



# SBStat | Customer Service

2021 Quarter 4 | December 17  
City of South Bend

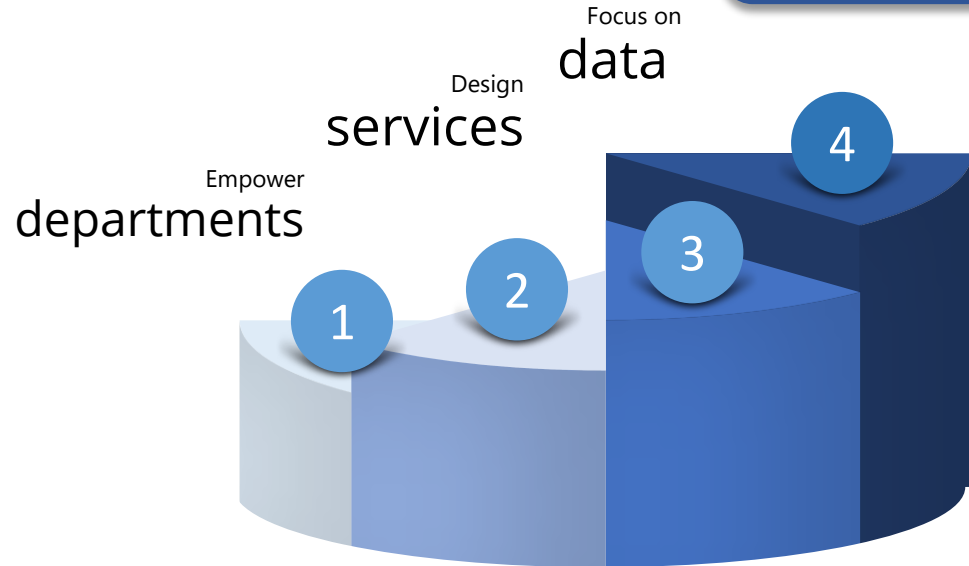




Why we're here

# Citywide Performance Management

Improve residents' lives



## Meeting ground rules

### 1. No stupid questions

Use this space to ask and address difficult questions safely

### 2. Data-driven decision making

Strive to make decisions based on whatever most recent data is available

### 3. Relentless follow-up

Identify clear action items and owners after each meeting

### 4. A bias towards action

Continuously seek to improve: our data, our ways of working, etc.

# Today's Agenda

## I. Project updates from previous Stat meeting

- Assistance Team Update

## II. Deep-dive analysis & discussion

- Future of City Payments

## III. Taking action

- Identifying clear action items and owners

## IV. Celebrating our values

# Customer Service Portfolio Summary

Status of SBStat projects in the queue for 2021

Project	Brief Description	Status
Streamlining Assistance	Projects to increase uptake of programs + more easily connect resident to resources	●
311 Equity	Resident engagement and quantitative research, followed by potential pilot activities in 2022	●
Post-call surveys	New post-call surveying across 311, utility, VPA, transferred calls	●
2022 Citywide Survey	Finalizing city services survey	●
Call Analysis	311 + utility call Activity data summaries	●
Service Level Agreement Updates	Comprehensive review of existing service level agreements	●

Legend



Project on schedule



Project delayed



Project cancelled



Project under consideration

# Streamlining Assistance

Project	Partners	Goal	Status
UAP	Utility	Process/Program Improvement	In-progress
Cross Enrollment and Referral Coordination	VPA, Utility, DCI	Tether together eligibility for all city-run programs	Upcoming
CTC sign-up push	White House, other cities	Increase CTC sign-ups for non filers	Finished
Assistance Team	EEE	Team of trained, neighborhood-based case managers	In-progress
Assistance Stat	Various	Track/performance manage assistance sign-ups	In-progress

# Deep-dive analysis & discussion

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

- Future of City Payments



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# The future of payments to the City

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- Discussing the current gaps and goals for 2022 and beyond re: the future of payments

# Problem Definition

## **What is the problem?**

Providing a suite of accessible, user-friendly payment options for all city fees, fines, and bills.

## **Why is it a problem?**

Cities service everyone and have to meet people where they are in terms of resources, geography and skill. There are *underbanked populations, households without internet, transportation insecurity/lack of public transit, customer preferences, scheduling constraints* that make certain payment methods from being inaccessible.



# Current State – Utility Payments

Method	24/7?	Geographic Accessibility	Cash?	Challenges/ limitations
In-person (walk-in, drive through)	No	No	Yes	<ul style="list-style-type: none"> <li>• Hours</li> <li>• Staff capacity</li> <li>• Transportation</li> <li>• Language</li> </ul>
Phone	Yes	Yes	No	<ul style="list-style-type: none"> <li>• Hours</li> <li>• Staff capacity</li> <li>• Language</li> </ul>
Online	Yes	Yes	No	<ul style="list-style-type: none"> <li>• Access to device/WiFi</li> </ul>
Mail	Yes	Yes	Yes	<ul style="list-style-type: none"> <li>• Cost</li> <li>• Planning</li> </ul>
Auto Draft	Yes	Yes	No	<ul style="list-style-type: none"> <li>• Unbanked</li> </ul>
Dropbox	Yes	No	Yes?	

Anything to add/edit to the above? What else can we say about current state and customer needs/challenges?

# Discussion questions



Should City teams move forward on executing the high effort/low impact items? Why/why not?



Do you see any red flags in the options presented in this slide deck?



Do we want off-site payment collection for just utility bills or for all city services?

