



# SBStat | Customer Service

2022 Quarter 1 | March 28, 2022  
City of South Bend

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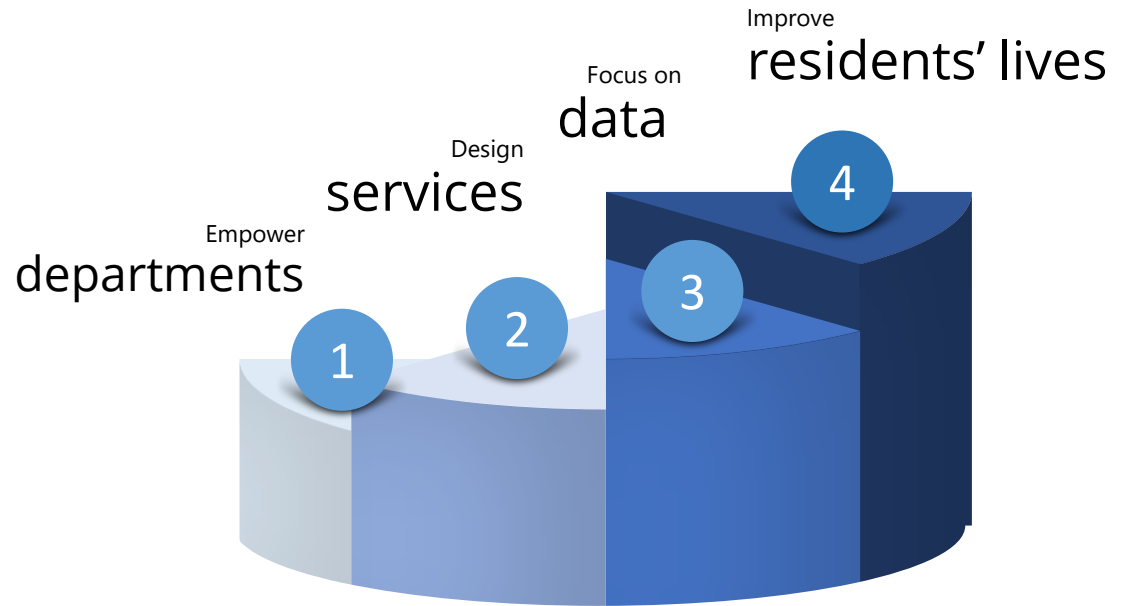
Why we're here

# Citywide Performance Management

## Our Goals:

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

## Our Process:

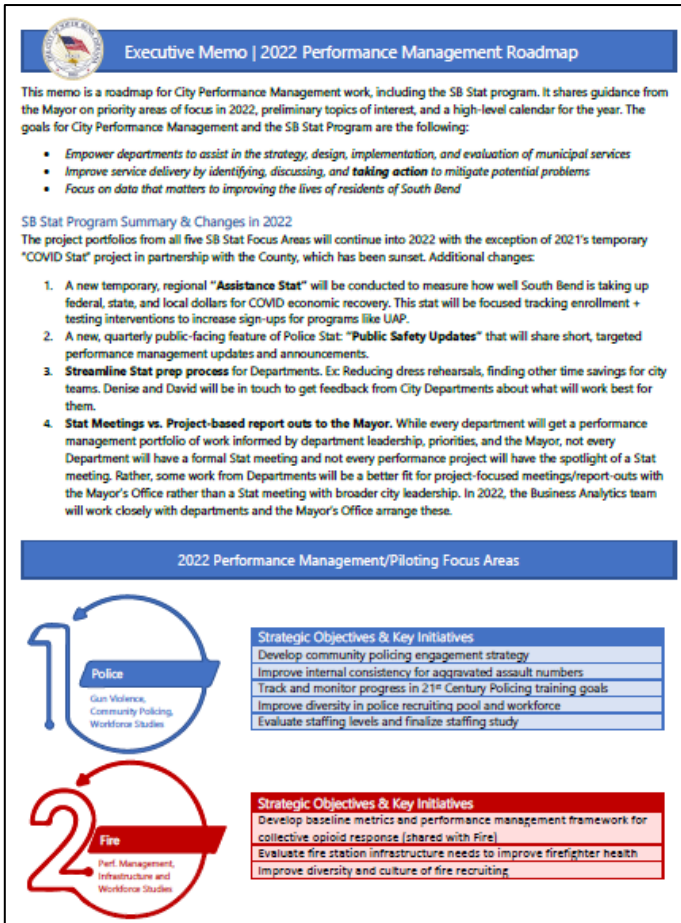


# This SB Stat Meeting

|                       | In the administration                                                                                                                                                        | In the community                                                                                                                                                              |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>EXCELLENCE</b>     | 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.             |
| <b>ACCOUNTABILITY</b> | 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.                          |
| <b>INNOVATION</b>     | 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.        |
| <b>INCLUSION</b>      | 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.      |
| <b>EMPOWERMENT</b>    | 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. |

# Streamlined SB Stat

A few process changes to note for 2022



**Executive Memo | 2022 Performance Management Roadmap**

This memo is a roadmap for City Performance Management work, including the SB Stat program. It shares guidance from the Mayor on priority areas of focus in 2022, preliminary topics of interest, and a high-level calendar for the year. The goals for City Performance Management and the SB Stat Program are the following:

- Empower departments to assist in the strategy, design, implementation, and evaluation of municipal services
- Improve service delivery by identifying, discussing, and **taking action** to mitigate potential problems
- Focus on data that matters to improving the lives of residents of South Bend

**SB Stat Program Summary & Changes in 2022**  
The project portfolios from all five SB Stat Focus Areas will continue into 2022 with the exception of 2021's temporary "COVID Stat" project in partnership with the County, which has been sunset. Additional changes:

