

SBStat | Customer Service

Quarter 1 | March 29, 2021
City of South Bend

Ground rules for SB Stat Meetings

1. No stupid questions

Use this space to ask and address difficult questions safely

2. Data-driven decision making

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

3. Relentless follow-up

Identify clear action items and owners after each meeting

4. A bias towards action

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

Questions to Consider

- What are the next steps on this project? Who's going to own it?
- Do we have the data we need to make a good decision? If not, how can we get that data?
- Is there a strategy or hypothesis on this issue we want to test during the next quarter?

Today's Agenda

I. Project updates from previous Stat meeting

II. Data overview from previous Stat meeting

III. Deep-dive analysis & discussion

- First Call Resolution
- 311 Departmental Agreements
- Impact of enQuesta Implementation on 311 Calls

IV. Taking action

- Identifying clear action items and owners




V. Celebrating our values

Highlights from the past quarter

Updates from previous Stat meetings

Customer Service Portfolio Summary

Status of SBStat projects in the queue for 2021

Project	Brief Description	Status
Bloomberg Innovation Support - Economic Relief from Utility Bills	South Bend was selected to participate in a national city cohort where cities are tackling timely challenges, utilizing best practices from other cities, Bloomberg, and its partners.	
Service Level Agreements Revamp	A Service Level Agreement is a contract between a service provider (311) and its customers (departments) establishing the expected amount of time it will take to deliver a service	
First Call Resolution	Finding which topics (KBAs) get the most repeat callers, with the goal of reducing the number of repeat callers	

Legend



Project on schedule



Project delayed



Project cancelled



Project under consideration

Bloomberg Innovation Support

- Overview & Purpose
- Next Steps



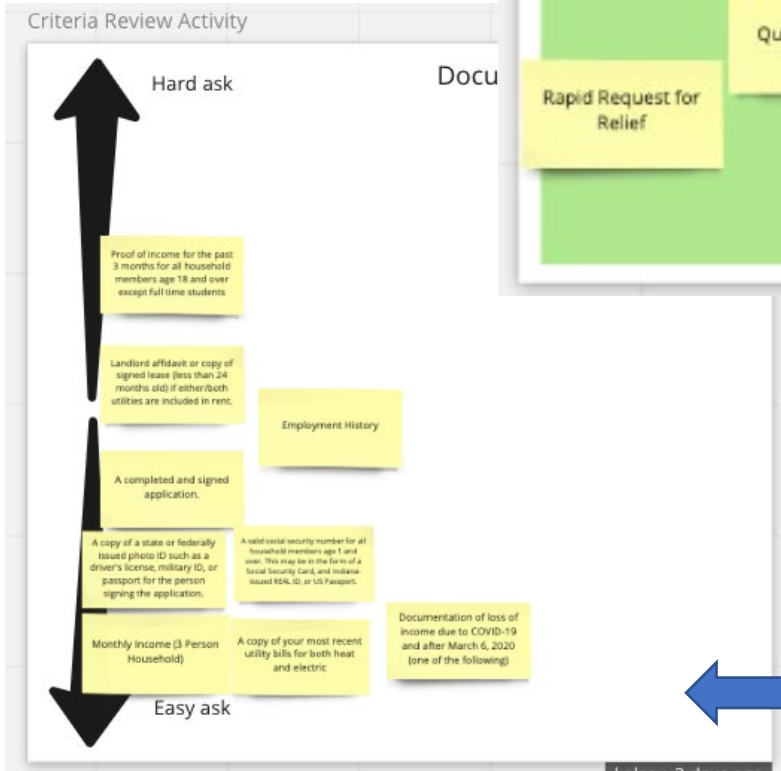
Overview & Purpose

How can South Bend approach utility forgiveness, repayment, and relief in wake of COVID economic hardship to meet the needs of our most vulnerable residents?

