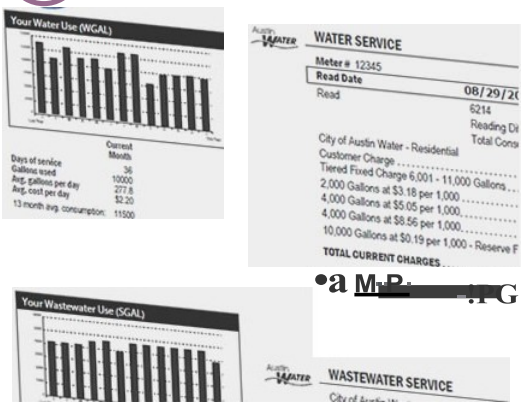

AustinWATER

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List of Acronyms:

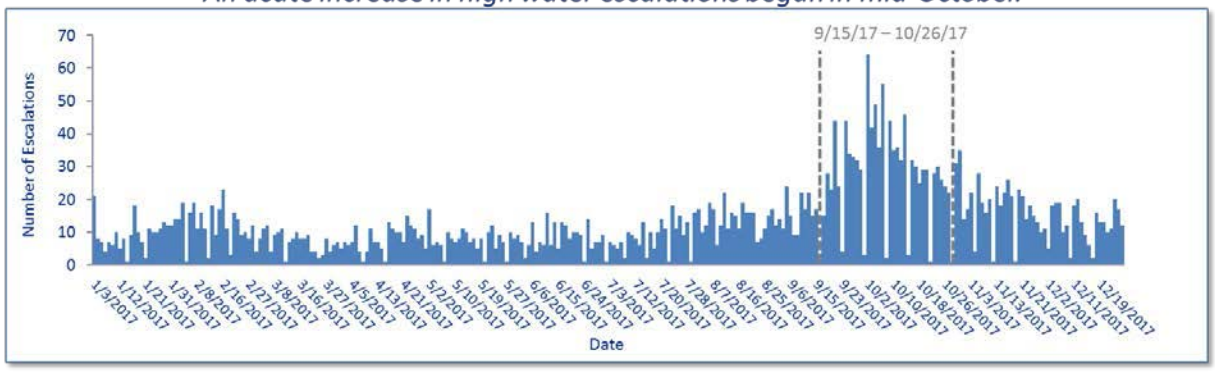
CX	Customer Experience
AE	Austin Energy
AE CC	Austin Energy Customer Care
AMI	Automated Meter Infrastructure
AMR	Automated Meter Read
Auto Pay	Account set up to have payments automatically drafted monthly
AW	Austin Water
BPQI	Business Performance Quality & Improvement
BSM	Billing Services Management
CAM	Customer Account Management
CIS	Customer Information System
CQS	Corporate Quality Services
CSM	Customer Services Management
CSR	Customer Service Representative
CUSC	Customer Utility Service Center (branch office)
DCN	Disconnect for Non Payment
E Biz	Work group within Utility Contact Center that handles virtual requests (web, fax, etc)
E Seg	Bill segment errors on customer account
EST RD	Estimated bill read
EUMSI	Electric Utility Meter Service Investigator
EXCH	Exchange
FA	Field Activity
FACTA	Fair & Accurate Credit Transaction Act
FCR	First Call Resolution
FTE	Full-Time Employee
GPS	Global Positioning System
HUB	Internal reference website for AE Customer Care
IVR	Interactive Voice Response
JA	Job Aid (used in naming convention)
MWM	Mobile Workforce Management
OCC	Online Customer Care
RFP	Request for Proposal
RMC	Revenue Measurement and Control
SA	Service Agreement
SKPRR	Skip Read Report
SLA	Service Level Agreement
SO	Service Order
SOP	Standard Operating Procedure
SPMR	Smart Phone Meter Read
UCC	Utility Contact Center
VENDRR	Vendor Re-Read
VMO	Vendor Management Operations
VQAR	Vendor Quality Assurance Read
VQIV	Vendor Quality Image Validation

1.0 Executive Summary

The City of Austin operates multiple utilities, including water/wastewater, solid waste recovery, and electric. In order to avoid duplication of costs and to maintain a single point of contact for customers, the City provides billing and customer services for all of these utilities and fees under a unified bill and through a single customer contact center. Austin Energy administers City of Austin Utilities on behalf of the City and the associated departments appearing on the combined utility bill. The billing operation is administered by Austin Energy staff, but all associated revenue and costs are directly allocated to the appropriate City departments. During September 2017, City of Austin Utilities (Austin Energy) began receiving an increased number of water bill inquiries from customers related to water bills showing higher than expected usage (see Figure 1). Seasonally, the water bill inquiries did not appear out of line with historical patterns for this time of year. However, these inquiries increased to acute levels by mid-October prompting creation of a cross-departmental team by Austin Energy and Austin Water; the purpose of this team was to identify and remedy the root cause of the increase in customer concerns.

Figure 1

An acute increase in high water escalations began in mid-October.



A year-over-year analysis of billed water consumption (see Appendix A) did not reveal any systemic anomalies. However, discrepancies were found at the vendor meter read route level which had a direct impact on several thousand Austin Water customers who experienced lower August consumption followed by higher September.

Austin Energy transitioned to a new meter read vendor during late August 2017. Towards the end of the previous vendor's contract, it was determined that two of their employees accessed previous meter read files and entered in false meter reads for numerous meter read routes across several days. During the discovery process, it was revealed that 135 routes had been affected impacting roughly 17,800 customers. For water customers residing within those identified routes, a portion of the erroneous meter reads led to incorrect bills being received. Regrettably, for many water customers, this led to a loss of trust in meter reads and utility bills as a whole.

The purpose of this After Action Report is to identify operational gaps and provide solutions for immediate and ongoing improvement. While this report addresses the impacts of the vendor meter read issue, it also focuses on customer experience and quality efforts tied to improving customer satisfaction in regard to the resolution of high water bills.

2.1 After Action Report (AAR) Development

2.2 Methodology

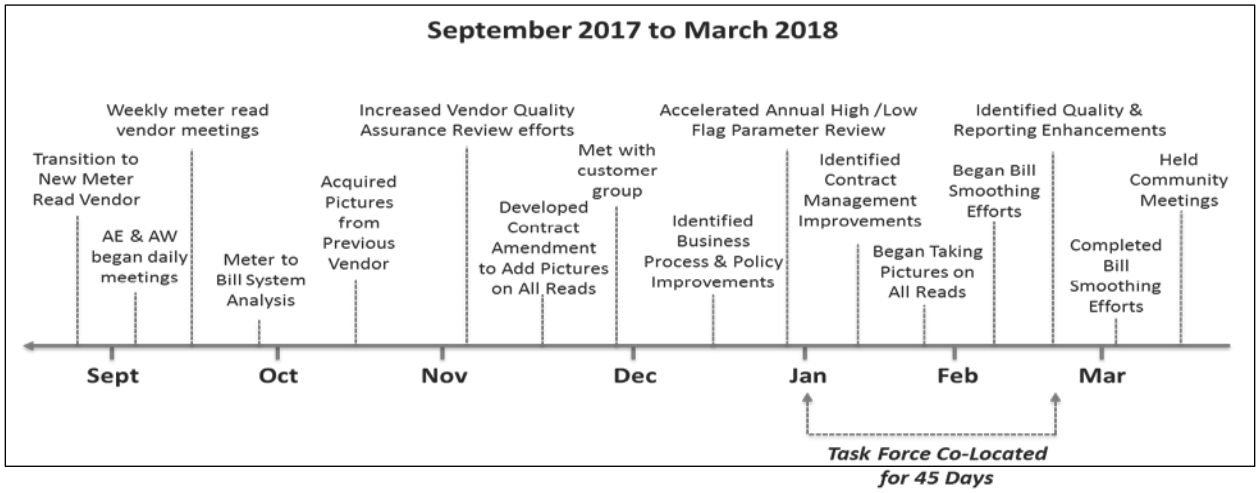
A cross-departmental team was created comprised of leadership and subject matter experts from Austin Water and six Austin Energy business units to research and analyze where process gaps occurred. In addition to identifying root cause and ensuring appropriate financial corrections for customers, the group was tasked with identifying and documenting opportunities for improvement within a formal After Action Report, mitigating the potential for future occurrences.

Figure 2

Cross-Departmental Team	
Business Unit	**Work Group**
AE Utility Contact Center (UCC)	Residential
AE Customer Services Management	Escalations
AE Revenue Measurement & Control (RMC)	Field Services, Meter Maintenance
AE Billing Services Management (BSM)	Bill Support, Bill Production
AE Quality Management(QM)	BPQI, Training, Reporting
AE Corporate Quality Services	
Austin Water	Retail Consumer Services, Water Conservation

Joint utility review of the Water Meter Event occurred over a period of seven months from September 2017 through March 2018 (see Figure 3). At the height of the data gathering and analytics, the cross-departmental team sequestered themselves for 45 days in a central command location at Austin Energy headquarters.

Figure 3



Multiple team meetings were held for the cross-functional team members to identify failure points, gaps in process, process enhancements, reporting enhancements, reporting gaps, quality assurance, quality controls and staffing adjustments.

In addition, Austin Energy Quality Management held focus groups within key Customer Care operational areas to provide frontline employees and managers with the opportunity to voice where they saw points of synergy and where they saw gaps and areas of improvement in Customer Care operations.