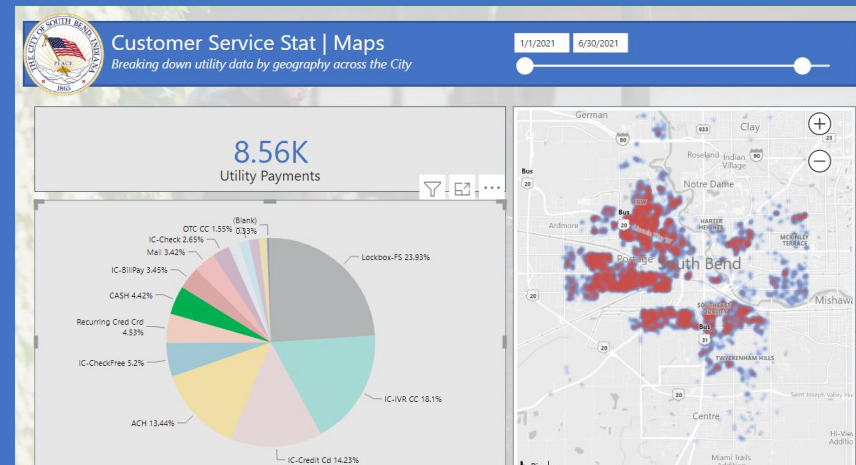
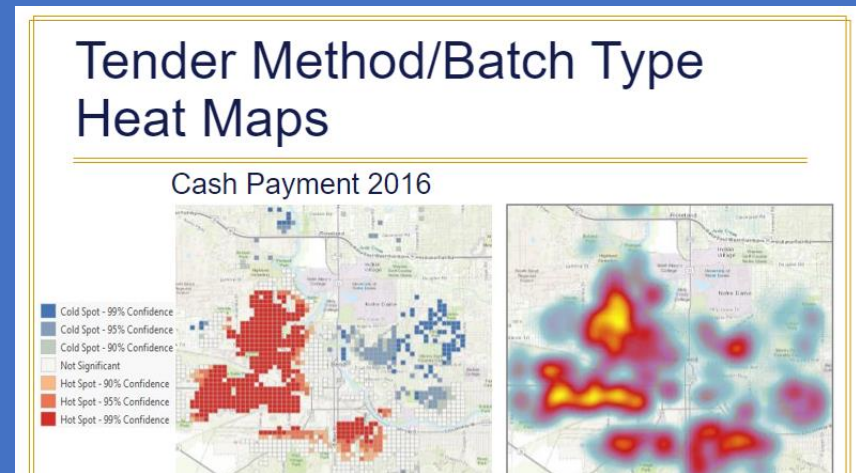


Are there specific metrics we want to drive improvement in (i.e. customer satisfaction, online payments, etc.)?

# Recap from Q2 Stat Utility Payment Analysis

## Key Insights

- Residents that pay utility bills with cash are concentrated on the western side of the City
- Residents using credit cards to pay utility bills dispersed throughout the City
- 14% of residents pay utility bills with a direct link to a bank account



# Summary of Inclusive Payment Options

ID	Features	Effort	Impact	Costs
1	A single webpage to act as a hub for links to various locations to pay dues	Low	Moderate	Low
2	Payment drop-boxes	Moderate	Moderate	Moderate <ul style="list-style-type: none"> <li>• Upfront costs of equipment</li> <li>• Admin logistics</li> </ul>
3	Partnerships with pharmacies, drug store, etc.	Low	High	Moderate <ul style="list-style-type: none"> <li>• Fees</li> </ul>
4	Self-service kiosks distributed around the City	High	High	High <ul style="list-style-type: none"> <li>• Upfront</li> <li>• Maintenance and support costs for kiosks</li> </ul>
5	Full software-based centralized payment portal on one account	High	High	High <ul style="list-style-type: none"> <li>• Costs of portal software</li> </ul>

# City Payment Drop Boxes

## Benefits

- Increases ways to pay, particularly when paired with centralized webpage
  - Limited only to physical forms of payment
- Accessible 24/7 if placed outside
- Only paying for upfront costs of the drop boxes and installation

## Considerations

- Clear communication and marketing needed that drop boxes are for payments only
  - Not inclusive of permits or other applications
- Adds security considerations but most cities do not accept cash
  - Some cities add signage of surveillance
- Logistics of collection and distribution
  - Can lean on inter-department mail infrastructure for once it is collected



## Drop Box Vendors

- Many types, styles, and price ranges available for drop boxes
  - Stand alone, wall mounted, drive-through
  - Range from \$200 to upwards of \$1,000
  - Some companies include customization

# Self-Service Kiosks

## Benefits

- Maximizes ways to pay when paired with centralized webpage
  - All forms of payment can be processed
- Cities leverage placement at government buildings and local stores/partnerships
- Residents can pay as guest or create account with saved payment method
- Multilingual options
- Potential for immediate processing and payment to dues

## Considerations

- Digital security but not physical
- Upfront and continuous support costs
- Logistics of payment posting would change
  - Come equipped with payment software solutions but would need to explore DFO integration for postings
  - Physical money collection concerns

# NOW AVAILABLE

## Instant Motor Vehicle Registration Renewal

### Sack N Save Stadium

4561 Salt Lake Blvd.  
Honolulu, HI 96818

Open Daily  
6 a.m. to 9 p.m.





# Comprehensive Payment Portals\*

## Benefits

- Allows residents to have an account for cross-city dues
- Can be paired with kiosks for companies that offer unified systems
- Residents can pay as guest or create account with saved payment method
- Multilingual options
- Immediate processing and payment posting

## Considerations

- Only partially addresses ways to pay, but solves ways to find
- Upfront and continuous support costs
- All involved departments would need to go through implementation
- Explore DFO integration for postings



WELCOME TO THE  
**CITY OF CHICAGO  
PAYMENT PORTAL**

\*\*\*

Make payments quickly and conveniently from your computer or phone.

