



Water & Sewerage
Department

Detroit Board Of Water Commissioners

Customer Service Committee

March 1, 2023



**Water & Sewerage
Department**

Customer Service February 2023

Presented by:

Matthew Phillips – Chief of Staff and Customer Service Officer

Kimberly Crowell – Customer Service Manager

February 2023 Performance *as of 2/21/23

- 28,861 calls and responded to 4,632 email inquiries
 - 33,493 total customer touchpoints
 - 2,392 contacts per day = 71% increase over plan of 1,400
- 50% of calls were answered within 2 minutes
- Average Speed of Answer:
 - 0:59 (88% SL) on the emergency line
 - 4:15 (46% SL) non-emergency line
- Customer Satisfaction (CSAT) at **83%**, First Call Resolution (FCR) at 69%, Quality at 87%

CALL CENTER DATA – February 2023 *as of 2/21/23

	September	October	November	December	January	February	Key Performance Indicator
Calls Received	51,942	47,405	42,836	45,859	54,060	28,861	29,400/mo or 1400 per day
Average Speed of Answer	10:18	8:38	4:25	5:12	9:37	3:55	2 Minutes
Email Interactions	5,493	5,553	5,511	5,106	5,628	4,632	
Average Speed of Response (Email)	3d	2d23h	3d	5d	8d	8d	24 Hours
Total Interactions	57,435	52,958	48,347	50,965	59,688	33,493	
Service Level	22%	32%	44%	46%	27%	50%	70%/120 seconds
Average Handle Time	9:08	9:29	9:20	9:04	9:05	8:50	8 Minutes
Average Talk Time	6:49	7:12	6:57	6:59	6:58	6:47	7 Minutes
Average Hold Time	5:09	4:56	5:10	4:51	4:44	4:31	3 Minutes
After Call Work	0:40	0:38	0:39	0:40	0:39	0:40	1 Minute
Abandoned Calls	9%	10%	3%	5%	5%	3%	< 5%
Avg. Staffing	32	42	43	43	41	41	98
First Call Resolution	64%	64%	60%	64%	66%	69%	71%
Customer Satisfaction	79%	79%	76%	80%	81%	83%	72%

71% over forecast





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Lifeline Dashboard



2023 Lifeline – Protected From Shut Off

Protected From Shut Off	Total
Lifeline Enrolled	10,300
10/30/50 Payment Plan	3,288
Pending Approval	5,884
	19,472

2023 Lifeline Enrollment Dashboard

Performance Metric	YTD
Enrolled in Lifeline Plan	10,300
Applied for Lifeline	15,628
Enrolled in Tier 1 \$18	8,878
Enrolled in Tier 2 \$43	426
Enrolled in Tier 3 \$56	1,000
Receiving Benefit	8,811
Plumbing Audits	780



Enrollments by Household Members

Through January 2023 billing cycle

HH Members	Enrolled	%	Average Usage in CCF
0-4	8,069	91.71%	5.3 ccf
5-6	631	7.08%	8.7 ccf
7-8	96	1.03%	9.6 ccf
9-10	13	0.15%	11.7 ccf
11-12	2	0.02%	5 ccf
Total	8,811		

2023 Lifeline Financial Dashboard

Performance Metric	YTD Through January 2023 billing cycle
Gap + Arrears	\$10,371,985
Gap Adjustment	\$1,487,637
Accounts under 6ccf	5,723
Accounts over 6ccf	2,404
Did not pay last invoice	2,540
Ineligible for Lifeline	1,961
Enrolled in 10/30/50 Payment Plan	3,288





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Planning Calendar: Training

**Presented by:
Kimberly Crowell – Customer Service Manager**



NEW HIRE TRAINING STRATEGIES

Customer Service



Customer service conducted a Training Needs Analysis to identify current challenges and opportunities to achieve department goals.