Next Steps

- Prototyping & testing with residents
 - Universal application for assistance
 - Addressing the problem that it can be difficult for residents to apply to many programs
 - Engagement Incentives for Hard-to-Reach Voices
 - Addressing the problem getting feedback from vulnerable/busy groups, addressing the problem of high utility bills and assistance uptake
- Refining & testing
 - Both teams are meeting with residents to get feedback on our low-fidelity prototypes. We'll use this feedback to continually improve our ideas.

Team 1 "The One Stop Shop"



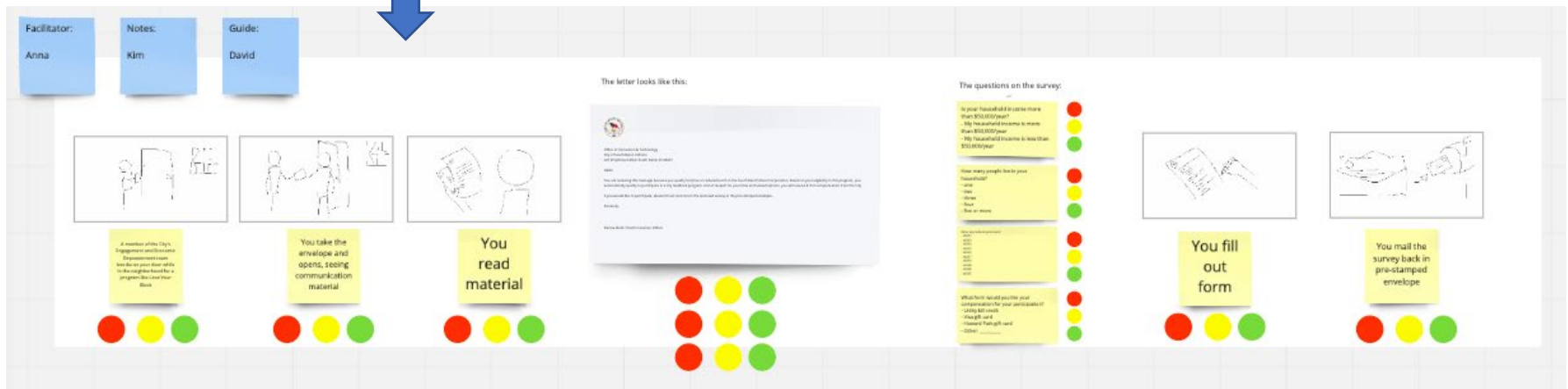
Testing potential names for the form

Learning about the applicant effort involved in common components of assistance applications

Team 2 Engagement Incentives for Hard-to-Reach Voices

Getting feedback
on communication avenues

Walking residents through a
storyboard on how they would
potentially interact with the
program



Digital Services Portfolio

- Online Service Request Marketing
- Service Tracker Readiness



Online Service Requests

- Planned weekly social media pushes for existing online service requests, starting with pothole requests
- Goal: move people who would normally call 311 to the portal
- Measuring impact: tracking number of service requests submitted through the portal
 - Tracking residents moving from phone to portal, as well as people who didn't call but are now using the portal

Example Posts



Current State Metrics

- Currently, 12% of requests on eligible services are submitted through the portal since launch on 10/27/20
 - 20% of pothole requests are via portal (25 out of 122)
 - 10% of plugged catch basin requests via portal (5 out of 48)
 - 0% of street painting requests via portal (0 out of 4)

Service Tracker Readiness

- Online Service Request Readiness
 - Splitting up General Service Requests
 - VPA - Facilities & Grounds and Recreation
- Service Tracker Readiness
 - Solid Waste
 - Streets

Data overview from previous Stat meeting

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

Customer Service Dashboard

- [Link to Dashboard](#)
- 33,361 calls since 1/1/21
- Top KBAs since 1/1/21
 - Account Number for Utility Bill (4,499 calls)
 - Account Balance and Due Date (2,989 calls)
 - Request an Extra Trash Pick Up (2,771 calls)
 - Payments for Utility Bill (1,613 calls)
 - No Article Found – 311 Office (1,098 calls)

Deep-Dive Analysis & Discussion

Diving deep into key initiatives undertaken to improve City performance

- First Call Resolution
- Departmental Agreements & SLAs
- Impact of enQuesta on Utility Calls