The City of Chicago is continually adding more payment options online. Soon, you'll be able to make all of your payments here - whether you are paying your water bill or your parking ticket.

**Parking, Red Light Camera, or Automated Speed Enforcement Ticket**

Department of Finance

[Get started](#)

**Buildings Certificate of Inspection Fees**

Department of Buildings

[Get started](#)

**Cable Fees**

Business Affairs and Consumer Protection

[Get started](#)

**Chicago Utility Alert Network Fees**

Department of Transportation

[Get started](#)

**Cultural Affairs and Special Events Fees**

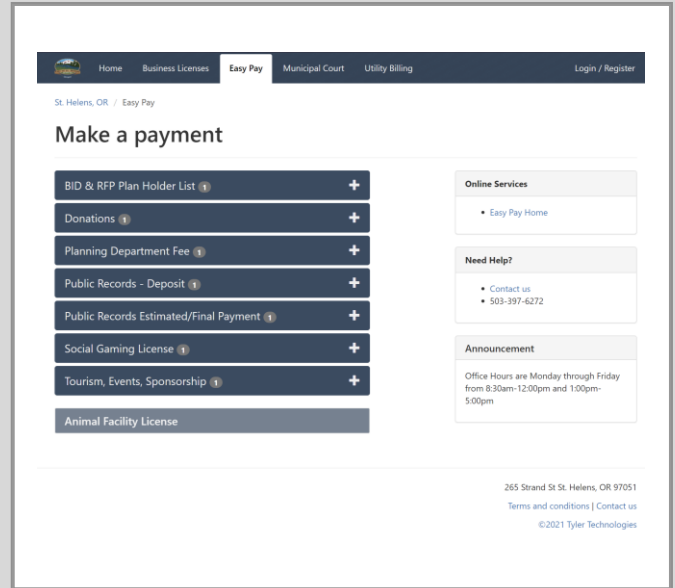
Department of Cultural Affairs and Special Events

[Get started](#)

**Dumpster Re-inspection Fees**

Department of Streets and Sanitation

[Get started](#)



Home Business Licenses **Easy Pay** Municipal Court Utility Billing Login / Register

St. Helens, OR / Easy Pay

### Make a payment

- BID & RFP Plan Holder List +
- Donations +
- Planning Department Fee +
- Public Records - Deposit +
- Public Records Estimated/Final Payment +
- Social Gaming License +
- Tourism, Events, Sponsorship +
- Animal Facility License

**Online Services**

- Easy Pay Home

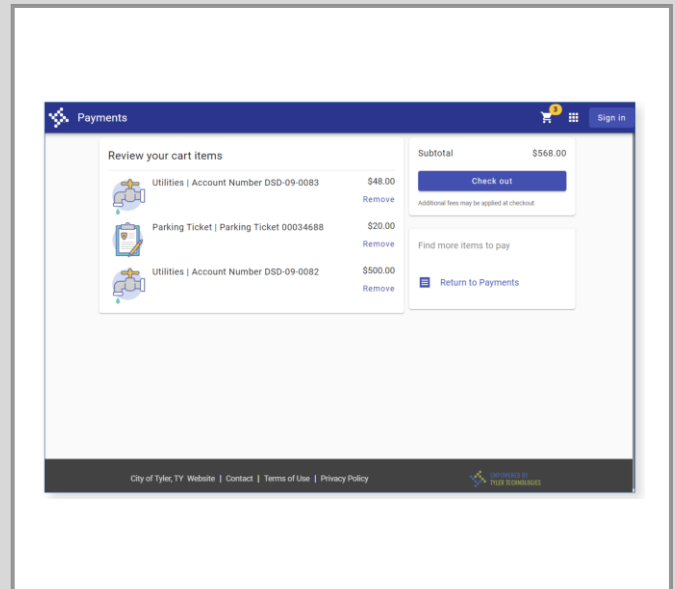
**Need Help?**

- Contact us
- 503-397-6272

**Announcement**

Office Hours are Monday through Friday from 8:30am-12:00pm and 1:00pm-5:00pm

265 Strand St St. Helens, OR 97051  
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Payments [Sign in](#)

**Review your cart items**

Utilities   Account Number DSD-09-0083	\$48.00	Remove
Parking Ticket   Parking Ticket 00034688	\$20.00	Remove
Utilities   Account Number DSD-09-0082	\$500.00	Remove

Subtotal: \$568.00

[Check out](#)

Additional fees may be applied at checkout.

[Find more items to pay](#)

[Return to Payments](#)

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# Summary of Inclusive Payment Options

ID	Features	Effort	Impact	Costs
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# Summary of Inclusive Payment Options



