



SBStat | Customer Service

2022 Quarter 2 | July 12, 2022

City of South Bend



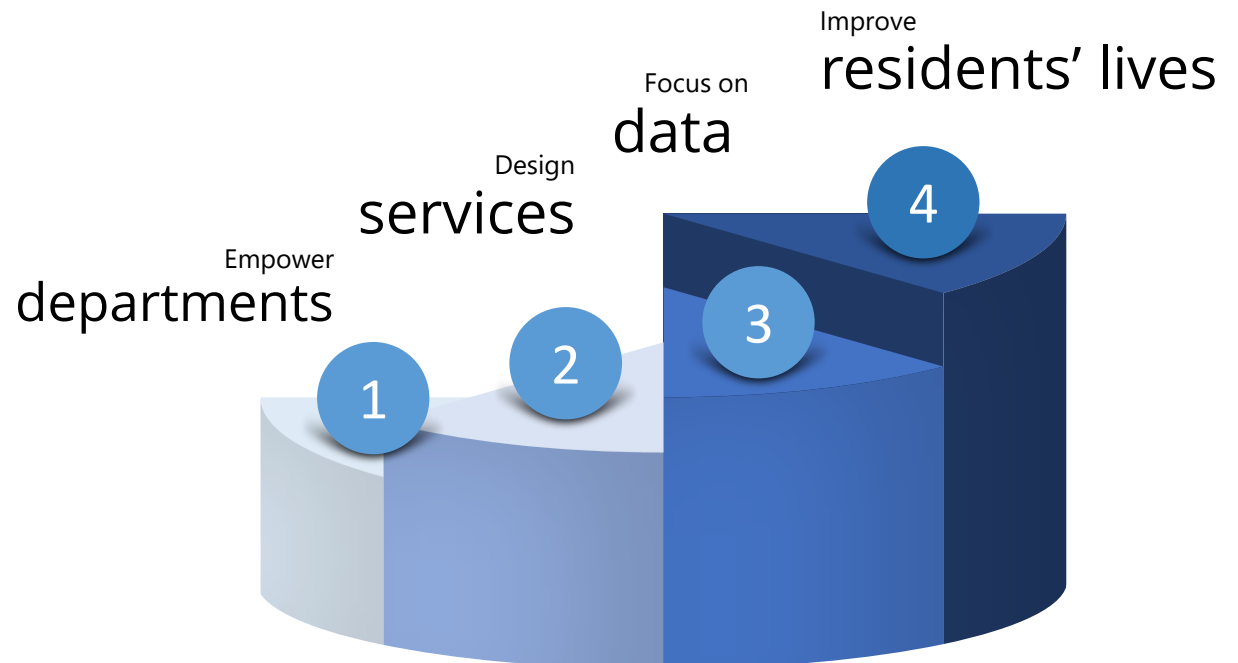
Why we're here

Citywide Performance Management

Our Goals:

1. **Make the basics easy**
2. **Deliver good government**
3. **Invest in people and places**

Our Process:



This SB Stat Meeting

	In the administration	In the community
EXCELLENCE	For each major area of service delivery, establish South Bend as the best in the state, and/or in the top 25% nationally, measuring and reporting progress.	Establish a path for major indicators of resident well-being to reach the status of best-in-state or top-25% nationally, including the means to measure progress.
ACCOUNTABILITY	Put residents first always, offering services at the greatest value to the taxpayer, with clear and transparent indications of how the government is using public resources.	Promote a culture of civic engagement in which we hold one another to a high standard of respect, stewardship, and support for our shared community.
INNOVATION	Deliver better services more efficiently by introducing creative approaches to government operations, questioning habit and using evidence to continually improve.	Foster a culture of innovation in South Bend's social and private sectors, seeking and developing the best ideas and practices from within and beyond our city limits.
INCLUSION	Ensure the city administration, as an employer and as a purchaser, reflects the community it serves and includes diverse voices in our decision-making and actions.	Develop a community in which everyone has an equal opportunity to thrive by expanding access and participation to all, incorporating diverse voices throughout the city.
EMPOWERMENT	Establish a work environment that enables employees to contribute richly to the administration and the community, taking pride and ownership in our work.	Support the ability of all residents to live a safe, healthy, meaningful life in South Bend, contributing as they are able and benefiting from all that our community offers.

Customer Service Portfolio Summary

SBStat projects in the queue for 2022

Project	Brief Description	Status
Leverage delinquency and code data to find best eviction prevention intervention window	Predictive analysis project informing a 311/EEE pilot	In-progress
More generous, efficient "shut-off" process	New shut-off process map; preliminary analysis of process	In-progress
Improve Solid waste missed pick-up and EPU policies	Cost-benefit analysis + new policy recs	Not started
Improve pothole response time	SLA analysis; Design and conduct pilot with streets; deliver pilot results	Not started
Improve customer interactions with frontline Utility Staff	Analysis of post-call surveys; proposed scripts/processes for identified pain points	In-progress
Plan for the "One Stop Shop" for Customer Service at new City Hall	Best practices from similar set-ups in other cities and the private sector; Proposed Plan for new South Bend City Hall	Not started

Today's Agenda

1. Data overview from previous Stat meeting

- Reviewing Customer Service KPIs

2. Deep-dive analysis & discussion

- Reviewing data from the 311 after call survey + proposed changes
- Augmenting 311 Utilization in the City of South Bend
- Reviewing results from the in-person utility survey

3. Celebrating our values

Data overview from previous Stat meeting

Summarizing data points and statistics from the past quarter related to core operations

Customer Service KPIs

Customer Service KPIs	2021 Q1	2021 Q2		2022 Q1	2022 Q2
Calls	30,872	29,477		21,895	26,395
% Transferred calls	11.96%	8.00%		8.27%	8.77%
% Calls result in service request	14.21%	19.72%		17.16%	20.66%
Service requests per capita	0.05	0.06		0.05	0.06
% Service requests from portal *new*	3.00%	3.74%		17.31%	5.11%

Top Calls

Team	Call Topic	2021 Q1	2021 Q2		2022 Q1	2022 Q2
Solid Waste	Request an Extra Trash Pickup	3010	4064		2379	3630
Utilities	Account Balance & Due Date	3111	1884		1304	1143
311	311 Customer Service Survey					1457

Top Service Requests

Team	Article linked to service request	2021 Q1	2021 Q2		2022 Q1	2022 Q2
Utilities	Update Utility Account Information	916	490		333	381
Neighborhood Services & Enforcement	Litter Neighborhood Services & Enforcement Violation	289	382		273	415
Solid Waste	Customer Disputes	148	251		230	276

Observations



Actions

% Service requests from portal decreased from **17.31%** in Q1 to **5.11%** in Q2

- Top request was **Christmas Tree Pickup Requests** in Q1 (12%, 576) and decreased in Q2 (.01%, 1)
- 2021 – Solid Waste picked up 1228 trees
- 2022 – Solid Waste picked up 1062 trees
- 2022 – We converted from Microsoft Form to public Service Portal form

Idea: Increase portal service requests by:

- Creating public Service Portal forms for high-call topics
 - Request an Extra Trash Pickup
 - Account Balance and Due Date

Idea: Increase portal service requests by:

- Converting other existing Microsoft Forms to public Service Portal forms

Deep-dive analysis & discussion

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

Reviewing data from the 311 after call survey + proposed changes

Background

Outcome

Improve customer service phone interactions



Goal

Understand resident sentiment on: Customer Satisfaction, Friendliness, Knowledge, Timeliness, Resolution, Transfer call

- Start date: April 27, 2022
- Current phone lines:
 - 311
 - Utilities
 - Morris Performing Arts Center Box Office (in-progress)

Survey prompt

Thank you for participating in our survey.

Please rate your experience for each question on a scale of 1 to 5 by pressing the number on your keypad, with 1 being very dissatisfied and 5 being very satisfied.



Questions

Q1 Customer Satisfaction	<ul style="list-style-type: none">• 311 - How would you rate your satisfaction with your 311 call today?• Utilities - How would you rate your satisfaction with your call with the City of South Bend Utility today?• Non-call queue - How would you rate your satisfaction with your call to a City department?
Q2 Friendliness	How would you rate your satisfaction with the friendliness of the agent who handled your call?
Q3 Knowledge	How would you rate your satisfaction with the knowledge of the agent who handled your call?
Q4 Timeliness	How would you rate your satisfaction with your call's wait time?
Q5 Resolution	Was your request resolved today? Press 1 for Yes and 2 for No
Q6 Resolution	Is this your first time calling about this request? Press 1 for Yes and 2 for No
Q7 For non-311 survey lines only	Was your call transferred to X department from the City's 311 Center? Press 1 for Yes and 2 for No.