2.3 Areas of Focus

Gaps and areas of opportunity were identified in the following key areas:

- Vendor Management – expanded quality control with meter reader vendor operations
- Customer Experience –empowering frontline employees to utilize critical thinking when assessing customer concerns and evoking tone and empathy during the process
- Escalations Monitoring – providing for the early identification and monitoring of customer escalation trends during high volume seasons.
- Process Deficiencies – partnering with Austin Water to resolve operational concerns and promote increased communication
- Policy Review – partnering with Austin Water on reviewing policy decisions and Utility Regulations that affect the customer experience

3.1 Detailed Event Description, Root Causes & Customer Resolutions

3.2 Vendor Meter Read Event

During September 2017, Austin Energy began receiving an increased number of water bill inquiries from customers related to higher than usual water usage. Initially, the calls did not illicit concern as they appeared to fall in line with expected seasonal anomalies. However, the steady volume of calls which peaked midway through October, triggered Austin Energy and Austin Water to perform a systemic review of possible reasons for the unusual number of high water bill calls. The systemic analysis included a review of system level metrics over a span of two years to include: Annual Residential Water Billed Consumption, System Pumpage and Billed Consumption versus Rainfall, Estimated Residential Water Bills and Average Consumption by Billing Cycle. (See Figure 4 & 5)

Figure 4

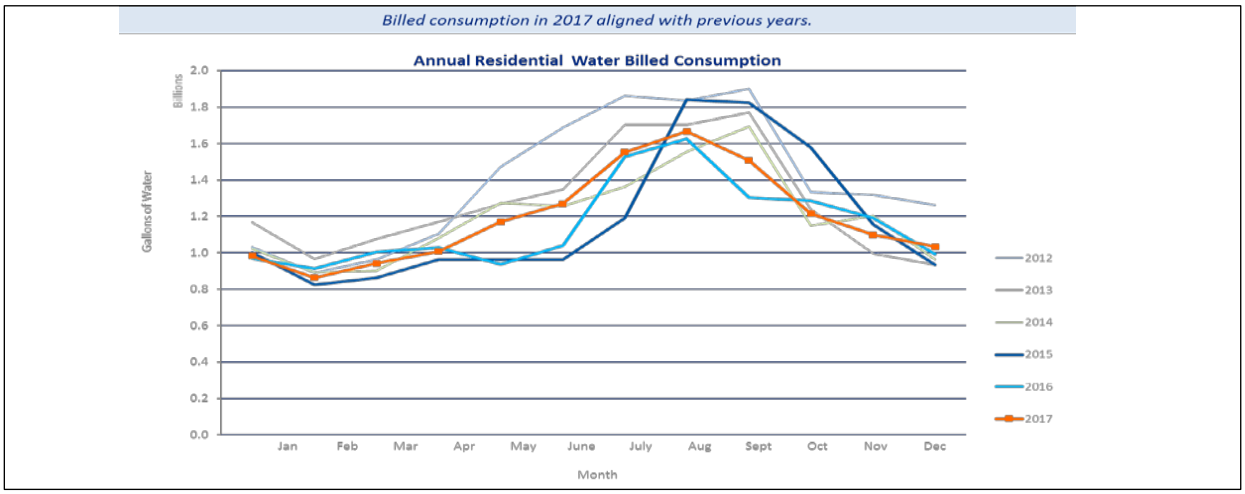
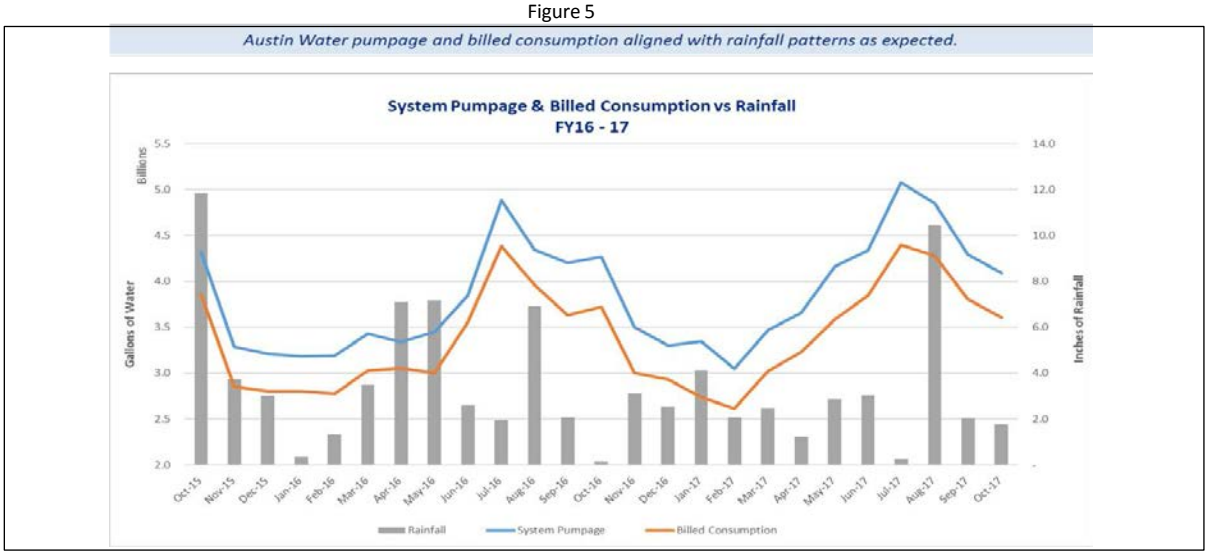
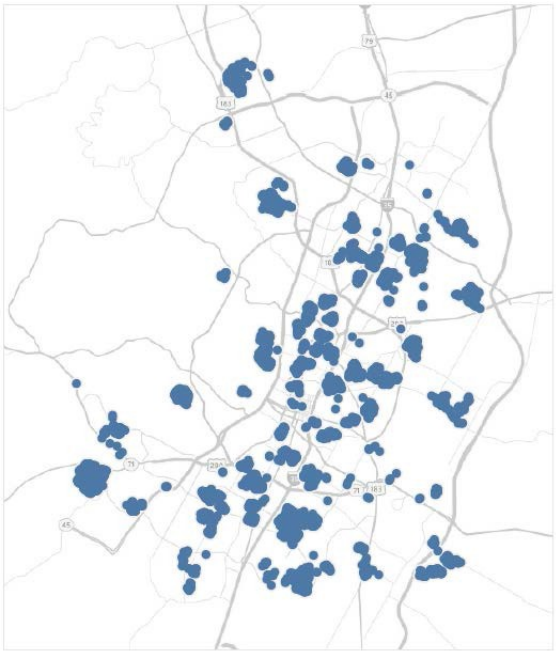


Figure 5



The system level metrics validated that there were no large-scale systemic issues and trending was consistent with previous years. However, when analyzed at the meter read route level, the discrepancies became clear.

Figure 6



Austin Energy transitioned from its previous meter read vendor, Corix, to a new meter read vendor, Bermex, in late August 2017. Towards the end of the Corix contract, it was determined that two of the Vendor's meter readers' accessed previous meter read files and entered in false meter reads for numerous meter read routes across several days. The result was that meter reads for August which were still under Corix purview did not reflect actual consumption and when the newly on boarded Bermex began reading meters in September, actual usage was captured resulting in low August consumption followed by higher September.

There was several failure points which resulted in the event description provided above:

- *How were the Corix meter readers able to enter fraudulent meter readings undetected?*
- *Why did Corix's GPS system not alert the vendor or Austin Energy to the location of the readers?*
- *How was it that two meter readers entering non-existent meter reads could be the sole source of the ensuing billing debacle?*
- *How can inaccurate meter reads be mitigated?*

Each of these valid questions identified areas in which there was a gap in process and opportunity for improvement which are summarized in Section 4.

3.3 Identification of Customers Impacted

During the September 15th through October 26th timeframe, there were 2,254 total escalations. Austin Energy analyzed all of the customer escalations received during that period to determine similarities among the cases.

The most prevalent escalation type was the unusual August/September usage pattern. However, when mapped, the individual escalations appeared to be a geographically dispersed group of customers.

Austin Energy queried and reviewed the August to September consumption patterns for each of the 1,080 meter routes, aggregated to the route level. During the process of discussing consumption patterns and potential anomalies for Austin Energy to investigate, Austin Water identified the first unusual meter reading data pattern at the meter route level. Using the criteria of low August usage followed by high September at the route level, Austin Energy and Austin Water identified 135 potentially affected routes containing a total of 32,240 unique customers. These routes were all read by the two Corix meter readers during the month of August. Once the unusual usage pattern was identified, meter reads obtained on the 135 routes were deemed incorrect. Austin Energy immediately contacted the previous meter read vendor, Corix, to request assistance in data review and determination of cause.

3.4 Analysis of Financial Impact to Customers

Figure 7

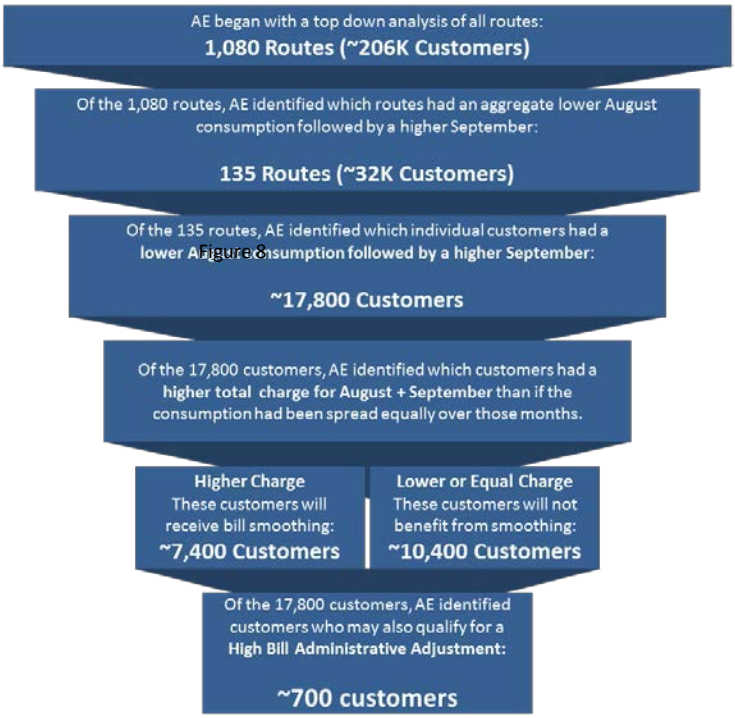


Figure 8

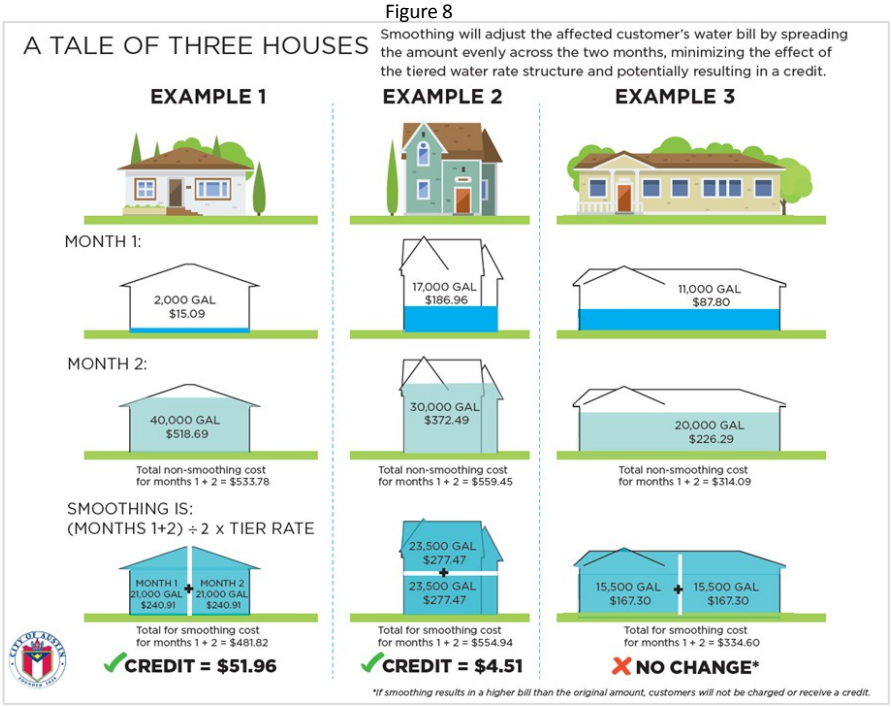
Of the 32,240 customers served by the 135 routes, Austin Energy/Austin Water identified those customers from the analysis who did not have a lower August followed by a higher September consumption. This eliminated approximately 14k customers.

