



Briefing on Board Policy on Customer Experience

Presented by: Suzanne Brienza, VP of Customer Experience & Clean Energy
Prepared for: LIPA Board of Trustees

December 17, 2025



Discussion Topics

 Board Policy Objective

 Policy Compliance

Board Policy Objectives

Board Policy Objectives

Policy Component	Metric/Initiative
<p>Deliver top quartile performance in J.D. Power’s utility residential and business customers satisfaction studies and on industry-standard service metrics</p>	<ul style="list-style-type: none"> • CS-02 – J.D. Power Customer Satisfaction Survey (Residential) • CS-03 – J.D. Power Customer Satisfaction Survey (Business) <ul style="list-style-type: none"> • CS-11 – Contact Center Service Level with Live Agents <ul style="list-style-type: none"> • CS-13 – First Call Resolution • CS-19 – Customer Complaint Rate • CS-31 – Average Handle Time
<p>Demonstrate continual improvement in customer satisfaction, ease of interaction, and value as measured by internal, end-to-end customer post-transaction assessments</p>	<ul style="list-style-type: none"> • CS-02 – J.D. Power Customer Satisfaction Survey (Residential) • CS-03 – J.D. Power Customer Satisfaction Survey (Business) <ul style="list-style-type: none"> • Outage Surveys • Customer Transaction Surveys
<p>Invest in technologies to enhance the service, flexibility, convenience, and cost-effectiveness of billing, payment, appointments, emergency restoration, and other customer interactions</p>	<ul style="list-style-type: none"> • Credit Card Enhancements • Move Process Automation <ul style="list-style-type: none"> • IVR Enhancements • Customer Information System (CIS) Replacement <ul style="list-style-type: none"> • Payment Kiosks • Outage Cause
<p>Ensure simple, accurate, and proactive customer communications related to customer billing, energy usage, emergency response, and estimated times of restoration</p>	<ul style="list-style-type: none"> • Outage Surveys • Customer Transaction Surveys
<p>Effectively target communications across customer segments and socioeconomic groups, with particular attention to low income and disadvantaged communities</p>	<p>CS-17 – Low to Moderate Income Program Participation</p>
<p>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</p>	<ul style="list-style-type: none"> • PSC&E-8 – Transition to Standard TOD Resi Rates <ul style="list-style-type: none"> • PSC&E-16 – Residential Participation Rates • PSC&E-13 – Heat Pump Initiative



Board Policy Compliance

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

Metric/Goal	Initiatives	Results
<ul style="list-style-type: none"> J.D. Power Electric Utility Customer Satisfaction Survey (Business) 	<ul style="list-style-type: none"> Customer One Program Business First (B1) Programs Monthly Webinars Personalized Communications Executive Contact Program Community Outreach B1 Advocates (Hybrid Model) Case Studies/Testimonials 	<ul style="list-style-type: none"> Ranked highest in customer satisfaction among business customers in the East Large Segment
<ul style="list-style-type: none"> J.D. Power Electric Utility Customer Satisfaction Survey (Residential) 	<ul style="list-style-type: none"> Customer One Program Enterprise-wide commitment to CX Employee Engagement and Training 	<ul style="list-style-type: none"> Twelfth position out of eighteen. YE results in mid-December
<ul style="list-style-type: none"> Contact Center Service Level with Live Agents Average Handle Time First Call Resolution 	<ul style="list-style-type: none"> Increase call center staffing Knowledge Management Database Updating representative’s scorecards Low performers, in office 	<ul style="list-style-type: none"> Expected to make goals at YE
<ul style="list-style-type: none"> Billing Accuracy 	<ul style="list-style-type: none"> System improvements AMI meter data 	<ul style="list-style-type: none"> Cancel and rebill at 0.15% TOD Billing Exceptions at 0.8%
<ul style="list-style-type: none"> Customer Complaint Rate 		<ul style="list-style-type: none"> Ranked first in in the State with the lowest number of customer complaints



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

Survey	Initiatives	Results
<ul style="list-style-type: none"> Customer Transaction Survey 	<ul style="list-style-type: none"> Move Process Automation 	<ul style="list-style-type: none"> Decrease in call center call volume for Move In/Move out

	Customer Satisfaction		Ease of Transaction	
	2024	2025*	2024	2025*
Phone	95%	96%	94%	94%
MyAccount	78%	82%	84%	82%
Mobile App	76%	89%	88%	83%
Email	60%	60%	60%	60%
IVR	94%	93%	94%	94%

*YTD as of October 2025

Survey	Initiatives	Results
<ul style="list-style-type: none"> Outage Survey 	<ul style="list-style-type: none"> Outage Cause Code Enhanced Communications to consistently provide cause code 	<ul style="list-style-type: none"> Score rose to 53% from 33%



“Invest in technologies and ensure simple accurate, and proactive communications...”

