

Guam Power Authority

Customer Service

September 2009



Do the bright thing.
Energy and Utilities

Highly Effective Utilities (HEUs)

Service is a utility's primary mission

According to APPA:

- › Invest in customer service IT
- › Listen to your customers
- › Make service convenient
- › Market your utility's customer service programs
- › Use Key Accounts program
- › Hire caring, responsive, and flexible frontline people
 - From APPA's "Its Your Future... Lead It!" report, June 2002

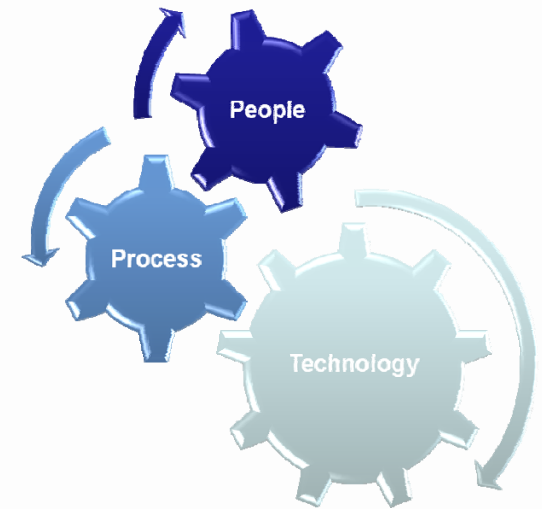
Highly Effective Utilities (HEUs)

Service is a utility's primary mission. (cont.)

- › Highly Effective Utilities consistently measure customer service on several metrics and compare performance with other utilities.
- › Improvement goals are set based on a baseline measurement and utility strategy.
- › Management is held accountable for achieving the improvement goals.
- › Measure current status via metrics and set improvement goals.

Highly Effective Utilities roadmap:

- › Measure baseline metrics
- › Determine drivers affecting customer service metrics
- › Set measurable improvement goals for those drivers
- › Measure improvement progress
- › Hold managers accountable for results



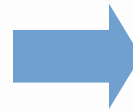
Pressures	Actions	Capabilities	Enablers
Improve customer satisfaction	<ul style="list-style-type: none"> › Link actions taken in response to customer feedback to increased revenues and other financial outcomes › Establish method for responding to customer feedback 	<ul style="list-style-type: none"> › Process for disseminating insights gleaned from customer feedback to key decision makers › Process for tracking customer feedback across all departments and channels › Process for acting upon customer feedback across all departments and channels › Dedicated operations resources devoted to customer feedback analysis and reporting 	<ul style="list-style-type: none"> › Customer feedback data repository › Digital dashboards for performance reporting › Text analytics software › Data integration and hygiene software

“The ROI on Customer Feedback” by Jeff Zabin, The Aberdeen Group. March 2009

Objective:

To evaluate the effectiveness in:

- › Effective Communication Structure
- › Timely Response and Resolution
- › Customer Experience



Focus areas:

It is important to focus efforts on the following areas:

- › People
- › Process
- › Technology

Highly Effective Utilities need to possess:

- › High quality communications infrastructure
 - Key account management
 - Billing statements accuracy, reliability and efficient payment processing
- › Timely response and resolution
- › Customer credibility and respect
 - Surveys

Scope under review

- › Recommend how GPA could provide more timely service to internal customers and external vendors.
- › Review and evaluate GPAs customer service information technology.
- › Identify process improvement opportunities and management practices relative to the customer service experience within the Customer Services Department.
- › Recommend how GPA could enhance the customer experience and customer service.

Phase 2 areas

Areas	Phase 2 selection	Results
Determine customer expectations	Yes	Recommendations made
Measure customer satisfaction	Yes	Recommendations made
Determine customer needs and wants	No	Low risk, passed on selection
Manage customer orders	Yes	Recommendations made
Ensure quality of service	Yes	Recommendation made
Bill and collect from the customer	No	Billing and collection in Financial Strength
Respond to customer inquiries and provide customer service	Yes	Recommendation made
Manage daily cash collection	No	Recommendation made
Meter reading	Yes	Recommendation made

From GPA's 2007-2011 strategic plan

Facilitated by RW Beck June 29, 2006 draft report

- › “Improving the efficiency of GPA operations to improve customer service and employee effectiveness. A number of issues and strategies focus on how to do a better job in serving customer needs and improving internal processes to meet customer expectations.”
- › “Improving GPA's focus on its customers, including improved coordination with the Department of Defense, programs oriented to serving key accounts and periodically monitoring customers' perceptions of GPA's performance.”

Our process:

- › Conducted nine interviews with GPA employees from Customer Service, Meter Reading, Connections/Disconnections, and Credit & Collections for purpose of understanding current processes, employee input, and collecting employee suggestions
- › Developed and evaluated process flow maps of the customer service area
- › Performed external industry research to determine standard industry customer service staffing levels and disconnect policies
- › Examined GPA's internal data to determine current customer service policies, metrics, and staffing
- › Surveyed more than 100 GPA customers for purpose of understanding customer views and expectations from GPA
- › Compared GPA processes with those at similar utilities



Candor. Insight. Results.

During Phase 2 May 2009 fieldwork, a customer survey was administered:

This survey is not statistically valid. Its purpose is to provide context and direction rather than statistically accurate results.

- › 103 respondents
- › Customers from GPA waiting room
- › Six questions
- › Respondents have average of fifteen years as GPA customer

GPA survey questions to assess customer experience:

- › How long have you been a customer of GPA?
- › On a scale of 1 to 10 – where 1 represents poor and 10 represents excellent please rate the following: (please circle for each – which number best represents your satisfaction with each area)
 - Account set up process
 - Billing process – convenience
 - Bill accuracy
 - Maintenance/problem resolution
- › Frequency of service disruption (circle one) 0-1 per year / > 5 times per year / several times per month
- › Speed at which service was repaired (circle one) acceptable time frame / much longer than expected
- › Speed at which service was repaired (circle one) acceptable / longer than expected wait time
- › Overall Satisfaction with Guam Power Authority: please circle which number best represents your satisfaction (1 = Poor to 10 = Excellent)