Austin Energy/Austin Water also removed customers from the analysis who had start or stop service orders during the time period in question, as this would result in an expected lower August consumption followed by a higher September.

Consequently, it was determined that a group of roughly 17,800 customers had been impacted by the lower August consumption followed by a higher September. The next step was to determine the financial impact to the customer. Since Austin Water's residential rates are designed on an inclining rate structure, inappropriately allocated consumption in one month may artificially inflate a customer's total bill, as the customer's consumption moves into a higher, more

expensive tier. Recognizing this, Austin Energy and Austin Water's executive management agreed to correct any negative financial impacts from these abnormal summer meter readings utilizing a process of bill smoothing.

Figure 8



3.4 Financial Resolution

Bill smoothing is the averaging of usage across two months. Of the 17,800 customers identified, it was determined that approximately 7,400 were eligible for bill smoothing (see Figure 8). The remaining 10,400 customers had equal or lower total charges for August to September than if the consumption was applied evenly across August and September. As these customers were not incorrectly overcharged, smoothing was not applied to these accounts.

In addition, approximately 700 (match to figure 7 breakdown) customers were identified as potential candidates for a High Bill Administrative Adjustment. For the approximately 7,400 customers who received bill smoothing, approximately 360 were potentially eligible for a High Bill Administrative Adjustment after smoothing was applied for the approximately 10,400 customers who will not receive bill smoothing, approximately 320 may qualify for a High Bill Administrative Adjustment.

The formal findings of an issue and the scope of the issue were communicated to Mayor and Council, Electric Utility Commission, Water/Wastewater Commission, City Manager, and the public in January 2018, with a commitment to notify and resolve affected customer accounts by March 30, 2018.

As of March 15, 2018, all smoothing efforts were completed, totaling nearly $116,886 in credits. Each of the 17,800 customers on the affected routes has been notified via letter of the disposition of their account. The original 2,254 customers who escalated regarding high water bills had their cases re-reviewed to validate accuracy in resolution. There were 789 total accounts re-reviewed by the Escalations team in two categories; potentially eligible for administrative adjustment and potentially eligible for smoothing.

<u>Category 1:</u>

319 were reviewed as potentially eligible for a high volume administrative adjustment. Of the 319:

- 236 received the adjustment (totalling approximately $16,712.83.)
- 80 were ineligible

- 3 declined and chose to request an administrative hearing

Category 2:

470 were reviewed for smoothing. Of the 470:

- 272 received smoothing (totalling approximately $8,383.56)
- 198 were satisfied through either water leak adjustments or high volume administrative adjustments (some were eligible for smoothing and adjustment, but the administrative adjustment was more beneficial.)

4.1 After Action Report Focus Areas: Identified Gaps & Opportunities

4.2 Vendor Management

Austin Energy manages the meter read vendor contract on behalf of both Austin Energy and Austin Water. The contract value is now approximately $4 million per year and covers meter reading for manually read electric meters (<1 percent), water meter monthly readings, water meter read pictures, and soft services (e.g. limited field activities and door hanger deliveries).

The contract is intentionally not prescriptive with regard to vendor staffing levels, internal quality or safety measures, or personnel management requirements. As such, the expectation is for the vendor to appropriately and professionally manage their operations, and provide timely and accurate meter reads and soft services. However, Austin Energy recognizes the need to improve documentation and communication of contract management efforts including the tracking of financial penalties tied to missed service levels.

Austin Energy's Revenue Measurement and Control (RMC) management team oversees three major functions related to meter read vendor management:

- Performance management – RMC's management team holds monthly meetings with department stakeholders (Austin Energy Billing Services, Austin Energy Quality Management, Austin Water) and the contract meter read vendor. The purpose of these meetings are to discuss and address any infrastructure issues, review specific site or customer challenges, review picture and read quality and identify areas of improvement. The meetings are documented and include monthly presentation updates from the vendor. In addition, both Austin Energy and Austin Water perform field audits of vendor meter reads to form a continuous feedback loop on performance.
- Contract management –These requirements are captured individually as Service Level Agreements (SLA) and are tracked on a monthly scorecard.
- Invoice processing – RMC processes the vendor's monthly invoices in accordance with contractual terms for stated service levels, including credits for high performance or debits for performance that does not meet standards.

To ensure that the new Meter Reader Contract is managed, documented and communicated appropriately, an evaluation of the 17 metrics used to determine the Vendor's performance was conducted. It was determined that there was opportunity to increase visibility and accountability for the vendor's

performance during the term of their contract.

As such, a performance scorecard was created for the new Vendor that includes every performance management requirement from the contract, including section contract reasons for termination, if the Vendor fails to meet any requirements as outlined within the contract. The performance scorecard includes a section that defines every metric, tie it back to the specific section of the contract that it pertains to, and explains how it is calculated. The performance scorecard contains the following sections:

- Section 1: Performance – 0500, 4.0, E., i and iii
- Section 2: Incentives – 0500, 4.0, E., ii and iv
- Section 3: Contract Requirements – 0400, 13., E.
- Section 4: Additional Metrics – Non-contractual, supplemental metrics
- Section 5: Notes – Any comments related to the performance for the month

Monthly meetings are held between Austin Energy, Austin Water and the new meter reader vendor where the performance scorecard results are reviewed and discussed. This allows increased accountability for the expectations set within the contract parameters for the vendor, as well as, increased transparency on services provided on behalf of Austin Water. Performance scorecard and monthly meeting notes are stored in files that are accessible by both City departments; this allows increase transparency of contract management efforts.

4.1.1 Identifying the Water Meter Event Failure Points

Q1. How were the Corix meter readers able to enter fraudulent meter readings undetected?

Corix reviewed personnel records (such as break times, system login times versus scheduled hours, etc.) And determined that meter reader login times reflected major inconsistencies for two meter readers on the affected routes. Ultimately, the root cause of the unusual usage pattern situation (as stated by Corix management) was two contract meter readers who accessed or recorded previous customer usage and generated false meter reads for the month of August 2017, based upon previous month's consumption amounts. Historic files were accessed during non-standard work hours.

Solution: Austin Energy has met with current vendor, Bermex management and executives to review their access protocol and educate them on this situation. We will work with the vendor to ensure appropriate and heighten awareness of access protocols are regularly reviewed. Photographic verification and GPS coordinates ensures that fraudulent reads are not entered.

Q2. Why did Corix's GPS system not alert the vendor or Austin Energy to the location of the readers?

Corix used truck-based GPS system data. Meter Readers will usually leave the vehicle and walk the route. Austin Energy did not have direct access to the GPS system used by the vendor, Corix.

Solution: The current vendor, Bermex, has technology that uses Google map coordinates and cell phone location. The GPS location of meter read entry and meter ID is captured and tracked by the vendor. This allows Austin Energy and Austin Water to have two data points of reference on every meter read with GPS technology.

Q3. How was it that two meter readers entering non-existent meter reads could be the sole source of the ensuing billing debacle?

Individual water usage can vary greatly from month to month as well as seasonally, due to a variety of factors. As a result of this natural variation, it is difficult to identify an anomaly at a granular level.

Solution: Meter Read validation reviews have been put in place for early detection of any anomalies occurring at the meter reader level. The new vendor, Bermex took additional security measures to ensure restricted access of previous meter reads and read range. Austin Energy has met with management and executives with the current vendor to review their access protocol to ensure that this breach would not occur again. In addition, a Raw Meter Read file review process is being implemented to proactively identify any data anomalies at the route level. Capturing photographic evidence of meters and meter reads have increased Austin Energy and Austin Water's ability to monitor the water meter read process and associated infrastructure, and re-establish customer trust in the water meter read process.

Q4. How can inaccurate meter reads be mitigated?

Solution: Effective January 29, 2018, the Bermex contract was amended to require that the meter reader begin taking a photo of the meter number and meter read on 100% of the meters for all read cycles. This has proved instrumental in validating reads and allows for photographic evidence where reads cannot be obtained. In addition, the GPS location of meter read entry and meter ID are captured and tracked by the vendor. This allows Austin Energy and Austin Water to have a third point of reference on every meter read: 1) Photographic evidence including 2) where and 3) when it was taken.

4.1.2 Identifying Areas of Opportunity

During discussions with the previous vendor, Austin Energy identified several key areas of opportunity for the current and any future vendor performing these functions. These include:

- Constant monitoring throughout the day of field personnel and analyzing the timing of entry of meter reads
- Recording GPS coordinates at multiple points for all field staff
- Using unique login and system access requirements for individual users
- Conducting field audits led by vendor's onsite management team
- Minimizing potential for access to previous meter read history through review of system access records
- Raw meter data analysis

Gap

Breakdown in quality assurance of meter reads on the part of the previous vendor. Need identified to be able to check the accuracy of a read and implement the ability to measure performance.

Solution

Effective February 2018, Austin Energy and Bermex formalized a monthly meeting structure with a performance scorecard review. The formatting of the monthly scorecard is finalized and reflects contract amendments occurring after the initial contract signing. Scorecards are stored on an internal SharePoint site for future reference, and the monthly invoice processing reflects the scorecard SLAs. In addition to the monthly operational meeting structure, Austin Energy and Bermex executives meet semi-annual to review key components related to safety, quality, and performance. (See Appendix E)

The monthly Vendor Quality Assurance Review process completed by Austin Energy RMC has been revamped to contain a sampling of every route and every meter reader across a year's time, and with an increase of temporary labor, the sampling size has increased by three times (from 96 per week to up to 480 per week).