High

Impact

Low

Low

Effort

High

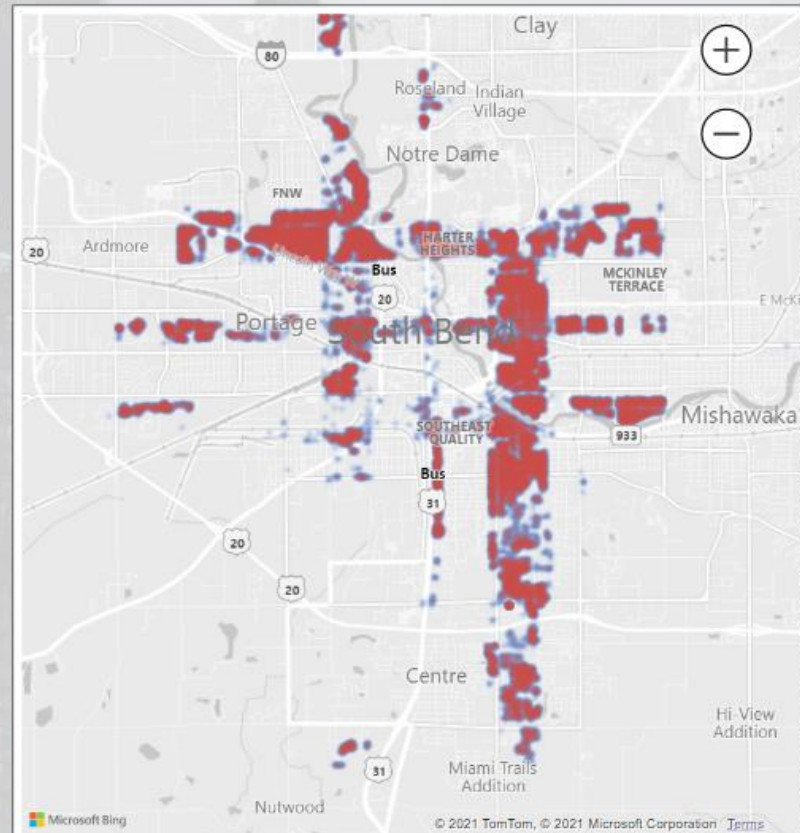
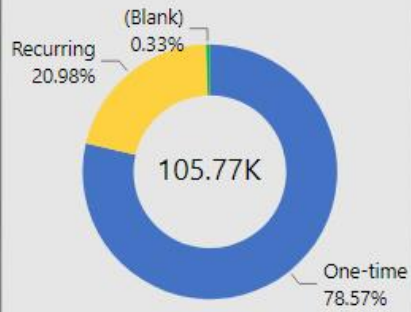
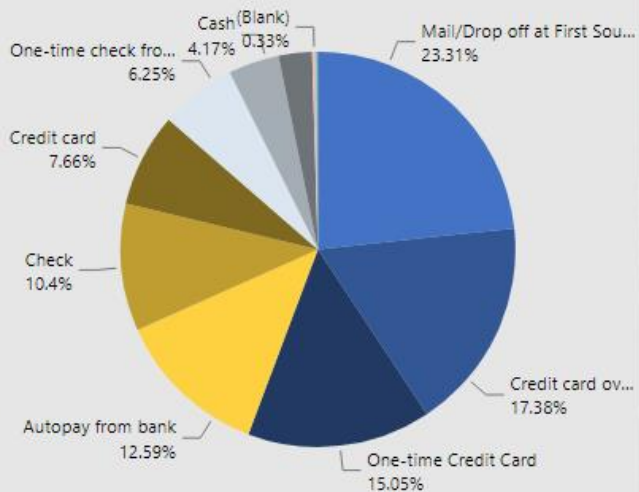
# Available Data

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

# Utility Payments – All Payments

April - June 2021

105.77K  
Utility Payments

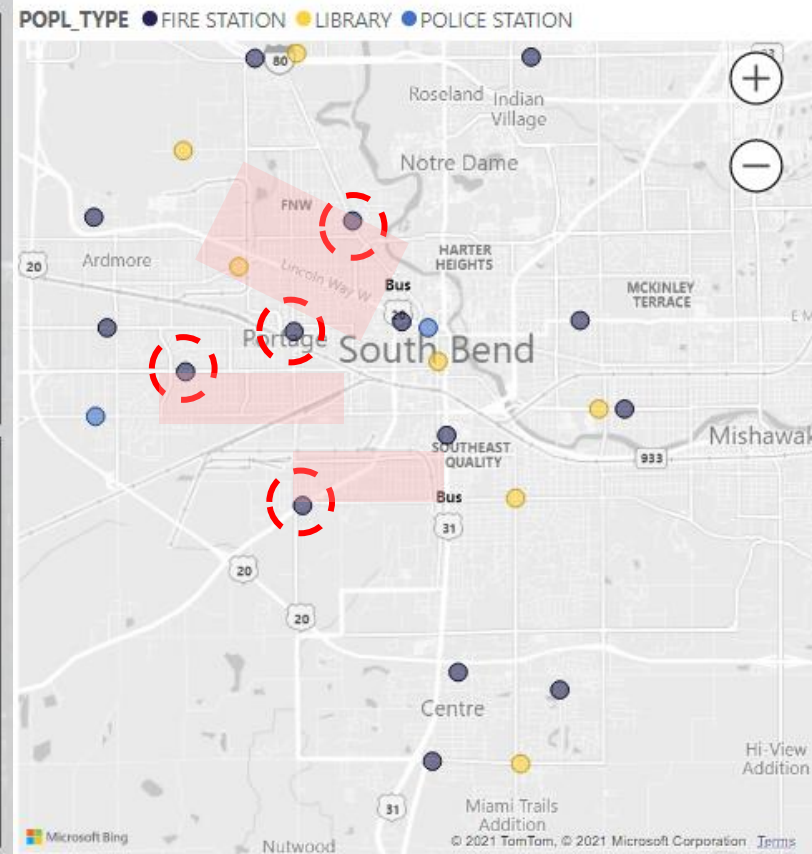
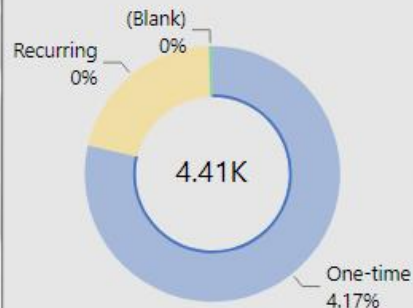
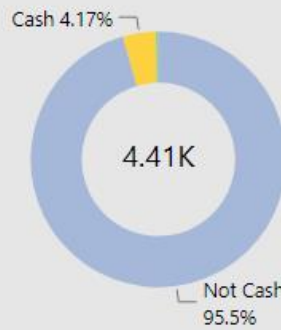
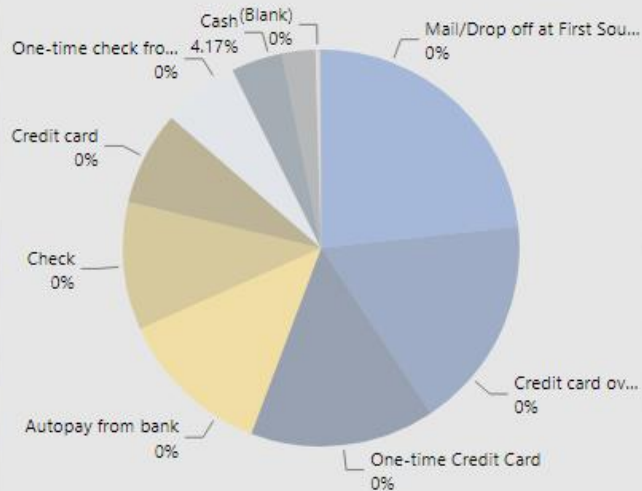