Responses on 311 line



311 After Call Survey

Answered at least 1 question

1232

Answered at least 1 question

44%

Survey date

4/27/2022

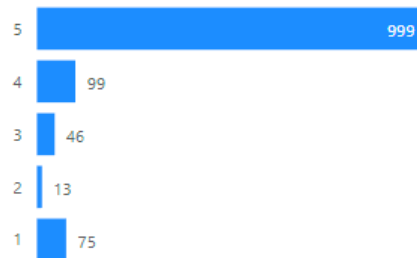
6/30/2022

Filters

4.6

Q1 Average

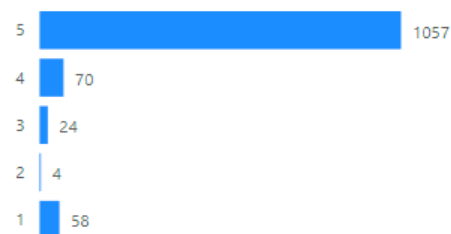
Q1 How would you rate your satisfaction with your 311 call today?



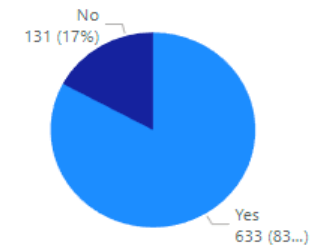
4.7

Q2 Average

Q2 How would you rate your satisfaction with the friendliness of the agent who handled your call?



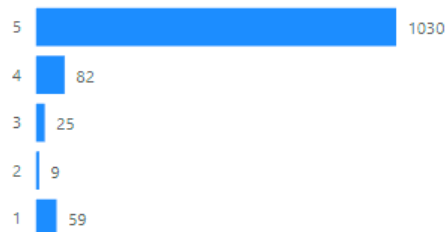
Q5 Was your request resolved today?



4.7

Q3 Average

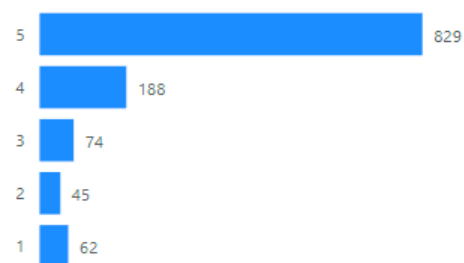
Q3 How would you rate your satisfaction with the knowledge of the agent who handled your call?



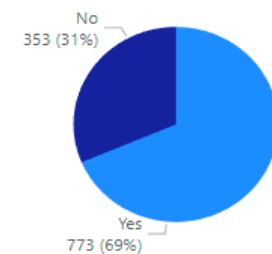
4.4

Q4 Average

Q4 How would you rate your satisfaction with your call's wait time?



Q6 Is this your first time calling about this request?



311 After Call Survey Report, 311 - Averages



Responses on 311 line



311 After Call Survey

Answered at least 1 question

1232

Answered at least 1 question

44%

Survey date

4/27/2022

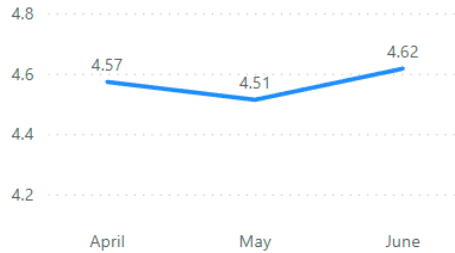
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Filters

4.6

Q1 Average

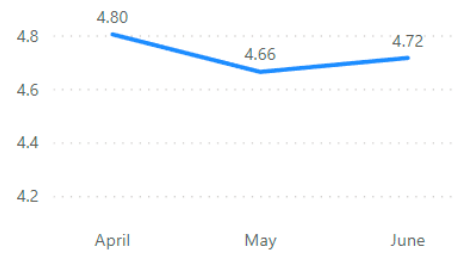
Average of Q1 How would you rate your satisfaction with your 311 call today?



4.7

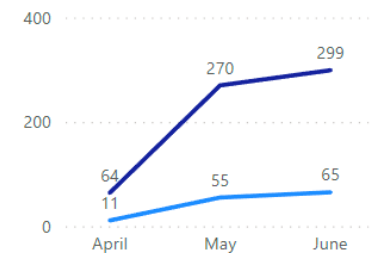
Q2 Average

Average of Q2 How would you rate your satisfaction with the friendliness of the agent who handled your call?



Q5 Was your request resolved today? over time

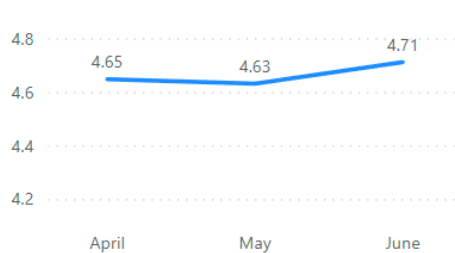
● No ● Yes



4.7

Q3 Average

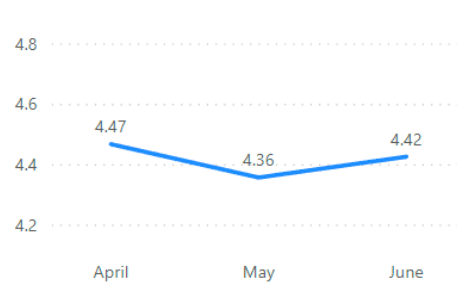
Average of Q3 How would you rate your satisfaction with the knowledge of the agent who handled your call?



4.4

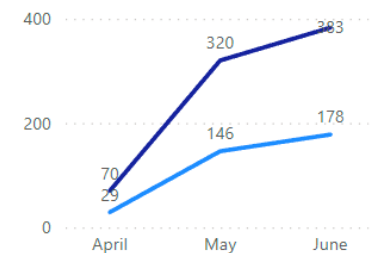
Q4 Average

Average of Q4 How would you rate your satisfaction with your call's wait time?



Q6 Is this your first time calling about this request? over time

● No ● Yes



311 After Call Survey Report, 311 - Over Time



Observations



Actions

No complete responses on the utilities line



Investigate this further with utilities team

Current reports don't give additional call information (i.e. agent name, call time, call topic, etc.)



Access after call survey data through direct database access

The lowest satisfaction rating is with **Timeliness**



17% of calls aren't resolved the first time and **31%** of calls are callbacks



Investigate this further after getting more data from direct database access

Discussion

- Are you interested in improving any specific metrics? (ex: timeliness, resolving calls the first time, etc.)
- Do you want to see additional data related to the 311 after call survey?

Augmenting 311 Utilization in the City of South Bend

Juliahna Green

Master of Public Policy graduate '22

Harvard Kennedy School of Government

Previous Experience



BOSTON, MA
Digital Services



CAMBRIDGE, MA
Waste Reduction



MANCHESTER, UK
Homelessness



CLEARWATER, FL
Low-Income Communities



BIRMINGHAM, AL
Police Reform



SOUTH BEND, IN
Social Assistance

ONE CALL TO FIX IT ALL: STRATEGIES FOR IMPROVING 311 AWARENESS AND UTILIZATION IN THE CITY OF SOUTH BEND



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CITY OF SOUTH BEND,
TAUBMAN CENTER,
BLOOMBERG HARVARD CITY
INITIATIVE,
MALCOLM WEINER CENTER

CHALLENGE

Citywide utilization of South Bend's 311 service (SB311) is lower than other comparably sized cities. In focus groups with South Bend residents, the majority of participants either hadn't heard of SB311 or had concerns about the service preventing them from using SB311. This is a significant opportunity for the city of South Bend, which is currently missing out on operationally vital feedback regarding service needs and the chance to engender a new, more meaningful relationship with a previously disengaged segment of its residents.

METHODOLOGY

This paper recommends 8 strategies for augmenting community knowledge and trust in SB311 based off of:



Focus groups with
36 residents



Interviews with **3** South
Bend community groups



13 interviews with **6**
members of the city
of South Bend's staff



Data analyzed from
South Bend and **16** other
municipal 311 offices

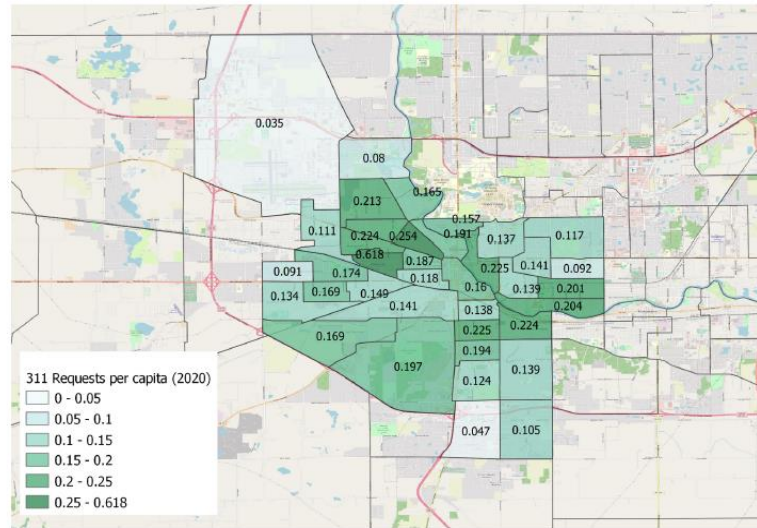


Interviews with **5**
other municipalities

WHY DOES IT MATTER?

