SBStat

Customer Service

Q4 2020 | December 10, 2020

Today's Agenda

I. Highlights from this past quarter

II. Deep-Dive Analysis
- Repeat Callers
- Service Level Agreements Revamp

III. Taking action

- Economic Relief from Utility Bills

IV. Celebrating our values

Customer Service Stat Portfolio Summary

Status of SBStat projects in the queue for 2020

Project	Brief Description	Status
Customer Service Dashboard	A public dashboard that visualizes data on calls and service requests made by City residents to the 311 Service Center	🟢
Bloomberg Innovation Support – Economic Relief from Utility Bills	South Bend was selected to participate in a national city cohort where cities are tackling timely challenges, utilizing best practices from other cities, Bloomberg, and its partners.	🟢
Online Service Request Portal	In addition to calling the 311 Service Center, residents can now request services through the online service portal	🟢
Service Level Agreements Revamp	A Service Level Agreement is a contract between a service provider (311) and its customers (departments) establishing the expected amount of time it will take to deliver a service	🟢
311 Repeat Caller Analysis	Finding which topics (KBAs) get the most repeat callers, with the goal of reducing the number of repeat callers	🟢

Legend 🟢 Project on schedule 🟡 Project delayed 🔴 Project cancelled 🟠 Project under consideration

Highlights from this past quarter

- Customer Service Dashboard

- Bloomberg Innovation Support - Economic Relief from Utility Bills

- Digital Services Portfolio
  - Online Service Request Portal
  - Website User Group

Customer Service Dashboard

Dashboard Tool

The purpose of the tool is to be another representation of the City's commitment to transparency and a resource for residents and elected leaders on 311 data.

Notes on the tool

- Based on prototype and KPIs discussed in Q2 Stat

- The data comes from the City's Customer Relationship Management (CRM) software

- Automatically updated on a daily basis

- The user can search by time period or department

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TRANSPARENCY & PERFORMANCE

Innovation, transparency, and civic engagement are the bedrock of the City's efforts to improve residents' lives in South Bend. The City makes these values a reality by using technology, data, and city performance management practices to create an inclusive ecosystem where university researchers, City staff, and residents can come together to solve problems, develop ideas, and grow.

On this page is data and resources illustrating the City's efforts towards improving residents' lives. All underlying data is publicly available on the City's Open Data Portal. There is also access to the City's 311 Service Portal ☒ , Police Transparency Hub ☒ and Public Records & Document Repository ☒ .

- **Performance Management:** SBStat is the City's performance management program where the Mayor and departments come together quarterly to focus on data and move critical issues facing residents forward.
- **Open Data:** The City's open data portal shares data collected by City departments that can be downloaded for use by researchers, academics, and residents.
- **Transparency Hub:** This City's analytics portal hosts interactive dashboards built from City data, making City data more visual and accessible.
- **User Experience:** The City's user experience new resident-facing technology or tools.

DATA POLICIES

Executive Order to Establish Open Data Policy & Portal ☒

RELATED INITIATIVES

Public Records & Document Repository ☒
Police Transparency Hub ☒
311 Service Portal ☒
Data Governance

Performance Management

Open Data P...

You are here: Home / Transparency & Performance / Transparency Hub

TRANSPARENCY HUB

The Transparency Hub is an interactive dashboard portal that makes City data visual, usable, and user-friendly for all South Bend residents. City dashboards are powered by the City's Open Data Portal, making City analytics transparent and available for download by residents.

City Finances

Code Enforcement

Customer Service (311)

Parks

Police Transparency

Streets

LEADERSHIP

Department of Innovation & Technology
Denise Riedl | Chief Innovation Officer
David Finley | Director of Business Analytics

DATA POLICIES

Executive Order to Establish Open Data Policy & Portal ☒

RELATED INITIATIVES

Public Records & Document Repository ☒
Police Transparency Hub ☒
311 Service Portal ☒
Data Governance

Customer Service Dashboard

Bloomberg Innovation Support

Economic Relief from Utility Bills

Supporting residents who are struggling to pay their utility bills

Bloomberg Innovation Training
Overview and purpose

What is the Bloomberg Innovation Program?

