



BOARD POLICY ON CUSTOMER EXPERIENCE

November 16, 2022

BOARD POLICY ON CUSTOMER EXPERIENCE

It is the LIPA Board's policy to:

- Deliver **top quartile performance** in J.D. Power's utility residential and business customer satisfaction and on industry-standard customer service metrics
- Continually **improve customer satisfaction**, ease of interaction, and value as measured by internal, end-to-end customer transaction assessments
- **Invest in technologies to enhance the service**, flexibility, convenience, and cost-effectiveness of billing, payment, appointments, emergency restoration, and other customer interactions
- Target simple, accurate, and **proactive customer communications** across customer segments and socioeconomic groups, with attention to low-income and disadvantaged communities
- Evaluate the success of our rate options, clean energy programs, and other offerings by customer adoption and satisfaction and use the information to regularly review and **improve our offerings**

OVERALL ASSESSMENT

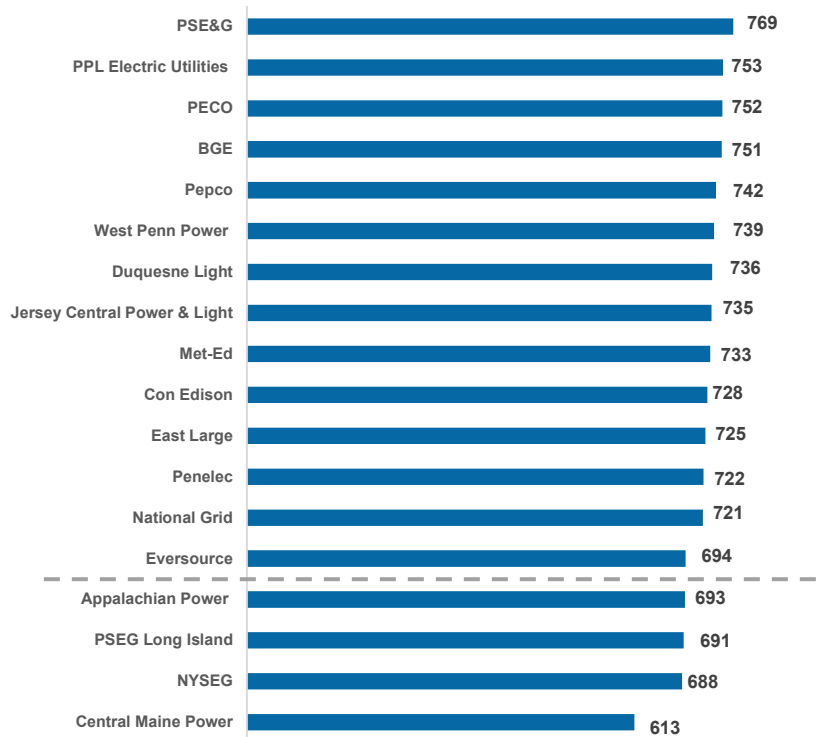
Performance has been mixed over the last year with strides made in billing, outage, and COVID-19 financial recovery, but challenges with Call Center performance and the lingering resolution of Isaias remediation efforts that negatively impacted customer trust

- J.D. Power **remains in the fourth quartile** for business and residential
- Call Center performance has **significantly declined** over the last year
- Billing is delivering **strong performance** in all metrics
- Delivery of several strategic projects has **improved the customer experience and operational performance**
- Implementation of customer transactional assessments has provided insights into opportunities for process improvements by allowing a **deeper understanding** of transactional satisfaction and cost per transaction
- **Supporting low-income customers** and having a structured approach to resuming collections was a focus, and numerous initiatives were implemented
- Customer adoption of time-of-use (TOU) rate options and clean energy programs is another bright spot, with TOU rate enrollment meeting metric targets and strong uptake continuing in net metering, heat pumps, and behind-the-meter battery incentives

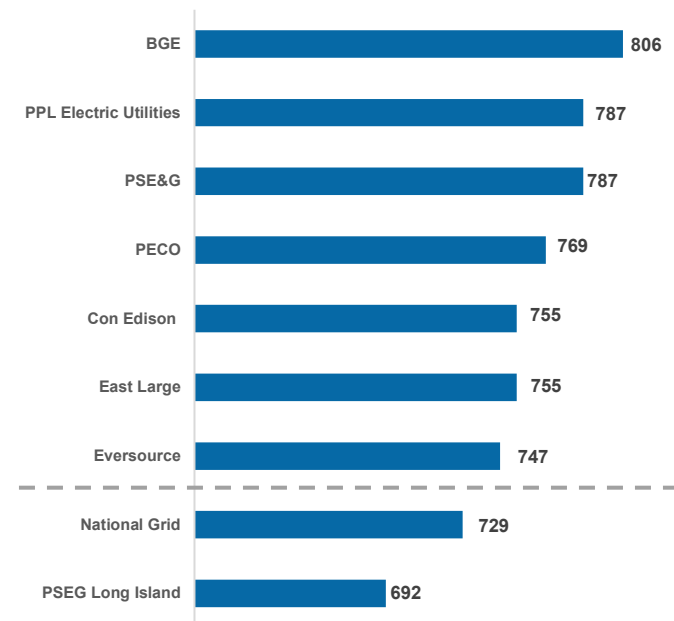
J.D. POWER – CUSTOMER PERCEPTION

PSEG Long Island has continued to perform in the fourth quartile of J.D. Power Residential surveys in 2022

J.D. Power- Electric Residential - East Large (Q1-Q3)



J.D. Power- Electric Business - East Large (Wave 1)



The wave 1 score for four utilities had a small sample size and were not included in the rankings, although the score of each utility was above PSEG Long Island.

