

*Exhibit No.:*  
*Issue:* Customer Service  
*Witness:* Contessa King  
*Sponsoring Party:* MoPSC Staff  
*Type of Exhibit:* Rebuttal Testimony  
*Case No.:* ER-2021-0312  
*Date Testimony Prepared:* December 20, 2021

**MISSOURI PUBLIC SERVICE COMMISSION**  
**FINANCIAL & BUSINESS ANALYSIS DIVISION**  
**CUSTOMER EXPERIENCE DEPARTMENT**

**REBUTTAL TESTIMONY**

**OF**

**CONTESSA KING**

**THE EMPIRE DISTRICT ELECTRIC COMPANY,**  
**d/b/a Liberty**

**CASE NO. ER-2021-0312**

*Jefferson City, Missouri*  
*December 2021*



1           A.     Empire’s decline in customer service performance was an issue in Empire’s last  
2 general rate case, No. ER-2019-0374. The Commission ordered Empire to do the following  
3 tasks<sup>1</sup> for the years 2020, 2021, and 2022 related to meter reading and billing:

- 4                   1. Incorporate data into its monthly reports to Commission Staff.
- 5                   2. Initiate quarterly reports to the Commission Staff and OPC regarding the  
6 number of estimated meter readings.
- 7                   3. Initiate quarterly reports to the Commission Staff and OPC regarding the  
8 number of estimated meter readings exceeding three consecutive estimates.
- 9                   4. Initiate quarterly reports to the Commission Staff and OPC regarding the  
10 number of bills with a billing period outside of 26 to 35 days.
- 11                  5. Initiate quarterly reports to the Commission Staff and OPC regarding the  
12 Company and contract meter reader staffing levels.
- 13                  6. Evaluate the authorized meter reader staffing level and take action to maintain  
14 adequate meter reader staffing levels in order to minimize the number of  
15 estimated bills.
- 16                  7. Meet with Staff and OPC to discuss bill redesign possibilities for the future.
- 17                  8. Ensure that all customers who receive estimated bills for three consecutive  
18 months receive the appropriate communication regarding estimated bills and  
19 their option to report usage as required by Service and Billing Practices, Rule 20  
20 CSR 4240-13.020(3).
- 21                  9. Ensure that all customers who receive an adjusted bill due to underestimated  
22 usage are offered the appropriate amount of time to pay the amount due on past  
23 actual usage as required by Service and Billing Practices, Rule 20 CSR 4240-  
24 13.025(1)(C).

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<sup>1</sup> The Commission ordered tasks were originally agreed to in Case No. ER-2019-0374 as part of the Global Stipulation and Agreement.

1           10. Evaluate meter-reading practices and take action to ensure that billing  
2           periods stay within the required 26 to 35 days, unless permitted by those  
3           exceptions listed in the Commission’s rules.

4           11. File notice within this case by September 1, 2020, containing an explanation  
5           of the actions the Company has taken to implement the above recommendations  
6           related to billing and bill estimates.<sup>2</sup>

7           Q.     Does Empire witness Jon Harrison’s direct testimony explain actions taken by  
8           Empire to implement the Commission ordered tasks/recommendations?

9           A.     Yes. Starting on page 11 and ending on page 15, Mr. Harrison addresses each  
10          task/recommendation and explains steps taken by Empire to improve customer service and  
11          billing practices. Mr. Harrison’s direct testimony also included an attachment, a Notice  
12          Regarding Customer Service and Billing Matters<sup>3</sup>. Empire initially filed the Notice in Case  
13          ER-2019-0374, on September 1, 2020, per task (11) eleven. The Notice includes an explanation  
14          of the actions taken by Empire to implement the tasks/recommendations.

15          Q.     Does Staff conclude that Empire has taken action to implement Commission’s  
16          ordered tasks?

17          A.     Yes. Staff determined that Empire has taken steps to implement each  
18          task/recommendation. Staff reviewed Mr. Harrison’s testimony and Empire’s Notice filed on  
19          September 1, 2020 (as directed in task (11) eleven), and Staff submitted 16 data requests (“DR”)  
20          to obtain more information regarding implementation efforts.

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<sup>2</sup> ER-2019-0374, Amended Report and Order, July 23, 2020, page 145.

<sup>3</sup> ER-2021-0312, Direct Testimony of Jon Harrison Schedule JH-1, *Notice Regarding Customer Service and Billing Matters*, originally filed September 1, 2020.