South Bend was selected to participate in a national city cohort where city teams are tackling timely challenges, utilizing best practices from other cities, Bloomberg and its partners.

What problem is South Bend trying to solve?

The Problem that the Mayor's Office has identified is "How can South Bend approach <u>utility forgiveness, repayment, and relief</u> in wake of COVID economic hardship to meet the needs of our most vulnerable residents?"

Program Overview: High Level Timeline

The Team
Kara Boyles, Kim Thompson, Jordan Gathers, & the Business Analytics Team

Bloomberg Innovation Support
Next Steps

1. Reframing the problem

2. Midpoint Presentation for Mayors and Senior Leaders

3. Prototyping and testing

Digital Services Portfolio

An overview on projects related to the City's website and 311 Service Portal

Website Working Group

- Goals
  - Improve transparency around updates to the website and ongoing projects
  - Empower web editors and KBA writers to take a larger role in managing their content through trainings

- Structure
  - Monthly emails to members with general updates and tips/training opportunities
  - Quarterly meetings that feature trainings or best practices presentations

Online Service Requests

- Went live October 27, 2020 with 32 service requests
  - The vast majority of these service requests are for Code Enforcement or Streets/Traffic & Lighting

- [Dashboard link](#)

- Takeaways
  - Streets/Traffic & Lighting have been getting the most portal requests
  - We haven't done much marketing/outreach outside of the press release, which most likely contributes to low usage

Online Service Requests

Future Plans

- Our goal is to have a "pizza tracker" for requests where it makes sense
  - May require some process changes at the department-level
  - Required process changes will be conducted during ongoing software implementations

PIZZA TRACKER You got 30 minutes and you got Domino's Pizza headed your way. Our delivery experts have specifically engineered the Pizza Tracker to keep you up to date on the status of your order from the moment it's prepared to the second it leaves our store. You got tracking where tracking has never gone before.

ORDER PLACED | PREP | BAKE | BOX | DELIVERY

1 | 2 | 3 | 4 | 5

YOU GOT ORDER ASSEMBLY - YOUR ORDER WAS BOXED FOR DELIVERY AT 12:37 PM

YOUR LOCAL STORE:
Contact your Domino's with any questions:
2282 South Main Street
Ann Arbor, MI 48103
734-332-1111

YOUR ORDER DETAILS:
(1) Small (10") Hand Tossed Pizza
Extra Cheese, Sauce, Pepperoni, Italian Sausage.
(1) Chicken Kickers
(1) 2-Liter Coke

RATE YOUR DOMINO's
When your pizza arrives tell us how it was.
(RATE OUR SERVICE FROM 1-5)
★ ★ ★ ★ ☆
STORE AVERAGE: ★ ★ ★ ★ ☆ LEAVE US A MESSAGE

Using data to drive performance

Diving deep into a few key initiatives being undertaken to improve city performance

- Repeat Callers Analysis

- Service Level Agreements Revamp

- Economic Relief for Residents from Utility Bills

Repeat Callers

- Background / Context

- Methodology

- Insights & Takeaways

Repeat Callers

- Finding which topics (KBAs) get the most repeat callers

- Goal: Reduce the number of repeat callers
  - We want to reduce extra work for residents requesting services, as well as the amount of rework for City employees

Notes on the analysis

- [Dashboard](#)

- Repeat Caller Definition:
  - Same account calling twice or more in the same month about the same KBA

- Time period:
  - Pulled October 2020 and June 2019 to spot check

- The dashboard is using the number of callers, not the number of calls, as the base.
  - For example, if someone calls five times about the same topic, they are still counted as one repeat caller.