# Utility Payments – Cash Only

April - June 2021

Cash payments to cover utility bills make up about 4 percent of all payment types to the City. Residents that pay with cash are concentrated in Rum Village, the west side (in between Western Ave. and Sample Ave.), and in the La Salle/Lincoln Manor area in the northwest (around Lincoln Way West).

4.41K  
Utility Payments

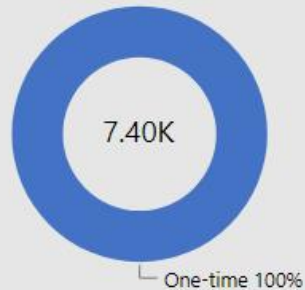
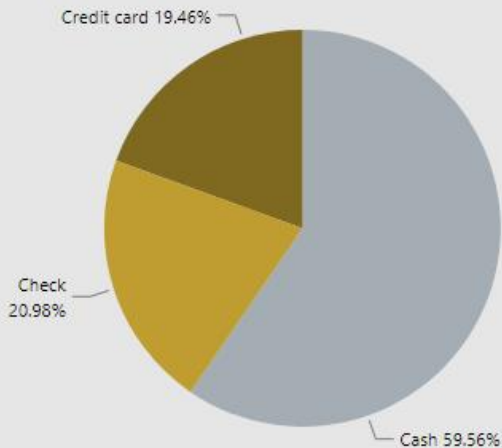


# Utility Payments – In-person

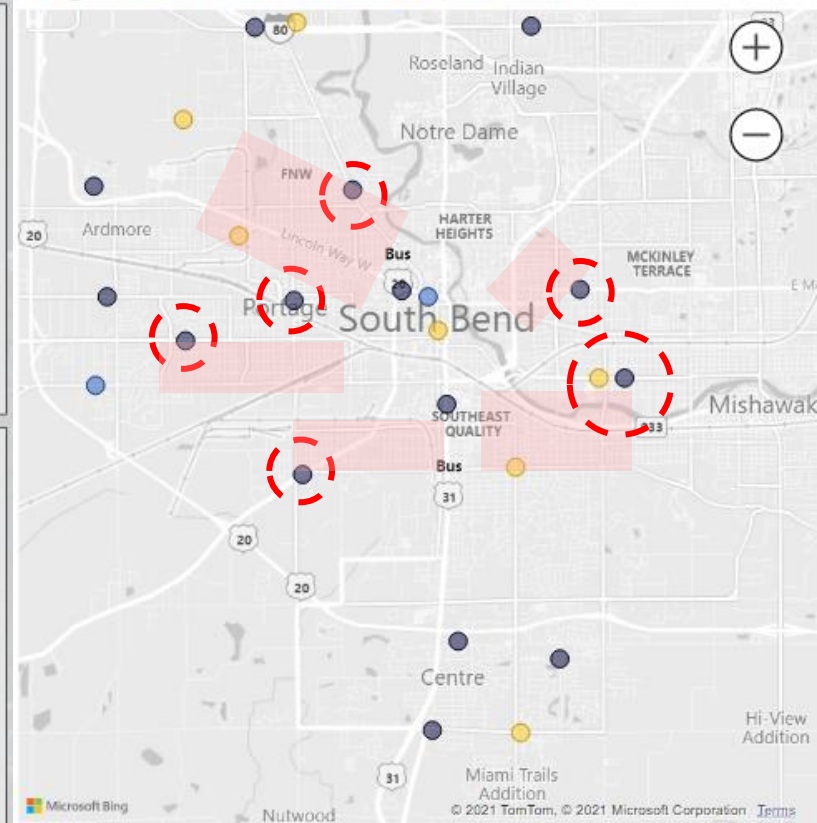
April - June 2021

About 8 - 9 percent of residents pay their utility bill in person at the Colfax location Downtown. In addition to the hotspots on the previous slide, we see hot spots near IUSB and near Coquillard Park. Somewhat notably, there is little relationship between residents that pay in person and proximity to the downtown utility office.