1 Q. In Staff's COS Report, you mention that Empire has improved its customer  
2 service performance and reduced the number of estimated monthly meter reads. However, Staff  
3 identified an issue with task ten (10) which requires Empire to evaluate meter-reading practices  
4 and take action to ensure that billing periods stay within the required 26 to 35 days, unless  
5 permitted by exceptions in Commission rules. Please expound on your concerns mentioned in  
6 Staff's COS report.

7 A. Although Staff concludes that Empire has taken steps to implement the  
8 Commission ordered tasks to improve billing, bill estimates and overall customer service, when  
9 it comes to task ten (10), the Company's efforts did not prevent a continued violation of  
10 Commission rule 20 CSR 4240-13.015(1)(C) and 13.020(1). Commission Rule 20 CSR 4240-  
11 13.020(1) requires every utility to render a bill for each "billing period" to every residential  
12 customer in accordance with Commission rules and its approved tariff. Commission Rule 20  
13 CSR 4240-13.015(1)(C) defines "billing period" as the following:

14 (C) Billing period means a normal usage period of not less than  
15 twenty-six (26) nor more than thirty-five (35) days for a monthly  
16 billed customer nor more than one hundred (100) days for a  
17 quarterly billed customer, except for initial, corrected, or final bills;

18 Q. In his direct testimony, does Mr. Harrison state that Empire continued to render  
19 bills outside the required 26 to 35 days, despite Empire's efforts to evaluate meter-reading  
20 practices and take action to ensure that bills stay within the required 26 to 35 days?

21 A. No. Until recently, Empire has not complied with the aforementioned  
22 Commission rules. On page 15, lines 1 through 19, Mr. Harrison explains actions taken in  
23 response to task ten (10); however, he does not mention that customers continued to receive  
24 bills outside the required number of billing period days. The Commission should not infer from

1 Mr. Harrison's testimony regarding task ten (10) that the Company fully complied with the  
2 26 to 35 day billing period requirement.

3 Q. Did Staff review data that indicates that well after the effective date of the  
4 Commission's *Amended Report and Order*<sup>4</sup> in Case No. ER-2019-0374 that the Company  
5 continued to render bills outside 26 to 35 days?

6 A. Yes. Staff submitted DR No. 0207 to the Company for a response. Staff inquired  
7 about the number of bills rendered to customers outside 26 to 35 days, on a monthly basis from  
8 January 2017 to 2021 YTD along with the methodology used to calculate the number of bills  
9 issued outside the required days. The Company's response illustrates that on a monthly basis,  
10 the number of bills mailed to customers outside the required days is generally higher in 2020  
11 and 2021 than the number of bills rendered outside the required days the same month in  
12 previous years. The bills rendered outside the required window for the months of August,  
13 September, October, November 2020 are higher than in prior years and the same applies to  
14 January, February and March 2021. The number of bills rendered outside the required days  
15 dropped to one bill a month in April 2021 and May 2021. In response to Staff DR No. 0207,  
16 the Company states that from June through September 2021 the Company did not render any  
17 bills outside the 26 to 35 day window. The following information is from the response to Staff  
18 DR No. 0207, which is also attached to my testimony as Schedule CK-r1:

19  
20  
21  
22 *continued on next page*

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<sup>4</sup> ER-2019-0374, Amended Report and Order, Issued July 23, 2020, Effective date August 2, 2020.

1

**Count of statements that are outside 26 and  
35 days**

<b>Row Labels</b>	<b>Count of Month</b>
<b>2017</b>	<b>24</b>
January	3
February	2
May	2
June	2
July	1
August	1
September	1
November	8
December	4
<b>2018</b>	<b>97</b>
January	8
February	2
March	12
April	4
May	3
June	4
July	4
August	6
September	9
October	12
November	11
December	22
<b>2019</b>	<b>108</b>
January	3
February	15
March	2
April	3
May	1
June	4
July	11
August	16
September	9
October	3
November	1
December	40

<b>2020</b>	<b>227</b>
January	29
February	7
March	4
May	4
June	1
July	66
August	26
September	13
October	13
November	55
December	9
<b>2021</b>	<b>460</b>
January	341
February	82
March	35
April	1
May	1
<b>Grand Total</b>	<b>916</b>

1

2 Q. Is Staff DR No. 0207 the only information available to Staff that indicates that  
3 Empire continued to issue bills outside the 26 to 35 day window?