Insights & Takeaways

- Teams
  - Solid Waste has the highest number of repeat callers, but their percentage of repeat callers is average compared to other teams.
  - Facilities & Grounds and DCI have the highest percentage of repeat callers, but they have a very low total number of calls

Insights & Takeaways

- KBAs
    - Request an Extra Pick-Up (Solid Waste) has the highest number of repeat callers. However, since there are articles to report a missed pick-up, it's likely that at least some of these residents just needed multiple extra pick-ups.
    - Calls with low numbers of total numbers have the highest percentage of repeat callers
        - Downspout Disconnect Program (Oct 20), Playground Maintenance (Oct 20), and Street Flooding (June 19) had 1 repeat caller out of 3 total callers
    - Out of KBAs that had 10 or more repeat callers, the top five articles had a 17-22% repeat caller rate in June 2019. In Oct 2020, the top articles had between 10-14% repeat callers.

Insights & Takeaways

- How does this compare to other Cities?
  - Tempe, Arizona
    - Target of 75% First Call Resolution target, reached 87.53% of calls resolved in the first point of contact in Q2 2020
  - Montgomery County, MD
    - 72.61% first call resolution as of June 2018
  - Philadelphia, PA
    - Target of 70% first call resolution, reached 80% in Q3 2011 and 69% in Q3 2012
  - Toronto, Canada
    - 72% first call resolution in 2012, used Chicago (65%) and Miami (93%) as benchmarks

Reducing Repeat Callers
Some discussion questions

- Would it be helpful if there was a "repeat caller" target percentage or number for staff to monitor?

- Are there KBAs we should focus on outside of an established threshold?
    - E.g. popular programs, seasonal services

- Do we want to include repeat callers in regular reports to departments from 311?

- Potential deeper dive – number of callers on KBAs that indicate a complaint or repeat caller
    - E.g. Report Missed Trash/Yard Waste

Service Level Agreements Revamp

- Background / Context
- Current State
- Available Data and Analysis

Departmental Agreements Overview

Departmental Agreements consist of written contracts and SLAs

- A Service Level Agreement is a contract between a service provider (311) and its customers (departments) establishing the expected amount of time it will take 311 or the department to deliver a service

Background

- Existing contracts
    - Most contracts were written before the implementation of the current knowledge management system and knowledge articles
- Updated contracts
    - The Departmental Agreement with Code Enforcement was updated in 2017

Written Contract

Code Enforcement Contract

- Updated in 2017 to reflect the new knowledge management system and is based on ITIL principles

- Outlines responsibilities of 311, the department, and Business Analytics
  - Knowledge Management maintenance
  - Handling calls – information given and transfers/escalations
  - Business process improvement

Service Level Agreements

Service Level Agreements
Current State

- Existing SLA times were proposed by departments and agreed upon by 311
  - Times are in total elapsed hours (24 hours means one business day, not 3 8hr business days)

- There are 89 service types with established SLAs

- There are 48 service types that have both established SLAs and Service Form Definitions in CRM
  - Streets (18)
  - Sewers (5)
  - Traffic & Lighting (10)
  - Engineering (1)
  - VPA (1)

Service Level Agreements – Current State

- Measuring adherence to SLAs can be done by comparing to CRM data
- Average Service Request Completion Times from CRM
  - Using Service Requests submitted since 1/1/20
    - 2 of the 48 measurable requests do not have data for 2020
  - Requests with status "Completed" or "Cancelled"
  - Using "Created On" date as start and "Modified On" date as end
  - "Modified by" is not someone in 311
  - Approx. 14,000 requests

Service Level Agreements

- Takeaways
  - For most service types, teams are either almost always or almost never meeting the SLA times
  - Most or all of the service request from specific teams fell into either one or the other category

