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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:

2

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.

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2022 Portfolio Projects

Project	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	In-progress
Improve pothole response time	SLA analysis; Design and conduct pilot with streets; deliver pilot results	In-progress
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	On hold

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2022 Portfolio Projects

Q3 & Q4 review

Project	Updates
Improve Solid waste missed pick-up and EPU policies	Starting project with Delivery Associates
Improve pothole response time	Starting project with Delivery Associates
Improve customer interactions with frontline Utility Staff	Gathering more data to understand call context due to generally positive responses

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Today's Agenda

1. Data overview from previous Stat meeting

- Customer Service KPIs from 311 data

2. Deep-dive analysis & discussion

- Post Call Survey data
- Redesigning the southbendin.gov homepage
- Customer Service Stat projects
 - Project scope - Improving Solid waste missed pick-up and EPU policies
 - Project scope - Improving pothole response time

3. Celebrating our values

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Data overview from previous Stat meeting

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

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Customer Service KPIs from 311 data



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Contents

- Summary of KPIs + Expected outcomes
- Q3 Review (2021 to 2022)
 - Calls & Service requests
 - Initiatives for Q4
- Year-to-date (2022)
 - Calls & Service requests
 - Initiatives for 2023

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Summary of KPIs + Expected outcomes

Customer Service KPIs	Type of performance measure	How we measure success	Outcomes
Number of 311 calls	Output (Quantity produced)	If there's an increase ↑	<ul style="list-style-type: none"> • Then more residents are aware of 311.
	Output (Quantity produced)	If there's a decrease ↓	<ul style="list-style-type: none"> • Then more residents can resolve issues from finding information online. • The more residents can resolve issues by submitting service requests online.
Percent of 311 calls transferred to other department/division	Effectiveness (Quality of quantity produced)	If there's a decrease ↓	<ul style="list-style-type: none"> • Then 311 liaisons are resolving issues quicker. • Then departments have more information online for liaisons.

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Summary of KPIs + Expected outcomes

Customer Service KPIs	Type of performance measure	How we measure success	Outcomes
Percent of 311 calls result in service request	Effectiveness (Quality of quantity produced)	• If there's an increase ↑	• Then more calls are initiating action.
	Effectiveness (Quality of quantity produced)	• If there's a decrease ↓	• The more residents can resolve issues by submitting service requests online.
Number of service requests	Output (Quantity produced)	• If there's an increase ↑	• Then more residents are accessing City services.
Number of service requests per capita	Effectiveness (Quality of quantity produced)	• If there's an increase ↑	• Then more residents are accessing City services.
Percent of service requests from portal	Efficiency (Quantity produced by required inputs)	• If there's an increase ↑	• The more residents can resolve issues by submitting service requests online.

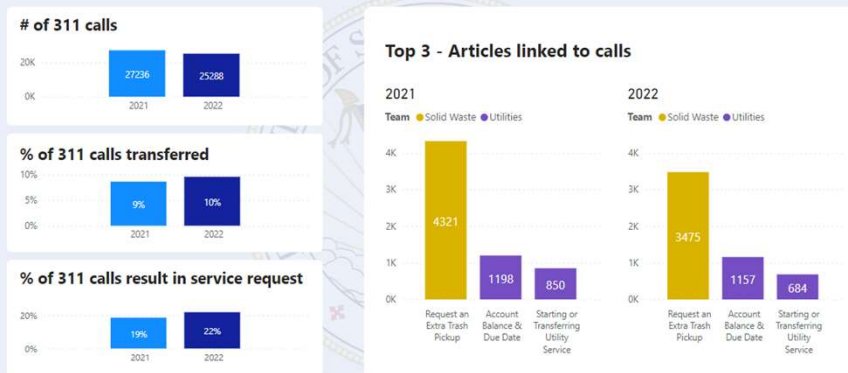
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Q3 Review – 2021 to 2022 Calls

Q3 Review (2021 to 2022) | Calls

Q3 - July, August, September



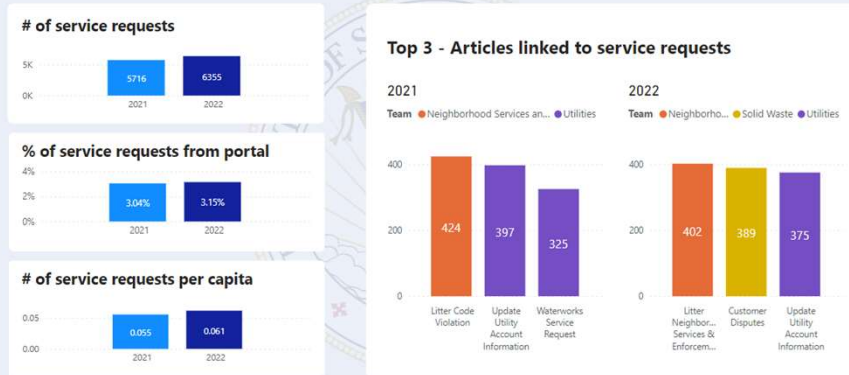
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Q3 Review – 2021 to 2022 Service requests

Q3 Review (2021 to 2022) | Service requests

Q3 - July, August, September



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Suggested initiative

Q4 (Oct to Dec)

Goal

- Increase ↑ percent of service requests from portal

Initiative

- ☐ Promote 311 and 311 Service Portal through seasonal social media posts
 - November – General “How to use the 311 Service Portal” post
 - December – Report a Traffic Concern

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Discussion

Initiatives

- What other initiatives or goals do you have for your team(s) for Q4 (Oct to Dec)?

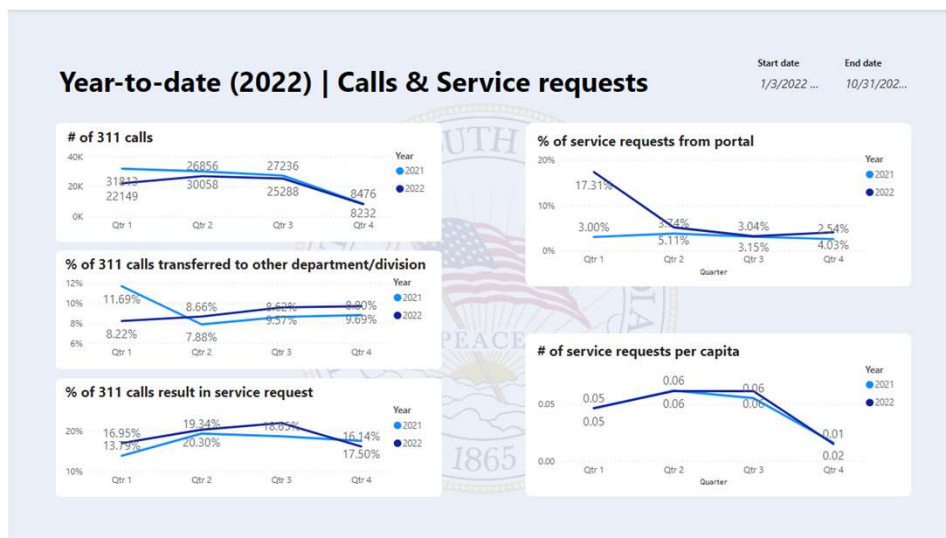
Data

- Do you have any questions about the data for your team(s)?
- Are there other data points that would be helpful for your team(s)?

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2022 – Year-to-date Calls & service requests



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What are our KPI goals for 2023? What outcomes do we want to see for 2023?

Customer Service KPIs	How we measure success	Outcomes
Number of 311 calls	• If there's an increase ↑	• Then more residents are aware of 311.
	• If there's a decrease ↓	• Then more residents can resolve issues from finding information online. • The more residents can resolve issues by submitting service requests online.
Percent of 311 calls transferred to other department/division	• If there's a decrease ↓	• Then 311 liaisons are resolving issues quicker. • Then departments have more information online for liaisons.
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Number of service requests	• If there's an increase ↑	• Then more residents are accessing City services.
Number of service requests per capita	• If there's an increase ↑	• Then more residents are accessing City services.
Percent of service requests from portal	• If there's an increase ↑	• The more residents can resolve issues by submitting service requests online.

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Potential initiatives for 2023

Major projects

High impact,
high effort

Add more
service forms
to CRM

Create KBAs
for "No Article
Found" topics

Identify
opportunities
to reduce
transferred
calls

Quick wins

High impact,
low effort

Make more
service forms
public

Identify
Microsoft Forms
that can be
converted into
CRM

Fill ins

Low impact, low
effort

Promote 311
service portal
more

"Thankless"

Tasks
Low impact,
high effort

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Deep-dive analysis & discussion

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

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Post Call Survey data



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.

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Contents

Background

Survey prompt

Questions

Initiative 1 – Develop dashboard to review data

Discussion

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Background

Outcome

Improve customer service phone interactions

Goal

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

Initiative 1

Develop dashboard to review data

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Background

Morris Performing Arts Center Box Office

- Point of contact - Wendy G.
- Survey start - Tue 8/16

311

- Point of contact - Cynthia S.
- Survey start – Wed 4/27

Utilities

- Point of contact - Kim T.
- Survey start – Wed 4/27

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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.



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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.