First Call Resolution

- Background / Context
- Options to track performance

Recap of Last Quarter

- Goal: Reduce the number of repeat callers
 - We want to reduce extra work for residents requesting services, as well as the amount of rework for City employees
- We compared the analysis to first call resolution percentages of other cities
- In the previous analysis we defined repeat callers as the same account calling twice or more in the same month about the same KBA

Defining First Call Resolution

- First Call Resolution (FCR) is a term used in call and contact centres to measure the number of customer support queries successfully resolved first time.
 - [Via mycustomer.com](https://mycustomer.com)
- FCR by definition refers to resolving a customer's issue in a single interaction, without your customer having to follow up or contact you again.
 - [Via freshdesk.com](https://freshdesk.com)

Calculating First Call Resolution

Total number of calls resolved correctly on the first attempt

Total number of calls in a given timeframe

Discussion Questions

- Do we want to distinguish between informational calls and calls that result in a service request?
 - Informational calls – 311 answers questions about a service or program
 - Calls resulting in a service request – 311 submits a service request to a dispatch team on behalf of the resident
- What's the best way to share these metrics?
 - Operations dashboard, weekly reports form 311, SB Stat meetings, etc

311 Departmental Agreements

- Background / Context
- Options to track performance

Departmental Agreements

Contract

- Roles and responsibilities of departments, 311, and Business Analytics

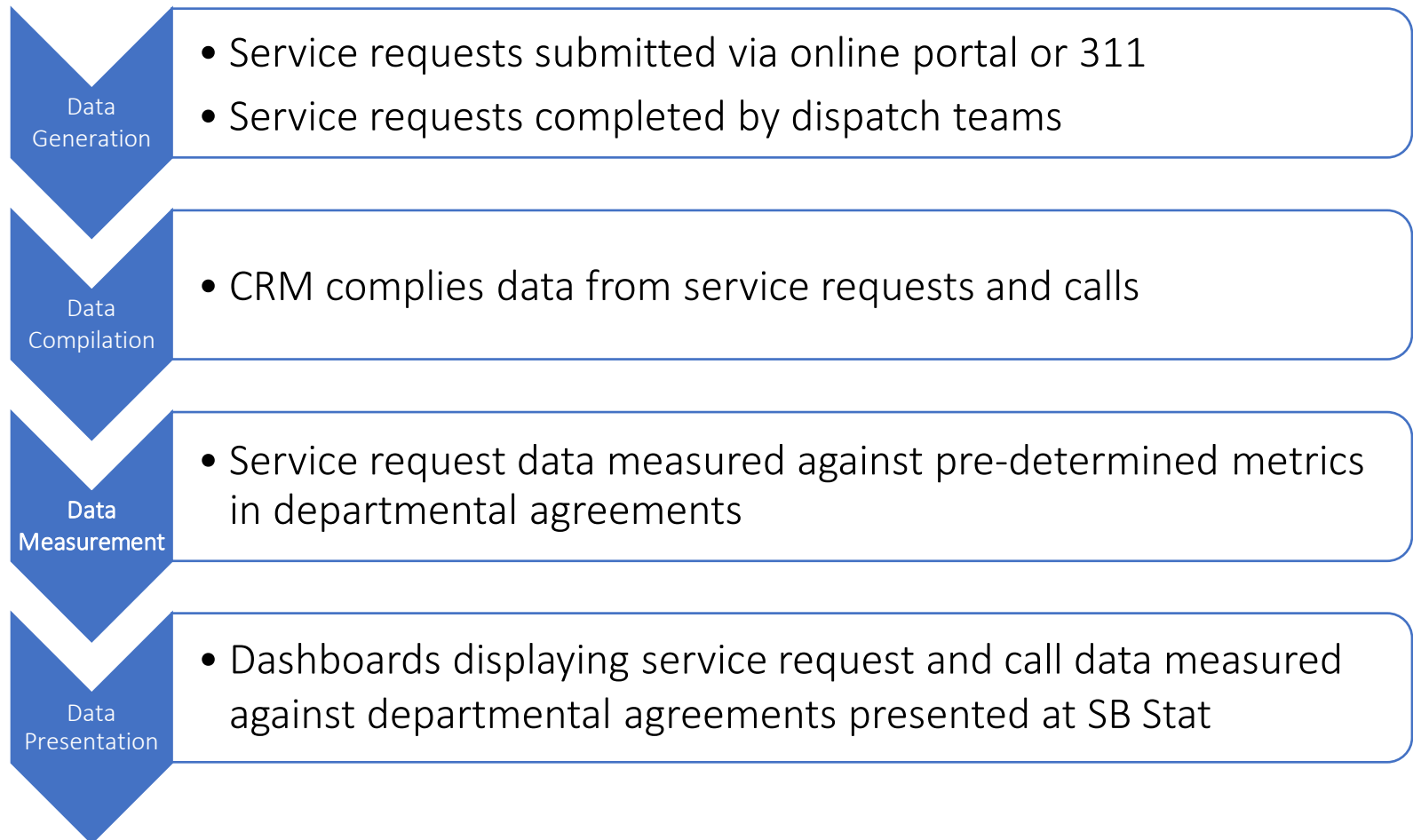
Service Level Agreements (SLAs)

