

Serving our customers

Customer Services 2025 – 2026 Preliminary Budget Presentation

September 11, 2024
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Outline



- **Customer Experience and External Affairs (CXEA) Composition**
- **CX North Star**
- **Division Goals and Roadmap**
- **CS Organizational Overview**
- **State of Customer Services**
- **Challenges and Opportunities**
- **Budget Drivers**
- **Mitigation and Managing Expenses**
- **Expenses and Staffing**

“Our customers and communities experience compassion and equity in action so they are understood, valued, and empowered.”

We deliver this through:

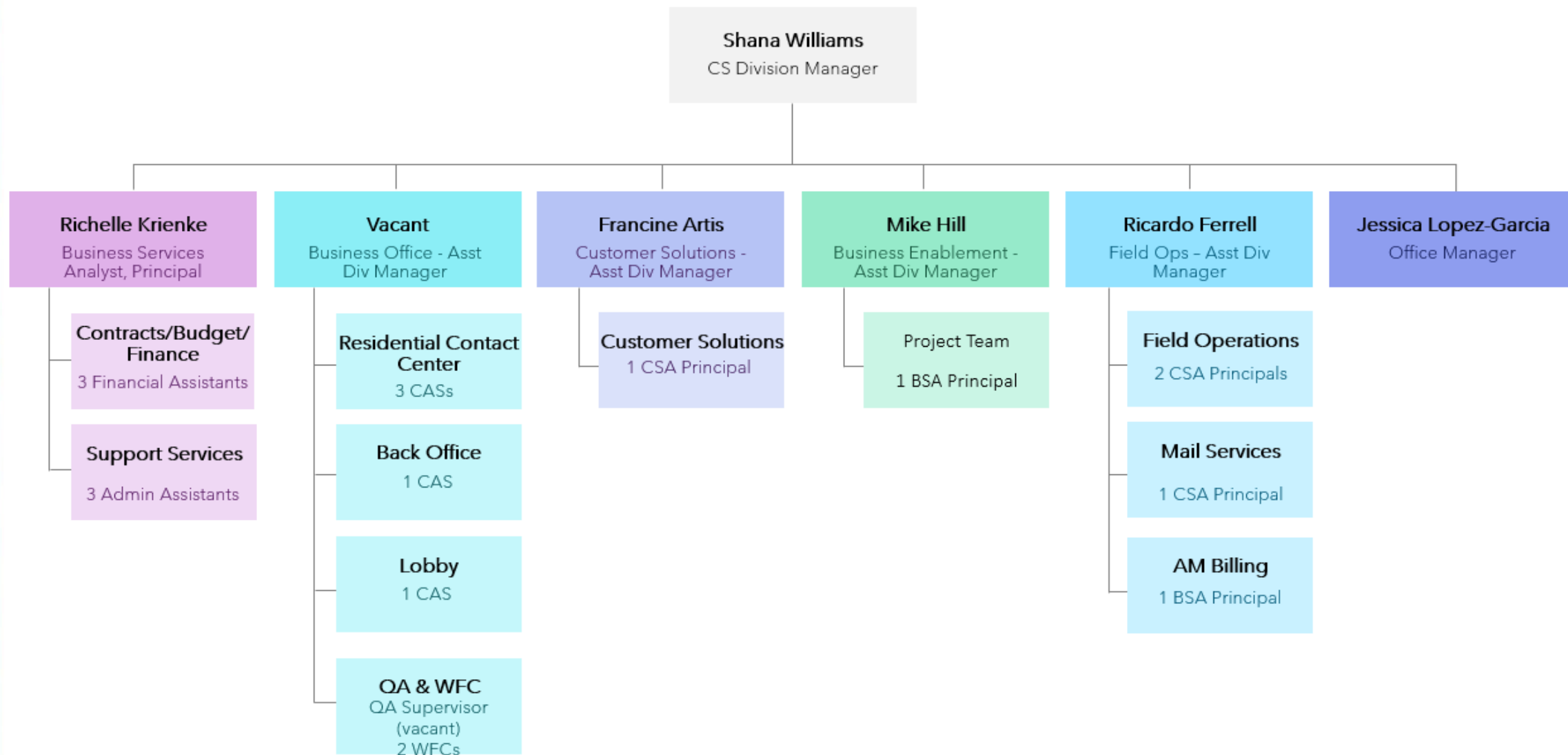
- Knowledgeable, empathetic advocacy
- Consistent, transparent, and competent support that provides the right solution
- Understanding, dialogue, and support that reflect our data-driven approach to understanding their current and future expectations

CS Division Goals and Roadmap



- Use industry best practices as a guide
- Technology modernization
 - SAP Customer Interaction Center (CIC) replacement
 - Telephony project with UTS
- Improving Low Medium Income (LMI) Energy Assistance Customer Experience Multi-Client Study
- Revise performance metrics and refine post-call survey
- Resume inactive collections
- Policy audit and overhaul
- Enhanced customer and employee experience
 - Training collaboration
 - Employee retention