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Dashboard Information

[View dashboard in Power BI online](#)

Pages

- 311 – Averages
- 311 – Over time
- WW – Averages
- WW – Over time
- Morris – Averages
- Morris – Over time

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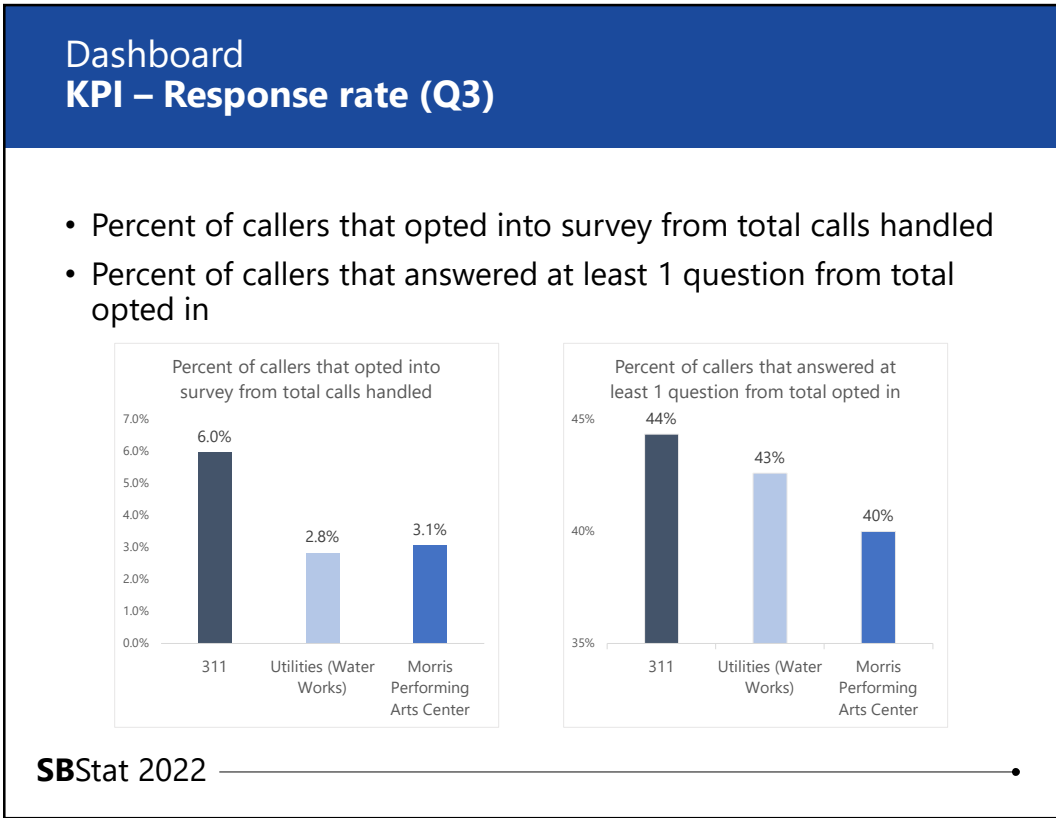
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Dashboard KPIs

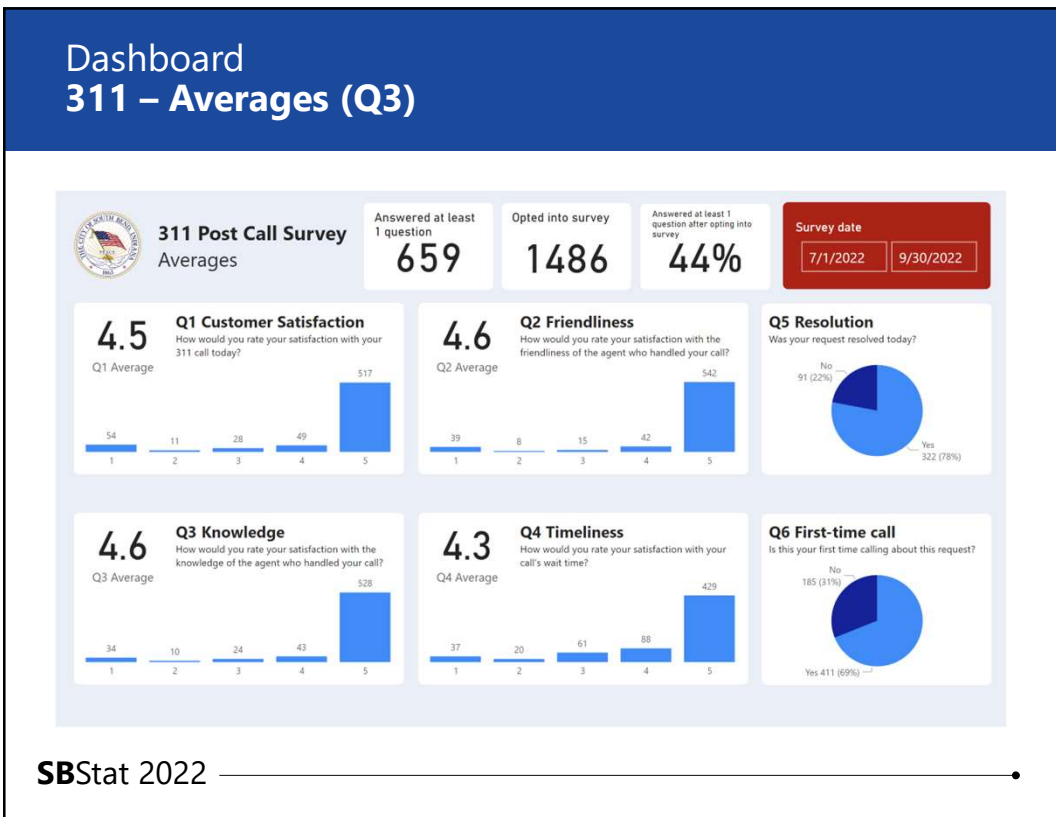
Post call survey KPIs	How we measure success	Outcomes
Percent of callers that opted into survey from total calls handled	• If there's an increase ↑	• Then staff have a more representative sample of callers for analysis.
Percent of callers that answered at least 1 question from total opted in	• If there's an increase ↑	• Then staff have a more representative sample of callers for analysis.
Average rating for all questions	• If there's an increase ↑	• Then callers are more satisfied with customer service over the phone.
Percent of issues resolved today	• If there's an increase ↑	• Then callers are getting their issues resolved quicker.
First time callers as a percent of the total	• If there's an increase ↑	• Then callers are getting their issues resolved quicker.
Percent of callers transferred from 311	• If there's a decrease ↓	• Then 311 liaisons are resolving issues quicker. • Then departments have more information online for liaisons.

