





**The Road to Gold:
Elite Customer Service
Initiative**

Kimera Hobbs
Senior Consultant
Moran Consulting, Inc.



Overview of Customer Service Department Activity

- **31,860 Total Customers Served in FY 2020**
- **249 Days of Operation in FY 2020**
- 26,964 Phone Calls
 - 20,556 Inbound
 - 6,034 Outbound
 - 374* Internal
- 4,896 Walk-ins
- Average of 128 customers per day



2 | December 10, 2020

The year of DISRUPTION...

- November 18, 2019
 - Major service disruption
- January 2020
 - Training CS Back-ups
- March 2020
 - Covid-19 disruption
- April 2020 to TODAY
 - Adjusting to remote customer service



HERE ARE THE BEST TIPS TO BE PRODUCTIVE WHEN WORKING FROM HOME

- SET BOUNDARIES BETWEEN HOME LIFE AND WORK
- COMMUNICATE TO YOUR PARTNER, ROOMMATE, PARENTS YOU'RE 'IN THE OFFICE'
- KNOW YOUR DISTRACTIONS
- MAKE LISTS FOR EVERYTHING
- AVOID 'QUICKSAND' ACTIVITIES AKA DISTRACTING CHOICES
- TAKE A LUNCH BREAK
- MAKE SURE TO MOVE/SUBSTITUTE EXERCISE FOR YOUR COMMUTE
- DECOMPRESS AT THE END OF THE DAY

Inter-department Impact Brainstorm for Customer Service:
How does what we do impact what you do (and vice versa)?

- FINANCE**
1. Provide work in a timely manner
 2. Open communication
 3. Maintain
 4. Reporting issues
 - a. Invoice cloud
 - b. Payments
 - c. Banking
 - d. Returns
 5. Timeliness of info/correct
 6. Provide assistance with audit logs
 7. Screening/transferring calls
 8. Escalation
 9. Money deposit
 10. Rule fees

- ENGINEERING**
1. Open communication / Support
 2. Customer feedback

Mesa Water District
Customer Service Cross-Training Program

Our motto is... first contact customer resolution with a professional, friendly touch.

Orientation: Who we are and what we do?



Key Performance Indicator	Industry Standard	Best Practice	KPI Weight	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Current Qtr Trend	New Goal
Overall Customer Satisfaction								Overall Customer Satisfaction	
Phone: Very Satisfied / Satisfied	72%	90%	35%	96%	100%	100%	100%	Sustained	98%
Walk-in: Very Satisfied / Satisfied			0%	100%	78%	76%	NO DATA	NO DATA	
First Call Resolution								First Call Resolution	
Percentage of customers whose needs were met on the first call	95%	97%	20%	74%	77%	86%	84%	Sustained	97%
Overall Call Quality: Call Center Evaluations								Overall Call Quality: Call Center Evaluations	
Average Score of all Call Center Evaluations conducted. (Scale is 1-12)	N/A	N/A	20%	97%	97%	96%	98%	Sustained	100%
Service Level Agreement (Speed to Answer)								Service Level Agreement (Speed to Answer)	
Percentage of calls answered within 10 seconds	No data	100% within 20 seconds	15%	76%	85%	87%	84%	Uncertain Results	90% within 10 seconds
Call Abandonment Rate								Call Abandonment Rate	
Percentage of customers who hang up before an agent answers	8%	2%	10%	3.07%	7.64%	6.18%	6.79%	Improved	2%
Current Qtr Audit Overall KPI Score								Current Qtr Audit Overall KPI Score	
Combined and weighted five KPIs (above)	72%	90%	N/A	87%	88%	88%	86%	Sustained	95%

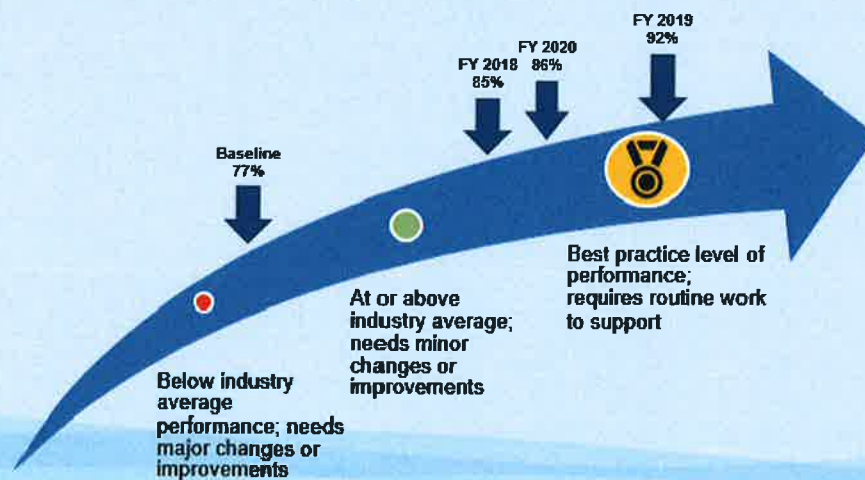


Scorecard

- Evaluation of five key customer service metrics
- Method of rating:
 - **Gold (90%-100%)**
 - **Green (72%-89%)**
 - **Red (0-71%)**
- Each KPI weighted



The Road to Excellence Current Performance



Recommendations for Improvement



Continue weekly one-on-one coaching; spot-coaching by CS Manager, based on Elite Customer Service benchmark



Resume Elite Customer Service Training & Coaching ASAP



Campaign initiative to promote increased customer feedback



Recognize and praise all team members who are achieving and promoting Elite Gold Medal Customer Service at Mesa Water.



Recommendations for Mesa Water




Beginning January 1, 2021, adjust the operational goal of the Customer Service Metric of Speed to Answer to align with industry standard

- 100% of calls answered within 20 seconds.

(American Water Works Association, 2017. AWWA Utility Benchmarking Study. Performance Indicators – Customer Relations, 59-66.)



Questions



9 | December 10, 2020