CS Organizational Overview



State of Customer Services



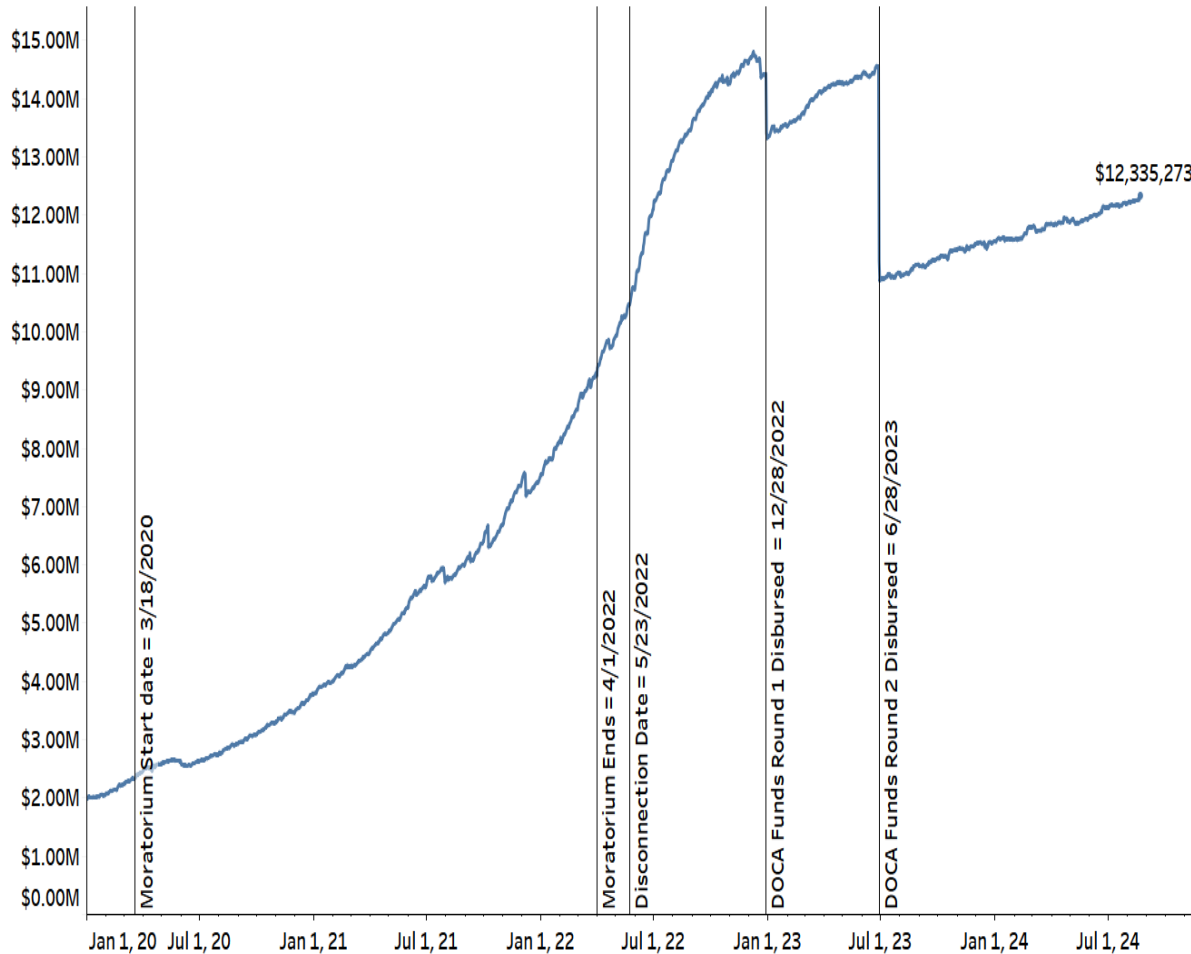
- Reorganization update
- Return to office
- Customer-focused quality assurance and call recording program
- Updated performance metrics and KPIs that reflect the desired North Star behaviors
- Advanced metering