Modifications include:

- New Hire Training classes changed from 7 weeks to 12 weeks to assist with knowledge retention
- Training in-office in lieu of virtual to assist with relationship building, department culture, and increased performance
- Newly improved phased classroom training

NEW HIRE TRAINING STRATEGIES: PHASES 1 - 3

Phase 1	Phase 2	Phase 3
<ul style="list-style-type: none">• Orientation• Ethics/Labor Relations Policies• Internal Tools & Work Orders• Quality• Billing• Emergency Services• Meter Operations• Maintenance & Repair	<ul style="list-style-type: none">• Drainage• Refunds• Real Estate Closings• Adjustments• Intro to Establishing Accounts• Email Training	<ul style="list-style-type: none">• Establishing Accounts• A-Bill / Rebill Process

Phase 1 – The initial fundamental topics to be covered for all level one New Hires. Consists of classroom and nesting experience.

Phase 2 – More advanced topics that require a fundamental knowledge of the basics. Trainees will complete Phase 2 in a classroom style after completing four weeks of nesting.

Phase 3 – For tenured CSS at a level II or higher. The topics are more advanced.

**Additional training topics will be added as CSS challenges are identified.

CONTINUOUS TRAINING STRATEGIES

- **Scheduled Weekly Training Time**
 - Each CSS is provided 30 minutes each week to:
 - Review refresher trainings
 - Review Customer Service Knowledge Base
 - Career goal-oriented training offered by the City of Detroit
- **In-Office Training**
 - Tenured Customer Service Specialists that fall below expectations will join Phase 2 and 3 of New Hire training for a refresher and to develop their current skills as well as new skills
- **Refresher Training / Coaching**
 - Refresher trainings and coaching offered based on weekly and monthly Quality scores