Program/Initiative	Status/Outcomes
<ul style="list-style-type: none"> Customer Information System (CIS) Replacement 	<ul style="list-style-type: none"> Re-establish the joint LIPA/PSEG Long Island Steering Committee Issuance of the RFPs for the new CIS Solution and System Integrator is planned for 2026
<ul style="list-style-type: none"> Credit Card Processor Replacement and Enhancements 	<ul style="list-style-type: none"> More intuitive and streamlined credit card experience Modern payment methods Enroll in autopay with saved digital wallet
<ul style="list-style-type: none"> Move Process Automation 	<ul style="list-style-type: none"> Visual IVR to other self-service channels Reduced move-related call volume requiring an agent by 10% Remain in your channel of choice
<ul style="list-style-type: none"> Payment Kiosk Enhancements 	<ul style="list-style-type: none"> More than 16,000 customer utilized 56,968 payments totaling \$22M Fifth kiosk placed in Patchogue facility
<ul style="list-style-type: none"> Outage Root Cause 	

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

Metric	Initiatives	Status/Outcomes
<ul style="list-style-type: none"> Low to Moderate Income Program Participation 	<ul style="list-style-type: none"> Partnered with more than 100 community agencies directly assisting customers Partnered with Public Housing agencies – customer enrollment through shared eligibility criteria Community Advisory Board subcommittee established to augment current outreach efforts and brainstorm ideas Discontinue unenrollment through 11/2026 Expand eligibility lookback period to 18 months Expanded promotion – NICE buses and waiting stations Weekly emails 	<ul style="list-style-type: none"> Achieved goal Surpassed 40,000 by enrolling 40,558



“Evaluate the success of our rate options, clean energy programs and other offerings by customer adoption and satisfaction...”

Metric/Program	Initiatives	Status/Outcomes
<ul style="list-style-type: none"> Transition to Standard TOD Resi Rates TOD - Residential Participation Rates 	<ul style="list-style-type: none"> Last migration group is currently being enrolled in TOD Focus on education and retention in 2026 	<ul style="list-style-type: none"> As of 12/5 over 817,000 customers enrolled 96% participation rate
<ul style="list-style-type: none"> Low to Moderate Income Program Participation 	<ul style="list-style-type: none"> Enrollment automation 	<ul style="list-style-type: none"> Remaining steady, over 40,000 customers enrolled
<ul style="list-style-type: none"> Heat Pump Program 	<ul style="list-style-type: none"> Increased targets Improved program to make it easier for contractors to participate – ACH payments Increase outreach to non-traditional contractors \$11,000 incentive to LMI customers 	<ul style="list-style-type: none"> Targets on track
<ul style="list-style-type: none"> Retail Energy Storage 	<ul style="list-style-type: none"> Redesign incentives Updating marginal cost of service Evaluating how to increase locational portion of the value stack to provide additional market incentives in the areas where the grid is most in need of energy storage 	

Questions?

Suzanne Brienza

*VP Customer Experience and
Clean Energy*



FOR CONSIDERATION

December 17, 2025

TO: The Oversight and Clean Energy Committee

FROM: Carrie Meek Gallagher

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

Requested Action

The Oversight and Clean Energy Committee (the “Committee”) of the Board of Trustees (the “Board”) of the Long Island Power Authority (“LIPA”) is requested to adopt a resolution recommending that the Board: (i) approve the annual report on the Board Policy on Customer Experience (the “Policy”); and (ii) find that LIPA has substantially 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. In November 2021, the Board collaborated with Leading Resources, Inc. to review the Policy and facilitate discussions among the Trustees regarding amendments to the Policy. At the November 2021 meeting, the Board adopted a revised Customer Service Policy, which was subsequently renamed 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.” The Board conducted the last annual review of the Policy in November 2024.