Additionally, Austin Energy has amended the Bermex contract to require a photo of every meter read or attempted meter read, at an increased cost of approximately $450,000 per year. The purpose of this amendment was two-fold: increase Austin Energy and Austin Water ability to monitor the water meter read process and associated infrastructure, and re-establish customer trust in the water meter read process. Several quality improvements tied to the picture process are in process, including:

- Review by Austin Energy of photos on the majority of Austin Water meters (approximately 240,000) to proactively notify Austin Water of infrastructure issues. Still to be completed is Austin Water's prioritization of field activities and establishment of automation of field activities across Austin Energy and Austin Water systems.
- Improvement in vendor reporting showing the number of photos captured for each meter – those with less than two photos will allow RMC to review and determine if there are quality or SLA impacts.
- Photographic evidence for situations where a read cannot be obtained (e.g. skip codes or trouble codes, such as meter missing or bad dog).
- Future expansion of photo-capture capabilities to extend to as many read types as possible (e.g. special reads, vault reads, etc.).
- Customer education regarding purpose and availability of meter read pictures (e.g. in some cases, a clear picture cannot be taken but a read can still be obtained – for example, a meter box full of water where an eye scope is used to obtain a clear visual of the meter dials).

4.1.3 Quality Control

Although the opportunities for improved quality were identified through discussions with the previous vendor, in moving forward with the new vendor (Bermex), Austin Energy held an executive meeting on March 16, 2018, during which time these items and Austin Energy's quality expectations were discussed. Bermex provided a live system overview of field personnel tracking functionality, as well as sample reports on read entries. In addition, Bermex demonstrated the Smart Phone Meter Reading (SPMR) tool utilized for meter read entry, which tracks two GPS coordinates for every meter read entered – location of meter and location of meter read entry. SPMR access is restricted to each individual user via a Personal Identification Number code, and staff and management are trained by Bermex on appropriate use of system access and password security. Every Bermex employee assigned to Austin Energy's contract completes the annual mandatory City of Austin Cybersecurity training. Lastly, the vendor confirmed that it regularly reviews system access level reports to validate that only office management has access to customer historical read information.

To further bolster the quality component, Austin Energy's Corporate Quality Services (CQS) held an initial meeting with Bermex management at their local office in early April 2018 to review current quality checkpoints and offer suggestions for continuous improvement. These suggestions are process recommendations only, not contractual obligations. (See Appendix D)

Additionally, beginning in the first quarter of fiscal year 2019, the BPQI team will conduct quarterly audits on key vendor management items such as Vendor Quality Assurance Review/Vendor Quality Image Review and Vendor Scorecard processes. In addition, core quality assurance reports pertinent to water metering and billing accuracy are now listed within Austin Energy and Austin Water service level agreements and have been placed on the BPQI team's audit schedule. (See Appendix C)

4.2 Customer Experience

Gap

Customer Care's approach has typically been individual escalation resolution with a reactive view toward root cause. However, we recognized the need to be more proactive in discussion and review of issues and, even more importantly, potential issues. While customer inquiries and escalations are an important feedback channel from our customer base, another important feedback channel is from our employees doing the work.

Solution

Efforts are underway to further promote a culture shift within combined Customer Care units. The Deputy General Manager, Vice Presidents, and Process Managers are actively encouraging employees to ask questions and speak up if they see or hear something that does not make sense. In addition, breaks in processes should be documented and worked to resolution.

Gap

During the Water Meter Event, Austin Energy heard the customer's frustration loud and clear. Customer's complained that when they called in, they were asked questions that seemed to place blame on the customers instead of addressing their concern. There were reports of indifference, delayed responses and repeat phone calls in order to achieve resolution. When attempting to resolve a customer escalation, especially with regard to a high consumption complaint, it is necessary for the agent to ask a series of questions to determine the potential cause for a usage increase. Austin Energy recognizes that although these questions are pertinent to solving the issue, it is how we ask the questions that make a difference for our customers. In some cases we lacked empathy to show our customers how much we care.

Solution

The Utility Contact Center revamped their talking points around high usage inquiries and continues to stress the importance of fully listening to the customer to avoid scripted problem resolution. In addition to Utility Contact Center talking point improvements, contract procurement was completed to retain a consultant specializing in tone and empathy for customer service representatives. Internal trainers were certified on the consultant's process in May 2018, with training commencing in June 2018. The expected date of training completion is December 2018, covering approximately 120 classes and the training of over 150 customer-facing employees.

Further areas of work include process and analytical skill development at the managerial level, expansion of utility-accepted root cause analysis knowledge training for managers. Moreover, Vice President/Process Manager led focus group discussions with supervisors and front line agents about process improvements. Metrics and reporting for response time and resolution have been created and are being reported out to Austin Water monthly. The work in this area is ongoing.

4.3 Escalation Trending

Gap

The high number of complaints related to water usage also uncovered opportunities for improvement in our escalation resolution process, specifically with regard to escalation tracking by type, accuracy and timeliness of closeout.

Solution

The Customer Solutions management team continues to work to establish more in-depth escalation reporting by count, type, resolution, and root cause. This reporting will result in transparent tracking of recurring or high-volume issues across Customer Care and will allow root cause visibility across all levels of the organization of any process, people or technology breakdowns. These reports are being shared monthly with Austin Water.

4.4 Process Deficiencies

Gap

Separate from the August to September usage patterns, several customer escalations were tied to cross functional processes for which there was no closed loop. For example, if a water meter had zero consumption, billing would send a field activity (work order) for RMC to check the meter. In some cases, a high-level check of the meter would show that the meter was working, and RMC would report that there were no issues. Then, the following month, the meter would again have zero consumption during billing review. This process appeared to have no steps for issue closure between Austin Energy groups and with Austin Water. After conferring with affected Customer Care business units and Austin Water, several processes have been re-engineered, or edited, to ensure that actions are taken in a timelier manner and work is forwarded to the appropriate department for issues resolution.

Solution

Process review across business units is an ongoing effort. However several key processes have been updated to mitigate the potential for issues that caused some customer escalations and delayed responses in providing resolution. Specifically:

- Updated process to send a work request to Austin Water after first month of abnormally low water usage is verified through meter read photo and the electric usage is normal

- Updated process for billing to send zero consumption situations to Austin Water on the second occurrence of zero consumption
- Clarified with Austin Water which issues require a field activity and which issues require a work request via the billing system; adjusted processes accordingly to improve communication of issues
- Reinforced the importance of proper analysis before issuing an activity to another workgroup and validation that the appropriate activity is issued
- Establishment of tools to allow for proactive analysis of raw meter read files to look for consumption anomalies at the route level

In addition, Austin Energy is working with Austin Water on prioritization of field activities regarding infrastructure issues (e.g. broken meter) to ensure prompt close out. Still to be initiated is a review of field system integrations between Austin Energy and Austin Water to promote timely data updates between the utility billing system and the two field work management systems. The precursor to the field system integration discussion is Austin Water's review of field work prioritization and establishment of mutually agreed upon timeframes for field issue resolution with Austin Energy. The agreed-upon metrics will be documented within the approved Austin Energy/Austin Water SLAs for billing and field services. AE/AW workshops around these improvements are underway. In addition, the Billing Services Management team has initiated a thorough review of exception reports and processes to ensure that system parameters flag exceptions in the most efficient and effective manner and that exception issues are correctly and thoroughly completed and monitored by management.

Gap

When errors are discovered on a customer's bill, they may receive one or more cancelled bills in succession without explanation.

Solution

In late March 2018, Customer Care initiated ongoing Monthly Customer Experience Reviews with the combined management team. During this exercise, escalations are reviewed for areas of operational and experiential improvement, with means of potential improvement discussed. At least one main area of improvement is then selected by the team and a Corrective and Preventative Action may be entered into the Quality Management System to track action steps towards proactive issue resolution.

To avoid the multiple cancelled bills, we are working with our bill print vendor to provide one bill (cancel re-issue) that spans over the impacted period of time with all changes in one bill. AE launched a proactive outbound initiative in which customers are contacted in situations where they may receive multiple bills. This is an ongoing area of improvement. (See Appendix F)

4.5 Policy & Regulations

Gap

Austin Energy and Austin Water must continue to work collaboratively and cohesively to provide a seamless customer experience. A fair number of escalations during the late summer/early fall of 2017 were not tied to the unusual usage pattern; rather, they were related to Austin Water policy decisions affecting how Austin Energy manages customer accounts. For example, because of a change in utility regulation interpretation by COA Legal and AW in late summer 2017, Austin Energy was unable to resolve high usage complaints by offering administrative hearings which negatively impacted customer satisfaction with City of Austin Utilities (Austin Energy). Escalations also occurred for customers who did not qualify for an administrative adjustment, per the AW Policy and Regulation guidelines.

Solution

Austin Water updated its Regulation and Policy on May 25, 2018, which protect Austin Water, yet provide utility customers the ability to have their disputes fully considered. The hearing process and scheduling of hearings are part of ongoing conversations with Austin Water. With regard to long-term improvements, Austin Water recently initiated the first phase of work with their Advanced Metering Infrastructure consultant to document the current state and outline potential paths forward in implementation.

4.6 Additional Concurrent Issues Identified

While the aforementioned meter read event in August 2017 was the root cause of the majority of escalations, a smaller number of customers experienced unrelated, but equally frustrating, meter read problems such as stopped or malfunctioning meters. The root cause of these events was a break down in procedure and insufficient quality assurance to identify and correct the break down in a timely manner. Analysis of these failure points helped Austin Energy identify additional opportunities for overall improvement. This includes process improvement and additional quality assurance during the meter reading process as well as adding checkpoints in the billing process to improve proactive identification of unusual usage.

In addition to process and quality assurance gaps in meter reading and billing, Austin Energy also failed to provide the top-tier customer service the City of Austin customers deserve. When engaging with Austin Energy regarding their high water bills, some customers reported a negative customer experience, feeling dismissed or disbelieved. Other customers reported feeling a lack of empathy from our organization, regarding their individual problem. Customers also complained that they did not receive timely call backs regarding their escalation cases. As customers pursued a formal dispute, their frustration was exacerbated by policy constraints surrounding the dispute process, based on the Utility Regulations in effect at the time. Analysis of these failure points helped Austin Energy identify additional opportunities for overall improvement to customer experience and the development of a policy feedback loop with Austin Water.

5.0 Communication

Gap

External and cross-departmental communications failed to accurately update our customers resulting in poor relations with affected customers and the public.

