

Customer Services

SD 13 - 2022



Challenges in 2022

An unprecedented percentage of our customers continue to feel the impacts of Covid

• Past Due Utility Accounts

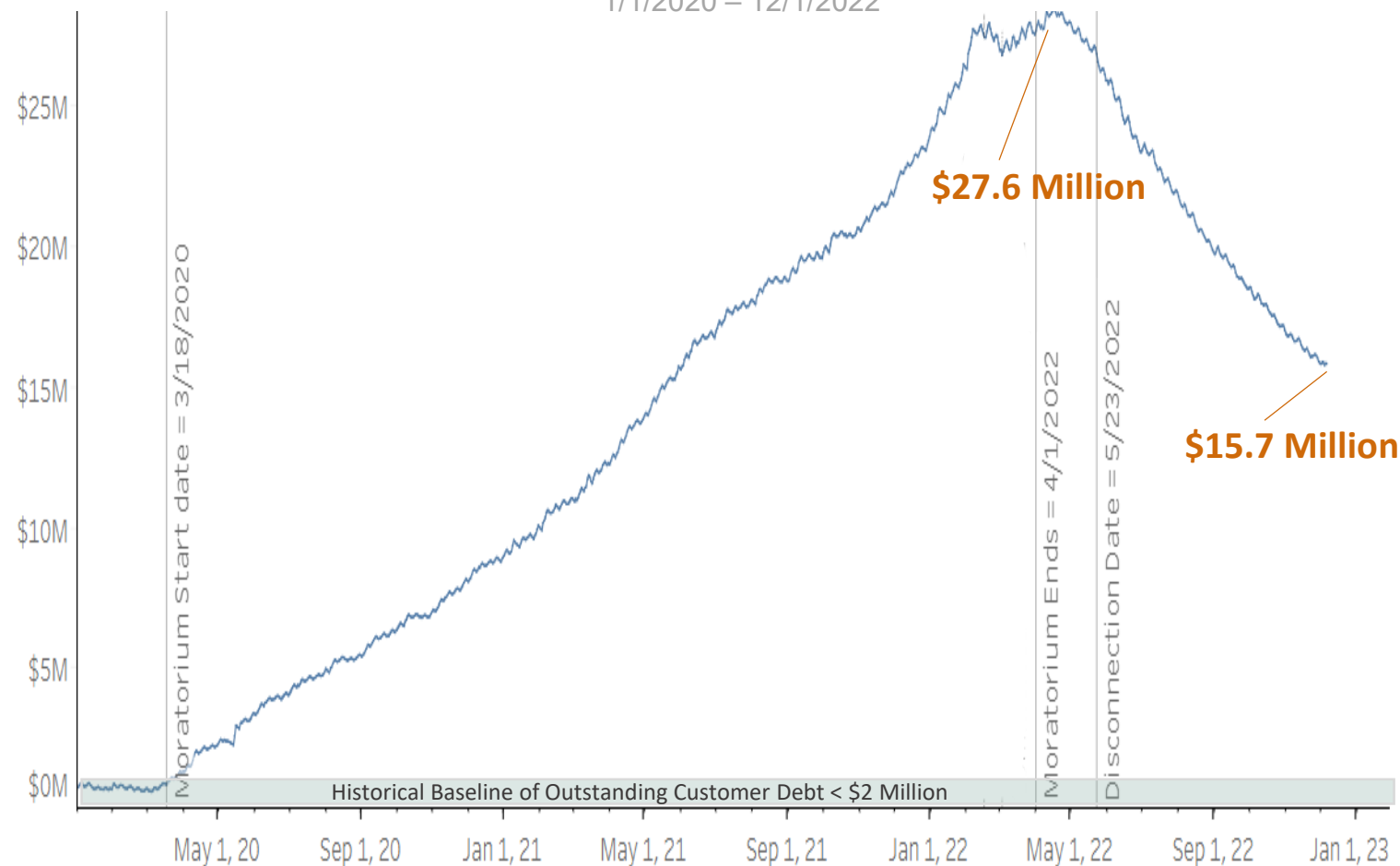
- Managing 24-month payment agreements for 25,000+ customers.
- High-touch process to help customers succeed. Longer-term payment plans have significantly higher default rates.
- Qualifying and connecting customers with available internal and external financial assistance.

