

Attachment 4 – Scope of Work for Customer Support Services

1 Introduction and Background

1.1 Introduction

This document provides a Scope of Services for a potential agreement between a call center service provider (“Vendor”) and the Ramsey/Washington Recycling & Energy Board (“R&E Board” or “R&E”) for customer support services related to the Food Scraps Bag program, expected to launch in 2022. An agreement will be prepared using this Scope of Services as the basis for the final scope of services in the agreement.

Following is an outline of the Scope of Services:

- Provide a customer service call center to answer “live” calls, live web chat messages and emails to manage and address customer questions on topics related to the food scraps bag program. Assist with the resolution of ordering, fulfillment and delivery issues.
- Maintain data and provide reports to R&E on specified metrics.

1.2 R&E Board Background

The R&E Board is a public joint powers board of Ramsey and Washington counties, located in the eastern Twin Cities Metropolitan Area (East Metro). The R&E Board is responsible, on the behalf of the two counties, for administering solid waste resource recovery activities, and programs to reduce the land disposal of waste. The R&E Board assists the counties in implementing an integrated regional solid waste management system in the East Metro aimed at implementing the Waste Management Hierarchy outlined in the Minnesota Waste Management Act (Minn. Stat. Chaps. 115A and 473, the Act).

The R&E Board has continued that work to achieve environmental, economic and community benefits for the East Metro. Ramsey & Washington counties collectively have a total population of just over 813,000¹ and span a total of 593 square miles^{2,3} consisting of urban, suburban and rural areas. The R&E Board owns and operates the Recycling & Energy Center (R&E Center), in Newport, Minnesota. Purchased on December 31, 2015, the R&E Center receives and processes all acceptable mixed municipal solid waste (MSW) generated in the two Counties. The R&E Center currently produces refuse-derived fuel and recovers certain recyclable materials.

The R&E vision, “vibrant, healthy communities without waste,” is being pursued in several phases. While R&E activities and each county’s programs partner to work upstream, preventing waste and increasing source separation of recyclables, the R&E Center will be redesigned and repurposed to recover more value from waste. Over the next two years, enhancements at the R&E Center will be installed to accommodate a new program to collect source-separated

¹ <https://mn.gov/admin/demography/data-by-topic/population-data/our-estimates/>

² <https://www.ramseycounty.us/your-government/about-ramsey-county>

³ <https://www.co.washington.mn.us/102/County-History>

organics and enable the recovery of these high-value materials from trash. Details of the processing enhancements can be found [here](#).

1.3 Description of Organics Collection Using Food Scraps Bags

The State of Minnesota has set a 75% recycling goal for the metropolitan area by 2030. Recent waste sorts show that food scraps (such as fruit peels, vegetable cuttings, eggshells, spoiled food, etc.) are approximately 25% by weight of MSW collected in Ramsey and Washington counties. When other organic wastes are included (like paper towels, cups and compostable cutlery), the total is close to 40%.

Businesses in Ramsey & Washington counties currently separate food scraps that are managed with composting, food recovery and food-to-livestock programs. Ramsey & Washington counties each offer a food scrap drop-off program for residents, with a combined 17^{4,5} locations throughout the counties as of 2020. A detailed list of currently acceptable and unacceptable organics materials for existing county drop-off programs are available at the following county website links.

- ◆ [Ramsey County Food Scraps Drop-Off Program website](#)
- ◆ [Washington County Food Scraps Drop-Off FAQs](#)

The R&E Board is moving forward to establish a system to collect source-separated food scraps and other organics from households and small businesses in the two counties (hereafter referred to as “customers”) using food scraps bags co-collected with MSW. This progress includes the installation of additional processing enhancement upgrades at the R&E Center to accommodate separation of food scraps bags. The new food scraps recycling program is anticipated to be available to residents of Ramsey and Washington counties starting in 2022.

Ramsey and Washington county residents who opt into the program will be provided with an annual quantity of food scraps bags at no charge to the residents. The process of collecting, processing and transporting organics in food scraps bags is shown in Figure 1-1. Under later program implementation, small businesses will be able to purchase food scraps bags for a fee and opt into the program. Food scraps and other compostable products are placed into these extra strong bags, which are then tied shut and placed into the customer’s existing MSW receptacle (such as a dumpster or trash cart). Food scraps bags will then be sorted out of the MSW either at the R&E Center or transfer stations contracted to deliver material to the R&E Center. Food scraps bags will be certified compostable by the Biodegradable Products Institute⁶.