7.40K  
Utility Payments



POPL\_TYPE ● FIRE STATION ● LIBRARY ● POLICE STATION



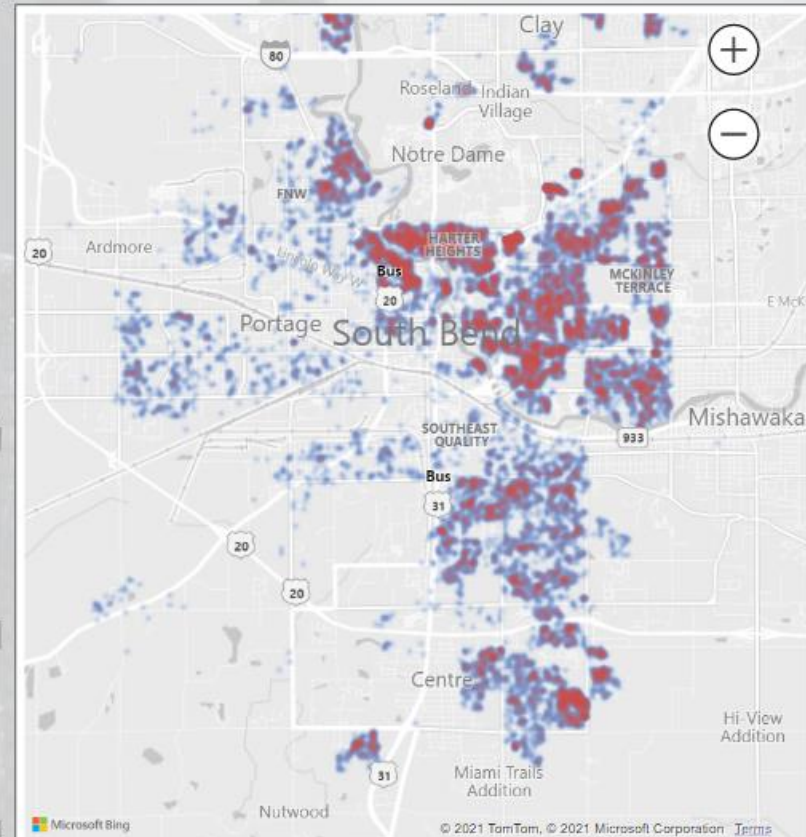
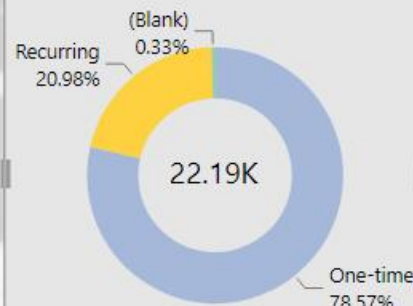
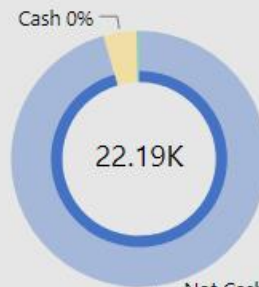
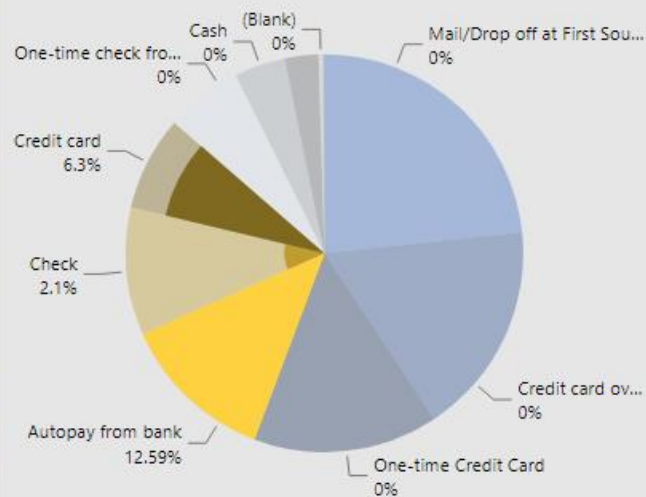


# Recurring Payments

April - June 2021

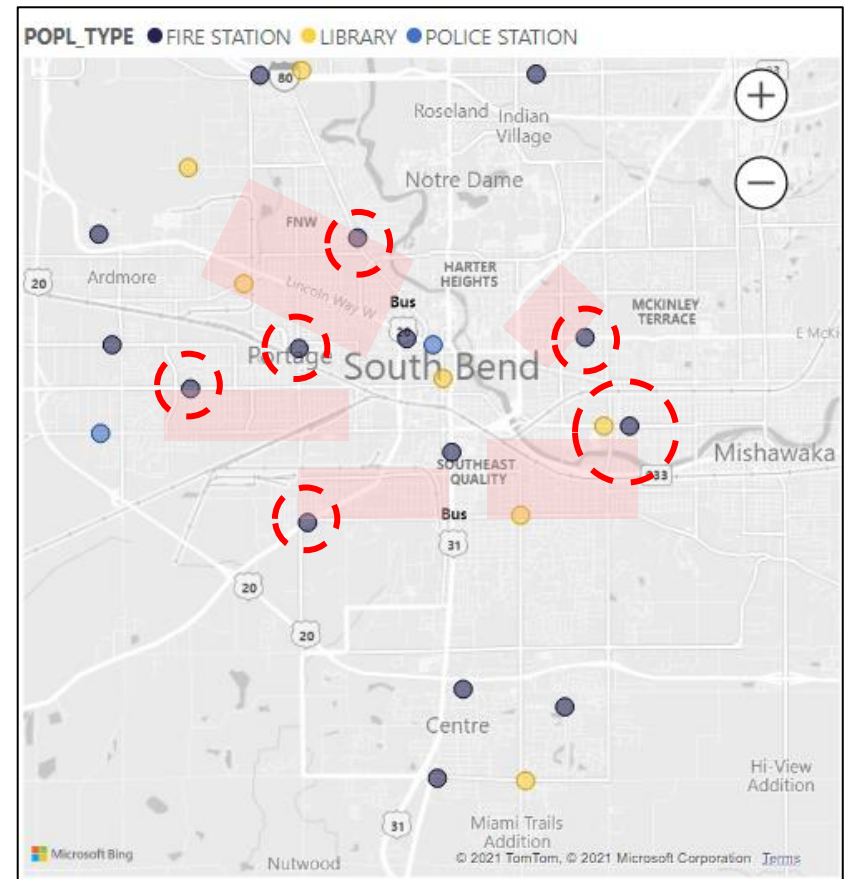
About 21 percent of residents complete their monthly utility bill payment through a recurring payment (or autopay option), either a direct bank transfer or an automatic credit card payment. These residents are concentrated on the north east and south east side of the side, correlating strongly with area median income.