- Agree upon time it takes a department to complete a service request

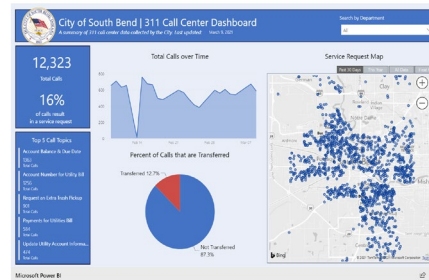
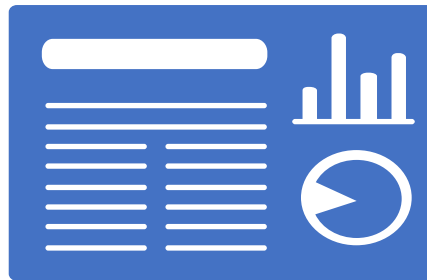
Knowledge Articles (KBAs)

- Informational articles about city services available to 311 and to residents

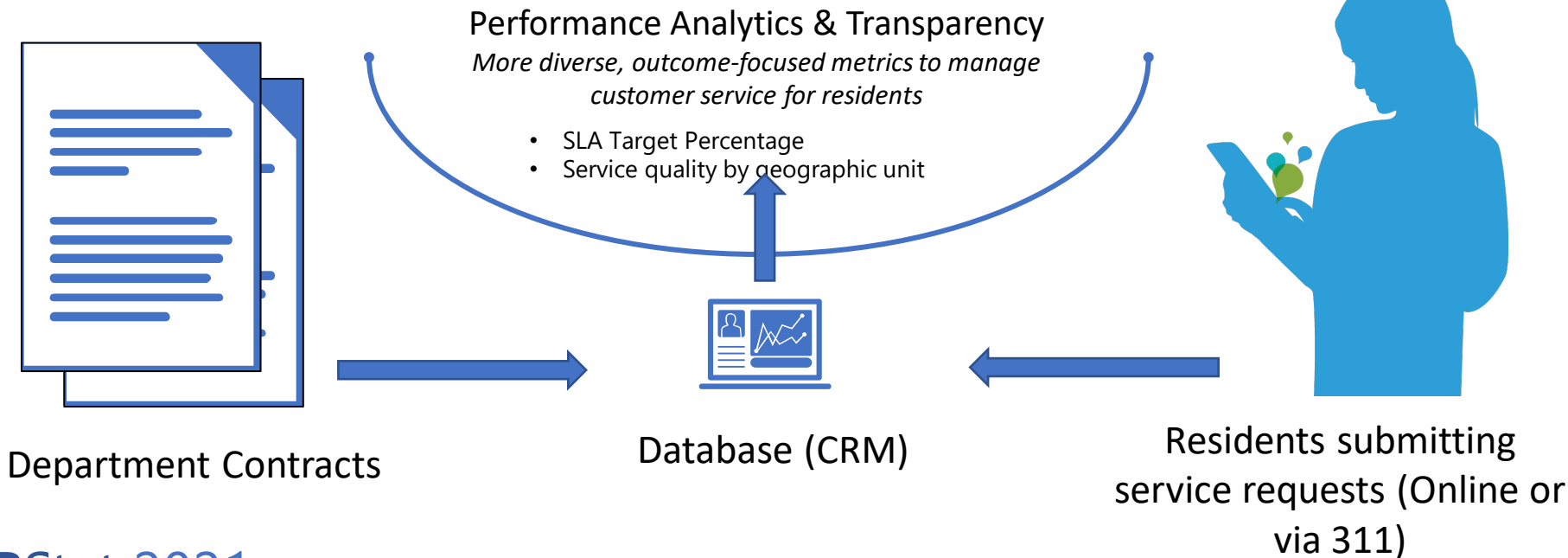
Performance Management Framework for South Bend Customer Service



