

ACTION PLAN – 2017

Based on 2017 Customer Satisfaction Survey

Goal: • **Customer Satisfaction:** Achieve and maintain a mean satisfaction score of 3.5 or better (on a 4-point scale; 1=poor; 2= fair; 3=good; and 4=excellent).

- DPU Results** • **Residential Customers:** *Overall Satisfaction 3.3 (below the goal of 3.5)*
- **Commercial Customers:** *Overall Satisfaction 3.4 (below the goal of 3.5)*

Goal: • **Customer Engagement:** Achieve and maintain a net promoter score that is equal to or better than the industry average. In 2016, according to TEMKIN Group, the average for the Utilities Industry was an NPS of +27.

- DPU Results** • **Residential Customers:** *Net promoter score of +11.2 (below the goal of +27)*
- **Commercial Customers:** *Net promoter score of +34.7 (above the goal of +27)*

Customer satisfaction has hovered around 3.2 to 3.4 consistently over the past twelve years that the DPU has been conducting a survey. While the results are above 3 (3=good), it is still shy of the goal to achieve a 3.5 or better (approaching excellent). In assessing the results of the 2017 survey some of the problem areas are the same as they were in 2015: Being able to **reach DPU during an unplanned power outage**; and rating the **value of utility services** (considering cost versus quality) as above fair, but below good. New to the 2017 survey are responses to the new Los Alamos DPU App, which again are above fair, but below good. The residential customer demographic that seems less satisfied with these mentioned services are under the age of 55, and have children in the home. The Los Alamos townsite customers appear to be less satisfied than White Rock customers.

Customer engagement has only been measured since 2015, when DPU introduced a net promoter score question to the survey. In 2015 the residential customers were above and commercial customers were well below the industry average. In 2017 the numbers have flipped. Residential customers are well below and commercial customers are well above the industry average.

DPU Product or Service	Target	Discussion	Recommendation
Outage communication - Being able to reach the DPU during an unplanned power outage Mean residential score of 2.8	Improve the ability for customers to be able to communicate with DPU about outages and receive timely updates w/residential customers who are 54 or younger. Raise the mean score from a 2.8 to 3.5 or better.	The mean score for this question was lower than in previous years, but is probably more accurate. It should be noted, that in 2017 this question was asked only to customers who experienced an outage (of the 421-residential sample size, only 133 experienced an outage and 31 indicated that communication was fair or poor). In previous years, this question was asked to the entire sample size, even to those who did not experience an outage.	The best recommendation is for DPU to continue to reduce the number of unplanned power outages. Current SAIDI is ~30 minutes (well below DPU goal and well below the national average). In 2016, DPU advised the Board that it believed that its LA DPU App would be part of the solution for improved outage notification abilities and for the DPU to push updates to customers. Some of these features are reliant upon interfacing with Advanced Metering Infrastructure (smart meters) – which has not been deployed yet. It is DPU's hope that once this is deployed and the two systems are able to interface, scores will improve. Time frame to deploy AMI – DPU plans to start in the early 2018 calendar year. It will take approximately a year to install and then possibly another year to ensure that various systems (AMI, LA DPU App, and new ERP) interface smoothly.

DPU Product or Service	Target	Discussion	Recommendation
Value (when considering cost versus quality) Mean residential score of 2.9	Improve satisfaction that DPU rates are fair and reasonable for residential customers who are 54 and younger. Raise the mean satisfaction score from 2.9 for electric, water and sewer, and 3.0 for gas to 3.5 or better.	As quality, and reliability all scored ~3.4, DPU believes the lower “value” score is directly related to rates or the cost of service. Other than sewer rates, DPU rates are lower than rates for neighboring communities. And while the DPU sewer rate is higher than Santa Fe or Albuquerque, it is comparable to other mountainous communities – e.g. Ruidoso. With the need for a replacement WWTP in White Rock, and our topography, it is difficult to reduce the rates required to service the wastewater collection and treatment system.	There have been numerous discussions about unbundling rates, so that there is better transparency in what customers are paying for. DPU is scheduled to bring an unbundled electric to the Board in the spring. Educate customers on the collective (all four services) total utility bill compared to other communities, rather than focusing on each utility rate individually (electric, gas, water, and sewer). AMI implementation combined with the LA DPU App will allow customers to be in better control of their bills. Once the systems are communicating with another, customers should be able to set up alert notifications, and monitor usage.

