



# Reshaping the Future

Prepared by the City Manager &  
Finance Department

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# Customer Services Restructuring Overview

- The Management Team (Al, Jakki, Dann, Bill, Jim, Lori) have been working on plans for an Organizational Structural Change
- This Plan is to Enhance Customer Service through increased Training, Supervision and Accountability
- Review the Restructure Plan



# Why Restructure?

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# Why are We Changing?

- December 2011 FMPA Study
- S.W.O.T. Analysis
- Implementation of Smart Grid
- Proactive vs. Reactive
- Succession Planning



# FMPA Study Accomplishments

## Customer Service/Billing/Metering

Created Call Center in 2011

- Separation Walk In and Phone Customers (ref. #1)

Completed w/Renovation November 2013

- Professional Signage (ref. #3)
- Redesign Lobby (ref. #4)

Phone menu implemented November 2013 & updated December 2013

- Single Customer Contact Number for all Utility Services (ref. #9)

Signage updated to reflect payments posting of payments

- Signage updated in 2011 (Ref. #17)

Remote payment locations

- Amscot and Fidelity Express provided in 2013 (ref. #22)

## Technology and Smart Grid Deployment

Identified Business Process/Core Competencies with WIPRO

- Business Processes and Identify Core Competencies (ref# 6a-d)

## Collections and Cash Operations

Disconnect Processes Implemented in 2012 & 2013

- Increase Disconnects throughout week (ref.#2a)  
-Process Monday-Thursday. Electric Only on Friday

Utilized Exception Reporting 2011

- Utilize exception reporting prior to sending to Collections (ref.#2b)

Completed w/Renovation November 2013

- Provide Privacy w/FACTA (ref#6a)

## Management

Four (4) Temporary Positions Added

Positions added to Support Smart Grid Programs in 2012 (ref.#1a)



# FMPA Study Proposals

Current Restructure Proposal to Commission

## Customer Service/Billing/Metering

- Employee shortage, burnout (ref. #15)
- Separation of duties and benchmark (ref.#19)
- Customer Accounts Manager day to day (ref.#24)
- Training one day per week (ref.#25)

## Technology and Smart Grid Deployment

- Increase Present Staff for Customer Participation (ref# 2b)
- Business Processes and Identify Core Competencies (ref# 6a-d)

## Collections and Cash Operations

- Collections Supervisor (ref.#1)

## Management

### Salary Survey RFP - February 2014

- Salary Review of Positions (ref. 1c)
- Salaries low (ref.#2a)

### Consider Organizational Restructure

- Succession Planning(ref.#3a)
- Accounting Specialist pay grade (ref.#4a)



# S.W.O.T.

## Strengths

- Customer Focus
- Cross training of all departmental functions
- Proven billing and cash management process
- Knowledge of industry

## Weaknesses

- Lack of training
- Staff turnover
- Limited staff for report writing
- Limited Management Level cross training

## Opportunities

- Increase Customer Education
- Expansion of E-Bill Program
- Expansion of Billing and Customer Service to other Communities

## Threats

- Loss of Technology/ Communications
- Loss of Current Bill Print Vendor
- Failure of Cash Process Procedures
- Employee Burn Out



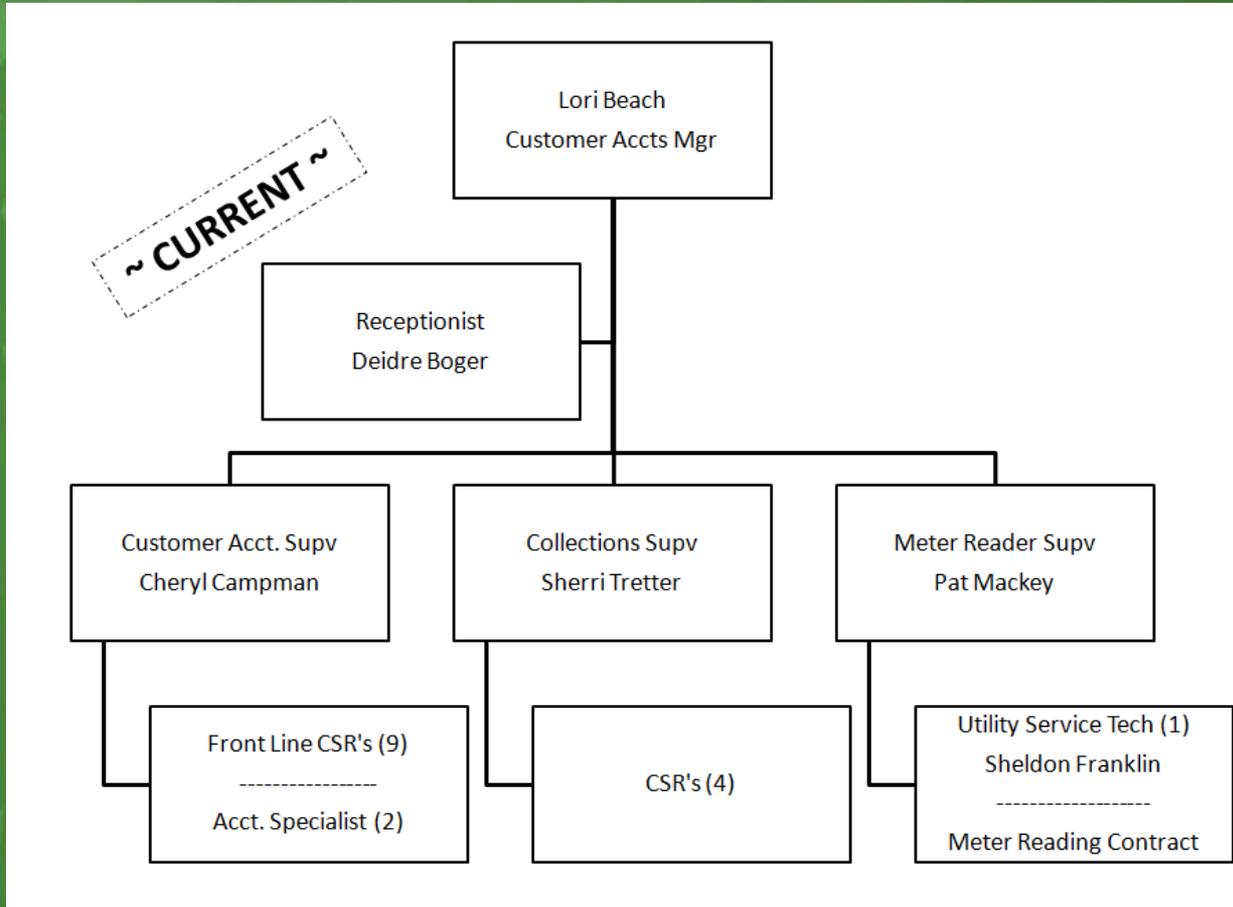
# What Changes Are Needed?