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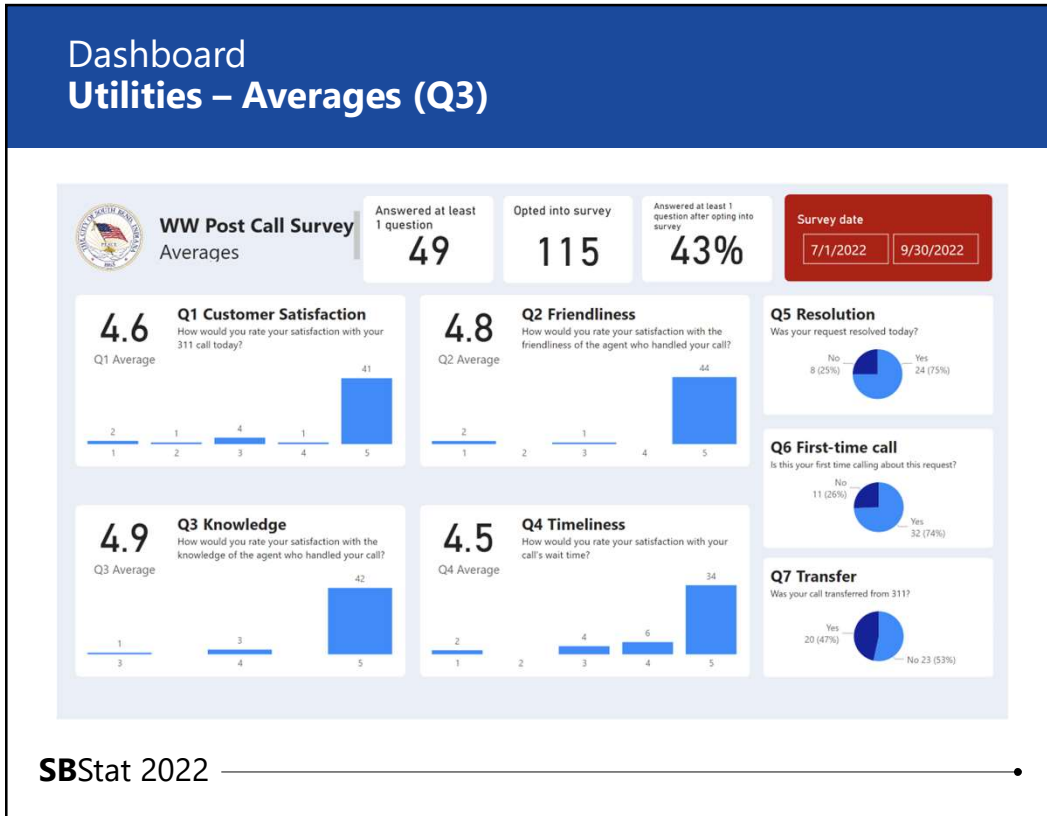
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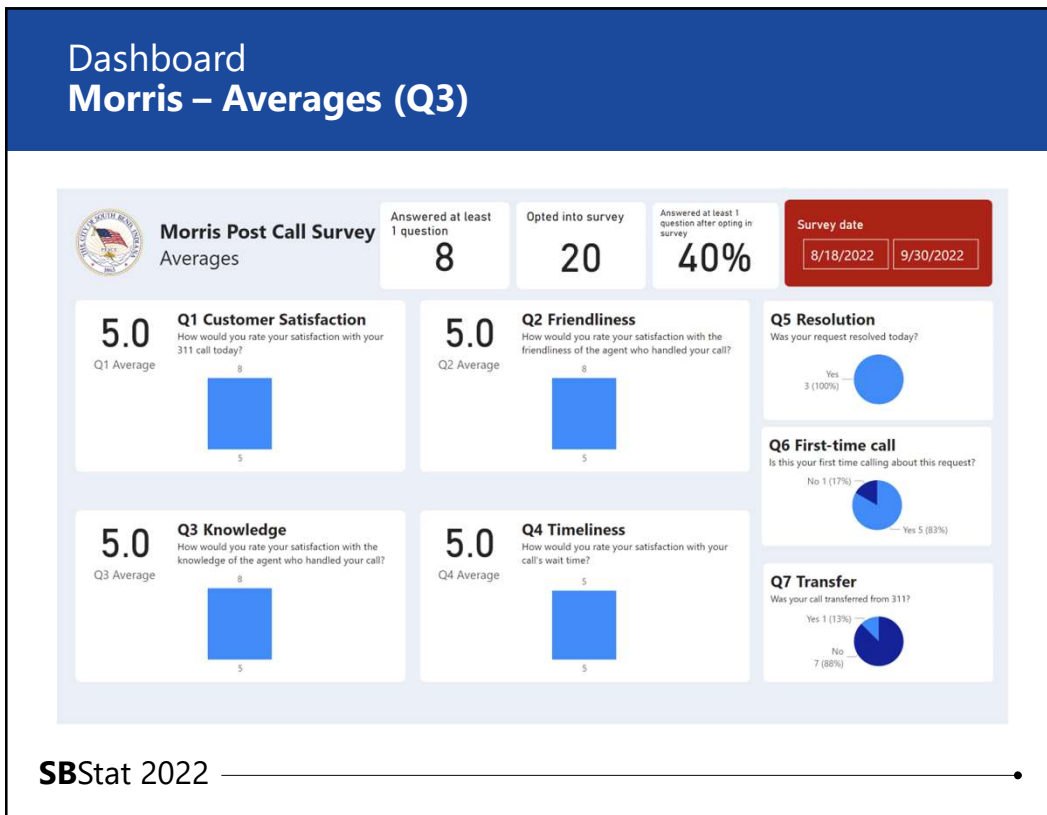
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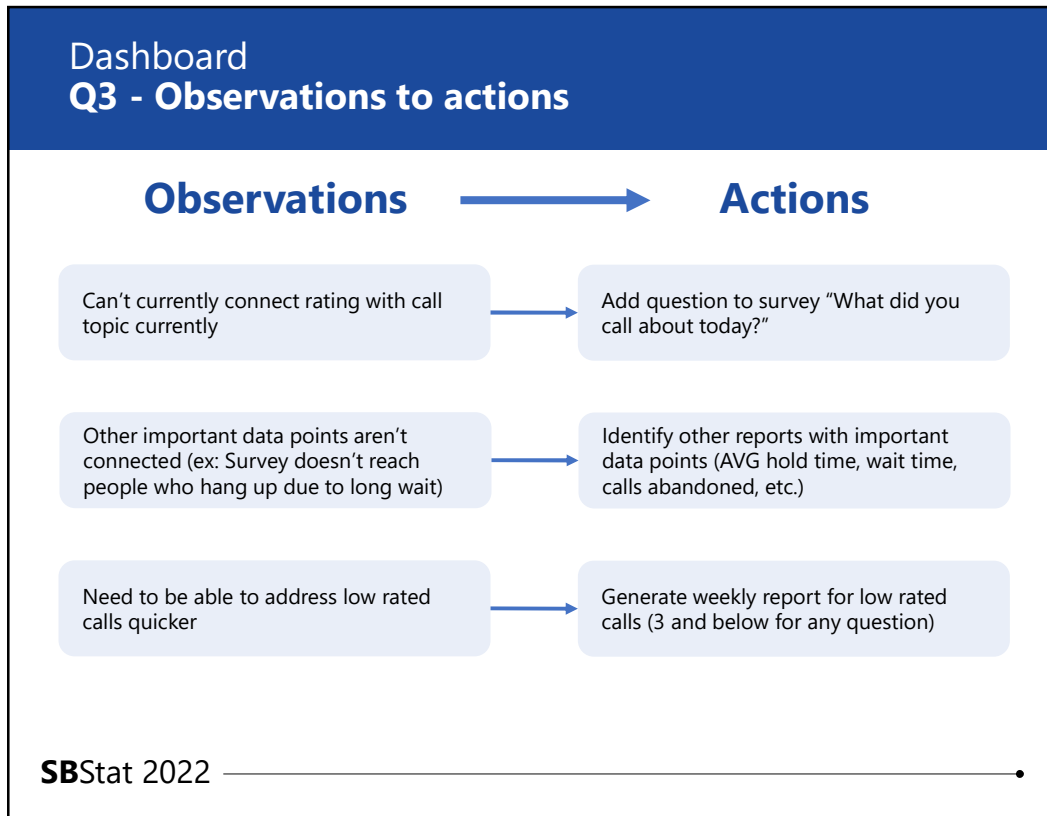
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Discussion

Initiatives

- What are some initiatives that could improve the following KPIs in Q4 or 2023?
 - Increase ↑ Percent of callers that opted into survey from total calls handled
 - Increase ↑ Percent of callers that answered at least 1 question from total opted in
 - Increase ↑ Average rating for all questions
 - Increase ↑ Percent of issues resolved today
 - Increase ↑ First time callers as a percent of the total
 - Decrease ↓ Percent of callers transferred from 311

Data

- What other data points do you need to understand how to improve these KPIs?

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Redesigning the southbendin.gov homepage








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...your main page shows that the most important things that you want to get across is: pets, bill paying, how to get a city job, and report and issue.

are those really the most important things you want your citizens to know about the city of South Bend? – Response ID R_1kHB8LsFiIOCvvb

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Contents	 Project scope
	 Timeline
	 SB UX process
	 Insights
	 Discussion

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Project scope

Background

- We designed the City homepage template when the website was redeveloped in 2018.

Goals

- Understand why people go to southbendin.gov homepage + how they use the homepage
- Improve the homepage to match people's needs

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Timeline

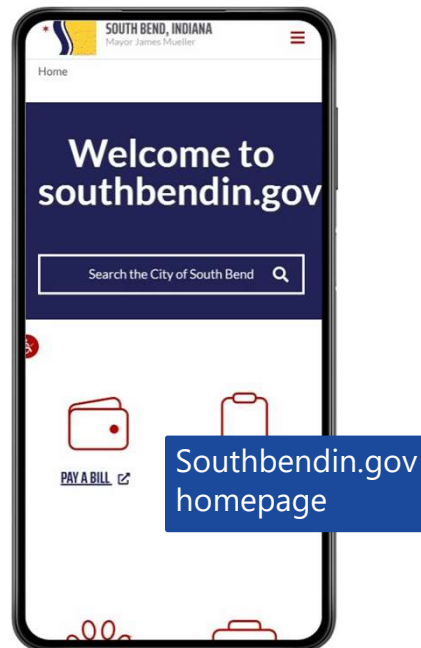
Wed 10/5	COSB starts conducting research (surveys + focus group)
Fri 10/21	COSB sends results to Pathfinders
Mon 10/24	Pathfinders internal project kickoff
Wed 11/9	First design review with Pathfinders
★ Wed 11/22	Second design review with Pathfinders
Wed 12/14	Final design review with Pathfinders

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South Bend User Experience (SB UX) process

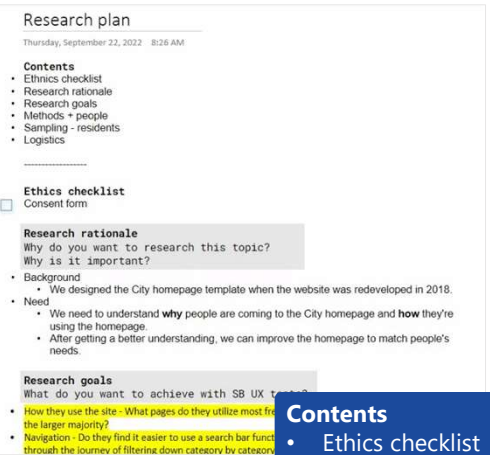
1. Identify digital tool
2. Develop research plan
3. Conduct research
4. Analyze results
5. Retrospective



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South Bend User Experience (SB UX) process

1. Identify digital tool
2. **Develop research plan**
3. Conduct research
4. Analyze results
5. Retrospective



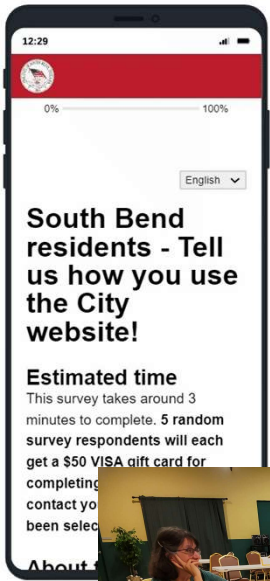
Contents

- Ethics checklist
- Research rationale
- Research goals
- Methods + people
- Sampling - residents
- Logistics

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South Bend User Experience (SB UX) process

1. Identify digital tool
2. Develop research plan
3. **Conduct research**
4. Analyze results
5. Retrospective




Surveys

- Residents
- City staff

Focus group

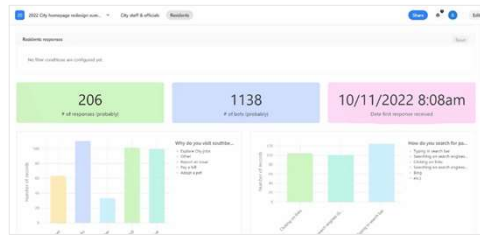
- Residents



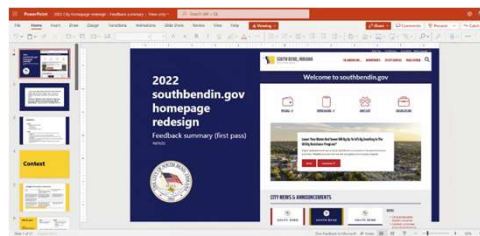
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South Bend User Experience (SB UX) process