Service Level Agreements

- Moving forward, we could review dispatch processes with departments to ensure requests are being closed out when the service is complete.
  - If processes need to change to accommodate this, this would be accomplished along side the online service request updates and software implementations.
- This would allow for a more accurate picture of how long it takes to complete each service type and allow us to establish more accurate SLAs.
- With measurable SLAs, we can hold departments accountable to their contracts with 311 and to residents.
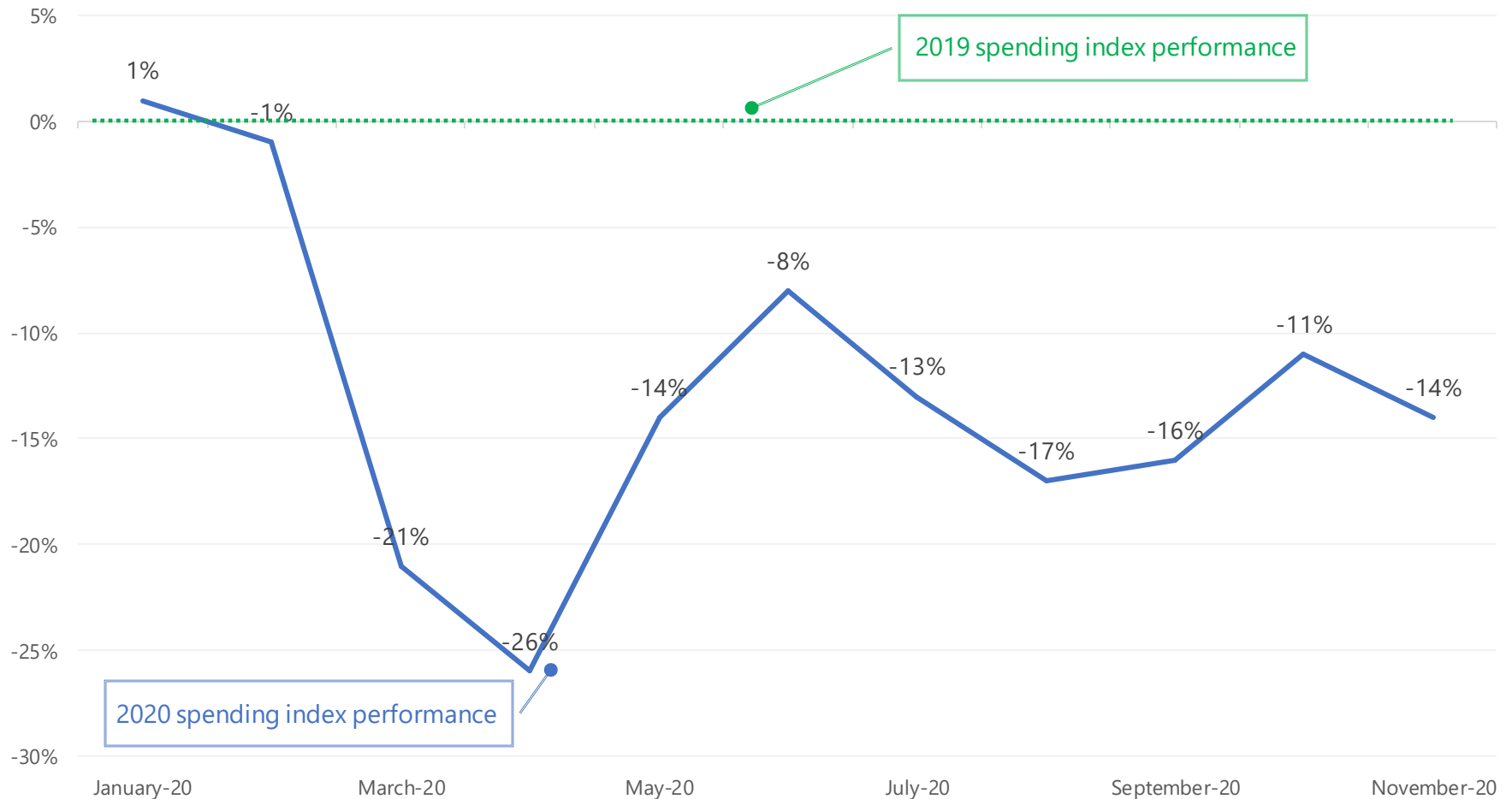
Discussion Questions

- Moving forward, how should we determine SLAs if teams are using different processes to track completion times?
  - Should we make adjustments into how we measure SLAs?