Solution

Austin Energy and its customer departments, specifically Austin Water, have improved communications via monthly meetings, scheduled service reviews, and increased expectations of communicating situations related to customer or public impacts. We have also implemented an external communication process that promotes proactive communication and education to our customers via all media channels. Austin Energy and Austin Water successfully tested this process during the Summer Savings Campaign. The communication efforts for this campaign included public meetings, news and radio spots, social media, billboards and print. Additional improvements made regarding communications and enhancing the customer experience are highlighted throughout this report.

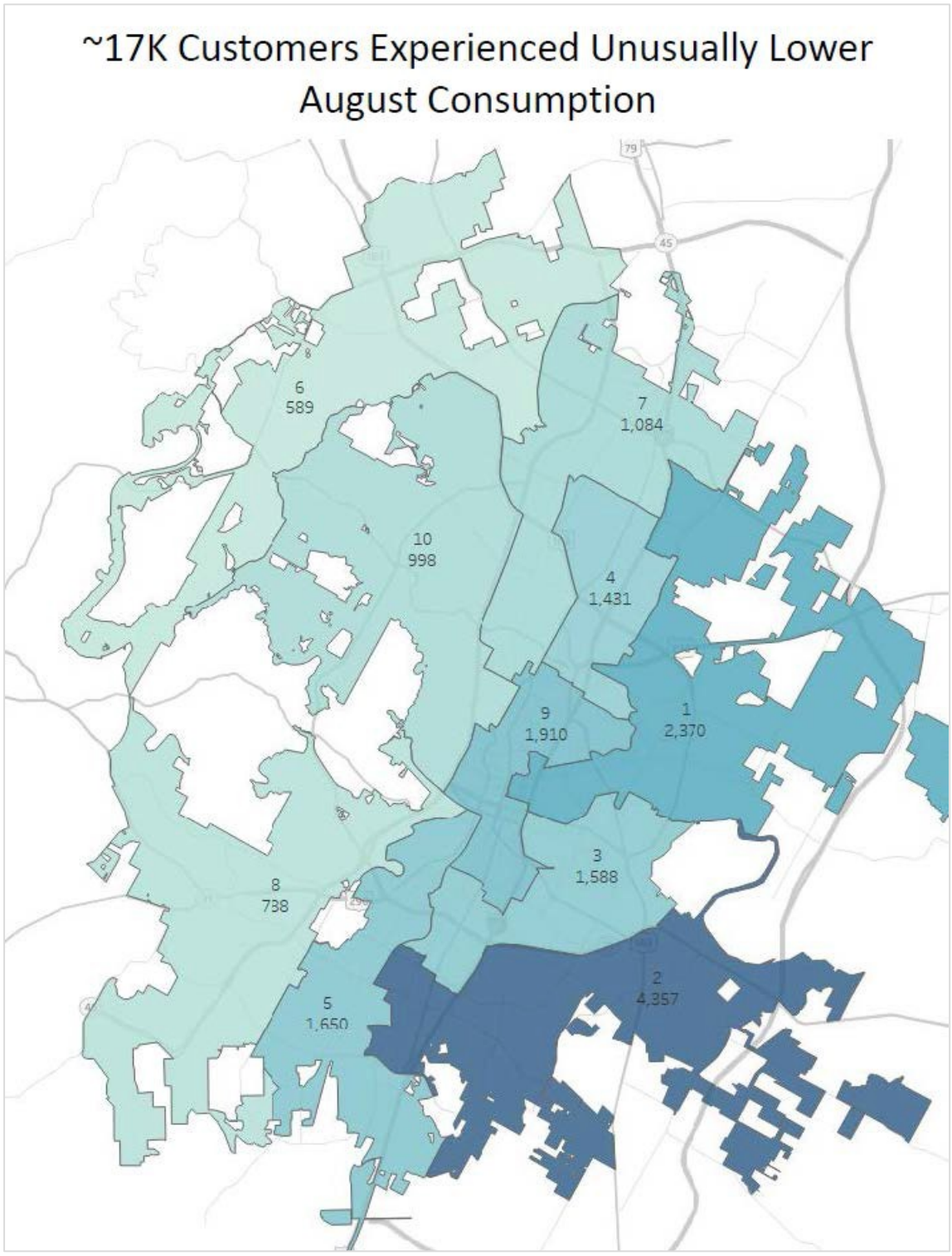
6.0 Conclusion and Next Steps

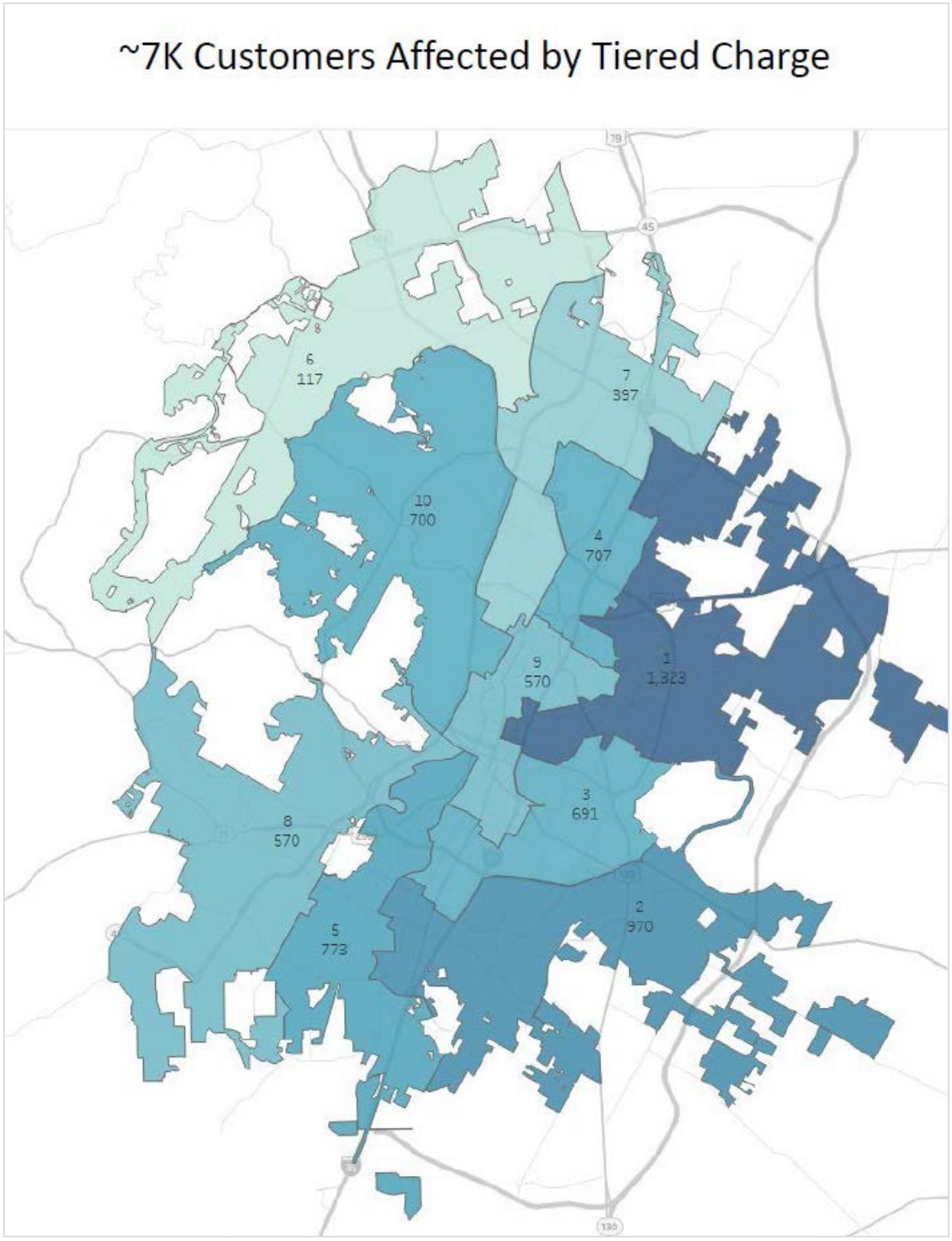
Austin Energy is committed to improving customer confidence in our processes. Our commitment to quality efforts, proactive communication, and enhancing the customer experience will be our primary areas of focus as we rebuild trust with those that we serve.

Every customer should expect accuracy, timeliness and exemplary customer service in the provision of their City of Austin utility services. Austin Energy deeply regrets our failure to meet those expectations.

7.0 Appendix

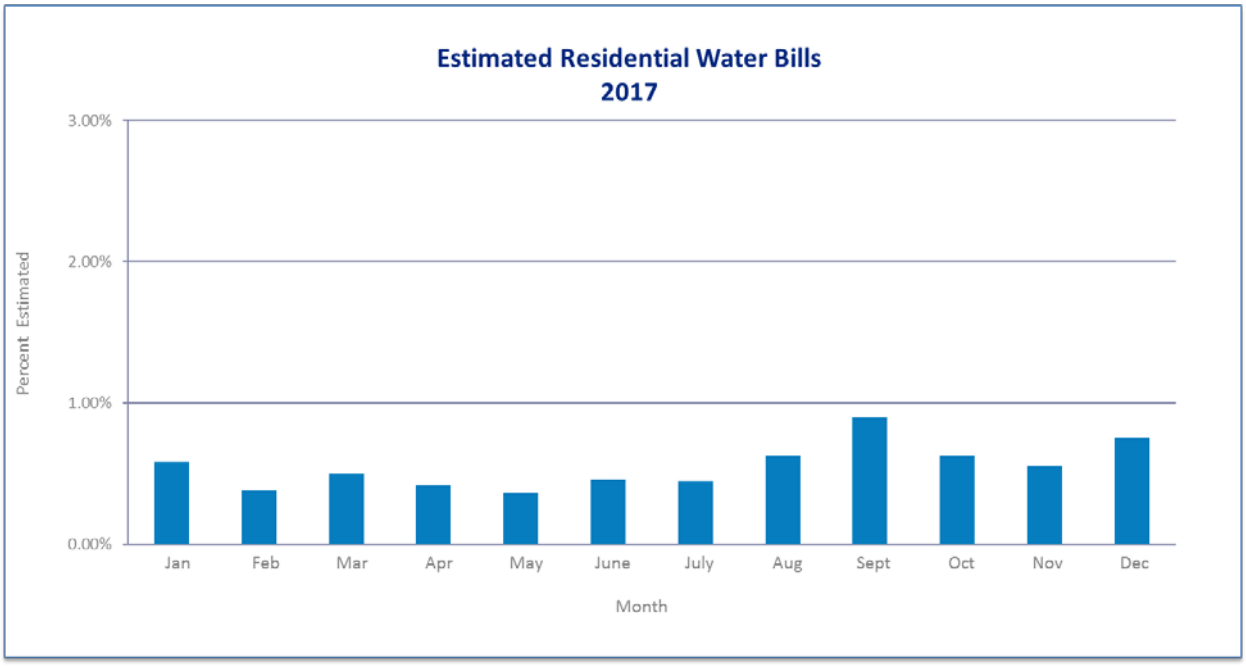
Appendix A. Customers Affected by Vendor Meter Read Event by Council District