1. Identify digital tool
2. Develop research plan
3. Conduct research
4. Analyze results
5. Retrospective



- Analysis in Airtable
- Synthesis in PowerPoint



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South Bend User Experience (SB UX) process

1. Identify digital tool
2. Develop research plan
3. Conduct research
4. Analyze results
5. Retrospective

Project retrospective
Friday, October 14, 2022 10:59 AM

Highs - Things that went well

- CB - Valuable info for what people use the website for (at least 2 people)
- BP - Having an introduction sheet and printing those out
- CC - Valuable info for how people use the website
- CC - Collecting info via sticky notes went well
- CC - Having residents group together the sticky notes, gave us a good idea for the most valuable thing to fix
- CC - Structure + facilitation good (documents were good, timeline, etc.)
- AB - Timeline was helpful
- AB - Focus group prep recording was helpful
- AB - Both participants engaging
- AB - Good pizza
- AB - Having posters set up with categories helpful beforehand

Lows - Things that didn't go so well

- BP - A lot of bots, how to filter bots?
 - Check if zip code is within South Bend
 - Check reCAPTCHA code >0.5
 - Do you live in South Bend == No
 - Have you used the City website before? == No
 - If duplicate free text response AND different email
 - Responses that are not relevant
 - Name is not a name
 - Validate emails using <https://email-checker.net/validate>
- BP - Hard to keep track of everything that needs to happen without a checklist of things
- CC - Conversations just kept to how the website works not value of the information, sometimes side conversation...
- CC - Not enough diverse feedback because 2 people showed up, similar demographics, skills, etc.
- CB - Lack of diversity in feedback, not representative of all residents
- BP - Too much pizza!

- **Highs** - Things that went well
- **Lows** - Things that didn't go so well
- **Takeaways** - Big takeaways from the feedback
- **Improvements** - How we can improve the process for next time

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Insights

Icons don't align well with residents' top priorities.

- Residents didn't mention the icon actions as much as expected.

Most pages in the navigation menu aren't useful right now.

- Residents aren't going to find everything on the homepage. Residents didn't really mention clicking on links in the navigation menu.

More specific City programs are under layers. Search doesn't always surface the page.

- Residents have high-priority topics (i.e. trash pickup, meeting agendas, etc.). But other City programs should still be at least discoverable to residents.

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First design review with Pathfinders



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Discussion

SB UX Process

- Other opportunities to collect resident feedback?

2023 southbendin.gov roadmap

- What would you like to see updated on southbendin.gov in 2023?

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Project scope - Improving Solid waste missed pick-up and EPU policies



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Contents

- **Why** are we doing this project?
 - Background
 - Objectives

- **What** do we want to achieve?
 - Deliverables

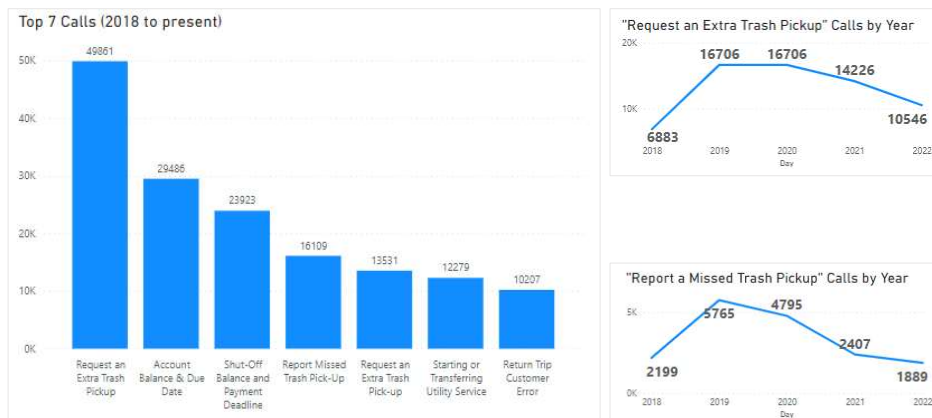
- **How** will we get work done?
 - Stakeholders
 - Timeline
 - Milestones

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Why are we doing this project? Background

High call volume over the years for missed pickup and extra pickup



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Why are we doing this project? Project objectives

1. Establish current state

- Define/establish current state performance on extra trash pickups and missed pickups in the City of South Bend, including seasonal and geographic distribution

2. Improve data review

- Develop methods and data pipelines for tracking KPIs. Solid Waste, analyst, and executive teams can review KPIs regularly.

3. Provide recommendations

- Provide evidence-based recommendations for changes in policies, charges, and/or operations to better serve customers

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What do we want to achieve? Deliverables

- Analysis of historical missed pickups and extra pickups establishing current state performance
- Automated monthly report that tracks KPIs on missed pickups
- Slide deck of recommendations covering next steps for tracking KPIs on missed trash pickups and extra trash pickups

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How will we get work done? Stakeholders

Project manager Primary contact with Delivery Associates + ensures things get done	Becky
Project lead Provides strategic direction for project	David, Dan (when David's out)
Contractor Delivers project deliverables	Delivery Associates Learn more about Delivery Associates
Department lead Primary contact for providing direction on department needs	Kelly?
Department lead support Also provides input + steps in when primary lead unavailable	Eric, Jitin?

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How will we get work done? Timeline

Start date

- Wed 11/9/22

End date

- TBD in 2023

Meetings

- Wed 11/9/22 - Project kickoff with Delivery Associates
- TBD

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Questions?

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Project scope - Improving pothole response time



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Contents

- **Why** are we doing this project?
 - Background
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 - Deliverables
- **How** will we get work done?
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 - Timeline
 - Milestones

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Why are we doing this project? Background

STRENGTHENING OUR INFRASTRUCTURE

Background

To continue improving the quality of life for our residents, South Bend needs to invest in advanced and resilient infrastructure. Maintenance alone is not enough. Burgeoning industry, a growing population, and the compounding effects of climate change all make it necessary to aggressively pursue new solutions and approaches to our infrastructure.

As mayor, strategic investments in our infrastructure will be a key part of my administration. We must have plans for how our city can lay strong physical foundations for future growth. We must also maintain our existing infrastructure to maintain a high quality of life and safe conditions for our residents. We can use data modeling and new targeting techniques to identify likely issues before they happen, shortening response times and providing a higher degree of service from the City.

Potholes are unsightly hazards that can cause damage to vehicles and create unsafe driving conditions. I will commit to improving the City's response times to road hazards like potholes and seek new materials that will last longer through our harsh weather conditions.

Mueller's Plan

- Fund additional road maintenance by drawing on state entities and funds, toll road revenue, and local sources
- Improve pothole response time through data analysis, resource optimization, and predictive models
- Partner with AEP to expedite replacement and installation of streetlights

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Why are we doing this project? Project objectives

1. Improve data quality

Improve data quality in work order management systems that interface with the City's CRM and/or solely use the City's CRM. This covers any service requested by a resident through the City's 311 office.

2. Improve data access

Develop methods for moving data from the City's CRM to the City's reporting server so it can be accessed by data analysis tools (i.e. Microsoft Power BI)

3. Improve data transparency

Create a public dashboard that shares data on City performance targets for completing resident service requests and reports how well the City is doing in achieving its' performance targets.

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What do we want to achieve? Deliverables

- Playbook for training a City team to intake work orders from the City's 311 office and close out orders in a timely manner
- Slide deck of recommendations that covers next steps for sharing the dashboard tool with residents and resources needed to maintain the dashboard tool
- Dashboard that follows the business requirements listed in the table on the second page of this document

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How will we get work done? Stakeholders

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Questions?

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Celebrating our values

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

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Build the Budget



Well-maintained infrastructure for roads and utilities
71 residents who left a voicemail mentioned improving roadways, typically citing specific problem streets in their neighborhood. Residents who responded to the online survey prioritized roads and utilities as top strategic initiatives as well.

Beautiful and functional neighborhoods across the City
In voicemails and survey responses, residents expressed desire for more beautiful and functional neighborhoods: better curbs and sidewalks, landscaping, neighborhood street lighting, better alleys, tree maintenance programs, etc.

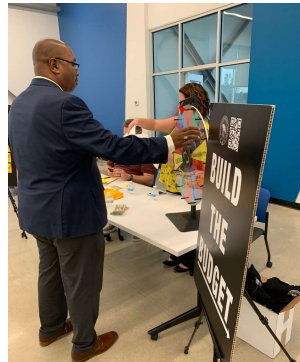
Safer communities through violence intervention initiatives
Residents mentioned public safety and violence intervention initiatives as top priorities to keep supporting with city funds. This theme came across voicemails, the online survey, and in-person activities.

Greater housing affordability
The top priority mentioned at in-person activities was affordable housing for all and for people experiencing homelessness.



In total we had **898** resident engagements:

- 136 online survey responses
- 179 people engaged with in-person budget table (stopped, asked questions, picked up material)
- 292 in-person budget game participants (envelope wall and trivia game)
- 285 voicemails collected by 311
- 6 residents attended the Community Action Group



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Community survey results for the Solid Waste team

How satisfied are you with the overall quality of trash collection services?



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SB Academy

Build your team's skills in topics like Excel, visual design, and more!