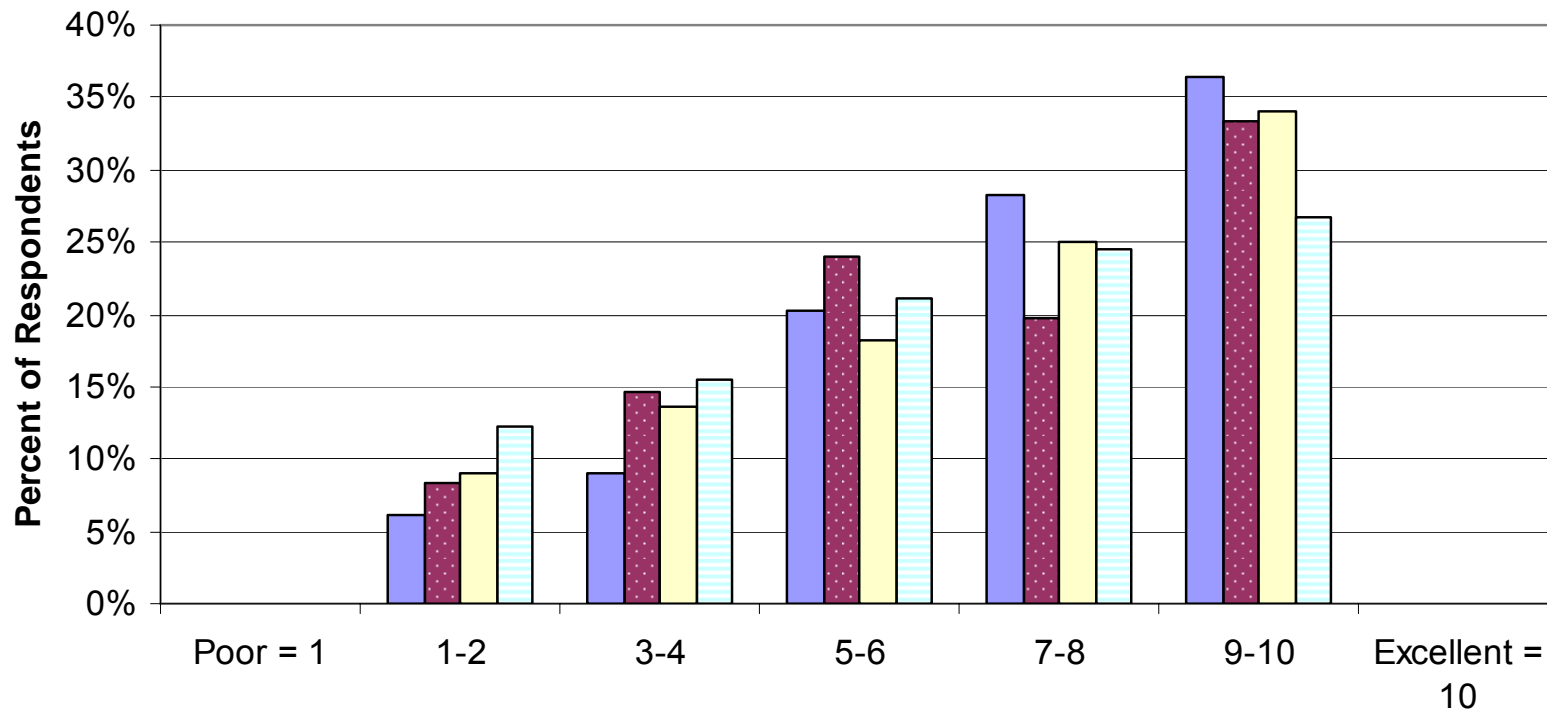
Q4 2007 overall residential customer satisfaction survey conducted by TRC for utilities other than GPA

- › TRC survey measures:
 - customer satisfaction,
 - power quality and reliability,
 - price, billing and payment,
 - corporate citizenship, communications
 - and customer service.

GPA survey conducted May 2009 (Q#6)

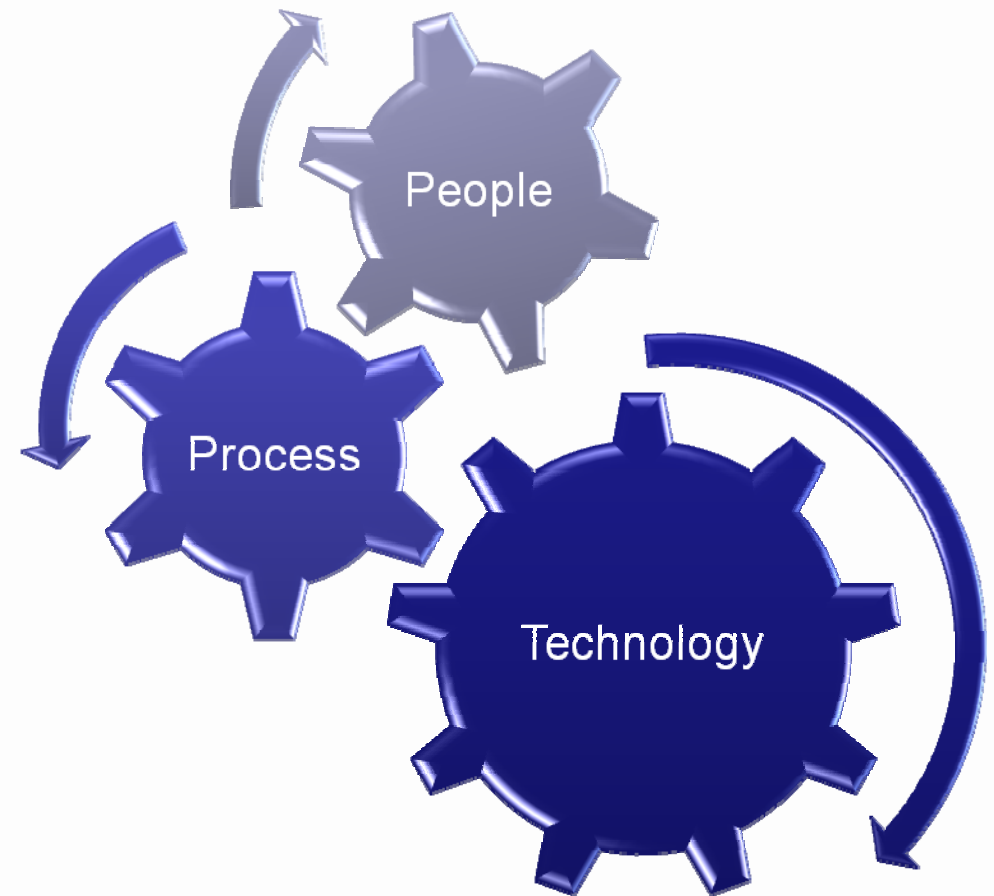
- › GPA customer survey measures:
 - Overall Satisfaction with Guam Power Authority: please circle which number best represents your satisfaction (1 = Poor to 10 = Excellent)

GPA customer satisfaction survey results



Focus areas:

- › How can the BEST people use the BEST processes and the BEST technology to improve Customer Service?
 - People
 - Process
 - Technology



“Other than the cashiers, everyone else seems pretty unpleasant. No one smiles... It's like everyone wants to fight you.”

