



Improving the Customer Experience

Through Process and Technology Enhancements

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DEPARTMENT OF
**PUBLIC
UTILITIES**

DPU's Commitment to a Thriving City Hall



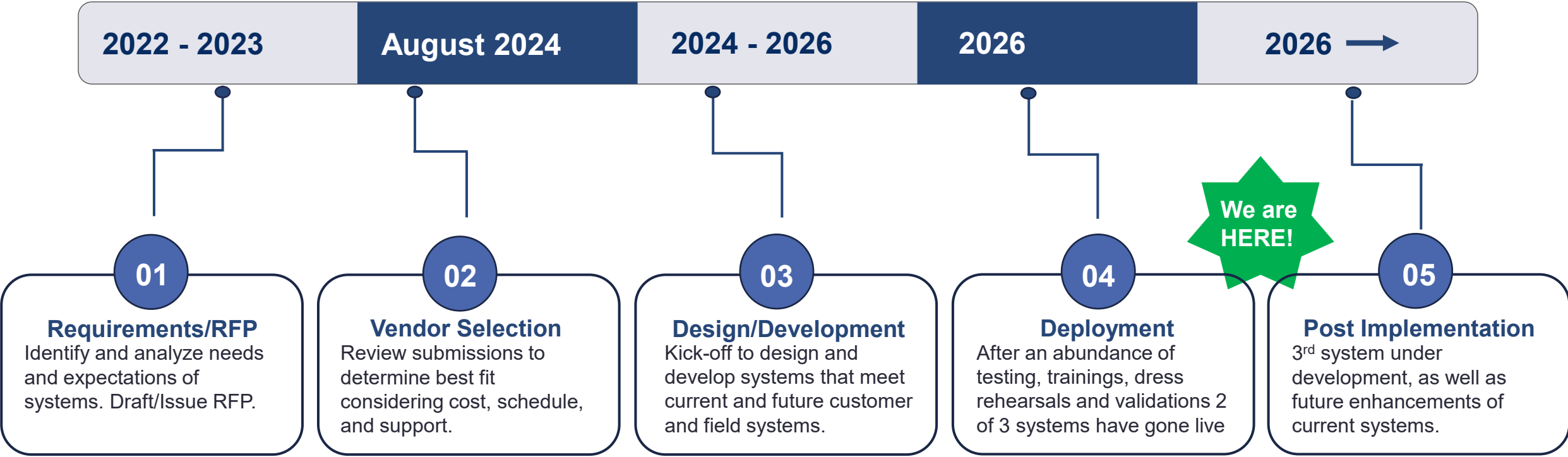
A Thriving City Hall (that gets things done)

- DPU implemented **2** of its **3** new Customer Information Systems with **GO LIVE** May 26!
- Began as Project Synergy
- Systems replace 40 year-old Customer Information System and outdated Service Suite Field system

NEW Customer Information Systems

- ✓ Will help deliver enhanced, modernized experience
- ✓ Customer services delivered in alignment with industry standards & best practices
- ✓ Accelerated implementation with Software as a Service (SaaS) technology; staying ahead of industry challenges with current solution releases
- ✓ Improved scheduling & adherence for customer appointments and reduced response times with intelligent dispatch

System Timeline



CCS - Customer Cloud Service



Customer information, service order, metering, and billing system delivered as a cloud-optimized platform

- Automates manual processes, freeing up operations for more value-added activities
- Helps DPU prepare for large scale deployment of Automatic Metering Infrastructure (AMI)

OFS – Oracle Field Service



Field service platform that enables highly effective field service delivery, increases productivity of field technicians and dispatchers, and enhances efficiency across operations

- Optimization of day-to-day field operations
- Unified view of information around field service tasks

DCS – Digital Customer Service – Fall 2026 Launch



**DPU Connect.
Anytime,
Anywhere**

Will enable customer self-service through digital channels (websites, email messages, online chat), making it easy for customers to interact directly with service teams and improve the self-service experience

- Empower customers to self-serve for common activities such as account management, start-stop transfer, payments and appointment setting, all in real time-updates to CCS
- Deliver customer service 24x7x365
- Water meter usage activity

