



Customer Service Optimization

April 21, 2021

Agenda

- Purpose and background
- Current impacts on operations
- Customer Service vision
- Customer Service Optimization Project
- Next steps



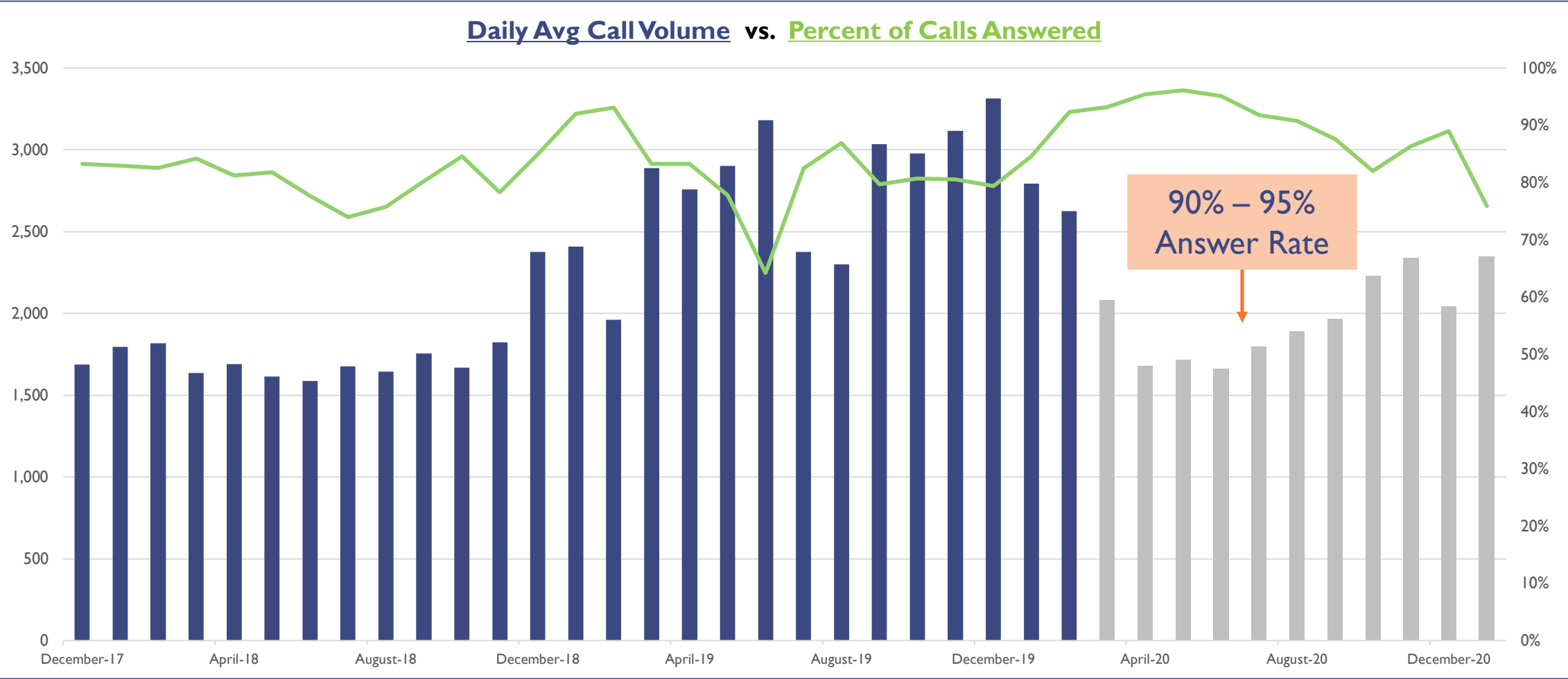
Purpose and Background

- **To request approval for special procurement enabling continued use of existing temporary resources during transition to a sustainable staffing model.**
- Currently utilizing contract #1133: June Gem, ABSS Staffing, and 1st Choice
- The contract for these temporary resources expires on **June 30, 2021**
- Current resources will be “grandfathered” under the special procurement, any new temporary resources will be hired through ACRO
- Transition for sustainable solution expected over the next 12 - 18 months