GPA Customer Service Survey comment, May 2009

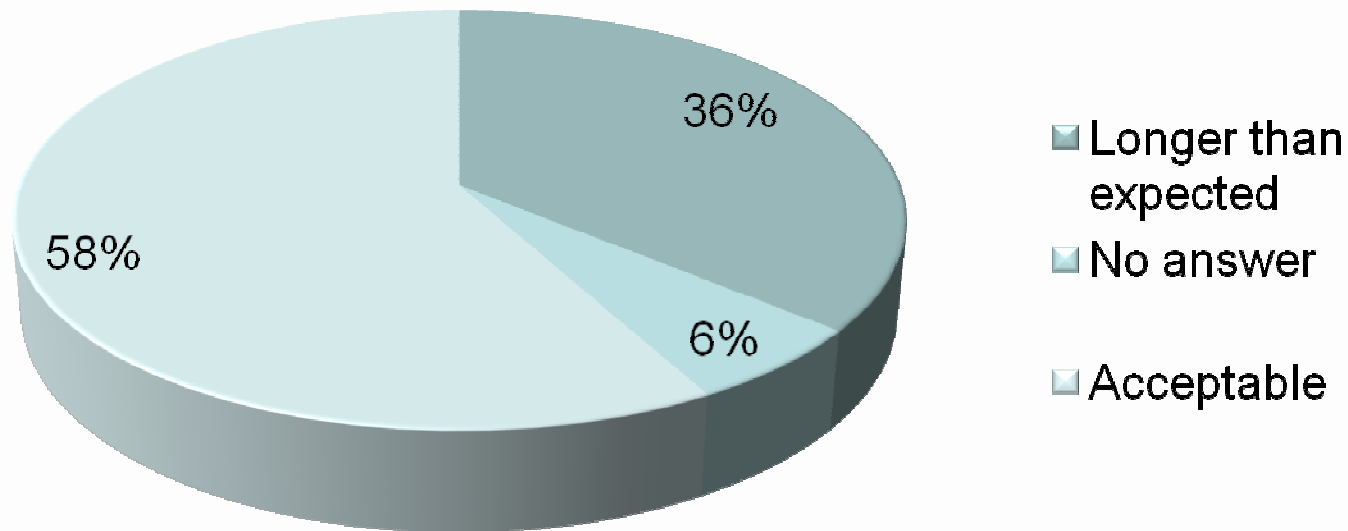
Focus area: People

Sub Process	GPA Today	Highly Effective Utilities
GPA employee attitudes and overall atmosphere	› Most customers satisfied with their treatment from customer service representatives, but feel overall GPA atmosphere is negative. (Source: GPA Customer Survey)	› Most customers interact with utility employees over the phone only. Internet and online chat is becoming more common.

Focus area: People

Ease to reach Customer Service Representative

GPA survey results



Focus area: People (cont.)

Sub Process	Gaps	Roadmap/ Recommendations
<p>GPA employee attitudes and overall atmosphere</p>	<ul style="list-style-type: none"> › Employees do not have a customer oriented attitude and are not focused on revenue generation. 	<ul style="list-style-type: none"> › Educate employees to change culture over time to be customer oriented (and revenue oriented). Tie compensation to survey results of customer perceptions. › Continue Key Accounts Program with a representative whose primary job function is to contact large customers (hotels, malls, DOD) to make sure customer service is meeting their expectations and ensuring prompt payments. Market this program.

“Busy days, need more cashiers.”

*GPA Customer Service Survey
comment, May 2009*

Focus area: Process

Sub Process	GPA Today	Highly Effective Utilities
Customer Service windows	<ul style="list-style-type: none">› Long lines for both routine and non-routine customer service activities	<ul style="list-style-type: none">› Encourage use of online payments, payment drop boxes, online Q&A, and call centers. Paying in person is not common.
Service Applications	<ul style="list-style-type: none">› Manual paperwork must be done in person	<ul style="list-style-type: none">› Applications taken over the phone› Credit check run and deposit charged based on credit score

Focus area: Process (cont.)

Sub Process	GPA Today	Highly Effective Utilities
Connections/ Disconnections	<ul style="list-style-type: none">› Significant overtime (\$80-85K per year) due to same day expedited reconnects› Manual scheduling› Many paper based forms› Paperwork not completed on a timely basis, so delayed customer billing delays revenue for months.	<ul style="list-style-type: none">› Overtime is not used in the normal course of business.› Automated scheduling› Electronic data transfers (fewer paper forms)› All meters installed are pulled into billing within a few days.› Performance metrics are established to ensure bills are produced in a timely fashion.

Focus area: Process (cont.)

Sub Process	GPA Today	Highly Effective Utilities
Information and data flow for connecting new customers	<ul style="list-style-type: none">› Currently there are manual processes used when connecting new customers.› Mapping is manual for all underground feeders.› Some of the main feeders are mapped on ESRI GIS..	<ul style="list-style-type: none">› Encourage use of online payments, payment drop boxes, online Q&A, and call centers. Paying in person is not common.

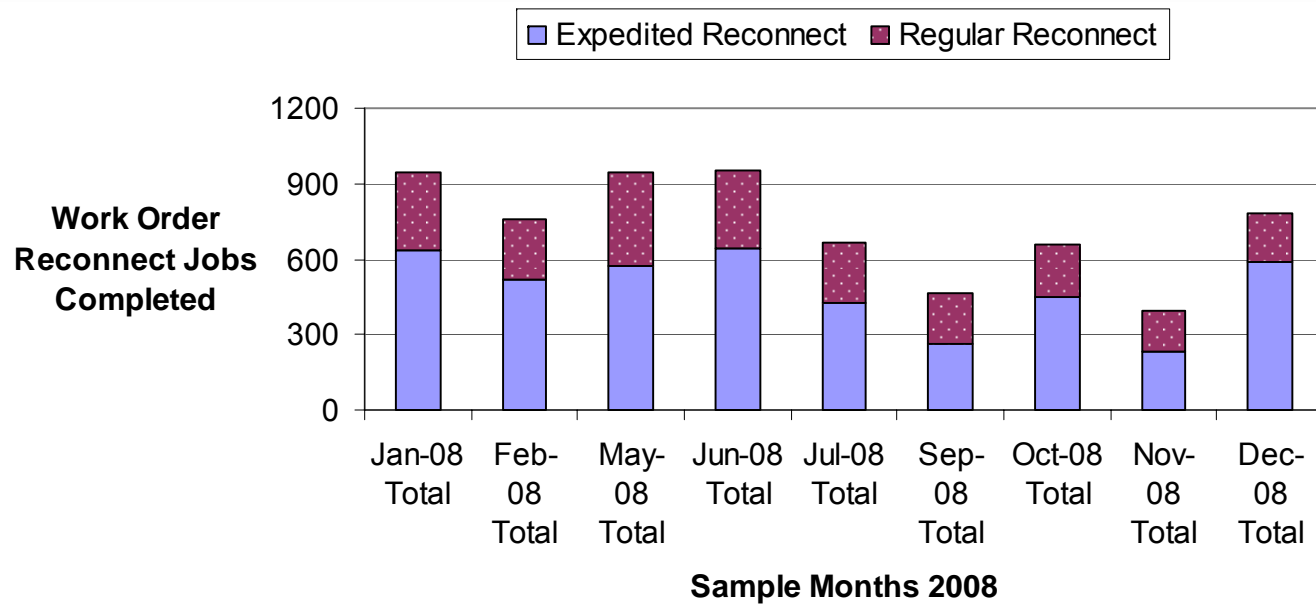
Focus area: Process (cont.)

Sub Process	GPA Today	Highly Effective Utilities
<p>Meter Shop (maintenance)</p>	<ul style="list-style-type: none"> › Certain maintenance and meter reading done by T&D instead of customer service. › About 440 meters cannot be physically located to read them. 	<ul style="list-style-type: none"> › All meter reading is in same department. › Meter record keeping is very high priority.
<p>Interval meter reading (i.e., MV-90 meters)</p>	<ul style="list-style-type: none"> › T&D technical personnel spend one day per month reading approximately 100 MV-90 interval meters. 	<ul style="list-style-type: none"> › Many utilities now remotely accessing this information and download the data over various telecommunication protocols.