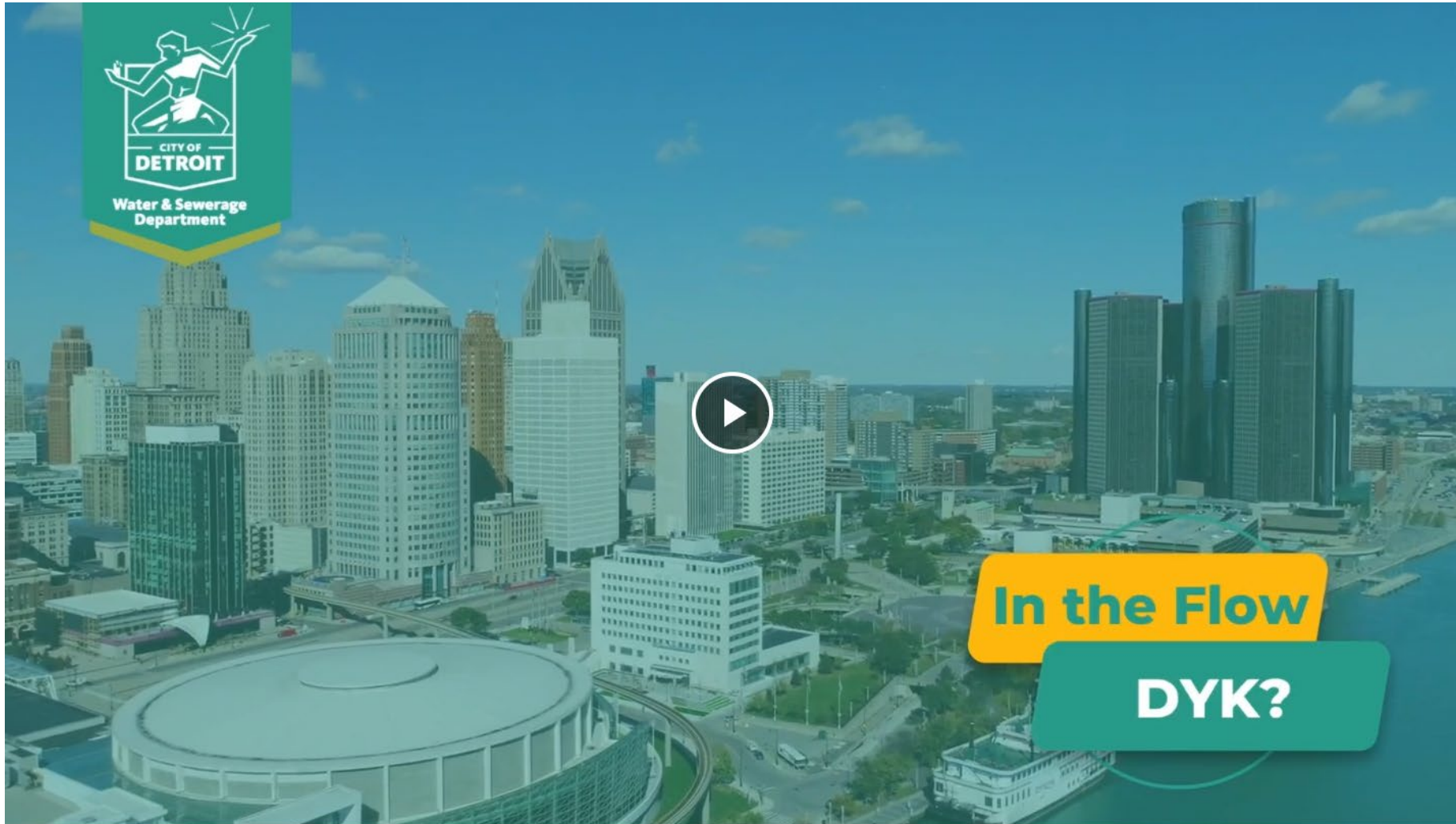


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In The Flow, Did You Know