J.D. POWER – LIPA BEST PRACTICES LEARNINGS

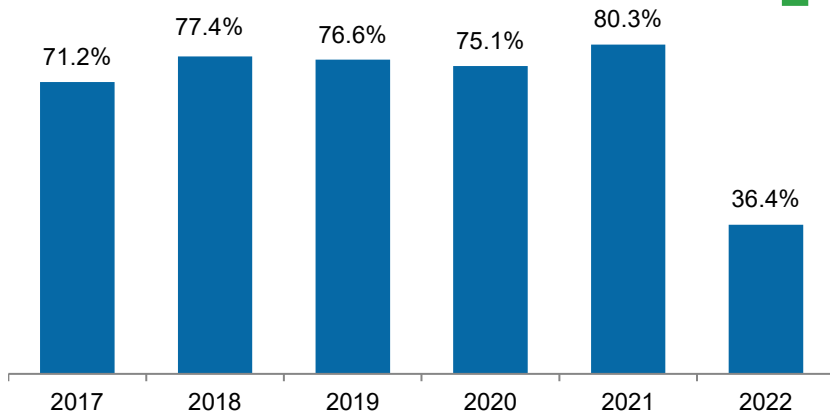
LIPA staffed formed a cross-functional team to identify score drivers. This effort helped refine metrics for 2023. Findings include:

- **Proactive outage communications** via text, including proactive identification of an outage and notification when restored, improve satisfaction. While outage communications are available, **proactive identification** via AMI is not, and customers are not **consistently receiving restoration notifications**. Outage information satisfaction is part of the **2023 metrics**.
- Customers often remember an outage that occurred before a survey period, which negatively impacts the results. **Perfect Power and communicating customer-specific reliability** information regularly can **improve awareness and recall**. **2023 metrics** continue to focus on reliability investment.
- Customers value **real-time payment posting**. A study will assess the feasibility of streamlining the posting process as part of **2023 metrics**.
- **Customers relying on digital channels** and phone support can be a customer care dissatisfier. Implementing **a chatbot** is part of the **2023 metrics** and will add to the digital experience.
- **A tactical customer satisfaction plan and regular assessment of results compared to the plan** are needed to drive improvement at the expected rate. This more intentional approach will commence as part of **2023 metrics**.

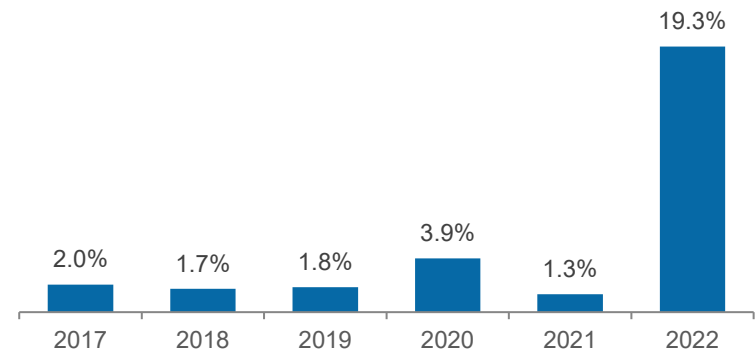
CALL CENTER PERFORMANCE CHALLENGES

Call Center Performance has struggled in 2022 due to high staff vacancies. PSEG Long Island is developing a Call Center Recovery Performance Improvement Plan to be delivered to LIPA in November 2022.

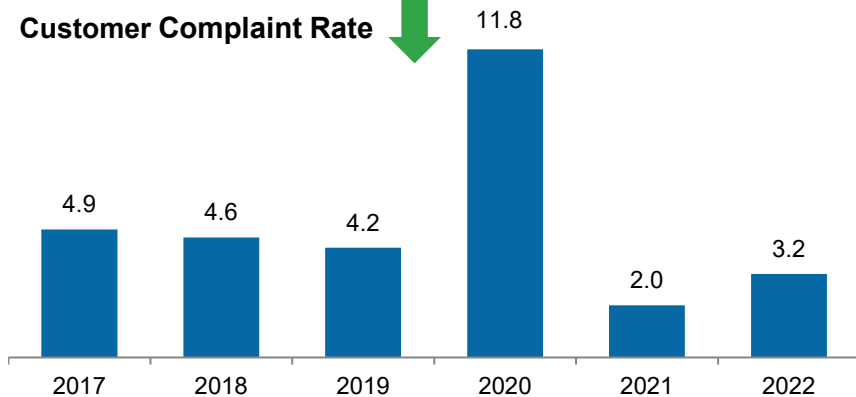
Contact Center Service Level by Live Agent



