SBStat | Customer Service

2021 Quarter 3 | September 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.

Customer Service Portfolio Summary

Status of SBStat projects in the queue for 2021

Project	Brief Description	Status
Utility Assistance Program Redesign	Revamp and improve the Utility Assistance Program (UAP)	🟢
311 Call Transfer Survey	Understand residents' experience when 311 call transfers to another department	✅
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	🟢
Online Service Portal Strategic Communications	Developing evergreen digital content to promote online service portal usage	🟢
Customer Service Audit	Auditing the accessibility of customer service interactions residents have with the City	🟢
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.	✅

Legend 🟢 Project on schedule 🟡 Project delayed 🔴 Project cancelled 🟠 Project under consideration

Today's Agenda

I. Project updates from previous Stat meeting

II. Deep-dive analysis & discussion
- Solid Waste Program Deep-dive
- 311 Call Transfer Survey

III. Taking action
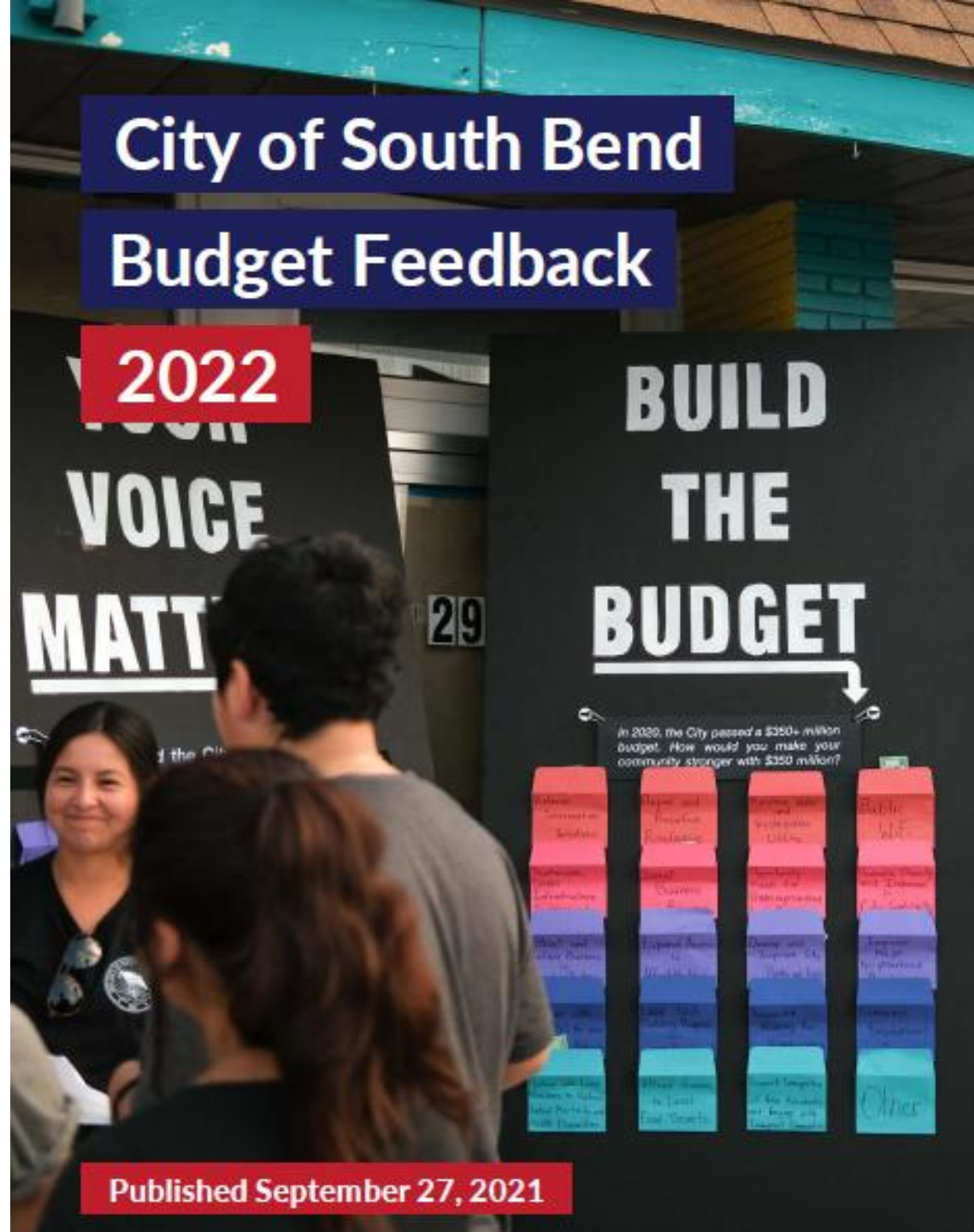- Identifying clear action items and owners

IV. Celebrating our values

Project Update 1 - Build the Budget

- In total the City had
  - 807 resident engagements:
    - 140 online survey responses
    - 228 in-person budget game participants
    - 115 attendees of the Mayor's Community Action Group Discussions
   - 324 voicemails collected by 311

Executive Summary

Across the 807 engagements, several themes surfaced over and over:

Respondents want **well-maintained infrastructure**. Residents want to invest in and improve city infrastructure. 69 voicemails mentioned street repair. This was the most popular voicemail topic. Online survey respondents prioritized roadway repaving and repair for the 2022 budget cycle.