Preventing Burst Pipes



<https://dwsd.box.com/s/93pegd2uxlgmmturdc62512uodbw10sk>

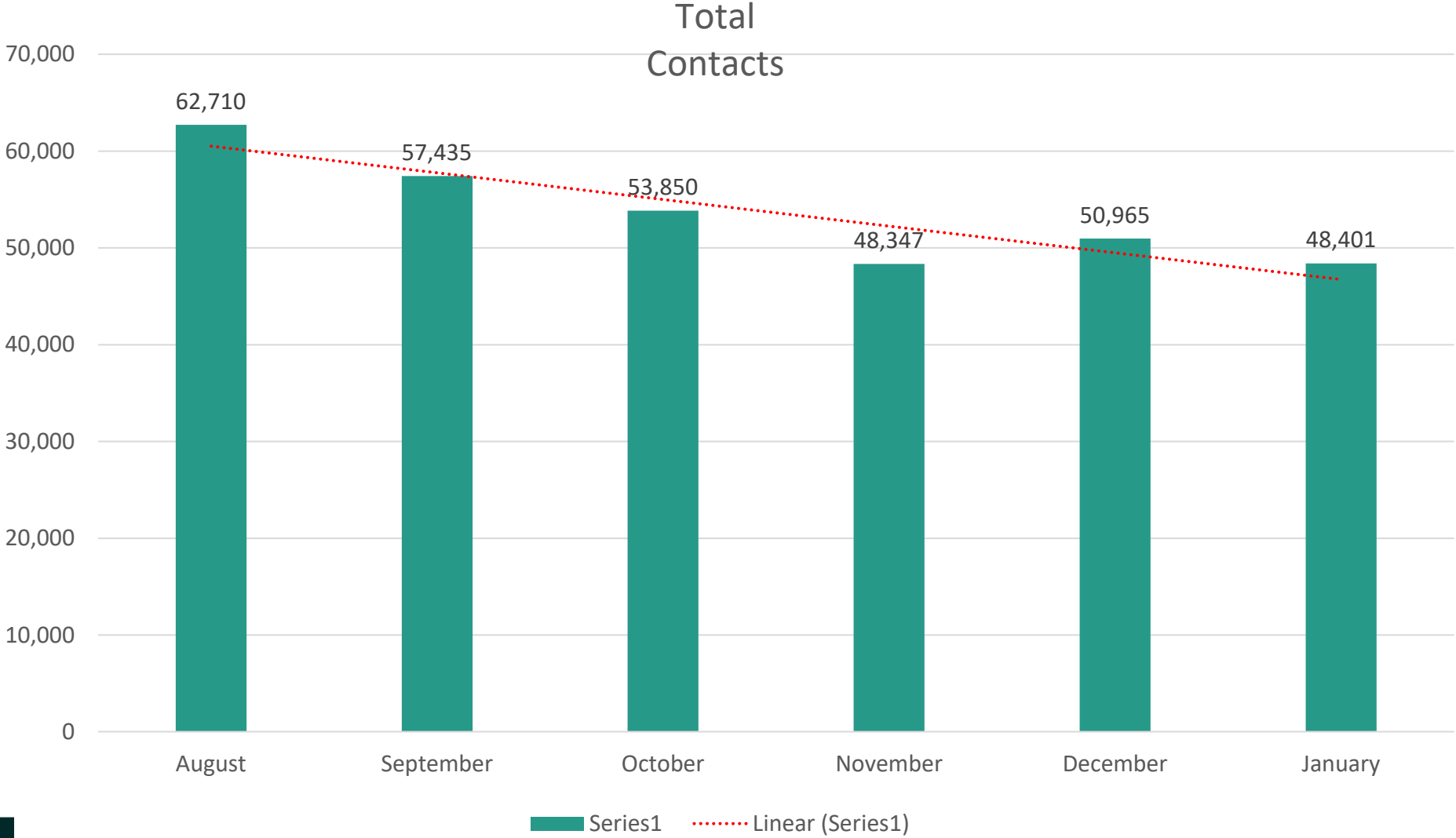