State of Customer Services

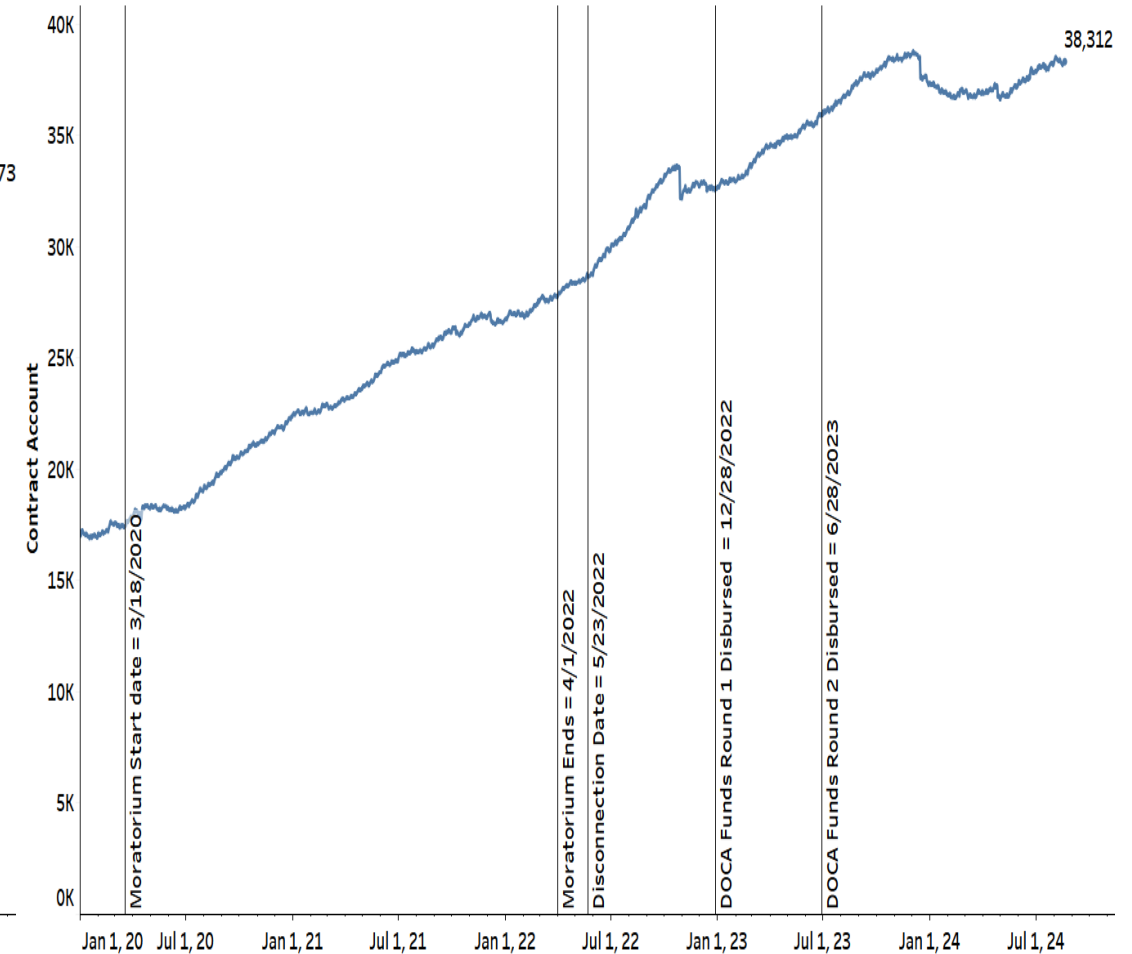


- Revenue Recovery - Resumption of Inactive Collections

Customer Services Inactive Arrearage Dollars Overview
Tracking of cumulative balances that have not been sent to collections



Customer Services Inactive Arrearage Accounts Overview
Tracking of cumulative balances that have not been sent to collections



Budget Drivers



- **Increases in wages and benefits**
 - New collective bargaining agreements
- **Workforce development**
 - Increasing number of staff interested in using the tuition reimbursement program
 - More interest in attending training and conferences
- **Critical mail equipment may need replacing sooner than planned/budgeted**
- **Postage increases**
- **Inflation and cost of goods and services**
- **Operational adjustments**
 - Costs stemming from adjusting to onsite from mainly remote work environments and restructuring teams to improve efficiency

Mitigation and Managing Expenses



- **Reallocated staff**

- 16 positions moved to CXEA (one project manager, two Analytics, six Training, seven Business Solutions)

- **Reduced staff by 11 FTE, from 173.6 to 162.6**

- 11 project positions delimited (ten meter readers, one mail stock processor)

- **Added 2.4 positions**

- 1 financial assistant (moved from EA)
- 1 business service analyst principal to lead AM Billing
- 2 CSRs increased from 0.8 FTE to 1.0 FTE

Expenses and Staffing



Customer Services

		2023-2024 (Adopted)	2025-2026 (Draft-AE)	Difference	Difference (%)
Personnel Costs	Salaries & Wages	27,428,471	28,450,387	1,021,916	4%
	Employee Benefits	12,442,418	12,873,842	431,424	3%
	Total	39,870,889	41,324,229	1,453,340	4%
Other Costs	Rent, Phones, Fleet & Assessments	8,637,300	8,339,602	(297,698)	(3%)
	Supplies & Services	7,796,010	8,766,154	970,144	12%
	Total	16,433,310	17,105,756	672,446	4%
Grand Total		56,304,199	58,429,985	2,125,786	4%
FTEs		160.1	149.0	(11.1)	(7%)

Questions & Feedback



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