

Phase	Order	Project Name	Description	Benefits	Department(s)	Duration	Complexity
1	1	1 Service Expectations/Definitions SLAs	Establish KPIs, metrics, and SLAs for both call center and service centers	Provides guidelines, sets goals for career pathing, improved customer satisfaction, higher efficiency team	Customer Service/Human Resources/IT	3 Months	Easy
1	2	2 Self Service Enhancements	Additions to the online portal including enhanced usage data, multi payment, landlord tenant/property management options, enhanced guest pay, admin portal, etc.	Customers do business on their time, consistent/automated process, standardized data, saves money, improved customer satisfaction	Customer Service/IT/Public Affairs/MO/M&R	Continuous	Hard
1	3	3 Increased phone payment channels	Add additional lines to the IVR to allow more customers to pay at the same time, current capacity is 30	Reliability, saves money, increase productivity, customer satisfaction	Customer Service/IT	4-5 Months	Easy
1	4	4 Service Center Location Plan (Not including execution of Plan)	Determine where the service centers will be located, satellite centers and/or building owned by DWSD. Plan and execution contingent on other factors		Customer Service/Director's Office/Facilities	6 Months	Moderate
1	5	5 Email tracking	The ability to track, assign, and monitor incoming and outgoing customer communications	Increased productivity, customer satisfaction, employee morale, efficiencies, saves money	Customer Service/IT	4-5 Months	Moderate
1	6	6 Phone System with backup plan	Bid out and implement a phone system that has the right capacity and features to handle DWSD call volume	Reliability, saves money, increase productivity, customer satisfaction	Customer Service/IT	12+++	Hard
1	7	7 Revamp IVR	Improve the call tree routing, simplify the payment process, add ability to create a payment plan	Customer satisfaction, efficiencies, customer compliance, increased productivity	Customer Service/IT/Public Affairs/MO/M&R	?	Moderate
1	8	8 Build collaboration across Maintenance & Repair, Meter Ops	Align groups to improve communication, planning, and execution of projects	Increased productivity, customer satisfaction, employee morale,	Customer Service/MO/M&R	Continuous	Hard
1	9	9 enQuesta Upgrade	Upgrade the enQuesta system	Increased productivity, saves money, efficiencies	Customer Service/MO/M&R	18+ Months	Hard
2	1	1 Workforce Management System	An integrated set of processes to optimize the productivity of employees. Forecasts labor requirements and creates and manages schedules on a day-to-day and hour-to-hour basis.	Improves effectiveness, save money, improves employee morale, improves customer satisfaction, increases productivity and operational agility	Customer Service/IT/Human Resource	6 Months	Moderate

2	2	Stronger more developed QA	Build out the team to include additional members and resources. Strengthen the QA culture and coaching programs with CS. Include phone, email, and chat monitoring.	Improves effectiveness, standardization, identifies training issues and customer concerns	Customer Service/Human Resources/IT	6+ Months	Moderate
2	3	Formal Creation of Score Cards/Stats	A tool used to measure customer service and agent performance. Assess agents strengths and weaknesses objectively to see which areas require further development.	Improves effectiveness, standardization, identifies training issues and customer concerns, set goals for career pathing, creates workforce health check	Customer Service/IT/Human Resources/Union	6 Months	Hard
2	4	Call Back feature	The ability for customers to choose to have a call back from customer services versus waiting on the hold.	Customer satisfaction, efficiencies, customer compliance, increased productivity	Customer Service/IT/MO/M&R	3 Months	Easy
2	5	Solution to no documents provided upon starting service;	A decision to how and what documents are required to start service with DWSD. This includes lease, deed, articles of incorporation etc.	Customer satisfaction, save money, simplify process, increase productivity	Customer Service/Legal/IT	6+ Months	Hard
2	6	Landlord Tenant Process	A process that makes a streamlined and simplified process for all landlord and tenant properties. Including enhancements to portal for simplified viewing of information	Customer satisfaction, save money, simplify process, increase productivity, improve data management	Customer Service/IT/Public Affairs/Legal	6+ Months	Hard
2	7	No Cashiers at the service center	All transactions through the kiosk or online in the service centers	Faster reconciliation process, no cash shortages, better utilize workforce, pushes to self service, saves money overall	Customer Service/IT/Public Affairs/Human Resources	6 Months	Moderate
3	1	Social Security Numbers on Phone	Ability to accept SSNs through the telephone, via CSS and/or automated	Customer satisfaction, saves money	Customer Service/IT/Public Affairs/Legal	6-12 Months	Hard
3	2	Escalated Customers	Centralized escalation department/process for all escalated customer concerns	Customer satisfaction, efficiencies, employee morale, increased productivity	Customer Service/IT/Director's Office/Outside entities	6 Months	Hard
3	3	Customer Notifications	Text, email, and voice notifications for appts, turn off/on, bills, ect directly to customers	Customer satisfaction, efficiencies, saves money, standardization, customer compliance	Customer Service/IT/MO/M&R/Pu blic Affairs	6+ Months	Moderate

3	4	Eastside Call Center Launch	The build out and launch of the new call center in the current Eastside Customer Care Center	Customer satisfaction, efficiencies, employee morale, increased productivity	Customer Service/IT/Facilities/Public Affairs/Human Resources	12+ Months	Hard
3	5	Chat	The ability for customers to speak to CSS, live, through a chat feature on their devices	Customer satisfaction, employee morale, efficiencies, saves money	Customer Service/IT/Human Resources/Public Affairs	6 Months	Moderate