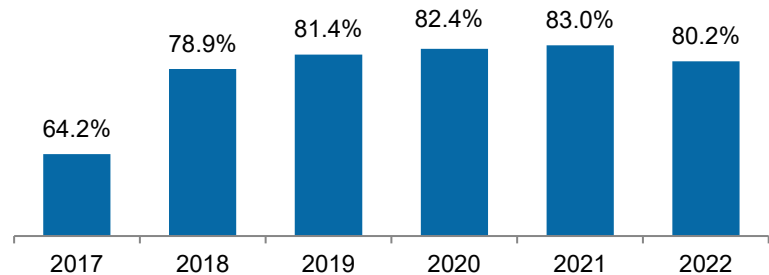
Percent Abandon Rate



Customer Complaint Rate



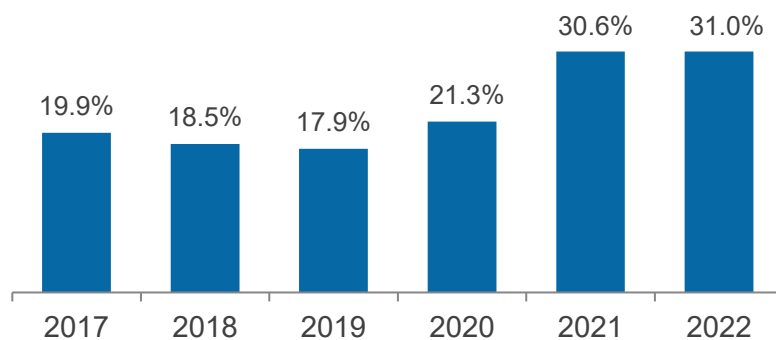
First Call Resolution



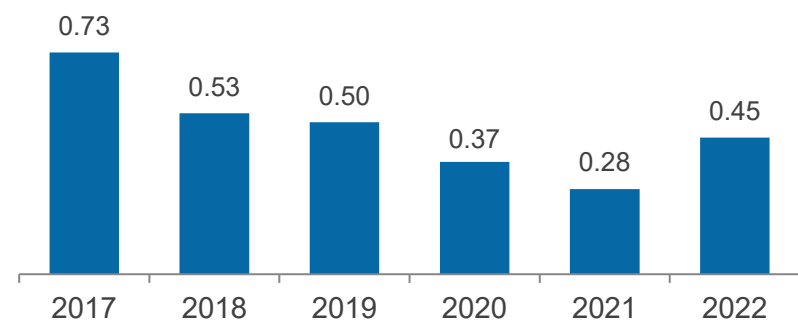
KEY COLLECTION METRICS

COVID-19 moratorium, delayed start in resuming collections, a data-focused collection resumption plan, and arrears low-income forgiveness are impacting collection performance.

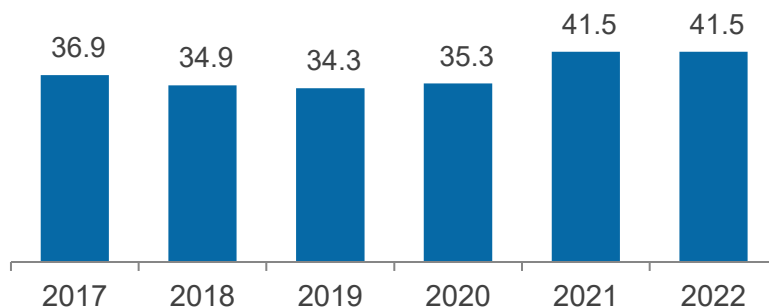
AR > 90
(Negative Impact from COVID)



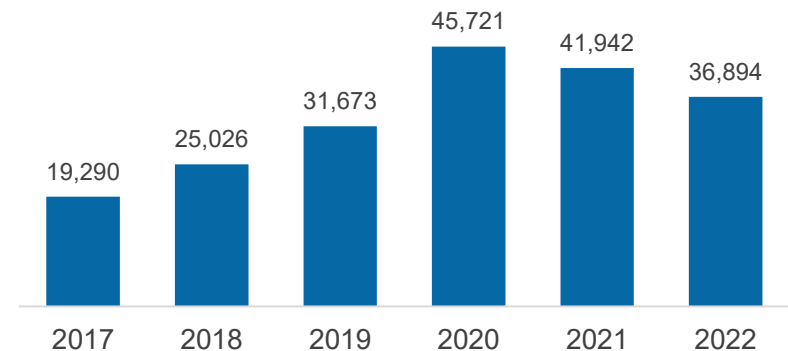
Net Write-Offs (\$/Billed Rev)
(Positive impact from COVID)



Days Sales Outstanding



LMI Discount Enrollment



CUSTOMER TRANSACTIONAL ASSESSMENT

- Evaluate current transaction channels to determine satisfaction, ease, and cost across billing, payment, payment arrangement, service change, and outage transactions
- Drive continuous improvement of customer transactions
- Minimize dissatisfying and highly expensive channels and assist customers in transitioning to those that are satisfying and efficient

Cost per Transaction Analysis

- Local offices are the most expensive customer channel.
- Email is a costly channel. The current email application and methodology will be replaced in 2023.
- Service changes are the longest live agent call and will be automated in 2023 and 2024, increasing satisfaction and reducing cost.

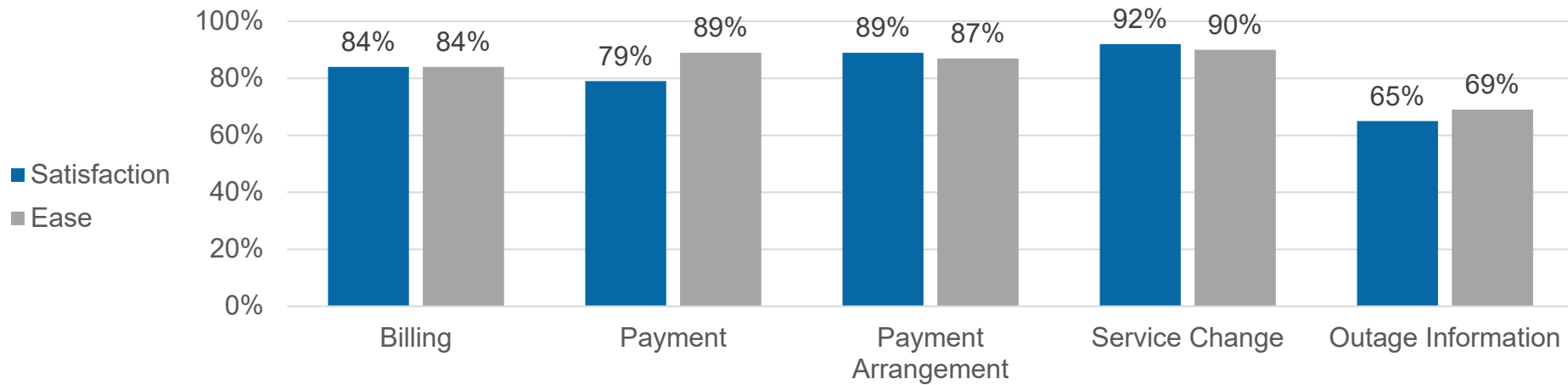
Customer Channel	2021 Cost Per Transaction
Local Offices*	\$25.03
Email	\$21.87
Live Agent Phone	\$ 7.81
MyAccount/Mobile App	\$ 0.95
IVR	\$ 0.19
Text	\$ 0.03