South Bend residents want **safe, beautiful neighborhoods**. In voicemails, games, and online responses, residents articulated a desire to invest in shared assets in our neighborhoods. Specifically, sidewalks, streetlights, lighting, and alleys.

Survey respondents want **housing support and resources – especially for the homeless**. Residents expressed concern about potential evictions and expressed support for permanent supportive housing.

Across investments and programs, residents want **systemic inequities addressed**. Residents, especially those engaging in person at Community Action Group Meetings, expressed concern over inequitable investments as well as diversity in city contracts and purchasing.
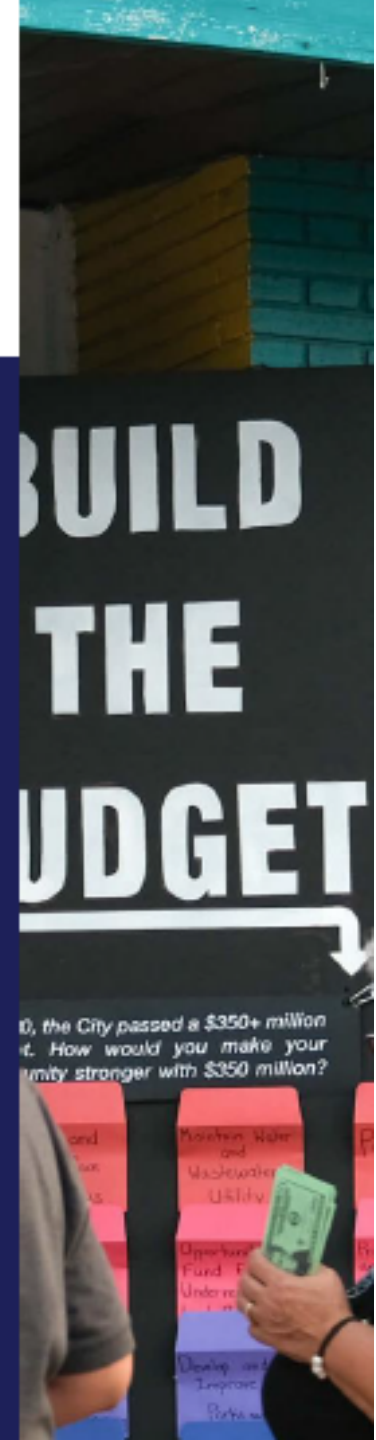
Project Update 2 - Utility Assistance Program Redesign

- Process + System Go-Live in mid-December

- Done:
  - Process maps/program design

- In progress:
  - Automation
  - Documentation and training
  - Current Customer Outreach (data collection)
  - Stakeholder Coordination
    - Real Services
    - SJCPL

Project Update 3 - Utility Data Update

- There are 7,798 total delinquent accounts
  - 3,885 are over 90 days delinquent

- Cost estimate for forgiving all 7,798 delinquent accounts of their bill that is 60+ Days past due: $1,808,251

- Cost estimate for forgiving all 7,798 delinquent accounts of their bill in the current pay period and 30+ days overdue: $3,300,303

Note: Data estimates are as of September 27

Project Update 4 - Service Level Agreement Update

- Public Works has worked with division directors to update SLA times for each team. Draft times are currently being reviewed by I&T for final questions, concerns, etc.