Compliance with the Policy

This report covers customer experience activities from the Board’s November 2024 review to the present. PSEG Long Island has demonstrated improvement in call center operations, as well as progress in J.D. Power’s utility business customer satisfaction study, as further described below. LIPA Staff recommend that, for the reasons set forth below, the Board find that LIPA has substantially complied with the Policy since the last review, as LIPA staff continue 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.”

- For 2025, PSEG Long Island ranked the highest in customer satisfaction among business customers in the East Large Segment, according to J.D. Power Electric Utility Business

Customers Satisfaction Study. PSEG Long Island improved its ranking from eleven out of twelve utilities, in the fourth quartile, to number one overall.

- With three out of four waves reported, PSEG Long Island is currently in twelfth position out of eighteen utilities for J.D. Power Residential Customer Satisfaction Study. Year-end 2025 results will be made available in mid-December.
- PSEG Long Island did not meet the Contact Center Service Level with Live Agent Calls in 2024, ending the year at 42% compared to a goal of 77%. In 2025, efforts to improve service level, such as increasing call center staffing levels, implementing a Knowledge Management Database, including average handle time (AHT) as a goal on the representatives' scorecard and bringing low performers into the office led to improved performance. Significant improvement has been achieved, with the Contact Center reaching 76.5% through December 1, 2025. Improvement is also shown in the other contact center metrics, such as AHT. Through December 1, 2025, AHT is at 430 seconds vs. 472 seconds as of year-end 2024.
- PSEG Long Island continues to maintain billing accuracy with customer invoice cancel and rebill holding steady at 0.15%. The utilization of AMI meter data has been crucial to this effort in conjunction with continued attention to ensure system upgrades and process changes do not impact current accuracy levels.
- PSEG Long Island billing for Time of Day (TOD) billing exceptions have been held, through system improvements, to a level of 0.8% throughout 2025 including migration through group 8 customer transition. The exceptions are tracked by resource level, illustrating that 2/3 of the TOD billing exceptions require minimal resource need to resolve the exception.
- PSEG Long Island has been ranked first in the State for all of 2025 with the lowest number of customer complaints among New York State utilities registered with the Department of Public Service.

“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 continued surveying customer interactions in 2025 to understand customers' overall satisfaction and transaction-ease for the top five interactions including billing, payment, collections, service change, and outage as well as other general inquiries. The customer interaction channels surveyed included live agent phone, MyAccount, the mobile app, email, and the Interactive Voice Response (IVR) system.
- Customer survey feedback was used to identify improvement opportunities and prioritized them into technology projects aimed at enhancing the customer channel experience. The surveys also helped surface design and process issues in recently deployed customer channel enhancements, including Move Process Automation project, which led to further refinements.
- Customer satisfaction and transaction-ease scores remained high across all channels in 2024 and 2025, with the exception of Email. Enhancing the capabilities of the other channels is intended to guide customers toward more satisfying digital options such as MyAccount, mobile app or the IVR to resolve their issue.

	Customer Satisfaction		Ease of Transaction	
	2024	2025*	2024	2025*
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MyAccount	78%	82%	84%	82%
Mobile App	76%	89%	88%	83%
Email	60%	60%	60%	60%
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*YTD as of October 2025

“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-term 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, credit card processor replacement, and move process automation.
 - Customer Information System (CIS) Replacement - Customer Information System pre-implementation program work resumed in mid-2025 by reestablishing the joint LIPA/PSEG Long Island Steering Committee after a two-year pause of the project to focus on the Time-of-Day and system separation implementations. Issuance of the RFPs for the new CIS solution and system integrator is planned for 2026.
 - IVR Enhancements – Beginning in December 2024 and continuing throughout 2025, ongoing enhancements were implemented to streamline the call flow, address scripts with high customer failure rates, and enable new transaction types. These improvements were designed to resolve customer inquiries within the automated system, reducing the need for transfers and ultimately improving the overall customer experience.
 - Credit Card Processor Replacement - PSEG Long Island transitioned to a new credit card processing vendor in January 2024. System enhancements implemented in first quarter of 2025 include a more intuitive and streamlined credit card payment experience across all channels and acceptance of more modern customer payment methods including PayPal, Google Pay, and Apple Pay. The second phase of the project included a self-serve expansion to enroll in autopay with a saved digital wallet payment method. The self-serve expansion removes the manual resource required to enroll a customer in auto pay and provides greater payment control for the customer.
 - Move Process Automation – Move request transactions have the longest handle time compared to all other customer transactions and were not previously available as a full self-service option due to the lack of automation. In 2025, PSEG Long Island added visual IVR to the other self-service channels (website, MyAccount,

mobile app), which were recently enhanced to accept and process move requests. Since its implementation, the visual IVR has reduced move-related call volume requiring an agent by 10%. In addition to call reduction, expansion of this transaction in self-service allows customers to remain in their channel of choice.