Disconnect/connect overtime drivers

- › Baker Tilly looked at data from 273 days and found that connections were completed on 163 of those days. A high percentage of connect jobs are expedited:
 - Twenty-five percent of 163 days with connections have 80% or more expedited connections as a percentage of total connections.
 - An additional 37% of the 163 days with connections have 60-79% of total connections expedited.
- › Because the jobs are ordered on the same day, a manual scheduling process is used and overtime is routinely used to fulfill expedited connect work orders.

Expedited connections compared with unexpedited connections



Expedited connections

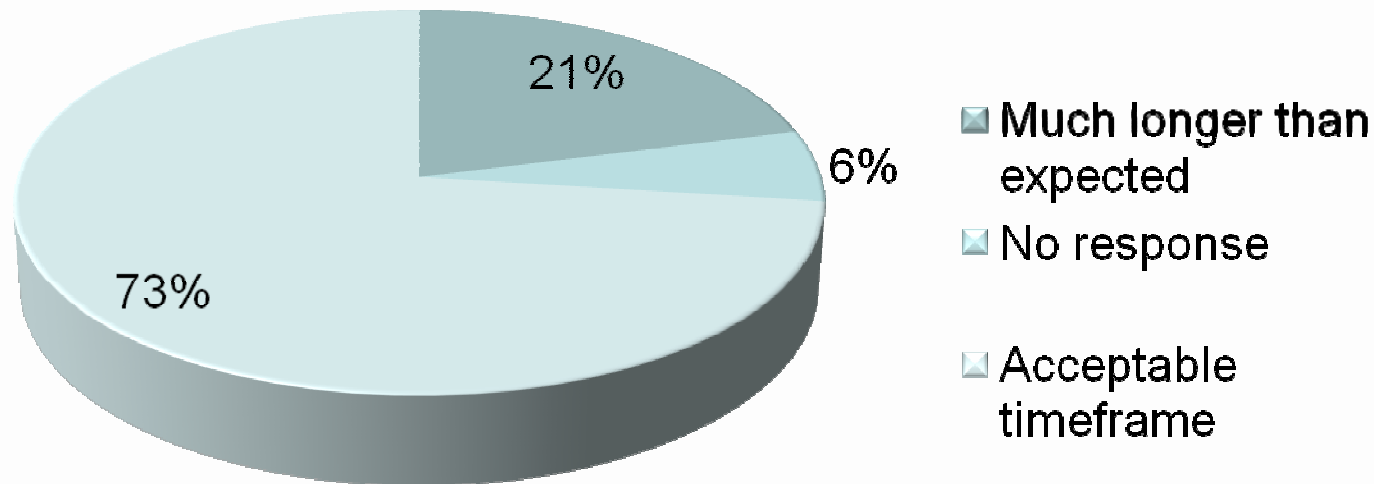
- › On average, 25% of days with connection work orders have 80-100% of all connections expedited. An additional 37% of days with connection work orders have 60-79% of total connections expedited.
- › Last-minute scheduling creates process inefficiencies and overtime costs!

Percent of Expedited Connections	Days	Percent of Days with total Expedited Connections
0-19% of Connections Expedited that Day	33	20%
20-39% of Connections Expedited that Day	5	3%
40-59% of Connections Expedited that Day	24	15%
60-79% of Connections Expedited that Day	60	37%
80-100% of Connections Expedited that Day	41	25%
Total	163	100%

