

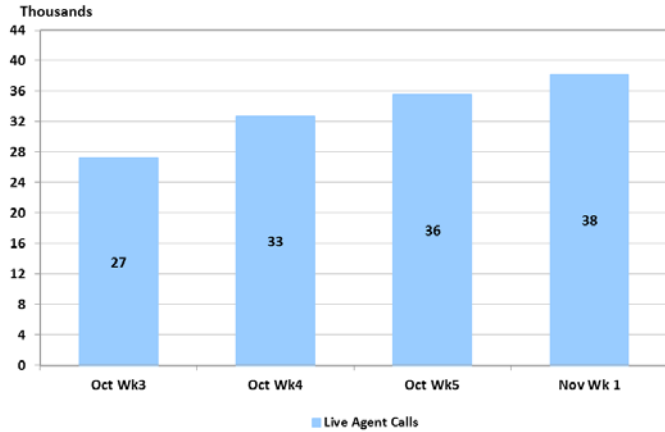
MAYOR'S DASHBOARD

Focus Area: LADWP Customer Service Metrics
(For Week Ending November 9, 2014)

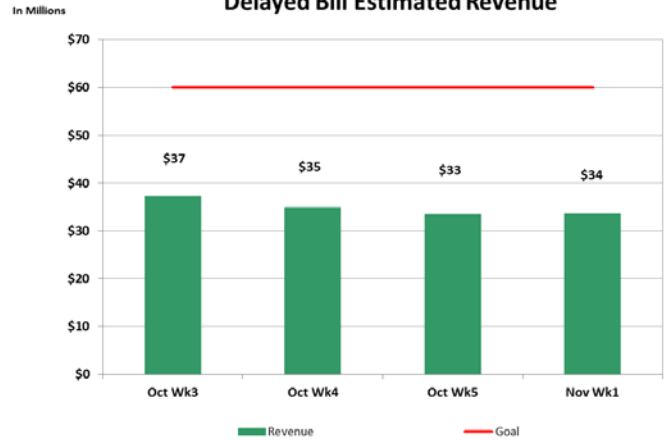
Presented: November 14, 2014

Initiative: Improving Customer Experience and Revenue Management

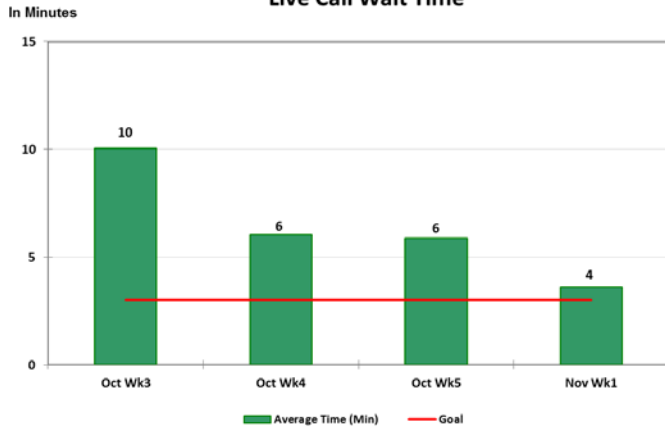
Customer Calls to DWP



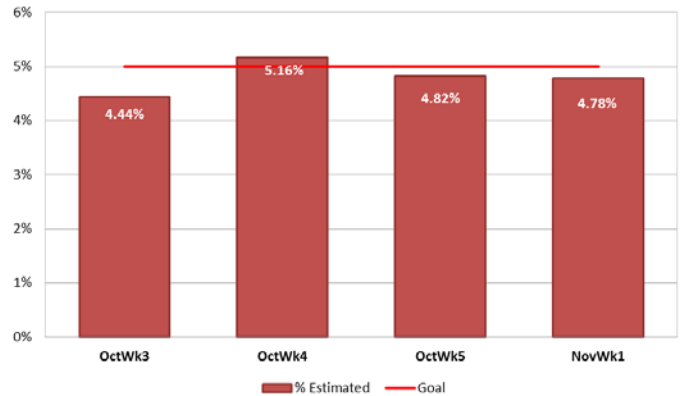
Delayed Bill Estimated Revenue



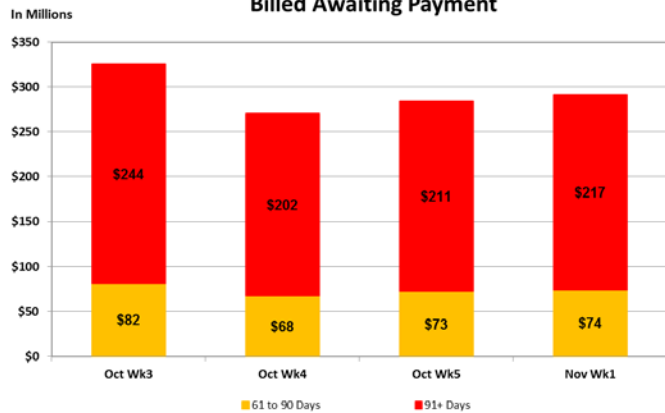
Live Call Wait Time



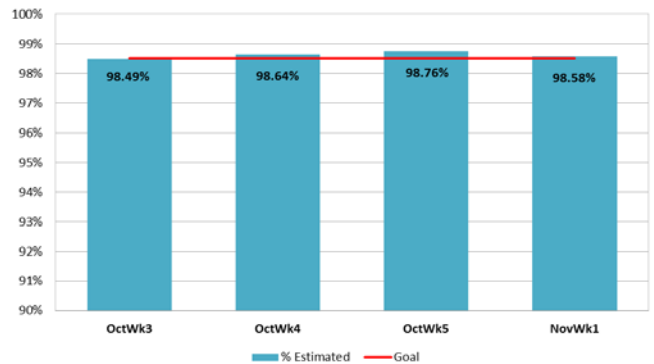
Percentage of Estimated Batch Billing



Billed Awaiting Payment



Percentage of Completed Batch Billing



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STATUS – Billing Goals Achieved Wait Times Improving

- Average wait times down to 4 minutes this reporting period; wait times overall starting to moderate due to higher number of Customer Service Representatives (CSRs) on the phone.
- Call volumes increased by 2,000 this period principally due to typical first of month surge and are lower than prior year period.

MILESTONES / ACHIEVEMENTS

- Billing metrics stayed at or near industry standards across the board for delayed, estimated, and timely bills.
- Lowered collection thresholds for accounts with balances \$10,000 or greater and older than 60 days for both residential and commercial customers.

ISSUES

- IBEW asked for expedited arbitration for supplemental Customer Contact Center contract.
- Number of delinquent accounts remains excessive for residential customers.
- Train more staff on Billing to address backlog of reviews.

RECOMMENDATIONS

- Implement supplemental customer contact center immediately to strengthen business resiliency and in anticipation of call volumes and wait times rising again when residential collection and severance activity fully resume.
- Support collections at a rate that does not overwhelm call volumes.
- Expedite City Personnel Department exams for Commercial Field Representative, Commercial Field Supervisor, Customer Service Supervisor, Utility Service Specialist, and Utility Service Manager. All lists are on track to be active in 2014 or early 2015.

NEXT STEPS

- Work through Arbitration on supplemental customer contact center.
- Seek Board approval on supplemental customer contact center.
- Continue to promote self-service customer options for routine business.
- Leverage technology to streamline start orders. Service territory is 50% multi-family, constituting a high-volume of start and stop services.
- Develop additional community outreach regarding billing and streamline the payment process with City departments.
- Continue refresher training and system training for Customer Service and support staff.
- Launch paperless billing campaign.
- Implement monthly billing pilot.
- Develop budget billing program.