SB311 is a vital channel of communication between the residents of South Bend and the city of South Bend. For residents, SB311 is the single most accessible way to request city services. As identified by the city of New Orleans, every time a resident uses 311 is a "moment that matters;" a single negative experience can convince a resident not to call 311 again and may also perpetuate existing mistrust or negative perceptions about the city. On the other hand, a positive experience can not only empower residents to request the services they need in the future but can also open the door to a new relationship of civic participation; one in which residents feel valued for their input and energized to engage with the city in even deeper ways.

FINDINGS



- **33%** of focus group participants had never heard of 311
- **25%** of focus group participants said they weren't confident that the city would address their concern if they called 311
- **39%** of focus group participants said the best way to reach more people in their neighborhood about 311 is by word-of-mouth
- **13%** of participants who hadn't used 311 previously said that the reason was that they didn't know there were online and voicemail options for requesting services
- **17%** of participants were confused about the differences between 211, 311, 411, and 811
- **86%** participants that identified as having a negative experience with SB311 said that the cause of their negative experience was not receiving follow-up on their service request or not having their service request completed

RESIDENT FEEDBACK

"311 needs to act like its running for office. I want a 311 month where I see flyers for 311 everywhere I go, advertisements all over social media, and someone comes knocking on my door to tell me more."

"My friends and family are primarily Spanish speakers. We work in fields and factories. None of the city's advertising ever reaches us. How would we have known that 311 has a Spanish speaking help line?"

"I've never used 311 because I thought they didn't have accommodations for hearing impaired people. Now that I know I can use the 311 website, I will definitely use the service and show others in the hearing impaired community how to do it."

"I felt like I got the runaround when I called. No one ever followed up with me and my issue was never addressed so I've never called them again."

"I never knew that this service existed but now you've really made a disciple out of me. I've got a lot of things I can report and starting tomorrow the city will be hearing from me."

RECOMMENDATIONS

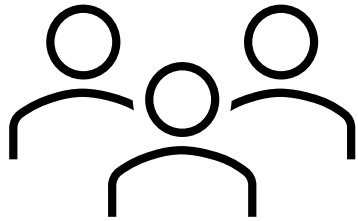
- 1 Launch the city's first-ever SB311 Block Ambassador Program
- 2 Update the city of South Bend's SB311 social media strategy
- 3 Utilize non-traditional advertising locations and mediums
- 4 Augment SB311's community engagement budget
- 5 Audit service delivery time by neighborhood
- 6 Provide service completion notifications
- 7 Update the SB311 dashboard to increase transparency
- 8 Incorporate SB311 updates into quarterly meetings



Inspiration



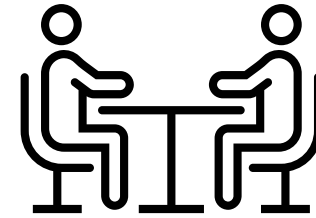
Methodology



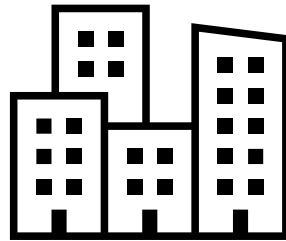
Focus groups with
36 South Bend
residents



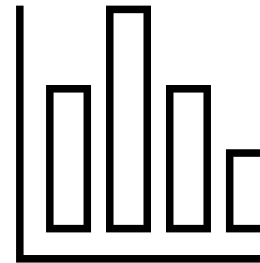
Interviews with
3 South Bend
community
groups



13 interviews with
6 members of city
staff



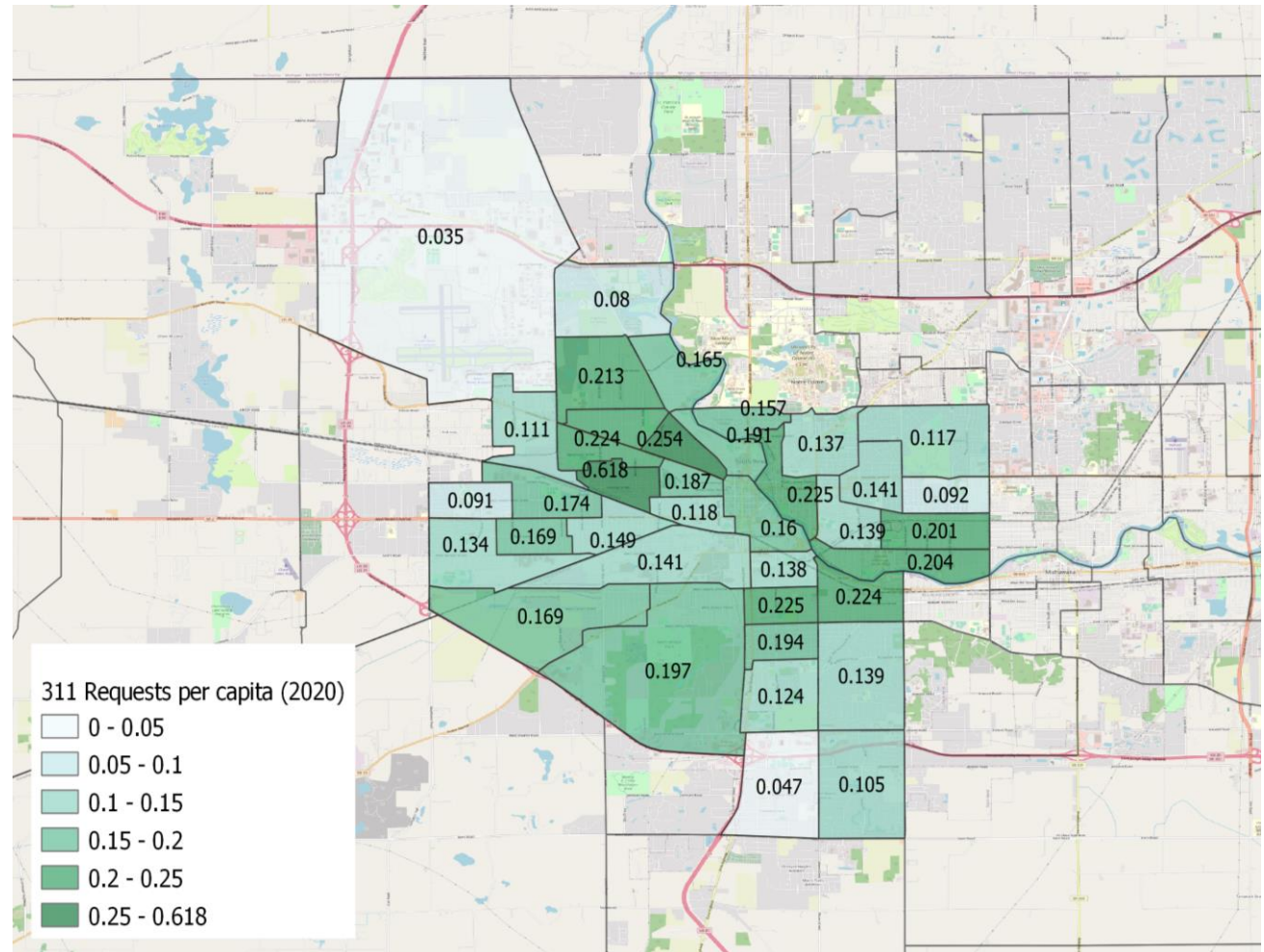
Interviews with
5 other cities



Data collected
from **14** other
cities.