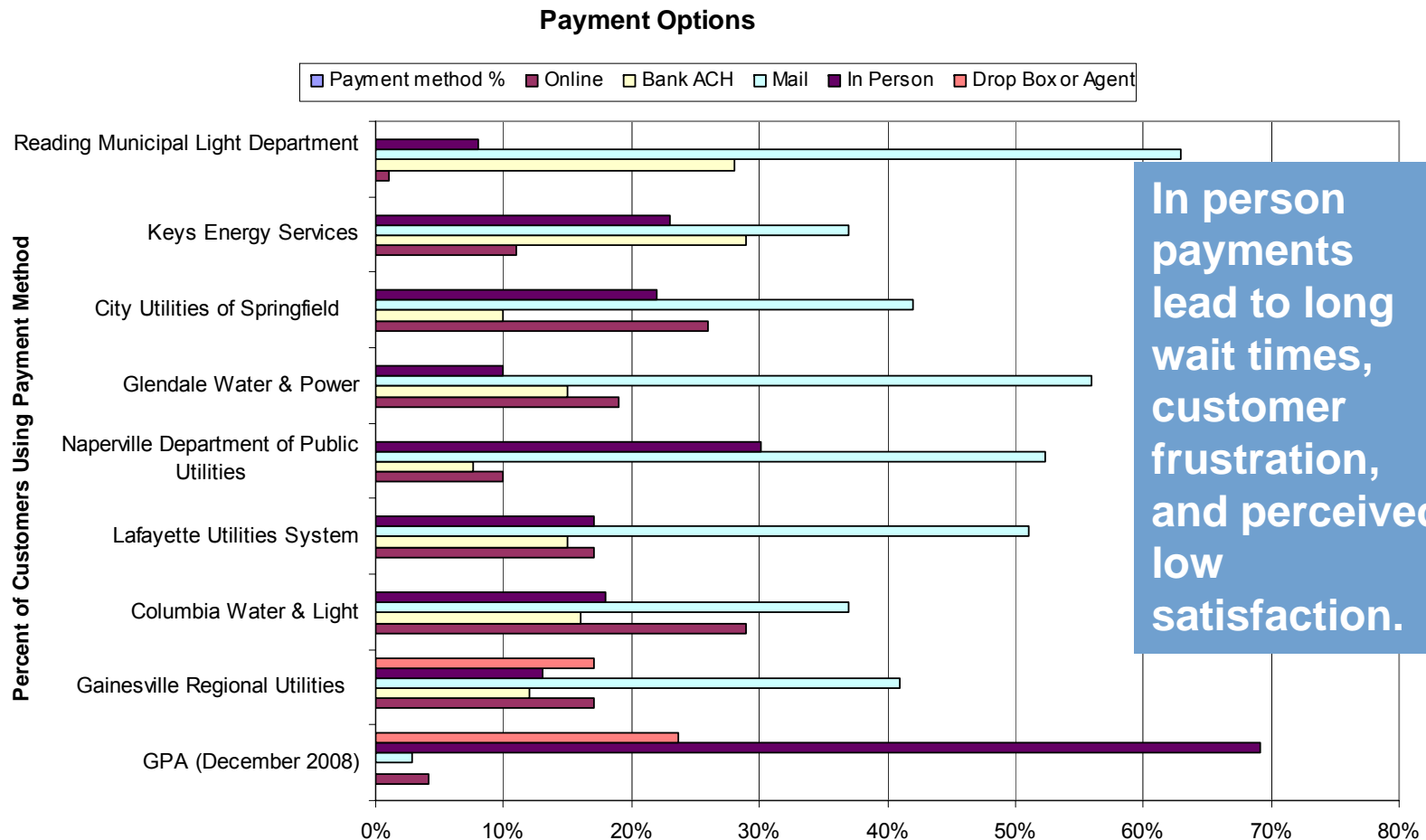
Focus: People and Process

Repair speed

GPA customer survey results



Baker Tilly utility survey results

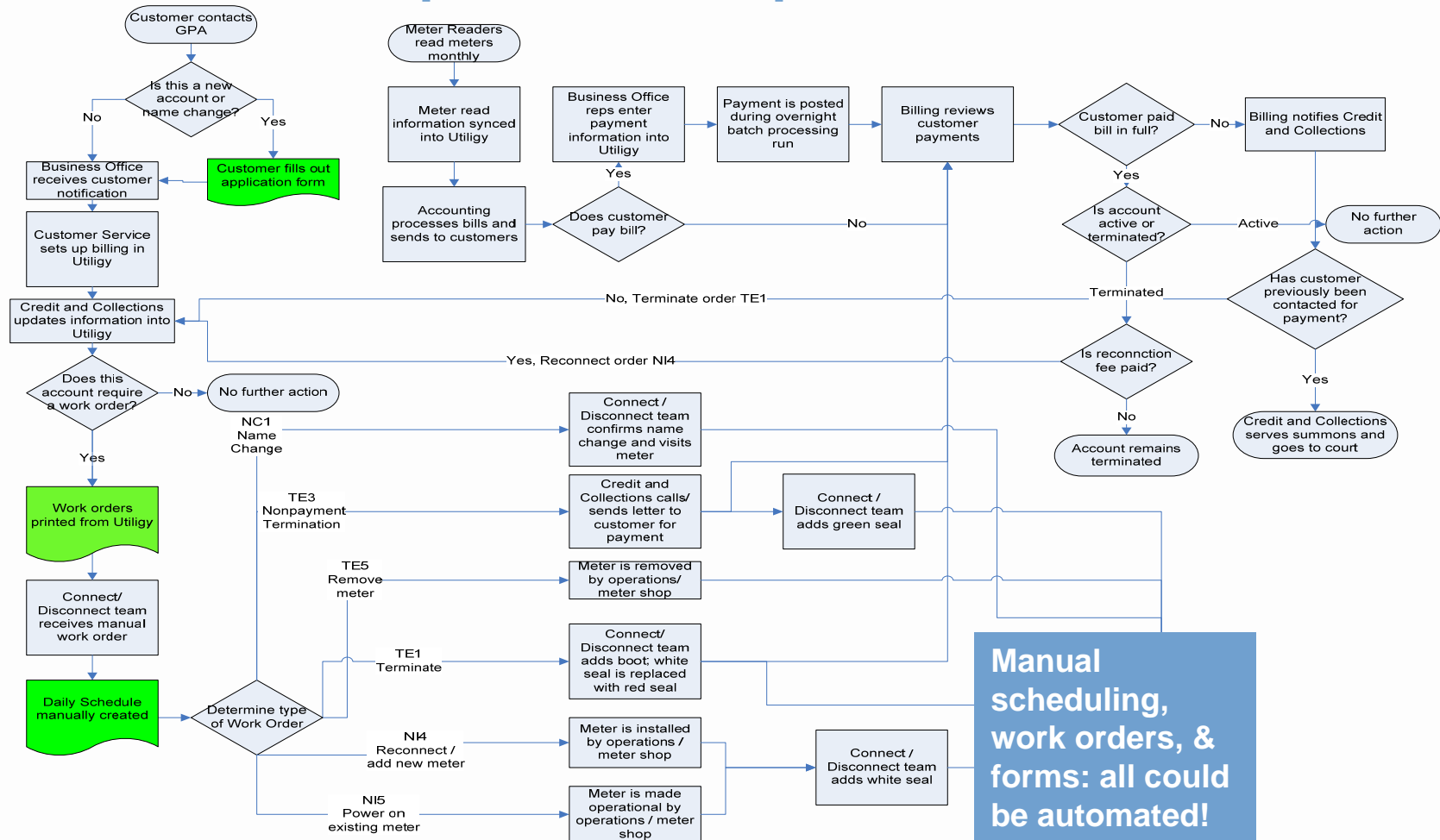


In person payments lead to long wait times, customer frustration, and perceived low satisfaction.

Focus area: Process

Several manual processes impede efficiencies

Manual process



Process flow - forms



Focus area: Process

Sub Process	Gaps	Roadmap/ Recommendations
Connections	<ul style="list-style-type: none">› Expedited connections lead to last minute manual scheduling and overtime (average of \$7,000 per month).	<ul style="list-style-type: none">› Schedule shift to start later in day so that fewer reconnections are performed on overtime.› Charge stepped fees for expedited reconnections paid after noon to cover increased labor costs and encourage customers to pay bills earlier in day to aid in GPA's scheduling.

Focus area: Process

Sub Process	Gaps	Roadmap/ Recommendations
Customer Service windows	<ul style="list-style-type: none"> > Due to a lack of trust in GPA's system, customers stand in line for activities that should be handled online or over the phone. > Wait times and service times measured periodically. 	<ul style="list-style-type: none"> > Use swing shift to cover high demand days. > Offer incentives, such as a credit on a bill, to encourage online payments. > Provide automated machine for payments that gives out receipts. > Use metrics to measure Customer Service Performance and tie results to compensation (Customer Satisfaction Index, First Contact Resolution, e-Billing %)

Focus area: Process (cont.)

Sub Process	Gaps	Roadmap/ Recommendations
Service applications	<ul style="list-style-type: none"> › Applications taken in person only. › Higher deposit amount is not collected from high risk customers. › A/R amounts are high, in part due to inability to write-off bad debts without a lot of bureaucracy. 	<ul style="list-style-type: none"> › Change process to allow for new service setups and disconnects to be applied for over the phone. Run credit report on new customers. Set standards for collecting deposits based on credit score with riskier customers paying larger deposits. › Amend GPA’s collection policy, shown below from Exhibit B, §2 (h), so that reasonable write-offs are allowed without lawsuits.

GPA’s Collection Policy, Exhibit B §2(h):

(h) The Authority shall have the discretion to write off any past due bills for \$100 or less within the same fiscal year they are incurred. The Authority shall report such write offs pursuant to §8 of this policy. The Authority shall not write off any past due bill over \$100 until a suit to collect such bill has been filed and adjudicated in a court of law.

Focus area: Process (cont.)

Sub Process	Gaps	Roadmap/ Recommendations
Meter Shop (maintenance)	<ul style="list-style-type: none"> › Certain maintenance and meter reading done by T&D instead of customer service leading to communication and consistency problems as T&D does not have access to Utiligy. 	<ul style="list-style-type: none"> › All meter reading is in same department. › Meter repairs should be part of customer service. <p><i>See Customer Service Technology area.</i></p>
Interval meter reading (i.e., MV-90 meters)	<ul style="list-style-type: none"> › Technical staff are utilized to collect interval metering data, a task typically conducted through technology improvements in the telecommunication network. 	<ul style="list-style-type: none"> › Install a telecommunication system that will remotely collect the interval data metering information.

Focus area: Technology

“Power was disconnected, field crew did not verify if payment was made. Bill was paid the day before.” *GPA Customer Service Survey comment, May 2009*

Sub Process	GPA Today	Highly Effective Utilities
Scheduling meter reads & maintenance	› Time consuming and manually intensive	› Automated metering technology with scheduling.
Maintenance communication with Customer Service	› Maintenance does not have access to Utiligy software that Customer Service uses to input maintenance requests.	› Nightly batch updates when meter readers return via hand held devices or real time updates via wireless devices.