- Payment Kiosks – PSEG Long Island introduced a new self-service payment channel to customers in November 2023 by installing payment kiosks at 4 customer offices by mid-2024. The systems have intuitive screen flow to guide the customer through the payment process and accept various payment methods including cash, credit, debit, and electronic check. In 2024, the kiosk functionality was expanded to offer payment arrangement enrollment. Through September 2025, more than 16,000 customers have utilized the kiosks making 56,968 payments totaling more than \$22 million. A fifth kiosk was placed at the Patchogue facility and operational as of September 2025. The scheduled installation was slightly delayed due to site permitting issues.
- Outage Root Cause – In the outage surveys, the “utility informing the customer of the cause for the unplanned outage” was consistently the lowest scoring question. In 2023, only 33% of survey respondents scored PSEG Long Island favorably for letting them know the cause of the outage. To address this, PSEG Long Island enhanced customer outage communications to consistently provide the root cause to customers. As a result of these enhancements, the October 2025 YTD score rose to 53%. To support continued improvement, an outage cause code metric has been introduced for 2026.

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

- PSEG Long Island successfully achieved the 2025 Household Assistance Rate enrollment metric in the first quarter of 2025. The focus on achieving enrollment of more than 40,000 customers without automation was surpassed with 40,558. Automation efforts continue in 2025 with Nassau, Suffolk and NYC social service agencies to reduce customer effort and maintain enrollment in the program. A prior communication study in 2023 illustrated that communication segmentation did not positively impact enrollment and highlights the need for expanded automation.
- PSEG Long Island partnered with more than 100 community agencies directly assisting customers to obtain utility funding through social service and non-profit programs. In 2025, additional partnerships with Public Housing agencies afforded eligible customer enrollment through shared eligibility data.
- In May 2025, the Community Advisory Board created an affordability subcommittee to augment current outreach efforts and brainstorm ideas to create an avenue to remove redundancies, educate and solidify partnerships, and gain valued trust in the communities with LIPA partnerships. This included a deeper relationship with CDLI to include training in offered programs to their case managers, assistance at rental sign-ups, and planned events as well as with The Energy Hub to offer guidance, partnership, and assist with

formalizing connections with social service agencies. Additional support for Uniondale Land Trust with outreach and introduction to Advocacy at PSEG Long Island was valued.

- In November 2025, a New York State order was passed to stop unenrollment in the low-income rate program through November 2026 for those customers who do not renew as of October 1, 2025. This was in direct response to the delay in opening the Low-Income Home Energy Assistance Program (LIHEAP). In addition, the order clarified that the eligibility documentation was expanded to an 18-month period vs the prior 12-month look back period. These efforts adopted by LIPA are being implemented by PSEG Long Island and for 2025 retaining over 3,000 customers on the low-income program who otherwise would have been removed.
- PSEG Long Island promoted and educated customers on low-income programs through new channels including signage on NICE buses and waiting stations in underserved communities. As communication to the low-income community is key to share available program information, weekly emails are sent to identified zip code areas with highlights and where PSEG Long Island consumer advocate are located to assist in person.

“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.”

- PSEG Long Island deployed the two Time-of-Day rates in November 2023 and the Off-Peak rate became the standard residential rate offering in January 2024. As of December 1, 2025, 9 of the 10 planned customer groups were migrated to the new rate. Over 805,000 customers are enrolled in the Off-Peak or Super-Off Peak TOD rate, representing a 96% participation rate of eligible customers.
- Overall enrollment in the Household Assistance Rate (HAR) for low to moderate-income customers has remained steady with enrollment year to date 2025. The PSC order highlighted previously will ensure that eligible customers remain on the low-income rate through November 2026, providing program continuity for those most in need. A program was developed in 2022 to automate enrollment based on participation in social service programs. The automation program was incorporated into the 2024 and 2025 metric to encourage social service partnerships and increase low-income enrollments. Efforts towards completing this automation process have continued throughout 2025. As a result, PSEG Long Island is working towards finalizing vendor agreements and negotiating with key stakeholders, with implementation for automation expected in 2026.
- LIPA secured New York State utility funding to provide customers with an additional bill discount in 2024 of more than \$8, with expanded discount tiers to include customers receiving an alternate source heating benefit. The expanded tier enrollment continued in 2025 has assisted more than 16,000 non-electric heating low to moderate income customers to support a 6% energy burden.
- The heat pump program continues to be popular among customers and surpassed the 2022, 2023 and 2024 metric targets for the incentive program rebates. In 2025, LIPA