Connecting Customer Service to City-wide Performance Management Framework



- Current quarterly statistics
- Total calls by department
 - Service requests by department



Next Steps

- Denise to (re)introduce 311 departmental agreements at Department Heads meeting
- I&T to meet with departments to review and update SLA times and written contracts

Meeting Overview

- Written Contracts
 - Review updates to previous contracts
- KBAs
 - Review List of KBAs
 - Review "No Article Found" notes
- SLAs
 - Confirm service types correspond to service form definitions identified
 - Review existing SLA times for service form definitions, using CRM data on time to complete a service request
 - Review service form definitions with no existing SLA
- (Optional) Online Service Requests

Timeline

Tasks	Status	Jan	Feb	Mar	Apr	May	Jun
Update written contracts	Ongoing	●			●		
Develop meeting template	Completed		●	●			
Gather and organize information on current state	Ongoing		●		●		
Determine order/priority of dept meetings	Completed		●	●			
(re)introduce departmental agreements	Planned				●	●	
Send out meeting materials to departments	Not Started				●		●
Meet with departments to review agreements	Not Started				●		●
Update agreements based on meetings	Not Started					●	●

Discussion Questions

- What's the best way to share these metrics?
 - Operations dashboard, weekly reports form 311, SB Stat meetings, etc
- What should our expectation on meeting SLAs be?
 - In the past, 311 has used the goal of hitting SLA times on 80% of Service Requests
- How can we hold 311, departments, and Business Analytics accountable for their roles in the 311 Departmental Agreements?

Impact of enQuesta Implementation on Utility Calls

- Background
- Available Data & Analysis
- Options to Improve Performance

Background

- The Utilities team launched a new billing software, enQuesta, on 1/19/21
- Initially, 311 has had limited access to the application and connected residents to the Utility through service requests in CRM

Dashboard

- Considerations
 - Interaction time is the amount of time a liaison has a KBA open during a call and so is not a perfect match for call time
- [Link](#)

Takeaways

- Utility call volume increased once enQuesta went live
 - Call volume was usually around 2,000-2,500 between May 2020 and January 2021
 - Call volume peaked in February 2021 at 7,400 calls
- The KBA South Bend Municipal Utilities interaction time increased dramatically after enQuesta go-live
 - Increased from 6 seconds to 595 seconds

Takeaways





- The amount of calls transferred for more information and escalated calls have also increased since implementation
 - Number of transferred calls also peaked in February 2021 at 1,388
 - The percentage of transferred calls has continued to increase and is at around 30% of calls for March 2021
 - Top transferred call topics include Account Balance & Due Date, Account Number for Utility Bill, and Create an Online Account for Utility Portal

Taking action

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

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First Call Resolution	Finding which topics (KBAs) get the most repeat callers, with the goal of reducing the number of repeat callers	
311 & enQuesta	Analyzing impacts of enQuesta implementation on calls to 311	

Legend



Project on schedule



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Project under consideration

Celebrating our values

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

Celebrating Our Values



Cynthia received this voicemail from a resident

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