- A new temporary, regional "**Assistance Stat**" will be conducted to measure how well South Bend is taking up federal, state, and local dollars for COVID economic recovery. This stat will be focused tracking enrollment + testing interventions to increase sign-ups for programs like UAP.
- A new, quarterly public-facing feature of Police Stat: "**Public Safety Updates**" that will share short, targeted performance management updates and announcements.
- Streamline Stat prep process** for Departments. Ex: Reducing dress rehearsals, finding other time savings for city teams. Denise and David will be in touch to get feedback from City Departments about what will work best for them.
- Stat Meetings vs. Project-based report outs to the Mayor.** While every department will get a performance management portfolio of work informed by department leadership, priorities, and the Mayor, not every Department will have a formal Stat meeting and not every performance project will have the spotlight of a Stat meeting. Rather, some work from Departments will be a better fit for project-focused meetings/report-outs with the Mayor's Office rather than a Stat meeting with broader city leadership. In 2022, the Business Analytics team will work closely with departments and the Mayor's Office arrange these.

**2022 Performance Management/Piloting Focus Areas**

| Area                                                                   | Strategic Objectives & Key Initiatives                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1 Police</b><br>Gun Violence, Community Policing, Workforce Studies | <ul style="list-style-type: none"><li>Develop community policing engagement strategy</li><li>Improve internal consistency for aggravated assault numbers</li><li>Track and monitor progress in 21<sup>st</sup> Century Policing training goals</li><li>Improve diversity in police recruiting pool and workforce</li><li>Evaluate staffing levels and finalize staffing study</li></ul> |
| <b>2 Fire</b><br>Pelt Management, Infrastructure and Workforce Studies | <ul style="list-style-type: none"><li>Develop baseline metrics and performance management framework for collective opioid response (shared with Police)</li><li>Evaluate fire station infrastructure needs to improve firefighter health</li><li>Improve diversity and culture of fire recruiting</li></ul>                                                                             |

Reducing dress rehearsals, pre-Stat formal meetings

- Save time for departments

Reduce general departmental project updates

- Allow Stat to focus cross-Departmental evaluation, innovation, analysis, and problem solving conversations across City Leadership

# Customer Service Portfolio Summary

SBStat projects in the queue for 2022

| Project                                                                                 | Brief Description                                                                                                      |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Leverage delinquency and code data to find best eviction prevention intervention window | Predictive analysis project informing a 311/EEE pilot                                                                  |
| More generous, efficient "shut-off" process                                             | New shut-off process map; preliminary analysis of process                                                              |
| Improve Solid waste missed pick-up and EPU policies                                     | Cost-benefit analysis + new policy recs                                                                                |
| Improve pothole response time                                                           | SLA analysis; Design and conduct pilot with streets; deliver pilot results                                             |
| Improve customer interactions with frontline Utility Staff                              | Analysis of post-call surveys; proposed scripts/processes for identified pain points                                   |
| 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 |

# Today's Agenda

I. Data overview from previous Stat meeting

II. Deep-dive analysis & discussion

- Resident feedback on why they pay utility bills in person
- Water shut off process improvement project
- 311 Peer Analysis, Resident Engagement Feedback

III. Celebrating our values

# Data overview from previous Stat meeting

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

# 311 KPIs | Year in Review

124,839

Data point 1 

Number of calls

.21

Data point 3 

Service requests per capita

5.8%

Data point 2 

Percent of calls that are transferred to another department

17%

Data point 4 

Percent of calls that result in a service request



# Deep-dive analysis & discussion

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

- Utility customer engagement project
- Water Shut-off Process Redesign
- 311 Usage Analysis + Recommendations

Ahead of operational changes, we engaged with residents who still pay their city utility bill in person.

## **Innovation | In the Administration**

*"...questioning habit and using evidence to continually improve."*

# Topic Agenda



Background



Survey set up



Questions



Responses



Considerations for moving the  
utilities office

# Background

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

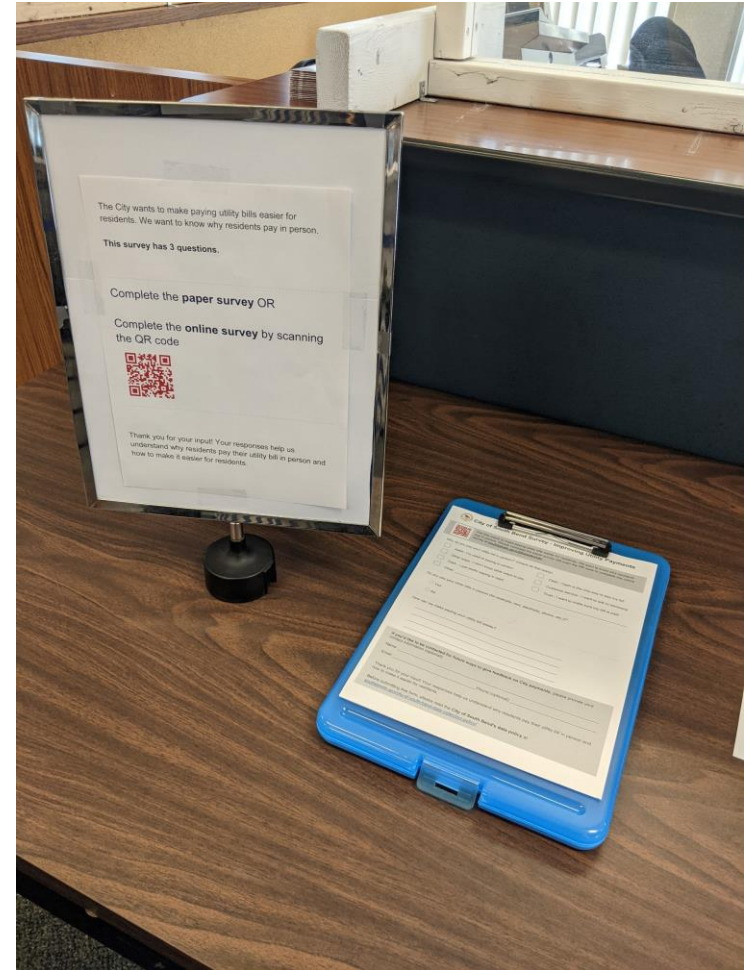
- Why residents prefer to pay in person vs. other options
- If they pay other non-City bills in person