Focus area: Technology

Sub Process	GPA Today	Highly Effective Utilities
Meter reading and field communications	<ul style="list-style-type: none"> › Time intensive paperwork › Lack of automation. 	<ul style="list-style-type: none"> › Data for maintenance requests, status, geographic location, special client information available via handheld devices.
Billing accuracy	<ul style="list-style-type: none"> › Customers do not understand bills or perceive billing to be inaccurate, then stand in line to talk to a customer representative. 	<ul style="list-style-type: none"> › Internally automate billing checks (develop billing exception rules in software), flag bills with unusual activity, develop online report of withheld billing by category, and manually check flagged bills before sending to customers. Bills presented in easy to understand formats.

Focus area: Technology (cont.)

Sub Process	GPA Today	Highly Effective Utilities
Quality and value of services provided by GPA (e.g. Customer Service)	<ul style="list-style-type: none"> › Customer Service tools and staffing do not utilize fully technology available. 	<ul style="list-style-type: none"> › Use technology investments to provide customers with multiple options to meet customer needs
Information and data flow for connecting new customers	<ul style="list-style-type: none"> › Currently there are manual processes used when connecting new customers. › Mapping is manual for all underground feeders. › Some of the main feeders are mapped on ESRI GIS. 	<ul style="list-style-type: none"> › Information directly entered into system, passed electronically to the engineering department. › Mapping is through GIS with maps updated nightly and passed to computers in the trucks for next day mobile use.

Focus area: Technology (cont.)

Sub Process	Gaps	Roadmap/ Recommendations
Scheduling meter reads & maintenance	<ul style="list-style-type: none"> › Manual, time consuming process 	<ul style="list-style-type: none"> › Each day has a preset reading cycle. Prior evening, the software uploads the next day's reads. Missed reads from the previous day are manually allocated out by a Meter Reading manager.
Meter Shop (maintenance) communication with Customer Service	<ul style="list-style-type: none"> › Technology is not shared between departments. 	<ul style="list-style-type: none"> › Meter shop needs access to Utiligy or connect systems so Customer Service requests automatically flow to them. <p>OR</p> <ul style="list-style-type: none"> › Meter maintenance and special meter reads should be relocated to customer service from T&D. <p><i>See T&D assessment area and Customer Service Process area.</i></p>

Focus area: Technology (cont.)

Sub Process	Gaps	Roadmap/ Recommendations
Meter reading and field communications	<ul style="list-style-type: none"> › Automation is not used. Resistance to changing paper based systems. 	<ul style="list-style-type: none"> › Implement handheld devices for Disconnect / Connect Department that are linked to Customer Service IT systems.
Billing accuracy	<ul style="list-style-type: none"> › Lack of metric on customer complaints makes quantifying problem difficult. 	<ul style="list-style-type: none"> › Measure reasons why customers contact Customer Service and develop a metric to measure billing inaccuracies with the goal of reducing the number of inaccuracies. Research and correct problems.

Focus area: Technology (cont.)

Sub Process	Gaps	Roadmap/ Recommendations
<p>Information and data flow for connecting new customers</p>	<ul style="list-style-type: none"> › Manual and inconsistent processes across the customer connection function. This leads to lost information, inconsistent data entry, and late revenue collection. › Lack of leveraging GIS technology 	<ul style="list-style-type: none"> › Move underground maps to a common GIS platform. › Acquire ESRI GIS SU-ELA* or similar licensing arrangement for unlimited deployment of core ArcGIS platform: maintenance/support, and training. › Move to electronic information processing such that data is electronically entered once and passed seamlessly throughout GPA.

Focus area: Technology (cont.)

Sub Process	Gaps	Roadmap/ Recommendations
Improve quality and value of services provided by GPA (e.g. Customer Service).	› Customer Service tools and staffing do not fully utilize the technology available at GPA.	› Enhance utilization of Utiligy through configuration, interfaces, and reporting tools. › Increase staff productivity through the use of enhanced systems and efficient processes.

Focus area: Technology (cont.)

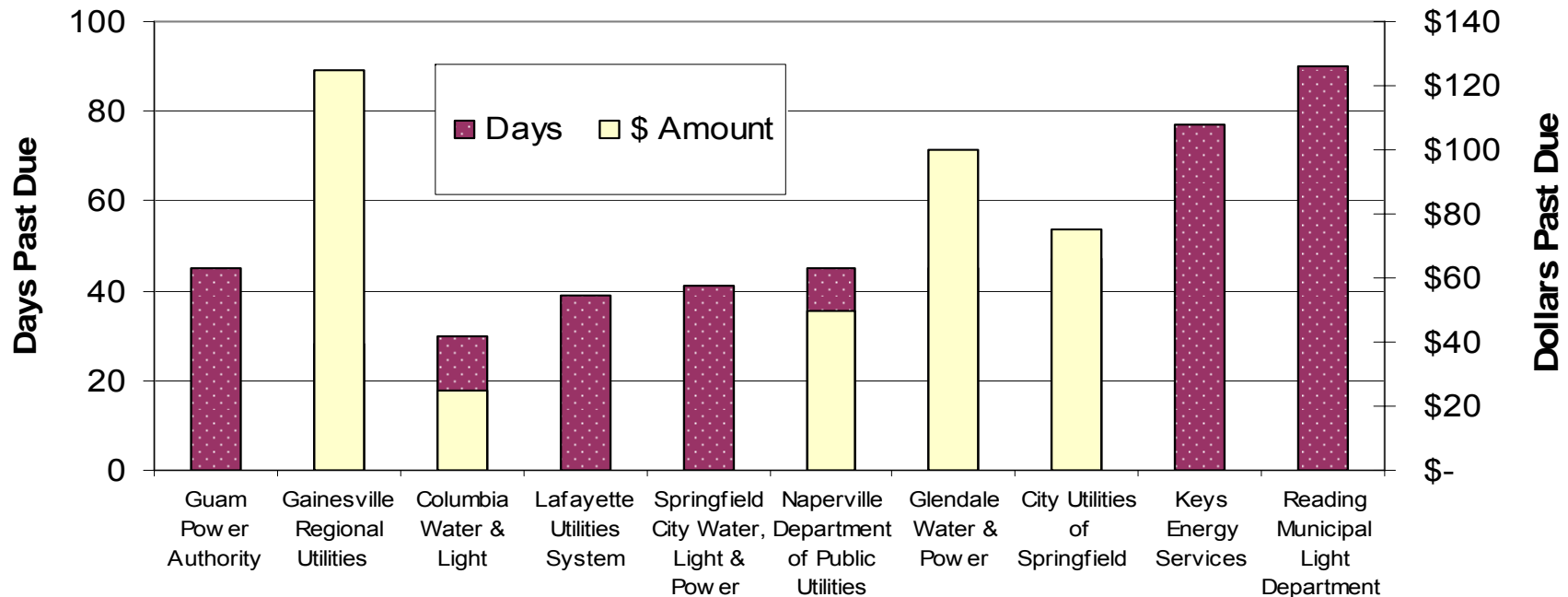
Sub Process	Gaps	Roadmap/ Recommendations
<p>Improve quality and value of services provided by GPA (e.g. Customer Service) (cont.)</p>	<p>› Customer Service tools and staffing do not fully utilize the technology available at GPA.</p>	<p>› Update ATC software to allow for:</p> <ul style="list-style-type: none"> – ATC connection to SCADA system to allow outages to be reported to customers proactively. SCADA can provide ATC with outages details and advise customers that GPA is aware of the outage and provide an estimate of when the system will be restored. – Local outages not identified by SCADA are identified by ATC. This is achieved by two or more customers reporting outage on the same circuit. The system will then be able to inform customers and necessary T&D personnel that GPA is aware of an outage in the area.