⁴ <https://www.ramseycounty.us/residents/recycling-waste/collection-sites/food-scraps>

⁵ <https://www.co.washington.mn.us/2969/Food-Scraps-Organics-Drop-off>

⁶ <https://bpiworld.org/Get-Certified>

**Figure 1-1
Food Scraps Bag Collection & Management Process**



There are approximately 319,000 households in Ramsey and Washington counties. R&E estimates about 40% residential participation in the food scraps bag program by the end of five years after program launch. The R&E Board plans to roll-out the residential program in phases, launching in communities sequentially over the course of two to three years. Based on projections for sign-up rates and roll-out models, this program could expect to serve the quantities of residential customers shown in Table 1-1 (does not include commercial customers).

**Table 1-1
Food Scraps Bag Program Participation Estimates by Year**

Estimated Number of Total Households Expected per Year						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
3-year phased roll-out	10,623	31,870	63,740	95,610	116,856	127,480
2-year phased roll-out	15,935	47,805	79,675	111,545	127,480	127,480

The voluntary, opt-in program is planned to begin with a small-scale pilot phase in mid-2022 and roll-out an initial 'phase one' in late 2022. Two sizes of food scraps bags will be available for customers to choose upon subscribing to the program. A set number of bags will be delivered on an annual basis to participating households at no cost to the customer.

In addition, larger rolls and boxes of food scraps bags will be provided at both counties' food scraps drop-off locations. These will be manufactured and ordered separately due to the quantity per roll/box and to fit inside the bag dispensers installed at the drop off sites.

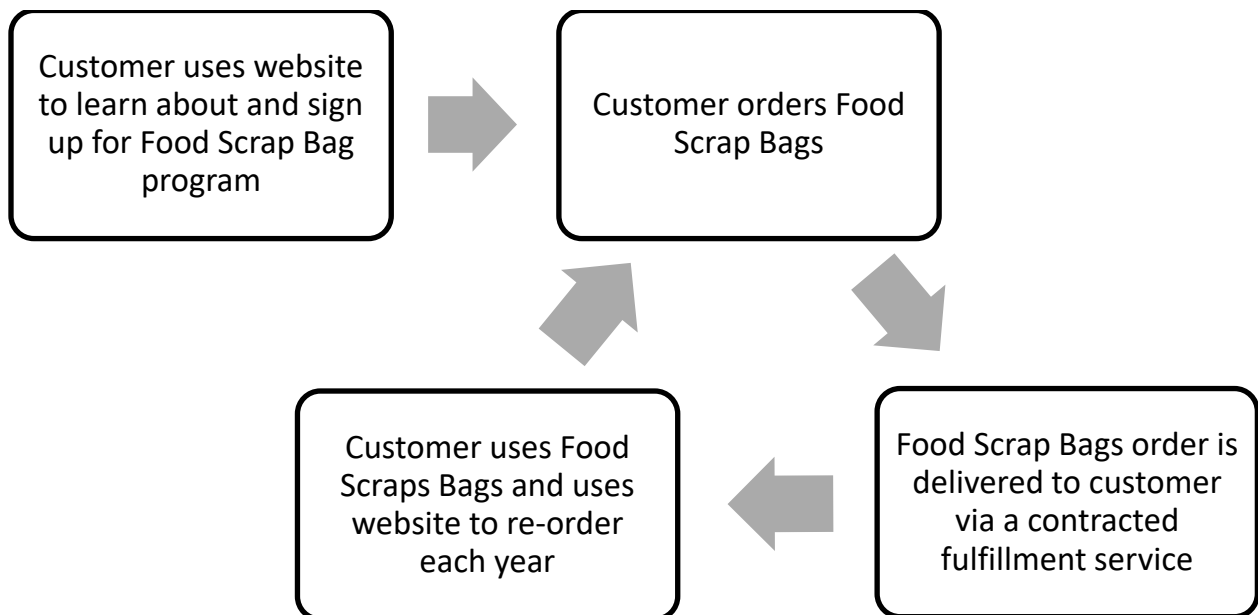
1.4 Ordering & Order Fulfillment System Components

The R&E Board intends to establish multiple contracts to provide the food scraps bags system for customers. One contract will establish an on-line ordering system for customers to sign up and order food scraps bags to be delivered to the customer's home address. Another contract will establish the order fulfillment and delivery services to receive and fulfill food scraps bag orders. The R&E Board will also establish a contract with a manufacturer for production of the

food scraps bags themselves, following a solicitation. The selected manufacturer will interface with the order fulfillment contractor. Lastly, a contract will be established for customer support services. This Scope of Services document is for the customer services contract.