Targeted Improvements - CCS



Item	Old Way	New Way on CCS	Result
Systems Overview	Legacy system	Modern system - Customer Cloud Service (CCS)	Easier, faster, less frustrating daily work
Finding Information	<ul style="list-style-type: none"> • Multiple windows • Function keys required to navigate through windows • Document hunting 	<ul style="list-style-type: none"> • Customer information is all in one place • Alerts clearly visible along sidebar (ex: payment plans, pending stops, field activity) • Google-like search (no memorizing codes) • Customer contact history log 	Faster calls/customer interactions, less stress, fewer mistakes
Automated Calculations	<ul style="list-style-type: none"> • Manual adjustments • Rate spreadsheets 	<ul style="list-style-type: none"> • Built-in rate history integrated in the system • Automatic adjustment calculations 	Improved accuracy

Targeted Improvements - CCS



Item	Old Way	New Way on CCS	Result
Training Time	6 - 12 weeks	<ul style="list-style-type: none"> • CCS: 8 days • Built-in guided learning for CCS 	Anyone can learn the new system more quickly than the older system
Handling Real Customer Situations	<ul style="list-style-type: none"> • Workarounds • Limited visibility • No ability to attach documents in CIS 	<ul style="list-style-type: none"> • Track multiple authorized users on customer accounts. • Generate damage claims (even for non-customers) • View payment plan payoff balances & payment terms clearly • Attach photos, leases, and documents in CCS • Associate specific appliances to customer accounts for new developments 	Fewer workarounds and fewer “I’ll call you back” moments

Targeted Improvements - CCS



Item	Old Way	New Way on Customer Cloud Service (CCS)	Result
Error Reduction	<ul style="list-style-type: none">• Manual adjustments• Rate spreadsheets	<ul style="list-style-type: none">• Built-in rate history integrated in the system• Automatic adjustment calculations	Improved accuracy
Overall Experience	<ul style="list-style-type: none">• System forces staff to adapt	<ul style="list-style-type: none">• Built to support the way staff naturally work	Less guessing, more doing

Targeted Improvements - OFS



Item	Old Way	New Way on on Oracle Field Service (OFS)	Result
Systems Overview	Legacy system	Modern system - Oracle Field Service (OFS)	Easier, faster, less frustrating daily work
Paper & Accuracy	<ul style="list-style-type: none"> • Reliance on only paper schedules • Capability to create paper service orders 	<ul style="list-style-type: none"> • Digital service orders only • Schedules input into systems for automated daily work assignments (knows days off & duty weeks) 	No lost/delayed paperwork and fewer “who touched this last?” moments
Workload Management	<ul style="list-style-type: none"> • Manual job assignments • Unoptimized routes 	<ul style="list-style-type: none"> • Auto-routing work orders based on skill levels • Maps show the best job sequence based on proximity • Emergencies still handled manually 	More balanced days and less chaos

Targeted Improvements - OFS



Item	Old Way	New Way on on Oracle Field Service (OFS)	Result
Training Time	6-12 weeks	<ul style="list-style-type: none">OFS: 5 days	Anyone can learn the new system more quickly than the older system
Visibility	<ul style="list-style-type: none">Hard to track active work	<ul style="list-style-type: none">Only active service orders displayVisuals quickly distinguish between work completed and not completed	Easier to track workload
Overall Experience	<ul style="list-style-type: none">System forces staff to adapt	<ul style="list-style-type: none">Built to support the way staff work	Less guessing, more doing

Deployment Readiness

- Worked with many internal and external partners to ensure readiness
- Built-in safeguards:
 - Months of training and refresher training with various cohort groups
 - Two dress rehearsals
 - Sandbox test environment and labs
 - Validations
 - Bill comparables
 - A/R comparables

