

OTAY WATER DISTRICT
FINANCE, ADMINISTRATION AND COMMUNICATIONS
COMMITTEE MEETING
and
SPECIAL MEETING OF THE BOARD OF DIRECTORS

2554 SWEETWATER SPRINGS BOULEVARD
SPRING VALLEY, CALIFORNIA
BOARDROOM

THURSDAY
April 19, 2012
12:00 P.M.

This is a District Committee meeting. This meeting is being posted as a special meeting in order to comply with the Brown Act (Government Code Section §54954.2) in the event that a quorum of the Board is present. Items will be deliberated, however, no formal board actions will be taken at this meeting. The committee makes recommendations to the full board for its consideration and formal action.

AGENDA

1. ROLL CALL
2. PUBLIC PARTICIPATION – OPPORTUNITY FOR MEMBERS OF THE PUBLIC TO SPEAK TO THE BOARD ON ANY SUBJECT MATTER WITHIN THE BOARD'S JURISDICTION BUT NOT AN ITEM ON TODAY'S AGENDA

DISCUSSION ITEMS

3. SUPPORT STAFF'S RECOMMENDATION TO LEAVE INTACT THE LEAK ADJUSTMENT PROVIDED THE COTTONWOOD MEADOWS HOMEOWNERS ASSOCIATION IN ACCORDANCE WITH THE DISTRICT'S ESTABLISHED PRACTICE AND DENY ANY FURTHER ADJUSTMENTS (MENDEZ-SCHOMER) [5 minutes]
4. DISCUSSION OF STRATEGIC PLAN FOLLOW-UP ON THE PHONE SYSTEM AND WEBSITE (STEVENS/MENDEZ-SCHOMER) [10 minutes]
5. INFORMATIONAL REPORT ON WATER LOSS (BEACHEM) [5 minutes]
6. ADJOURNMENT

BOARD MEMBERS ATTENDING:

David Gonzalez, Chair
Jose Lopez

All items appearing on this agenda, whether or not expressly listed for action, may be deliberated and may be subject to action by the Board.

The Agenda, and any attachments containing written information, are available at the District's website at www.otaywater.gov. Written changes to any items to be considered at the open meeting, or to any attachments, will be posted on the District's website. Copies of the Agenda and all attachments are also available through the District Secretary by contacting her at (619) 670-2280.

If you have any disability which would require accommodation in order to enable you to participate in this meeting, please call the District Secretary at 670-2280 at least 24 hours prior to the meeting.

Certification of Posting

I certify that on April 13, 2012 I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of Otay Water District, said time being at least 24 hours in advance of the meeting of the Board of Directors (Government Code Section §54954.2).

Executed at Spring Valley, California on April 13, 2012.

/s/ Susan Cruz, District Secretary



STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	May 2, 2012
	Alicia Mendez-Schomer Customer Service Manager	PROJECT:	DIV. NO. All
SUBMITTED BY:			
APPROVED BY:	<input checked="" type="checkbox"/> Joseph R. Beachem, Chief Financial Officer <input checked="" type="checkbox"/> German Alvarez, Assistant General Manager <input checked="" type="checkbox"/> Mark Watton, General Manager		
SUBJECT:	Leak Adjustment for the Cottonwood Meadows Homeowners Association (HOA)		

GENERAL MANAGER'S RECOMMENDATION:

That the Board support staff's recommendation to leave intact the adjustments provided the Cottonwood Meadows Homeowners Association (HOA), in accordance with the District's established practice, and deny any further adjustments.

COMMITTEE ACTION:

See Attachment A.

PURPOSE:

To leave intact the adjustments totaling \$504.50 which includes the leak and penalty adjustments provided the Cottonwood Meadows HOA, as it is consistent with the District's established practice for leak adjustments.

ANALYSIS:

The Cottonwood Homeowners Association has a total of five accounts with Otay. All the accounts are irrigation accounts serving the common areas within the development.

As part of our monthly meter reading process, on 3/5/12 our meter reader took a read of 9909 units on the irrigation AMR meter at this property. Once the daily reads were downloaded into our billing system, staff noticed the higher than expected usage and initiated a

reread for the next day, 3/6/12. When our field staff arrived at the premises to check the meter on 3/6/12 they noticed the meter spinning which indicates a large leak, and placed a call to the Otay office informing the billing staff of their findings. Within an hour of getting the information, our Customer Service staff called and spoke with Arlene at the HOA informing her of the situation.