We started a survey at the office on **March 2.**

# Drive thru (16 responses)



# In office (1 response)



# Online (0 responses)

12:29

English ▾

### City of South Bend Survey - Improving Utility Payments

The City wants to make paying utility bills easier for residents. We want to know why residents pay in person. Please answer the following 3 questions.

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

- Cash - Cash is the only way to pay my bill
- Habit - I'm used to paying in person
- Other ways - I don't know other ways to pay
- Trust - I want to make sure my bill is paid
- Cash - I just prefer paying in cash
- Customer service - I want to talk to someone

# Questions - English

Why do you pay your utility bill in [person?](#)\* (Check all that apply)

- |                                                                      |                                                                       |
|----------------------------------------------------------------------|-----------------------------------------------------------------------|
| <input type="checkbox"/> Habit - I'm used to paying in person        | <input type="checkbox"/> Cash - Cash is the only way to pay my bill   |
| <input type="checkbox"/> Other ways - I don't know other ways to pay | <input type="checkbox"/> Customer service - I want to talk to someone |
| <input type="checkbox"/> Cash - I just prefer paying in cash         | <input type="checkbox"/> Trust - I want to make sure my bill is paid  |
| <input type="checkbox"/> Other _____                                 |                                                                       |

Do you pay your other bills in person (for example: rent, electricity, phone, etc.)?[?](#)\*

- Yes
- No

How can we make paying your utility bill easier?

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# Questions - Español

¿Por qué paga su factura de utilidades en persona?\* (Marque todo que aplique)

- |                                                                         |                                                                                          |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Hábito - Estoy acostumbrado a pagar en persona | <input type="checkbox"/> En efectivo - El efectivo es la única forma de pagar mi factura |
| <input type="checkbox"/> Otras formas - No conozco otras formas de pago | <input type="checkbox"/> Atención al cliente - Quiero hablar con alguien                 |
| <input type="checkbox"/> En efectivo - Prefiero pagar en efectivo       | <input type="checkbox"/> Confianza - Quiero asegurarme de que mi factura está pagada     |
| <input type="checkbox"/> Otro _____                                     |                                                                                          |

¿Paga sus otras facturas en persona (por ejemplo: renta, electricidad, teléfono, etc.)?\*

- Sí
- No

¿Cómo podemos facilitar el pago de su factura de utilidades?

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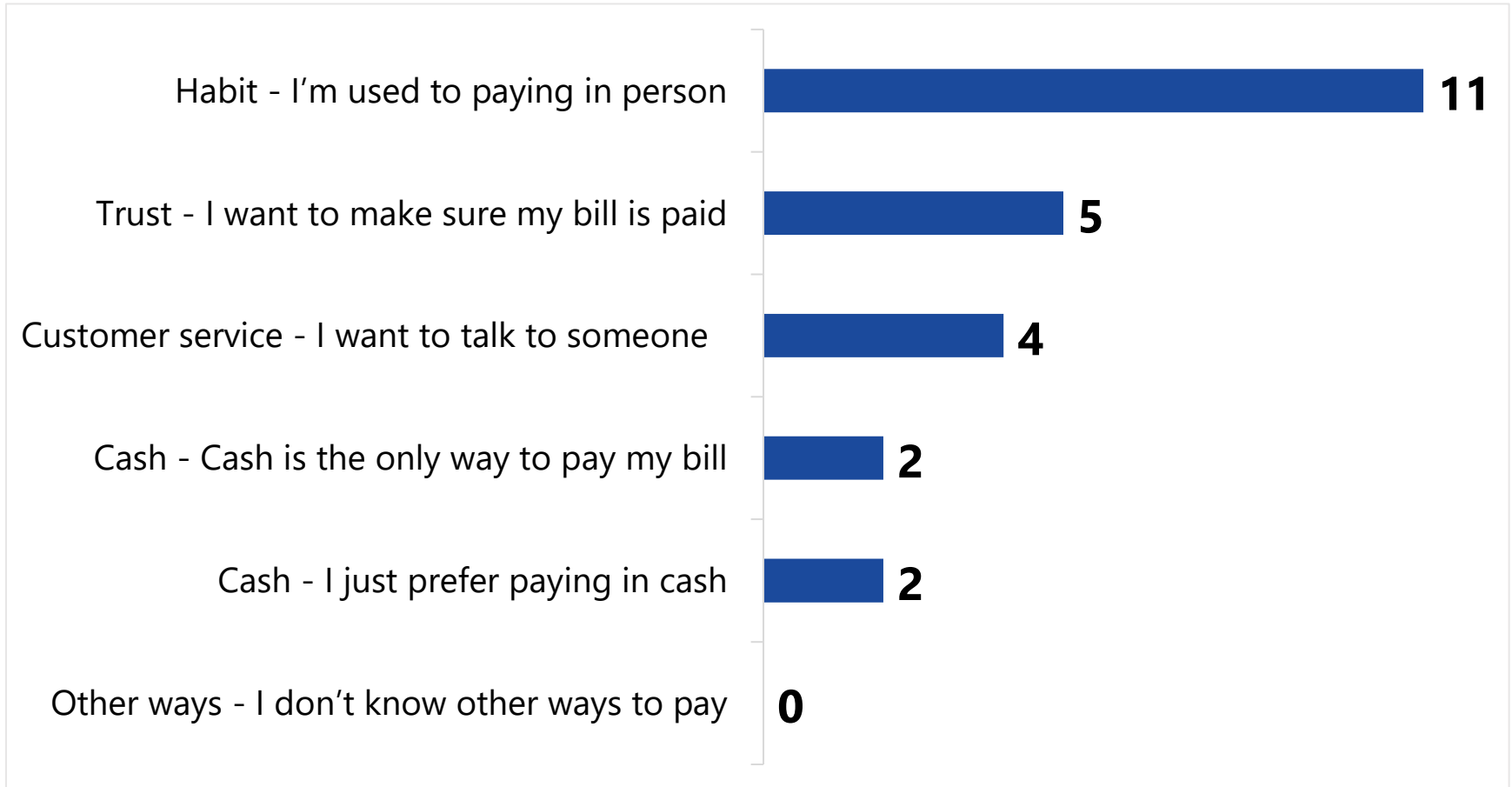
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# Q1 - Why do you pay your utility bill in person?\* (Check all that apply)