4 A. No. Staff submitted DR No. 0202 to the Company to inquire about any  
5 significant staffing issues with Empire or contract meter readers from June 2020 to YTD 2021.  
6 The Company's response to Staff DR No. 0202 is attached to my testimony as Schedule CK-r2.  
7 The Company response explains that some meters were read outside the required billing  
8 window due to meter reader staffing levels.

9 Another source of information available to Staff is the Company's monthly and  
10 quarterly billing metrics, which includes monthly estimates, billing days under 26 or over 35,  
11 and meter reader staffing levels. Attached to my testimony as Schedule CK-r3, is the 4<sup>th</sup> Quarter  
12 2020 Compliance Report and a Monthly Compliance Report that ends in November 2021.



1 The data contained in the reports indicate that the Company continued to violate CSR 4240-  
2 13.015(1)(C) and 13.020(1) until June 2021.

3 Staff was also alerted in February 2021 by the Commission's Consumer Services  
4 Department (CSD) that CSD representatives were seeing a trend in customer complaints  
5 regarding Empire's issuance of bills over 35 days.

6 Despite the Company's efforts to implement more internal controls to ensure bills  
7 are rendered in compliance with Commission rules, these efforts did not improve with  
8 consistency until April 2021, which coincides with the expansion of the Company's AMI  
9 deployment efforts.

10 Q. Is Staff recommending that the Commission order an investigation or complaint  
11 against Empire given Empire's rule violation?

12 A. Staff is not recommending any action at this time given that the Company's  
13 billing metrics have significantly improved as highlighted in Schedule CK-r3. However, Staff  
14 did consider filing a complaint against Empire earlier this year, but then changed course after  
15 Empire suggested periodic meetings with Staff to discuss customer service and billing issues.  
16 In March 2021, Staff started regular meetings with Empire to discuss customer service matters.  
17 During the meetings, the Company expressed a strong commitment to improve its meter  
18 reading, billing practices and overall customer service.

19 Q. If Staff is not recommending that the Commission take action against Empire  
20 given Empire's rule violation, why mention the issue in this proceeding?

21 A. As previously stated, Staff is bringing the rule violation to the Commission's  
22 attention given that Mr. Harrison's direct testimony infers that Empire's actions associated with  
23 task ten (10) eliminated the rendition of bills outside the required billing period. Staff deemed

Rebuttal Testimony of  
Contessa King

1 it important that the record reflect the actual number of bills issued under 26 or over 35 days.  
2 Although Staff is not recommending action at this time, if the Commission determines that  
3 action against Empire is needed Staff will of course follow any Commission directive.

4 Q. Has Staff noticed an improvement in Empire's call center metrics?

5 A. Yes. Per the conditions of the merger Case No. EM-2016-0213 and due to the  
6 customer service issues identified in Empire's last general rate Case No. ER-2019-0374; Staff  
7 regularly monitors Empire's customer service and operational performance. Staff is cautiously  
8 encouraged by statistics provided by the Company on a monthly basis and the statistics provided  
9 in response to Staff DR. No. 0212 (Schedule CK-r4) which indicate that Empire exceeded its  
10 targeted performance levels by 4% in 2020, and as of September 2021, the Company was  
11 exceeding its goal by 2%<sup>5</sup>. Performance data for years 2020 and 2021 demonstrates  
12 improvement compared to 2017, 2018 and 2019 when the Company missed its service level  
13 goal by 2%, 16% and 11% respectively.

14 Q. Does this conclude your rebuttal testimony?

15 A. Yes, it does.

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<sup>5</sup> Empire's response to Staff DR No. 0212 states that the Company currently tracks the same metrics as pre-merger. Empire's service level goal is 80%.





Liberty Utilities (The Empire District Electric Company)  
Case No. ER-2021-0312  
Missouri Public Service Commission Data Request - 0207

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Data Request Received: 2021-09-02                      Response Date: 2021-09-22  
Request No. 0207    Witness/Respondent: Jon Harrison  
Submitted by: Contessa King, Contessa.King@psc.mo.gov

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**REQUEST:**

Please provide the number of bills rendered outside of 26 to 35 days, on a monthly basis from January 2017 to 2021 YTD. Include an explanation of the methodology used to calculate the number of bills delivered outside 26 to 35 and explain how these bills are identified.