Current Operations



Call Volume Increases = Performance Declines

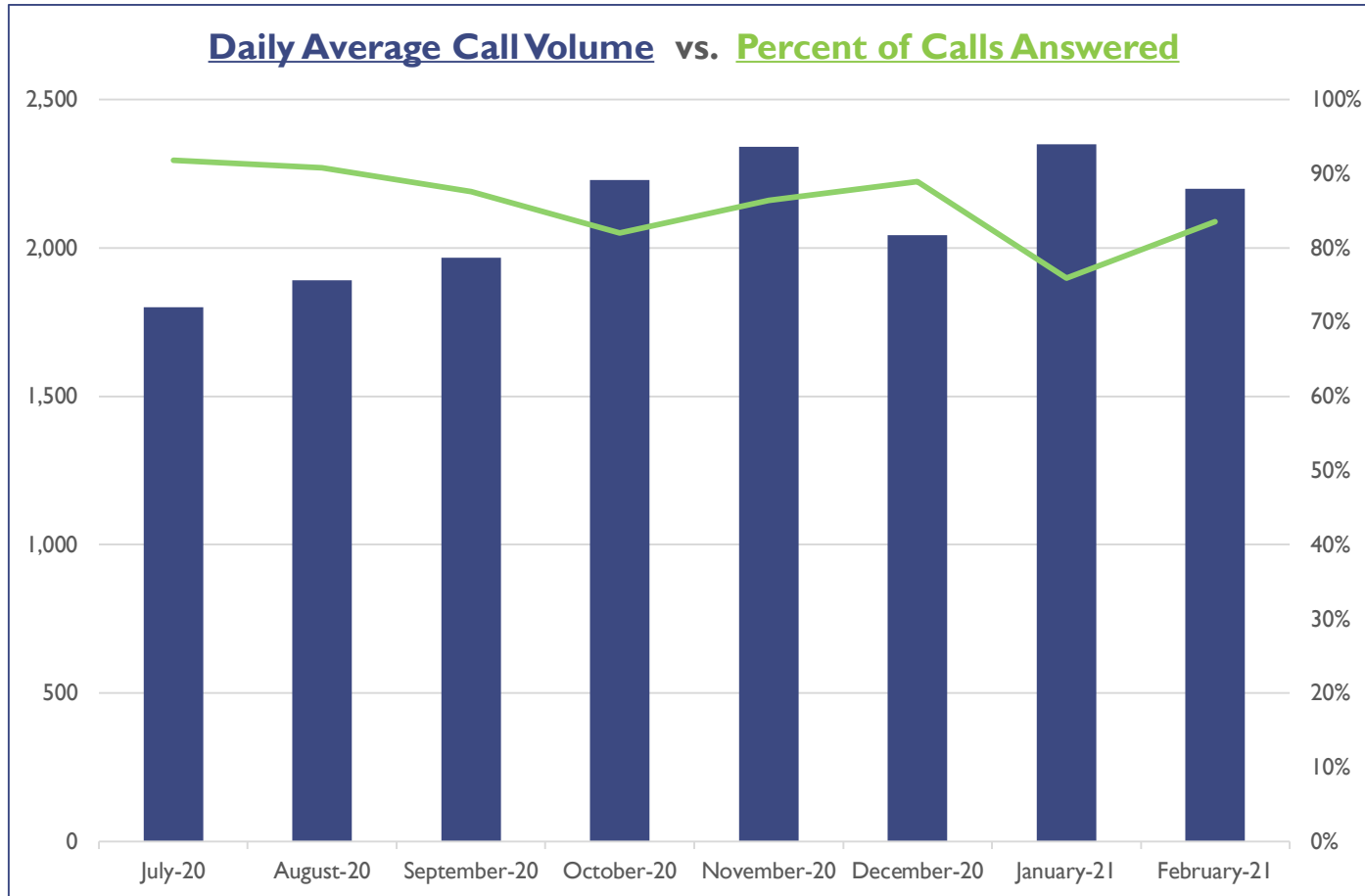


*Calendar Years used in Graph

Pre-Pandemic

Pandemic Period

Call Volume vs. Performance: July 2020 - February 2021



- February's daily call volume reflected a 6% decrease compared to January's daily call volume, but a 22% increase compared to July.
- February's performance increased compared to January, with the Percent of Calls Answered increasing by 8%, up to 84% of calls answered.
- In February, there were a number of activities that impacted performance including multiple training sessions for the quarterly Cornerstone release, poverty sensitivity training, and town hall meetings. We pull our Customer Service Advisors off of the phones for training and meetings.

Not Staffed to Meet Peak Volumes

Daily Call Volume	Max Call Takers Needed to Meet Current Performance Targets	Max Call Takers Currently Have* (Perm: 28;Temp: 23)	(Delta)
1,800	43	51	+8
2,100	50	51	+1
2,400	57	51	-6
2,700	64	51	-13
3,000	70	51	-19
3,300	78	51	-27
3,600	85	51	-34

- Not able to consistently handle normal call volume (2,700 calls/day)
- No flexibility to address regularly occurring peak call volumes

* Excludes additional 13 temporary resources in training that are not yet taking calls

Staffing Model Impacts Performance

- Customer Service Center is understaffed for normal, daily volume of calls
- Mix of staffing included permanent, third-party contractors, and temporary staffing
- End of third party, ramp-up to new billing system, and increased workload resulted in higher use of temporary staffing
- Relying on temporary staffing is not sustainable
- Main drivers of customer calls
 - Inquiries about high bills and requests for payment plans and financial assistance
 - Aging meter infrastructure results in estimated bills
 - Limited self-service options

Customer Service Optimization Project

- **We are actively evaluating a long-term, sustainable staffing solution**
- A Customer Service Optimization project was initiated:
 - Request for Information completed in Fall 2020
 - Information utilized for industry analysis and market research
 - Various staffing models and options analyzed and evaluated
 - Key executive leaders briefed on the analysis for input February/March 2021
 - Focus groups in April 2021 to get input and feedback from leadership and staff
- This project is operating in tandem with other initiatives to improve customer service: C2M stabilization/optimization, robotic process automation, technology assessments, and training initiatives

Next Steps

- **Finalize evaluation of staffing models and options for helping Department to meet key performance objectives:**
 - Achieve world-class customer service performance and enhance the customer experience
 - Enhance the employee experience and upskill staff for other roles in the Department (i.e., quality, training, analysis, outreach, and digital experience)
 - Reduce process inefficiencies and costs
- **Obtain Commission approval (May 2021) for special procurement while we transition to a sustainable model**

Customer Service Vision



Consistent and reliable service/
reduced/better managed costs



Consistently meet/exceed
performance targets/
service level expectations



**World-class
customer service
for all
WSSC Water
customers!**



Upskilling and career advancement
opportunities for
CSD staff



Optimal employee and
customer experience

Questions?