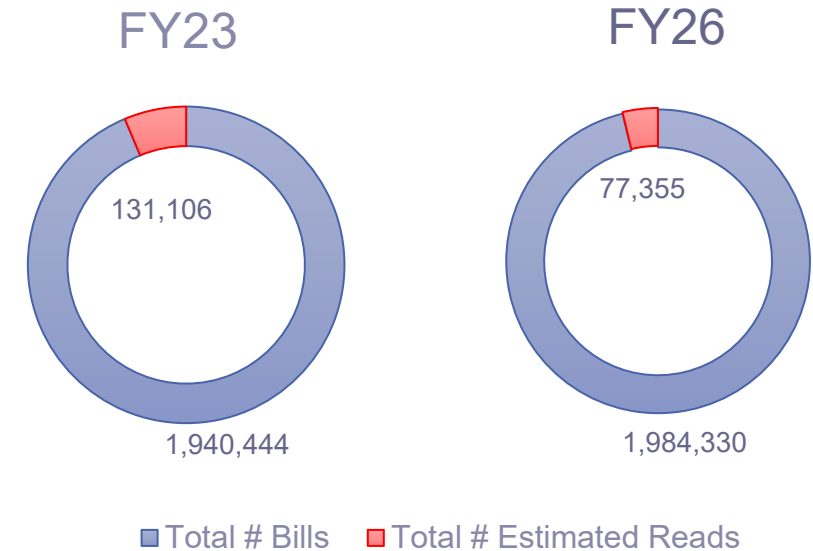
Key Things to Know

- May 26 launch was successful
- High but manageable call volume in first couple of weeks
- Account numbers changed
 - New numbers are 10 digits and found on June bills
 - Old numbers will continue to work, but customers should provide new number to financial and bill pay providers
- Customer Service and Billing Regulation implemented
 - Establishes clear, uniform rules for account management
 - Maintains payment arrangement structure to help customers get back on track with utility bills

Estimated Billing Progress

- Significant improvements in billing accuracy over the past year
- Many targeted process and operational improvements
 - Water meter replacements (over 34,000 replaced to date)
 - Enhanced meter reading technology
 - Improved internal processes for billing
- Targeted goal of no more than two back-to-back estimates

Number of estimated reads



Accurate Bills

- DPU reports out on accuracy of utility bills in the Mayoral Action Plan (MAP)

Accuracy of Utility Bills

Baseline	FY25	98%
Actual (to date)	FY26	98%
Goal	FY27	98.5%

Bill Dispute Process

- All complaints are tracked through Issue Trak – majority are high bill disputes
- Dedicated team to resolve bill disputes

IssueTrak Tickets Closed

Actual	2024	94.9%
Actual	2025	96.9%
Goal	2026	100%

Bill Dispute Process/Escalations

Step in the Resolution Process	When to Use	Phone	Email	Resolution Timeline
Initial Contact	First time reaching out	804-646-4646	Dpucustserv@rva.gov	
Escalation to Supervisor	After one call, if the issue is unresolved	804-646-4646	Dpucustserv@rva.gov	Within 30 days
Escalation to Director's Office	If concerns remain after supervisor 30-day review	804-646-5200	DPUDirector@rva.gov	Within 30 days
Formal Hearing	File a written appeal within 30 days. Service stays on if customer pays undisputed balance of bill, and disputed charges are paused until the appeal is completed.	804-646-5209	Lee.Crowell@rva.gov	A manager reviews the appeal within 10 business days. If the customer is not satisfied with the decision, they may appeal again within 15 days for a final department review in 20 days.

DPU's Commitment to Customer Experience

DPU continues to focus on process, technological, and other enhancements to improve the customer experience – **COMING SOON!**



Meter reading route optimization will further increase accuracy and efficiency



DPU Connect. Anytime, Anywhere



Water meter consumption data available 24/7



Gas meter replacement program will increase reliability

Customer Experiences

“This program has helped me pay my bills with dignity. Being on a budget has its ups and downs. Thank you.”
- PromisePay Customer

“Thank you for sending me two of your outstanding employees for the snow operation. These two gentlemen showed up and showed out. Without those two I really don't know how I would have made it through. But honestly coming from up under two great men as yourselves I truly understand.”
- City employee

“This option is a huge blessing. I am out of work for health reasons and this makes it possible to keep my gas on to heat our water and cook for my children. Thank you and God bless”
- PromisePay Customer

“All the things that run 24-7, whether it's gas, water, wastewater, stormwater, all of the things, [the staff] are just such phenomenal folks. And every single person we've met, I've just been blown away by how enthusiastic they are. And it's a little bit like behind the curtain, because you don't know that these folks just give it their all every day to make sure we can live these lives [and citizens] have no idea what they're doing. And so we're just very grateful and appreciative for all of the people that just work so much and so hard for all of these necessary services. Thank you!”
- DPU Citizens Academy Participant, Spring 2026

“I appreciate DPU providing the opportunity to choose this plan without me calling.”
- PromisePay Customer

“I am writing to express my deepest gratitude and commend [DPU employee] for his truly exceptional actions that saved my home ... from a potentially catastrophic gas explosion on Christmas Eve.”
- DPU gas customer

Audit Updates: Open Recommendations

Priority	Recommendations Open
High	1
Medium	0
Low	0
Total Open	1
Total Closed	45

Open Audit Item:

- 2025-5 Wastewater Warehouse; Recommendation No. 7

Reflects data since January 2025