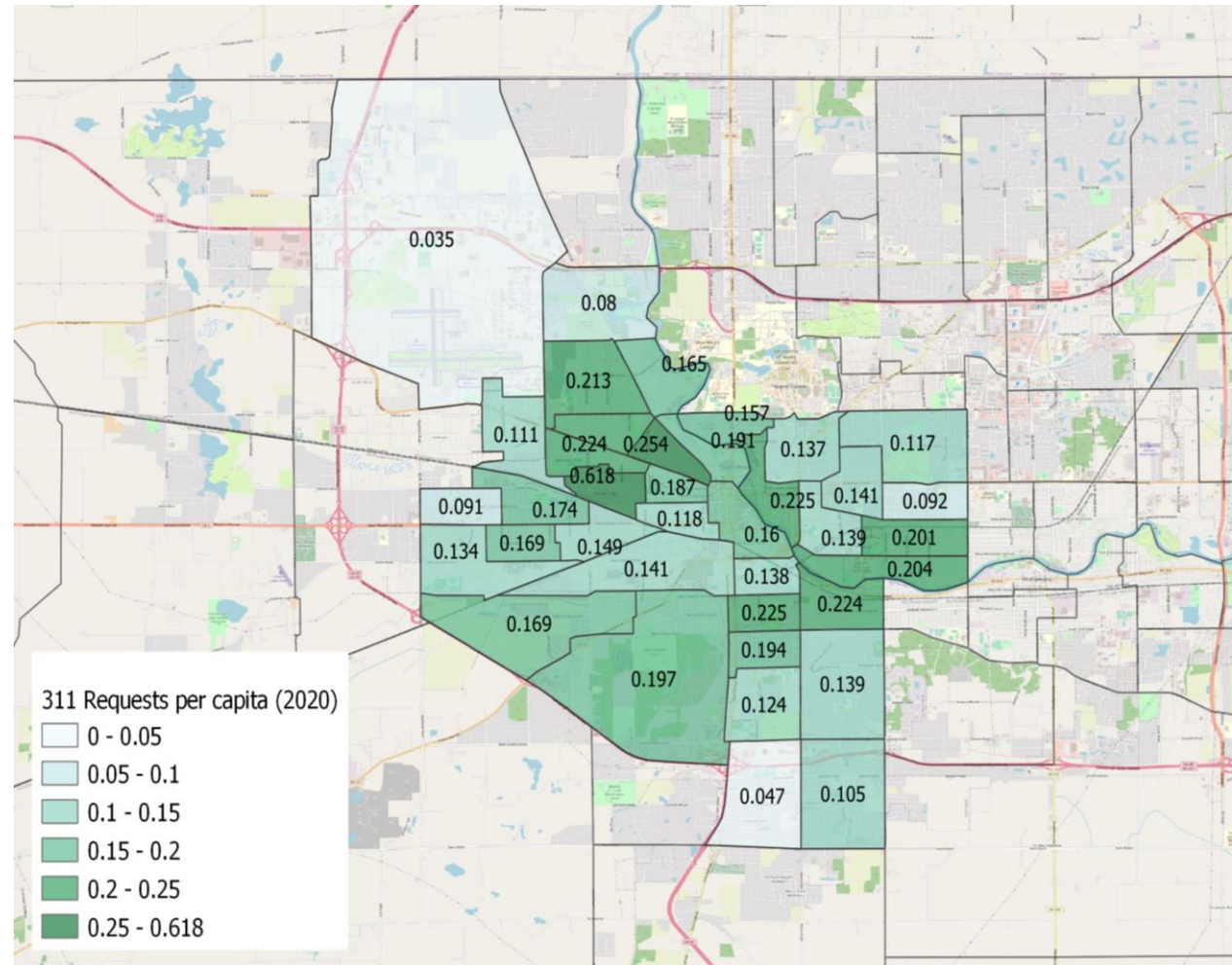
311 Utilization in South Bend

- In 2020, South Bend had **0.155** requests per capita
- Similarly sized cities ranged from **0.072 to 1.323** requests per capita
 - Cambridge, MA: **0.175**
 - Gary, IN: **0.072**
 - Grand Rapids, MI: **0.406**
 - Hampton, VA: **0.392**
 - McAllen, TX: **0.835**
 - Newport News, VA: **0.267**
 - Revere, MA: **0.130**
 - Somerville, MA: **1.323**



Challenge

- In focus groups with South Bend residents, the majority of participants either hadn't heard of 311 or had concerns about the service preventing them from using 311.
- **33%** of focus group participants had never heard of 311
- **25%** of focus group participants said they weren't confident that the city would address their concern if they called 311



Why does this matter?

“The biggest problems cities face are not efficiency problems. They’re participatory problems. They’re democracy problems.” - Mitch Weiss

- As the city of New Orleans has identified, every time a resident uses 311 is a “moment that matters.”
- If many residents haven’t even heard of 311, how are they contacting the city?
- Operationally vital feedback

Recommendations

SB311 Block
Ambassador
Program

Updated
Social Media
Strategy

Non-
traditional
advertising
locations

Expand SB311
Outreach
Budget

Service
Delivery Time
Audit

Service
Completion
Notifications

Updated
SB311
Dashboard

SB311
Updates in
Quarterly
Meetings

Recommendation #1: SB311 Block Ambassador Program

“311 needs to act like its running for office. I want a 311 month where I see flyers for 311 everywhere I go, advertisements all over social media, and someone comes knocking on my door to tell me more.”

- **25%** of participants said they weren't confident that the city would address their concern if they called 311
- **39%** of focus group participants said the best way to reach more people in their neighborhood about 311 is by word-of-mouth.
- Other cities employing resident-led community engagement strategies:
 - Chicago Community Roundtable Series
 - Austin Zero Waste Block Leaders Program
 - San Jose Community Messengers Program



Recommendation #1: SB311 Block Ambassador Program

“There’s always those neighborhood people who know absolutely everyone. They’re super spreaders but for information.”

- Assisting other community members in making 311 reports
- Making SB311 presentations at neighborhood association meetings, churches, schools, and other community groups
- Leading community members in walking audits
- Door-to-door canvassing with information on 311 and other relevant city services
- Create relevant social media content
- Table at relevant community events



Recommendation #1: SB311 Block Ambassador Program

- This program will be particularly effective at reaching traditionally hard-to-reach groups:
 - **“Word-of-mouth is the best way to reach the black community. We won’t read mail but we’ll listen to people we trust.”**
 - **“My friends and family are primarily Spanish speakers. We work in fields and factories. None of the city’s advertising ever reaches us. How would we have known that 311 has a Spanish speaking help line?”**
 - **“I’ve never used 311 because I thought they didn’t have accommodations for hearing impaired people. Now that I know I can use the 311 website, I will definitely use the service and show others in the hearing-impaired community how to do it.”**

Recommendation #2: Update the SB311 social media strategy

- In 2021, the city only made **one** post about SB311 on Facebook, although this post led to an appreciable increase in 311 requests.
- In focus groups, **22%** of participants hadn't used 311 because they weren't sure which city services they could request using 311
- Potential strategies to rectify this:
 - Highlight a different city service that can be requested through SB311 every month
 - Share success stories from users
 - Showcase trends in 311 data
 - Highlight different methods for submitting a 311 request
 - Clarify distinctions between 311 and other services
 - Use paid social media advertising for SB311