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Customer Service Data

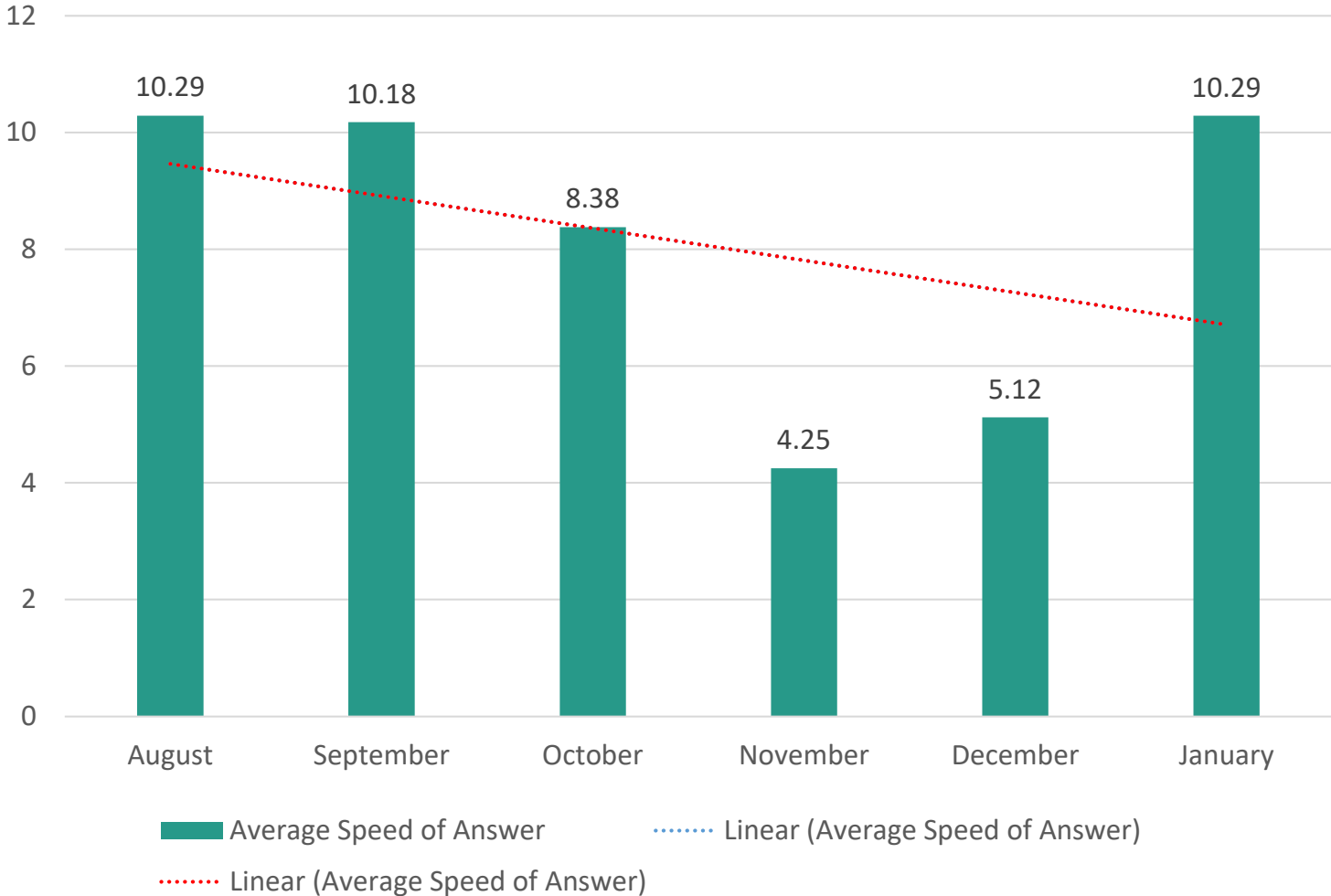


