



# **Detroit Board Of Water Commissioners**

## **Customer Service Committee**

October 4, 2023





**Water & Sewerage  
Department**

# **Customer Service September 2023**

Presented by:  
Matthew Phillips – Chief of Staff and Customer Service Officer  
Kimberly Crowell – Customer Service Manager

# September 2023

- 39,780 calls and responded to 6,542 email inquiries
  - 46,322 total customer touchpoints
    - 2,316 contacts per day = 65% increase over plan of 1,400
    - 116,922 contacts: Customer Service Calls, Email and Self Service
- 42% of calls were answered within 2 minutes
- Average Speed of Answer:
  - 3:11 (62% SL) on the emergency line
  - 5:38 (39% SL) non-emergency line
- Customer Satisfaction (CSAT) at **86%**, First Call Resolution (FCR) at **73%**
- 11 New hires in training

# CALL CENTER DATA – September 2023

	April	May	June	July	August	September	Key Performance Indicator
Calls Received	41,655	44,007	41,200	34,884	43,992	39,780	29,400/mo or 1400 per day
Average Speed of Answer	8:38	13:02	10:24	5:16	7:48	6:26	2 Minutes
Email Interactions	5,992	6,225	5,610	5,534	6,488	6,542	
Average Speed of Response (Email)	6d	7d	5d	4d	1d 18h	2d 5h	24 Hours
Total Interactions	47,647	50,232	46,810	40,418	50,480	46,322	58% over forecast
Service Level	29%	18%	25%	39%	28%	36%	70%/120 seconds
Average Handle Time	8:41	8:56	9:02	9:00	8:49	8:39	8 Minutes
Average Talk Time	6:28	6:53	6:48	6:45	6:28	6:28	7 Minutes
Average Hold Time	4:34	4:57	5:13	5:13	5:15	5:31	3 Minutes
After Call Work	0:40	0:39	0:40	0:40	0:40	0:41	1 Minute
Abandoned Calls	9%	13%	10%	7%	10%	8%	< 5%
Avg. Staffing	33	37	36	36	35	34	89
First Call Resolution	64%	69%	69%	74%	77%	73%	71%
Customer Satisfaction	80%	75%	72%	87%	85%	86%	72%





# DWSD Key Results Lifeline Affordability Program

October 2, 2023

# 2023 Lifeline – Protected From Shut Off – 27,318

**Success!!!** Goal: 20,000 Enrollments by September 2023

Protected From Shut Off	Total Households
Determined Eligible*	24,651
10/30/50 Payment Plan Enrolled	2,414
Pending Eligibility by WM	253
	<b>27,318</b>

# 2023 Lifeline Enrollment Dashboard

Performance Metric		YTD
Determined Eligible		24,651
Applied for Lifeline		23,946
Eligible for Tier 1*	\$18	20,883 - 87%
Eligible for Tier 2*	\$43	1,070 – 4%
Eligible for Tier 3*	\$56	2,125 – 9%
Plumbing Audits		1,269

\*Eligible for Lifeline Plan Tier may not include those who have not established an account with DWSD in their name; have since moved to another city; or now have an inactive account.



# 2023 Lifeline Financial Dashboard






Performance Metric	YTD Through August 2023 billing cycle
Gap + Arrears	\$32,441,717
Gap Adjustment	\$6,219,470
Ineligible for Lifeline*	2,573
Enrolled in 10/30/50 Payment Plan	2,414

\*Majority of households denied because their income is above 200% of the federal poverty level, while others are ineligible due to being a nonresidential account or house is not in the city of Detroit.