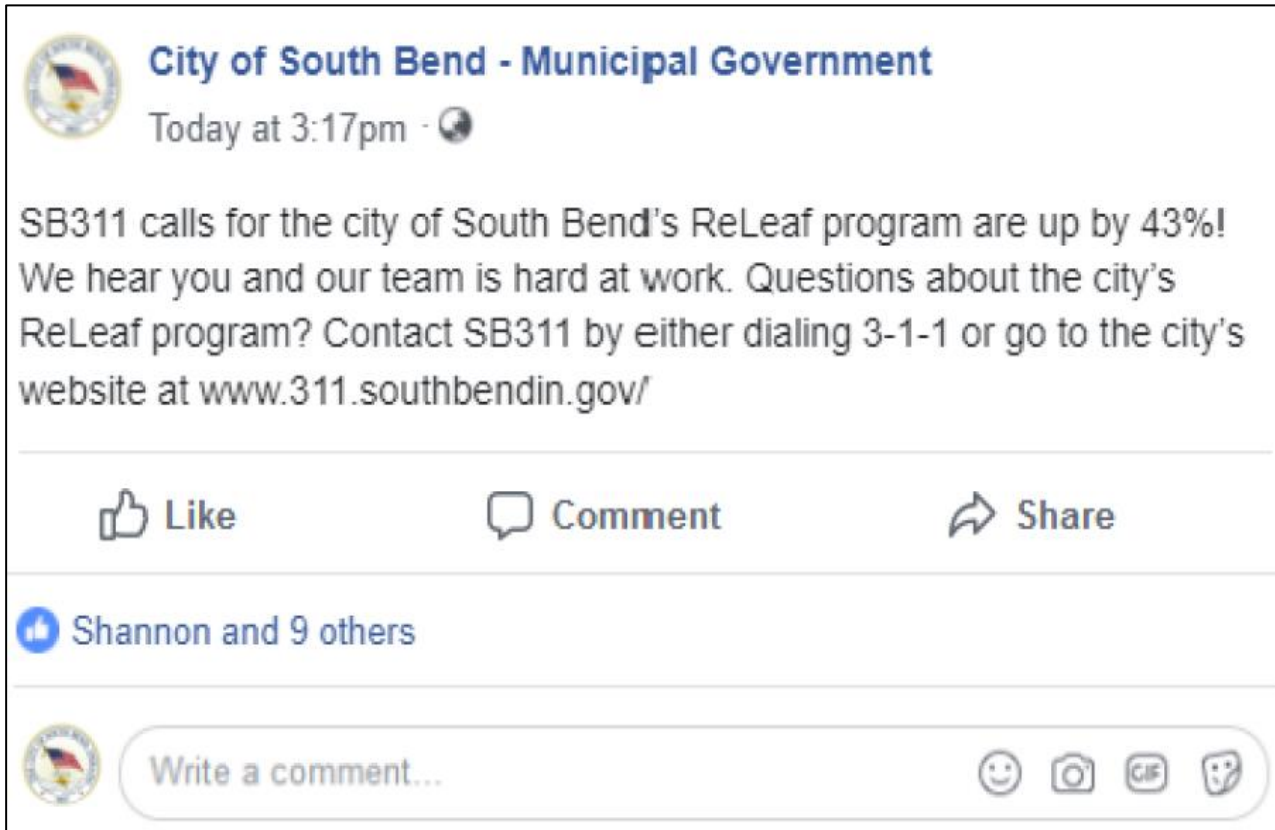


Recommendation #2: Update the SB311 social media strategy

- **“On a whim, I called about a hanging wire. Who knew you could call 311 for something like that?”**
- **22%** of participants hadn't used 311 because they weren't sure which city services they could request using 311



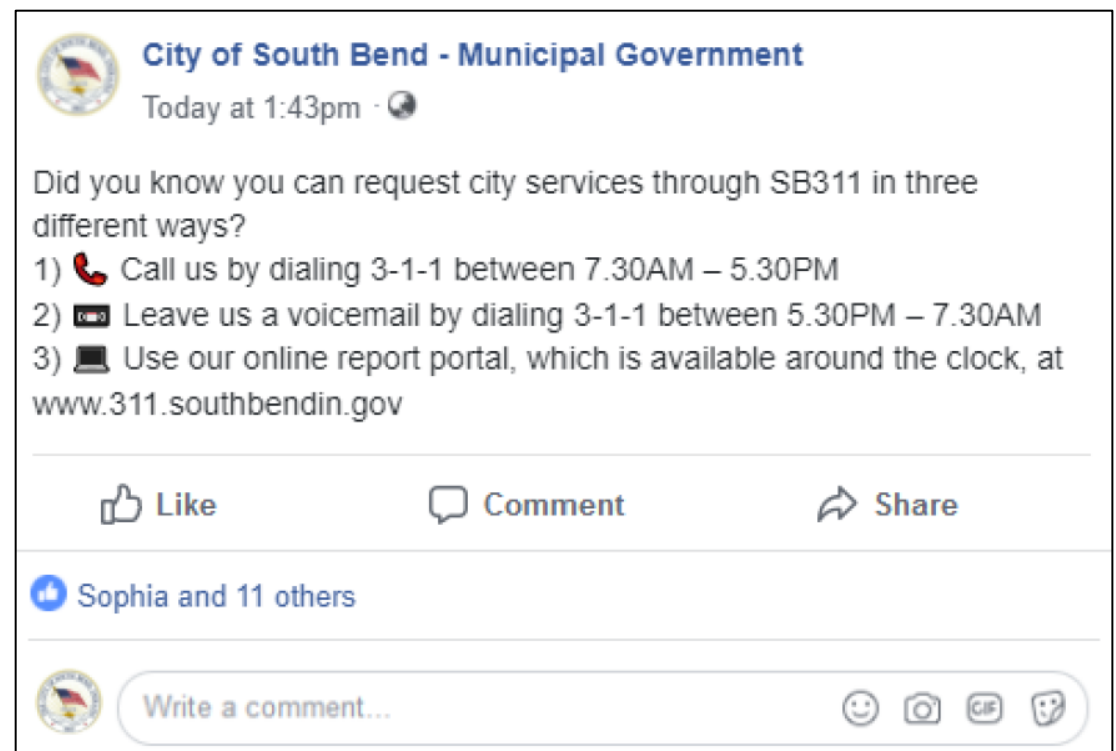
Recommendation #2: Update the SB311 social media strategy



- **“When you advertise, include statistics to prove the worth of the service.”**
- **13%** of participants mentioned publicizing 311 data as an effective way to reach people in their neighborhood about SB311

Recommendation #2: Update the SB311 social media strategy

- **“I’m up on technology stuff and I had no idea that 311 had a website... Here’s this website with such great infrastructure and I never knew about it. At the end of 311 calls, maybe you can also let people know about the 311 website.”**
- **13%** of participants who hadn’t used 311 previously said that the reason was that they didn’t know there were online and voicemail options for requesting services.



Recommendation #3: Utilize non-traditional advertising locations

“Water bill ads only reach people who are already engaged with the city and are going to take the time to read extra information.”

- Schools
 - “I don’t check my mail for a week at a time, but I never miss the flyers that come home with my kids.”
 - Libraries
 - “So many people are used to going to librarians for services, why not train librarians on how to help people with 311? Librarians could even give out 311 bookmarks.”
- Churches
 - “If you want to reach the Spanish speaking population, you need to go to the churches.”
- Buses and bus stops
 - “I’m just sitting there anyways, you might as well use the opportunity to show me an ad about 311.”
- City vehicles

Recommendation #4: Increase SB311's community engagement budget

- Currently, the city allocates **\$5,000** annually for advertising 311, less than **1%** of its overall budget for 311.
- If the city is going to reach residents that haven't heard of SB311 yet, it will need to not only reallocate its existing marketing budget to the community engagement strategies above, but also significantly expand that budget.

Recommendation #5: Audit service delivery time

“I always ask myself ‘is this a fight worth fighting’ before I call the city because they never help me with my requests and I know I’ll have to call several more times to get anything done.”

- South Bend residents are concerned that service requests would not be met or would be met but at differing levels of speed and quality between neighborhoods.
- SLAs can’t always be measured
 - No widely adopted protocol for closing out service requests makes it impossible to measure service delivery
 - Makes it difficult to audit whether services are being delivered equitably
 - Service ex.

Recommendation #6: Provide service completion notifications

“I felt like I got the runaround when I called. No one ever followed up with me and my issue was never addressed so I’ve never called them again.”

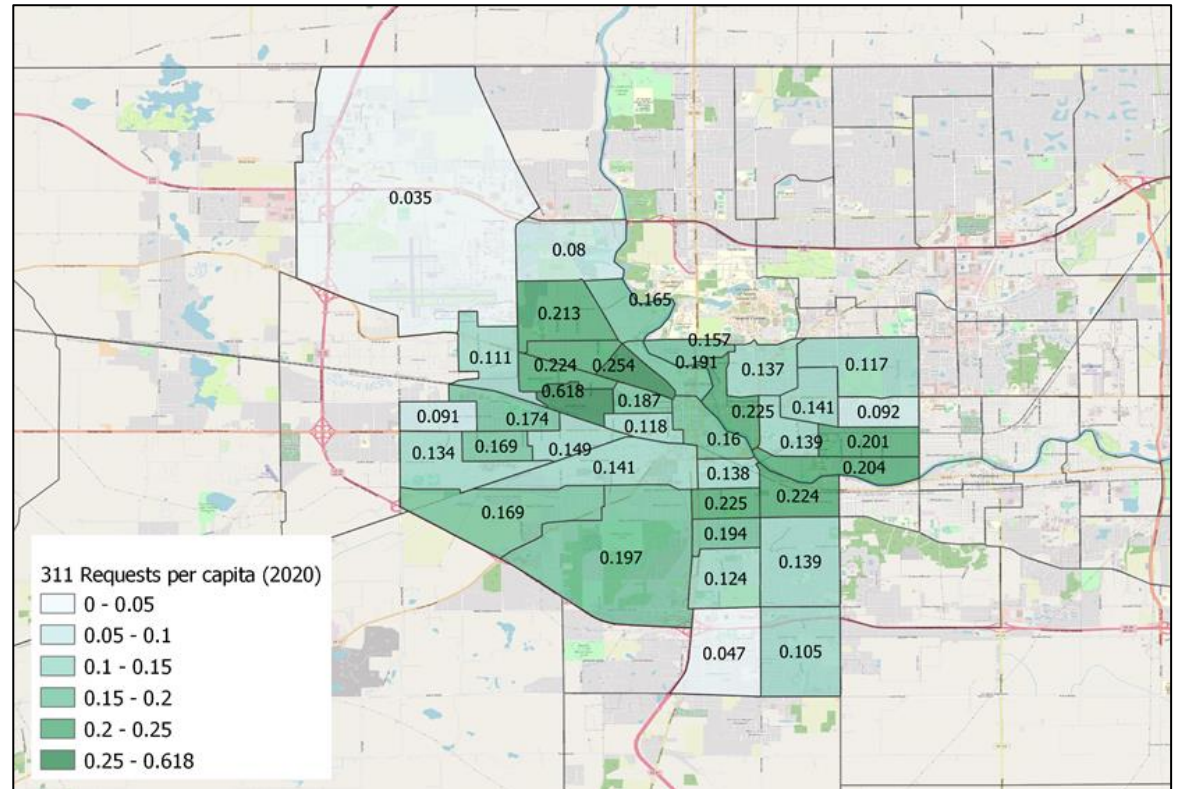
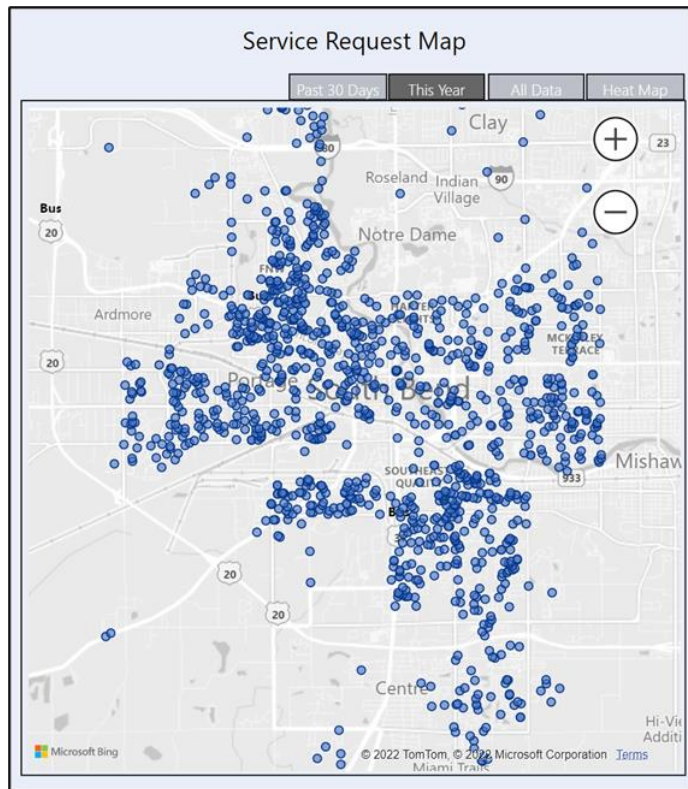
- In focus groups with South Bend residents, nearly all participants that identified as having a negative experience with SB311 said that the cause of their negative experience was not receiving follow-up on their service request and/or not having their service request completed.
- However, the city of South Bend does not have a clear, standardized protocol for notifying residents when their service requests have been completed.