• Resumption of Disconnections

- Monitoring and managing orders in an automated and manual meter environment

Outstanding Covid Balances for Residential Customer Utility Accounts

1/1/2020 – 12/1/2022



Challenges in 2022

Encountered significant obstacles in our effort to serve customers

- **Increased Customer Contacts**

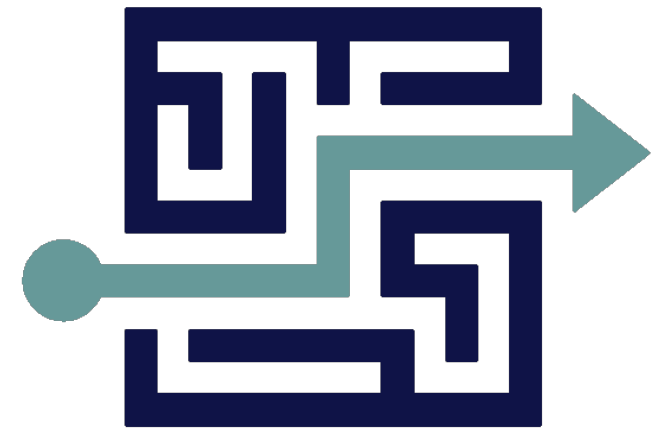
- Proactive outreach prior to moratorium end date provided customers guidance and plan to keep services connected
 - **5 rounds of live outbound calls**
 - **4 mailing campaigns** identifying available assistance programs
 - **External door hanging** campaign notifying customers service disconnects will resume
- Resumption of in-person customer outreach activities
- Number, duration, and complexity of customer conversations has increased
- Transitioning customer base from bi-monthly to monthly billing
 - **63,672 customers converted / 28% of meter read routes**

- **Employee Recruitment and Retention**

- More challenges recruiting staff; hiring pool is reduced
- Employees are highly recruited by other city departments

- **Key Leadership Vacancies**

- Division manager retired in April
- Asst. Manager over Call Center and Lobby operations left the organization in September



Accomplishments



- **New MyAccount Website**

- More robust, flexible and modern platform was implemented in April.
- Included enhanced customer communication and preference options.
- **82,000 previous MyAccount users** have migrated and logged into the new platform.
- **13,000 new users** have registered and logged into the new site.
- **33.2% of Customers enrolled in Paperless Billing** through the new site.

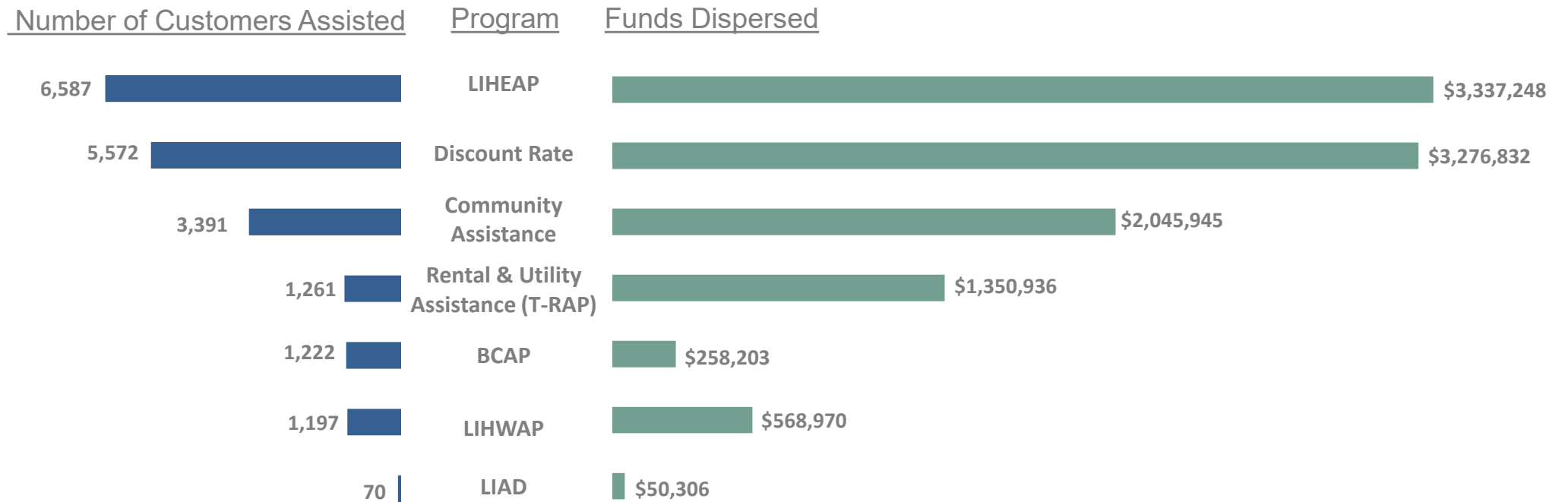
- **Foundational Work to Reimagine the Customer Experience (CX)**

