

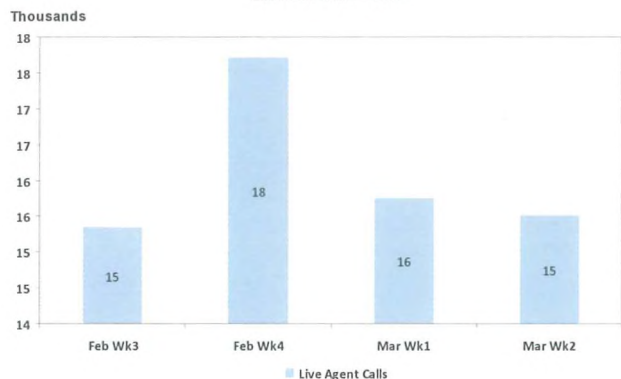
MAYOR'S DASHBOARD

Focus Area: LADWP Customer Service Metrics

Presented: March 21, 2014

Initiative: Improving Customer Experience and Revenue Management

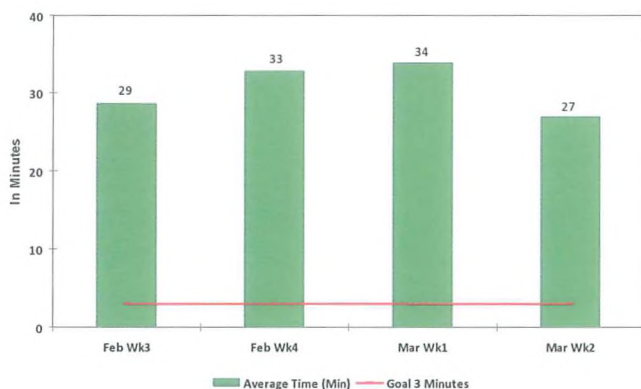
Customer Calls to DWP



Billed Awaiting Payment



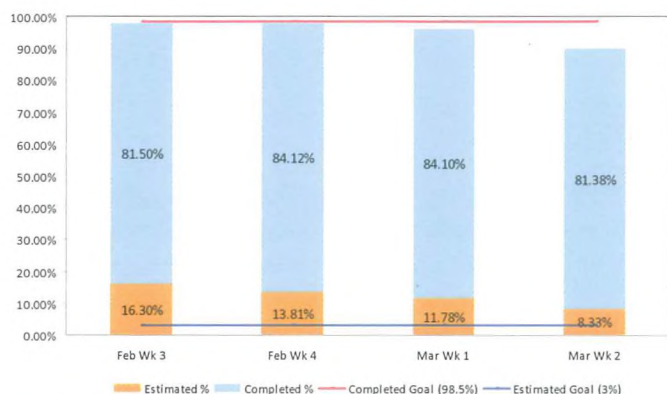
Live Call Wait Time



Delayed Bill Estimated Revenue



Accounts Estimated and Billed On-Time



STATUS - Unacceptable

- LADWP is billing in excess of 89.71% of the accounts
- Estimated billing reduced from 11.78 % to 8.33 %
- Customer outreach across various areas (i.e. apology letter (700,000), commercial long bill, solar long bill, soft collection letters (167,000), etc.) driving higher call volume

MILESTONES / ACHIEVEMENTS

- Delayed bills at an all time low – cut in half since go-live

- Resumed automatic collections for a second week for balances greater than \$5,000
- E-Commerce volume of customer inquiries up 300% from outreach
- Meter Reading hiring list has been established, so hiring and training now an ongoing process to maintain operational levels
- Customer Service Representatives (CSRs) hiring list to be established by mid May – hiring can then begin
- 49 Emergency CSRs in classroom training until the week of March 31st
- Eight additional Engineers assigned to solar projects
- We are actively contacting customers prior to them receiving a delayed bill

ISSUES

- Estimated bills remain too high
- Average customer wait times due to insufficient number of CSRs and long call handle time
- New Meter Readers and CSRs need training before working with customers.

RECOMMENDATIONS

- Support permanent hiring and longer retention of emergency hires at City Personnel
- Support collections at a rate that doesn't overwhelm call volumes
- Review and implement measures associated with recently completed Contact Center strategic assessment

NEXT STEPS

- Answer and acknowledge Solar Hotline calls on the same day
- Clean up remaining solar billing backlogs
- Promote self-service customer options for routine business

Date: 3/19/14

Submitted in EE/BF Committee

Council File No: 14-0161

Item No.: 1

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