**RESPONSE:**

Please see attached spreadsheet "Meter Read Usage Days Count Statement.xlsx" for bills rendered outside of 26 to 35 days. June through September 2021 do not have any bills rendered outside of 26 to 35 days.

**Methodology:**

The code looks for statement meter read usage days that are less than 26 and greater than 35 days.

Count of statements that are outside 26 and 35 days

Row Labels	Count of Month
<b>2017</b>	<b>24</b>
January	3
February	2
May	2
June	2
July	1
August	1
September	1
November	8
December	4
<b>2018</b>	<b>97</b>
January	8
February	2
March	12
April	4
May	3
June	4
July	4
August	6
September	9
October	12
November	11
December	22
<b>2019</b>	<b>108</b>
January	3
February	15
March	2
April	3
May	1
June	4
July	11
August	16
September	9
October	3
November	1
December	40
<b>2020</b>	<b>227</b>
January	29
February	7
March	4
May	4
June	1
July	66
August	26
September	13
October	13
November	55
December	9
<b>2021</b>	<b>460</b>
January	341
February	82
March	35
April	1
May	1
<b>Grand Total</b>	<b>916</b>



Liberty Utilities (The Empire District Electric Company)  
Case No. ER-2021-0312  
Missouri Public Service Commission Data Request - 0202

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Data Request Received: 2021-09-02

Response Date: 2021-09-22

Request No. 0202

Witness/Respondent: Jon Harrison

Submitted by: Contessa King, Contessa.King@psc.mo.gov

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**REQUEST:**

Did the Company experience any significant staffing issues or performance issues with Company or contract meter readers from June 2020 to YTD 2021? For example, were there issues reading meters outside the reading schedule, issues entering meter exchange information into the system etc.? If applicable, please provide a detailed explanation for each issue that the Company identified, and include any corrective action. Identify any effects on customer accounts, explain how the issue affected customer accounts, include the number of accounts impacted, and describe efforts to communicate issues to affected customers.

**RESPONSE:**

Please see attached document titled "Performance Issues".

## **Performance Issues**

### **Staffing:**

In 2020, Meter Readers began moving to other positions internally and externally. The Union contract required Liberty to post each job internally before filling the vacancy with a contractor. The contractor's hiring procedures took 3-4 weeks, which further delayed the process. This delay led to routes being estimated and meters being read past the 35-day window.

Corrective action:

- Approval to hire additional contract employees to keep their routes on schedule and work with Liberty readers when needed.
- Field personnel from Operations and Customer Service were utilized to read meters.
- Meter reading personnel shifted to other routes that were in jeopardy of being estimated or being outside the billing window so reads could be posted on time.
- Increased overtime for the Meter Readers and Operations personnel.
- A Billing Specialist monitors the routes daily and issues a critical route list to the contractors to help them stay on schedule.

Effects on Customer Accounts:

- Estimated bills

Number of accounts impacted:

- Unknown

### **Billing Days under 26 over 35:**

Some meters were read outside the billing window because of the staffing levels mentioned above.

Corrective Action:

- A Billing Specialist monitors the routes daily. If a route is in jeopardy, a reader or multiple readers are reassigned to stay within the billing window.
- Meter Read Usage Days Count Report was created and is used to investigate and correct accounts in the billing system, Customer Watch prior to billing.
- Meter Read Usage Days Statement Report is provided monthly to catch any accounts that may have had activity on them after the account billed. Investigation and appropriate action is taken to correct the account.

Effects on Customer Accounts:

- Inconsistent bills from month to month.
- Delay in receiving a statement

Number of accounts impacted:

- Please see DR 207 for the accounts outside of 26 to 35 days.

**Meter Exchanges:**

During AMI deployment, meter exchanges by the contracting company were performed outside the blackout window. The exchange updated in Customer Watch but the account could not charge during the nightly batch processes because the system didn't have a read for the new exchanged meter. Customer Watch moves the account to "charge" status and it will appear on the Charge Status Report the next day to be investigated.

**Corrective Action:**

- The blackout period was moved from 5 days to 10 days to allow time for the exchanges and new reads to post.
- Contractor was notified and corrective action was taken by rescheduling the blackout window and adding additional resources to the deployment team.
- Customer Experience resources were given additional access in the billing system to help the Billing department correct the accounts and bill the customer.
- Increased overtime for the Customer Experience department.