On 3/12/12, the Customer Service Manager was forwarded a call from Scott Duckrow of the Cottonwood Meadows HOA who inquired about a leak adjustment. At the verbal request of Scott Duckrow of the Cottonwood Meadows HOA, Otay staff calculated and applied a leak adjustment in the amount of \$191.57 on 3/14/12. Field staff took additional meter readings on 3/15 and 3/22 to assist the HOA in accessing further water loss. The read on 3/15 showed 10234 and that the usage had been significant between the read on 3/5 and 3/15, an additional 325 units. The read on 3/22 showed no additional usage. Mr. Duckrow was offered a payment arrangement of six months (without interest) to pay the outstanding bill of \$6,578.49, after the adjustment of \$191.57 was applied, but he declined this offer. The late penalty of \$312.93 which was added to the April 9th bill was reversed, as a courtesy, and brings the total adjustments to \$504.50.

On 3/21/12, a payment was received and applied to the HOA's account in the amount of \$320.00 leaving a balance of \$6,258.49.

To arrive at the credit amount of \$191.57, the total water usage was recalculated at the lowest tier, from \$3.66 per unit to \$3.53, and the difference was credited to their water account.

Reducing bills to the lowest tier is fair, to be responsive to customers with an extraordinary loss while minimizing financial impact to the District. The District is sensitive to the HOA's situation and believes that they would benefit from interest free terms for 6 months. Terms have also been offered up to 12 months with no interest.

Leak adjustments, by practice, have been applied to residential accounts. Years later, this was expanded to include commercial accounts. Adjustments are limited to one per year. Otay has not routinely applied leak adjustments to irrigation accounts, but has done so on a case-by-case basis.

For the fiscal year ending June 30, 2011, Otay granted leak adjustments for 216 customers totaling \$35,368.65. Of these, 211 were residential accounts. Of the remaining accounts, there were 3 commercial accounts totaling \$862.60 and 2 commercial irrigation accounts totaling \$1,569.03.

In this fiscal year to date, Otay has granted and applied 250 residential leak adjustments totaling \$42,996.43. In addition, 3 commercial accounts totaling \$708.50 and 3 commercial irrigation



ATTACHMENT A

SUBJECT/PROJECT:	Leak Adjustment for the Cottonwood Meadows Homeowners Association (HOA)
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COMMITTEE ACTION:

The Finance, Administration, and Communications Committee recommend that the Board support staff's recommendation to leave intact the leak adjustment provided the Cottonwood Meadows Homeowners Association (HOA), in accordance with the District's established practice, and deny any further adjustments.

NOTE:

The "Committee Action" is written in anticipation of the Committee moving the item forward for board approval. This report will be sent to the Board as a committee approved item, or modified to reflect any discussion or changes as directed from the committee prior to presentation to the full board.

COTTONWOOD MEADOWS HOMEOWNERS ASSOCIATION

c/o BRICKROW PROPERTY MANAGEMENT, INC.

**400 MILE OF CARS WAY, SUITE C
NATIONAL CITY CA 91950
(619) 477-3133 / fax 619-477-3758**

March 20, 2012

Susan Cruz
Otay Water District
El Cajon, CA 92020

Dear Ms. Cruz:

On March 6, 2012, Brickrow Property Management, Inc. received a courtesy call from Otay Water District regarding the meter reading for our Association. Gia, the customer service representative, informed us that the irrigation meter at 2184 Greencrest Drive was reading at 1,715 units, when the normal average for this meter is 58 units. She informed us that the technician was sent back out two days later and the meter went up another 259 units, thus suggesting a major leak in our irrigation system. Our landscapers were notified immediately and the water was shut off within the hour.

After completing a check of the irrigation system, our landscapers determined that the underground leak was caused by a break in a two inch main water line that was damaged by a tree root. The area of the leak was not visible, as it was located on an embankment behind a stucco wall. Furthermore, our landscapers are only scheduled for two days a week and have to maintain our thirteen acres in sections, so the area of the leak had not yet been visited.

The Board of Directors humbly requests that the Otay Water District make adjustments to the water bills that reflect the excessive water usage due to the leak. Our March 8, 2012 water bill was \$6,770.06, which is \$6451.63 more than February's bill. The April bill will reflect the 259 units from the second reading, as well as additional units from the time of the reading to when the water was shut off by our landscapers.

We are an Association with a budget that barely covers our general operations. We are, however, currently working with Cuyamaca College Landscape and Low Water Usage Garden to implement a water conservation program within the next five years. The cost of the leak would set our project back at least two years.

We would appreciate your consideration in approving the adjustments to our water bills. The Association's Landscaping Committee Chairperson, Deborah Haynes, has requested to attend the Otay Water District Board of Directors Meeting on April 4, 2012, in order to represent Cottonwood Meadows HOA regarding this request.

Thank you for your time.

Sincerely,

BOARD OF DIRECTORS
COTTONWOOD MEADOWS HOMEOWNERS ASSOCIATION

MR:ac



STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	May 2, 2012
		PROJECT:	DIV. NO. All
SUBMITTED BY:	Alicia Mendez-Schomer Customer Service Manager		
APPROVED BY:	<input checked="" type="checkbox"/> Joseph R. Beachem, Chief Financial Officer <input checked="" type="checkbox"/> German Alvarez, Assistant General Manager <input checked="" type="checkbox"/> Mark Watton, General Manager		
SUBJECT:	Strategic Plan Follow-up on the Phone System and Website		

GENERAL MANAGER'S RECOMMENDATION:

This is an informational item only.

