



Seattle City Light



BILLING BACKLOG AND IMPROVEMENT PLAN

Housing, Health, Energy and Worker's Rights Committee

January 18, 2018

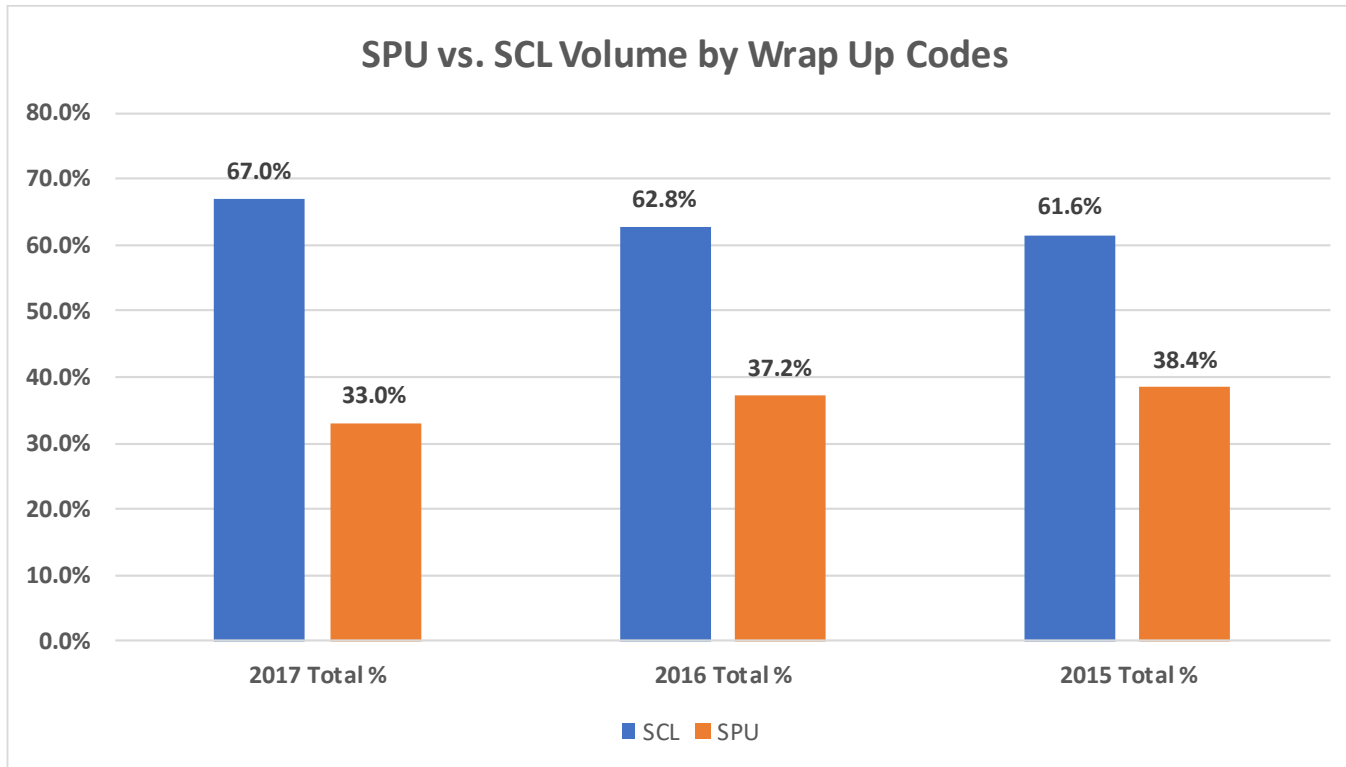
INTRODUCTION

- Background
- Account Services
- Significant Changes
- Mitigation Efforts
- Future

CUSTOMER RESPONSE OVERVIEW

- City Light contracts with Seattle Public Utilities to handle incoming calls for:
 - billing issues
 - payment plans
 - sets up and closes accounts
 - outage response
- City Light responsible for
 - back office
 - credit and collections
 - streetlight response
 - meter reading

CALL CENTER VOLUME BY UTILITY



Type	2017 Total Interactions	2017 Total %	2016 Total Interactions	2016 Total %	2015 Total Interactions	2015 Total %
SCL	297,086	67.0%	290,812	62.8%	376,711	61.6%
SPU	146,350	33.0%	172,319	37.2%	234,771	38.4%
	443,435	100.0%	463,131	100.0%	611,482	100.0%