- Worked to define a future state customer experience strategy and operating model that moves beyond traditional customer service functions, including:
- Incorporating all customer facing groups within the utility, not just traditional Customer Services
- Employs CX best practices
- Operational approaches
- Enabling technologies

Customer Assistance Dollars



Customer Assistance from Jan '22 – November '22



- In 2022 Customer Services has been instrumental in directing and distributing over **\$10.9 million in customer assistance** funds and rate programs to customers with limited incomes or have been impacted by the COVID pandemic.
- An **additional \$2.7 million in repurposed BCAP funding** and **\$14.1 million from the Department of Commerce** are in the process of being dispersed, but not reflected in the \$10.9 million displayed above.

SD-13 Metric



Phone Service Level

35.9%

of 316,463 inbound customer calls from January 1st, 2022 through November 30th, 2022 were **answered by a live agent within 30 seconds** and did not meet the target goal of 75% or more.

- With the resumption of service disconnections in May the average daily call volume increased 65% compared to the previous year and 17% higher than pre-pandemic levels.
- Before the resumption of disconnections the phone service levels ranged from 75% to 85%.

Average Speed of Answer

395_{Seconds}

The **average amount of time customers waited to speak to a live agent** after exiting the self service automated phone system from January 1st, 2022 through November 30th, 2021 and did not meet the target goal of 60 seconds or less.

- Once service disconnections began the Average Speed of Answer ranged from 250 to 808 seconds.
- Before the resumption of service disconnections the Average Speed of Answer ranged from 29 to 45 seconds