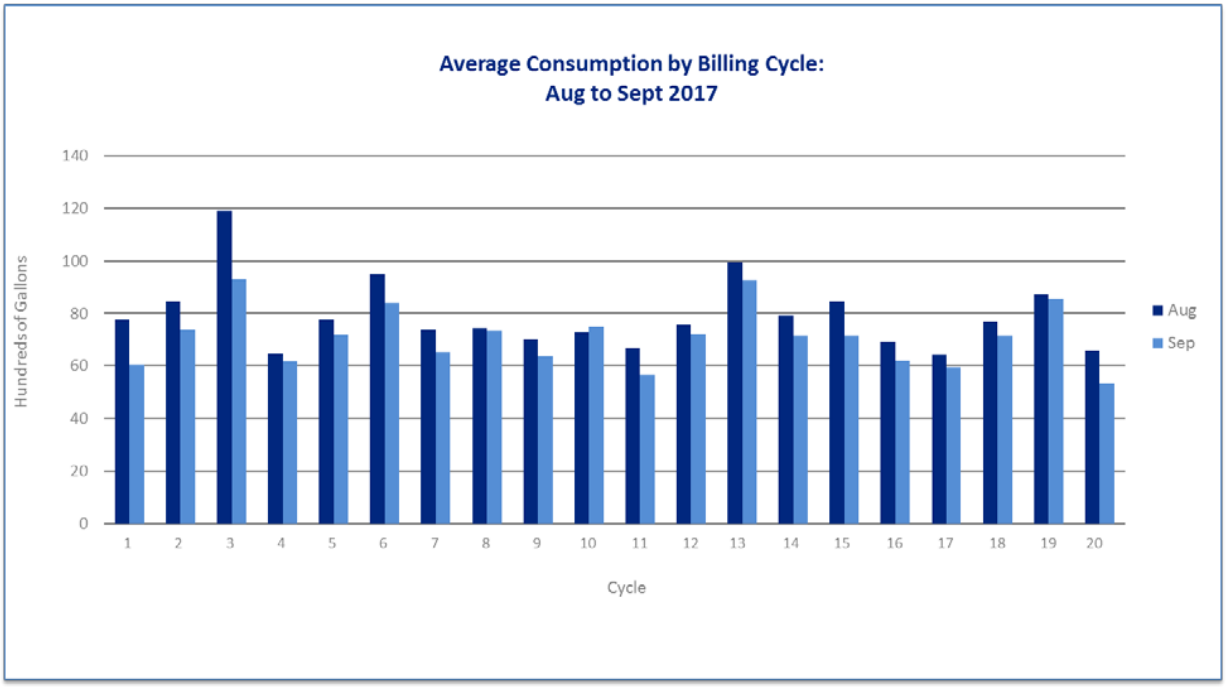

~7K Customers Affected by Tiered Charge
6
117
7
397
10
700
4
707
9
570
1
1,323
3
691
8
570
2
970
5
773

7.0 Appendix B

*Billing system estimates were within expected range. Typically, **less than 1%** of Residential bills are estimated.*



August to September consumption at the cycle level aligned with seasonal trends as expected.



7.0 Appendix C

Internal Audit Reporting & Vendor Compliance Schedule 2018-2019			
Audit Period	**Audit Scope**	**Business Unit**	**Completion Date**
Q1	Zero Consumption	BSM	
Q1	Monthly Skip Reports	RMC	
Q1	Not Billed in 45 Days	BSM	
Q2	Detailed Route Report	RMC	
Q2	Daily Escalations	CSM	
Q2	Hi/Lo Sample Execution	BSM	
Q3	Zero Read	BSM	
Q3	Autopay	BSM	
Q3	Daily Skip Report	BSM	
Q4	$0 Bill Segment	BSM	
Q4	Exception Report	UCC/CSM	
Q4	Raw Meter Files Review/Analysis	RMC	

7.1Appendix D

Action Plan –Bermex Operational Assessment Recommendations Provided by AE Corporate Quality Services

Background

On May 25th, 2018 AE Corporate Services provided the results of their Meter Services (Bermex) Operational Process Assessment. The purpose of the assessment was to provide "at the service level, how well the management team is planning, organizing and delivering its operational services."

To accomplish this, the assessment provided an in-depth examination of six different categories and 25 sub-categories related to the operational performance of the contract.

The six categories examined were:

- Inputs and Outputs for the Process
- Customer Satisfaction
- Leadership and Employee Engagement
- Operations
- Quality Management System and Continual Improvement
- Infrastructure

To determine the operational success and effectiveness of these categories, the AE Corporate Quality Services team evaluated performance by grading each category into three "levels".

Level 3 – Meets Expectations;

Level 2 – Meets Some Expectations;

Level 1 – Doesn't Meet Expectations.

Within the 25 sub-categories provided, performance based on level is provided below:

Level 3 – Meets Expectations; - 16 sub categories

Level 2 – Meets Some Expectations; - 8 sub-categories

Level 1 – Doesn't Meet Expectations. – 1 sub-categories

The table below indicates performance based on sub-category:

Bermex Meter Services Process Assessment

Requirement	No.	Question	Process Maturity and Performance		
			●	●	●
			Level 3	Level 2	Level 1
Input and Output for the Process	1	Do you understand external and internal factors as it relates to Bermex's strategic objectives?	L3 ●		
	2	Understand some of the external and internal matters which may impact what it is that you do?	L3 ●		
	3	Who are your interested parties and how do you review their requirements?	L3 ●		
Customer Satisfaction	1	How do you measure customer satisfaction for your business unit? Give examples.	L3 ●		
	2	What steps are taken to address customer feedback, both positive and negative? Give examples.	L3 ●		
	3	How do you make sure that customer satisfaction is maintained?	L3 ●		
Leadership and Employee Engagement	1	How do you measure the results or effectiveness of what you do?	L3 ●		
	2	Do employees have ways to provide feedback to management?	L3 ●		
	3	Does management provide resources to address improving the performance	L2 ●		
	4	Is there a system for employee recognition, reward and development?	L3 ●		
	5	Emphasize the process's needs and results, competency profilesJob training and documentation	L2 ●		

Operations	**1**	Explain your process that you use to achieve the result/output.	L3 ●
	2	How do you update your process documents?	L1 ●
	3	How do you communicate process changes?	L2 ●
	4	How do you manage process when there are resource constraints?	L3 ●
	5	How does your work affect customers, other employees in the process, and company performance?	L3 ●
	6	Do you know the required and actual performance levels?	L3 ●
	7	What training have you received in order to do this process?	L2 ●
	8	How do you make decision in the field? And teamwork or self-management?	L3 ●
	9	How do you provide feedback to management?	L3 ●
Quality Management System and Continual Improvement	**1**	What steps are taken to promote continual improvement? Give examples.	L2 ●
	2	How are issues addressed to prevent reoccurrence? Give examples.	L2 ●
	3	How are the Quality Objectives / Performance Measures relevant to your job? Please show me one that is relevant to your work.	L3 ●
	4	In review of your process, are there any opportunities that you can identify for risk? Give examples.	L2 ●
	5	When a risk is identified, how are actions planned, and then carried out to address it? How do you evaluate the effectiveness of these actions? Give examples.	L2 ●
Infrastructure	**1**	How do you maintain your IT systems to support business needs?	L3 ●

	2	What are your business continuity plans? How do you communicate this?	L3●
	3	How do you manage new login requests?	L3●
	4	How do you assign logins to your employees? How are your password change policies? What is your employee separation login policy?	L3●

Recommended Action

Recommendations for action and the associated timeline are prioritized according to the scores provided by the assessment team and their recommended action. Recommendations are organized by responsible party.

Bermex

Recommended Action to be taken by Bermex within 90 days:

- Provide documented processes to AE related to:
  - Field activities performed by the Meter Reading and Special Reader team to include how to process photos, skips, hard to read meters, soft services, required tools, etc.
  - Functions performed by the office staff to include administrative support, Supervisors, and Project Manager
  - Review of Hi/Lo Audits in the field and office
  - Safety procedures utilized to prevent injury as well as steps taken in the event of an accident

Recommended Action to be taken by Bermex within 180 days:

- Provide a documented training program to all new employees as well as employees promoted to the Special Reader team. Training to include reading different types of meters, customer interactions, issue escalations, SPMR, safety procedures, etc.
- Plan to improve employee performance around the metrics of skips, errors, production, and on-time completion of work.

- Plan of action on using SPMR to automate manually provided reports as well as ensuring all members of the office staff can provide needed reports.

AE RMC

Recommended Action to be taken by AE RMC within 90 days:

- Develop an action plan around the identification and classification of multi-month skips.
- Coordinate cross-departmental working group to provide root-cause analysis and required actions to be taken in order prevent further skips

Conclusion

It is recommended that within 180 days Bermex provides clear documentation regarding their business practices pertaining to: field operations, employee training, employee performance, quality control (skips, errors, hi/lo audits) and safety.

It is also recommended a cross-departmental team be established to review and create an action plan to assist in the reduction of multi-month skips.