TOTAL Contacts



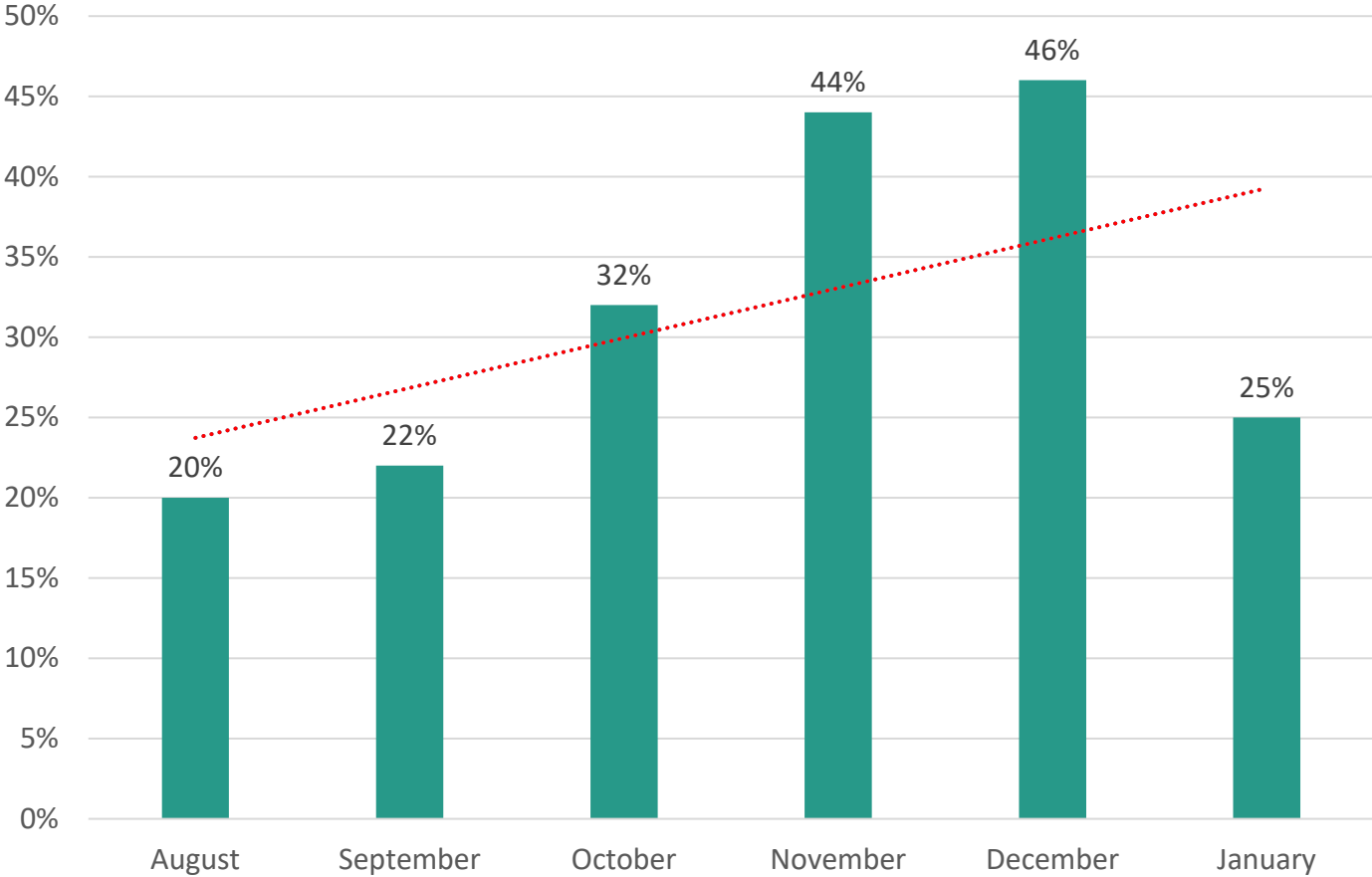
AVERAGE SPEED TO ANSWER

Average Speed to Answer (Less than 2 minutes)