**Based on 2019 costs and customer visits*

CUSTOMER TRANSACTION SURVEY RESULTS

- Satisfaction for outage information and payments are the lowest-scoring transactions
- Overall, live agent phone transactions were more satisfying than digital channels, although the sample size for billing, payment arrangement, and service change transactions was not sufficient to validate this result
- Results for the 2022 survey require additional supporting customer and operational data to better understand customer sentiment by channel, segment, and activity. This work was incorporated into 2023 metrics
- Frequent customer complaints and suggestions in the verbatims were used to refine 2023 metrics

2022 YTD September Survey Results

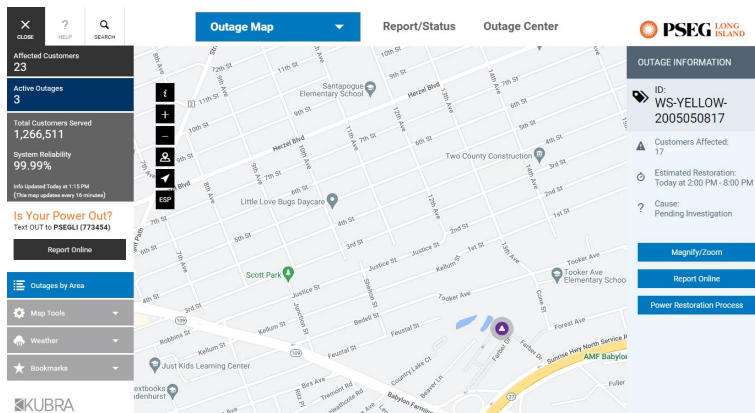


CUSTOMER OUTAGE ENHANCEMENTS

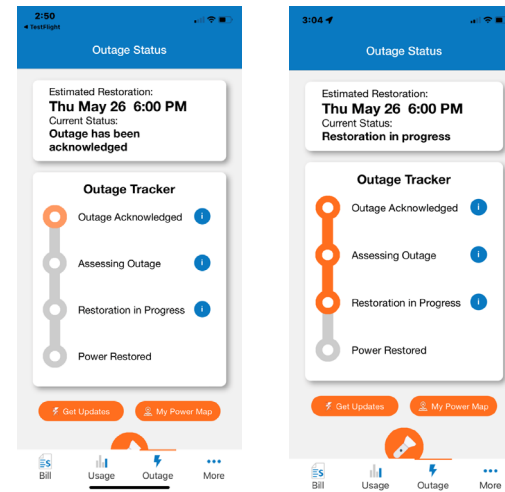
Focus on how to enhance outage communication

- Allow more detailed tracking of the customer outage on the mobile application
- Enable text notification for Life Support Equipment to conduct wellness checks
- Include time ranges for estimated time to restore communication to be deployed in December 2022
- AMI outage information to be integrated into the Outage Management System to allow greater visibility of outages in a storm
- Bill credit for outages longer than three days to be implemented by year end

Time Ranges for ETRs (Outage Map)



Outage Status Tracker



OTHER IMPROVEMENTS



- Implementation of a consolidated bill print vendor saved \$1.2 million annually
- Enabling remote disconnect of residential non-payment termination improved the safety and effectiveness of field collectors

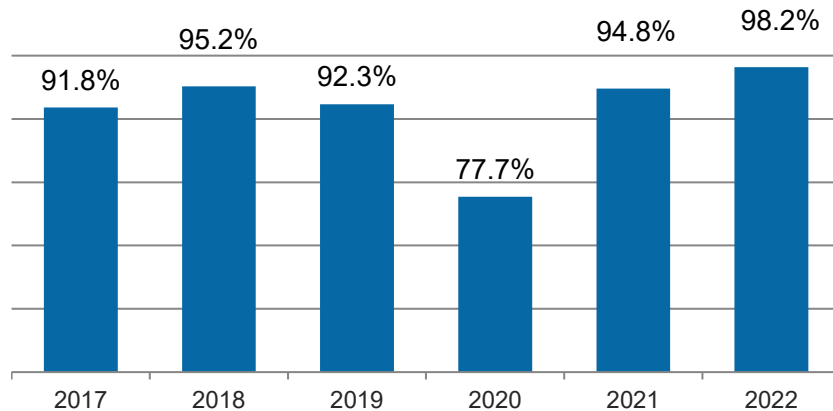
Enhanced Mobile Application Experience

- Enabled real-time customer communication of how usage consumed since the last bill compares with the same time last year to improve understanding and allow time to adjust consumption, if desired, to reduce the upcoming bill
- Allowed ability to enroll in a payment agreement on the mobile application

