THE NEW DAY PROJECT

Building the 21st Century Water System

Public Update, May 23, 2017

- **Welcome – Michael L. Thurmond, CEO**
- **Introduction – Ted Rhinehart, Deputy COO, Infrastructure Group**
- **Multiplier Error – Antrameka Knight, Interim Deputy Director, Utility Customers Operations**
- **Small Water Meter Management Program – Reginald Wells, Deputy Director of Operations, Department of Watershed Management**
- **Interactive Voice Response – John Matelski, Chief Innovation and Information Officer**
- **Q&A**
- **Closing – CEO Thurmond**

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THE NEW DAY PROJECT

Public Update Report

Building the 21st Century Water System
Correcting Multiplier Errors

Presented by: Antrameka Knight
Interim Deputy Director
Utility Customer Operations
May 23, 2017

Michael L. Thurmond, CEO

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Building the 21st Century Water System
Correcting Multiplier Errors

What is a Multiplier?

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- The actual water used is often too large to be registered by your meter.
- The meter's registering capacity may only represent a small percentage of your actual consumption.
- The meter multiplier is similar to a map scale in that it converts the meter's scaled down reading to the customer's actual consumption. Source: New Brunswick Power Corporation

What are the Effects of the High Multiplier?

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An incorrect multiplier could result in an account being under-billed or overbilled.

The Problem

- Analyzed 95,000 accounts
- How the multiplier can be inaccurately inputted
  - Meter inventory
  - Meter file import
  - Field programming
  - Software set-up
    - New account
    - Billing process
    - Meter change-out

Findings

Approximately 200 accounts* have been identified as having a potential over-billing multiplier issue.

- **Residential: 160**
- **Commercial: 40**

Internal billing processes identify most potential over-billing.

Past manual corrections did not address root cause.

*** This analysis of potential over-billing is prior to field validation.**

Residential Impact Example

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Consumption calculation (bi-monthly/family of four)

Correct multiplier

- **24000 (dial usage) x 1 (multiplier) = 24,000 gallons consumed**
- **Bill = $368.08**

Incorrect multiplier

- **24000 (dial usage) x 100 (multiplier) = 2,400,000 gallons consumed**
- **Bill = $35,142.80**

What Caused the High Multiplier Error?

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Poor quality control in…

- Purchasing
- Training
- Inventory
  - The county ordered two visually identical meters with different programming.
  - Did not consider the possibility of the meters being mixed up.
  - Did not have standard operating procedures.
- Installation
- Set up
  - Field and computer
- Process and procedures

Taking Ownership

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No customer will be penalized for DeKalb County errors.

How is the Multiplier Error Being Fixed?

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Taking ownership by…

- Identified the potential accounts
- Establishing new policies and procedures
  - Standardized meter set-ups
- Ordering one meter type
- Improving inventory control system
- Field validation
  - Meter number, size, multiplier
- Improving communication within and between departments
- Recruiting external expertise

The Promise

The accounts with potential over-billing have been isolated and DeKalb County has a 60-day plan to provide accurate bills by performing field validations and correcting the information in the software system.

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Building the 21st Century Water System
Small Water Meter Management Program

Presented by: Reginald Wells
Deputy Director of Operations
Department of Watershed Management

May 23, 2017

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Small Water Meter Management Program

Small Water Meter Problem

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184,000 total small meters

- **Approximately, 3,000 small meters may be lost, hidden or have misaligned account data**
- **62,000 small meters outside of life cycle**
- **40,000 pre-2014 (potential mfrs. defects)**
- **48,000 small meters approaching 15-year life cycle**
- **7,000 iPERL meters in warehouse***

***Not installed – post 2014**

Small Water Meter Problem

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102,000, or 55%,

of small water meters at risk of failure and may contribute to inaccurate water bills

The Solution

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- **Find the lost or hidden meters and correctly identify misaligned account data meters**
  - **3,000**
- **Replace the out-of-life-cycle meters**
  - **62,000**
- **Replace potential defective pre-2014 iPERL meters**
  - **40,000**
- **Initiate planning to replace meters reaching end of life cycle**
  - **48,000**

The 2017 Schedule

- 3rd Quarter 2017 – Lost or hidden meters or misaligned account data meters
- 4th Quarter 2017 – Countywide replacement of meters outside of life cycle
- Ongoing – Replace defective pre-2014 iPERL meters

The Promise

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After replacement of meters is completed, systematic maintenance of all meters at a rate of approximately 7% per year based on the age of the meter will ensure that we *never have inefficient, out-of-life-cycle water meters, again.*

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Building the 21st Century Water System
Interactive Voice Response (IVR) System

Presented by: John Matelski
Chief Innovation & Information Officer
Department of Innovation & Technology

May 23, 2017

Michael L. Thurmond, CEO

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Building the 21st Century Water System

Interactive Voice Response (IVR) System

IVR System Modernization (Phase 1)

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Customer Service Focused Outcomes

- Increased inbound call capacity, enabling more customers to engage with the county in a timely and user friendly fashion
- Enhanced customer engagement through call routing capabilities to promote first contact resolution
- Enhanced analytics which will help facilitate better resource allocation and customer service
- Increased system reliability
- Eliminates reliance on any vendor

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Service Quality and Accountability Outcomes

- Enhanced and expedited customer service through focused skill building, training and development for customer service representatives
- Enhanced quality control and customer engagement management
- Increased customer service representative and management oversight
- Cultivate an environment and culture of learning, employee development, progression and accountability

The 2017/2018 Schedule

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- June 1st, 2017 - Go-Live of New Systems
- 4th Quarter, 2018 – Phase 2 Integrations to new Utility Billing System
- Ongoing – Enhancements to call routing based on customer and county staff feedback

The Promise

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After upgrading to a new IVR system and integrating it with a state of the art recording solution, *customer service will be greatly enhanced* and appropriate *management accountability and oversight* will be in place to facilitate effective and efficient delivery of customer service within the Utility Customer Operations area.