SERVICE LEVEL

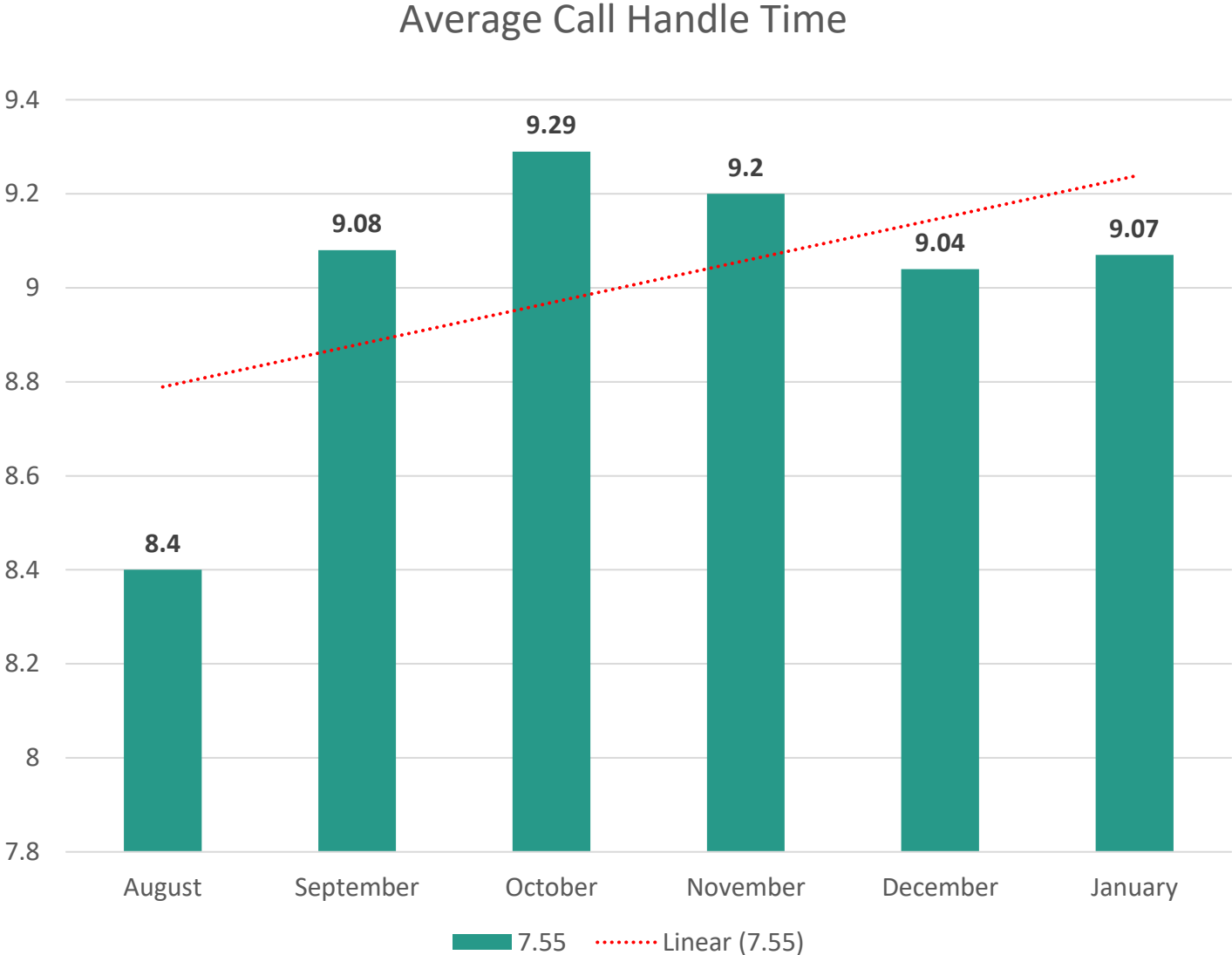
70% Service Level in 120 Seconds



■ Service Level in 120 Seconds Linear (Service Level in 120 Seconds)