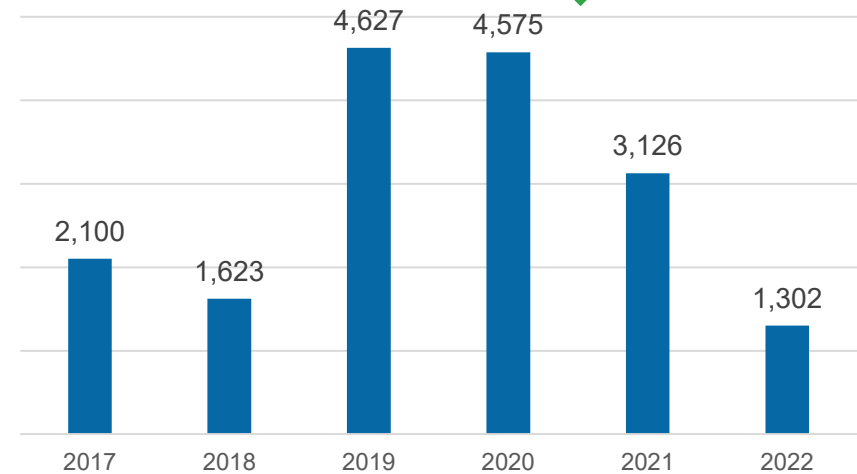
ACCURATE & TIMELY BILLING

- Billing performance has significantly improved over the previous several years due to AMI
- Billing exceptions are down 54% year over year

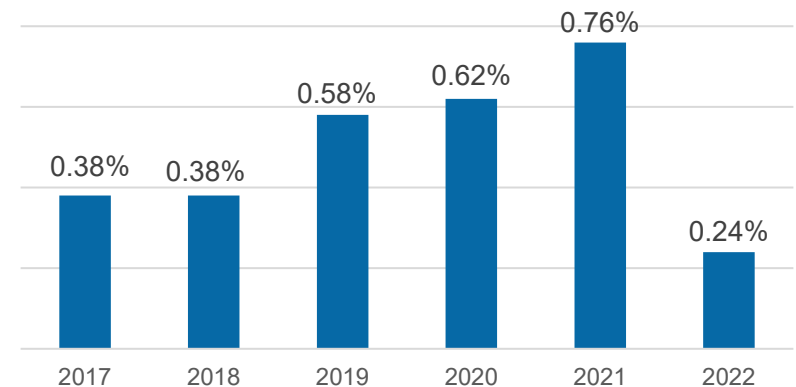
% Billing on Time



Estimated bills > 3



Cancel and Rebill %



LOW INCOME CUSTOMER EFFORTS WERE A PRIORITY

Increased bill discounts: On July 1, we increased the base bill discount by 33%. An additional 6.7% COL increase proposed

Continuation of shut-off moratorium: Extended pandemic shut-off moratorium for low-income customers

Enhanced rebates for heating/cooling and efficiency: Proposing \$7 million in new funding for low-income home heating/cooling, efficiency, and weatherization in 2023

Automation of enrollment in low-income programs: Designed project and metric that enabled automated enrollment or renewal of 22,700 low-income customers

Outreach to customers eligible for COVID emergency assistance: Helping over 15,900 customers enroll and receive aid totaling \$43 million

Arrears reduction program: Bill credit to low-income customers to eliminate arrears accrued through 5/1/2022

CUSTOMER BENEFIT:



Lower electric bills



Protection from service disconnection



Lower future energy costs



Ease of participation



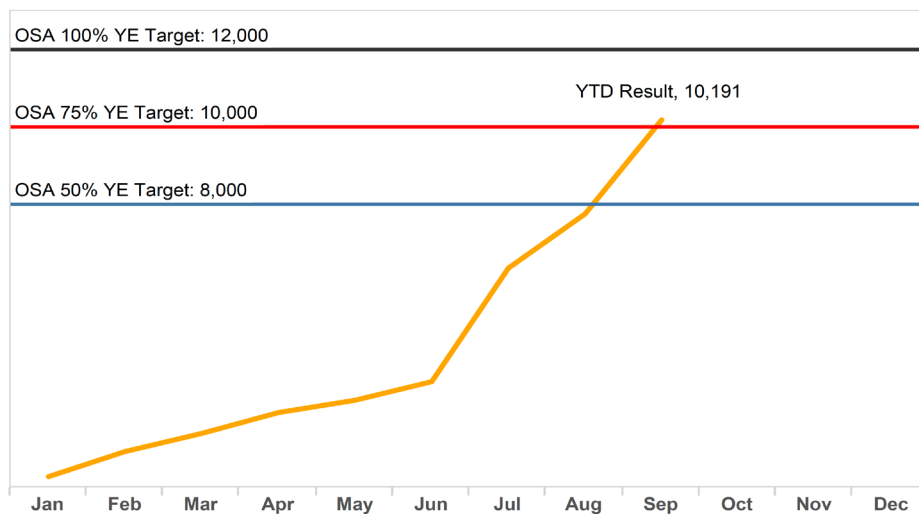
Reduced debt



Elimination of debt incurred up to May 2022

CUSTOMER ADOPTION OF RATE OPTIONS

- Smart meter data analytics are used to identify, target for enrollment, and provide monthly charging insights and alerts to 15,000 EV owners
- Projected enrollment in optional time-of-use rates to exceed 10,000 in 2022
- 2023 Metrics include preparation to transition to time-of-use as the standard rate offering in 2024



PSEG LONG ISLAND 700 Brentwood Court

Hello, Jonathan!

YOUR MONTHLY EV TRACKER
June 1, 2022 - June 30, 2022
[Why & how is my EV charging monitored?](#)

You spent **\$150** on EV home charging last month

LAST MONTH **\$150**
PREVIOUS MONTH **\$140**
+10%

You're averaging \$100 per month on EV home charging in the last 12 months.

A Time Of Use rate* could have helped you save \$25 on your EV charging last month.

You are currently on a basic rate plan. Customers who are on a Time Of Use rate* and charge during **super off peak hours (11pm - 6am)** save 33% on average.

Check out when you charged your EV in the last few months [here](#) to figure out how much you could save by switching to a Time Of Use rate*.

With a TOU rate plan, you can pay less by shifting your energy use to super off-peak hours.

MAKE THE SWITCH

*Time Of Use Rate Plans
With a TOU rate plan, you can pay less by shifting your energy use to super off-peak hours.
Super Off-Peak: Approx 12¢ per kWh
Your Current Plan
Everyday - Approx 16¢ per kWh (Average)
Disclaimer: The above rates include delivery (per kWh) & power supply (per kWh) charges. They can vary on a monthly basis.

