

# Memorandum

## City of Lawrence

### Finance Department

TO: Thomas M. Markus, City Manager  
 FROM: Kristy Webb, Utility Billing Manager  
 DATE: January 4, 2018  
 RE: December 2017 Monthly/2017 Annual Utility Billing Report

#### Service Level Analysis

- In December, we received 2,751 calls and handled 2,333 of those calls (84.8%).
- Our Average Speed of Answer (ASA) was 2:17 minutes in December.
- We sent out 33,827 bills in December.

| DECEMBER 2017 SERVICE LEVEL |             |             |              |             |             |             |                                  |              |
|-----------------------------|-------------|-------------|--------------|-------------|-------------|-------------|----------------------------------|--------------|
| Date                        | # Calls     | # Handled   | % Handled    | ASA         | AHT         | # Employees | Activity                         | Max Wait     |
| 12/1/2017                   | 178         | 135         | 75.8%        | 2:58        | 2:53        | 8.5         |                                  | 16:00        |
| 12/4/2017                   | 229         | 144         | 62.9%        | 7:37        | 3:20        | 7.5         | Shut Offs                        | 25:14        |
| 12/5/2017                   | 182         | 124         | 68.1%        | 6:26        | 4:01        | 8.5         | Shut Offs                        | 26:30        |
| 12/6/2017                   | 115         | 104         | 90.4%        | 1:40        | 3:33        | 9.5         |                                  | 11:48        |
| 12/7/2017                   | 124         | 117         | 94.4%        | 1:07        | 3:20        | 9.5         |                                  | 9:18         |
| 12/8/2017                   | 110         | 103         | 93.6%        | 0:57        | 3:18        | 8.5         |                                  | 9:23         |
| 12/11/2017                  | 139         | 122         | 87.8%        | 2:05        | 3:07        | 9           | Shut Offs<br>- limited<br>number | 12:55        |
| 12/12/2017                  | 129         | 103         | 79.8%        | 3:10        | 4:12        | 8.5         | Shut Offs<br>- limited<br>number | 11:09        |
| 12/13/2017                  | 143         | 133         | 93.0%        | 1:42        | 3:09        | 9.5         | Shut Offs<br>- limited<br>number | 16:31        |
| 12/14/2017                  | 118         | 104         | 88.1%        | 1:31        | 3:36        | 8.5         | Shut Offs<br>- limited<br>number | 14:00        |
| 12/15/2017                  | 148         | 134         | 90.5%        | 1:55        | 2:56        | 8.5         |                                  | 9:34         |
| 12/18/2017                  | 142         | 133         | 93.7%        | 1:15        | 3:23        | 8.5         |                                  | 10:22        |
| 12/19/2017                  | 106         | 98          | 92.5%        | 1:12        | 3:21        | 9.5         |                                  | 9:20         |
| 12/20/2017                  | 129         | 118         | 91.5%        | 0:46        | 3:19        | 9           | Shut Offs                        | 7:56         |
| 12/21/2017                  | 104         | 96          | 92.3%        | 2:00        | 3:35        | 8           |                                  | 14:54        |
| 12/22/2017                  | 103         | 91          | 88.3%        | 1:28        | 3:39        | 7.5         |                                  | 18:22        |
| 12/26/2017                  | 129         | 106         | 82.2%        | 1:58        | 3:52        | 8.5         | Tagging                          | 18:34        |
| 12/27/2017                  | 169         | 153         | 90.5%        | 1:53        | 3:53        | 8.5         | Tagging                          | 11:36        |
| 12/28/2017                  | 115         | 105         | 91.3%        | 0:58        | 3:25        | 8.5         | Tagging                          | 8:30         |
| 12/29/2017                  | 139         | 110         | 79.1%        | 3:21        | 3:55        | 8           |                                  | 13:50        |
| <b>Total</b>                | <b>2751</b> | <b>2333</b> | <b>84.8%</b> | <b>2:17</b> | <b>3:29</b> |             |                                  | <b>26:30</b> |

% Handled yellow = goal fell short by 10% or more; % Handled pink = goal fell short by 20% or more  
 ASA yellow = goal fell short by 20%; ASA pink = goal fell short by 50% or more  
 See appendix for customer service goals.

## **Impacts to Service Level**

Call volume was normal in December. There was a small increase in call volume in the first full week of December due to Shut Offs for delinquent accounts. Service level decreased to below 70% of calls handled during that time. The rest of the month service level was at 75% of calls handled or better.

## **Utility Billing Customer Summary**

The Utility Billing office started service for 472 customers and stopped service for 474 customers in December.