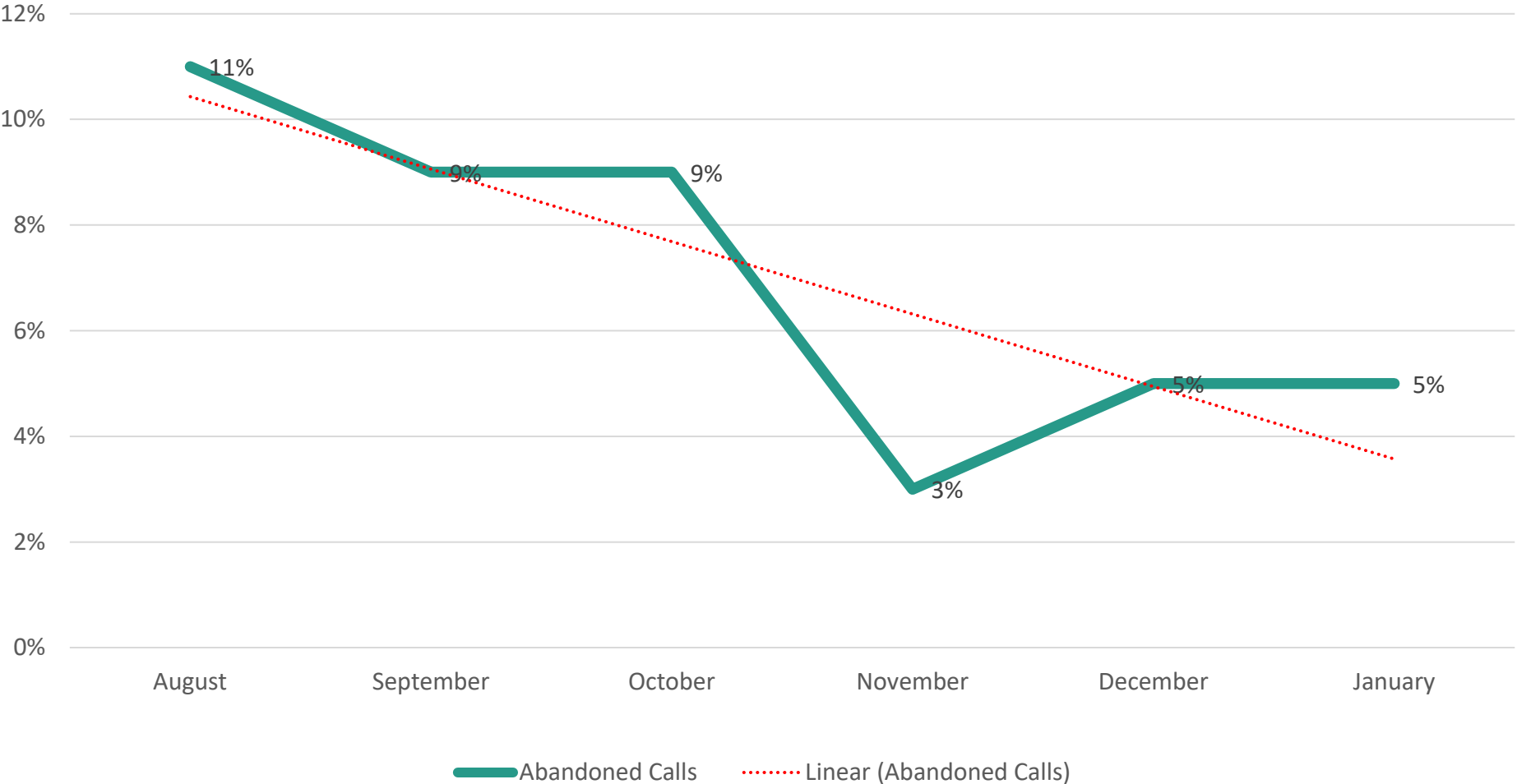


AVERAGE CALL HANDLE TIME



ABANDONED CALLS

Abandoned Calls (Less than 5%)



How To Access Our Services

Online Self-Service Portal

Detroitmi.gov/paymywaterbill

Online Bill Pay

View Account Balance/Usage

Establish an Online Account

Start New Water Service

Stop Service

Leak Adjustment

Deposit Refund

Real Estate Closing*

Billing Dispute*

*Services being added this year

Email

MYDWSD@DETROITMI.GOV

New Water Service

Stop Service

Balance Inquiry

Real Estate Closing

Address/Name Change

Landlord Account Setup

Phone

313-267-8000

Bill Pay

New Water Service

Stop Service

Deposit Refund

Real Estate Closing

Billing Dispute

Balance Inquiry

Payment Assistance

Address/Name Change

Leak Adjustment

Payment Locations

Payment Drop Box

735 Randolph St. –
Bates St. Entrance

All Service Centers Remain
Closed

DIVDAT Kiosks Payments

(50+ stations located
throughout the city)

Dwsdkiosk.com



Planning Calendar

Customer Service Committee Annual Planning Calendar			
January	February	March	April
Customer Communication <ul style="list-style-type: none"> • Methods of Communication • Target Media 	Lifeline Communication <ul style="list-style-type: none"> • Action Plans • Events • Timeline 	Training Strategy <ul style="list-style-type: none"> • Successes • Phases 1 - 3 • Outcomes 	Customer Service PSA <ul style="list-style-type: none"> • Catch Basins • Phone System Upgrades • Customer Service Portal
May	June	July	August
Quality Assurance <ul style="list-style-type: none"> • Soft Skills • Measures • Quality Scores • Virtual Coaching 	Customer Service PSA <ul style="list-style-type: none"> • Buying a home • Day in a life of Customer Service 	Requesting New Water Service <ul style="list-style-type: none"> • Ways to apply • Changes 	Customer Experience Survey <ul style="list-style-type: none"> • Review survey and Results
September	October	November	December
Customer Service PSA <ul style="list-style-type: none"> • Customer Service Portal 	Customer Service Make It Better Team <ul style="list-style-type: none"> • Key highlights • Employee Engagement Impacts • Service improvements 	Day In the Life of Customer Service <ul style="list-style-type: none"> • Interviews with Front Line Staff Members 	Customer Service PSA <ul style="list-style-type: none"> • TBD

Updated: 1/2023



**Water & Sewerage
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THANK YOU!

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For more information visit: www.detroitmi.gov/dwsd

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