## Q2 - Do you pay your other bills in person (for example: rent, electricity, phone, etc.)?\*

| Response | %   | Count |
|----------|-----|-------|
| Yes      | 65% | 11    |
| No       | 24% | 4     |
| (Blank)  | 12% | 2     |

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

|                         |                                                                                                                                                                                                                                     |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Online payments         | <b>trying to do more online, no time</b>                                                                                                                                                                                            |
| Customer service        | <b>Gas and electric and telephone there is no more in person bill pay(?). I have to mail those. 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</b> |
| In person payment/habit | <b>I like paying my bills in person</b><br><b>Just used to paying like this</b><br><b>It is good now in my opinion!</b><br><b>So far everything is great coming to pay my Bills in Person.</b>                                      |
| Drive thru              | <b>Keep drive through open please</b>                                                                                                                                                                                               |
| Due dates               | <b>Stop changing due dates</b>                                                                                                                                                                                                      |

# Considerations for **Managing Change** for customers (i.e. closing office, Kiosks, drug store partnerships, etc.)

- No feedback indicated an attachment to paying downtown specifically
  - More about method ("I like talking to people" or "I like the drive-thru") than location
- Potential pushback against getting rid of the drive thru
  - Most survey responses came from the drive thru
- Paying in person seems to be more about habit/preference than ability
  - The top 3 reasons why people paid in person are **Habit, Trust, and Customer Service**

# Tips for Initiating Behavior Change for Customers

It's easier to transition to a similar behavior vs. changing altogether.  
How do we replace people's habit of going to the utilities office with a similar one that emphasizes **Trust and Customer Service?**

- "I like talking to a person." >>> Transition to 311, Future City Hall One Stop Shop Option
- "I like paying in-person" >>> Transition to drug store partnership locations
- "I like the drive thru" >>> Look into making at least one Kiosk drive-up
- "I'm used to doing this." >>> Make change easier through trainings, outreach, and giving notice of change for impacted customers

Developing a more **lenient,**  
**communicative, and connective**  
water shut off process

**Innovation | In the Administration**

*"...questioning habit and using evidence to continually improve."*

# Topic Agenda



Project Timeline & Background



Legal Framework & Constraints



Process Overview



Resident Feedback



Opportunities & Next Steps

# Project timeline

|                        |                                          |
|------------------------|------------------------------------------|
| <b>Week 1 – Mar 2</b>  | Scoped project                           |
| <b>Week 2 – Mar 9</b>  | Kicked off project + reviewed process    |
| <b>Week 3 – Mar 15</b> | Brainstormed ideas                       |
| <b>Week 4 – Mar 23</b> | Prioritized ideas                        |
| <b>Week 5 – Mar 30</b> | Draft ideas + model revenue/cost impacts |
| <b>Week 6 – Apr 7</b>  | Finalize ideas                           |
| <b>By end of April</b> | Present ideas to Mayor's Office          |





# Project Background

We will resume water shut offs in June 2022. We haven't done water shut offs since early 2020 due to COVID-19.

The Utility Forgiveness Program helped South Bend residents with current large balances. Moving forward, residents will still need to figure out a way to pay their pay on the time.