Economic Relief from Utility Bills
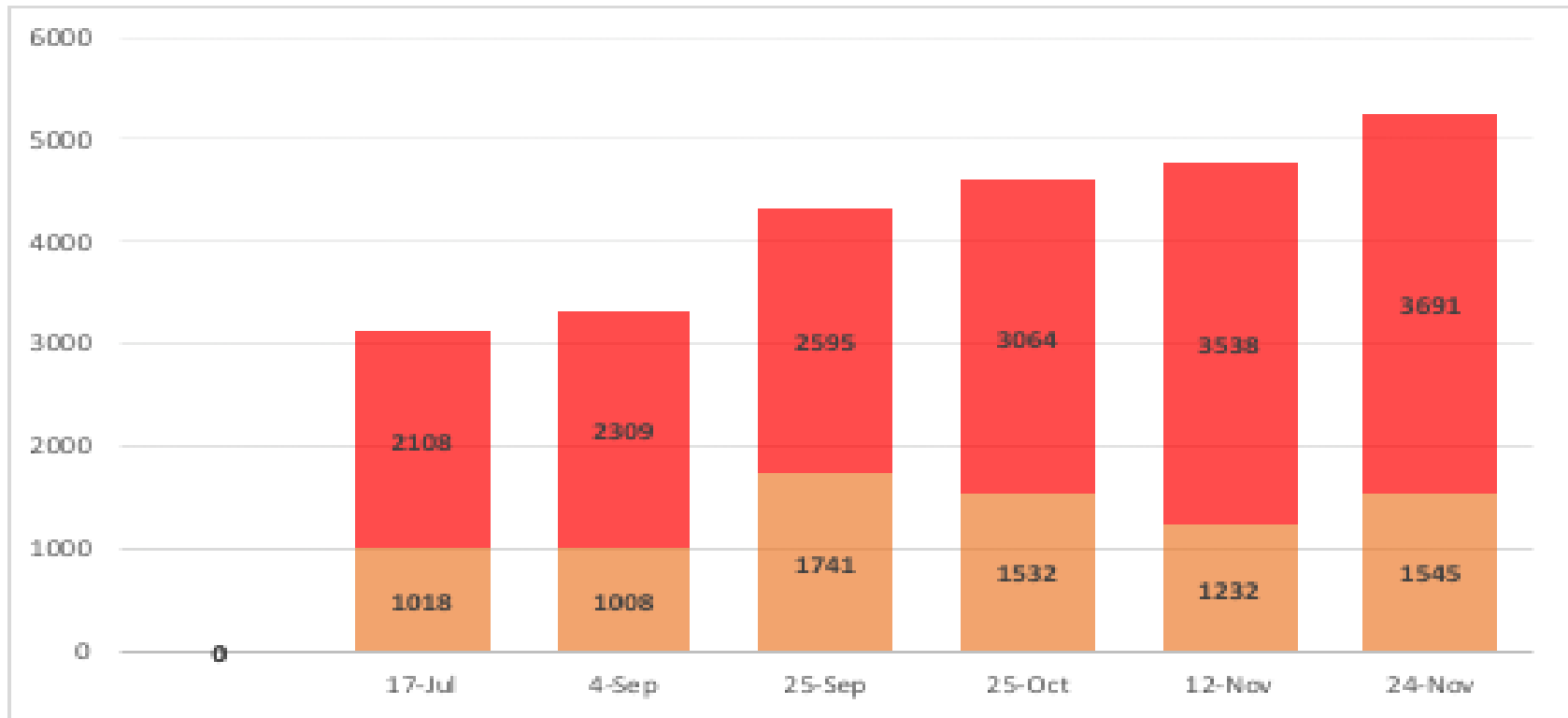
Financial update, program framework, and timeline

How much has the local economy recovered since March?