Recommendation #7: Update the SB311 data dashboard

“Launch a campaign all about the data on 311. If not enough people are using the service or if some neighborhoods need to use it more, you should make the data available.”

- **13%** of participants mentioned publicizing 311 data as an effective way to reach people in their neighborhood about SB311

Recommendation #7: Update the SB311 data dashboard



Recommendation #8: Incorporate SB311 updates into quarterly NeighborhoodStat meetings

- Last quarter was the first time that a discussion of SB311 data was incorporated into a NeighborhoodStat meeting.
- Other cities, such as Baltimore, Somerville, New York City, have shown that performance management around service delivery yields significant benefits:
 - more equitable and efficient delivery of services
 - increased accountability amongst city departments



Recommendations

SB311 Block
Ambassador
Program

Updated
Social Media
Strategy

Non-
traditional
advertising
locations

Expand SB311
Outreach
Budget

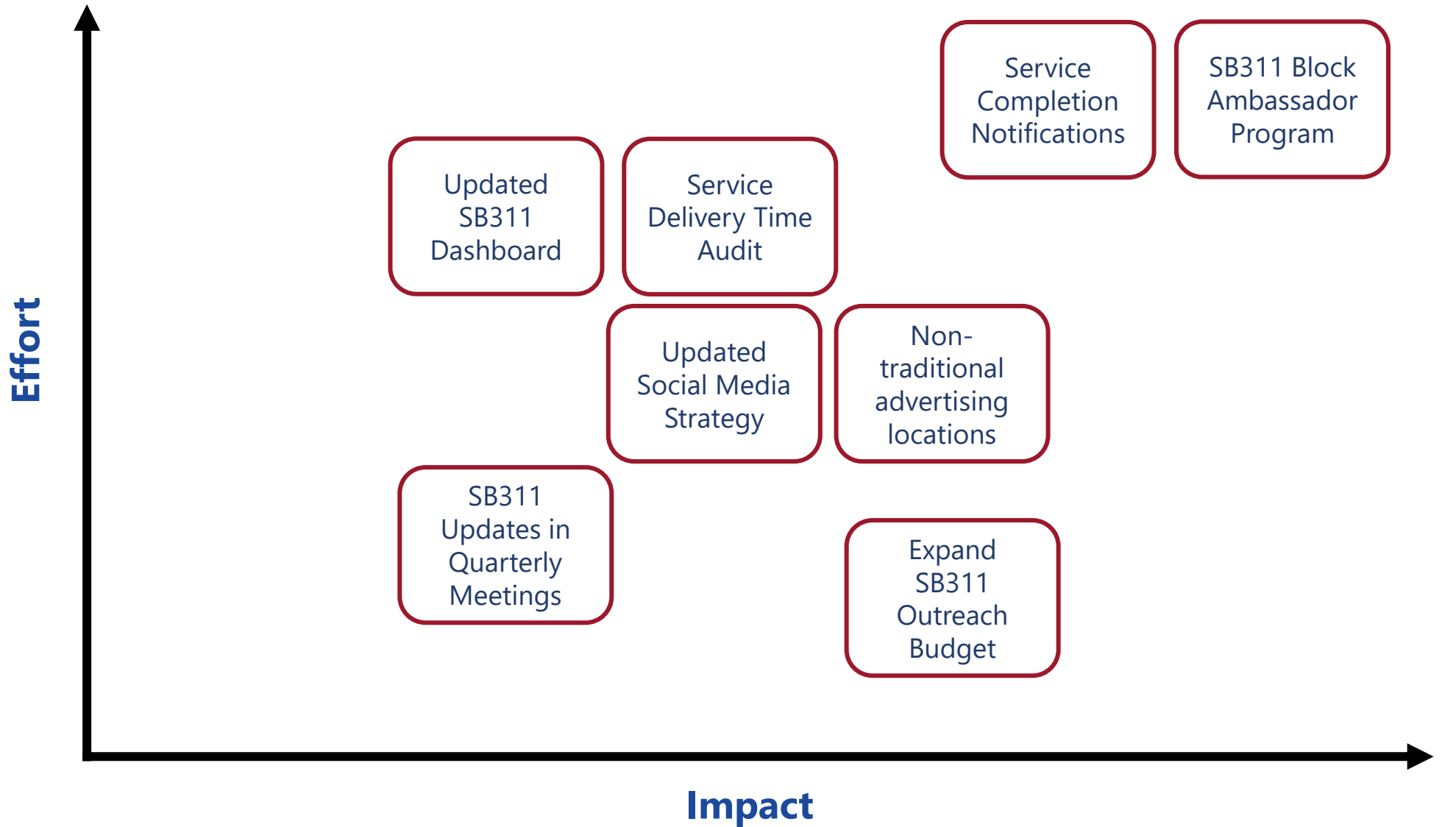
Service
Delivery Time
Audit

Service
Completion
Notifications

Updated
SB311
Dashboard

SB311
Updates in
Quarterly
Meetings

Recommendations



Recommendations

Do it now

Non-traditional advertising locations

Updated Social Media Strategy

Expand SB311 Outreach Budget

Do it next

Service Completion Notifications

SB311 Block Ambassador Program

Do it when there's time

SB311 Updates in Quarterly Meetings

Do it if there's time

Service Delivery Time Audit

Updated SB311 Dashboard

Resident Feedback

- **“I never knew that this service existed but now you’ve really made a disciple out of me. I’ve got a lot of things I can report and starting tomorrow the city will be hearing from me.”**
- **“After this, I want to help spread the word about 311. I could even advertise the service in my salon.”**
- **“I’d love to be almost like a representative for the program. Each of us can call at least four people after this.”**
- **“I now consider myself the 311-point-person for the neighborhood. I’ll help others in my community.”**
- **“We need to see the city at more events like this and we need to learn to use 311 more.”**





Questions?

