Cornerstone Report

Agenda

- Key Updates – Post Production Center
- Key Updates – Organizational Development

Key Updates – Post Production Center

- Release 1.6.0.0 was implemented on 6/13/21. This Release resolved 4 high, 11 medium, 19 low priority defects.

- 337 defects remain open
  - 38 high priority
  - 113 medium priority
  - 186 low priority

- Technology Stabilization Metrics
  - All technology metrics are Green

Key Updates – Post Production Center

- Cornerstone Enhancement Project Updates:
  - Fleet Asset Management
    - Actual Cost: $288,038
    - Implemented: 4/29/2021
    - Status: Completed the implementation of the Dossier Fleet Asset Management solution and all six Fleet garage locations are now fully operating out of the new system.

  - Robotic Process Automation
    - Estimated Cost: $200,000
    - Target Implementation: 9/30/2021
    - Status: Currently in the Design Phase

Key Updates – Organizational Development

FY22/23 Performance Targets

- Set for more than one year in order to meaningfully inform budget discussions

- Used to focus team efforts, evaluate progress, & communicate expectations to stakeholders

- Includes:
  - **Projected targets** (realistic, anticipated performance, formally 'Expected' Target)
  - **World-class targets** (aspirational, best of the best for industry)

Target Development led by Customer Service

Key Considerations:

• Collection activities and employee turnover will impact call volume FY22

• Better self-service options, fewer repeat calls and less delinquencies = call reduction in FY23

• Some billing errors will continue to be experienced and resolved manually

	Accounts Billed on Time	Customer Call Volume	% Customer Calls Answered	Average Speed of Answer (sec)
FY21 YTD Result	99.82%	44,000 (avg/month)	82%	355 (5.92 minutes)
FY22 Projected Target	99.80%	62,000 (avg/month)	87%	240 (4 minutes)
FY23 Projected Target	99.85%	57,000 (avg/month)	90%	210 (3.5 minutes)
World Class Target	99.95%	40,000 (avg/month)	96%	30 (0.5 minutes)

Target Development led by Utility Services

Key Considerations:

• High meter reader turnover, COVID-19 impacts and inclement weather to impact Read Schedule Compliance, leading to over hiring meter readers (FY22) & contract for meter reading support (FY23)

• AMI implementation would significantly improve reads that upload successfully and bill automatically

	Read Schedule Compliance	Reads Uploaded Successfully	Reads Billed Automatically
FY21 YTD Result	99%	95%	81%
FY22 Projected Target	98%	95%	93%
FY23 Projected Target	98%	95%	93%
World Class Target	99%	98%	98%

Target Development led by Finance

Key Considerations:

- Continued economic uncertainty and stress impacting communities limits full recovery to pre-pandemic levels, resulting in heightened levels of past due accounts and amounts

- Sustained risk of inability to recover large portion of past due amount

- Thoughtful policies & programs needed to encourage account holders to stay current along with targeted outreach programs and billing flexibilities

	Past Due Accounts	Past Due Amount	% Payments Received of Revenue Billed
FY21 YTD Result	87,084 Residential 3,524 Commercial	$64.2 million	n/a*
FY22 Projected Target by fiscal year end	72,380 Residential 3,080 Commercial	$45.2 million	95%
FY23 Projected Target by fiscal year end	57,900 Residential 2,464 Commercial	$30.1 million	97%
World Class Target	24,500	$15 million	n/a

*Replacing Payments Received target with % Payments Received of Revenue Billed in FY22 & 23

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FY22 Cornerstone Organizational Development Action Plan

- Action Plan (summary to the right) supports the Strategic Plan Enhance Customer Experience Initiative to *Stabilize and optimize Customer to Meter (C2M) billing system*.

- Detailed plan provides specific activity being taken in the areas of technology/process/people, and who is responsibility for each action.

- Cross-departmental collaborative initiative, with input and involvement from Customer Service, Utility Services, Finance, IT and Strategy and Innovation (SIO).

- Consulting support provided via BOA 16623 for Organizational Development (SIO) and the Managed Service Provider (IT).

Technology Actions

- Prioritization of incidents and alignment of cross-departmental teams
- Resolution of incidents
- User acceptance testing
- Robotic Process Automation
- Cornerstone Technology Roadmap
- Readiness for Customer Relationship Management

Process Actions

- Root cause analysis
- Process documentation and optimization
- Enterprise Data Mart

People Actions

- Establish employee proficiency evaluation tool
- Updates/trainings for Cornerstone releases
- Oracle training
- Staff communication
- Change management

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Questions?