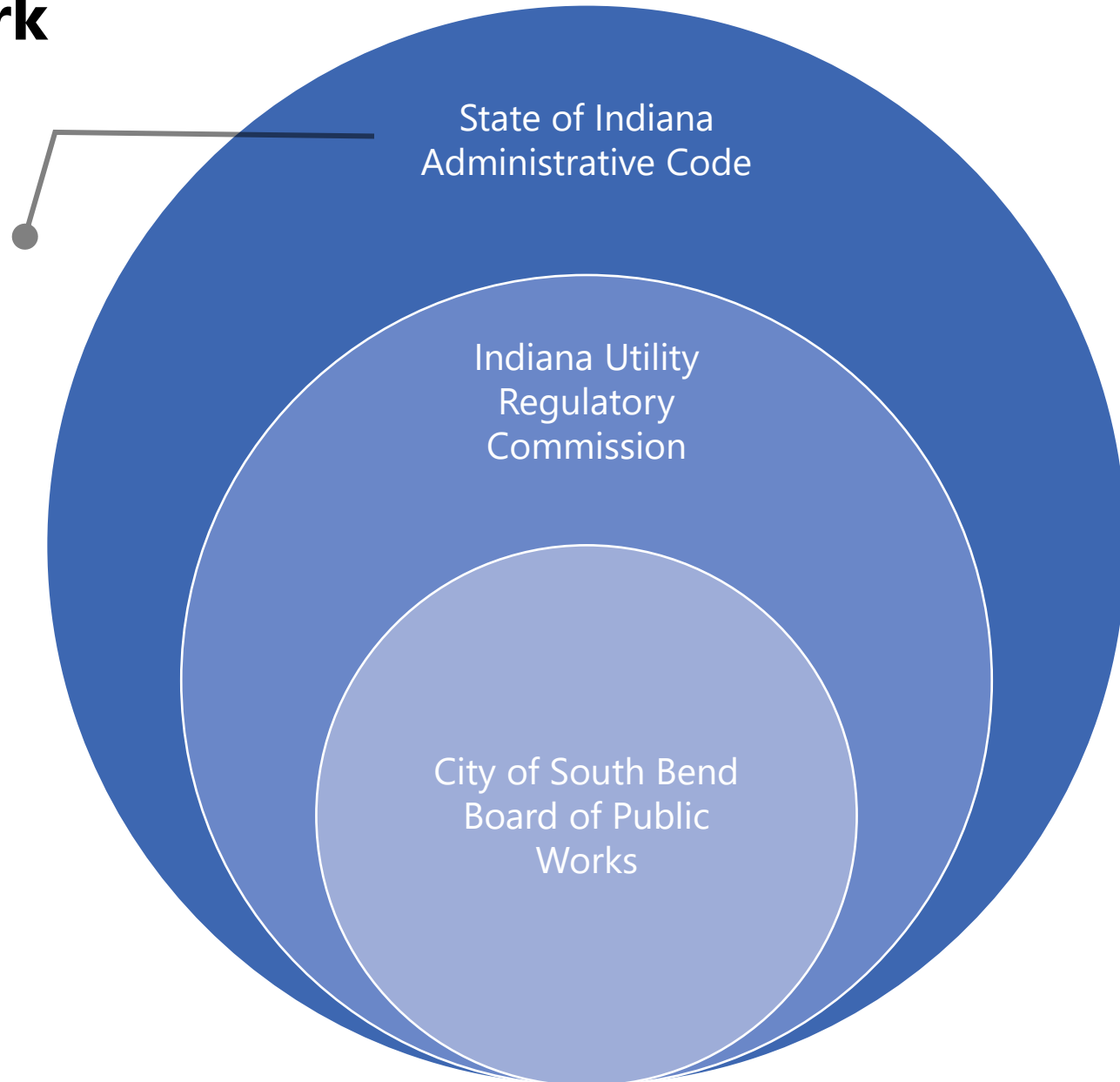
In our current state, residents who don't pay on time could accrue larger balances and not have running water. City utilities staff could go back and forth to turn water on and off, weakening valves and leading to breaks.

# Legal Framework

State Administrative Code uses **permissive language** on disconnection procedures, giving considerable discretion to local agencies

## **170 IAC 6-1-16** **Disconnection of service;**

*"...a utility, upon providing the customer with proper notice as defined in subsection (e), **may** disconnect service subject to the other provisions of this rule."*



# State Agency Jurisdiction over Water and Wastewater Utilities

| Type of Utility           | IDEM                          |                      |                        |                             |                         | IURC              |                       |                           |                | DNR        |       | ISDH       |       |            |
|---------------------------|-------------------------------|----------------------|------------------------|-----------------------------|-------------------------|-------------------|-----------------------|---------------------------|----------------|------------|-------|------------|-------|------------|
|                           | NPDES Permitting <sup>1</sup> | Construction Permits | Operator Certification | Monthly Report of Operation | Oversee Entity Start-up | Rates and Charges | Rules and Regulations | Territory Authority (CTA) | Water          | Wastewater | Water | Wastewater | Water | Wastewater |
| Investor-Owned Water      |                               | ✓                    | ✓                      | ✓                           |                         | ✓                 | ✓                     |                           | ✓              |            |       |            |       |            |
| Investor-Owned Wastewater | ✓                             | ✓                    | ✓                      | ✓                           |                         | ✓                 | ✓                     | ✓                         | ✓              |            |       |            |       |            |
| Not-for-Profit Water      |                               | ✓                    | ✓                      | ✓                           |                         | ✓                 | ✓                     |                           | ✓              |            |       |            |       |            |
| Not-for-Profit Wastewater | ✓                             | ✓                    | ✓                      | ✓                           |                         | ✓                 | ✓                     | ✓                         | ✓              |            |       |            |       |            |
| Water Authority           |                               | ✓                    | ✓                      | ✓                           |                         | ✓                 | ✓                     | ✓                         | ✓              | ✓          | ✓     | ✓          | ✓     | ✓          |
| Municipal Water           |                               | ✓                    | ✓                      | ✓                           |                         | ✓                 |                       | ✓                         | ✓ <sup>3</sup> | ✓          | ✓     | ✓          |       |            |
| Municipal Wastewater      | ✓                             | ✓                    | ✓                      | ✓                           |                         |                   |                       |                           |                | ✓          |       |            |       | ✓          |

- The Commission (IURC) mainly regulates the economic aspects of a utility, ensuring that its rates are reasonable
- Rules and regulations typically approved at the local level