Year-over-year change in retail spending based on real-time MasterCard transactions

2019 spending index performance

1%

-1%

-8%

-14%

-13%

-11%

-14%

-17%

-16%

-21%

-26%

2020 spending index performance

January-20   March-20   May-20   July-20   September-20   November-20

SBStat 2020

Financial update
Number of accounts with unpaid bills, broken down by level of risk

Key takeaways

1. The number of accounts classified as high-risk (i.e. responsible for bills past due by over 90 days) is continuing to rise, the average bill for accounts 90+ days overdue went from $267.50 in July to $345.00 in November 2020

2. The total delinquent accounts (60+ days overdue) went from 3,126 in July to 5,236 in November 2020

Taking action

Offering policy alternatives, data-based frameworks, and decision points to take action in improving the lives of South Bend residents

Program Framework

Draft

Draft

Outstanding questions

Draft

Closing out the quarter
Revisiting the Customer Service Stat Portfolio

Project	Status
Online Service Request Portal	🟢
Customer Service Dashboard	🟢
Bloomberg Innovation Support - Economic Relief from Utility Bills	🟢
Service Level Agreements Revamp	🟢
311 Repeat Caller Analysis	🟢

Questions to close out the quarter

- Do we have clear next steps for the key initiatives discussed today?

- Are there any initiatives/areas of interest that should be added to the portfolio for next quarter?

Legend   🟢 Project on schedule   🟡 Project delayed   🔴 Project cancelled   🟠 Project under consideration

SBStat 2020

Celebrating our values

This section highlights exemplary work happening in the City to improve performance that may otherwise go unnoticed

Celebrating Our Values

- Through the work with Bloomberg, we interviewed stakeholders in the utility debt space, including social service organizations, landlords, and residents struggling with financial hardship.
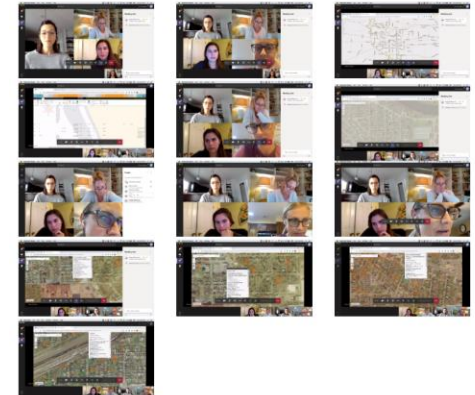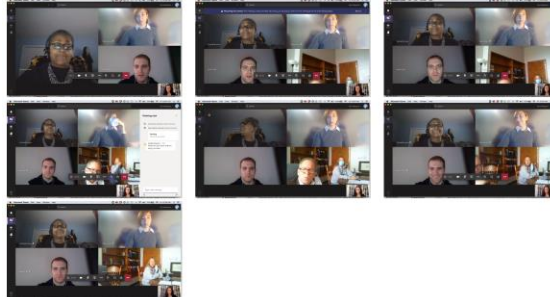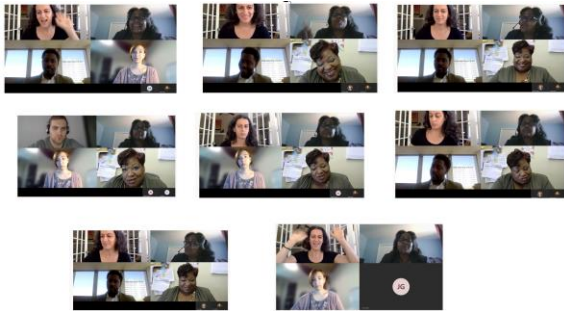
Service Level Agreements

Basing SLAs on Departmental Knowledge	Basing SLAs on CRM Data

• Pros
   • Faster implementation, since departments and 311 need agree on existing numbers or update based on department experience
 	
• Cons
   • SLAs may not be accurate to how long it actually takes to complete a service request
   • We can't hold departments accountable to a contract with 311 or to residents if we can't show if they're meetings SLAs
	• Pros
	   • More reliable data which could be used to develop KPIs and be more accountable to residents
	
	• Cons
	   • Slower implementation since it would require process changes for some departments – could be implemented as part of the online service tracking