Focus area: Technology (cont.)

Utility disconnect policies

GPA’s disconnection policy of 42-45 days from read date seems reasonable when compared with other utilities.

Length of Time from Bill due date or Minimum Dollar Amount Past Due before Utilities Disconnect



Change culture to be more customer-focused

A. Recommendation Scope & Objectives

Objectives in Order of Impact:

- › Educate employees to change GPA's culture to become more customer-centric.

Recommendation Scope:

- › Push down change from upper management (Corporate Governance)
- › Create campaign to educate employees how their everyday actions influence customer perceptions and how those perceptions affect GPA's profitability

B. Approach/Work Plan

- › Conduct customer service survey with goal of finding the main areas of customers perceptions that need to be addresses. (See next slide for details and cost.)
- › Determine what employee behavior needs to be changed and provide incentive for employees to change.
- › Set metrics to measure employee behavior.
- › Hold employees accountable through incentives / disincentives for behavior
- › Continue using an assigned Customer Service Representative to Key Accounts. Market this program.
- › Educate meter readers and Disconnect/Connections team that they are also points of contact for customers and need to act accordingly.

C. Risks and Dependencies

- › Requires Management support.
- › Long term in nature since culture changes slowly- expectations need to be managed over time
- › Timing of Customer Service Survey may affect results- immediately following a rate increase can affect results.

D. Benefits

- › Happier employees provide better customer service, thus improving the public's and PUC's views of GPA.
- › Fewer negative attitudes lead to productivity improvements.
- › Key Accounts will have a single point of contact. Key Account CSR can follow up on service requests and billing issues. Stronger relationships with Key Accounts lead to happier customers and fewer delinquent payments.

E. ROI

- › Low cost yields great improvements in customer perceptions
- › Customer Service Study provides benchmark for future improvements

F. Deliverable(s)

- › Customer Survey (annual) (see next slide)
- › Customer Service Metrics
- › Methods to hold employees accountable and results

G. Estimated Timeframe

- Less than 4 weeks
- 4 - 8 weeks
- 8 - 12 weeks
- 12 + weeks

H. Estimated Cost

- < \$50k
- \$50K - 75K
- \$75K - \$100K
- > \$100K

Use metrics to measure customer satisfaction

<p>A. Recommendation Scope & Objectives</p> <p>Objectives in Order of Impact:</p> <ul style="list-style-type: none"> › Use metrics to quantify customer service performance. › Set improvement goals over realistic time periods. › Hold employees accountable for metrics they have control or influence over. <p>Recommendation Scope:</p> <ul style="list-style-type: none"> › Use initial customer service survey to determine top metrics to use; add more metrics as GPA matures. 	<p>B. Approach/Work Plan</p> <ul style="list-style-type: none"> › Conduct customer service survey with goal of finding the main areas of customers perceptions that need to be addressed. › Determine which employee behaviors need to be changed. › Set metrics to measure employee behavior. › Hold employees accountable for behavior through incentives / disincentives for behavior. › Measure why customers contact customer service and formulate metrics to reduce the number of contacts. Consider: Customer Satisfaction Index, First Contact Resolution, e-billing %, customer wait times, billing inaccuracies, reconnect time, etc. 		
<p>C. Risks and Dependencies</p> <ul style="list-style-type: none"> › Requires Management support. › Without employee accountability, the metrics will mean nothing. › Customer Survey will be largest cost, but the quality of the metrics is dependent on quality data. › Public perception is important: Public Information Officer needs to communicate steps taken and results. Publicly hold GPA accountable for results- it will drive management support. 	<p>D. Benefits</p> <ul style="list-style-type: none"> › Quantifiable data can be used to measure employee performance and productivity. › Employees understand what they are accountable for and how to improve customer service. › Employees and the public will know what GPA's goals are. Improvements internally may translate into improved public perceptions of GPA. 		
<p>E. ROI</p> <ul style="list-style-type: none"> › Customer Service Study provides benchmark for future improvements. 	<p>F. Deliverable(s)</p> <ul style="list-style-type: none"> › Customer Survey (annual) › Customer Service Metrics › Methods to hold employees accountable and results 	<p>G. Estimated Timeframe</p> <ul style="list-style-type: none"> <input type="radio"/> Less than 4 weeks <input type="radio"/> 4 - 8 weeks <input type="radio"/> 8 - 12 weeks <input checked="" type="radio"/> 12 + weeks 	<p>H. Estimated Cost</p> <ul style="list-style-type: none"> <input type="radio"/> < \$50k <input type="radio"/> \$50K - 75K <input checked="" type="radio"/> \$75K - \$100K for Survey <input type="radio"/> > \$100K

Expedite customer wait times

<p>A. Recommendation Scope & Objectives</p> <p>Objectives in Order of Impact:</p> <ul style="list-style-type: none"> › Reduce the number of customers who come in person to customer service windows. › Shorten the customer wait times. › Hold Management and Customer Service Supervisors accountable for metric improvement goals. <p>› Recommendation Scope:</p> <ul style="list-style-type: none"> › Use Customer Service Survey to determine reasons why customers are reluctant to pay using alternate methods. › Use metrics to measure improvements. 	<p>B. Approach/Work Plan</p> <ul style="list-style-type: none"> › Educate public about methods to pay bills and contact GPA. › Determine reasons why customers find bills confusing; consider adding educational inserts to explain bill or changing bill format based on customer feedback. › Offer incentives to pay bills online › Use swing shifts to cover high demand days (pay days). › Use metrics to measure customer wait times and service times. Hold management responsible for reducing those times. › Provide automated machines to accept cash or credit/debit card payments and provide receipts at locations across island (cost not included below due to variables relating to IT implementation; kiosk ~20,000 per unit plus implementation costs of \$300,000. 		
<p>C. Risks and Dependencies</p> <ul style="list-style-type: none"> › Customer education needs to be pervasive and persuasive. › If GPA cannot handle a greater influx of activity, customers will be scared from using those methods in the future. › Change management: GPA's organization needs to embrace and adjust to changed processes. › Automated machines will cost more depending on GPA's IT capabilities. 	<p>D. Benefits</p> <ul style="list-style-type: none"> › Customer, public, and PUC perception of GPA will increase inversely to reduced wait times. › Errors in data entry will be reduced as more customers make payments online or through the use of automated machines. › Customer facing employees will experience less stress due to fewer irritated customers, thus providing improved service. › More efficient employees can handle the ramp-up. 		
<p>E. ROI</p> <ul style="list-style-type: none"> › Allow for more efficient use of personnel › Improved customer perceptions of experience › Cost avoidance on FTEs during ramp up. 	<p>F. Deliverable(s)</p> <ul style="list-style-type: none"> › Metrics – show improvement › Measure change in customer behavior as a result of advertising alternate methods to pay 	<p>G. Estimated Timeframe</p> <ul style="list-style-type: none"> <input type="radio"/> Less than 4 weeks <input checked="" type="radio"/> 4 - 8 weeks for advertising <input type="radio"/> 8 – 12 weeks <input checked="" type="radio"/> 12 + weeks for change in customer payment habits 	<p>H. Estimated Cost</p> <ul style="list-style-type: none"> <input type="radio"/> < \$50k <input type="radio"/> \$50K – 75K <input type="radio"/> \$75K - \$100K <input checked="" type="radio"/> > \$100K

Improve and automate Disconnect/Reconnect processes

A. Recommendation Scope & Objectives

Objectives in Order of Impact:

- › Reduce the amount of manual scheduling.
- › Reduce the number of paper forms handled.