[I don't have an EV](#) | [I don't charge my EV at home](#)

PSEG LONG ISLAND 700 Brentwood Court

Hello, Jonathan!

You're receiving this email because your energy use suggests you might have an EV. To learn more about how your energy usage is analyzed watch this [video](#).

PSEG Long Island's new Time of Use rates could save you up to 40%* on your EV charging.

It's easy to enroll in TOU - **sign up and start saving!** And of course, you can always switch back to your basic plan any time you want.

MAKE THE SWITCH

[I don't have an EV](#) | [I don't charge my EV at home](#)

To better track your EV charging, we offer tools including:

- Your [EV profile](#)
- Your hourly EV charging patterns
- Timely alerts whenever you charge at a higher rate
- Monthly email report to track your approximate EV charging cost

Did you find the content in this email helpful?

yes **no**

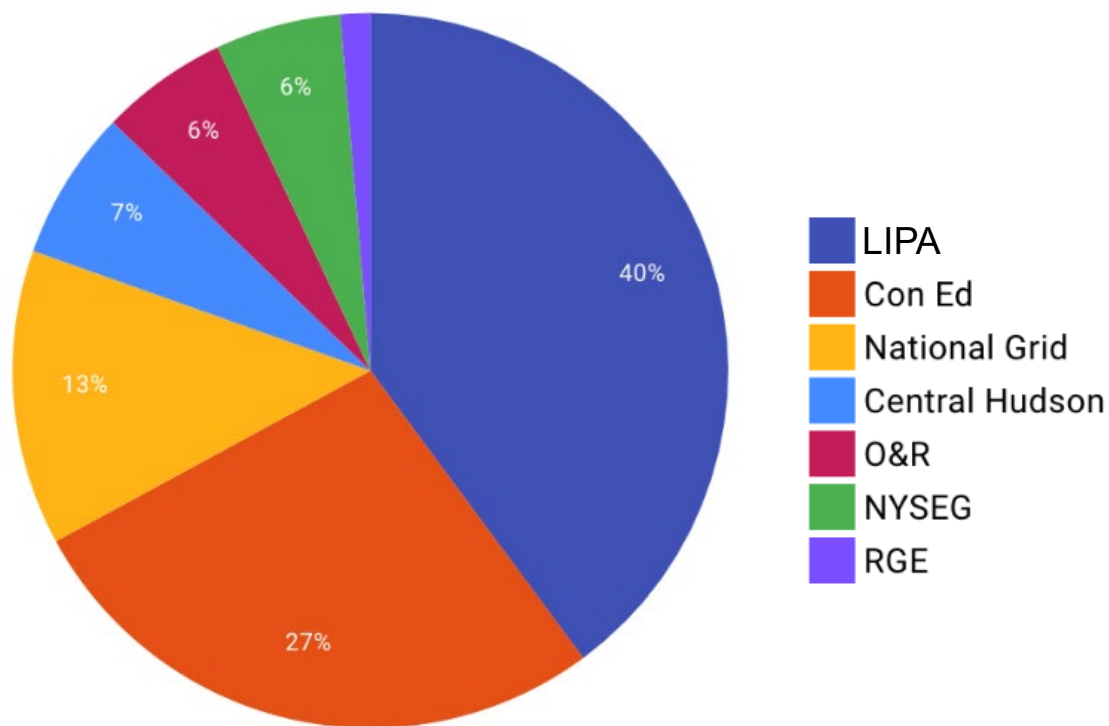
[f](#) [t](#) [in](#) [v](#) [p](#)

All numbers shown are estimates based on your energy consumption at home.
*For all TOU rates, only overnight Super Off Peak hours are discounted up to 40% off the standard rate.
This smart alert email was sent to [a_user@yahoo.com](#)
[Unsubscribe](#) [Privacy Policy](#)
PSEG Long Island - 15 Park Drive - Melville - NY - 11747 - 1-800-490-0025

CUSTOMER ADOPTION OF CLEAN ENERGY

- LIPA has 40% of New York's solar projects, the most of any utility
- Long Island and the Rockaways added 6,825 solar projects in 2021 (the most in five years!) and is on track for similar performance in 2022
- PSEG Long Island is expected to meet 2022 adoption goals for heat pumps and EV fast chargers

Solar Projects by Utility





DISCUSSION

Questions?

FOR CONSIDERATION

November 16, 2022

TO: The Board of Trustees

FROM: Thomas Falcone

SUBJECT: Approval of the Annual Report on the Board Policy on Customer Experience

Requested Action

The Board of Trustees (the “Board”) of the Long Island Power Authority (“LIPA”) is requested to adopt a resolution: (i) approving the annual report on the Board Policy on Customer Experience (the “Policy”); and (ii) finding that LIPA has complied with the Policy, which resolution is attached hereto as **Exhibit “A.”**

Background

In July 2017, the Board adopted the Policy with the purpose of providing a framework to achieve a high level of customer service and satisfaction. The Policy was last reviewed and amended by the Board at its meeting in November 2021. At that time, the Board worked with Leading Resources, Inc. to review the Policy and to facilitate discussion amongst the Trustees on amending the Policy. At that November 2021 meeting, the Board adopted a revised Customer Service Policy, and renamed it the Customer Experience Policy. The Policy provides that “the Chief Executive Officer, or his or her designee, will report annually to the Board on compliance with the key provisions of the Customer Experience Policy.”

Compliance with the Policy

Performance for 2022 continues to be overshadowed by poor storm performance in 2020 and COVID-19 financial impacts. Failure to successfully resolve open performance improvement plans has negatively impacted customers’ trust. While strides are being made with improvements to billing and outage enhancements, significant vacancies in the Call Center have left a poor customer contact experience.