# Lifeline Tier Groups: Enrollments and Usage Based on Household Size

Through August 2023 billing cycle

Group	HH Members	Base Allocated Gallons per month using Water Conservation Techniques	Average Usage (June)	% Enrolled
Group A	0-4	4,500 or 6ccf	6.2 ccf 	91.39%
Group B	5-6	6,750 or 9ccf	9.8 ccf 	7.03%
Group C	7-8	9,000 or 12ccf	11.3 ccf 	1.36%
Group D	9-10	11,250 or 15ccf	14.4 ccf 	0.17%
Group E	11-12+	13,500 or 18ccf	7.0 ccf 	0.05%

- Water usage was determined at 1,125 gallons per month per household member. (Stantec report)
  - Monthly water usage based on inside water use only, using conservation efforts, Detroit region
- For each group, 2 household members are added, water usage is increased by 1,125 gallons per member over the base of 4.
- \$10.032 is based on \$4.492 per 1CCF Water and \$5.54 per 1CCF Sewerage up to 12ccf for sewerage (Based on FY2023 rates)

# Benefit Received by Tier – *August 2023 Billing Cycle*

		Average Gap Payment	Average Arrearage
Enrolled in Tier 1	\$18	\$55.31	\$1,346
Enrolled in Tier 2	\$43	\$31.53	\$1,238
Enrolled in Tier 3	\$56	\$20.69	\$1,505
<i>Average</i>		<i>\$50.88</i>	<i>\$1,357</i>



# Estimated Costs FY24: Plumbing Repairs, Audits, GAP

	Cost	Households	
Repairs	\$1,440.00	10,000	\$14.5M
Audit	\$400.00	20,000	\$8M
Total Repairs and Audits			\$22.5M
GAP 12mo in 2024			\$15M
Total Required Budget (No Arrears)			\$37.5M

\*Does not consider new arrearages above 25K enrollments.



**Water & Sewerage  
Department**

# Public Affairs Update

Presented by:  
Bryan Peckinpugh – Director of Public Affairs



# What's Happening in Public Affairs

- **Public Affairs 2.0 –transition to in-house staffing; emphasis on customer education**
  - Introduction of Public Affairs staff
- **Examples of recent projects:**
  - Monthly employee newsletter, In the Flow (was previously three times per year)
  - Employee Spotlight series revamped
  - A Day with DWSD series
  - Fire hydrant painting video

# DWSD Employee Spotlights – A New Approach





## A Day at DWSD – new storytelling series



## Fire Hydrant Painting – 5,000 in a matter of weeks!





**Water & Sewerage  
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# **Planning Calendar: Wayne Metro Lifeline**

Presented by:  
Shama Mounzer M.A– Chief Program Officer, Wayne Metropolitan  
Community Action Agency