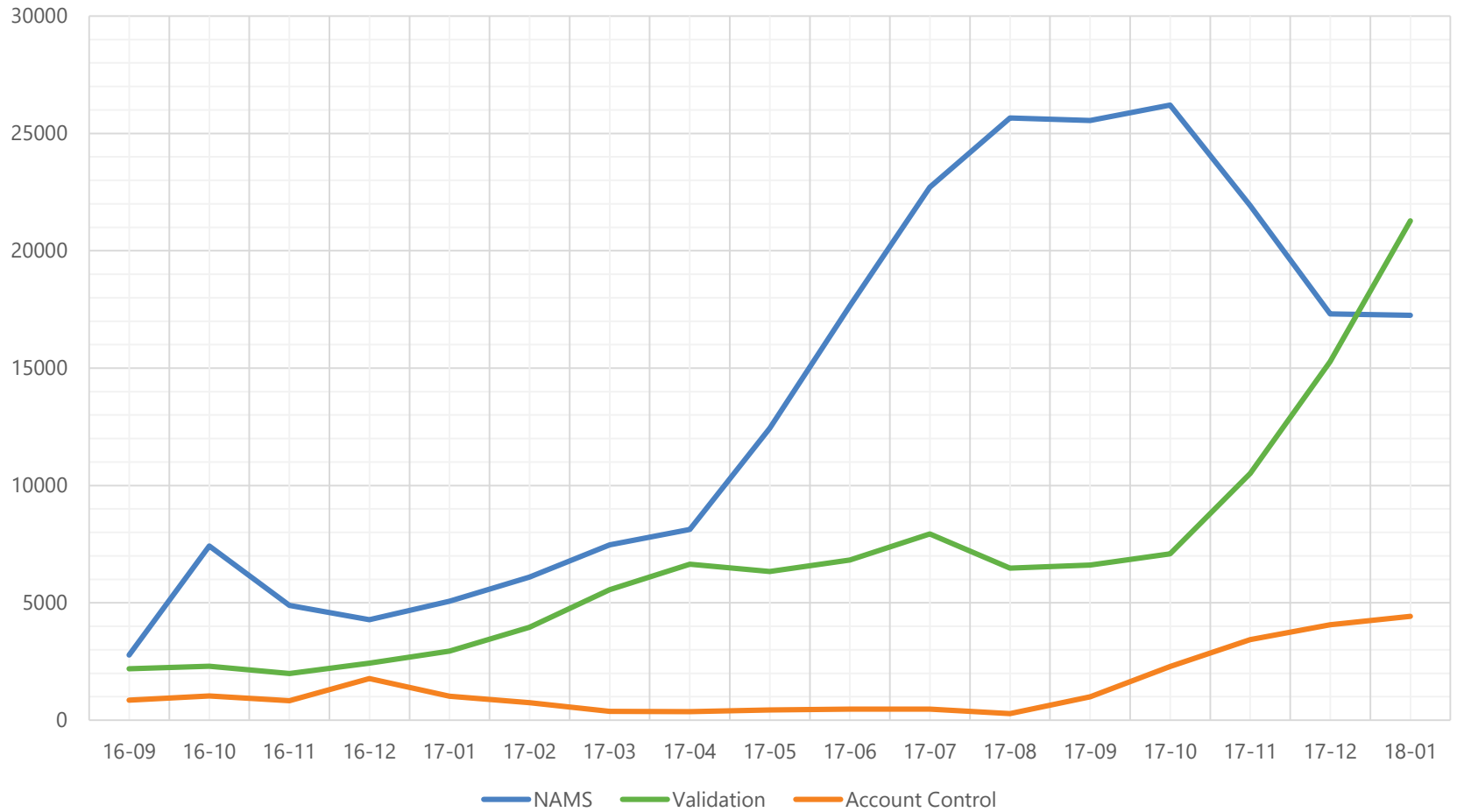
ACCOUNT SERVICES

- Responsible for account management for all 450,000+ customers including:
 - Validation
 - 2.9 million bills produced in 2017
 - Process 10k to 13k reads daily
 - New Accounts and Meter Sets
 - 8000 moves a month on average
 - 50% of Seattle residents are renters
 - Cash/service management
 - (refunds, Green Up, rate changes etc.)
 - Utility Credit refunds on behalf of Seattle Public Utilities

SIGNIFICANT CHANGES IN LAST THREE YEARS

- Completely new billing system (Fall 2016)
 - Employees still acclimating
 - Some business processes are more complicated
 - Every account must have current read validated
- Unprecedented Construction/new account growth
 - 7400 construction requests in 2017
 - More than 26,000 meters added
- Net (solar) metering customers grew from 700 to 3,300 – more complex billing and state incentive payments.
- Efforts to increase participation in Utility Discount Program enrollment resulted going from 14,000 to over 33,000
- Advanced Metering deployment commenced in October 2016

CUSTOMER ACCOUNTS BACKLOG



HOW DID WE GET HERE

- Customer Self-Service Portal originally scheduled to be available by March 2017
 - IT requirements
- Staffing level of 48 FTE has not changed in (10) years
- Limitations around use of temporary staff and overall hiring process
- Volume of work exceeds work force capacity during technology transition
- Loss of key senior leaders with significant experience creating more expedites and escalations
- Account setup volume is always high this time of year due to peaks in returning student population

MITIGATION STRATEGY

- Temporary employee recruitment in progress
 - Requested 15 Allowed 7, 5 recently started
 - Contact Center providing support on Saturdays
 - Mandatory overtime for account services
- Disconnection notices suspended and collections team re-deployed
- Reads from Advanced Metering being used where manual meter reads are not available
- Key backlog (moves, refunds and billing exceptions) to be reduced to target performance of 10 business days.

FUTURE PROJECTIONS

- Summit Financial System implementation will have a positive impact on cumbersome refund process by eliminating dual entry process
- Billing system integration with AMI scheduled for March, 2018
 - Every meter, every day reading
 - Eliminates the need for validation staff to verify every read
- Customer Self Service Portal will auto populate move in/move out application into billing system



CITY LIGHT

OUR VISION

To set the standard—to deliver the best customer service experience of any utility in the nation.

OUR MISSION

Seattle City Light is dedicated to exceeding our customers' expectations in producing and delivering environmentally responsible, safe, low-cost and reliable power.

OUR VALUES

Excellence, Accountability, Trust and Stewardship.