Reviewing results from the in-person utility survey

Utility pay survey background

Some residents prefer paying their utility bill at the utilities office. After discussing different payment options at Q4 stat, we wanted to understand:

- **Why residents prefer to pay in person vs. other options**
- **If they pay other non-City bills in person**
- **Customer priorities for a better payment experience**

Start date: March 2, 2022

End date: June 7, 2022

Survey updates

- Randomized survey multiple choice to reduce first- and last-choice bias
- Added **Office** and **Drive thru** on surveys to more accurately track source
- Updated second question to **Do you pay your other bills online (for example: rent, electricity, phone, etc.)?**

Survey limitations

- Low engagement from non-English speakers (1 response from a Spanish speaker)
- Didn't ask people about non-payment visits to the utilities office

Results

Summary

- Top reason for in-person payments: Habit and Trust
- Other reasons:
 - Cash
 - Customer service
 - Drive Thru
- Majority have low online payment engagement for other bills.
- Payment priorities:
 - Online experience
 - Consistency
 - Physical access
 - Feeling heard

Results

Detailed summary

Survey goal #1: Why do residents prefer in-person payments?

- Top 4 reasons why people pay in person:
 - Habit
 - Trust
 - Cash
 - Customer Service
- 79% (27) of survey responses came through the drive-thru.

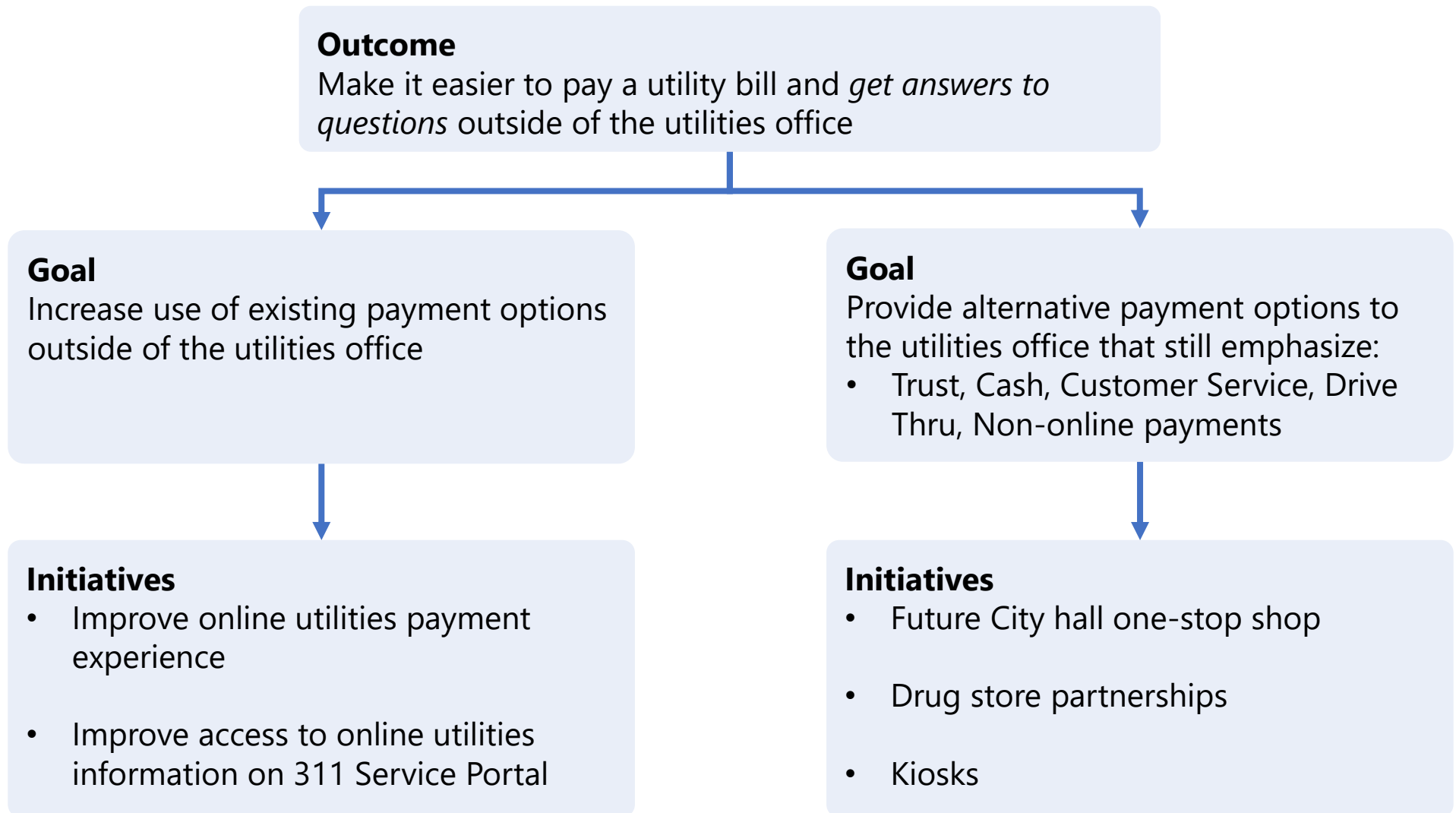
Survey goal #2: Do residents pay other non-City bills in person?

- 62% (21) people who pay in-person do not pay other bills online.

Survey goal #3: What do customers want to improve about payments?

- People want to improve the payment experience by:
 - Making online payments easier
 - Keeping things consistent
 - Improving physical access
 - Listening to us

Connecting feedback to a roadmap for improving the utility payment experience

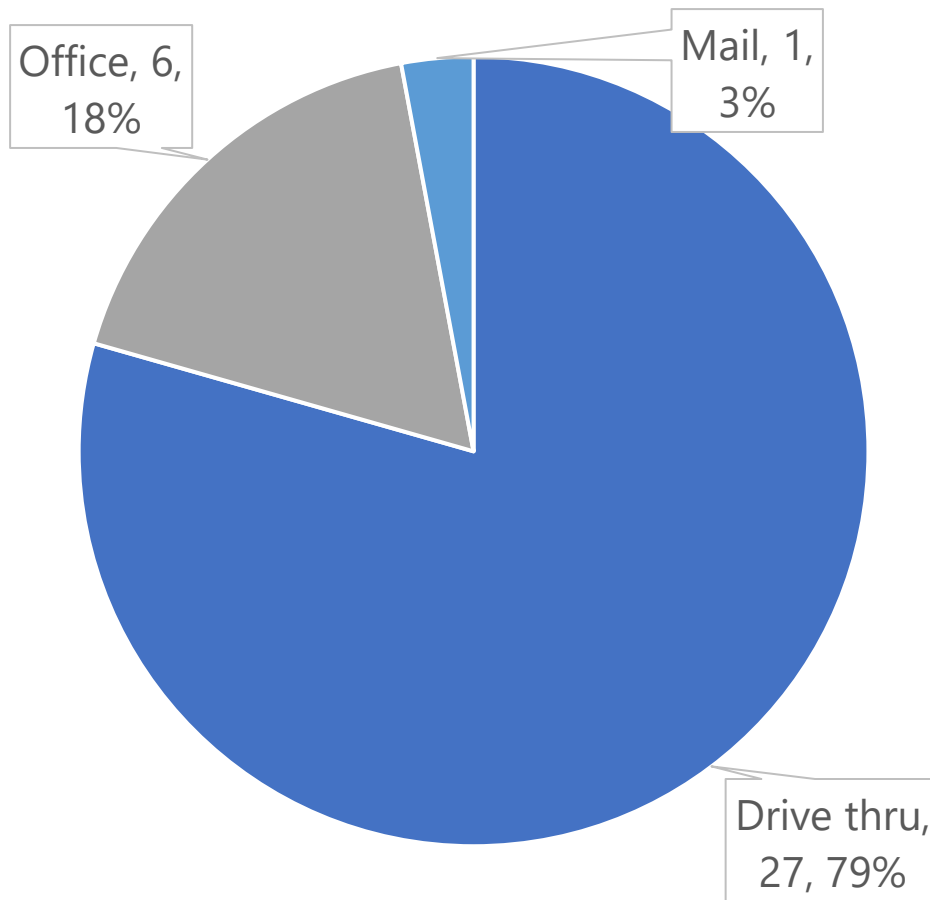


Discussion

- Which initiatives do we want to move forward with now? Later?
- Should we explore any issues further?