COMMITTEE ACTION:

See Attachment A.

PURPOSE:

To provide the Board with additional information on the phone system and website.

BACKGROUND:

At the March 19th FA&C Committee meeting, the Board reviewed the mid-year 2012 Strategic Plan results. Two specific questions were raised. The first was a request for further clarification regarding how we set the target for website hits. The second, and more complex issue, involved how we set our targets for dropped calls and further insight into how we are using our new phone system.

ANALYSIS:

Target for Website Hits:

The Board requested clarification on the target related to website hits for the District's external website. The target is based on the average of total visitors per quarter. It was originally set in 2008

at 11,000 hits and increased 5% per year, based on the assumption that more customers would need information from our website. The target was not calculated on any benchmark data from other utilities, but was intended to keep staff aware and focused on website customer activity. The current target is 12,100 hits.

Phone System Information:

The new District-wide phone system, an Interactive-3 application utilizing voice over IP technology, was implemented in May 2011. End user training for all staff was held during the first two weeks of May 2011. Some of the features include:

- Merged phone numbers. All calls are routed via the 670-2222 phone number which is seamless to the customer. This will allow numbers 670-2777 and 670-2207 to be retired at a later date.
- All callers are greeted with an auto-attendant. At any point in messaging, the caller can press "0" and be directed to the operator.
- Greetings and information have been customized by department and any changes can be easily made without vendor support.
- The Caller ID feature has been implemented on all phones.
- Multiple ways to receive and retrieve phone messages and save them as files.
- No more going to a specific phone to forward calls. This can be done via the client application. It has enhanced call forwarding abilities and the "follow me" feature.
- Ability to see phone status for all Otay staff via the client.
- Changes to the Interactive Voice Response messaging can be made in house. Multiple outbound campaigns can be run quickly.
- Cradle to grave phone reporting is available.

Customer Service Phone Statistics:

The Customer Service team is comprised of 2 Senior Customer Service Representatives (CSRs), 4 CSRIIs and 3 CSRIs. The team is managed by 2 Customer Service Managers who also oversee the meter reading team.

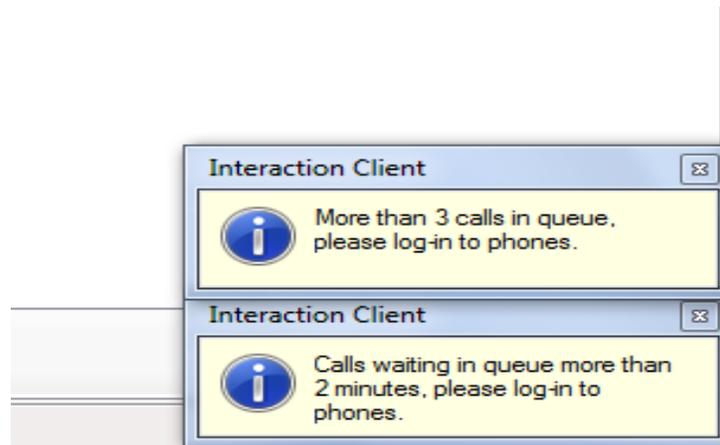
The customer service team answers an average of 5,800 calls per month. The team is also responsible for operator calls (1,000 per month) and an average of 2,000 walk-in customers. Our average answer rate for the past 12 months is over 98% which means more than 98% of all inbound calls are answered. Our average talk time handling inbound calls is close to 3 minutes. The average number of call backs is 120 per month or less than 2% of our customers require additional assistance after their first call to Otay. This means that 98% of our customers are assisted with a one-call solution.

An abandoned call is a customer in the queue who hangs up while waiting to speak to a CSR. For all types of call centers a 2% abandonment rate is a Gold Standard, a 3% rate is healthy and

anything over 5% needs improvement. Using these figures from Best Practices, Otay is doing very well.

Our CSRs are responsible for 80% of all incoming calls. They are our first line in assisting customers. The CSRIIs are responsible for assisting with incoming calls during heavy phone times, breaks, lunch times, scheduled vacations, and unplanned leave time. The Senior Representatives handle our most difficult or complicated calls. Phone statistics have been measured within the department for over 10 years and are shared and posted monthly for internal use. Large fluctuations are discussed in monthly team meetings.

When the wait time is over two minutes, or we have more than two calls waiting in queue, the message below is sent to all our representatives. This ensures that our representatives are aware our customers are waiting to be assisted. This pop-up message is one of the enhancements to our phone system.