**Effects on Customer Accounts:**

- Delay in receiving a statement.
- Some customers received two months charges because the accounts could not get fixed in time for the next month's billing.

**Number of accounts impacted:**

- Unknown





**Billing Metrics- The Empire District Electric Company - Missouri Service Territories**

	MO	Jul	Aug	Sep	Oct	Nov	Dec	YTD
<b>Monthly Estimates</b>								
	MO	4,501	10,555	2,724	2,168	3,026	6,922	29,896
<b>Billing Days under 26 over 35</b>								
	> 35 Days	50	23	6	6	13	0	98
	< 26	16	3	7	7	42	9	84
<b>Meter Reader Staffing- Liberty/Contractors</b>								
	Approved Liberty Staff*	12	12	12	12	12	12	
	Active Liberty Staff*	14	10	13	13	12	10	
	Approved Contractor Meter Reader Staff*	13	13	13	13	17	17	
	Active Contractor Meter Reader Staff*	10	11	12	13	14	10	
	Total Approved Liberty Staff and Contractor Meter Reader Staff	25	25	25	25	29	29	
	Total Active Liberty Staff and Contractor Meter Reader Staff	24	22	25	25	25	20	
<b>3 or More Consecutive Estimations **</b>								
	MO	89	126	193	332	251	257	1,248

\* Number of Average Active Employees/Contractors During The Month

\*\* All customers received the appropriate communication as required by Service and Billing Practices, Rule 20 CSR 4240-13.020(3)



**Billing Metrics- The Empire District Electric Company - Missouri Service Territories**

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	YTD
<b>Monthly Estimates</b>	1st. Quarter			2nd. Quarter			3rd. Quarter			4th. Quarter			
MO	6,404	16,328 (1)	2,804	1,304	172	107	91	70	58	38	32		27,408
<b>Billing Days under 26 over 35</b>													
> 35 Days	341	82	11	1	0	0	0	0	0	0	0		435
< 26	0	0	24	0	1	0	0	0	0	0	0		25
<b>Meter Reader Staffing- Liberty/Contractors</b>													
Approved Liberty Staff*	12	12	12	12	12	9	9	8	7	6	5		
Active Liberty Staff**	13	14	10	9	8	8	8	8	6	5	3		
Approved Contractor Meter Reader Staff*	22	26	26	20	16	9	6	3	2	2	-		
Active Contractor Meter Reader Staff*	11	15	18	16	13	8	6	3	2	2	-		
<b>Total Approved Liberty Staff and Contractor Meter Reader Staff</b>	34	38	38	32	28	18	15	11	9	8	5		
<b>Total Active Liberty Staff and Contractor Meter Reader Staff</b>	24	29	28	25	21	16	14	11	8	7	3		
<b>3 or More Consecutive Estimations **</b>													
MO	509	561	381	158	36	9	2	2	1	2	4		1,665

**Note (1):** In compliance with 20 CSR 4240-13.020 the Company may render a billed based on estimated usage when extreme weather conditions, emergencies, labor agreements, or work stoppages prevent actual meter readings, this occurred for 13,601 of the total estimated meter reads in February 2021 due to Storm Uri.

\* Number of Average Active Employees/Contractors During The Month

\*\* All customers received the appropriate communication as required by Service and Billing Practices, Rule 20 CSR 4240-13.020(3)



Liberty Utilities (The Empire District Electric Company)  
Case No. ER-2021-0312  
Missouri Public Service Commission Data Request - 0212

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Data Request Received: 2021-09-02

Response Date: 2021-09-22

Request No. 0212

Witness/Respondent: Jon Harrison

Submitted by: Contessa King, Contessa.King@psc.mo.gov

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**REQUEST:**

On page five, Mr. Harrison references 2017 to April 2021 targeted levels of performance and explains if targets were met. Please explain in detail what specifically the Company is measuring to determine if customer service and operational level targets are met. Is the Company using the same methodology to determine performance levels that was used pre-merger (EM-2016-0213)? Please provide performance metrics used to determine performance levels on a monthly basis from 2016 to YTD 2021.

**RESPONSE:**

The company tracks the same metrics now as pre-merger. See attachment "[2016 to 2021 for DR 0212.xlsx](#)" for the monthly performance metrics for 2016 through August 2021. The company tracks service level, incoming calls, calls answered and abandoned, average talk times, and average speed of answer. The company strives to meet performance metrics by making process improvements, monitoring metrics and adjusting staffing levels when needed.