22.19K  
Utility Payments

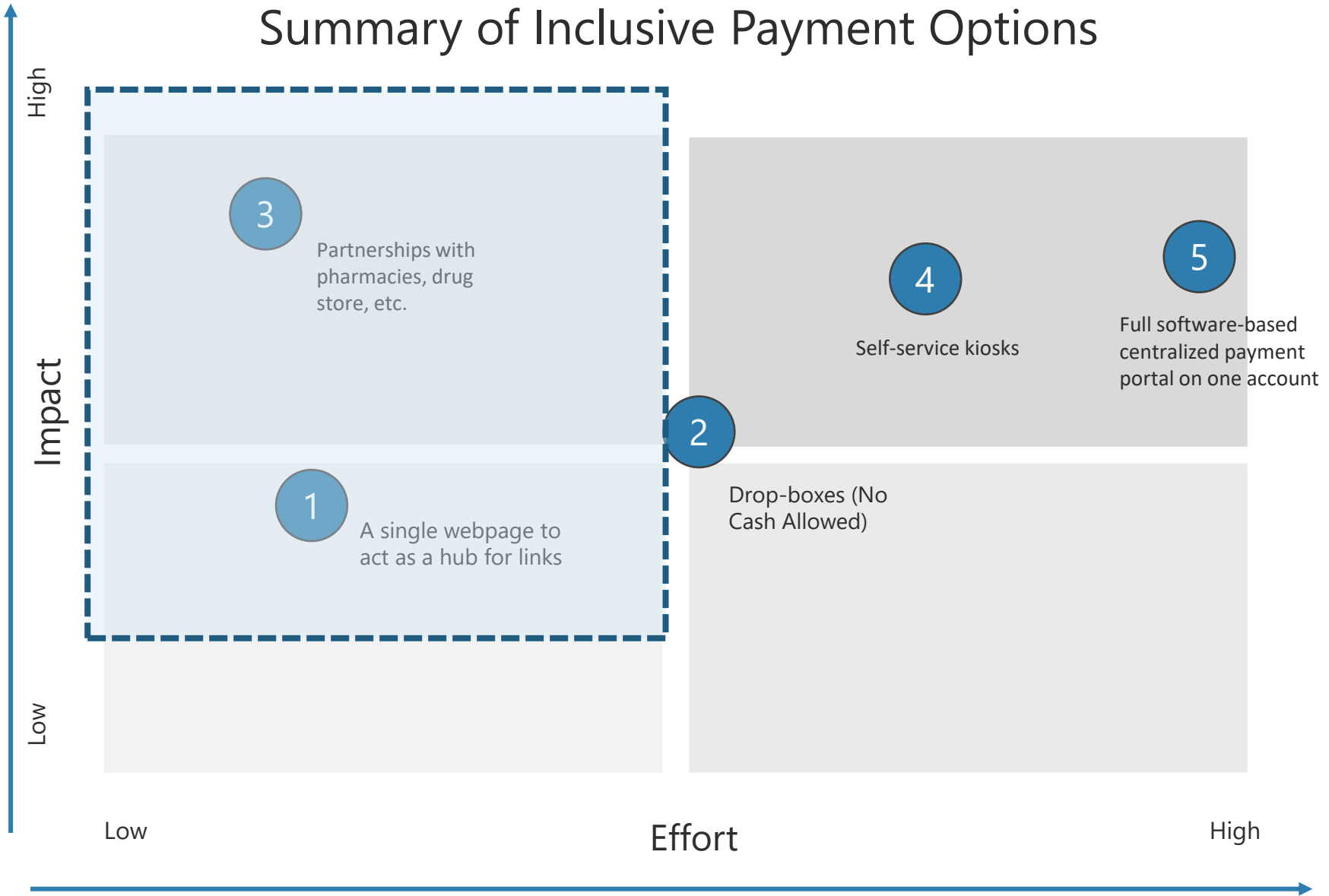


# Insights Summary

- Resident's payment preferences seem to be driven by their income levels more than other factors (i.e. proximity to downtown location, age, etc.)
  - About 8 - 9 percent of residents pay their utility bill in person at the Colfax location Downtown.
- Cash payments to cover utility bills make up about 4 percent of all payment types to the City.
- About 21 percent of residents complete their monthly utility bill payment through a recurring payment (or autopay option), either a direct bank transfer or an automatic credit card payment.