Below is a table showing how we compare to our neighboring agencies:

Agency	CSR's Taking Calls	Average # of Calls Monthly	Abandonment Rate	Service Connections	Calls / Reps	Service Connections / Reps
Otay Water District	7	5,800	1.95%	55,500	829	7,929
Helix	7	4,000	2.70%	55,000	571	7,857
Sweetwater Authority	7	3,300	n/a	32,567	471	4,652
Padre Dam	7	2,200	0.08	24,000	314	3,429
Poway	3	900	n/a	14,000	300	4,667
Vista Irrigation	4	2,500	n/a	26,000	625	6,500
Valley Center	3	950	n/a	10,000	317	3,333

All inbound calls to Otay are met with a pre-recorded greeting and auto-attendant. Attached is a flow chart that shows the options customers have when calling into our main line and the options available to them within the customer service call flow.

The following enhancements are currently being reviewed: call monitoring, wrap-up codes, and surveys, for possible future implementation in the customer service department.

FISCAL IMPACT:

None

STRATEGIC GOAL:

Enhance communications with customers using our new phone system.

LEGAL IMPACT:

None

Attachments: Attachment A - Committee Action
Attachment B - Call Flow Charts



ATTACHMENT A

SUBJECT/PROJECT:	Strategic Plan Follow-up on the Phone System and Website
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COMMITTEE ACTION:

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OWD ONE NUMBER AUTO ATTENDANT CALL FLOW

670-2222
670-2777
670-2207

Thank you for calling Otay Water District. Para espanol, oprima el dos.

Salutation and Language Selection (3 Seconds)

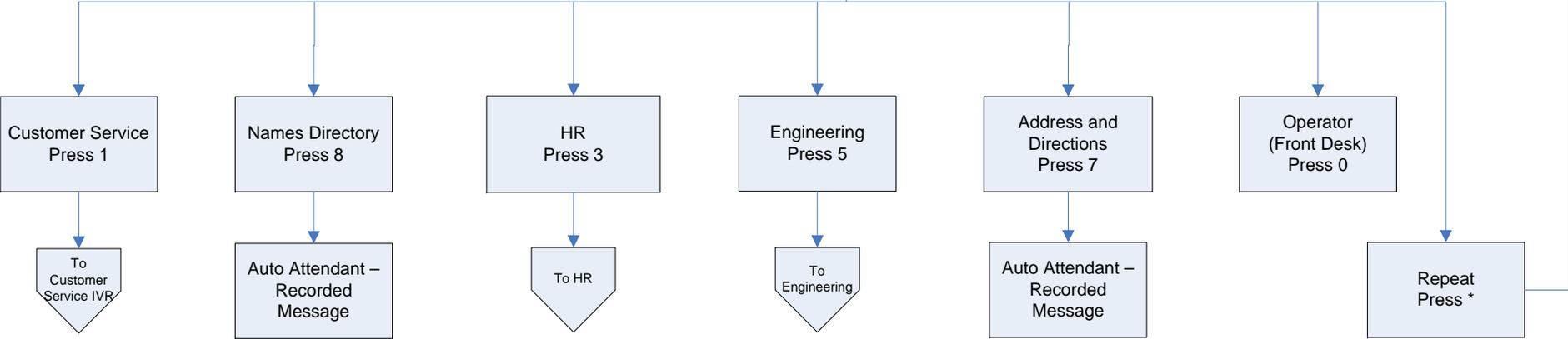
Notes:

- 9 Key Returns to Previous Menu at all Levels
- # Key Prompts for User Login to Mailbox at Main Menu Level
- * Key Repeats Current Menu at all Levels
- Emergency calls are routed externally to 619.297.4888

If you know your party's extension, you may dial it at any time. Please note, our extension numbers have changed to a 4 digit number.
 For a dial by name Directory, please Press 8.
 For questions re: your water bill, to make a payment on your Otay account or to set up a new account, Press 1 for our Customer Service Dept.
 For the Human Resources Dept., Press 3.
 For the Engineering Dept. including pricing for meter purchases, Press 5.
 For our Address and Directions to our office, Press 7.
 To Repeat this menu, Press *.
 To speak with an Operator at any time, Press 0.