2021

Liberty Utilities - Empire District

AVERAGES and TOTALS PER SHIFT for Contact Center Agents							
Agent Statistics	Average Logged-In Time (hr.min.sec)	Average Customer Talk Time (hr.min.sec)	Average Agent Call Wait Time (min.sec)	Average Not Ready Time (hr.min.sec)	Average Extension Talk Time (min.sec)	Calls Presented	Calls Answered
Jan	9:00:21	0:03:51	0:01:32	1:08:42	0:30:11	71	70
Feb	9:14:09	0:03:50	0:01:29	1:02:21	0:36:47	77	76
March	9:10:30	0:03:54	0:01:32	1:11:03	0:31:01	72	71
April	8:53:05	0:03:50	0:03:42	0:38:16	0:28:43	57	56
May	9:02:09	0:03:42	0:04:14	0:37:06	0:32:44	54	53
June	8:23:10	0:03:53	0:02:49	0:40:03	0:36:20	61	60
July	8:27:26	0:03:52	0:02:14	0:42:34	0:35:19	69	68
Aug	9:06:43	0:04:04	0:02:20	1:11:32	0:48:50	65	64
Sept							
Oct							
Nov							
Dec							
<b>Totals &amp; Averages</b>	<b>8:54:42</b>	<b>0:03:52</b>	<b>0:02:29</b>	<b>0:53:57</b>	<b>0:34:59</b>	<b>66</b>	<b>65</b>

Staffing for Joplin & Ozark Contact Ctrs				
Mgrs	Super	FT Contact Ctr Agts	PT Contact Ctr Agts	# of FT working Help Desk duties (included in FT)
1	4	44	2	7
1	4	43	2	7
1	4	48	1	9
1	4	48	1	9
1	4	51	1	9
1	4	49	1	10
1	4	47	1	11
1	4	50	2	11

CALL STATISTICS											
CALLS RECEIVED, ANSWERED, & ABANDONED											
Incoming Call Statistics	Incoming Electric & Gas Calls	Calls Answered Joplin & Ozark	Calls Answered at Ozark	Calls Answered at Joplin	Calls Answered Thru IVR	Calls Answered at Contact Ctrs & IVR	Calls Abandoned by Caller	Percentage Abandoned	Calls Answered 30 Sec/Less	Avg Speed of Answer (min.sec)	Power Outage Calls
Jan	101,150	43,139	13,942	29,197	56,448	99,587	1,563	2%	73%	0:31	4,305
Feb	107,675	44,327	12,526	31,801	59,944	104,271	3,404	3%	66%	0:56	10,449
March	111,475	47,265	15,957	31,308	61,757	109,022	2,453	2%	71%	0:42	4,872
April	86,336	34,771	10,518	24,253	51,102	85,873	463	1%	95%	0:11	2,947
May	83,889	32,388	9,757	22,631	51,028	83,416	473	1%	97%	0:09	6,021
June	87,047	35,310	9,281	26,029	51,082	86,392	655	1%	93%	0:13	3,902
July	87,861	34,392	9,545	24,847	52,648	87,040	821	1%	85%	0:20	4,494
Aug	92,366	37,924	10,726	27,198	53,001	90,925	1,441	2%	75%	0:30	6,496
Sept											
Oct											
Nov											
Dec											
<b>Totals &amp; Averages</b>	<b>757,799</b>	<b>309,516</b>	<b>92,252</b>	<b>217,264</b>	<b>437,010</b>	<b>746,526</b>	<b>11,273</b>	<b>1%</b>	<b>82%</b>	<b>0:26</b>	<b>43,486</b>