This report covers customer experience activities from the Board’s November 2021 review to the present. PSEG Long Island’s performance on several 2022 Performance Metrics has fallen short of the desired results, as further described below. LIPA Staff recommends that, for the reasons set forth below, the Board find that LIPA has substantially complied with the Policy since the last annual review, as LIPA staff continues to work with PSEG Long Island to improve service delivery to customers.

Compliance with each element of the Policy is discussed in detail below, including areas designated for improvement.

“Deliver top quartile performance in J.D. Power’s utility residential and business customer satisfaction studies and on industry-standard customer service metrics.”

- PSEG Long Island remains in the fourth quartile for both Residential and Business satisfaction and is unlikely to achieve the third quartile target for 2023. Despite requests from LIPA, PSEG Long Island failed to develop an effective plan to address JD Power performance drivers or best practices. Instead, they felt focusing on 2022 Performance Metrics would deliver the desired results in the JD Power surveys.
- LIPA created a cross-functional internal team accountable for driving success in each of the JD Power score drivers. The team members reviewed best practices, interviewed top performers, and defined operational metrics for tactical and strategic improvement opportunities. The 61 insights identified were shared with PSEG Long Island, and several 2023 metrics were built based on these learnings. In addition, the 2023 metrics for JD Power were expanded to include the requirement that PSEG Long Island complete a tactical plan that integrates best practices and a defined approach to achieving the Board’s JD Power objectives.
- PSEG Long Island has not met the Call Center Service level for answer rate all year, and performance has consistently deteriorated throughout the year due to staff vacancies. LIPA provided numerous recommendations throughout the year and has requested that PSEG Long Island develop a Project Implementation Plan to address poor Call Center in the short and long term. This plan was requested for October 2022; however, PSEG Long Island asked for additional time and LIPA anticipates receiving it in November 2022.
- PSEG Long Island has made significant improvements in billing performance. The results include the following:
 - Billing cycle on-time delivery improved from 94.8% to 98.2%.
 - Cancels and rebills reduced from 0.76% down to 0.24%.
 - The number of estimates on active accounts decreased from 3,126 to 1,302 and is anticipated to decline to 700 by year-end.
 - Unauthorized use on accounts decreased from 2,256 to 352 accounts.
- For the first half of 2022, PSEG Long Island reported the lowest complaint rate with the New York Department of Public Service compared to the other utilities in the State. As of June, complaint rates increased due to the resumption of collections and issues in the Call Center, although, as of September, PSEG Long Island is still performing within the top quartile. Continued challenges with the Call Center may put the performance at risk.

“Demonstrate continual improvement in customer satisfaction, ease of interaction, and value as measured by internal, end-to-end customer post-transaction assessments”

- PSEG Long Island implemented customer transactional surveying in January of 2022 to understand customers’ overall satisfaction and ease of execution for the following completed transactions: billing, payment, payment agreement, move-in and out, and outage transactions. In addition, the foundation was built to understand the fundamental cost per transaction based on channel.

- PSEG Long Island made preliminary recommendations in August about proposed opportunities, which will be further refined by the end of the year.
- LIPA reviewed the customer transaction feedback and data, PSEG Long Island recommendations, the customer survey approach, and cost-per-transaction analysis to provide recommendations on how to improve the customer experience and data collection on transactional performance for deeper customer insights. These were included in the 2023 metrics. PSEG Long Island does not find customer transactional surveys to have the same value as LIPA in identifying improvements for customers; however, they are an industry best practice and performed by leading utilities.

“Invest in technologies to enhance the service, flexibility, convenience, and cost-effectiveness of billing, payment, appointments, emergency restoration, and other customer interactions. Ensure simple, accurate, and proactive customer communications related to customer billing, energy usage, emergency response, and estimated times of restoration.”

- PSEG Long Island efforts included both long- and short-term projects designed to enhance the customer experience. Longer-term projects include establishing the foundation to implement a state-of-the-art Customer Information System, Customer Contact platform, and credit card processor replacement.
 - This year’s work included building the Customer Information System program’s expected outcomes and clearly documenting the current environment and associated business processes.
 - In 2022, PSEG Long Island began the design and build of the new Customer Contact platform, which will expand capabilities for customers to resolve issues twenty-four hours a day, seven days a week and facilitate a more fluid process by allowing customers to express what they want without having to follow scripted predefined patterns. Once implemented in 2023, the new system will also allow for enhanced analytics and expanded reporting at a lower cost than the current system.
 - PSEG Long Island procured a new credit card processing vendor in 2022, which will save the utility \$700,000 a year in residential credit card fees and provide customers with more modern payment methods and features when implemented in 2023.
- In 2022, PSEG Long Island improvements for emergency communications include the integration of Automated Meter Infrastructure (AMI) data into the Outage Management System (OMS), expansion of the mobile application to allow more detailed tracking of outage status, inclusion of time ranges in estimated time to restore (ETR) communications, and enablement of text notification to conduct wellness checks for life support equipment customers during a storm.
- PSEG Long Island implemented a new bill print vendor, which resulted in cost savings of \$1.2 million in 2022.
- PSEG Long Island delivered tools that will enhance the cost-effectiveness of field collector performance and improve safety by automating field disconnect and contacting customers scheduled for termination prior to the visit to allow for making a payment and/or payment agreement. Since the notification started in July 2022, they resolved 25% of the accounts

without dispatching a collector and collected \$4.5 million.

- PSEG Long Island added information to the mobile application to allow customers to understand exactly where they are with usage and days left in the billing cycle to allow them to improve control of their cost of usage. They also added the ability to enroll in a payment arrangement via the mobile channel.