implemented higher heat pump incentive targets up to 5,331 whole home dwellings, up from 3,600 in the previous. Despite higher targets, that target appears on track while also maintaining a consistently generous heat pump incentive for LMI customers of \$11,000. We have also improved the program to make it easier for contractors to participate in the program by tackling administrative hurdles by offering ACH payments to nearly all of our participating contractors and requesting the service provider to double down on outreach to non-traditional contractors such as plumbing and boiler contractors to drive adoption of air-to-water heat pumps and heat pump water heaters, which continue to see growth opportunities. LIPA has completed a study of fleet electrification needs on Long Island and is working with PSEG Long Island to improve the Fleet Make Ready program by opening up eligibility of this program to private fleets in order to garner more insights about fleets at large.

- 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. LIPA has surpassed its solar generation goals.
- LIPA is working with PSEG Long Island to redesign our incentives for retail energy storage. This includes updating the marginal cost of service, which will make the DER value stack more lucrative to battery storage developers. LIPA is also evaluating how to increase the locational portion of the value stack to provide additional market incentives in the areas where the grid is most in need of energy storage.
- LIPA is partnering with other state agencies and stakeholders to engage local governments around how energy storage projects can be sited in their areas in ways that are safe, This is being done to hopefully see the end of local moratoria on energy storage projects.
- LIPA has finalized plans to send \$2.7M in clean energy program funding to the Homes and Community Renewal office (HCR). HCR will then use this as direct-inject incentives to support efficiency and beneficial electrification work in the rehabilitation of multi-family residences in low-income communities.
- LIPA is engaging a small AI firm to conduct a pilot project evaluating how AMI data can be evaluated to understand which households in a given area have specific technologies like heat pumps, EV chargers, smart thermostats, etc. This information may considerably improve PSEG LI's ability to target demand response program enrollment efforts.

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 three 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 averse reputational impact." The second risk is related to decreased call center performance, which could result in negative customer perception and reputational impact. The third risk is "TOD rate implementation" which could result in greater than forecasted opt-outs, lower than anticipated customer and system benefits, and negative reputational impacts.

The customer and stakeholders' dissatisfaction with a storm 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. We believe this risk is being managed to meet overall customer expectations.

The decreased call center performance risk emerged over the course of 2022 with an increased number of calls being unanswered and wait times exceeding acceptable levels. When identified in 2022, this risk was the result of insufficient staffing, increased call volume and average handle time, and high shrinkage resulting in reduced efficiencies. Over the course of 2025 significant progress has been made with new hires, implementation of a knowledge management database, among other improvements implemented in 2024. While this risk is still being monitored, the overall risk rating has been reduced and increased performance attributed to the focus and diligence of PSEG Long Island over the last two years in managing this risk.

The TOD rate implementation risk was highlighted in 2025 due to the bulk of customer migrations occurring throughout the year and potential risks associated with customer opt-outs. With 9 of the 10 groups migrated the transition thus far has been smooth. When the migration is completed the success of the program will be evaluated based on customer satisfaction, customers remaining on the TOD rate and the system benefits achieved. To date, the migration for customers to a TOD rate structure has been a success story and an example for other utilities to follow.

Based on the progress made in managing each of these risks, we believe these risks are being adequately managed.

Annual Review of the Policy

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 RECOMMENDING APPROVAL OF 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, in 2021, the Policy was amended by the Board 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 last annual review of the Policy was in November 2024; and

WHEREAS, the Oversight and Clean Energy Committee (the “Committee”) of 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 Committee hereby recommends that the Board find that LIPA has complied with the Policy for the period since the last annual review and approve the annual report to the Board.

Dated: December 17, 2025