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Upcoming SB Academy classes

Intermediate Excel

- Mon 11/14
- 9am to 12pm

Advanced Excel

- Wed 12/14
- 1 to 4pm

If you'd like more specific training for your team, contact bphung@southbendin.gov or dfinley@southbendin.gov

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Improve pothole response time	SLA analysis; Design and conduct pilot with streets; deliver pilot results	In-progress
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	On hold

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2022 Portfolio Projects

Q3 & Q4 review

Project	Updates
Improve Solid waste missed pick-up and EPU policies	Starting project with Delivery Associates
Improve pothole response time	Starting project with Delivery Associates
Improve customer interactions with frontline Utility Staff	Gathering more data to understand call context due to generally positive responses

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Today's Agenda

1. Data overview from previous Stat meeting

- Customer Service KPIs from 311 data

2. Deep-dive analysis & discussion

- Post Call Survey data
- Redesigning the southbendin.gov homepage
- Customer Service Stat projects
 - Project scope - Improving Solid waste missed pick-up and EPU policies
 - Project scope - Improving pothole response time

3. Celebrating our values

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Data overview from previous Stat meeting

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

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Customer Service KPIs from 311 data



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Contents

- Summary of KPIs + Expected outcomes
- Q3 Review (2021 to 2022)
 - Calls & Service requests
 - Initiatives for Q4
- Year-to-date (2022)
 - Calls & Service requests
 - Initiatives for 2023

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Summary of KPIs + Expected outcomes

Customer Service KPIs	Type of performance measure	How we measure success	Outcomes
Number of 311 calls	Output (Quantity produced)	If there's an increase ↑	<ul style="list-style-type: none"> • Then more residents are aware of 311.
	Output (Quantity produced)	If there's a decrease ↓	<ul style="list-style-type: none"> • Then more residents can resolve issues from finding information online. • The more residents can resolve issues by submitting service requests online.
Percent of 311 calls transferred to other department/division	Effectiveness (Quality of quantity produced)	If there's a decrease ↓	<ul style="list-style-type: none"> • Then 311 liaisons are resolving issues quicker. • Then departments have more information online for liaisons.

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Summary of KPIs + Expected outcomes

Customer Service KPIs	Type of performance measure	How we measure success	Outcomes
Percent of 311 calls result in service request	Effectiveness (Quality of quantity produced)	• If there's an increase ↑	• Then more calls are initiating action.
	Effectiveness (Quality of quantity produced)	• If there's a decrease ↓	• The more residents can resolve issues by submitting service requests online.
Number of service requests	Output (Quantity produced)	• If there's an increase ↑	• Then more residents are accessing City services.
Number of service requests per capita	Effectiveness (Quality of quantity produced)	• If there's an increase ↑	• Then more residents are accessing City services.
Percent of service requests from portal	Efficiency (Quantity produced by required inputs)	• If there's an increase ↑	• The more residents can resolve issues by submitting service requests online.

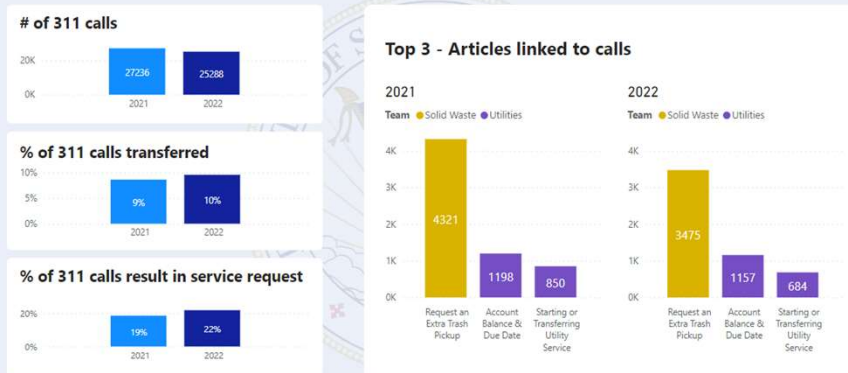
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Q3 Review – 2021 to 2022 Calls

Q3 Review (2021 to 2022) | Calls

Q3 - July, August, September



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Q3 Review – 2021 to 2022

Service requests



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Suggested initiative

Q4 (Oct to Dec)

Goal

- Increase **↑** percent of service requests from portal

Initiative

- ☐ Promote 311 and 311 Service Portal through seasonal social media posts
 - November – General “How to use the 311 Service Portal” post
 - December – Report a Traffic Concern

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Discussion

Initiatives

- What other initiatives or goals do you have for your team(s) for Q4 (Oct to Dec)?

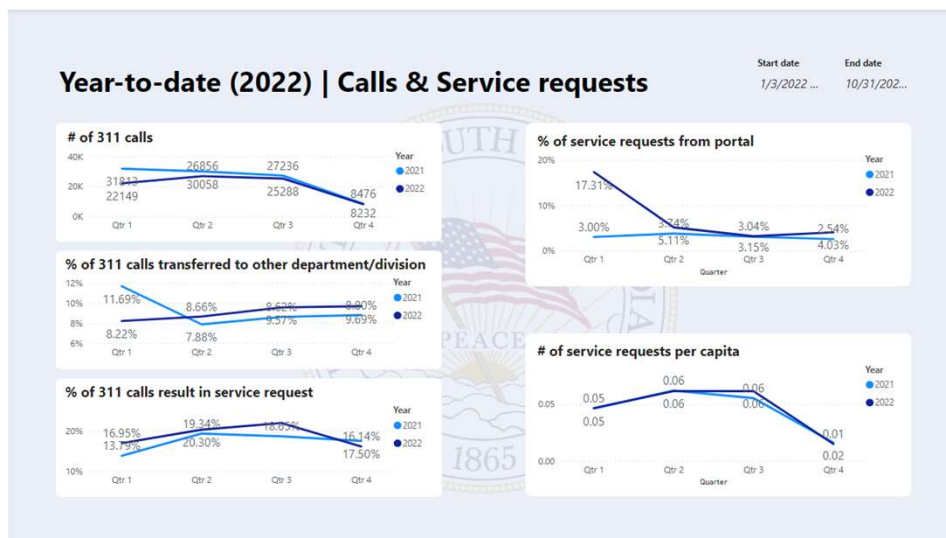
Data

- Do you have any questions about the data for your team(s)?
- Are there other data points that would be helpful for your team(s)?

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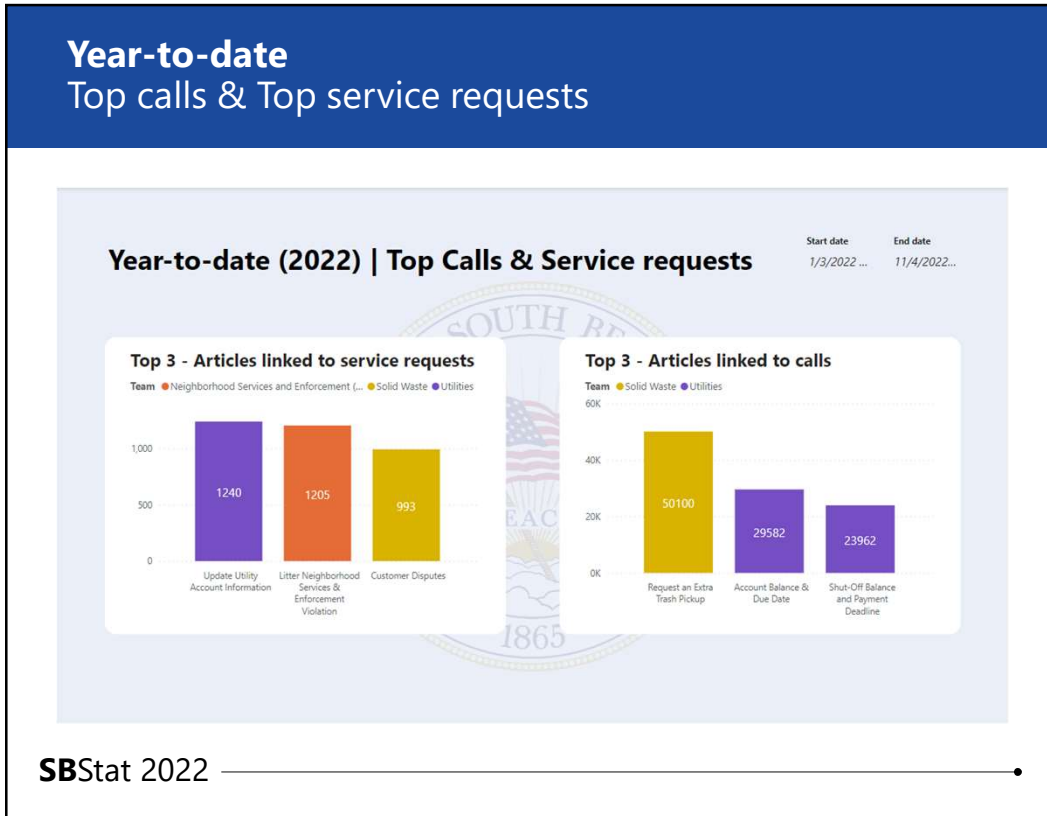
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2022 – Year-to-date Calls & service requests



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What are our KPI goals for 2023? What outcomes do we want to see for 2023?

Customer Service KPIs	How we measure success	Outcomes
Number of 311 calls	• If there's an increase ↑	• Then more residents are aware of 311.
	• If there's a decrease ↓	• Then more residents can resolve issues from finding information online. • The more residents can resolve issues by submitting service requests online.
Percent of 311 calls transferred to other department/division	• If there's a decrease ↓	• Then 311 liaisons are resolving issues quicker. • Then departments have more information online for liaisons.
Percent of 311 calls result in service request	• If there's an increase ↑	• Then more calls are initiating action.
	• If there's a decrease ↓	• The more residents can resolve issues by submitting service requests online.
Number of service requests	• If there's an increase ↑	• Then more residents are accessing City services.
Number of service requests per capita	• If there's an increase ↑	• Then more residents are accessing City services.
Percent of service requests from portal	• If there's an increase ↑	• The more residents can resolve issues by submitting service requests online.

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Potential initiatives for 2023

Major projects

High impact,
high effort

Add more
service forms
to CRM

Create KBAs
for "No Article
Found" topics

Identify
opportunities
to reduce
transferred
calls

Quick wins

High impact,
low effort

Make more
service forms
public

Identify
Microsoft Forms
that can be
converted into
CRM

Fill ins

Low impact, low
effort

Promote 311
service portal
more

"Thankless"

Tasks
Low impact,
high effort

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Deep-dive analysis & discussion

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

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Post Call Survey data



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.