“Effectively target communications across customer segments and socioeconomic groups, with particular attention to low income and disadvantaged communities”

- PSEG Long Island conducted three marketing campaigns to validate the effectiveness of third-party segmentation analysis for more targeted residential customer communications. Conversion rates did not prove to be more successful for customers marketed to through the segmentation approach as opposed to traditional messaging. The segmentation model was developed pre-pandemic, and a new segmentation approach appears warranted.
- PSEG Long Island outreach and expanded assistance included delivery of financial assistance notices and conducting assistance webinars. Since November 2021, 15,912 customers have received about \$43 million in assistance from COVID-19 emergency programs. PSEG Long Island implemented an arrears management forgiveness program in partnership with the state Energy Assistance Working group to assist 7,876 low-income customers with past due arrearage as a result of COVID-19. \$20,399,413 in arrears forgiveness was provided through the initial rollout of this program, which customers may continue to benefit from through December 31, 2022.
- As part of 2022 metrics, a program was developed to automate the enrollment of low to moderate-income customers into the Household Assistance Rate. This enrollment would also make them eligible for the arrears forgiveness program. The automation project allowed for the automatic renewal of 14,365 households and identified 8,335 new enrollees. However, overall enrollment in the Household Assistance Rate has trended downward due to a significant number of customers not renewing their enrollment.

“Evaluate the success of our rate options, clean energy programs, and other offerings by customer adoption and satisfaction and use the information to regularly review and improve our offerings”

- Customer uptake of time-of-use rate pilots, while slow to take hold in the beginning of 2022, surged in the second half of the year due to expanded marketing and outreach efforts. PSEG Long Island is currently on track to achieve its 2022 metric target of 12,000 enrollments.
- Enrollment in the Household Assistance Rate (HAR or bill discounts) has trended downward throughout most of 2022. PSEG Long Island is not projected to meet its HAR enrollment metric.
- Electric vehicle programs continue to be popular among customers. Thousands of residential customers have applied for and received Smart Charger incentives. Make-ready infrastructure incentives were also popular in 2022. PSEG Long Island is expected to meet

its metric for DC Fast Charging incentives; however, Level 2 Charging incentives have seen less uptake. PSEG Long Island has implemented a methodology to identify electric vehicle customers and began sending personalized monthly charging alerts.

- Long Island continues to be a leader in customer adoption of rooftop solar through LIPA's net metering, Community Distributed Generation, and Value of Distributed Energy Resources tariffs. In 2022, we added over 6,800 solar projects, a five-year high. With 40% of the State's solar projects, LIPA has more projects in total than any other New York utility, despite being only 12.5% of the State's electric load.

Enterprise Risk Management Discussion

The Board has adopted a Policy on Enterprise Risk Management. Enterprise risks are brought to the Board's attention throughout the year. There are two risks related to this Policy. The first risk is "Customer and stakeholders' dissatisfaction with PSEG Long Island's response to a storm or major event can result in increased negative perception and/or adverse reputational impact." The second risk is related to decreased call center performance which could result in negative customer perception and reputational impact.

The Customer and Stakeholders' Dissatisfaction risk is rated as a high-level risk. In the customer experience area, PSEG Long Island mitigates this risk with oversight from LIPA through extensive testing of communication systems, development of a non-digital communication library of messages (e.g., radio, outreach centers) to keep customers informed, a quality control plan to ensure consistency of messaging across communication channels, and an Emergency Response Plan for customer communication protocols during restoration. PSEG Long Island has worked to improve relationships with customers and the media and has developed an updated crisis communications plan. While progress has been made in improving mitigations, this remains a significant risk to the Authority.

The Decreased Call Center Performance risk has emerged over the course of 2022, with an increased number of calls being unanswered and wait times exceeding acceptable levels. This risk is the result of staffing constraints and has worsened over the course of the year. PSEG Long Island will miss its 2022 performance metrics in this area. PSEG Long Island is in the process of filling staff vacancies, but prior plans have fallen short. Other plans to help mitigate this risk in the short term include increased overtime for Call Center staff, reviewing productivity, and increased reliance on surge vendor support beyond outage calls. LIPA is working with PSEG Long Island to identify and implement additional actions to mitigate this risk; however, in its current state the risk is increasing and not being sufficiently managed to meet agreed-upon metrics and overall customer expectations. As described above, LIPA has requested PSEG Long Island to develop a Project Implementation Plan to address call center performance in the short term as well as long-term opportunities for improvement.

Annual Review of the Policy

As discussed above, the Policy was last updated in November 2021, where a working group of Trustees together with its consultant Leading Resources, Inc. provided substantial edits to the Policy to more fully reflect the Board's strategic direction in this area. As such, LIPA Staff has reviewed the Policy for this annual review and proposes no changes at this time.

Recommendation

Based upon the foregoing, I recommend approval of the above requested action by adoption of a resolution in the form attached hereto.

Attachments

Exhibit "A" Resolution

RESOLUTION APPROVING THE REPORT TO THE BOARD OF TRUSTEES ON THE BOARD POLICY ON CUSTOMER EXPERIENCE

WHEREAS, in July 2017, the Board originally adopted what was then known as the Customer Service Policy (the “Policy”) for the purpose of providing a framework to achieve a high level of customer service and satisfaction; and

WHEREAS, the Policy was last reviewed and amended by the Board at its meeting in November 2021 where the Board, among other substantial edits, renamed the Policy to the Board Policy on Customer Experience to more fully reflect the Board’s strategic direction in this area; and

WHEREAS, the Board has conducted an annual review of the Policy and affirms that the Policy has been complied with.

NOW, THEREFORE, BE IT RESOLVED, that consistent with the accompanying memorandum, the Board hereby finds that LIPA has complied with the Policy for the period since the last annual review and approves the annual report to the Board.

Dated: November 16, 2022