Results

Survey Sources

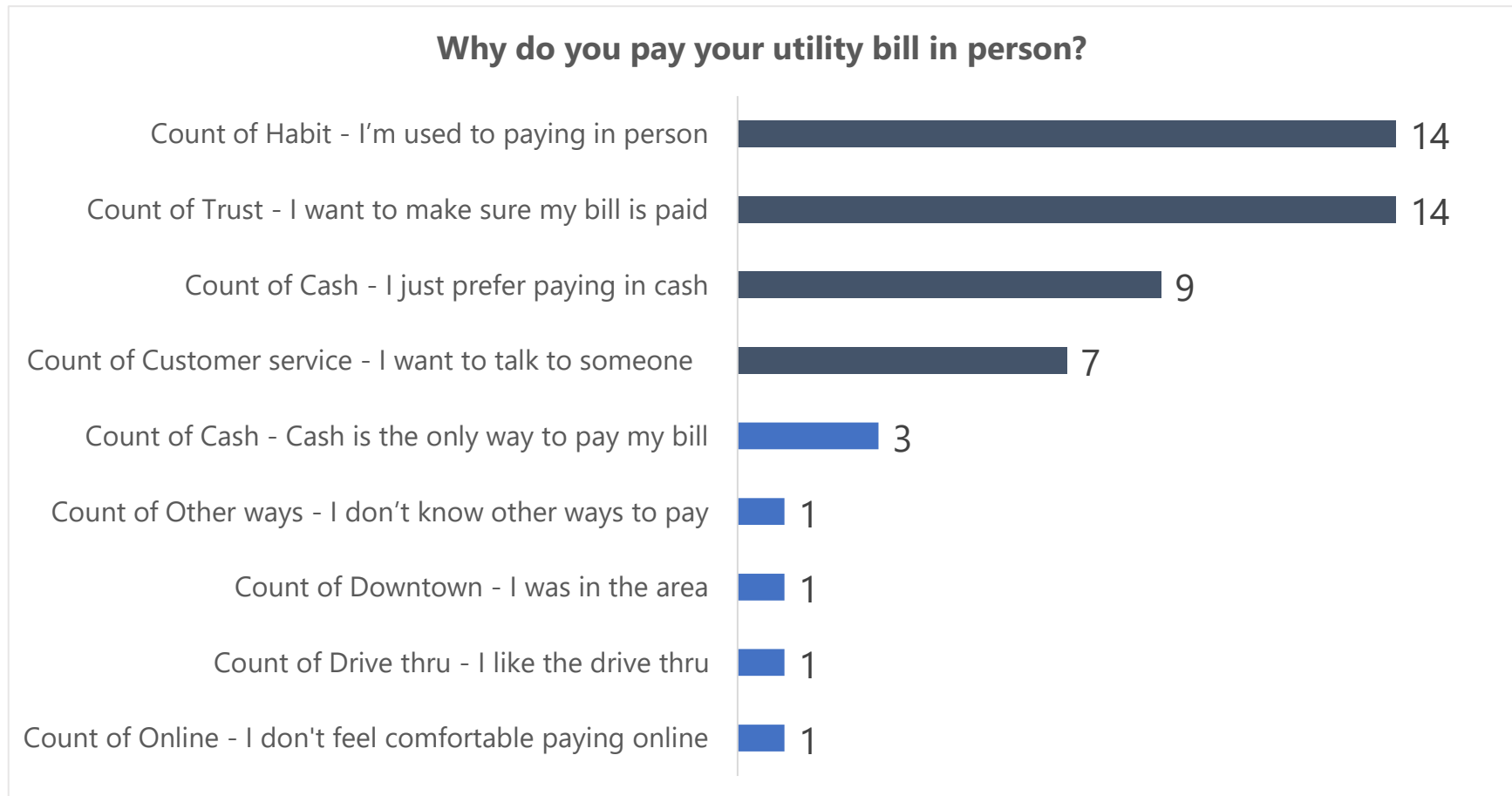


Drive thru	27
Office	6
Mail*	1
Grand Total	34

*One respondent mailed back their survey to the utility office

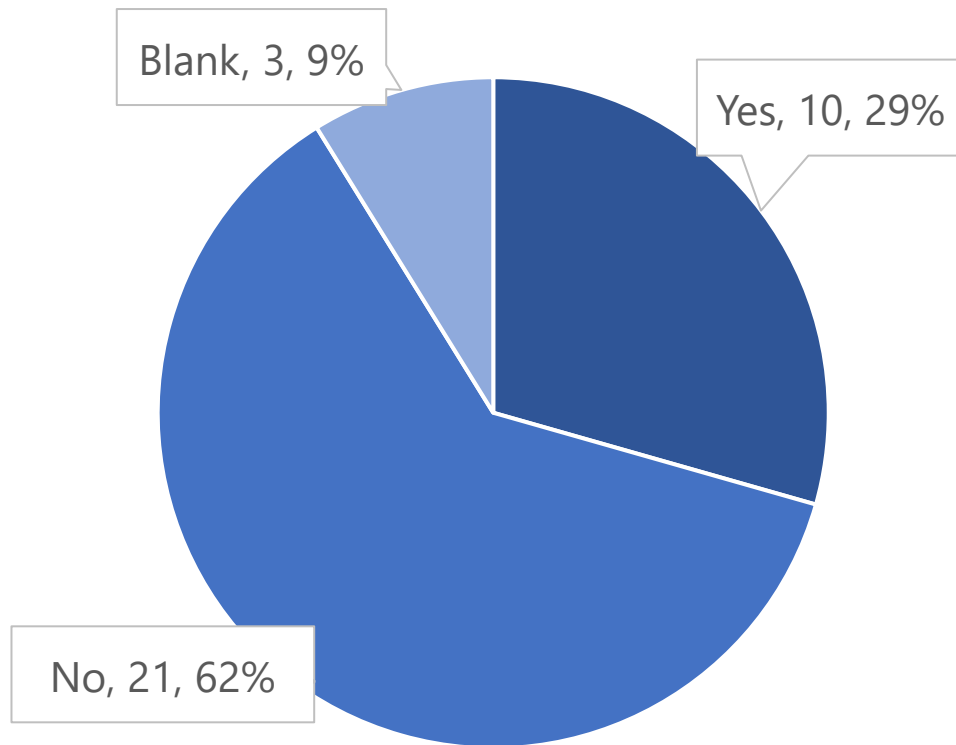
Results

Q1 - Why do you pay your utility bill in person?* (Check all that apply)



Results

Q2 – New Do you pay your other bills online (for example: rent, electricity, phone, etc.)?



No	21
Yes	10
Blank	3
Grand Total	34

Results

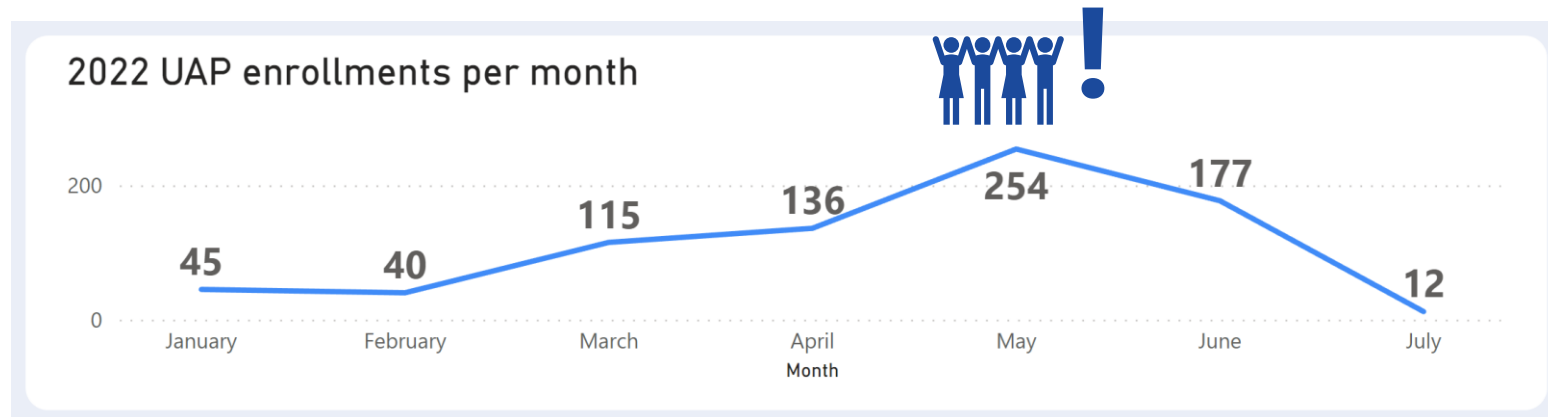
Q3 - How can we make paying your utility bill easier?

Make online payments easier	<ul style="list-style-type: none">• ? trying to do more online, no time• Easier format to do autopay or just to jump online to pay bill!
Keep things consistent	<ul style="list-style-type: none">• Keep drive through open please• Stop changing due dates• Paying in person is a way to speak with customer service. It is a pleasure to the bill to speak with a person and not a machine
Improve physical access	<ul style="list-style-type: none">• bigger parking lot• It's far
Listen to us	<ul style="list-style-type: none">• change my due slate; when aid stops; I'll be past due each month. Really listen to us before money is spent and plans are set in stone. Please

Celebrating our values

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

Increased UAP enrollment from increased outreach



May outreach efforts

- Outreach team passed out 1290 flyers
- In the first 2 weeks of May, called residents with delinquent bills who received a flyer to help sign up for UAP
- Ran Facebook ads
- Attended neighborhood association meetings to talk about UAP