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# Current Organizational Chart



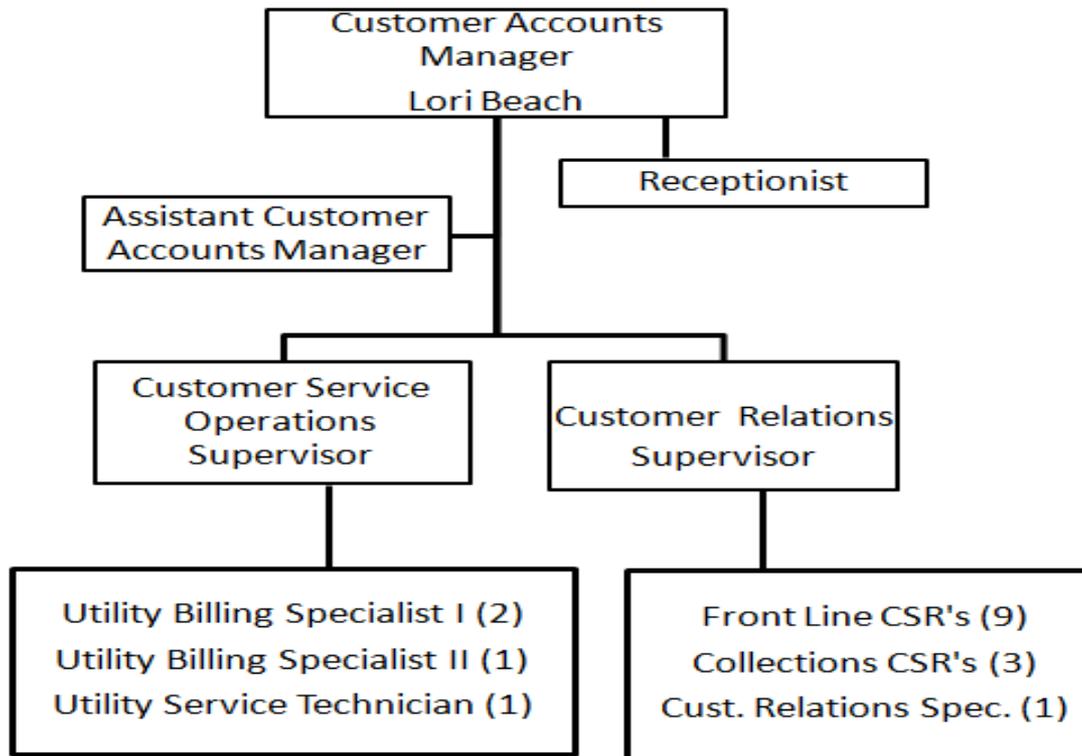


# Proposed Changes

- 1) Align Supervisor Pay grades and Re-title
- 2) Eliminate Meter Reader Supervisor Position
- 3) Create Assistant Customer Accounts Manager
- 4) Change Title of Accounting Specialist I to Utility Billing Specialist I
- 5) Create Utility Billing Specialist II (New Position)
- 6) Change Title of a Customer Service Specialist to a Customer Relations Specialist



# Proposed Organizational Chart





# Fiscal Impact

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# Fiscal Impact

## Meter Reader Fiscal Impact FY 14

Meter Readers Personnel Savings	\$	(195,158)
Meter Readers Operational Savings	\$	(23,000)
Contract Amount	\$	130,000
Proposed Reorganization Cost	\$	46,344
Current Fiscal Year Impact	\$	<b>(41,814)</b>



Questions

Discussion