DPU Product or Service	Target	Discussion	Recommendation
Ease of Using the Los Alamos DPU App Mean residential score of 2.9 Mean commercial score of 2.9	Improve the ease of use of the LA DPU App for residential customers under the age of 65 and commercial customers. Raise the mean score to 3.5 or better.	When the customer satisfaction survey was deployed, the Los Alamos DPU App had been rolled out only one month prior. Of the 421-residential customer sample, only 118 were using the app; and of the 80-commercial customer sample, 9 were using the app. Of those, 31 residential and 3 commercial customers rated the app as “fair” or “poor.” Because the system was new, staff was working out some of the initial bugs.	DPU believes most of the bugs have been resolved. Additionally, some of the features that DPU hoped to be able to capitalize on to make it easier for customers to manage their accounts are dependent upon AMI. This may take a year or two before these additional features will be rolled out. DPU also needs to ensure that the system will interface correctly with the new ERP.
Billing Approximately 50% of all interaction with the Customer Care Center is related to billing questions.	Improved billing and understanding of one’s bill. Reduce the number of billing questions customers have.	While questions related to the ease of understanding one’s bill and payment options all scored a mean above 3.0 (above good) for all customer classes and all demographics – most interactions customers have with the Customer Care Center are related to billing questions. The Customer Care Center indicates that they receive approximately 2000 – 2500 phone calls a month (this does not include “walk-ins” or “emails.”)	Again, DPU believes that the LA DPU App, the AMI and the county’s new ERP will make it easier for customers to understand their bills, consumption, and payment history. While the Customer Care Center loves to engage with its customers and does a good job doing this, more customer control should improve customer satisfaction and alleviate some of the workload for the customer care center.