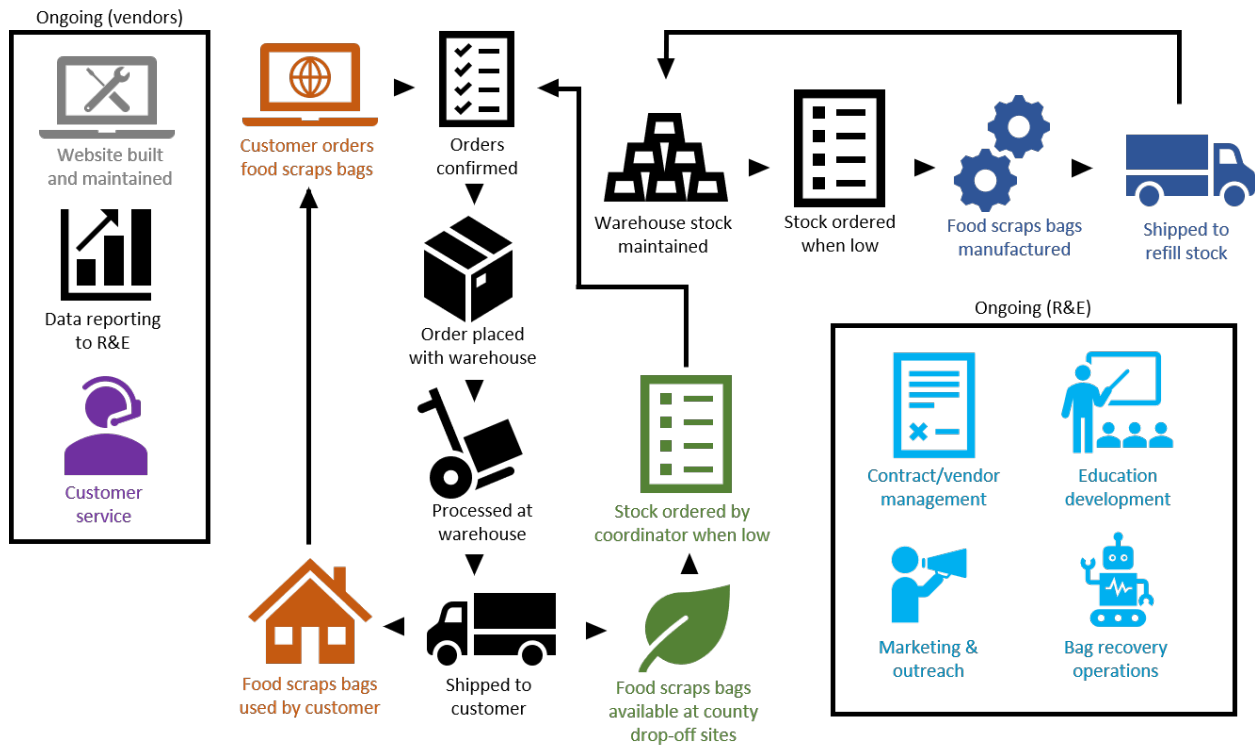
The customer experience for ordering and order fulfillment is depicted in Figure 1-2 below. Customer-facing components of ordering and fulfillment include the website for on-line ordering; access to educational materials; reordering and ongoing subscriber engagement; customer service functions for addressing questions and issues; and delivery of food scraps bags to customers' homes.

**Figure 1-2
Customer-Facing Food Scraps Bags Ordering & Fulfillment Process**



System management, logistical and operational components for the food scraps bag program are depicted in Figure 1-3 below. This includes one-time services such as building an ordering website, as well as ongoing components such as website maintenance, data reporting and providing customer service.