# Wayne Metropolitan CAA

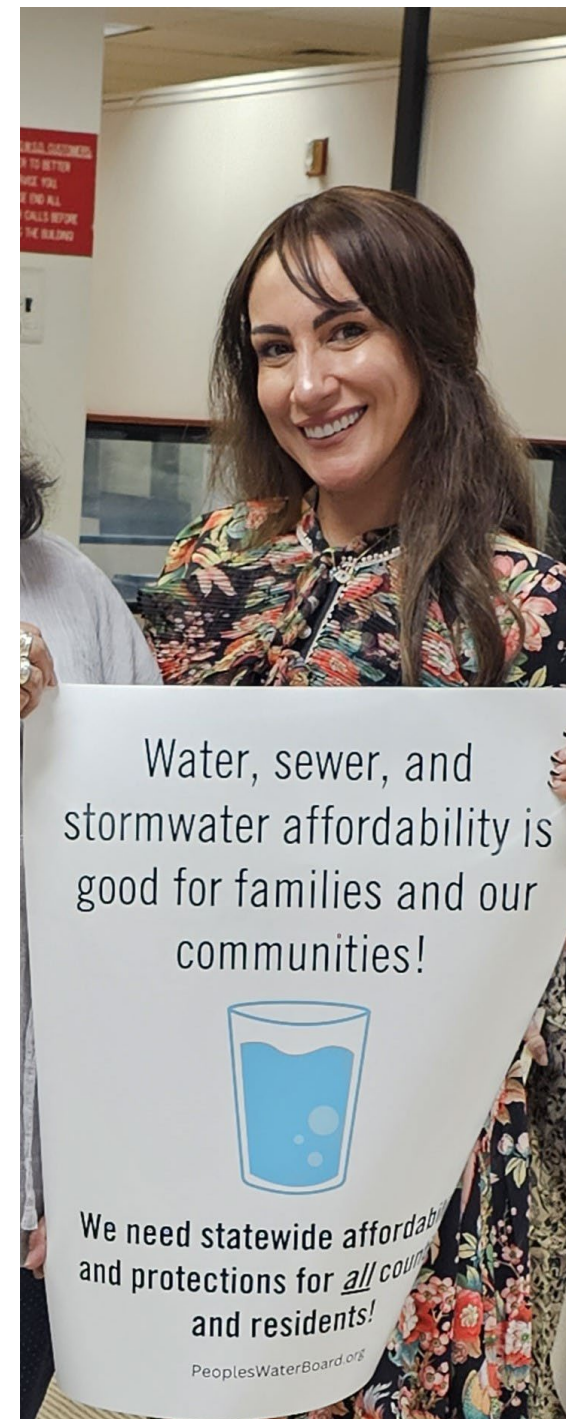
Detroit Board Of Water Commissioners

Customer Service Committee

October 4, 2023

# Wayne Metro's Lifeline Journey: From Outreach to Retention

Shama Mounzer  
Chief Programs Officer



# Phases of Lifeline Plan

## *Implementation*

### OUTREACH

- In Person, Phone, Online
- Community Referrals
- Large Customer Assistance Days

### ENROLLMENTS

- Over 25000 in a year
  - 5000 enrollments pre-lifeline
    - Maximizing Staffing capacity
    - Process Efficiency
- Funding advocacy
  - 76% of LIHWAP
  - Braiding and blending of funding

### RETENTION

- Case Management
- Re-enrollment
- Education



# Phase 3-Early Stage

- Lifeline compliance rate is 83%
  - Pre-Lifeline compliance rate is 50%
- 70 % are within consumption Allocation
- **What have we done?**
  - Letters sent by DWSD
  - WM contacted clients via
    - Text, email, calls
      - 180 clients responded
  - Case Management Components
    - Assessment
    - Assistance with Past due balance
    - Wrap around services





# Findings

## Common reasons for non-payment

Change in Income;

Unexpected Additional  
Expenses;

Life Changing Events



There have not been removals due to non-compliance from the Lifeline Plan at this time. The only removals have been if a customer moves out of the city or into a home where they are not responsible for the water bill.