2017 Customer Satisfaction Survey Questions with results less than 3.0

Heat Map

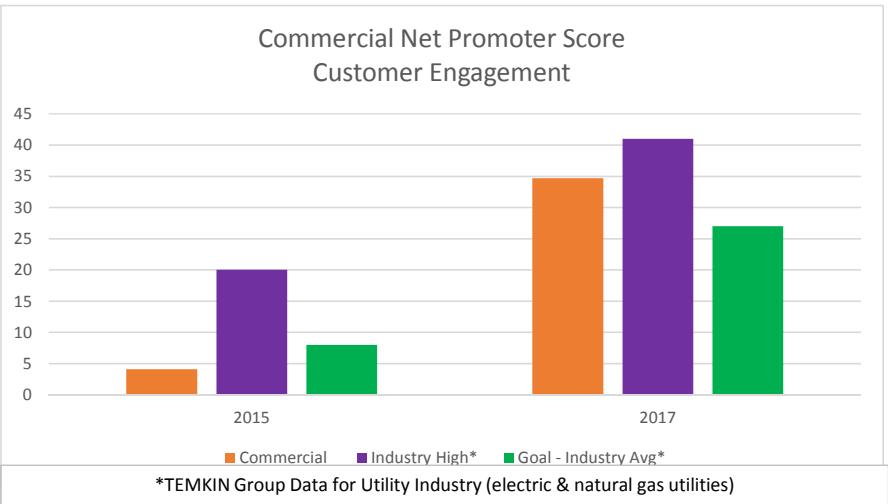
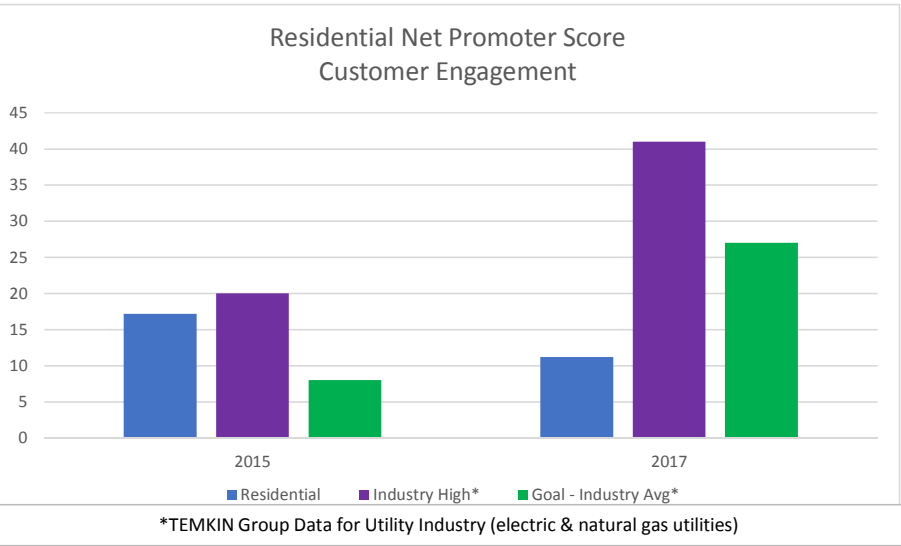
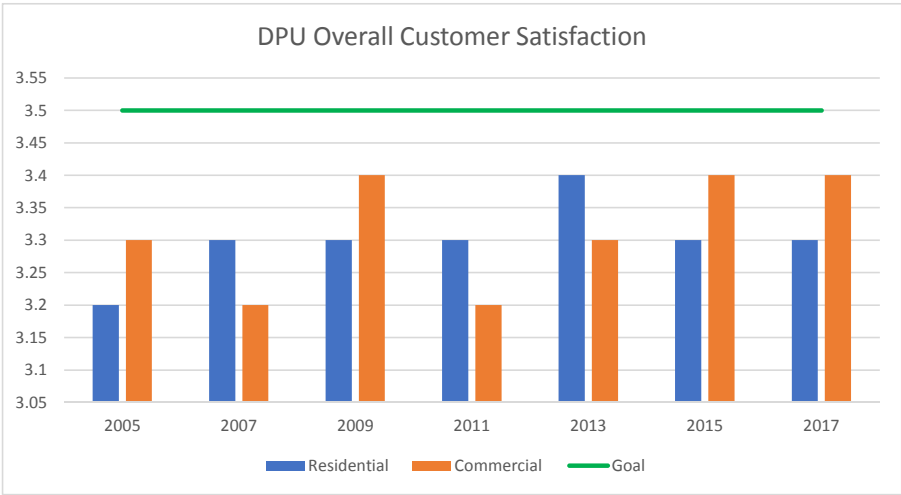
Cust	Div	Service	Overall	WR	LA	Kids	No Kids	18-44	44-54	55-65	65+	Good/Excel	Fair/Poor	DK	Total
Residential	LA DPU App	Easy to Use	2.7	2.9	2.7	2.8	2.7	2.6	2.9	2.9	3.1	77 Cust	40 Cust	1 Cust	118
Commerical	LA DPU App	Easy to Use	2.7									6 Cust	3 Cust	0	9
Residential	Elec	Reach DPU-outage	2.8	2.7	2.8	2.6	2.9	2.6	2.6	3.0	3.0	40 Cust	31 Cust	62 Cust	133
Residential	Elec	Value	2.9	2.9	2.9	2.7	3.1	2.8	2.8	3.0	3.0	68%	27%	5%	100%
Residential	Gas	Value	3.0	3.0	3.0	2.8	3.2	2.9	2.9	3.1	3.1	70%	23%	7%	100%
Residential	Water	Value	2.9	3.0	2.9	2.8	3.1	2.9	2.8	3.0	2.9	66%	27%	9%	102%
Residential	Sewer	Value	2.9	2.9	2.9	2.8	3.0	2.8	2.8	2.9	3.0	63%	27%	10%	100%