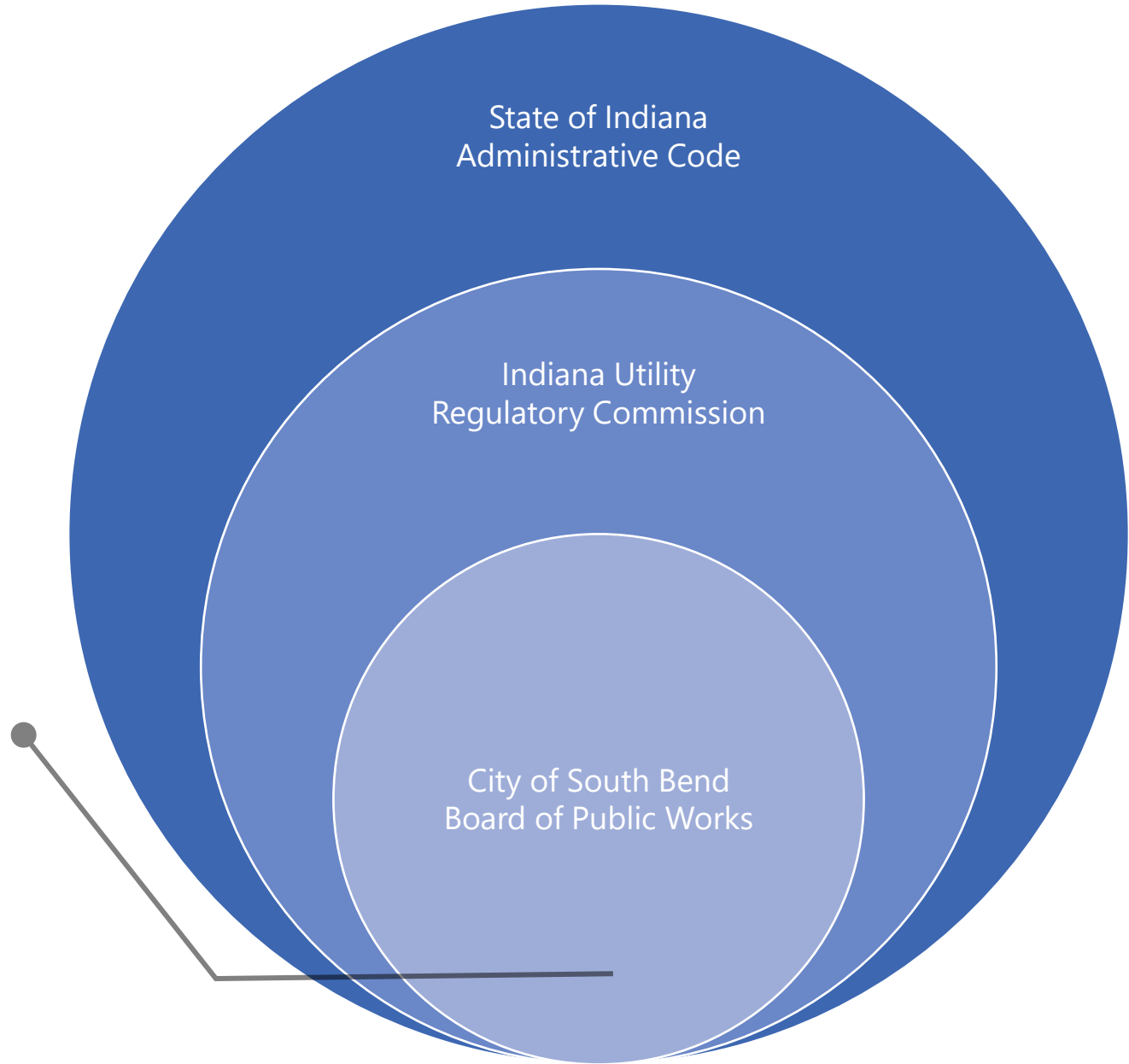
Source: 2021 Indiana Utility Regulatory Commission Annual Report

## Background

- SBMU Rules and Regulations last revised in June 2019
- Language on disconnection procedures modeled largely off of State Administrative Code

## Key Takeaway

- Therefore, significant process changes may need to be approved by the Board of Public Works



# Constraints to fundamental process changes

- Though the City is not required to conduct shut offs, it is “the stick” the City uses to incentivize utility bill payment
  - Reducing the number of water shut offs may negatively impact the rate at which the City collects revenue from utility bills
- Enterprise fund limitations
  - Local governments are, in most instances, not allowed by statute to transfer monies between enterprise operation funds and their general fund except under special circumstances
- Restrictions on tax liens and water service charges

# Opportunities

We have utility data that helps us identify payment patterns, who's most at-risk for water shut offs, where they could happen the most, etc.

We have legal flexibility to explore less stringent penalties for bill delinquency and their impact on revenue forecasts

We could prevent water shut offs by being:

- **More lenient**
- **More communicative**
- **More connective**

# Water shut off bill process

June

|  |
|--|
|  |
|  |
|  |
|  |

Sent – **Day 1**

June bill: \$50

Due date – **Day 21**



**Day 25**

June bill - IVR #1



# Water shut off bill process

July

|  |
|--|
|  |
|  |
|  |
|  |

Sent – **Day 1**

June bill: \$50 + \$5

July bill: \$50

Due date – **Day 21**



**Day 25**  
July bill - IVR #1





# Water shut off bill process

August

Sent – **Day 1**

June bill: \$50 + \$5

July bill: \$50 + \$5

August bill: \$50 + \$33

*You could get your water shut off if you don't pay*

Due date – **Day 21**



**Day 15**  
July bill - IVR #2



**Day 22**  
July bill - IVR #3



**Day 25**  
August bill - IVR #1

# Water shut off bill process

August

OVERDUE

**Day 2**  
Insurance claim

Sent -

Electric bill

**Day 3**  
Lucy's piano teacher

Tina's Graduation Party

**Day 15**  
July bill - IVR #2

RSVP

Free tires!!!