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Contents

Background

Survey prompt

Questions

Initiative 1 – Develop dashboard to review data

Discussion

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Background

Outcome

Improve customer service phone interactions

Goal

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

Initiative 1

Develop dashboard to review data

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Background

Morris Performing Arts Center Box Office

- Point of contact - Wendy G.
- Survey start - Tue 8/16

311

- Point of contact - Cynthia S.
- Survey start – Wed 4/27

Utilities

- Point of contact - Kim T.
- Survey start – Wed 4/27

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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.



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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.

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Dashboard Information

[View dashboard in Power BI online](#)

Pages

- 311 – Averages
- 311 – Over time
- WW – Averages
- WW – Over time
- Morris – Averages
- Morris – Over time

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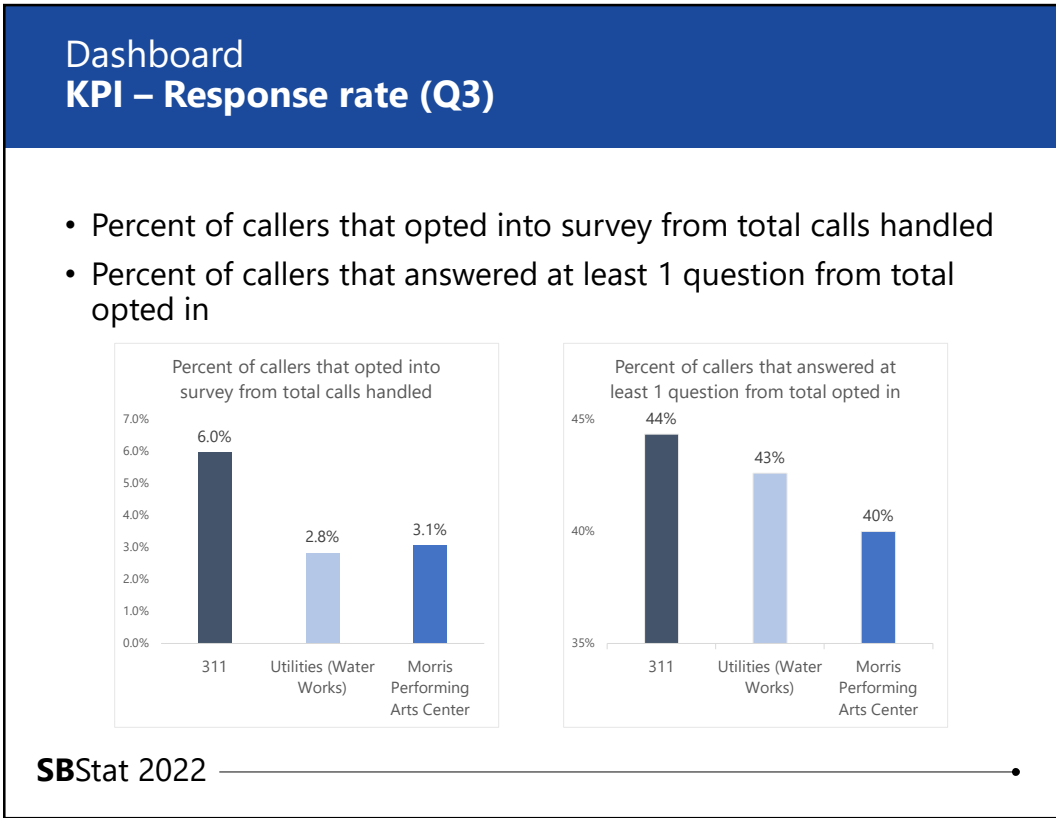
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Dashboard KPIs

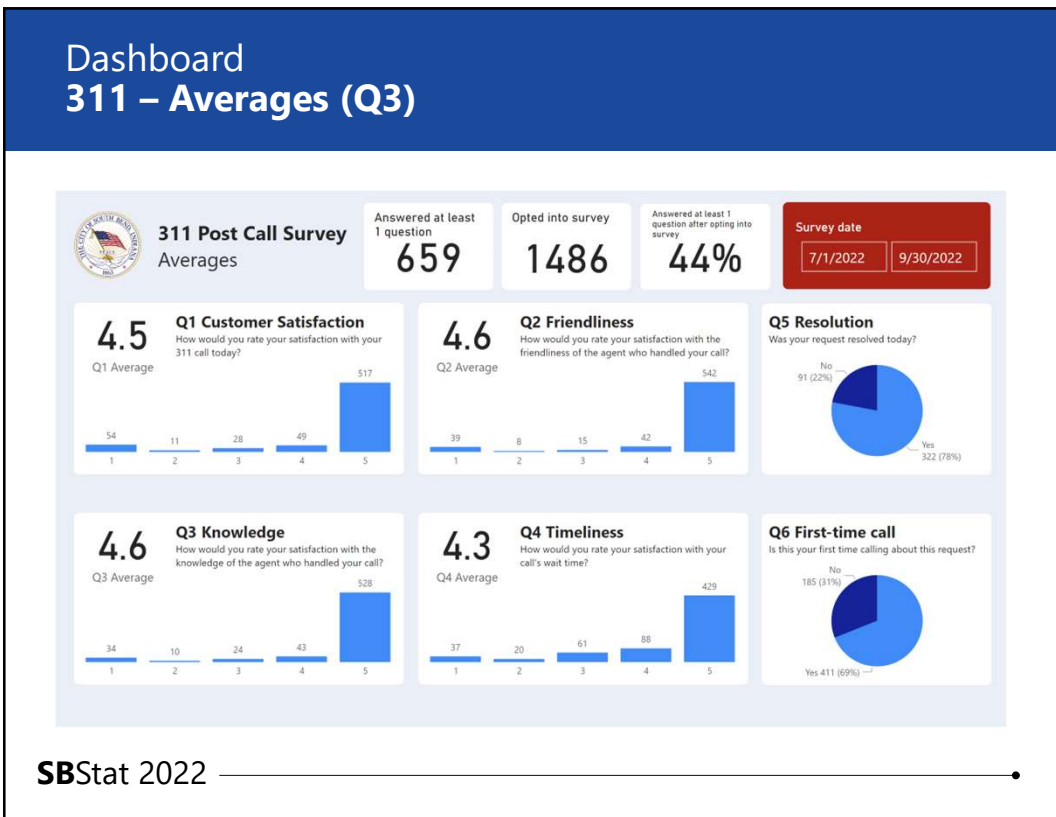
Post call survey KPIs	How we measure success	Outcomes
Percent of callers that opted into survey from total calls handled	• If there's an increase ↑	• Then staff have a more representative sample of callers for analysis.
Percent of callers that answered at least 1 question from total opted in	• If there's an increase ↑	• Then staff have a more representative sample of callers for analysis.
Average rating for all questions	• If there's an increase ↑	• Then callers are more satisfied with customer service over the phone.
Percent of issues resolved today	• If there's an increase ↑	• Then callers are getting their issues resolved quicker.
First time callers as a percent of the total	• If there's an increase ↑	• Then callers are getting their issues resolved quicker.
Percent of callers transferred from 311	• If there's a decrease ↓	• Then 311 liaisons are resolving issues quicker. • Then departments have more information online for liaisons.