- Draft SLA times are available in the appendix section of this slide deck

Deep-dive analysis & discussion

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

- Solid Waste Program Deep-Dive

- 311 Call Transfer Survey & Analysis

Solid Waste Data Deep Dive – Trends, Hot Spots, & Insights

Background & Best Practices

Available data & Analysis

Insights and discussion

Hallmarks of great customer journeys

Define journey **metrics** and **governance** system to continuously improve

Define clear customer-experience **aspiration and common purpose**

Use customer journeys to **empower front line**

Customer journeys

Develop deep understanding of **what matters to customers** to inform journey redesign

Innovate journeys, including **digital and design thinking**

Use **behavioral psychology** to manage customer expectations

McKinsey&Company | Source: McKinsey analysis

Best Practice Synthesis
Solid Waste program objectives

1. Ensure residents are informed on their weekly collection schedules

2. Provide a high quality, timely, and predictable solid waste collection service

3. Maintain a financially sustainable program that ensures quality service delivery

SOLID WASTE

The Division of Solid Waste provides weekly trash collection on a designated trash date for all city residents. It also offers an opt-in yard waste program and bulky item and yard waste extra pickup upon request. Below is a list of services that Solid Waste offers:

Waste Innovation

OUR SERVICES

Request an Extra Trash Pickup ↗

Request an Extra Trash Pickup How do I request an extra trash pick-up?How much does it cost for an extra...

Weekly Trash Schedule ↗

Weekly Trash Schedule Where is Weekly Trash Schedule occurring? Who is involved in Weekly Trash Schedule? Any resident paying for...

Report Missed Trash Pick-Up ↗

Report Missed Trash Pick-Up What are the trash pick-up guidelines?All guidelines must be met in order to be picked up:Trash...

Yard Waste Container Request ↗

Yard Waste Container Request What is the cost for a yard waste container? The cost for a yard waste container...

New Trash and Yard Waste Service Information ↗

New Trash and Yard Waste Service Information What waste services does the City of South Bend offer? Programs offered by...

Solid Waste Data

A breakdown of available data to inform Solid Waste performance management

01
CRM data

+ *Tracks calls, service requests, and KBA interactions*

+ *Provides deeper level metrics on customers, such as repeat callers, call resolution, and call notes*

02
Routeware data

+ *Missed pick ups, historical analysis of equipment and staffing*

03
Service Level Agreements (SLAs)

+ *Target number of hours for a service request to be resolved.*

Performance Measures and Best Practices

Initial Metrics

1. Percent of residents not satisfied with waste management services
2. Collection cost per ton of waste generated
3. Tons per 1000 population
4. Cost per ton collected
5. Complaints per 1000 collection points
6. Percent of service requests completed on time

Units of analysis

- City-wide
- Council Districts
- Neighborhoods
- Key Gateways / Routes
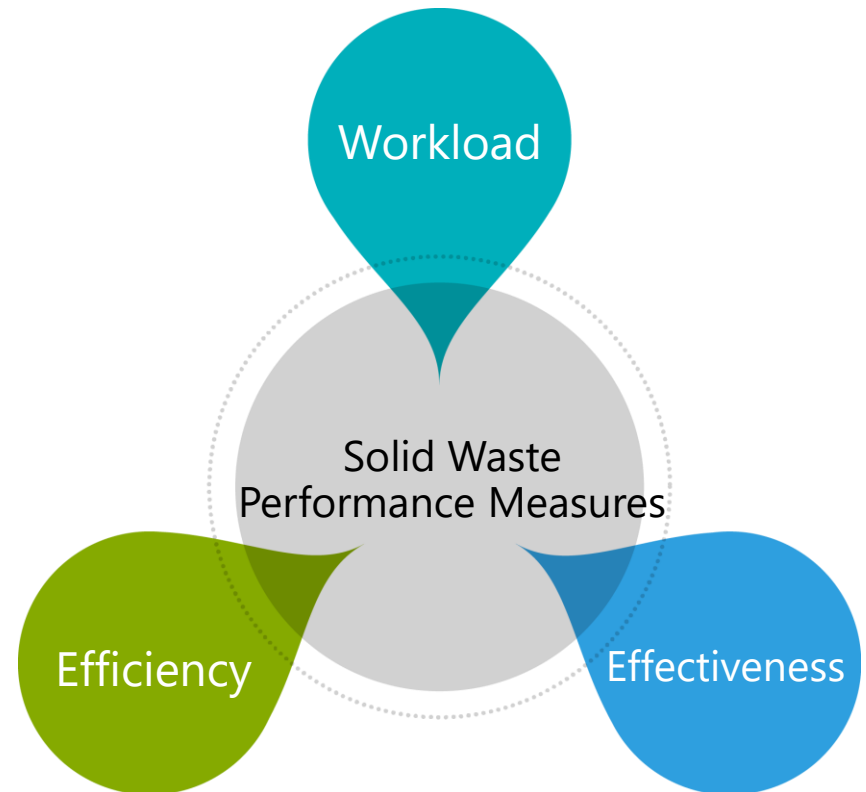
CleanStat Dashboard Baltimore, MD