**Figure 1-3
Overview of Food Scraps Bag System Components**



The primary method by which customer orders will occur is via a website built specifically for the food scraps bag program. Customers located in Ramsey and Washington counties will be eligible to use the website to order food scraps bags. Households that order on the website will receive a one-year supply of food scraps bags at no charge as a result of signing up for the program. Customers will have their choice of sixty six-gallon food scraps bags or sixty 13-gallon food scraps bags to be delivered to their home address. Customers may also order extra food scraps bags at any time for a fee (to be determined by R&E). Customers will be able to re-order their no-cost annual supply of food scraps bags fifty weeks after receipt of their previous order, which will be prompted by automated communication from the food scraps bag program.

Customer support services will be key to the successful adoption of the food scraps bag program, such as answering calls, providing information and addressing issues in an expedient and sociable manner. Customer support services are envisioned to support the food scraps program through a call center that:

- assists with the placement of orders of food scraps bags
- explains to customers how the food scraps bag program works
- educates customers on the benefits of using food scraps bags to recycle organics
- addresses issues with order status and lost, missing or damaged bags
- resolves billing and credit card issues
- provides multilanguage support

In fall 2020, R&E commissioned a third-party review and recommendations report detailing customer service best practices as they relate to the needs to R&E to ensure adequate support

of the food scraps bag program. From this review, terms were identified, and the recommendation emerged for the utilization of a call center as the customer service provider for this program. This recommendation is based on the need to maintain minimal wait times, manage call volume peaks and provide customer service outside of business hours, among others.

2 Customer Support Services Scope of Services

2.1 Call Center Requirements

The Vendor shall provide customer service for Ramsey and Washington county residents and businesses through the following means:

- Provide a telephone number and email address for customers to contact the customer service vendor
- Optionally provide text messaging and web chat capabilities (preferred by R&E)
- Answer general program questions, provide ordering assistance and address ordering and/or fulfillment issues
- Provide customer service for customers in languages specified by R&E.

Call center coverage shall be on a 24-hour-per-day, seven-day-per-week, 365-day-per-year basis. For example, Ramsey County's recycling information line, "633-EASY," observes approximately 30 to 40 percent of calls to occur outside of regular business hours. R&E anticipates similar usage for the food scraps bag customer service line.

The Vendor shall make every reasonable effort to provide services in a universally accessible, multi-cultural and multi-lingual manner to persons of diverse populations. R&E specifies customer service be provided in the following languages at minimum:

- English
- Spanish
- Hmong
- Somali
- Karen
- Oromo

The Vendor shall propose the method by which non-English customer service calls are provided, such as the use of agents with proficiency in the specified language and/or use of an interpretation service, to be approved by R&E. It is the preference of R&E that the Vendor use a spoken language interpretation service to provide customer service for additional languages beyond those specified above.

2.1.1 Call Center Provider Qualifications

R&E has identified the following industry-standard requirements for call center qualifications. The Vendor shall have:

- At least three years of call center service experience.
- A stable management team that has been with the company for at least three years
- A call center service provider with at least 15 people on their staff
- A mix of full-time employees and contractors with at least 50% full time employees
- At least ten (10) existing call center clients, with some clients approximately the same size as the R&E Board

- Annual revenue of at least \$3,000,000
- New client acquisition of at least three companies over the past three years
- Cyber security insurance of at least \$5,000,000 per incident
- No security breaches of any kind over the past three years.
- Call Center / Data Policy Manuals cover internal data usage, call center operations, Acceptable use, and data encryption
- Employee Policy Manuals cover Violence Prevention, Electronic Resources, and Ethical Business Conduct
- A call center provider with clients in the government sector and/or clients in the recycling or solid waste sector are preferred, but not required.

2.1.2 Call Center Capabilities

R&E has identified the following industry-standard requirements for call center capabilities. The Vendor shall have:

- Level 1 service desk support with 24-hour per day, 7-day per week, 365-day per year coverage
- Trouble ticket and service request management via ticket management system
- Multiple Ticketing Options
 - E-mailing Service Desk
 - Calling Service Desk
- Knowledge Article (KAs) creation and updating as business conditions change
- Knowledge Base repository to manage KAs
- Escalation to Level 2, internal or external contacts, as documented in the Knowledge Base
- Integrate ticketing with Vendor and/or R&E for escalation and tracking control
- Service reporting to designated staff, as specified by Vendor and R&E.