# Summary of Inclusive Payment Options



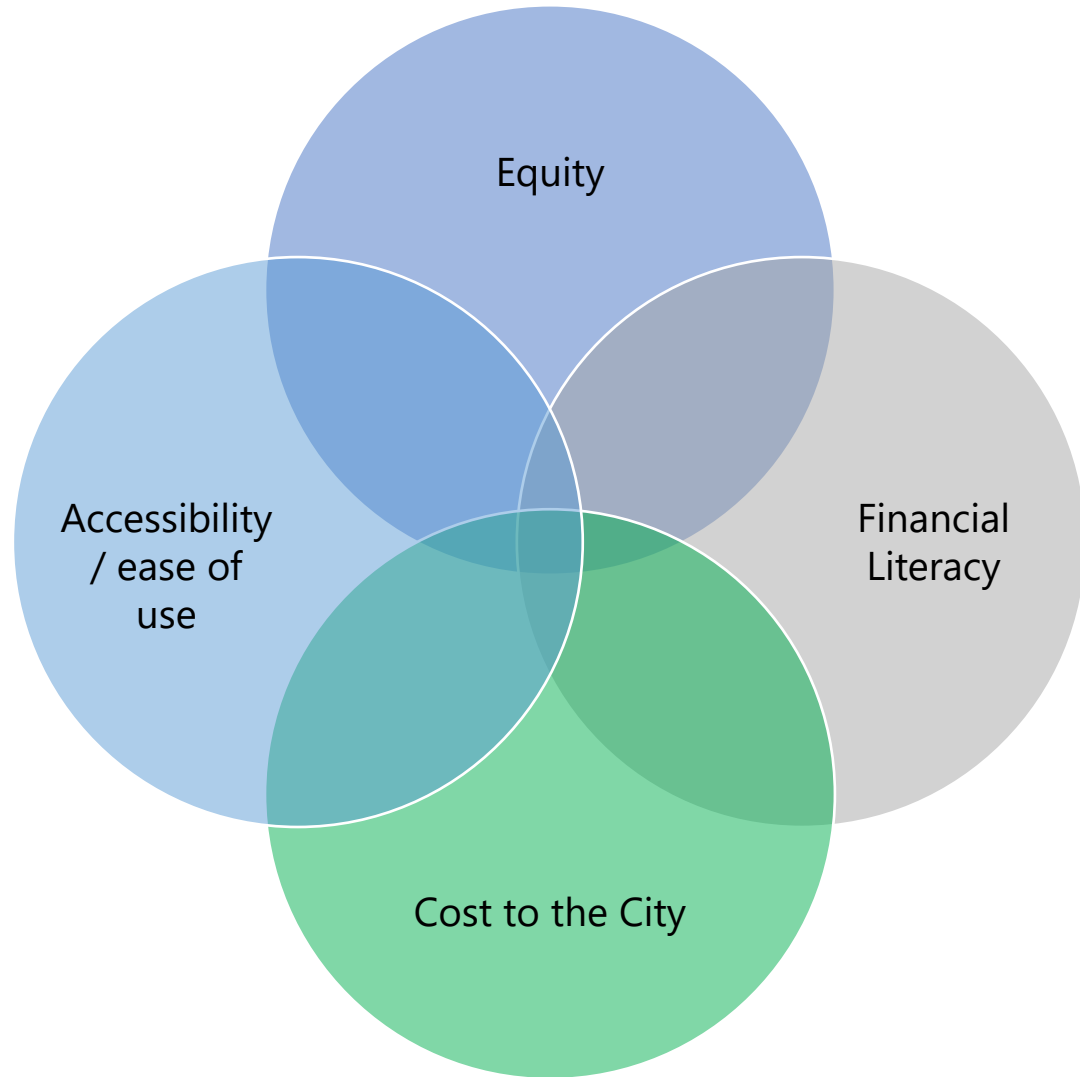
# Decision-making frames for the future of payments for City services

## Context

Geographic limitations of the City's payment collection process creates barriers for vulnerable residents, which can perpetuate civic distrust and poverty.

## Considerations

1. Should the City accept cash at off-site locations (i.e. kiosks, etc.)?
2. Should the City use this as an opportunity to improve financial literacy?



Option #1  
High Impact,  
Low Effort

- **A single webpage to act as a hub for links**
- **Partnerships with pharmacies, drug store, etc.**

## Option #2 High Impact, Medium Effort

- A single webpage to act as a hub for links
- Partnerships with pharmacies, drug store, etc. (accepts cash)
- **Place drop boxes near City fire stations (or other public, secure spaces/facilities) for residents to drop off city payments (cash not allowed)**

## Option #3

High Impact,  
High Effort

- A single webpage to act as a hub for links
- Partnerships with pharmacies, drug store, etc. (accepts cash)
- **Install self-service kiosks throughout City to accept cash payments, host in public facilities**
- **Full software-based centralized payment portal on one account**

# Discussion questions



Should City teams move forward on executing the high effort/low impact items? Why/why not?



Do you see any red flags in the options presented in this slide deck?



Do we want off-site payment collection for just utility bills or for all city services?



Are there specific metrics we want to drive improvement in (i.e. customer satisfaction, online payments, etc.)?



# Prospective Project Pitch

*Set the roadmap for 2022*

## Resident engagement on payment preferences

- Distribute low barrier survey to get resident feedback on preferences for making city payments
- Potentially only target residents who prefer to pay with cash and/or in-person
  - Gain qualitative understanding of why residents prefer certain payment types



# Taking action

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

# Prospective Project Pitch

*Set the roadmap for 2022*

## 1. Water shut off process mapping

- Conduct process mapping and improvement workshops with subject matter experts
- Identify pain points for residents and opportunities to improve resident experience
- Identify decision points for executive team to make process changes, if applicable



# Prospective Project Pitch

*Set the roadmap for 2022*

## 2. Resident engagement on payment preferences

- Distribute low barrier survey to get resident feedback on preferences for making city payments
- Potentially only target residents who prefer to pay with cash and/or in-person
  - Gain qualitative understanding of why residents prefer certain payment types



# Celebrating our values

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





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