Choose CleanStat Service Request

All ⌄

Date Range for Completed Service Requests

1/31/2020   10/24/2020

Choose Council District

All ⌄

Orange: Agency closes service requests more quickly

White: Agency closes service requests more slowly

Taller: More Service Requests Created

Shorter: Fewer Service Requests Created

Neighborhood	Count of Service Requests	Percent Closed on Time
Abell	199	50%
Allendale	876	74%
Arcadia	227	38%
Arlington	678	71%
Armistead Gardens	363	36%
Ashburton	296	61%
Baltimore Highlands	1,059	62%
Barclay	864	57%
Barre Circle	134	54%
Bayview	569	60%
Beechfield	451	61%
Belair-Edison	3,608	55%
Belair-Parkside	94	50%
Bellona-Gittings	97	34%
Belvedere	166	39%
Berea	1,564	65%
Better Waverly	718	47%
Beverly Hills	144	42%
Biddle Street	548	74%
Blythewood	3	67%
Bolton Hill	366	39%
Total	**131,391**	**58%**

Units of analysis
- City-wide
- Council Districts
- Neighborhoods
- Key Gateways / Routes

Potential applications to South Bend
- Create dashboard that tracks SW SLA times by
  - Council District
  - Neighborhoods
  - Key Routes

The goal is to make sure that these 19 roads receive extra care and ~~gateways were selected based on high vehicle traffic, high volume of~~ areas where city agencies are responsible for inspections, cleaning Innovation conducts monthly inspections to score conditions along t particular challenges that need to be addressed with inter-agency c

Scoring Criteria

1- Little to no litter or debris; litter cans are in good working order and none are overflowing

2- Small to moderate amounts of litter that can be picked up by one person; one or two trash cans are overflowing with trash.

3- Substantial amount of litter that would need a team to clean up; consistently scattered trash that interferes with sewers; small pile(s) of dumped refuse; 2-4 overflowing and/or damaged trash cans.

4- Litter that would require a large cleanup effort and/or heavy machinery to remove debris; passageway(s) are blocked by accumulation of litter/debris; hazardous materials are on the street; 5 or more overflowing and/or damaged trash cans.

Key Takeaways

- Random spot checks along key corridors ("secret shopper")

- Identified city gateways using traffic volume, economic prominence, and cleaning requests

Potential applications to South Bend

- Identify key corridors for beautification (would involve PW and DCI)