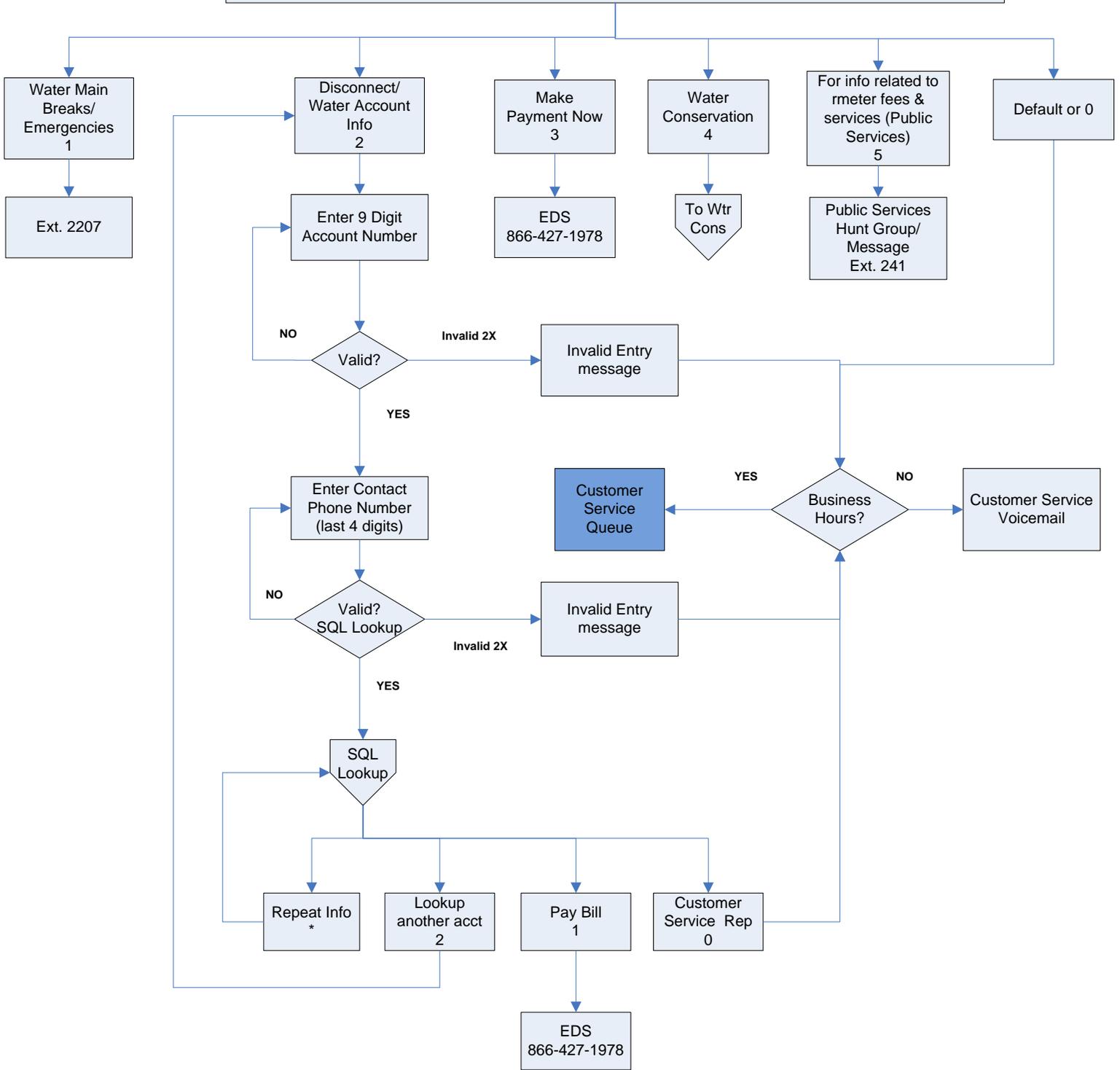
Afterhours Attendant replaces Operator with a General Voicemail Option with the message being sent to C.S.