2020

Liberty Utilities - Empire District

AVERAGES and TOTALS PER SHIFT for Contact Center Agents							
Agent Statistics	Average Logged-In Time (hr.min.sec)	Average Customer Talk Time (hr.min.sec)	Average Agent Call Wait Time (min.sec)	Average Not Ready Time (hr.min.sec)	Average Extension Talk Time (min.sec)	Calls Presented	Calls Answered
Jan	8:41:57	0:03:20	0:01:43	0:51:00	0:09:00	72	71
Feb	8:20:04	0:03:23	0:02:31	0:56:32	0:12:00	72	71
March	8:42:09	0:03:23	0:03:40	0:36:39	0:13:09	62	61
April	7:33:10	0:03:31	0:05:46	0:18:09	0:19:34	41	40
May	8:12:52	0:03:36	0:04:09	0:22:06	0:22:33	41	40
June	8:09:46	0:03:22	0:05:09	0:22:14	0:20:02	50	49
July	8:53:07	0:03:49	0:03:23	0:53:28	0:28:32	55	54
Aug	8:54:38	0:03:51	0:01:27	1:14:16	0:37:12	70	69
Sept	9:03:22	0:04:01	0:01:39	1:03:56	0:30:28	67	66
Oct	8:32:08	0:03:53	0:01:46	0:57:43	0:31:39	62	61
Nov	9:15:32	0:03:50	0:01:33	0:59:15	0:27:31	70	69
Dec	8:56:20	0:03:38	0:02:18	0:51:15	0:28:32	69	68
<b>Totals &amp; Averages</b>	<b>8:36:15</b>	<b>0:03:38</b>	<b>0:02:55</b>	<b>0:47:13</b>	<b>0:23:21</b>	<b>61</b>	<b>60</b>

Staffing for Joplin & Ozark Contact Ctrs		
Mgrs	Super	Contact Ctr Agts
1	4	31
1	4	31
1	4	33
1	4	34
1	4	35
1	4	35
1	4	37
1	4	42
1	4	41
1	4	42
1	4	44
1	4	44

7 Contact Ctr Agts Work Help Desk Duties

CALL STATISTICS											
CALLS RECEIVED, ANSWERED, & ABANDONED											
Incoming Call Statistics	Incoming Electric & Gas Calls	Calls Answered Joplin & Ozark	Calls Answered at Ozark	Calls Answered at Joplin	Calls Answered Thru IVR	Calls Answered at Contact Ctrs & IVR	Calls Abandoned by Caller	Percentage Abandoned	Calls Answered 30 Sec/Less	Avg Speed of Answer (min.sec)	Power Outage Calls
Jan	55,415	38,339	12,670	25,669	16,022	54,361	1,054	2%	77%	0:26	1,756
Feb	50,039	34,430	12,412	22,018	14,604	49,034	1,005	2%	78%	0:26	1,504
March	50,673	32,998	10,901	22,097	16,889	49,887	786	2%	90%	0:14	3,814
April	43,401	27,395	7,330	20,065	15,591	42,986	415	1%	97%	0:10	3,745
May	41,781	23,352	6,890	16,462	18,047	41,399	382	1%	97%	0:11	5,048
June	48,880	30,041	9,370	20,671	18,062	48,103	777	2%	96%	0:12	5,966
July	53,191	33,805	10,426	23,379	18,705	52,510	681	1%	89%	0:16	4,139
Aug	64,447	42,699	13,798	28,901	20,580	63,279	1,168	2%	75%	0:30	3,629
Sept	61,063	40,795	12,629	28,166	19,239	60,034	1,029	2%	79%	0:25	2,068
Oct	72,886	43,829	14,236	29,593	27,844	71,673	1,213	2%	78%	0:26	5,841
Nov	91,148	37,440	10,392	27,048	52,122	89,562	1,586	4%	67%	0:42	3,908
Dec	89,930	38,510	11,175	27,335	50,530	89,040	890	1%	84%	0:19	2,874
<b>Totals &amp; Averages</b>	<b>722,854</b>	<b>423,633</b>	<b>132,229</b>	<b>291,404</b>	<b>288,235</b>	<b>711,868</b>	<b>10,986</b>	<b>2%</b>	<b>84%</b>	<b>0:21</b>	<b>44,292</b>

