

# Memorandum

## City of Lawrence

### Finance Department

**TO:** Thomas M. Markus, City Manager

**FROM:** Kristy Webb/Utility Billing Manager

**Date:** March 13, 2017

**RE:** January & February 2017 Monthly Utility Billing Report

#### Service Level Analysis

- In January, we received 3,311 calls and handled 2,505 of those calls (75.66%). In February, we received 2,929 calls and handled 2,325 of those calls (79.38%).
- Our Average Speed of Answer (ASA) was 3:50 minutes in January and 3:00 minutes in February.
- We sent out approximately 35,000 bills each month in January and in February.

JANUARY 2017 SERVICE LEVEL								
Date	# Calls	% Handled	# Handled	Avg Wait Total	ASA	AHT	# Employees	Activity
1/2/2017	HOLIDAY							
1/3/2017	228	72.40%	165	4:59	5:18	3:23	8 FTE	
1/4/2017	139	90.60%	126	1:18	1:21	2:52	8 FTE	Tagging
1/5/2017	127	92.10%	117	2:07	2:00	3:08	7 FTE	Tagging
1/6/2017	168	75.60%	127	3:23	3:26	3:03	6 FTE	
1/9/2017	159	78.60%	125	2:04	2:06	2:45	7 FTE	
1/10/2017	161	74.50%	120	4:17	4:35	3:00	7 FTE	Shut Offs
1/11/2017	124	75.80%	94	3:45	3:46	4:03	7 FTE	Shut Offs
1/12/2017	141	80.90%	114	2:35	2:39	3:10	7 FTE	Tagging
1/13/2017	145	85.50%	124	2:44	2:43	2:41	7 FTE	
1/16/2017	HOLIDAY							
1/17/2017	168	81.50%	137	2:24	2:31	2:52	8 FTE	
1/18/2017	252	56.70%	143	7:38	9:26	3:41	7 FTE	Shut Offs
1/19/2017	166	75.90%	126	3:41	3:43	3:29	7 FTE	Shut Offs
1/20/2017	161	71.40%	115	5:26	6:10	3:05	7 FTE	
1/23/2017	228	66.20%	151	5:44	6:07	3:51	7 FTE	Shut Offs
1/24/2017	148	79.10%	117	4:57	3:49	3:49	7 FTE	
1/25/2017	110	82.70%	91	3:49	3:33	3:33	7 FTE	
1/26/2017	151	77.50%	117	2:49	2:55	3:46	7 FTE	Tagging
1/27/2017	153	82.40%	126	2:19	2:15	3:29	7 FTE	
1/30/2017	210	75.20%	158	3:38	3:55	3:22	8 FTE	Shut Offs
1/31/2017	172	65.10%	112	4:08	4:28	3:58	6.5 FTE	
<b>Total</b>	<b>3311</b>	<b>75.66%</b>	<b>2505</b>	<b>3:41</b>	<b>3:50</b>	<b>3:21</b>		

FEBRUARY 2017 SERVICE LEVEL								
Date	# Calls	% Handled	# Handled	Avg Wait Total	ASA	AHT	# Employees	Activity
2/1/2017	161	78.30%	126	4:26	4:54	3:46	7 FTE	
2/2/2017	136	78.70%	107	1:32	1:37	3:18	8 FTE	
2/3/2017	180	77.20%	139	3:11	3:29	3:55	7 FTE	Tagging
2/6/2017	151	79.50%	120	1:51	1:52	3:08	5 FTE	Shut Offs
2/7/2017	150	90.00%	135	1:56	2:01	3:32	7 FTE	Shut Offs
2/8/2017	124	87.10%	108	2:20	2:23	3:43	6.5 FTE	Tagging
2/9/2017	121	86.80%	105	1:58	1:57	3:16	8 FTE	Shut Offs
2/10/2017	136	80.10%	109	2:35	2:32	3:11	6.5 FTE	
2/13/2017	183	74.30%	136	5:17	5:27	3:33	6.5 FTE	Shut Offs
2/14/2017	113	88.50%	100	1:08	1:04	3:11	8 FTE	
2/15/2017	150	78.70%	118	2:48	2:59	3:04	6 FTE	Shut Offs
2/16/2017	177	76.30%	135	3:57	4:06	3:16	8 FTE	Shut Offs
2/17/2017	110	89.10%	98	1:05	1:05	3:24	6.5 FTE	
2/20/2017	Holiday							
2/21/2017	191	82.20%	157	2:40	2:36	3:39	7 FTE	
2/22/2017	115	86.10%	99	1:16	1:14	3:45	8 FTE	
2/23/2017	173	75.70%	131	3:18	3:26	3:44	8 FTE	Shut Offs
2/24/2017	165	70.90%	117	3:21	3:46	3:36	6.5 FTE	
2/27/2017	228	77.20%	176	3:42	4:04	3:10	8 FTE	Shut Offs
2/28/2017	165	66.10%	109	5:45	6:24	3:41	7 FTE	
<b>Total</b>	<b>2929</b>	<b>79.38%</b>	<b>2325</b>	<b>2:50</b>	<b>3:00</b>	<b>3:28</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

There were a number of factors influencing Utility Billing Service Levels in January and February 2017.

- There were three Mondays the office was closed due to a holiday, which increased customer contacts on the following Tuesdays.
- Weather was bitter cold a few days in January preventing delinquent accounts from being shut off. On those days customers' doors were just tagged notifying them that their account is delinquent (noted as "Tagging" in the charts above). This reduced customer contacts, compared to days when delinquent accounts were actually shut off (noted as "Shut Offs" in the chart below).
- Utility Billing staff had unplanned absences due to illness.

## Utility Billing Customer Summary

There was a mini 'Student Rush' in January 2017 as students began the semester at or graduated the previous semester. The Utility Billing office started service for 562 customers and stopped service for 559

customers in January; and started service for 468 customers and stopped service for 470 customers in February.

There were 5,442 accounts in Delinquency Status as of 2/1/2017; 633 customers had their water shut off due to delinquency in January. There were 6,460 accounts in Delinquency Status as of 3/1/2017; 427 customers had their water shut off due to delinquency in February. 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.

## **Utility Billing New Initiatives**

On January 25, 2017 credit card processing fees for Utility Billing payments started being absorbed by the City. Customers are no longer paying \$3.25 per credit transaction. The limit per transaction was also raised from \$200/transaction to \$2400/transaction. Customers responded to this very positively.

The Utility Billing office concluded a campaign to collect updated customer contact information. This campaign involved awarding an iPad to a randomly selected person who updated their contact information by January 15, 2017. The purpose of the campaign was to collect preferred contact information from customers, which will assist with a new notification process that is anticipated to be implemented in April or May 2017. Approximately 1,200 customers participated in the campaign. Karen Lombardi was the winner of the iPad giveaway.

On February 6, 2017 a new payment portal through Paymentus was implemented. The previous online payment portal through Citizen Access was decommissioned at the same time.

## **Upcoming Project Schedule**

- **March 2017** – review responses to CIS Assessment RFP and select vendor for CIS Selection RFP
- **March 2017** – update Utility Bill to include Winter Quarter Average field
- **April 2017** – implement customer notification process for delinquent accounts
- **May 2017** – develop and publish Utility Billing Policies and Procedures
- **June 2017** – add eBill presentation to current Paymentus Payment Portal

## Appendix – Customer Service Goals

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