7.0 Appendix E

September 2018 — **Bermex Monthly Scorecard**

#	Category	Metric	Target	Jul-18	Aug-18	Sep-18	Aug to Sept% Change	Difference from Target (Current Month)
1	Meter Reading Performance	Daily Read File Delivery	= 100%	100.0%	100.0%	100.0%	0.0%	0.0%
2		Daily Detailed Report Delivery		100.0%	100.0%	100.0%	0.0%	0.0%
3		Read Accuracy	≥ 99.9%	99.9%	99.9%	99.9%	0.0%	0.0%
4		Photo Accuracy	≥ 99.5%	100.0%	100.0%	99.8%	-0.2%	0.3%
5		Monthly System Downtime	≤ 4 hrs	0	0	0	0	0
6	Soft Services Performance	On-Time Completion	= 100%	99.3%	98.3%	98.3%	0.0%	-1.8%
7		Minimum Quantity per Day	≥ 1,200	N/A	N/A	N/A	N/A	N/A

#	Category	Metric	Jul-18	Aug-18
8	Incentives	Soft Services Incentive	0.00%	0.00%

#	Category	Trending Metrics	Target	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
9	Minimum Contractual Requirements	Trending Incomplete Routes	= 0	0	0	0	0	0	0	0	0	0	0	0	0
10		Trending Read Accuracy	≥ 99.9%	N/A	N/A	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
11		Trending Photo Accuracy	≥ 99.5%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.8%
12		Trending Skips (All)	≤ 0.5%	N/A	N/A	0.80%	0.70%	0.8%	0.6%	0.7%	0.6%	0.6%	0.6%	0.5%	0.9%
13		Trending Skips (Vendor Controlled)	≤ 0.5%	N/A	N/A	0.23%	0.24%	0.3%	0.2%	0.2%	0.2%	0.2%	0.2%	0.1%	0.3%
14		Trending First Pass Accuracy	≥ 90.0%	N/A	N/A	0.999	0.999	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
15		First Pass Accuracy (1 month)	≥ 75.0%	N/A	N/A	N/A	N/A	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
16		Soft Services Completion	≤ 3 days	0	0	0	0	7	13	8	5	4	5	8	5

#	Category	Metric	Target	Jul-18	Aug-18	Sep-18	Aug to Sept% Change	Difference from Target (Current Month)
17	Additional Measures	AE Assigning Soft Services by 9AM	= 100%					
18–22		Coming Soon						

Legend/Key	
Red	Vendor is not meeting the expected measure
Green	Vendor is meeting the expected measure

#	Definitions
1	Daily Read File delivered to the City's billing system by end of same business day, or by 10:00AM the following day with City approval
2	Daily Detailed Route Reports delivered at the time the Daily Read File is delivered
3	All reads delivered accurately to the City's billing system and used on the bill without error; managed through exceptions
4	All photos taken clearly showing the meter # on the cap and the meter read; managed through exceptions; began Jan 29, 2018
5	The vendors Smart Phone Meter Reading (SPMR) system: No more than four (4) hrs of system downtime or unavailability each month
6	Field work assigned to vendor by 9AM will be due back to the City by 9PM same day; if assigned to vendor after 9AM work will be due back to the City by 9PM the following day
7	~~Minimum of 1200 total field work activities (i.e. soft services) can be eligible for assignment to the vendor on a daily basis - unless~~ otherwise determined by the City due to specific exceptions or conditions
8	~~If vendor meets all expected measures and SLA's, they could qualify for a Soft Services Incentive of 1% to 2%~~

#	Notes
6	AE and vendor are partnering together to improve
7	AE is working to refine the way this measure is displayed on the scorecard
10	As of 07/01/18 changed from 99.5% and 99.9%

7.0 Appendix F

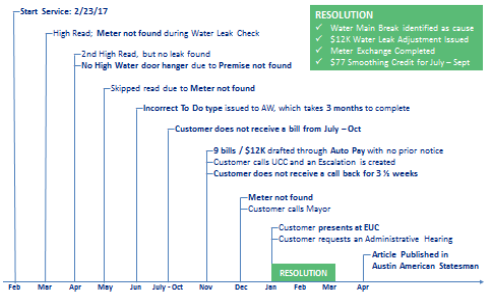
Customer Experience
Monica Joyner, Process Manager, Quality Management
April 2018

Agenda

- Summary of Events
  - CX Ecosystem Failure Points
- Selecting an Improvement Focus Area
  - Open NCAPPA
  - Action Item Updates provided in June's meeting
- Brainstorm Solutions for Supporting the CX Ecosystem

2

Summary of Events



3

Selecting an Improvement Focus Area

4

7.0 Appendix G

Quality Management

Methodology and In-Flight Actions Underway: As described in the Table below; several cross-functional partners have multiple activities underway in an effort to optimize our processes.

Process Improvement Methodology, Description and Current Status:

Owner(s)	Name	Description	Current Status
	Performance Scorecard	▪ Upgrades existing scorecard; enhancing Contractor Performance Management and Invoice Processing.	▪ Completed 2.28.18
	Photo Capture	▪ Photo capture began on Jan. 29, 2018	▪ Completed 1.29.18 ;Has been helpful in validating manual meter read and repairing Customer trust
	VQAR Vendor Quality Assurance Read	▪ A VQAR is performed to review a portion Contractor manual meter reads for Quality Assurance purposes - Increased QA from 8 to 20 cycles per month. - Increased accounts from 380 to 1,800 per month	▪ Request made to extend use of 5 Retirees in FY 2019 budget (29 hours per week). ▪ 2,050 QA reviews completed in March
	Supplemental Upload File	▪ Process allowing Meter Services Contractor to submit a partially completed cycle ▪ Remaining "supplemental" file sent the following morning to minimize negative Billing impacts.	▪ Ensuring process prevents Bermex from overwriting the previous days file. ▪ Working with AE technical staff to prevent overwriting the previous days file. - Problem identified was corrected on 3/22 ▪ Round 2 of "testing" (Cycle 3) was successful. ▪ Completed 4.4.18
	Hi/Lo Water Parameter Evaluation	• Revamp of the water Hi/Lo process to reflect best practices. • Must have team re-evaluate hi/lo	▪ January 2018 changed water parameters to bring in more high use for billing review. ▪ Completed 1/3/18

		activity for one year and seasons to arrive at optimal parameter range.	
	Contractor Hourly Updates	▪ Contractor provides hourly cycle completion status - Beginning daily at 2pm and on the hour until cycle completion and upload - Immediate response taken to address any cycle completion challenges	▪ Key stakeholders provided updates via text ▪ Creating internal e-mail group for vendor use by April 20th ▪ Completed 4/18/18 ▪ Updates sent out daily at 3pm
	Invoice Template	▪ New invoice template created for vendor use	▪ February Invoice approved for payment ▪ March Invoice validation to be completed by April 30th ▪ Completed 4/30/18
	VQIV Vendor Quality Image Validation	▪ VQIV is performed to review a portion of Contractor's photos for Quality Assurance purposes ▪ New process to perform quality checks on photos captured in addition to manual water meter read	▪ Process finalized to perform daily random quality assurance checks, on a daily basis 2.28.18. ▪ 2 Apple One employees assisted until 3.31.18 ▪ Approval granted on April 10th to hire 4 Temps for 3 months to review a percentage of photos. Hiring packet to be completed by April 16th ▪ Hiring packet completed 4/16/18 ▪ Goal: Post in eCareer by April 25th ▪ Posted in eCareer; closes May 2nd ▪ ~~Goal: Assessments and Interviews completed by May 30th~~ – ▪ Limited pool of applicants; working with HR on plan and options ▪ Written request made on May 18th to extend employment to six-months ▪ 2 candidates interviewed August 9th ▪ Offering position to one candidate ▪ Reposted Aug 16th and closed Sept 5th ▪ Reviewing 17 applications ▪ Nine (9) candidates taking assessments Oct 3rd – Oct 5th ▪ Goal: Conduct interviews by Oct 30th ▪ Written request approved August 31st to

			extend temp assignment to twelve-months. ▪ 311 Night Shift to assist with project for 30 days until ~~June 4th~~ July 1st; ▪ Positions filled FY18, Q4
	Issue Tracker	▪ Monitors issues requiring awareness and resolution. Reviewed monthly with Stakeholders for prioritization and timely action	▪ Enhancements made to organize and track issues for cross-functional decision and action ▪ Stakeholder approval expected by April 30th ▪ Finishing final work flows for all necessary parties involved ▪~~Completion by June 1st~~ – ▪ Completed June 30th
	Reporting	▪ Various improvements made to daily and monthly reports submitted by Contractor (SPMR) ▪ Review of Monthly Reports required from Vendor	▪ Working with Vendor on Monthly Report requirements to improve invoice validation. ~~Completion by April 30th~~ ▪ Stakeholder review at next monthly work session on May 11th for approval ▪ Approved/completed ▪
	Reducing Skips and Estimations	▪ Initial efforts underway to reduce twice-month consecutive estimations ▪ Cross-functional development with RMC, AW, and QM ▪ Work to identify repeated "Can't Not Find" and support RMC efforts to work with vendor ▪ Create quality report ▪ Report common and recurring field comments that report issues that remain unresolved	▪ Current status = Bill Estimates are below 1% and are measured monthly. ▪ Discussed in monthly RMC vendor meeting ▪ Next meeting is April 17th, 2018 ▪ Analysts developing process to review, create, and complete the FA's April 30th ▪ Pending Manager approval of process ▪ Approval by May 10th ▪ Manager requiring some process clarification and adjustment ▪ ~~Final process approval by May 18th~~ ▪ Approved ~~May 10th~~ May 21st ▪ Developing tracking tool of FA's worked vs. skip reduction ▪ Tool reviewed for approval by June 30th
	Staffing	▪ Reclassifying vacancies in response to knowledge, skills and performance deficiencies	▪ (1) Business Process Specialist – *Position posted – closes 4/4/18. Reviewing applications; 30 candidates sent for testing 5/4/18; interviews set for 5/17 & 5/18; Round 1 interviews May 18th; Round 2 interviews May 30th* ▪ (1) Sr. ITAA – *Posted to eCareer by 5/25/18* ▪ (1) Utility Services Specialist Sr. *–Approved, hiring packed to be completed by April 30th; posting closed 5/10/18;reviewing 50 candidates; Target completion by 5/25/18; 21 candidates selected for assessments. Goal: Interviews June 11th* ▪ (1) ITAA *–Offer Accepted April 11th. Started*

			on May 14th	
	Water Leak Billing Process	AE and AW Process: • Work with AW on shortened timeline for leak determination • Automate or use cases to track billing team work on leak claim as currently track on spreadsheet • Determine how best to save customer documentation that can be shared within both AE and AW. Establish QC reporting on correctness of AW adjustments	▪ Document Cross-Departmental Process: ▪ Gather information from each group related to Water Leak FA-first draft completed-August 2017 ▪ Create Cross Functional Process for Water Leak FA for Billing, RMC, UCC, and Commercial ▪ Story Board created-11/16/17 ▪ Cross Departmental Process created-11/16/17 ▪ Meeting was rescheduled for a future date because of Incident Command three times ▪ 04/04/18-No update. ▪ 04/11/18-No update. ▪ Project completion date-08/01/18	
	Hi/Lo Water Process	• Revamp of the water Hi/Lo process to better reflect real world practice and to address identified issues that came from the High Water incident.	▪ Close to completion, waiting on final feedback from AWU on how to handle meter exchanges with a 0 read, and preferred To Do type to be sent. ▪ Estimated Project completion date ~~4/30/18~~ 5/18/18 ▪ 4/25 –Final Read Calculator created to help address the meter exchange with 0 read issue. Currently being tested by select billing agents. ▪ 5/2/18 – waiting for feedback on Final Read Calculator ▪ 5/9/18 – waiting on feedback ▪ 5/28/18 – testing of calculator complete and training completed.	
	Bill Estimation Message or Bill Insert	• Work with CISOps and CSG on process to add billing inserts • Work with QM on adding characteristics for adding an insert • Work with AE Marketing on creation of billing insert	No meetings have occurred to date given the low number of estimations Currently, all bills do message customers on the utility bill segment that the bill is estimated. ▪ First meeting 4/17/18 w/CISOps ▪ On hold until we can do a contract amendment with Oracle for CSG – expected to occur FY19Q4	
	Partial Meter	• Work with RMC,	Started in February 2018	