Percent of Customer Invoices mailed within 3 days

96.5%

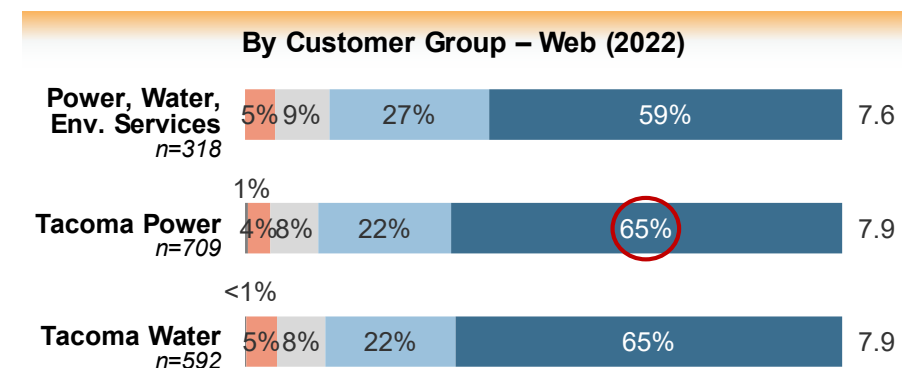
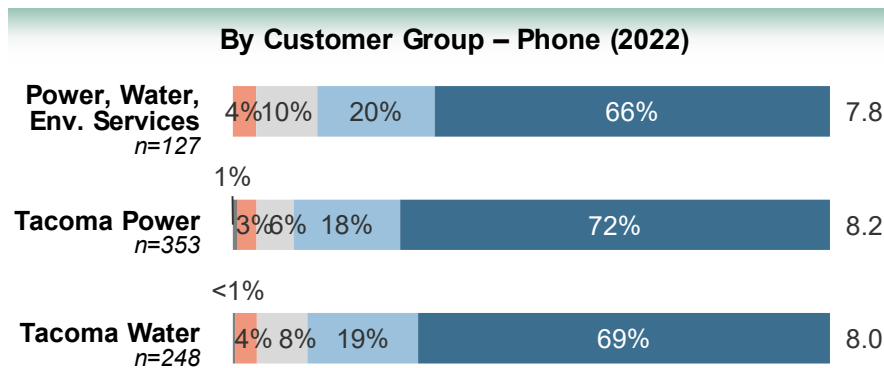
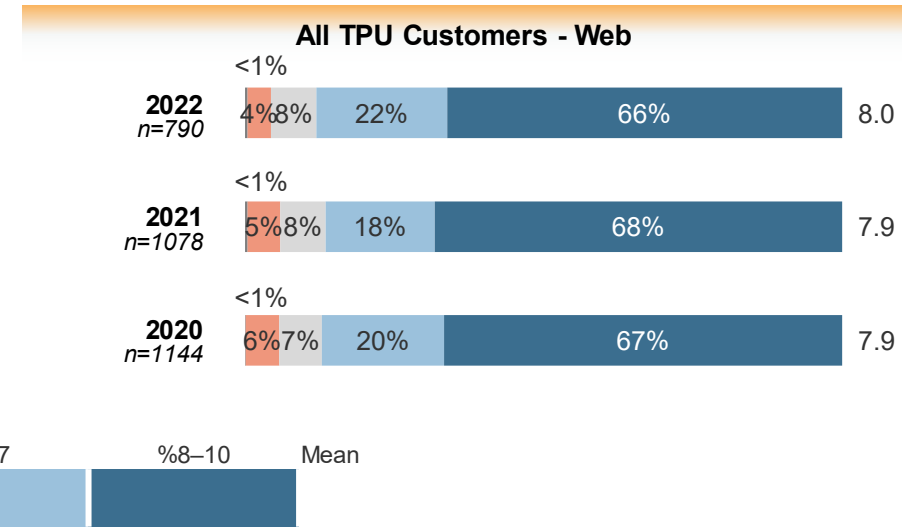
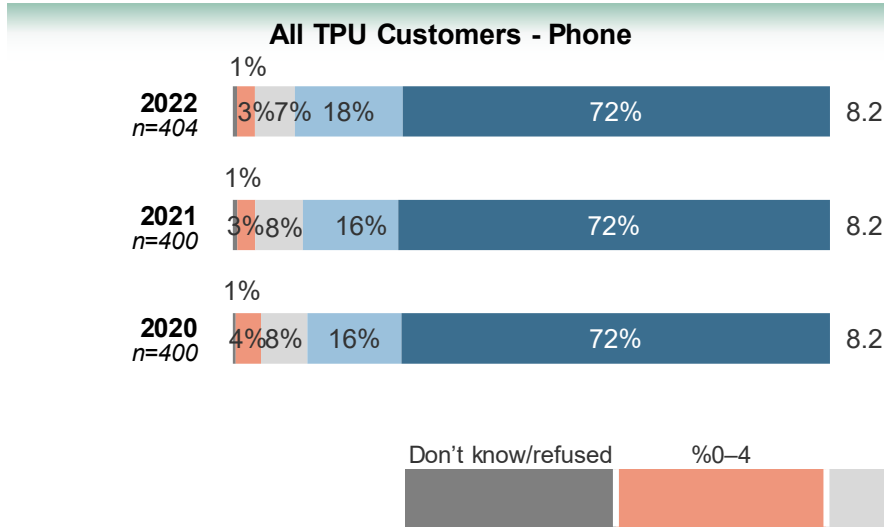
of customer invoices generated from January 1st, 2022 through November 30th, 2022 were **printed and mailed within 3 days of the meter read**