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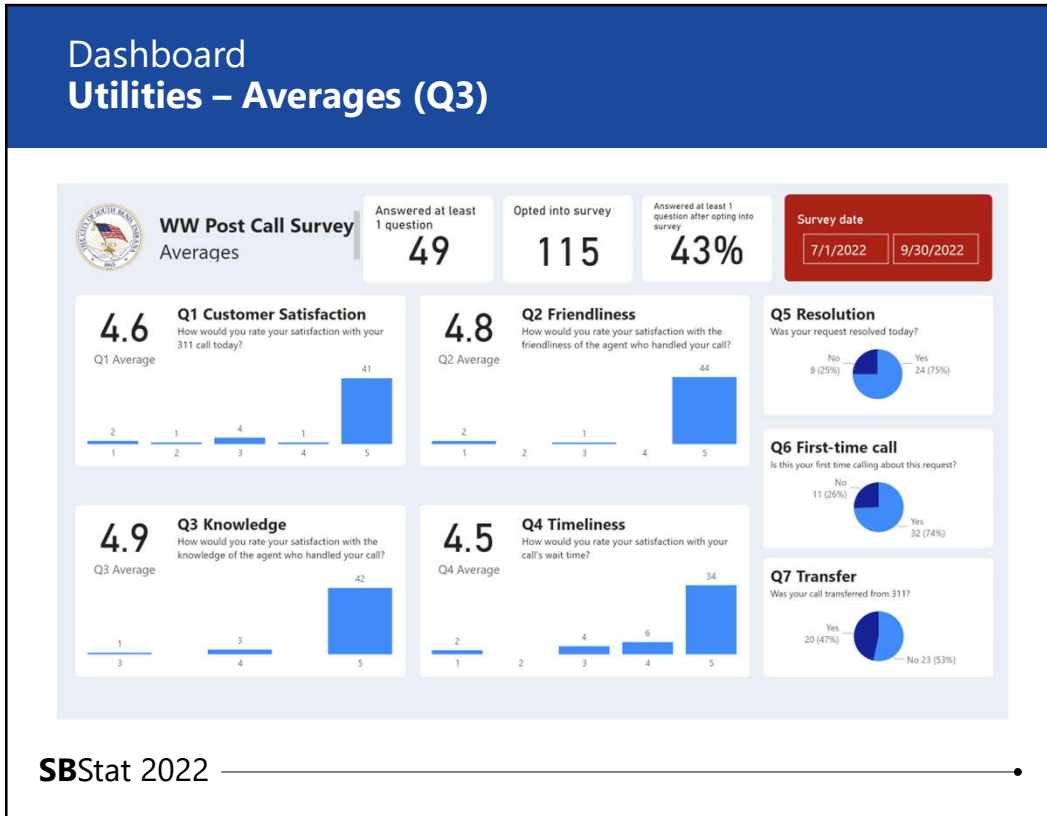
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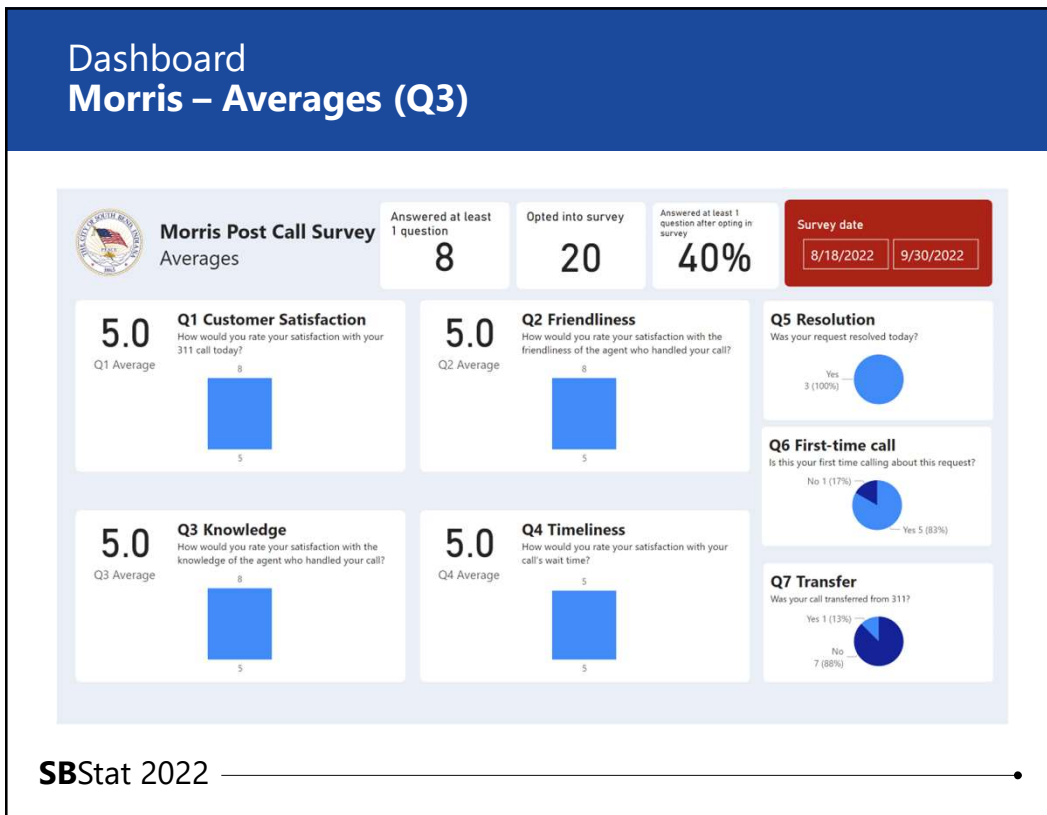
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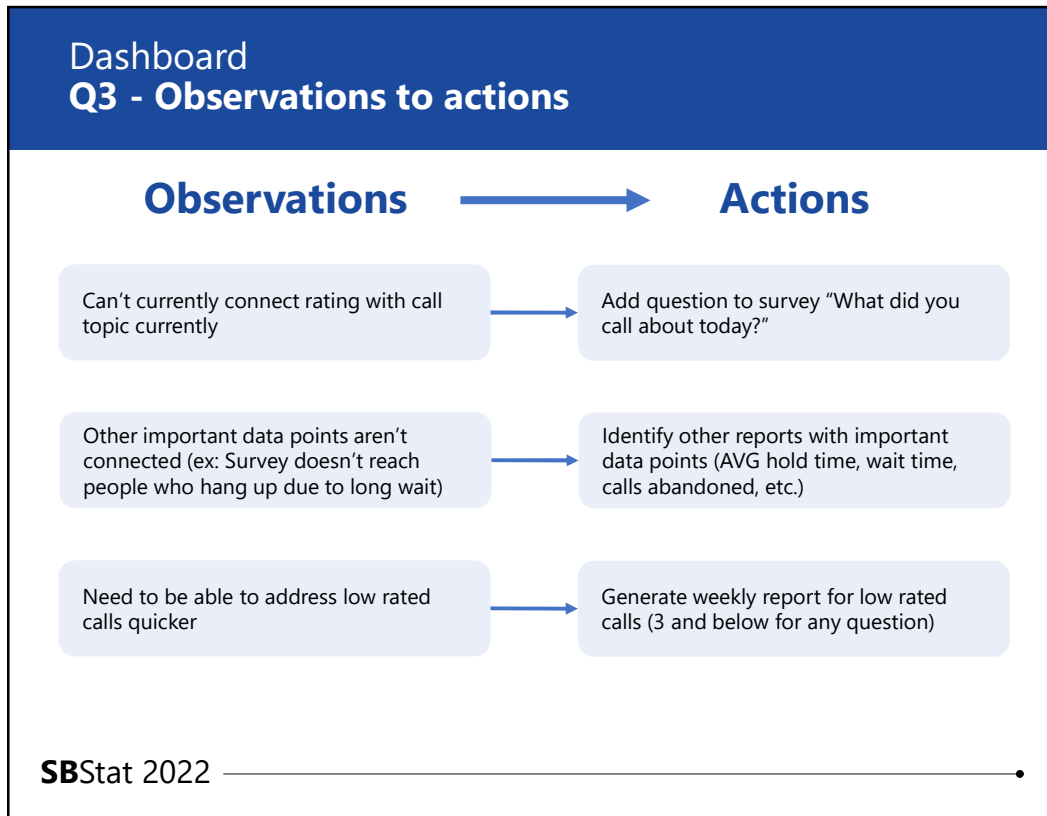
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Discussion

Initiatives

- What are some initiatives that could improve the following KPIs in Q4 or 2023?
 - Increase ↑ Percent of callers that opted into survey from total calls handled
 - Increase ↑ Percent of callers that answered at least 1 question from total opted in
 - Increase ↑ Average rating for all questions
 - Increase ↑ Percent of issues resolved today
 - Increase ↑ First time callers as a percent of the total
 - Decrease ↓ Percent of callers transferred from 311

Data

- What other data points do you need to understand how to improve these KPIs?

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Redesigning the southbendin.gov homepage








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...your main page shows that the most important things that you want to get across is: pets, bill paying, how to get a city job, and report and issue.

are those really the most important things you want your citizens to know about the city of South Bend? – Response ID R_1kHB8LsFiIOCvvb

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Contents	 Project scope
	 Timeline
	 SB UX process
	 Insights
	 Discussion

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Project scope

Background

- We designed the City homepage template when the website was redeveloped in 2018.

Goals

- Understand why people go to southbendin.gov homepage + how they use the homepage
- Improve the homepage to match people's needs

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Timeline

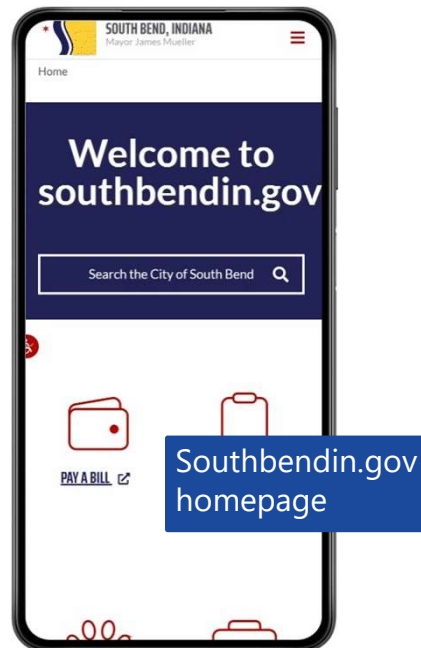
Wed 10/5	COSB starts conducting research (surveys + focus group)
Fri 10/21	COSB sends results to Pathfinders
Mon 10/24	Pathfinders internal project kickoff
Wed 11/9	First design review with Pathfinders
★ Wed 11/22	Second design review with Pathfinders
Wed 12/14	Final design review with Pathfinders

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South Bend User Experience (SB UX) process

1. Identify digital tool
2. Develop research plan
3. Conduct research
4. Analyze results
5. Retrospective



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South Bend User Experience (SB UX) process

1. Identify digital tool
2. **Develop research plan**
3. Conduct research
4. Analyze results
5. Retrospective

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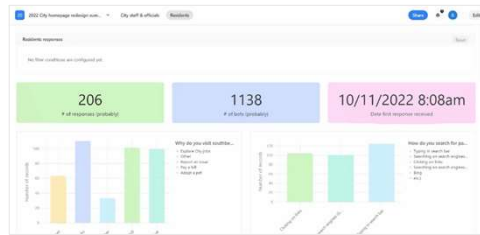
South Bend User Experience (SB UX) process

1. Identify digital tool
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3. **Conduct research**
4. Analyze results
5. Retrospective

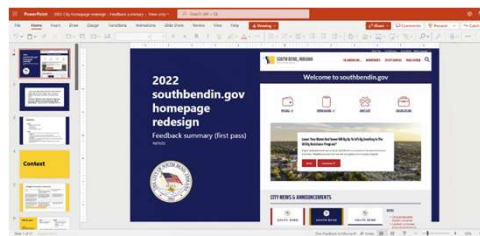
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South Bend User Experience (SB UX) process

1. Identify digital tool
2. Develop research plan
3. Conduct research
4. Analyze results
5. Retrospective



- Analysis in Airtable
- Synthesis in PowerPoint



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South Bend User Experience (SB UX) process