Recommendation Scope:

- › Update technology for Disconnect/Connect Team.
- › Mindset of Supervisors needs to be adjusted to accept the shift from manual processes to automation.

B. Approach/Work Plan

- › Use preset reading cycle daily (no hand scheduling to please individuals).
- › Provide Disconnect / Connections access to Utiligy system.
- › Implement handheld devices for Disconnect/ Connect Dept that are linked to Utiligy.
- › Increase same day reconnect fees to reduce the amount of last minute scheduling and overtime required. Increased fees should be high enough to cover overtime and other expenses.
- › Increase oversight over overtime so that it is not used as a normal course of business.
- › Evaluate existing software to see if any can handle customer service issues (Automated Trouble Call system in dispatch, for example).

C. Risks and Dependencies

- › IT systems must work together for handhelds to be most efficient.
- › Disconnect / Connect supervisor must buy-in to the benefits of automatic scheduling and not revert to manual scheduling.

D. Benefits

- › Reconnect orders can be sent in real time to workers in the field.
- › Time spent scheduling field workers eliminated.
- › Fewer same day reconnects means more jobs can be included in normal daily schedules, automated from the system and less overtime is incurred.
- › Fairness in scheduling (no favorites).
- › Extra revenue generated from stepped expedite fees.

E. ROI

- › Reduced scheduling time
- › Overtime cut in half saves ~\$40,000/year
- › Increased Expedite Fee generates additional revenue

F. Deliverable(s)

- › Handheld system integrated with Utiligy
- › Process change from manual to automatic scheduling
- › Reduced overtime

G. Estimated Timeframe

- Less than 4 weeks
- 4 - 8 weeks
- 8 - 12 weeks
- 12 + weeks

H. Estimated Cost

- < \$50k
- \$50K – 75K
- \$75K - \$100K
- > \$100K

Improve account management process

A. Recommendation Scope & Objectives

Objectives in Order of Impact:

- › Reduce customer service lines by allowing for over the phone or online customer applications.
- › Reduce the amount of paperwork required to set up a new customer account.
- › Reduce uncollectibles in the future by collecting deposits from high risk customers.

Recommendation Scope:

- › Change Customer Service process for applications.
- › Educate customers on ease of use of new system.

B. Approach/Work Plan

- › Evaluate what is needed for customer new service application and termination requests.
- › Develop questionnaires to guide customer service reps through process of collecting and entering required data into Utiligy.
- › Design and test online system for accepting and confirming requests.
- › Educate the public about the new changes and how they, the public, will benefit.
- › Adjust application process to include reviewing credit score. Charge a deposit based on credit score range. Apply this deposit to account if it is ever terminated for non-payment. Can increase application fee to cover credit score check fees.

C. Risks and Dependencies

- › IT systems must work.
- › Customers must trust their requests will be handled correctly over the phone or online.
- › Public Information Officer needs to cooperate to educate the public about changes and how the changes will improve the customer experience.

D. Benefits

- › Reduce time customers need to spend standing in line to request new service or terminate accounts.
- › Reduce paperwork.
- › Extra cash on hand generated from deposits.
- › Improved uncollectibles ratio as deposits cover delinquent accounts.

E. ROI

- › Reduced customer lines
- › Reduced uncollectible accounts
- › Increased cash on hand

F. Deliverable(s)

- › Handheld system integrated with Utiligy
- › Evidence of process change from manual to automatic scheduling
- › Evidence of reduced overtime

G. Estimated Timeframe

- Less than 4 weeks
- 4 - 8 weeks
- 8 - 12 weeks
- 12 + weeks

H. Estimated Cost

- < \$50k
- \$50K - 75K
- \$75K - \$100K
- > \$100K

Improve utilization of Utiligy for customer service

A. Recommendation Scope & Objectives

Objectives in Order of Impact:

- › Provide Customer Service with tools to improve efficiency.
- › Provide Customer Service with training to improve efficiency.

Recommendation Scope:

- › Evaluate how customer service currently uses technology and determine what the bottlenecks are.
- › Determine current system capabilities.
- › Expand current system capabilities and provide user training to reduce bottlenecks and improve overall customer service.

B. Approach/Work Plan

- › Enhance Utiligy through configuration, interfaces, and reporting standards. Base changes on customer service needs.
- › Train customer service on how to use Utiligy.
- › Provide access to Utiligy to non-customer service employees who could use its information to improve service, such as the meter shop.
- › Enable ATC software technology to allow for outages to be reported to customers automatically.
- › Enable ATC to identify outages from customers calling in.

C. Risks and Dependencies

- › Improvements can only be made if customer service is honest about system drawbacks and its own skill set weaknesses.
- › Once new systems are implemented, both IT and Customer Service need to test and sign off on approving the use of the new system.
- › Customer Service and IT need to be held accountable for showing improvement in efficiency.

D. Benefits

- › Data could be more readily available to customer service.
- › Reduced frustration for customer service translates into a more positive experience for the GPA customers.
- › Increased data sharing with the meter shop reduces redundancies and improves interdepartmental communication.
- › Improved and timely information for management decision making

E. ROI

- › Easier to use system for Customer service representatives
- › Reduced customer frustration
- › Optimized technology

F. Deliverable(s)

- › Tailored customer service systems
- › Training for customer service
- › ATC upgrades

G. Estimated Timeframe

- Less than 4 weeks
- 4 - 8 weeks
- 8 - 12 weeks
- 12 + weeks

H. Estimated Cost

- < \$50k
- \$50K - 75K
- \$75K - \$100K
- > \$100K

Reduce meter reading by T&D staff

A. Recommendation Scope & Objectives

Objectives in Order of Impact:

- › Remove meter reading responsibilities from T&D staff.

Recommendation Scope:

- › Increased staff productivity in T&D.
- › Reduced overtime costs in T&D.

B. Approach/Work Plan

- › Review current workload of meter reading staff.
- › Review existing practice for reading MV-90 meters and assign resources/technology in the meter reading department to fulfill this function.

C. Risks and Dependencies

- › Staff may require retraining.
- › Interval meters are a little more complicated due to frequent readings.

D. Benefits

- › Activities will be correctly functionalized by department. Reassignment of staff will place staff in appropriate reporting structures with access to technology and information required to complete their work.

E. ROI

- › Improved functional management
- › May require additional meter reader(s) to perform interval meter readings

F. Deliverable(s)

- › Tailored Transition of meter reading of interval meters to Customer Service

G. Estimated Timeframe

- Less than 4 weeks
- 4 - 8 weeks
- 8 - 12 weeks
- 12 + weeks

H. Estimated Cost

- < \$50k
- \$50K - 75K
- \$75K - \$100K
- > \$100K