Appendix

SD 13 - 2022



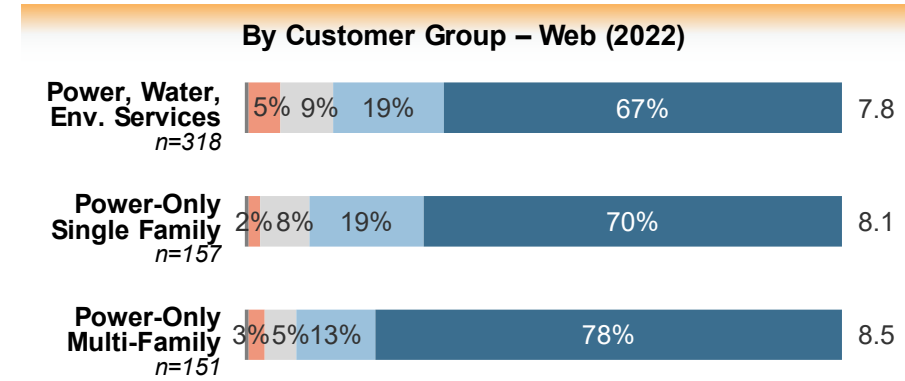
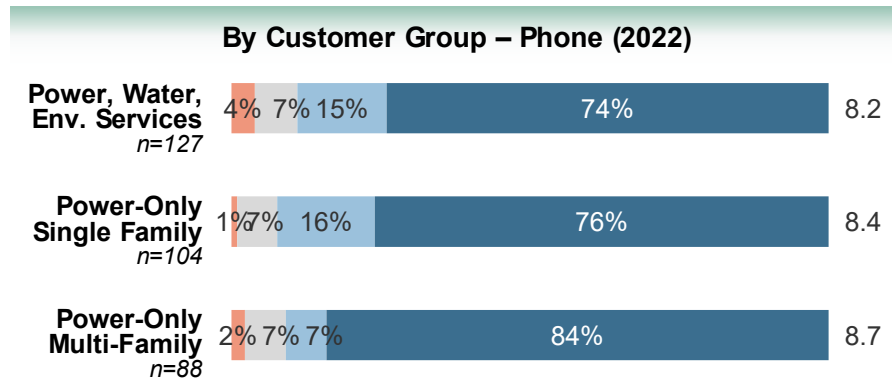
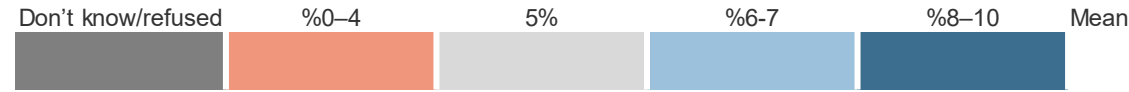
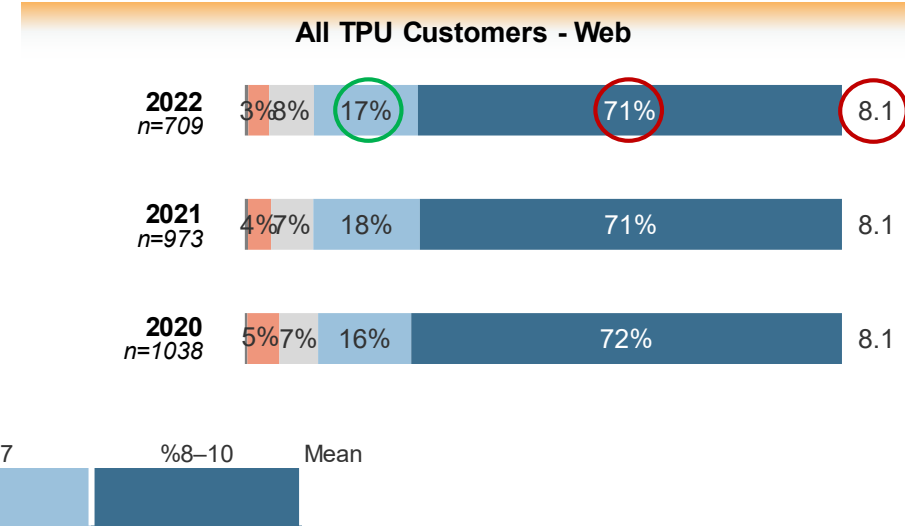
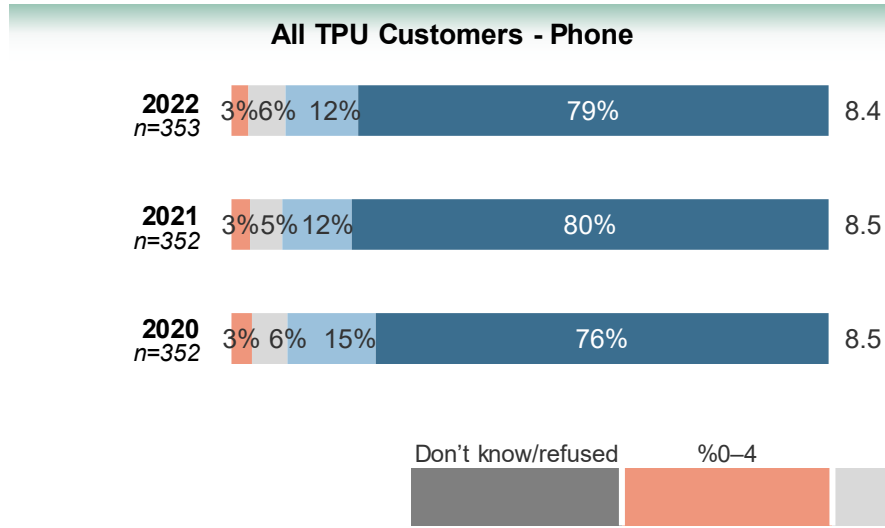
Overall Satisfaction: Tacoma Public Utilities



