



# Transforming engineering and construction for better customer experience

## Consulting case study

September 9, 2024

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### Key takeaways

- A municipal electric utility needed help to address compliance, technology adoption, and customer experience.
- E Source worked with the utility to assess its current state and facilitated a series of workshops to address inefficiencies.
- Restructuring and process improvements led to a \$60 million increase in Contribution in Aid of Construction (CIAC) revenue with a 50% reduction in overtime and truck rolls.

### The challenge

A municipal electric utility was struggling to keep up with its rapidly growing new construction residential and business customer base and needed help improving the [customer experience](#).

The utility was facing several systemic inefficiencies—including numerous handoffs, dropped tasks, and underutilized tools—resulting in inaccurate estimates that led to underbilling customers' CIAC by nearly 40%.

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## The solution

E Source conducted a [current state assessment](#) for the utility, identifying areas of improvement throughout the existing project life cycle. E Source then facilitated a series of workshops to alleviate existing gaps and inefficiencies, including a:

- 12-week organizational change management program to standardize processes for properly using its technologies and develop reports to measure and track improvement
- Reorganization of the customer design and delivery groups within the utility to better support new customers
- Two-year, five-phased approach to gradually update labor rates, overheads, and labor hours to bill for CIAC more accurately without sudden financial impact on developers and builders

## The results

The restructuring and process improvements generated \$60 million in CIAC revenue. They also helped halve overtime and wasted truck rolls, generating significant savings.

The utility now conducts regular audits to sustain the implemented changes. The project helped E Source develop a long-term working relationship with the organization, extending to further engagements for Transformer Partial Energization, Natural Gas Growth Strategy, Material Supply Strategy and Utility Service Agreement—Developer Infrastructure Expansion.