Additionally, R&E has identified industry-standard service level objectives (SLOs) that shall provide standards for adequate call center capability. The Vendor shall:

- Answer incoming calls within 90 seconds 85% of the time
- Respond to e-mail tickets within 1 hour
- Ensure abandoned calls (defined as calls that held for over 90 seconds then hung up) are under 6%
- Have 80% First Call Resolution (FCR)
- Have average hold time less than 60 seconds
- Have average voice mail callback in under 30 minutes
- Have positive customer feedback of over 85%

2.1.3 Call Center Business Processes

R&E has identified the following industry-standard requirements for call center business processes. The Vendor shall:

- Use of a single system of record for all customer notes, contracts, incidents and e-mails
- Have an online client portal that provides clients access to data, including tickets and Knowledge Articles, and standard reporting available in the online portal for client access
- Have all Center meets SLOs for calls (see 2.1.2) on a consistent basis and have remediation steps are determined and implemented when they are not being met.
- Hold periodic meetings with R&E review results and improve performance.

- Have a robust, reasonable onboarding process for agents is already created and previously proven with multiple clients.
- Perform agent training on a routine basis. R&E will assist with development of food scraps bag program training materials.

Additionally, the Vendor shall meet the following requirements:

- Call center provider can record calls and use them for training purposes.
- Call center provider has a method to utilize standard or custom client satisfaction surveys.

2.1.4 Call Center Infrastructure

R&E has identified the following industry-standard requirements for call center infrastructure.

The Vendor shall:

- Control access to its data center and call center facilities
- Have robust disaster recovery and business continuity plans and capabilities, and have tested them on a regular basis
- Perform regular maintenance on its systems and has a robust backup capability.
- Assure its backups are occurring and maintenance is being performed as scheduled
- Have a failover plan to address system outages; this plan should be tested on a regular basis

2.1.5 Call Center Data Security

R&E has identified the following industry-standard requirements for call center data security.

The Vendor shall:

- Have a robust plan for controlling access to their system and data, assuring systems are secure and only authorized users can access them.
 - Plan should be tested at least annually
- Conduct employee training at least annually and whenever new employees are hired.
- Report to R&E any privacy or security incident regarding the information of which it becomes aware.

2.2 Data & Reporting

The Vendor shall be responsible for maintaining data integrity and security. The Vendor will comply with the Minnesota Government Data Practices Act, found at Minn. Stat. Ch. 13.

The Vendor shall provide activity and performance reports to R&E on a monthly basis, submitting each report within 30 days from the last day of the reporting month.

The Vendor shall also provide designated R&E Board staff with continuous access to individual data and the ability to access electronically. If feasible, the Vendor will provide R&E staff the capability to survey customers at R&E's request.

2.3 Fees & Payment

R&E has identified the following industry-standard requirements for call center fee structure.

2.3.1 Call Center Fee Structure (Onboarding)

The Vendor shall propose an onboarding fee structure to cover the following:

- Development of the onboarding project plan and onboarding project management
- Review and update, or create required Knowledge Articles inside the Knowledge Base
- Establishment of First Call Resolution (FCR) categories
- Setup of service desk tools and phone system including call flows and messaging, and training of agents

2.3.2 Call Center Fee Structure (Call Volumes)

- Fees should be based on call volumes, by the minute or by the call, not based on number of personnel assigned to your program.
- Fees should be based on text message or web chat contact per inbound user.
- Call center provider may propose a variable cost for calls received on a Holiday. Holidays include New Year's Day, Martin Luther King Day, President's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day.
- Call Center shall provide services in English and translation/interpretation in languages specified by R&E at minimum. Call center provider should propose any additional cost per call for translation/interpretation services.

2.3.3 Call Center Fee Structure (Overage Fees)

- Overage fees should be reasonable, and the Vendor and call center provider should assist in planning to avoid them.

R&E will negotiate terms of payment for Vendor services. A pricing worksheet has been provided as an attachment to this document.

The Vendor shall provide pricing information for customer service, including (but not limited to) the following.

- One-time set up/onboarding fees
- Cost per minute and/or cost per call for each inbound call provided Monday through Sunday, 24 hours per day
- Cost per minute for each inbound call provided on a Holiday
- Additional cost per call for translation services
- Cost per text message/web chat contact (per inbound user), if applicable
- Any additional costs for overhead, management, training and IT technology services (provide any minimum/maximum fees for services per month, if applicable)