1. Identify digital tool
2. Develop research plan
3. Conduct research
4. Analyze results
5. Retrospective

Project retrospective
Friday, October 14, 2022 10:59 AM

Highs - Things that went well

- CB - Valuable info for what people use the website for (at least 2 people)
- BP - Having an introduction sheet and printing those out
- CC - Valuable info for how people use the website
- CC - Collecting info via sticky notes went well
- CC - Having residents group together the sticky notes, gave us a good idea for the most valuable thing to fix
- CC - Structure + facilitation good (documents were good, timeline, etc.)
- AB - Timeline was helpful
- AB - Focus group prep recording was helpful
- AB - Both participants engaging
- AB - Good pizza
- AB - Having posters set up with categories helpful beforehand

Lows - Things that didn't go so well

- BP - A lot of bots, how to filter bots?
 - Check if zip code is within South Bend
 - Check reCAPTCHA code >0.5
 - Do you live in South Bend == No
 - Have you used the City website before? == No
 - If duplicate free text response AND different email
 - Responses that are not relevant
 - Name is not a name
 - Validate emails using <https://email-checker.net/validate>
- BP - Hard to keep track of everything that needs to happen without a checklist of things
- CC - Conversations just kept to how the website works not value of the information, sometimes side conversation...
- CC - Not enough diverse feedback because 2 people showed up, similar demographics, skills, etc.
- CB - Lack of diversity in feedback, not representative of all residents
- BP - Too much pizza!

- **Highs** - Things that went well
- **Lows** - Things that didn't go so well
- **Takeaways** - Big takeaways from the feedback
- **Improvements** - How we can improve the process for next time

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Insights

Icons don't align well with residents' top priorities.

- Residents didn't mention the icon actions as much as expected.

Most pages in the navigation menu aren't useful right now.

- Residents aren't going to find everything on the homepage. Residents didn't really mention clicking on links in the navigation menu.

More specific City programs are under layers. Search doesn't always surface the page.

- Residents have high-priority topics (i.e. trash pickup, meeting agendas, etc.). But other City programs should still be at least discoverable to residents.

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First design review with Pathfinders



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Discussion

SB UX Process

- Other opportunities to collect resident feedback?

2023 southbendin.gov roadmap

- What would you like to see updated on southbendin.gov in 2023?

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Project scope - Improving Solid waste missed pick-up and EPU policies



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Contents

- **Why** are we doing this project?
 - Background
 - Objectives

- **What** do we want to achieve?
 - Deliverables

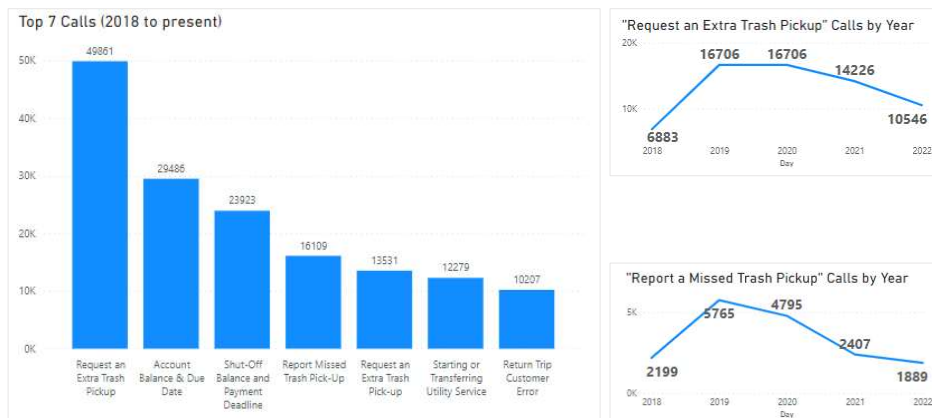
- **How** will we get work done?
 - Stakeholders
 - Timeline
 - Milestones

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Why are we doing this project? Background

High call volume over the years for missed pickup and extra pickup



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Why are we doing this project? Project objectives

1. Establish current state

- Define/establish current state performance on extra trash pickups and missed pickups in the City of South Bend, including seasonal and geographic distribution

2. Improve data review

- Develop methods and data pipelines for tracking KPIs. Solid Waste, analyst, and executive teams can review KPIs regularly.

3. Provide recommendations

- Provide evidence-based recommendations for changes in policies, charges, and/or operations to better serve customers

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What do we want to achieve? Deliverables

- Analysis of historical missed pickups and extra pickups establishing current state performance
- Automated monthly report that tracks KPIs on missed pickups
- Slide deck of recommendations covering next steps for tracking KPIs on missed trash pickups and extra trash pickups

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How will we get work done? Stakeholders

Project manager Primary contact with Delivery Associates + ensures things get done	Becky
Project lead Provides strategic direction for project	David, Dan (when David's out)
Contractor Delivers project deliverables	Delivery Associates Learn more about Delivery Associates
Department lead Primary contact for providing direction on department needs	Kelly?
Department lead support Also provides input + steps in when primary lead unavailable	Eric, Jitin?

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How will we get work done? Timeline

Start date

- Wed 11/9/22

End date

- TBD in 2023

Meetings

- Wed 11/9/22 - Project kickoff with Delivery Associates
- TBD

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Questions?

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Project scope - Improving pothole response time



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Contents

- **Why** are we doing this project?
 - Background
 - Objectives
- **What** do we want to achieve?
 - Deliverables
- **How** will we get work done?
 - Stakeholders
 - Timeline
 - Milestones

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Why are we doing this project? Background

STRENGTHENING OUR INFRASTRUCTURE

Background

To continue improving the quality of life for our residents, South Bend needs to invest in advanced and resilient infrastructure. Maintenance alone is not enough. Burgeoning industry, a growing population, and the compounding effects of climate change all make it necessary to aggressively pursue new solutions and approaches to our infrastructure.

As mayor, strategic investments in our infrastructure will be a key part of my administration. We must have plans for how our city can lay strong physical foundations for future growth. We must also maintain our existing infrastructure to maintain a high quality of life and safe conditions for our residents. We can use data modeling and new targeting techniques to identify likely issues before they happen, shortening response times and providing a higher degree of service from the City.

Potholes are unsightly hazards that can cause damage to vehicles and create unsafe driving conditions. I will commit to improving the City's response times to road hazards like potholes and seek new materials that will last longer through our harsh weather conditions.

Mueller's Plan

- Fund additional road maintenance by drawing on state entities and funds, toll road revenue, and local sources
- Improve pothole response time through data analysis, resource optimization, and predictive models
- Partner with AEP to expedite replacement and installation of streetlights

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Why are we doing this project? Project objectives

1. Improve data quality

Improve data quality in work order management systems that interface with the City's CRM and/or solely use the City's CRM. This covers any service requested by a resident through the City's 311 office.

2. Improve data access

Develop methods for moving data from the City's CRM to the City's reporting server so it can be accessed by data analysis tools (i.e. Microsoft Power BI)

3. Improve data transparency

Create a public dashboard that shares data on City performance targets for completing resident service requests and reports how well the City is doing in achieving its' performance targets.

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What do we want to achieve? Deliverables

- Playbook for training a City team to intake work orders from the City's 311 office and close out orders in a timely manner
- Slide deck of recommendations that covers next steps for sharing the dashboard tool with residents and resources needed to maintain the dashboard tool
- Dashboard that follows the business requirements listed in the table on the second page of this document

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How will we get work done? Stakeholders

Project manager Primary contact with Delivery Associates + ensures things get done	Becky?
Project lead Provides strategic direction for project	David, Dan (when David's out)
Contractor Delivers project deliverables	Delivery Associates Learn more about Delivery Associates
Department lead Primary contact for providing direction on department needs	Sean?
Department lead support Also provides input + steps in when primary lead unavailable	Eric, Jitin?

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How will we get work done? Timeline

Start date

- Wed 11/9/22

End date

- TBD in 2023

Meetings

- Wed 11/9/22 - Project kickoff with Delivery Associates
- TBD

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Questions?

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Celebrating our values

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

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Build the Budget



Well-maintained infrastructure for roads and utilities
71 residents who left a voicemail mentioned improving roadways, typically citing specific problem streets in their neighborhood. Residents who responded to the online survey prioritized roads and utilities as top strategic initiatives as well.

Beautiful and functional neighborhoods across the City
In voicemails and survey responses, residents expressed desire for more beautiful and functional neighborhoods: better curbs and sidewalks, landscaping, neighborhood street lighting, better alleys, tree maintenance programs, etc.

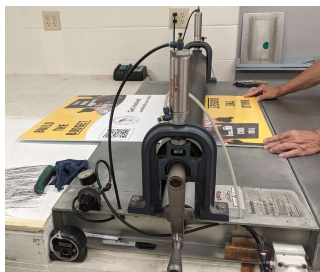
Safer communities through violence intervention initiatives
Residents mentioned public safety and violence intervention initiatives as top priorities to keep supporting with city funds. This theme came across voicemails, the online survey, and in-person activities.

Greater housing affordability
The top priority mentioned at in-person activities was affordable housing for all and for people experiencing homelessness.



In total we had **898** resident engagements:

- 136 online survey responses
- 179 people engaged with in-person budget table (stopped, asked questions, picked up material)
- 292 in-person budget game participants (envelope wall and trivia game)
- 285 voicemails collected by 311
- 6 residents attended the Community Action Group



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Community survey results for the Solid Waste team

How satisfied are you with the overall quality of trash collection services?



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SB Academy

Build your team's skills in topics like Excel, visual design, and more!

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Upcoming SB Academy classes

Intermediate Excel

- Mon 11/14
- 9am to 12pm

Advanced Excel

- Wed 12/14
- 1 to 4pm

If you'd like more specific training for your team, contact bphung@southbendin.gov or dfinley@southbendin.gov

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