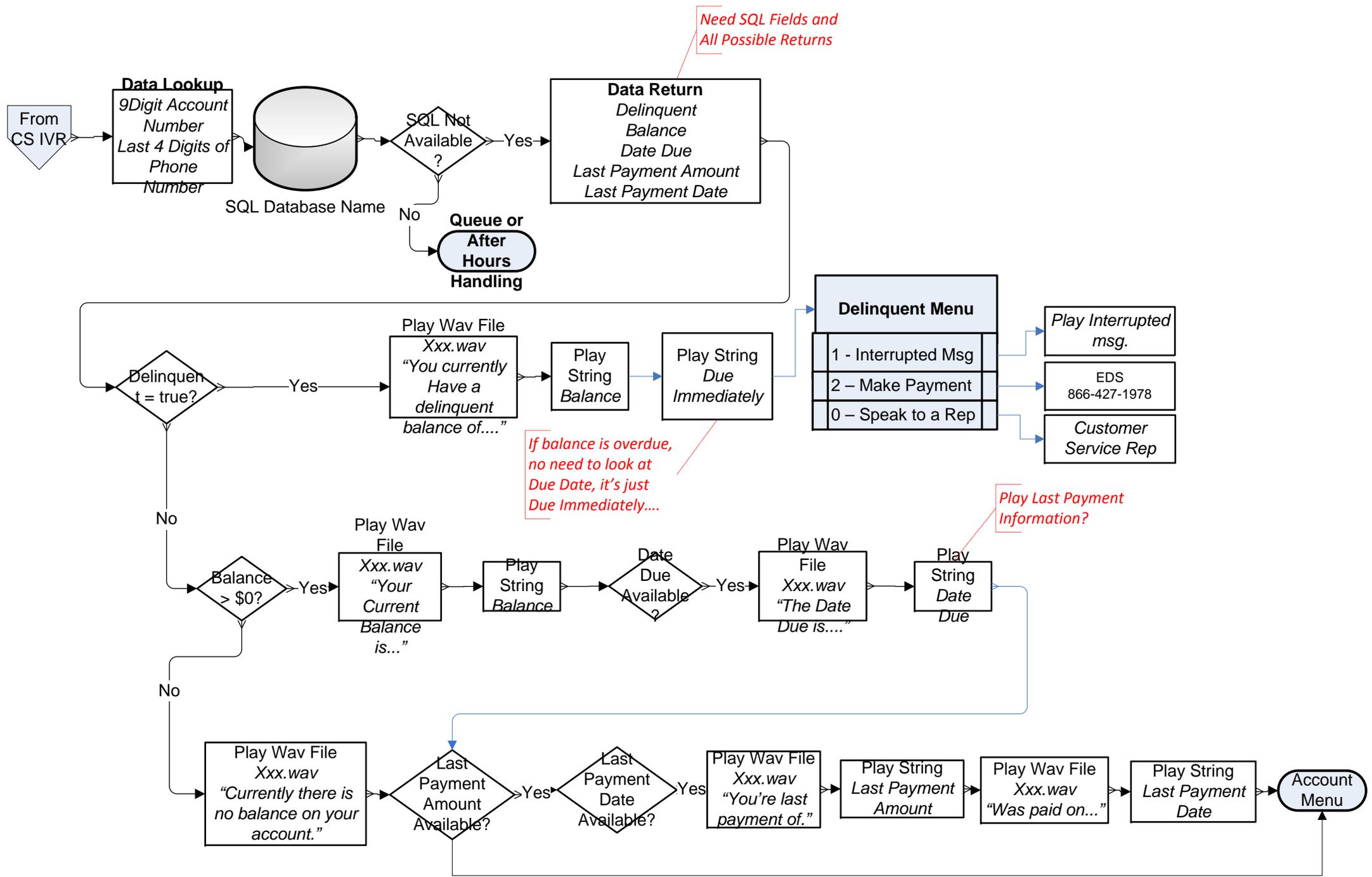
Auto Attendant Main Menu



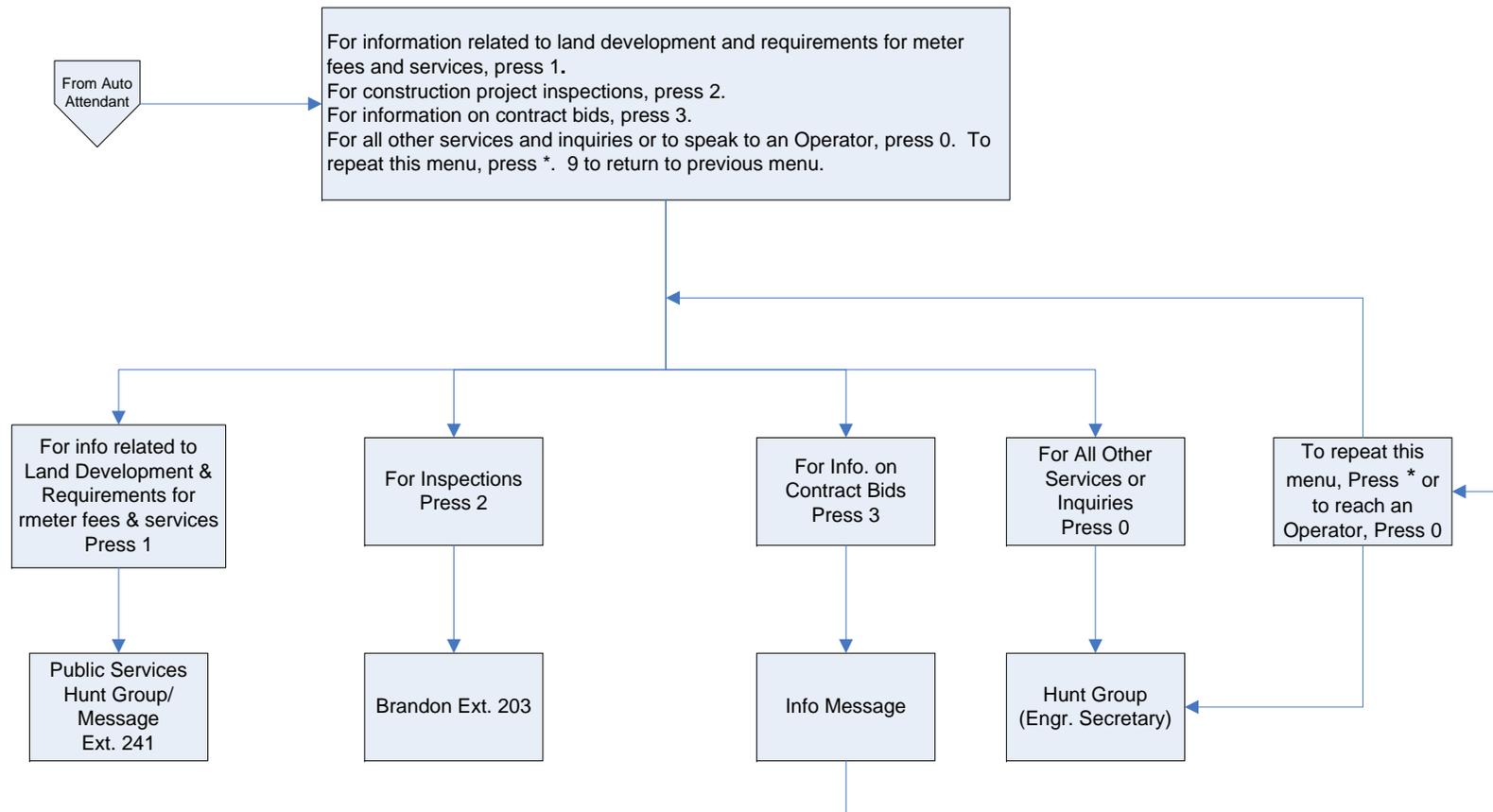
CUSTOMER SERVICE CALL FLOW

You have reached the Customer Service Department. If your service has been disconnected, please press 2.
 For water related emergencies, water waste, water meter problems, water leaks or water outages, press 1.
 For assistance with your water account or questions regarding your Otay bill, press 2.
 To make a payment on your Otay bill, press 3.
 For our Water Conservation Dept, press 4.
 For information related to land development and requirements for meter fees and services, press 5.
 To speak with a Customer Service Representative, press 0.
 To Repeat this menu, Press *. To return to the previous menu, press 9.