- Conduct spot checks at random intervals

Supplemental Routing Tool (working title)
Tool Overview
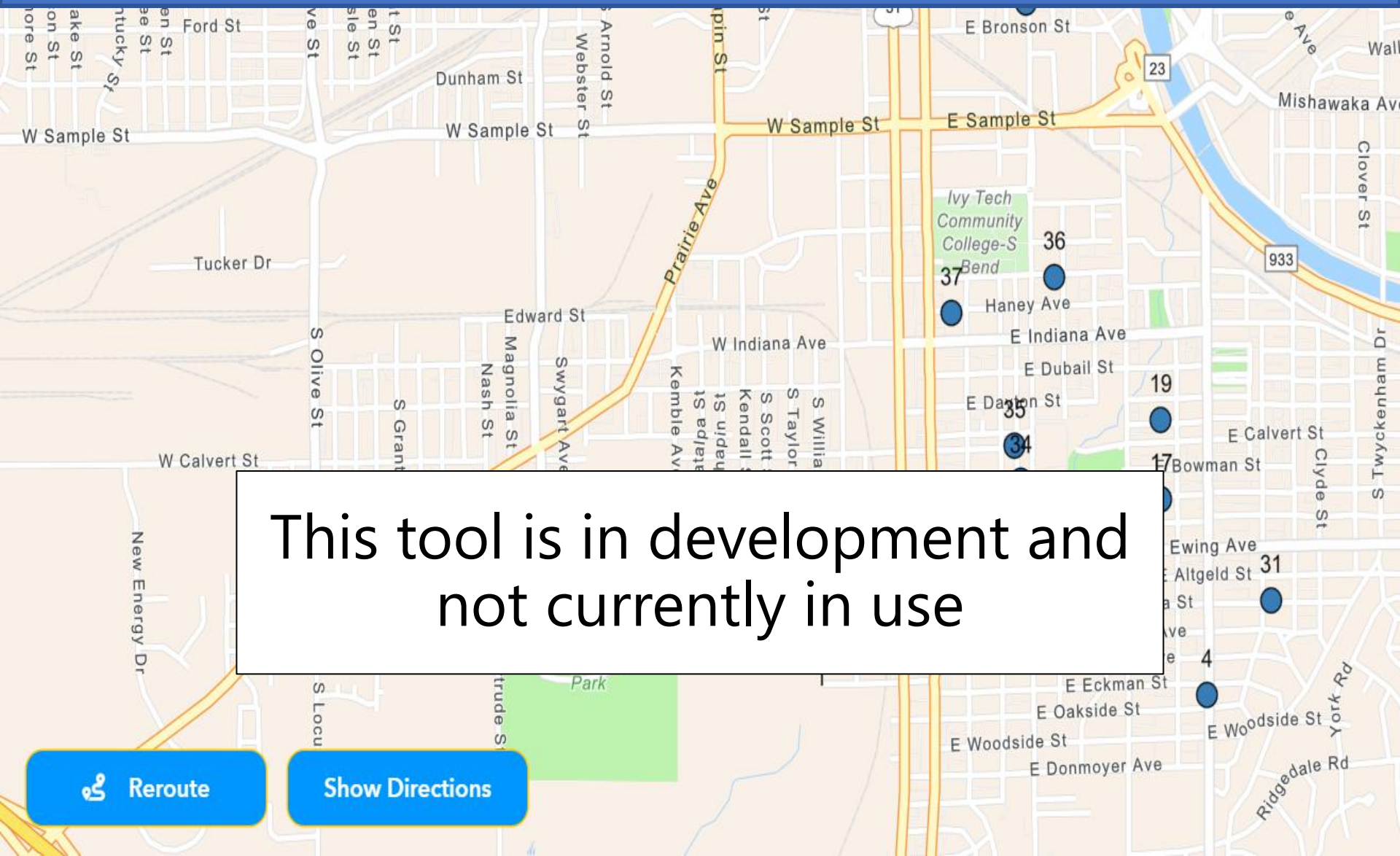
This tool is in development and not currently in use