**Day 18**  
Doctor's office

Au

**Day 22**  
July bill - IVR #3

OVERDUE

your

**Day 24**  
Brenda

Medical claim



**Day 25**  
August bill - IVR #1

**Day 27**  
Daycare

**Day 30**  
Mom

# Hearing from residents

Quotes are from the [Utility Relief Inquiry Form](#) (after Utility Relief announced March 2, 2022)

**3/2/2022**

I am in dire need with my water bill!!

I have been calling every place I can think of that helps with utilities but to no avail!!

I'm not sure if the utility relief is planning on helping me before leaving this message but I sure can use it like yesterday!!

I am a single Mother to 5 kids with no job pls help!!

# Hearing from residents

Quotes are from the [Utility Relief Inquiry Form](#) (after Utility Relief announced March 2, 2022)

**3/3/2022**

Inquiring about my having (our) my water bill paid!

My husband Frank had Advanced Stage, Metastatic Prostate Cancer for 10 yrs. and he died 08/15/2021 in my arms at home.

His last couple of years were truly bad.

We got behind in all of our utility bills, but the water bill is the worst.

And now on Widow's Benefits, I'm having trouble just barely getting anything paid.

I would so appreciate having my water bill paid! Thank you in advance.

# Hearing from residents

Quotes are from the [Utility Relief Inquiry Form](#) (after Utility Relief announced March 2, 2022)

**3/3/2022**

My water bill is at 1,640.13

and I have no way to get it pay up in time when I already have highly rent and other utility bills to pay.

I would really like some help.

# Hearing from residents

| Opportunities             | Challenges                                                                                                                                                        |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>More lenient</b>       | <ul style="list-style-type: none"><li>• I didn't have enough money when my bill was due</li><li>• I had other bills to pay</li></ul>                              |
| <b>More communicative</b> | <ul style="list-style-type: none"><li>• I didn't know how much to pay and when</li></ul>                                                                          |
| <b>More connective</b>    | <ul style="list-style-type: none"><li>• I didn't know how I can get help to pay my bill</li><li>• I likely don't have information about other resources</li></ul> |

# Ideas

## More lenient

### Flexible payment

Promise to Pay – delay shut off 15 days (existing)

Installment Agreement – catch up on bill over 3 months (existing)

0% interest loans through [Promise](#) or other groups

Criteria for shut off (income, seniors/families, etc.)

### Software

Interactive work orders – payment immediately deletes water shut off (existing)

### Documentation

Documentation for field processes

# Ideas

## More communicative

### Redesigning materials

A more distinguishable bill

Envelope has overdue message

Informational insert

### Outreach

Press release

Rename process to "Connection process"

Before June, send notice to customers with large balances

Educate about Installment Agreement program

### Calls

Limiting calls so resident doesn't get confused

State amounts in automated calls need to pay



# Ideas

## More connective

### Redesigning materials

Flexible payment + assistance programs on the bill

Flexible payment + assistance programs on the insert

### Outreach

Contact UAP members to inform of LIHEAP

Targeted outreach for assistance programs based on utility relief data (existing)

### Enroll in programs

Require UAP application before turn on water

# Project timeline

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# Discussion questions

- Is there other criteria the City should consider when residents face water shut off?
  - For example, “The City will not conduct water shut offs...
    - ...on days when the school system is closed”
    - ...for homes with children”
    - ...for accounts enrolled in assistance programs and making a reasonable monthly payment”
- Are there other “sticks” the City can use to incentivize utility bill payment?

To improve equity of services and service delivery, benchmarking 311 use to peers + engaging with residents on 311 awareness.

## **Excellence | In the Administration**

*"... establish South Bend as the best in the state, and/or in the top 25% nationally."*

# Overview

- Background
- 311 usage across city + city comparison table
- Resident Engagement Process
- Resident Takeaways
- Proposed Actions

