

# Call Center Update Customer Care Solution (CCS)

Natural Resources and Culture Committee

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# Call Center Overview

- City Utility Customers
  - ~274,000 service locations/~260,000 customers
  - New Customer Portal (required customer to re-enroll)
    - Over 62,000 in CCS (~43,000 in old system)
- Customer Service Call Center
  - 6 Sections
    - Customer Information
    - Water and Sewer Repairs
    - Collections
    - Billing Exceptions
    - Payment Processing
    - Administration
  - Workload Demographics

# Customer Information and Billing Activities

- ◆ Replaced Legacy Customer Information System (CIS)
  - ◆ Bill calculation and invoicing
  - ◆ Payment processing
  - ◆ General Customer Information / Account Management
    - ◆ Open/Close Accounts, Security Deposit Management
    - ◆ Deferred Payments, Dunning, Service Termination
  - ◆ Emergency repair activities
  - ◆ Information and Data Delivery

# Post Go-live Challenges

- 💧 Customer Access to Call Center Agents
  - 💧 Longer Call Duration, Speed of Answer, Portal Registration
- 💧 Building End-User Confidence
- 💧 Workload Impacts (added exceptions)
- 💧 Morale and Call Center Environment
- 💧 Power Outage and BWOs (Sep/Oct)
- 💧 PBX failure and replacement (Dec/Jan)

# Call Center Response

- ◆ Prioritized Support Tickets/Added Support Resources
- ◆ Assigned Customer Care Liaison-Alternative Outlets
- ◆ Added Temporary Call Center Staff
- ◆ Modified Call Handling, Increased Phone System Capacity
- ◆ Continue Targeted Training/Confidence Building
- ◆ Supervisor Development and Call Center Team Building

# Current Service Level/Performance

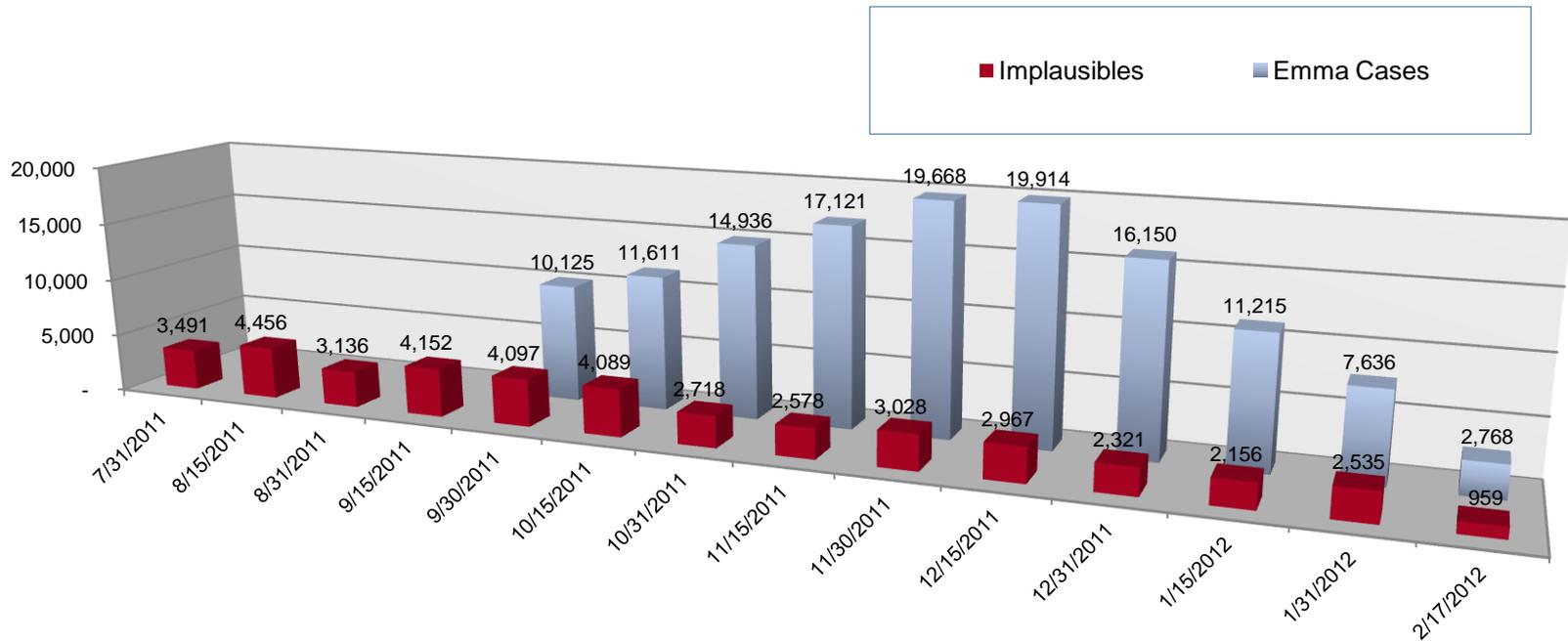
Service Level Type	2011				2012	
	Sep	Oct	Nov	Dec	Jan	Feb (MTD)*
Average Speed of Answer (ER)	1:50	1:20	1:21	1:35	1:40	1:46
Longest Speed of Answer (ER)	28:22	15:25	15:30	20:51	24:01	29:10
Average Speed of Answer (CS)	7:40	12:01	10:00	12:49	16:26	10:05
Longest Speed of Answer (CS)	1:03:42	1:14:14	0:54:23	1:12:19	1:52:08	56:04
Average Call Duration	6:19	6:29	5:51	6:05	5:16	5:28
Calls Pushed to Alternative Channels	62,492	46,793	48,925	42,500	14,180	433
Customer Call Back Messages				310	3,499	2,804

\* Month-to-Date

# Service Level/Performance Targets

Service Level Type	2012					
	Jan	Feb	March	April	May	June
Average Speed of Answer		<12min	<10min	<8min	<4min	<3min
Longest Speed of Answer	<50min	<45min	<40min	<30min	<25min	<20min
Average Call Duration		<5min	<5min	<4.5min	<4min	
Calls Pushed to Alternative Channels	0					

# Progress on Exception Cases



## CCS Exception Case Count Summary

Number of outstanding exception cases at specific points in time (semi-monthly). Implausible meter reads are reads which are outside tolerance threshold compared to estimated/expected read. EMMA cases are generated when a transaction is not successful due to errors or problem data (interfaces, meter exchanges, etc). Note-EMMA case counts were not captured until 9/30/11.

# Additional Efforts Underway

- 💧 New Payment/Account Management Options:
  - 💧 Walk-in payment (Over 25 new locations) – March
  - 💧 Self Service - Open/Close Account – March
  - 💧 Credit Card Payments – April