Supplemental Routing Tool (working title)
Tool Overview
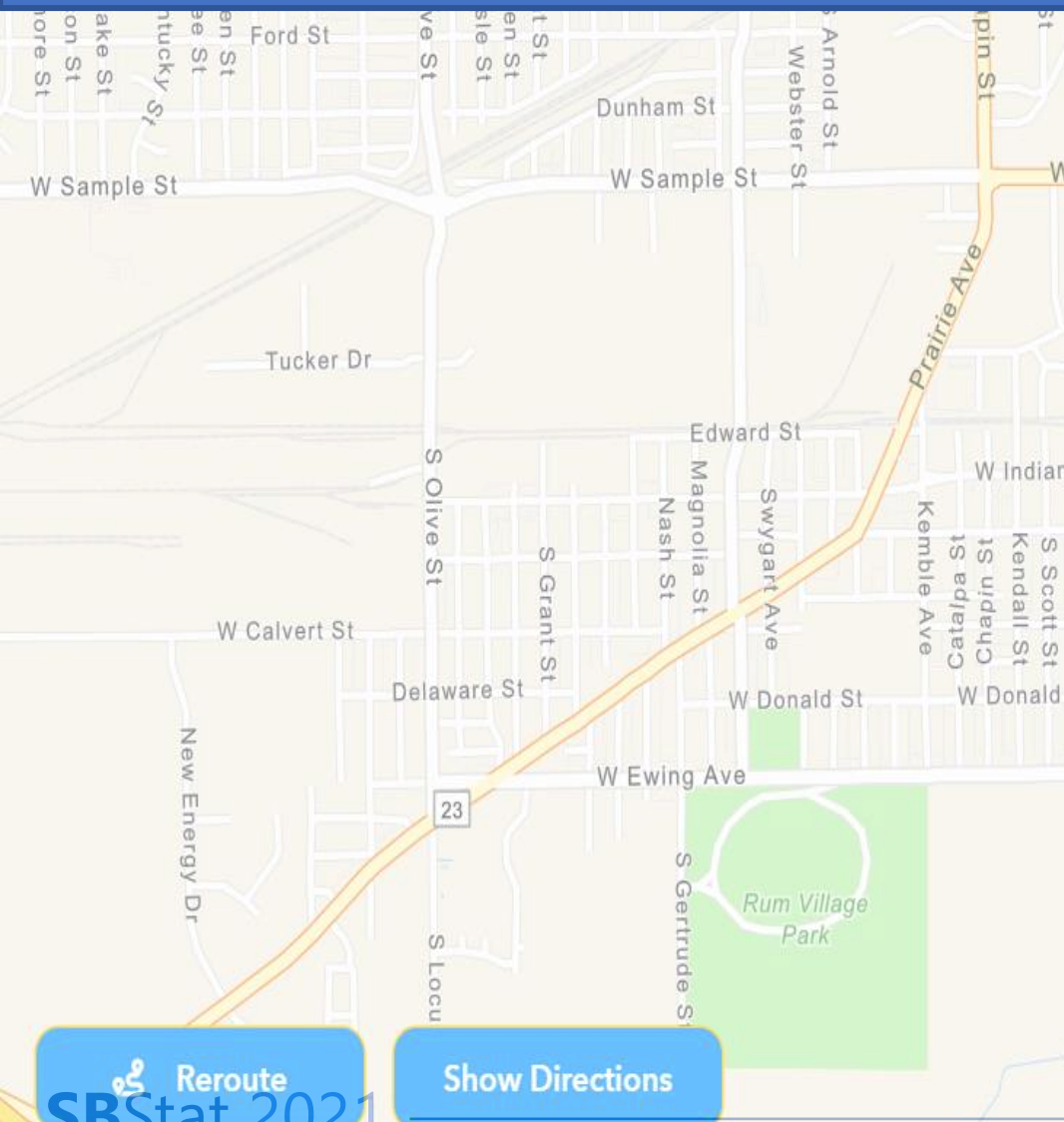
Purpose

- A geographic supplemental routing tool for non-standard routing issues

- Currently only developed for solid waste team

Potential applications to South Bend

- Inform route optimization for non-standardized routes

  - Bin delivery

  - Extra trash pick-up

- Accessible to 311 liaisons for real-time communications with residents

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Best Practices Summary
Opportunities for South Bend

01
Create dashboard that tracks solid waste SLA times by

- Council District
- Neighborhoods
- Key corriodors or routes

02
Identify key corridors to receive extra care attention

Conduct spot checks at random intervals

03
Improve route optimization and communications for non-standing routes (i.e. extra trash pick-ups, etc.)

Discussion questions before closing out the topic

1. What do you like about the existing use cases? Were there any that might not be a good fit for South Bend?

2. If the City were to pursue one of these best practices, where should we start?

Customer Satisfaction with Solid Waste

Operations Data Summary

Customer Service Dashboard Analysis

Calls & Service Requests (as of September 24, 2021)

