



**Reliable power. Friendly employees.
Happy customers!**

Mat McCudden
March 2012



Utility Information

- Located in SW Washington

- Through

- Electric

- Water

- Operate

- 353

- Half

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Commitment and Core Values

Customer satisfaction is a focus of our organization's strategic destination and plan, focused on a critical balance of...



From out of the Dark

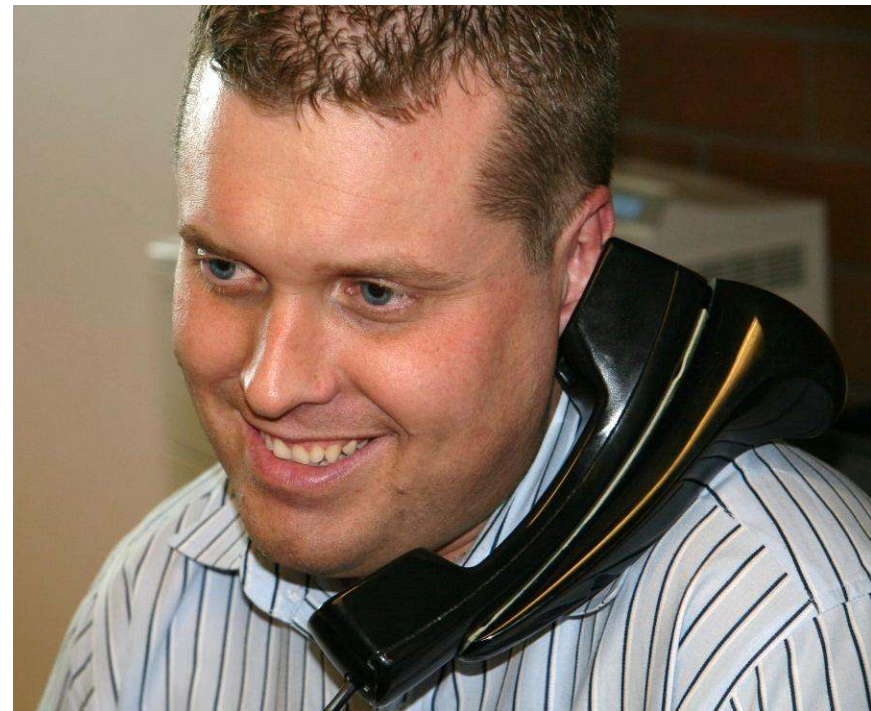
- A bad investment
 - Ambitious construction plans led to dramatic increases in rates
- A tarnished image
 - Irate rate payers protested and embarrassed employees hid company logos
- A new beginning
 - Began to operate like a business with competition and empowered employees to help



Where We Started

- No Stone Unturned
- Over the Top
- Beyond Expectations

iCAN help!



How We Do It

- Focus on customer experience – listen!
- Executive management support
- All areas of organization involved
- Employee empowerment
- Hiring



Investing in People

- Initial Customer Service training
- Ongoing training
- Incorporated into utility-wide incentives for all employees
 - Minimum 12 hours per year
 - Employee engagement
 - Dazzling your customers
 - Teaming up for seamless service



Power Quality and Reliability



Billing and Payment

- Payment options
- Extended payment arrangements
- Bill format
- My Account access
- Deposits & fees
- Low-income Heat Energy Assistance Program
- GREAT/GAP partnership
- Operation Warm Heart



Customer Service

- Real people answer the phones 24/7
- Extensive training for representatives
- One call typically does it all
- Specialized IVR's
- Community Care
- Quality assurance
- PowerLine
- Remote agents
- Disconnects
- Write-offs



Corporate Citizenship

- Energy Services
- Home & Garden Idea Fair
- Community events
- StreamTeam volunteer program
- Student tours
- Water wagon
- Tent use
- Car wash fundraiser
- Community room



Communications

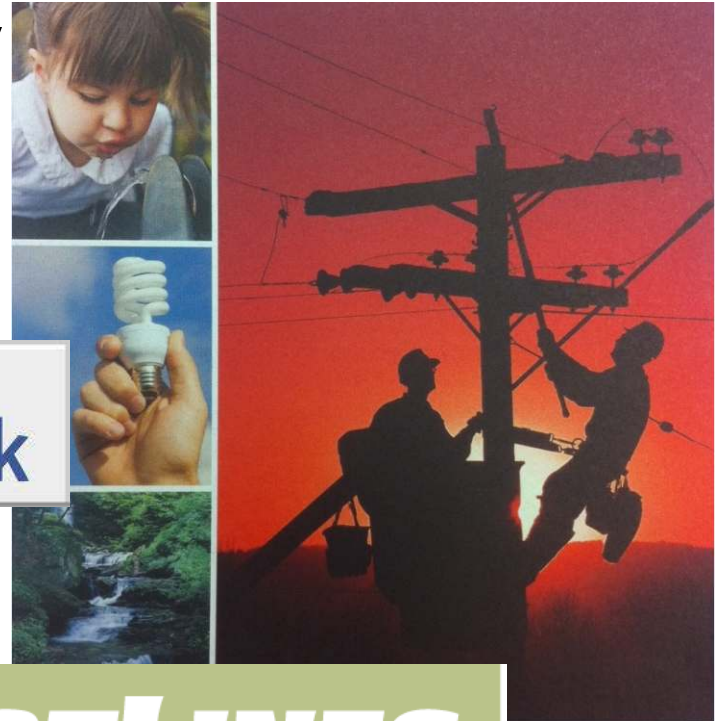
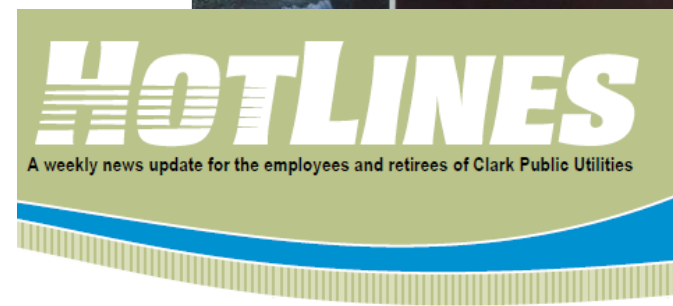
- Customer communications

