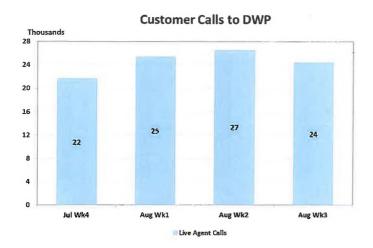
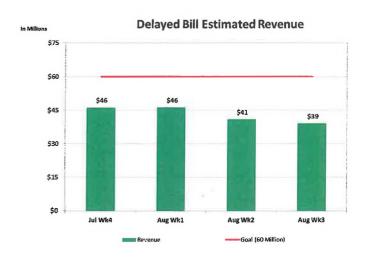
MAYOR'S DASHBOARD

Focus Area: LADWP Customer Service Metrics

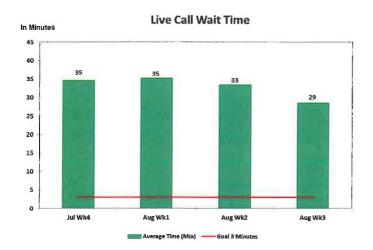
(For Week Ending August 15, 2014)

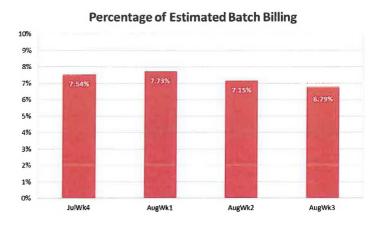
Initiative: Improving Customer Experience and Revenue Management

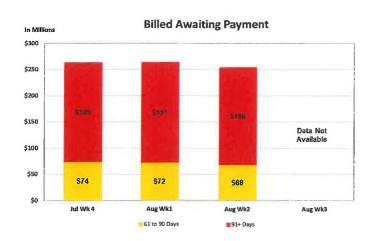


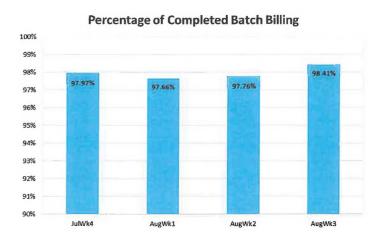


Presented: August 22, 2014







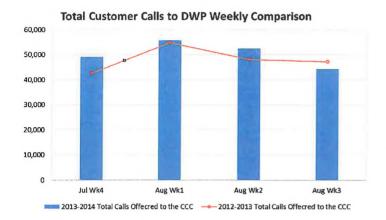


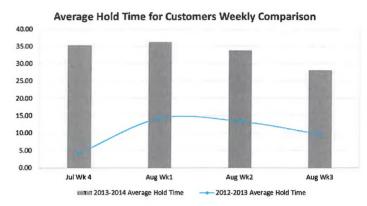
MAYOR'S DASHBOARD

Focus Area: LADWP Customer Service Metrics Presented: August 22, 2014

(For Week Ending August 15, 2014)

Initiative: Improving Customer Experience and Revenue Management





STATUS - Unacceptable

- Wait times down 4 minutes from prior period but still too high due to long call handle times and insufficient number of CSRs
- Call volumes down 3k from prior period but remain high due to residential collections being feathered-in, move-in and move-out summer season, and high bill inquiries

MILESTONES / ACHIEVEMENTS

- Extended Emergency CSR's through February 6, 2015
- Implemented functionality that bundles multiple field orders at one premise to improve filed operations efficiency
- Prioritized self-service payment plan functionality for web to minimize live-agent calls, scheduled to be in production in September 2014
- Implemented Auto Complete functionality that improves productivity of Field Operations team and better ensures customers receive timely bills when starting or ending service
- Implemented Auto Complete functionality that automatically cancels and rebills previous estimated bills when actual meter read is received – no action from customer required
- Optimized hi/lo thresholds so that more actual meter reads are used and estimation algorithm so that estimate bills are more consistent with prior usage history
- 37 permanent CSR's starting training July 28th, will be given 5 weeks of targeted training and put on the phone to help during busy September period
- Implemented auto populate functionality that assists CSRs with starting service faster, seen a 15-20% reduction in time (depending upon CSR) and a 25% reduction in computer clicks required to start service
- Electronic Bill Payment increased 13% in July to \$36,839,091.45 reducing payment processing
- July revenue is \$52M above expected showing strong collections activity

ISSUES

- Average customers wait times too high due to higher call volume, insufficient number of CSRs and long call handle times
- Number of delinquent accounts remains excessive for residential customers

RECOMMENDATIONS

- Shortened process of offering jobs to additional 100 CSR's now scheduled to start September 22. We have seen an 80% acceptance rate.
- Support collections at a rate that doesn't overwhelm call volumes
- Review and implement measures associated with recently completed Contact Center strategic assessment
- Expedite City Personnel Exams for Commercial Field Representatives, Commercial Field Supervisors, and Utility Service Manager – all lists are on track to be active in October 2014

NEXT STEPS

- Promote self-service customer options for routine business
- Continue collections for residential customers
- Leverage technology to streamline start orders. Our service territory is 50% rentals, constituting a high volume of start and stop services.
- Develop additional community outreach regarding billing
- Streamline the payment process with City Departments