2019

Liberty Utilities - Empire District

AVERAGES and TOTALS PER SHIFT for Contact Center Agents							
Agent Statistics	Average Logged-In Time (hr.min.sec)	Average Customer Talk Time (hr.min.sec)	Average Agent Call Wait Time (min.sec)	Average Not Ready Time (hr.min.sec)	Average Extension Talk Time (min.sec)	Calls Presented	Calls Answered
Jan	8:45:39	0:03:08	0:01:42	0:49:51	0:12:24	81	80
Feb	8:15:20	0:03:08	0:01:43	1:26:19	0:09:44	78	77
March	8:38:51	0:03:06	0:01:35	0:51:27	0:10:38	73	72
April	8:39:17	0:02:57	0:02:49	1:07:42	0:19:45	74	73
May	8:53:02	0:02:50	0:02:01	0:42:55	0:13:55	74	73
June	8:35:54	0:02:53	0:01:31	0:57:30	0:14:45	75	74
July	8:46:03	0:02:51	0:01:04	1:19:35	0:21:09	77	76
Aug	8:46:30	0:02:51	0:01:14	1:03:13	0:13:25	85	84
Sept	8:47:11	0:02:56	0:01:04	1:04:53	0:19:30	94	93
Oct	8:49:46	0:03:01	0:00:49	1:00:55	0:19:29	93	92
Nov	8:48:30	0:02:54	0:01:17	0:57:35	0:14:28	88	87
Dec	8:35:35	0:03:12	0:01:30	0:57:05	0:13:32	86	85
<b>Totals &amp; Averages</b>	<b>8:41:48</b>	<b>0:02:59</b>	<b>0:01:32</b>	<b>1:01:35</b>	<b>0:15:14</b>	<b>81</b>	<b>80</b>

Staffing for Joplin & Ozark Contact Ctrs		
Mgrs	Super	Contact Ctr Agts
1	3	34
1	3	34
1	3	32
1	3	33
1	3	36
1	3	35
1	3	34
1	3	33
1	3	31
1	4	30
1	4	29
1	4	29

7 Contact Ctr Agts Work Help Desk Duties, 2 PT

CALL STATISTICS											
CALLS RECEIVED, ANSWERED, & ABANDONED											
Incoming Call Statistics	Incoming Electric & Gas Calls	Calls Answered Joplin & Ozark	Calls Answered at Ozark	Calls Answered at Joplin	Calls Answered Thru IVR	Calls Answered at Contact Ctrs & IVR	Calls Abandoned by Caller	Percentage Abandoned	Calls Answered 30 Sec/Less	Avg Speed of Answer (min.sec)	Power Outage Calls
Jan	62,230	42,198	12,941	29,257	17,638	59,836	2,394	4%	70%	0:41	1,424
Feb	55,961	36,945	11,702	25,243	16,905	53,850	2,111	4%	74%	0:34	2,452
March	62,758	40,449	13,940	26,509	19,603	60,052	2,706	4%	71%	0:43	4,377
April	63,796	41,800	16,016	25,784	20,044	61,844	1,952	3%	81%	0:24	4,061
May	69,326	45,335	16,448	28,887	21,761	67,096	2,230	3%	83%	0:23	7,575
June	63,725	40,904	14,934	25,970	19,918	60,822	2,903	5%	72%	0:41	5,522
July	66,406	43,520	16,893	26,627	19,175	62,695	3,711	6%	58%	1:06	5,050
Aug	67,612	44,685	14,228	30,457	19,961	64,646	2,966	4%	72%	0:37	6,727
Sept	61,506	41,358	12,105	29,253	17,403	58,761	2,745	4%	66%	0:44	3,244
Oct	70,526	46,680	15,038	31,642	19,623	66,303	4,223	6%	52%	1:06	4,855
Nov	58,983	36,365	11,049	25,316	19,370	55,735	3,248	6%	59%	1:03	4,549
Dec	54,611	35,306	11,332	23,974	17,517	52,823	1,788	3%	70%	0:38	1,632
<b>Totals &amp; Averages</b>	<b>757,440</b>	<b>495,545</b>	<b>166,626</b>	<b>328,919</b>	<b>228,918</b>	<b>724,463</b>	<b>32,977</b>	<b>4%</b>	<b>69%</b>	<b>0:43</b>	<b>51,468</b>

Service Level (goal 80%)		Incoming Calls		Calls Answered (IVR and CSR)		Calls Abandoned		Percent (goal <5%)	Average Talk Time		Average Speed of Answer (goal <0:30)	
2016	80%	2016	678,481	2016	655,945	2016	22,536	3%	2016	3:19	2016	0:24
2017	78%	2017	704,362	2017	678,440	2017	26,666	4%	2017	3:32	2017	0:30
2018	64%	2018	782,521	2018	742,297	2018	40,224	5%	2018	3:19	2018	0:56
2019	69%	2019	757,440	2019	724,463	2019	32,977	4%	2019	2:59	2019	0:43
2020	84%	2020	722,854	2020	711,868	2020	10,986	2%	2020	3:38	2020	0:21
2021	82%	2021	757,799	2021	746,526	2021	11,273	1%	2021	3:52	2021	0:26