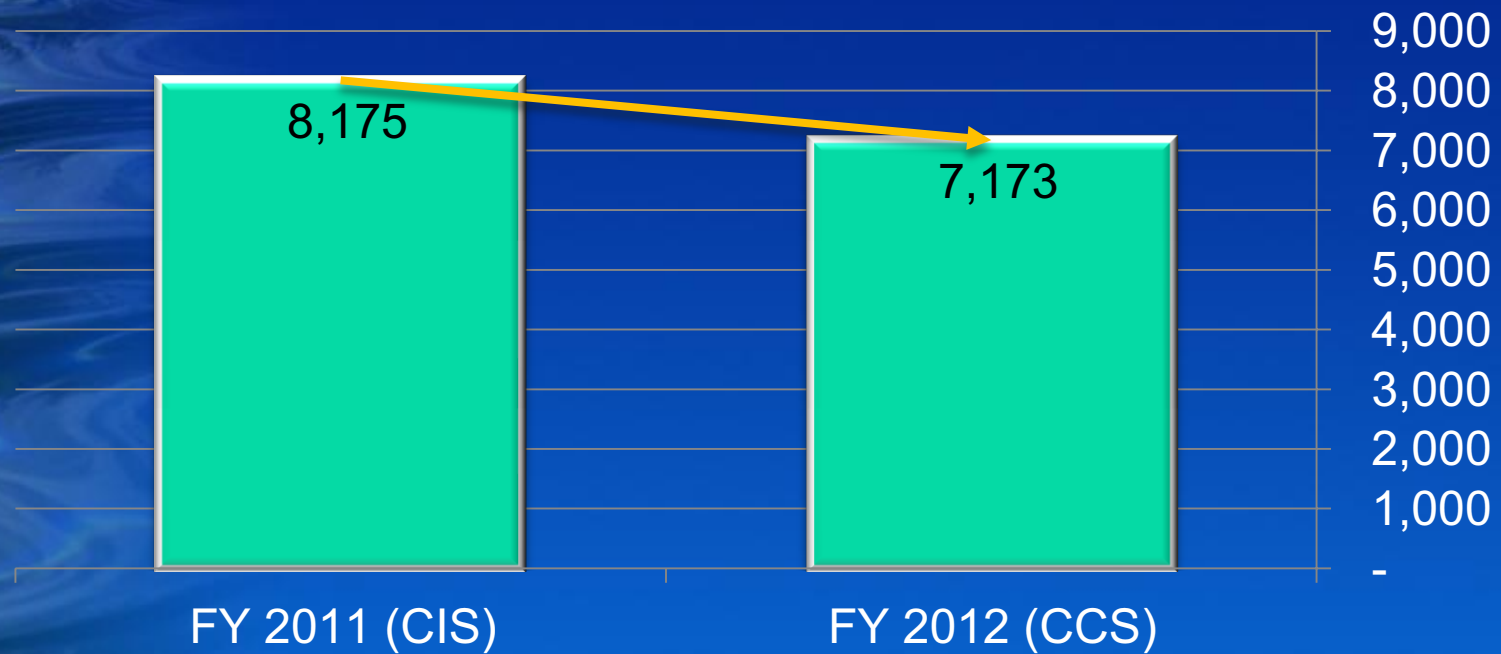
Queue Wait and Call Duration (Minutes)



* Power Outage

Service Disconnections (Non-payment)

Comparison of Total Service Disconnections (July-October)



Continuing Effort

- 💧 Training/Coaching
- 💧 Additional Post Go-Live Support
- 💧 Performance Management
- 💧 Process/policy modification:
 - 💧 Mitigate/minimize customer impact
 - 💧 Reduce volume of customer contacts

Future Improvements

💧 New Payment Options:

- 💧 Credit Card
- 💧 IVR
- 💧 Walk-in payment (Over 25 new locations)

💧 New Billing Options

- 💧 Home Banking/BillPay delivery
- 💧 Self Service - Open/Close Account
- 💧 Smart Meter ready

