

Customer Services 2021 – 2022 BUDGET PRESENTATION

August 26, 2020

Steve Hatcher (shatcher@cityoftacoma.org)

Customer Services Manager

Agenda



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

Mission and Vision



MISSION:

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

VISION:

To be known for excellence in our service to customers.

SD1
Equity and
Inclusion



SD4
Stakeholder
Engagement



SD6
Innovation



SD13
Customer
Service



Strategic Goals



- **Introduce easy-to-use customer self-service tools**
- **Route customers to the most knowledgeable employees**
- **Empower staff with authority to accomplish first contact resolution**

SD1
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Inclusion



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SD13
Customer
Service



Strategic Goals (continued)



- **Develop strategies that meet the needs of residential, small and mid-size business, key account, and low-income customers**
- **Support and participate in Tacoma Power, Tacoma Water, and Environmental Services strategic initiatives**



Services Provided



- **Administration** – Division oversight and management, strategic planning
- **Business Office** – Call center/lobby services, billing, payments, commercial services
- **Customer Solutions** – Utility and resource assistance for senior, disabled, low-income customers

SD1
Equity and
Inclusion



SD4
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SD6
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SD13
Customer
Service



Services Provided (continued)



- **Field Operations** – Meter reading, field investigative services, mail services operations
- **Performance Solutions** – Benchmarking/analytics, staff training/development, project management
- **Support Services** – TPU switchboard services, administrative support, contract management



Budget Drivers



- **Increased staffing costs due to general wage increase and benefit assumptions**
- **Increased outreach costs and staffing to support expanded enrollment of customers into low-income assistance programs**
- **AMI deployment activities performed by Contact Center and Field Operations staff**

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Budget Drivers (continued)



- **Implementation of monthly billing and pre-pay option in support of AMI**
- **COVID-19 mitigation tactics**
- **Preparations to permanently operate in a virtual (Home Agent) environment**
- **No new CS capital projects / capital expenses limited to extending life of existing equipment**

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SD13
Customer
Service



Expenses and Staffing



TPU Customer Services

	2019-2020 Current Budget	2021-2022 Proposed Budget	Over/(Under)	(%)
Personnel Services	32,808,815	36,733,045	3,924,230	12.0%
Employee-Related Costs	696,050	490,530	(205,520)	(29.5%)
Operating Expenses	4,032,239	4,220,913	188,674	4.7%
External Services	1,515,304	2,439,936	924,632	61.0%
Indirect Costs	6,509,988	6,986,974	476,986	7.3%
Capital	584,420	147,000	(437,420)	(74.8%)
Grand Total	46,146,815	51,018,398	4,871,582	10.6%
Personnel Changes:	155.9	158.2	2.3	1.5%

Note regarding personnel changes: The change reflects continuation of increased staffing needs from the 2019-2020 biennium in support low-income assistance customer outreach programs.

Budget Overview



Enhance low-income assistance programs:

- Elevate program emphasis and customer support
- Increase participation through targeted marketing, outreach, and overall enhanced program resources
- Lower income levels for certification process

2021/2022	Power	Water	Wastewater	Surface Water	Solid Waste
	\$2,500,000	\$400,000	\$156,000	\$73,000	\$197,000



Budget Overview (continued)



SD1
Equity and
Inclusion



SD4
Stakeholder
Engagement



SD6
Innovation



SD13
Customer
Service



SD8
Sustainable
Development



AMI deployment efforts:

- Begin Contact Center staff training
- Continue transition of Field Operations staff
- Implement monthly billing
- Implement pre-pay options

Next Steps



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 26, 2020

TPU Customer Services	2019-2020 Budget	2021-2022 Proposed Budget	2019-20 to 2021-22 Budget Comparison	
SUMMARY - Operation & Maintenance by Category				
Salaries & Wages	\$ 23,538,872	\$ 25,857,692	\$ 2,318,820	9.9%
Employee Benefits	9,981,044	11,868,233	1,887,190	18.9%
Capital Credit & Labor To/From Others	(696,101)	(974,000)	(277,899)	(39.9%)
Total Personnel Costs	32,823,815	36,751,925	3,928,110	12.0%
Supplies	1,099,847	1,278,973	179,126	16.3%
Services	2,353,154	3,383,121	1,029,967	43.8%
Other Charges	4,958,880	4,961,751	2,871	0.1%
Total Assessments	4,326,700	4,495,628	168,928	3.9%
Total Supplies, Other Services & Charges	12,738,581	14,119,473	1,380,892	10.8%
Subtotal	45,562,395	50,871,398	5,309,002	11.7%
Capital Outlay	584,420	147,000	(437,420)	(74.8%)
Total Customer Services	\$ 46,146,815	\$ 51,018,398	\$ 4,871,582	10.6%
PERSONNEL - Budgeted FTEs	155.9	158.2	2.3	1.5%

2021-2022 Budget & FTE Comparison
TPU Customer Services
August 26, 2020

TPU Customer Services Division Summary	2019-2020 Budget	2021-2022 Budget	2019-20 to 2021-22 Budget Comparison		2019-20 FTE's	2021-22 FTE's
Customer Services Customer Solutions						
572400 TPU Customer Service - PayGo	580,165	0	(580,165)	(100.0%)	2.0	
572500 TPU Customer Solutions	2,194,876	3,192,598	997,722	45.5%	8.5	11.8
Customer Services Performance Solutions						
577100 TPU Customer Service Training	1,133,184	1,474,317	341,133	30.1%	4.0	5.0
578800 TPU CS Performance Solutions	2,866,501	3,961,957	1,095,457	38.2%	8.0	8.0
Customer Services Administration						
579500 TPU Customer Service Support Svcs	1,192,665	1,247,762	55,097	4.6%	5.0	5.0
579600 TPU Customer Service Switchboard	159,493	184,170	24,677	15.5%	1.0	1.0
579700 TPU Customer Service Admin	5,717,280	5,581,257	(136,023)	(2.4%)	2.0	2.0
Customer Services Business Office						
577200 TPU CS Contact Center	7,353,134	10,498,950	3,145,816	42.8%	34.4	44.4
578100 TPU Customer Service Lobby Svcs	2,299,093	2,166,016	(133,077)	(5.8%)	9.0	7.0
578500 TPU Customer Service Billing	4,463,426	2,653,371	(1,810,054)	(40.6%)	19.0	10.0
579000 TPU Customer Service Business Solutions	1,226,458	2,050,832	824,374	67.2%	5.0	8.0
579900 TPU Customer Service Bus Office Admin	2,733,655	2,508,296	(225,359)	(8.2%)	8.0	7.0
Customer Services Operations						
578900 TPU Customer Service Operations Admin	1,337,183	1,634,807	297,624	22.3%	2.0	2.0
579100 TPU Customer Service Mail Svcs	3,628,121	3,562,980	(65,141)	(1.8%)	6.0	6.0
579200 TPU Customer Service Field Investigation	4,135,498	4,750,977	615,480	14.9%	19.0	18.0
579300 TPU Mail Services Provided to Gen Gov	657,922	678,510	20,588	3.1%	3.0	3.0
579400 TPU Customer Service Meter Reading	3,883,741	4,724,597	840,855	21.7%	20.0	20.0
Total Customer Services Cost Centers	\$ 45,562,395	\$ 50,871,398	\$ 5,309,002	11.7%	155.9	158.2