3.0 +

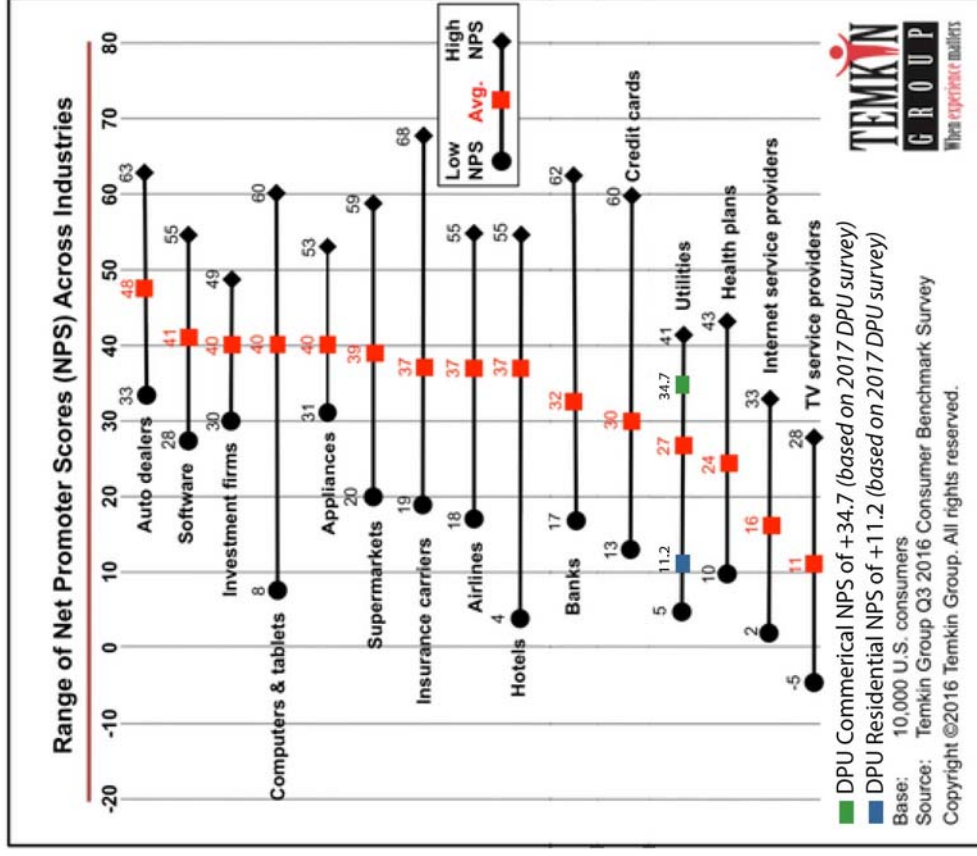
2.9

2.5 - 2.8

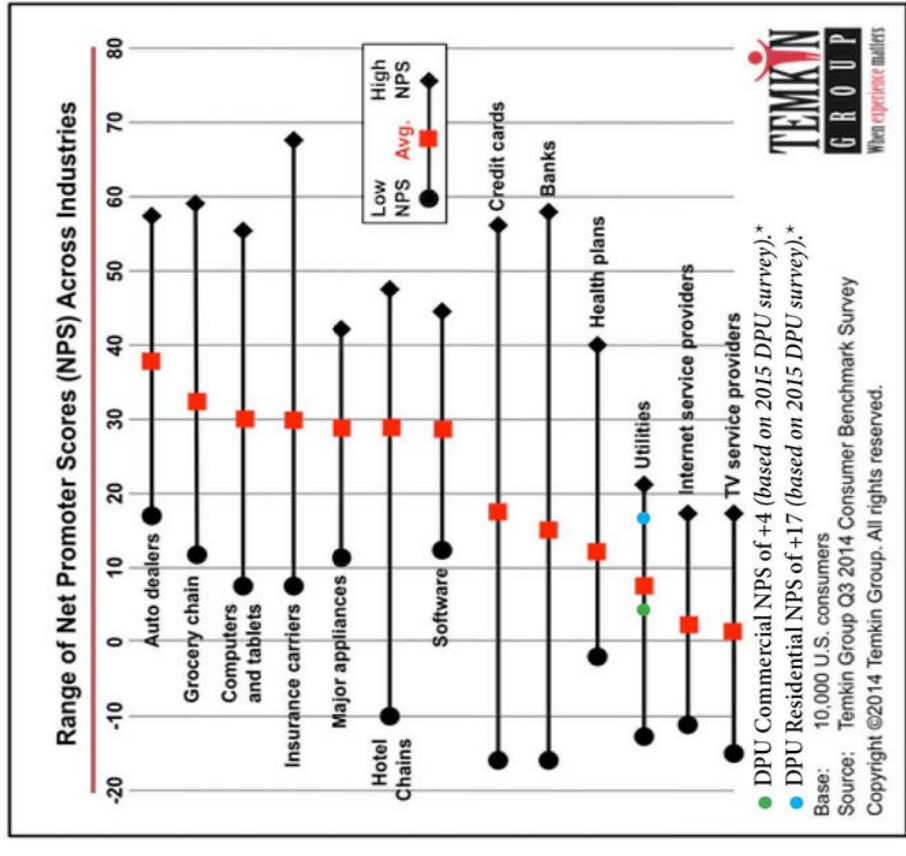
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2017 DPU Results compared with Temkin 2016 Results



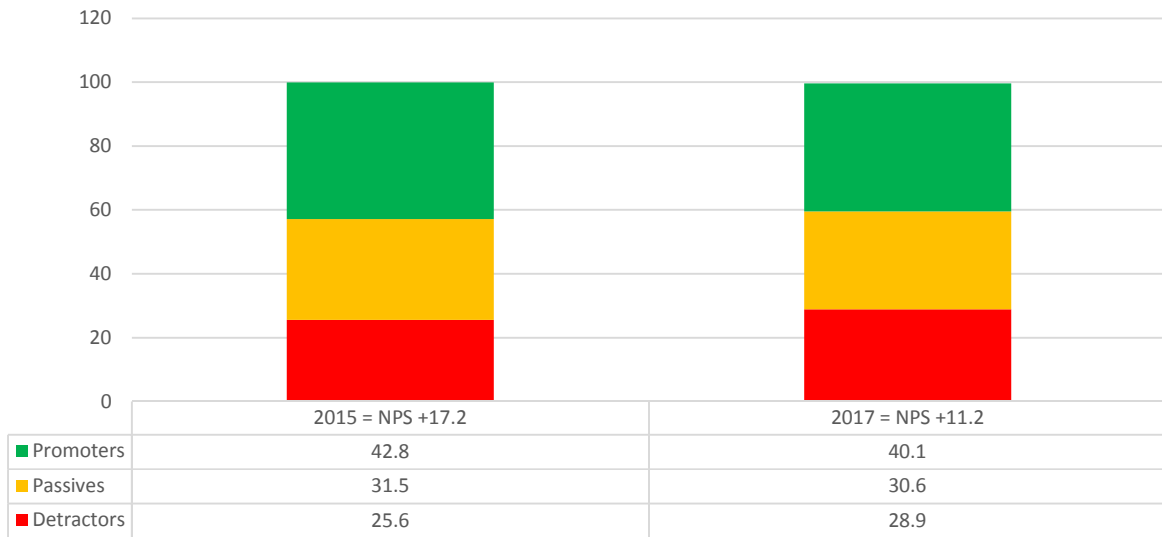
2015 DPU Results compared with Temkin 2014 Results



<http://www.temkingroup.com/research-reports/net-promoter-score-benchmark-study-2014/>

*DPU NPS data points added by Julie Williams-Hill (Dept. of Public Utilities) and not Temkin Group.

DPU's Residential Customers - Net Promoter Score Promoters - Detractors = NPS



DPU's Commercial Customers - Net Promoter Score Promoters - Detractors = NPS