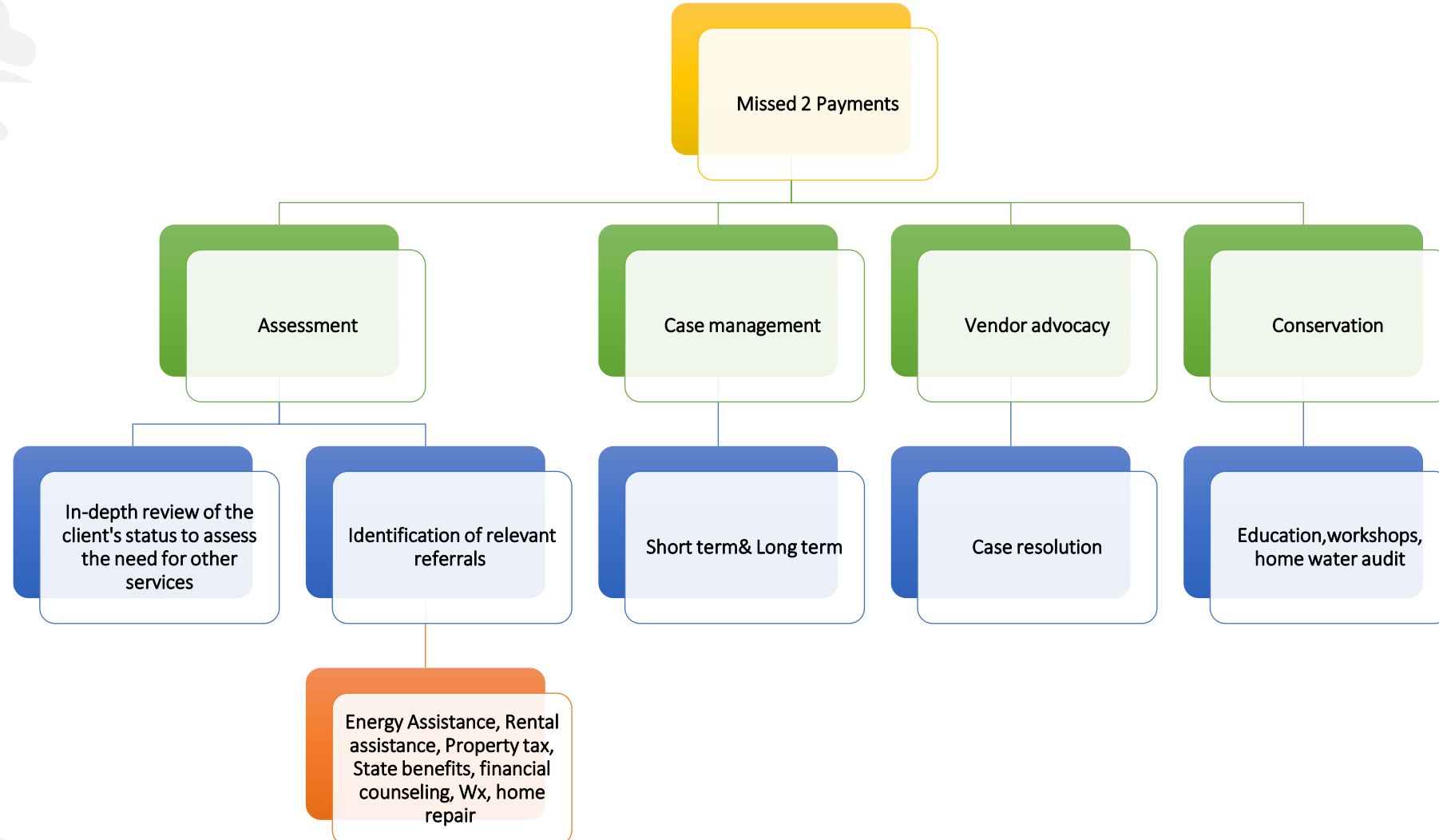


# Keeping the Momentum Going

- Shifting priorities
- Increasing Accessibility
- Enhancing our Communication
  - Pro-active approach
- Increase outreach
  - Neighbor to Neighbor Outreach



# Self-sufficiency services aiming to increase retention.



# Detroit Client Service Centers



- DWSD East (Wayne Metro)

13303 E. McNichols Rd.  
Detroit, MI 48205

- DWSD West (Wayne Metro)

15600 Grand River Ave.  
Detroit, MI 48227

- WM Detroit Headquarters

7310 Woodward, Suite 800  
Detroit, MI 48202

## Wayne Metro Connect Center



(313) 388-9799

### CALL CENTER HOURS

Monday - Friday, 8:00 AM - 6:00 PM  
Saturdays, 9:00 AM - 12:00 PM



### WALK-IN & OFFICE HOURS

Monday - Friday, 8:30 AM - 5:00 PM



[wmconnectcenter@waynemetrol.org](mailto:wmconnectcenter@waynemetrol.org)





Any  
1.7  
Questions

# How To Access Our Services

## Online Self-Service Portal

[Detroitmi.gov/paymywaterbill](http://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](mailto: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](http://Dwsdkiosk.com)

# Planning Calendar

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

Updated: 1/2023





**Water & Sewerage  
Department**

**THANK YOU!**

**Matthew Phillips**

**Detroit Water & Sewerage Department**

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For more information visit: [www.detroitmi.gov/dwsd](http://www.detroitmi.gov/dwsd)

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