	Upload Files	QM, and CISOps to test submittals of partial meter reading upload files • Test and monitor the risk of a double uploaded file with reads • Identify QC reporting opportunities • Update Billing processes to reflect actionable items after an error and double upload	RMC and CISOps are currently testing partial uploads with first upload on 3/14 4/3 One file completed in PROD was successful and confirmed by Oracle. As of 4/16/18 Sharon working with QM to update Billing processes ▪ New document to capture basic billing tasks that cover a number of different processes on 4/20/18 ▪ 4/25/18 updates made based on Supervisors input ▪ 5/2/18- sent to Mgr for final approval ▪ 5/9/18- No updates ▪ 5/28/18 – Partial/split file did not work when needed. More testing with RMC. ▪ 7/11/18- partial file upload completed ▪ 9/28/18- Only routes that are 100% completed can be uploaded; We use this and it works.	
	Rebilled / Reissued Bill Counts	• New report to understand the number of rebills issued over a measured period of time • For considering AE workload to manually intercept rebills/reissues and include cover letters to customers before mailing	▪ In Progress ▪ Tracking of cancel and rebilled counts ▪ Creating dispositioning process for BSM agents to log types when working ▪ 5/18/18 – Draft customer letter is being reviewed and refined. ▪ 5/28/18 – Mgr to send finalized draft letter for approval by 6/8/18. ▪ Project completion 7/30/18	
	Billing Services Reporting Processes	Create, Revise, and Provide Documented Processes for Reporting on: • Zero consumption • Zero Read • Same Month to Month usage • $0 bill segments	• Documented all processes-03/18/2018 • Met with QM and asked for more time to test-03/26/2018 • Sharon Berry to provide testing results of documents-due 04/02/2018 • PM obtained processes and selected billing staff to test-4/4/18 • 04/04/2018 Update-Received updates for 2out 3 documents from Sharon Berry. • 04/11/2018 Sent the following work instructions to Sharon Berry, Eunice Ransburg, Toni Bazzle, and Connie Lopez: • Active SA Not Billed in 45 Days Review • Zero Consumption • Zero Read Review • Meter Exchange with Zero Read on Out Meter-New Document • A new work instruction not in scope was created by James Hathaway-Billing has until 04/11/2018 to provide additional feedback prior to the documents being finalized and Connect Training created. • 5/28/18 – Mgr and Supv to further refine	

			processes from staff feedback and will get to QM by 6/1/18. Projected Completion date-07/01/18	
	Billing & Austin Water SLA	Service Level Agreement between Austin Water and Austin Energy adhere to previously agreed upon meeting schedule. • Discuss errors and provide examples. • Discuss broken terms of SLA and how to track through reporting. • Discuss report improvements. • Track future changes to SLA.	Ongoing Progress Billing/AW quarterly review meetings QM now attends meetings and tracks necessary changes to SLA. Completed and Signed on 9/30/18	
	Billing QC	• New report graphics to showing trend of billing QC report exception numbers. There are 25 reports currently and PM requires an at-a-glance visualisation weekly • PM to analyse billing manager consistent progress on monitoring and ensuring that all QC reports are worked as expected. •	Started February 2018 as a result of the Draft reporting graphics completed on 3/30/18 The new QC reporting processes as a result of the 2017 Water issue are complete, and staff have been trained on them. QC reports are currently worked daily and monthly depending on the report. ▪ Monitoring numbers on reporting to determine value add ▪ Ongoing progress ▪ Volume of accounts on each Bill Prod QC report is reported weekly for PM/Mgr discussion on progress. ▪ 6/13/18- completed version of reporting for review ▪ 7/11/18- Customer notification to be included by CSG with the mailing of multiple bills and withinin one envelope (Household billing) ▪ 7/12/18- The multiple bill customer letter is with PIO as of 7/12/18, then will be finalized and approved by Exec. ▪ Billing to manually intercept bills, print in office on actual bill stock, include the letter with the selected reason, and then mail in one packet. ▪ 8/9/18. Refined report to drill down to activity, but much more work will be required. Billing is sending outbound call requests to the contact center. In September there were over 900 contact requests sent to the UCC. ▪ Ongoing improvements through Q4FY19	
	High Dollar Bill Segment Account Parameter & High Bill TODO Limit	• Evaluate the high bill dollar limit tied to each metered utility for Res/Comm. • Limits were brought over from eCIS and are too	• Define the stages for change. • Hi Dollar Bill Segment Account Parameter / Hi Bill To Do Limit – request is submitted. • Analysis of water bills completed. Water service agreements dollar limits will be reduced from $30,000 to $350.00. • Anticipated completion is March of 2019 barring any issues.	

		high at $30,000/commodity. • Form team to re-evaluate the algorithm that identifies high dollar bills produced, and determine the necessary changes that would ensure a more inclusive net product.		
	Customer Experience	Proactive Outbound CX Process ▪ Valid reads but unusually high usage. ▪ Select without setting $ or % thresholds.	▪ Define and Measure and planning stage of this process improvement initiative. Current ▪ BSM sends emails to UCC for the following reasons: ▪ Energy/Water consumption X above previous month (or same month last year) Expected to be fully executed by Q1 FY19	
	Customer Experience	Proactive Outbound CX Process	▪ Define and Measure and planning stage of this process improvement initiative. Current ▪ BSM sends emails to UCC for the following reasons: ▪ Energy/Water consumption X above previous month (or same month last year) Expected to be fully executed by Q1 FY19	
	Customer Experience	▪ Exception Management Process	Creating a process to allow us to see the big picture and 'attack' issues in a logical manner. Track accounts that require case management due to customer escalation to supervisors. These are accounts that are past the turnaround time committed to the customer. Ex: Meter exchanges, accounts with no bills past 2 cycles. Current state ▪ Will allow us to work with business partners on identified process improvements – Q4 ▪ Define the process to fully execute – Q4	
	Customer Experience	▪ Transaction Accuracy Internal Quality Check (Leads) –	▪ Building transaction accuracy checks for actions that impact the customer proactively. ongoing ▪ PA's, FA's for RMTR on starts. Q4 FY18 ▪ Next steps are % of Start/Stops and Process changes – Q2 FY19	
	Customer Experience	▪ FCR Survey Enhancement	▪ Enhancing questions and reporting around FCR survey - ongoing ▪ Review best practices from 1st Quartile and JD Power as well as DABI surveys - ongoing	

			▪ Identify trends and opportunities for the 15% of the interactions impacting FCR - ongoing
	Customer Experience	▪ Address Validation process	▪ Three phases– ▪ 1- Update documentation for addressing and complete up-training to CSR's including using USPS.com on every interaction. Now-April for rollout ▪ 2-Clean up 90k accounts that have been pre-identified through CASS report. Now –June 2018 ▪ 3- Integrate Address Validation Service into CCB to systemically avoid addressing errors which are creating return mail, impacting our bill delivery, impacting our ability to efficiently complete mail out. FY19 – tied to Self-Serve Initiative.
	Customer Experience	Tone & Empathy Training	• RFP solidified on 1/29/18 • Evaluation of RFPs 3/15/18 • Contract executed on 3/26/18 • Vendor onsite 4/17/18 • DGM/Vendor Conf. Call 4/25 • Trainer Certification 5/21 & 5/22 • UCC/Branch/Escalation Leadership training – 5/22 • 150 Employees trained during June & July on Empathy, Tone and "Say this not that" bookends • Training on Handling Difficult Situations and diffusing call modules will be completed during Q1 FY19
	Escalation Improvements	Water smoothing analysis	▪ 789 total accounts were re-reviewed by the Escalations team in two categories; 1) potentially eligible for administrative adjustment and 2) potentially eligible for smoothing. ▪ Category 1 ▪ 319 were reviewed as potentially eligible for a high volume water administrative adjustment. Of the 319: ▪ -236 received the adjustment (totalling approximately $16,712.83.) ▪ -80 were ineligible ▪ -3 declined and chose to request a hearing ▪ Category 2 ▪ 470 were reviewed for smoothing. Of the 470: ▪ -272 received smoothing (totalling approximately $8,383.56) ▪ -198 were satisfied through either water leak adjustments or high volume administrative adjustments (some were eligible for smoothing and adjustment, but the admin adjustment was more beneficial.) Completed April 20th
	Escalation	Meter Issue	▪ Reviewing current process

	Improvements	Investigation process	to make possible changes that meet business needs. ▪ Additional staff was trained to assist with meter issue investigation cases. Meter issues are getting resolved in a much quicker timeframe – typically within within 2 billing cycles. RMC has been working closely with CSM and is proactively catching some meter issues with newer queries and technology that has helped this process.
	Escalation Improvements	Customer Experience Enhancement Improvement Efforts	▪ Esc Team Meeting weekly with team to discuss customer experience techniques. Have implemented B.L.A.S.T (Believe, Listen, Apologize, Satisfy, Thank) ▪ The Escalations team is listening to calls on a weekly basis and providing feedback. We have seen vast improvements in ownership and empathy and continue to monitor calls weekly.
	Escalation Improvements	Hearing Process Automation	▪ Meeting with BPQI to discuss hearing process and see where areas of opportunity lie to potentially automate process or enhance case. ▪ reviewing potential areas of opportunity to automate parts of process ▪ Intake form has been entered for Hearing Case enhancement requests. These enhancements will ensure the case functionality meets the current process and business needs.