- The Energy Adviser: weekly
- Newsletter: monthly
- Advertising
- Facebook
- Website
- Bill message



- Employee Communications

- Newsletter: weekly
- Department meetings: monthly
- Manager meetings: quarterly



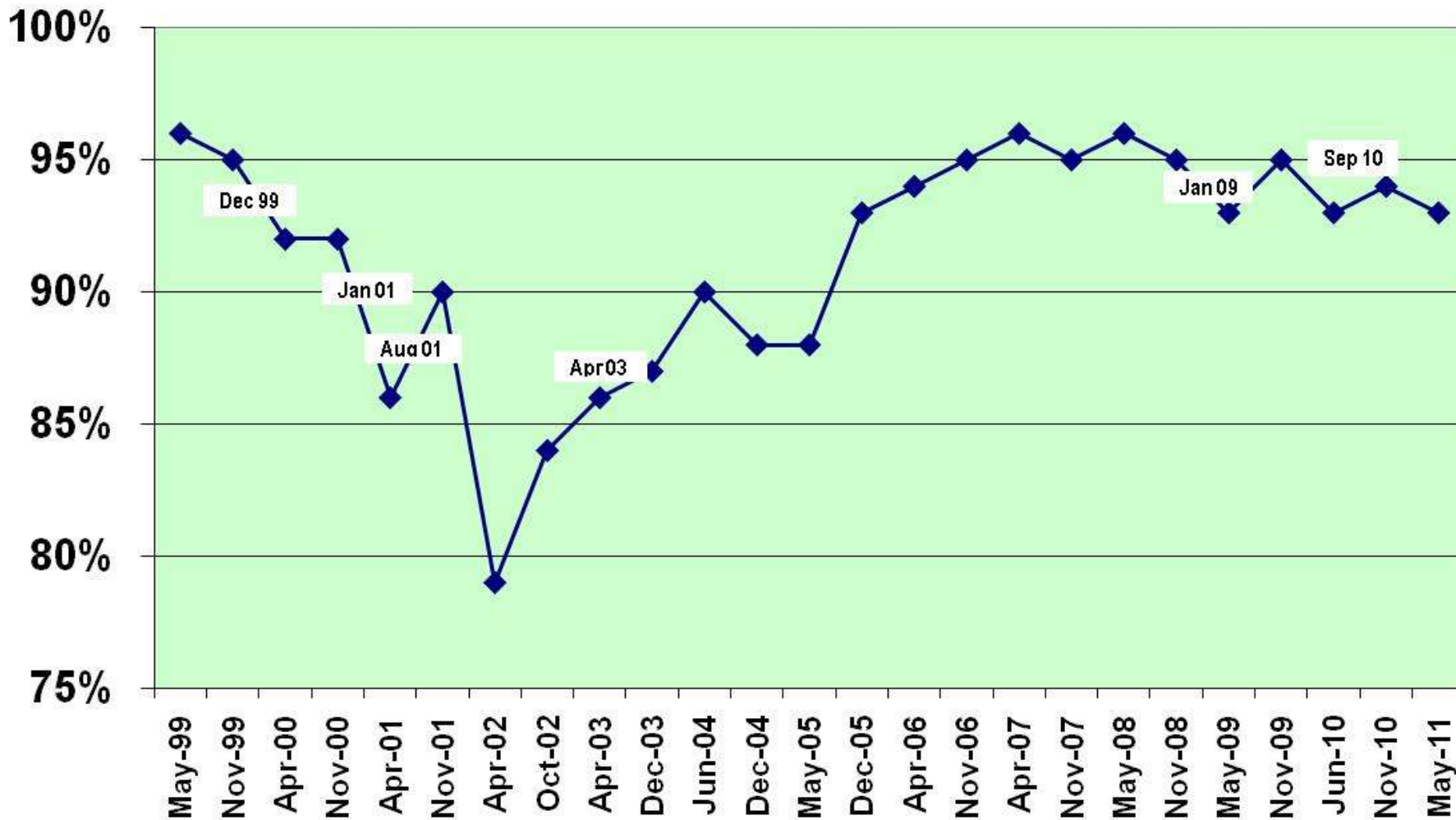
Tracking Customer Opinion

- Customer Service Monitoring
 - Tracking feedback and transactions
- Public Opinion
 - Can also use an opportunity to address specific topics
- Focus groups
 - As needed
- J.D. Power and Associates surveys



Public Opinion Satisfaction

Dates of Corresponding Rate Increases



What To Do With It All!

- Listen, listen, listen!
- No room for defensiveness – complaints and feedback are a gift
- Identify gap areas
 - Be honest
 - Prioritize opportunities
 - Focus on biggest bang for your buck!
 - Monitor & measure
- Set goals





Survey Says...



A large graphic featuring a utility pole with power lines and four J.D. Power award trophies. The trophies are arranged in two rows of two. Each trophy has a circular seal with the J.D. Power logo and the text 'HIGHEST CUSTOMER SATISFACTION' and 'AWARD FOR EXCELLENCE'. Below the seal, it says 'PRESENTED TO CLARK PUBLIC UTILITIES'. The background is a blue sky with clouds. The text 'Top of the line' is written in large, white, bold letters at the top, and 'four years in a row' is written in large, white, bold letters at the bottom.



Contact Information

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