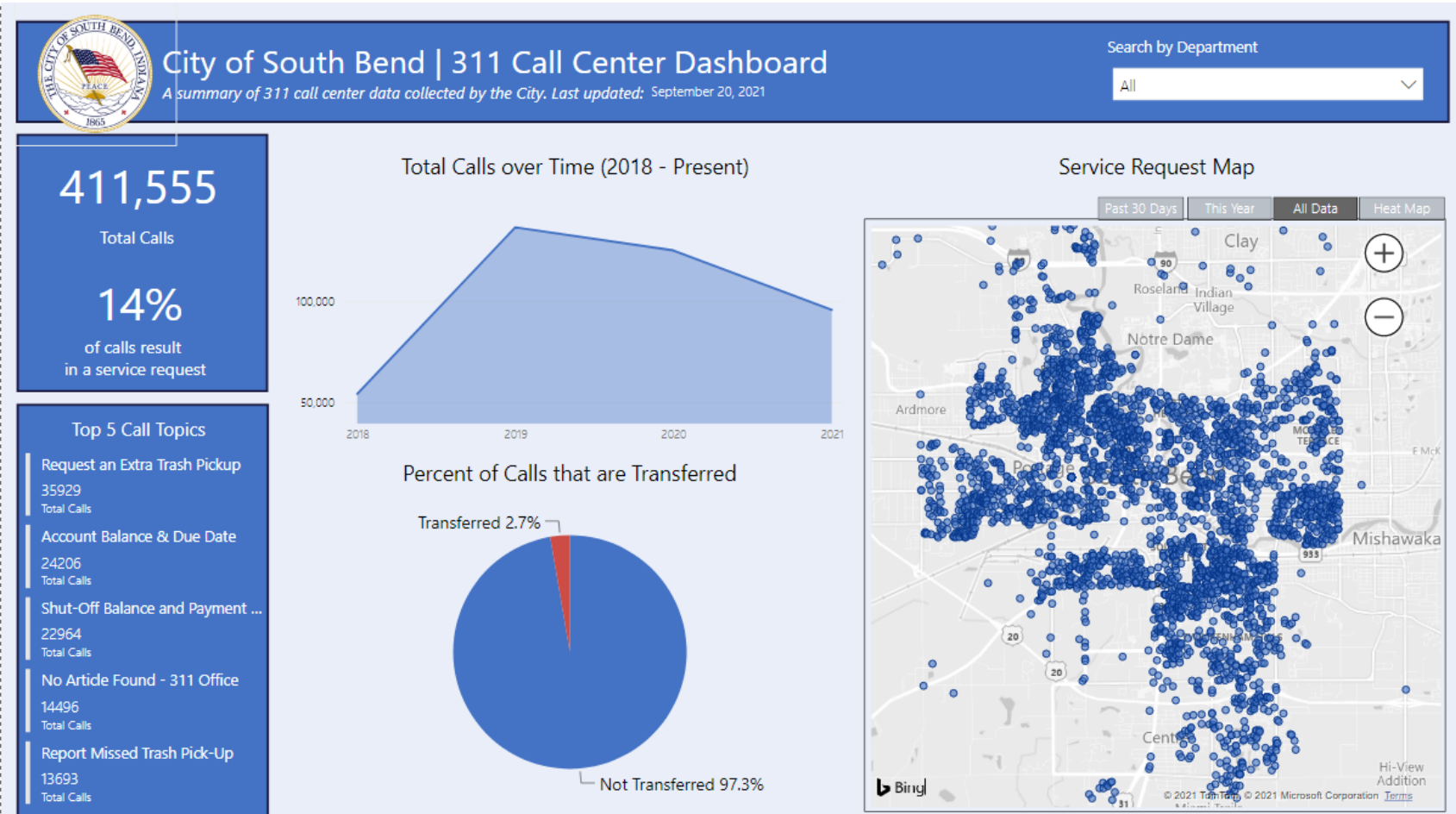|	Past 30 Days	This Year	All Time
Total calls	8,559	97,122	412,930
Percent of calls that result in a service request	18%	18%	14%
Total Calls (solid waste only)	3,085 (36%)	29,058 (30%)	138,411 (34%)
Percent of calls that result in a service request (solid waste only)	12%	16%	12%
Total Calls (excl. solid waste)	5,474 (64%)	68,064 (70%)	274,519 (66%)
Percent of calls that result in a service request (excl. solid waste)	22%	19%	15%