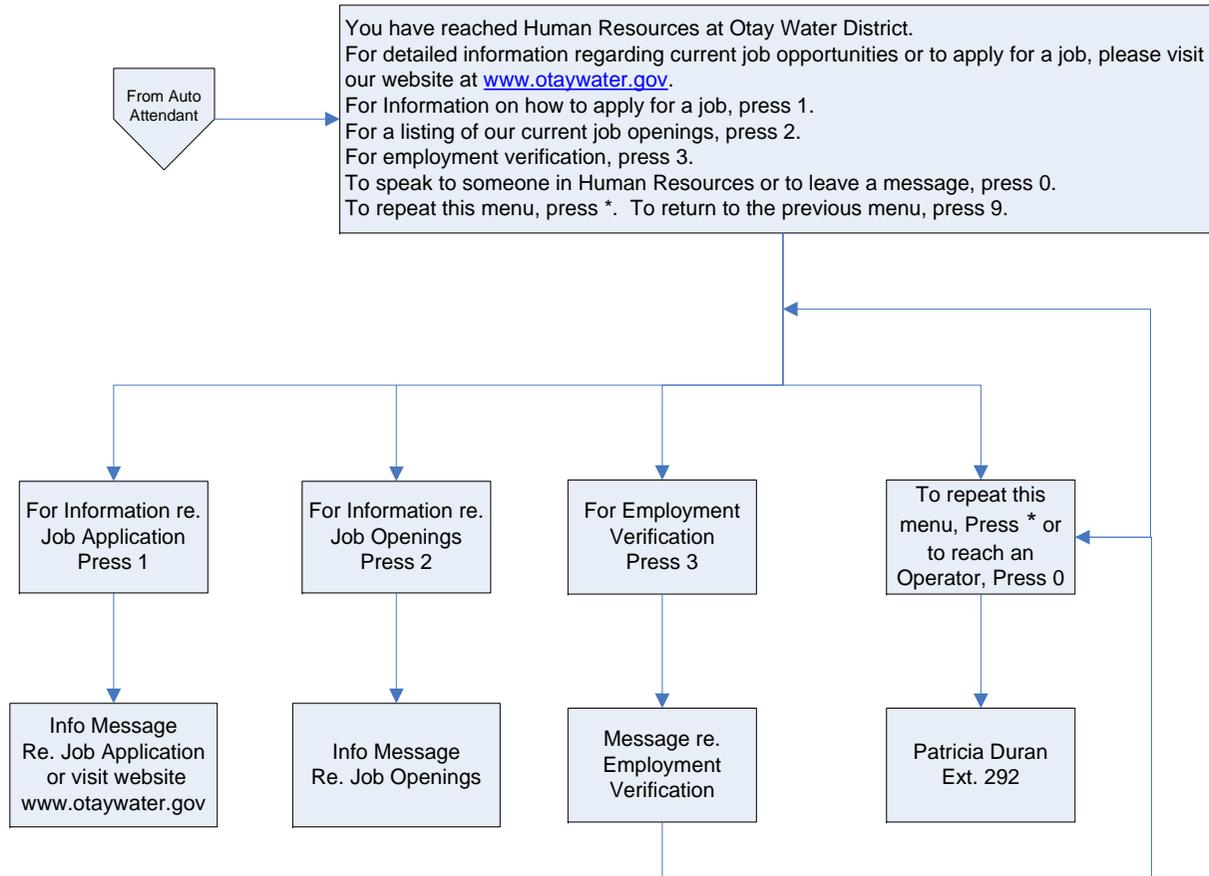




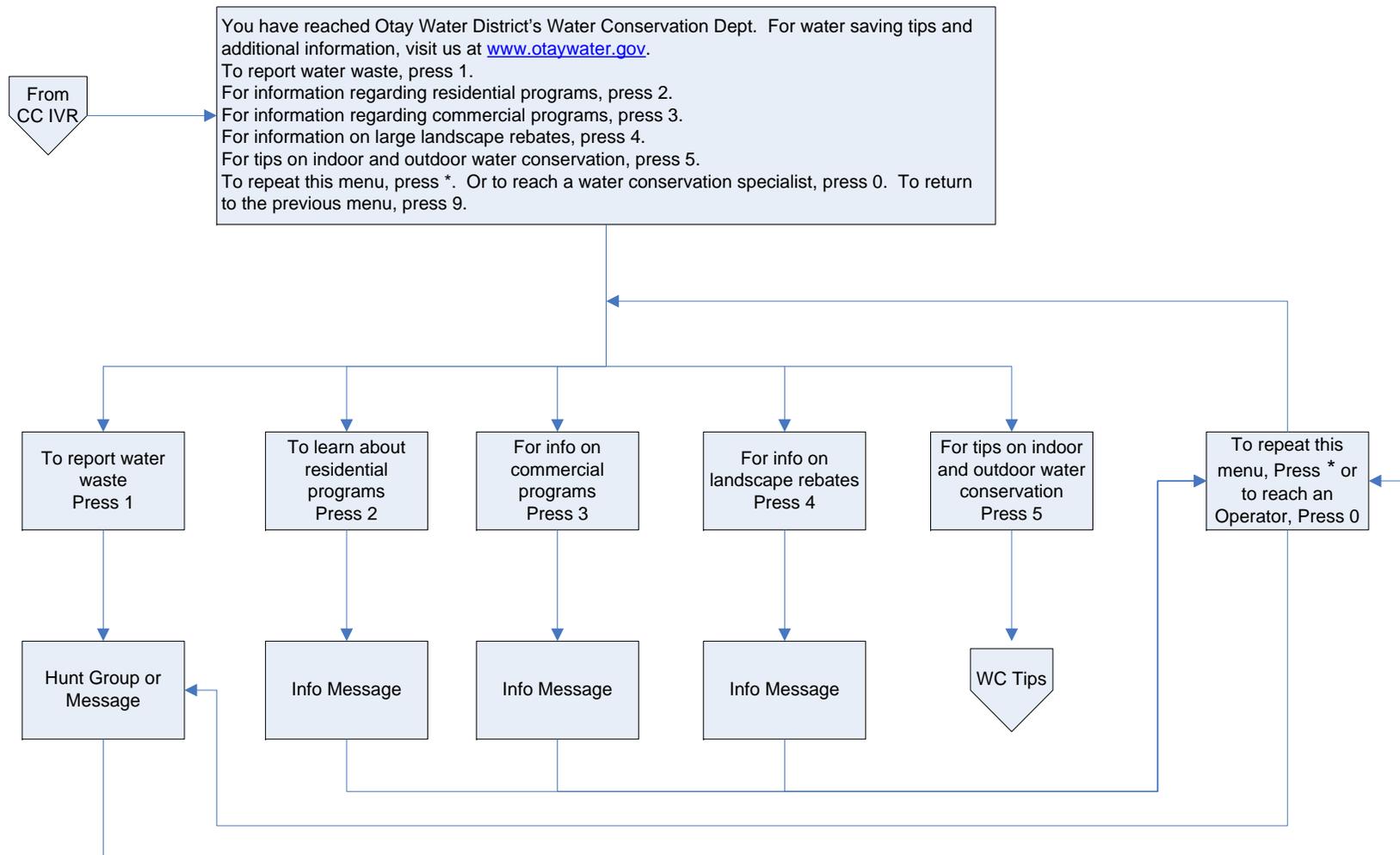
OWD - ENGINEERING/PUBLIC SERVICES DEPARTMENT CALL FLOW



OWD - HUMAN RESOURCES DEPARTMENT CALL FLOW



OWD - WATER CONSERVATION DEPARTMENT CALL FLOW



OWD - WATER CONSERVATION DEPARTMENT CALL FLOW
Indoor/Outdoor Water Conservation Tips