Q2. Overall, how satisfied or dissatisfied are you with Tacoma Public Utilities as a provider of services in your area in general, and not necessarily just those of which you are a current customer or user?

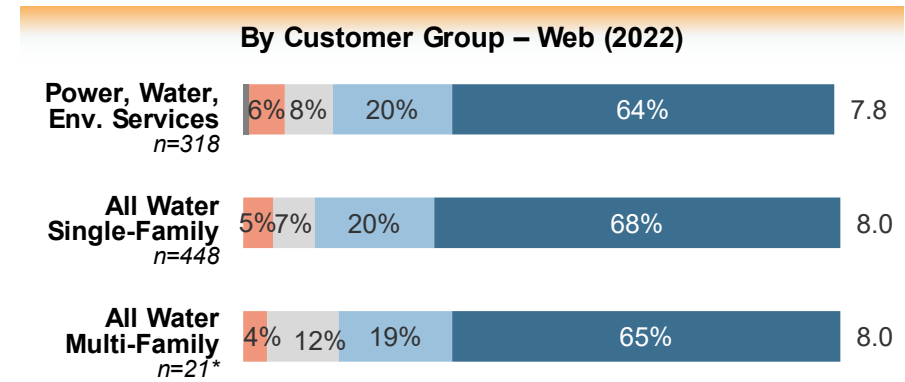
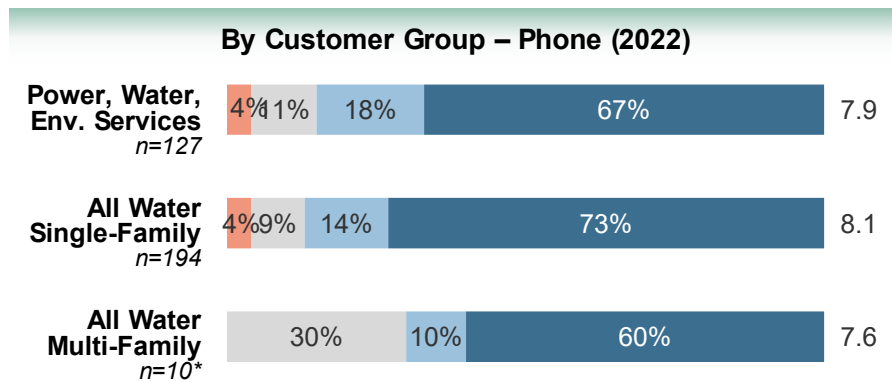
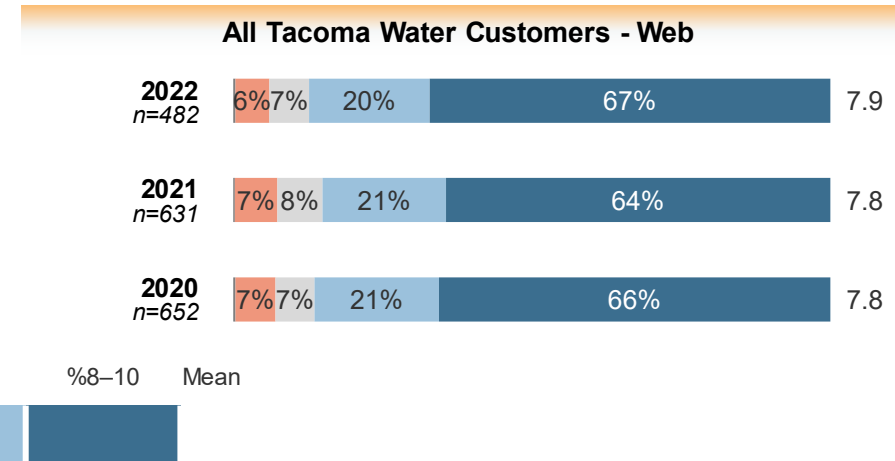
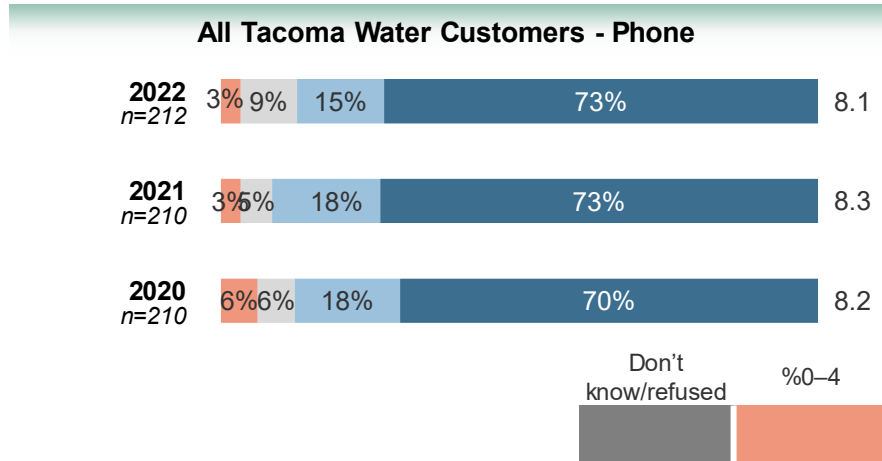
↑↓ Indicate significant differences between the current wave and previous waves. ○ / ● circles indicate significantly higher/lower percentages for 2022 web results versus the 2022 phone results.

Overall Satisfaction with Electric Service Provided by Tacoma Power



Q3_1 . Based on your overall experience as a customer, and using that same scale, how satisfied or dissatisfied are you with electric service provided by Tacoma Power
 ↑↓ Indicate significant differences between the current wave and previous waves. ○ / ○ circles indicate significantly higher/lower percentages for 2022 web results versus the 2022 phone results.

Overall Satisfaction with the Water Service from Tacoma Water



Q3_2 . Based on your overall experience as a customer, and using that same scale, how satisfied or dissatisfied are you with water service provided by Tacoma Water
 ↑↓ Indicate significant differences between the current wave and previous waves. ● / ○ circles indicate significantly higher/lower percentages for 2022 web results versus the 2022 phone results.