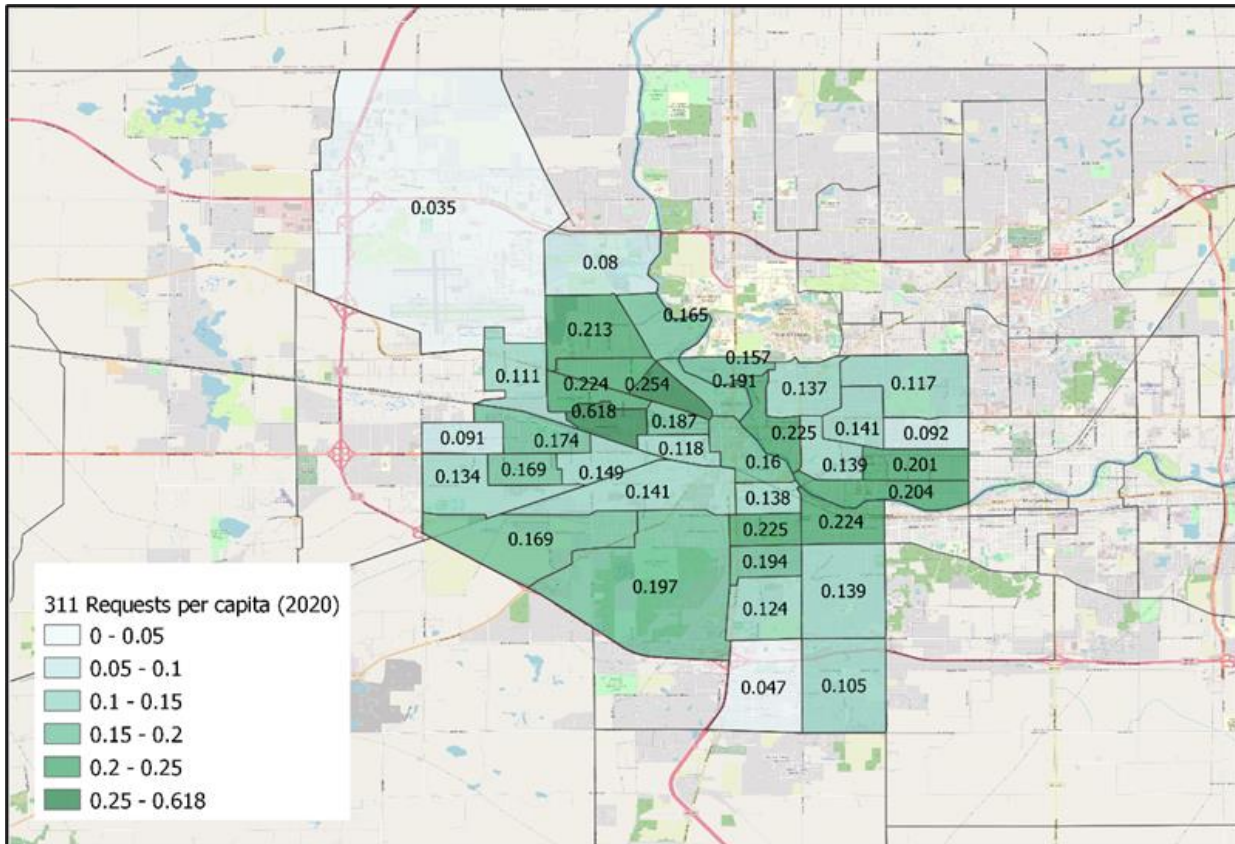
# Background

Partnered with former Bloomberg Fellow, Juliahna Greene, to analyze 311 usage and provide recommendations to optimize usage locally.

Questions:

- Based on peer cities, how well utilized is 311 currently?
- Any equity/access concerns to address in future planning?
- General best practice recommendations based on other cities + resident feedback

# 311 per capita across South Bend by census tract




**\*Note:** per capita analysis across city is helpful as an estimate of equitable usage, but not a perfect indicator

# City Comparison: 311 per capita

| City                  | Population | 311 Requests per capita | Modes                                        |
|-----------------------|------------|-------------------------|----------------------------------------------|
| Grand Rapids, MI      | 198,401    | 0.406                   | App, Call Center, Email, Website, In- Person |
| Hamilton, OH          | 62,182     | 0.058                   | App, Website                                 |
| Hampton, VA           | 135,041    | 0.392                   | App, Call Center, Email, Website             |
| Mankato, MN           | 42,093     | 0.107                   | App, Call Center, Email, Website             |
| McAllen, TX           | 141,968    | 0.835                   | App, Call Center, Website                    |
| Miami Dade County, FL | 2,717,000  | 0.184                   | App, Call Center, Email, Website             |
| Revere, MA            | 53,692     | 0.130                   | App, Call Center, Email, Website             |
| Somerville, MA        | 80,906     | 1.323                   | App, Call Center, Email, Website             |
| South Bend, IN        | 101,393    | 0.155                   | Call Center, Website, Email                  |
| St. Petersburg, FL    | 261,338    | 0.336                   | App, Call Center, Email, Website             |



# Resident Engagement Sessions



CITY OF  
**SOUTH BEND**

**CALLING ALL POTENTIAL  
FOCUS GROUP  
PARTICIPANTS**

Interested in providing your feedback on the city of South Bend's 311 service? Join one of the city's one-hour focus group sessions. To thank you for your participation, you'll be provided with dinner and a \$25 gift certificate.

Focus group sessions will be held on Tuesday, December 14th, 7:00-8:00PM EST and Thursday, December 16th, 7:00-8:00PM EST at the Charles Martin Youth Center at 802 Lincoln Way W.

★

**RSVP HERE: [WWW.BIT.LY/311SOUTHBEND](http://WWW.BIT.LY/311SOUTHBEND)**

To illuminate usage data across the city, qualitative data was collected from customers via focus groups.

- 3 Focus Groups in December 2021
- Recruited via westside neighborhoods
- 36 residents
  - Each 5+ years living in South Bend
  - >50% Black
  - Ages range from 25-75
  - A third had never heard of 311

# Compelling Quotes

"I don't check my mail for a week at a time, but I never miss the flyers that come home with my kids."

"On a whim, I called about a hanging wire. Who knew you could call 311 for something like that?"

"After this, I want to help spread the word about 311. I could even advertise the service in my salon."

# Compelling Quotes II

"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."

"Show me that 311 can get the job done and I'll start using the service."

"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."

# Takeaways

- Customer themes:
  - Prove/show the value to me and I'll buy in
  - Bad experiences are chilling
  - We want to hear more in more places
  - We can help

# Takeaways + 2022 Pilot Ideas

- Customer themes + Corresponding Pilots/Actions:
  - Prove/show the value to me and I'll buy in
    - Storytelling/campaigns on change, resolved issues
  - Bad experiences are chilling
    - Keep monitoring repeat call situations, new post-call surveys
  - We want to hear more in more places
    - New advertising: School flyers, Library partnerships (ex: 311 stations)
    - More: Social media, radio, Transpo
  - We can help
    - 311 Ambassador/Navigator Program

# Celebrating our values

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



# Celebrating our Values

Utility Forgiveness



see the difference  
SOUTH BEND · ELKHART · ST. JOSEPH

HOME

NEWS

WEATHER

SPORTS

ABOUT US

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## Almost 5,000 South Bend households will receive relief on utility bills

By: Matt Nagy

Posted: Mar 2, 2022 7:40 PM EDT



**NOW:** Almost 5,000 South Bend households will receive relief on utility bills



# SBStat | Customer Service

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City of South Bend

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