There were 6,007 accounts in Delinquency Status as of 12/1/2017. There were 87 customers shut off and an additional 133 customers whose door was tagged (service was not disconnected) in December due to delinquency. An account is considered delinquent if it is not paid by the due date. An account is subject to shut off 20 days after the bill is due.

Billing was sent out on normal schedule in December. Some of the routes in Cycle 2 had to be estimated due to extremely cold weather that prevented meters from being read.

## **Utility Billing New Initiatives**

Reference checks for the CIS RFP Finalist were completed in December, including an onsite visit to Boulder, Colorado. Contract negotiations and project scope meetings were ongoing and will continue into January.

## **Open Positions**

**Billing Specialist** – 1 position; position will be posted through 1/12/18

**Senior Customer Service Representative** - 1 position; position will be posted through 12/28/17

## **Upcoming Project Schedule**

- **January – 2018** – Senior Customer Service Representative position will be filled; anticipated start date of January 7, 2018
- **January 2018** – will review Billing Specialist applicants and schedule interviews; anticipated start date of February 20, 2018
- **January 2018** – continue working with the City Attorney's Office on the new CIS contract
- **February 2018** – present new CIS contract to City Commission for approval
- **February 2018** – propose expansion of low-income utility rate to other populations beyond people that are age 60+
- **March 2018** – begin implementation of new CIS

## 2017 Year in Review

| 2017 SERVICE LEVEL SUMMARY |         |           |           |      |      |          |             |              |                 |
|----------------------------|---------|-----------|-----------|------|------|----------|-------------|--------------|-----------------|
| Date                       | # Calls | # Handled | % Handled | ASA  | AH T | Max Wait | # Shut Offs | # Bills Sent | # New Srvc Reqs |
| Jan-17                     | 3311    | 2505      | 75.66%    | 3:50 | 3:21 | 30:48    | 633         | 34,299       | 562             |
| Feb-17                     | 2929    | 2325      | 79.38%    | 3:00 | 3:28 | 32:12    | 427         | 28,623       | 470             |
| Mar-17                     | 3167    | 2667      | 84.21%    | 2:11 | 3:17 | 22:06    | 239         | 28,504       | 658             |
| Apr-17                     | 2708    | 2204      | 81.39%    | 2:55 | 3:33 | 21:35    | 273         | 28,527       | 487             |
| May-17                     | 3500    | 2639      | 75.40%    | 3:19 | 3:21 | 25:10    | 167         | 28,448       | 864             |
| Jun-17                     | 3655    | 2865      | 78.39%    | 2:58 | 3:09 | 30:30    | 221         | 27,963       | 1,030           |
| Jul-17                     | 5429    | 3657      | 67.40%    | 5:00 | 3:39 | 35:02    | 150         | 28,953       | 2,003           |
| Aug-17                     | 4538    | 3566      | 78.60%    | 3:23 | 3:28 | 25:47    | 156         | 28,627       | 2,608           |
| Sep-17                     | 3:47    | 2714      | 79.3%     | 3:50 | 3:17 | 39:21    | 1           | 32,390       | 665             |
| Oct-17                     | 3479    | 2824      | 81.2%     | 3:25 | 3:13 | 40:33    | 148         | 40,485       | 612             |
| Nov-17                     | 3175    | 2279      | 71.80%    | 5:16 | 3:24 | 35:18    | 188         | 33,634       | 478             |
| Dec-17                     | 2751    | 2333      | 84.8%     | 2:17 | 3:29 | 26:30    | 133         | 33,827       | 474             |

## 2017 Project Summary

- **January 2017** – implemented absorbed model for all credit card transaction fees for Utility Bills, Ambulance Bills, and License and Permits fees
- **February 2017** – implemented new customer portal through Paymentus, our credit card vendor; new portal allowed for payments via credit/debit card and eChecks; this led to reduced payments via mail and in person
- **March 2017** – updated the Utility Bill to make it easier to read and update payment options to encourage the use of the new customer portal
- **June 2017** – City of Lawrence was honored with the Best Utility Company
- **June 2017** – developed and publish Utility Billing Policies and Procedures
- **June 2017** – implemented new delinquency notification process; ceased collecting payments at customers' doors
- **August 2017** – released CIS Replacement RFP
- **November 2017** – added eBill presentation to current Paymentus Payment Portal
- **December 2017** – selected vendor for new CIS (utility billing system) and began contract negotiations

## Appendix – Customer Service Goals

| Customer Service Goals        |                  |
|-------------------------------|------------------|
| AHT (Average Handle Time)     | 4:00 min or less |
| ASA (Average Speed of Answer) | 3:00 or less     |
| % Calls Handled               | 80% or greater   |