Share
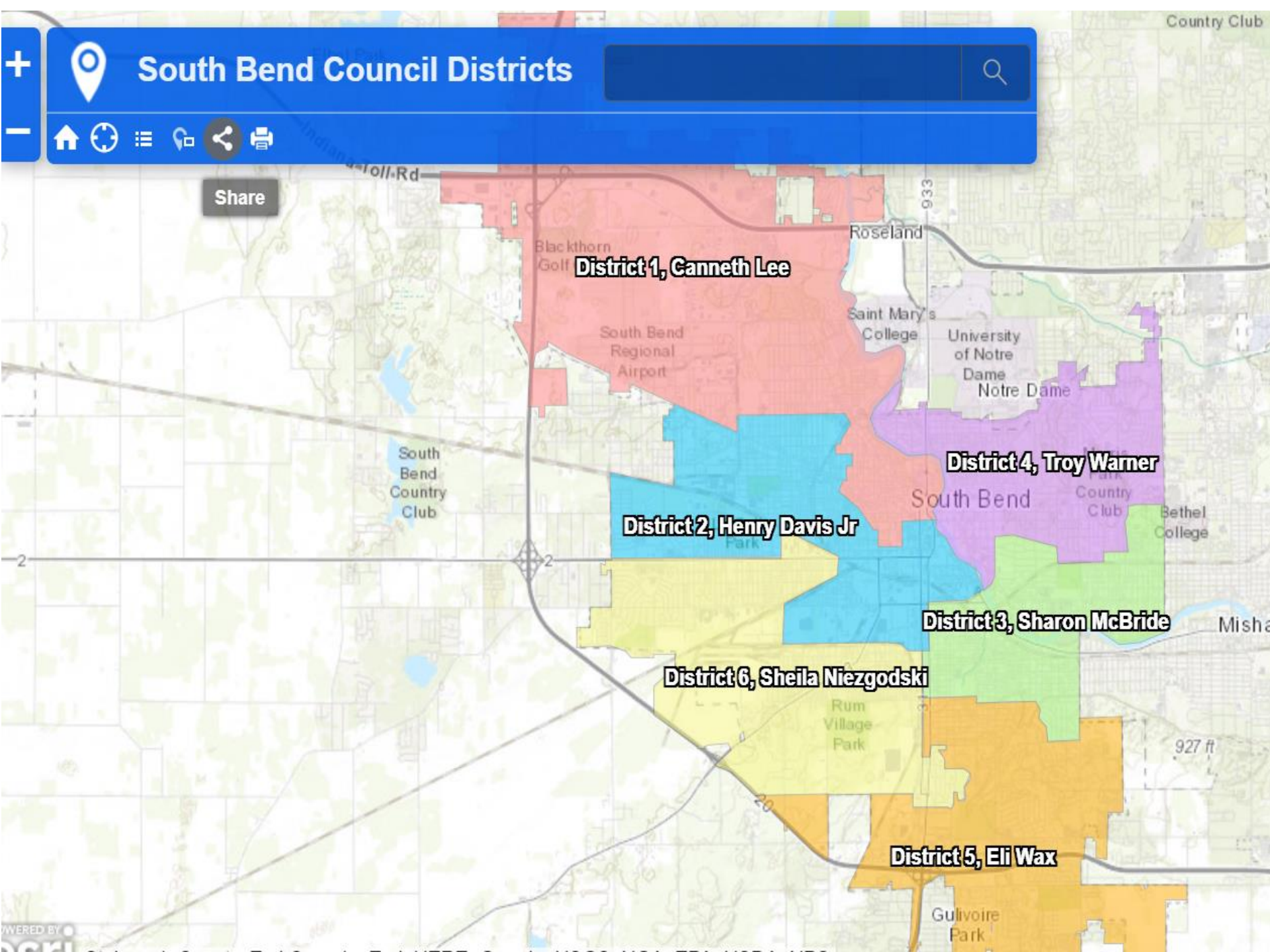
District 1, Canneth Lee

District 4, Troy Warner

District 2, Henry Davis Jr

District 3, Sharon McBride

District 6, Sheila Niezgodski

District 5, Eli Wax

Roseland

Saint Mary's College

University of Notre Dame
Notre Dame

South Bend

Bethel College

Misha

Blackthorn Golf

South Bend Regional Airport

South Bend Country Club

Park
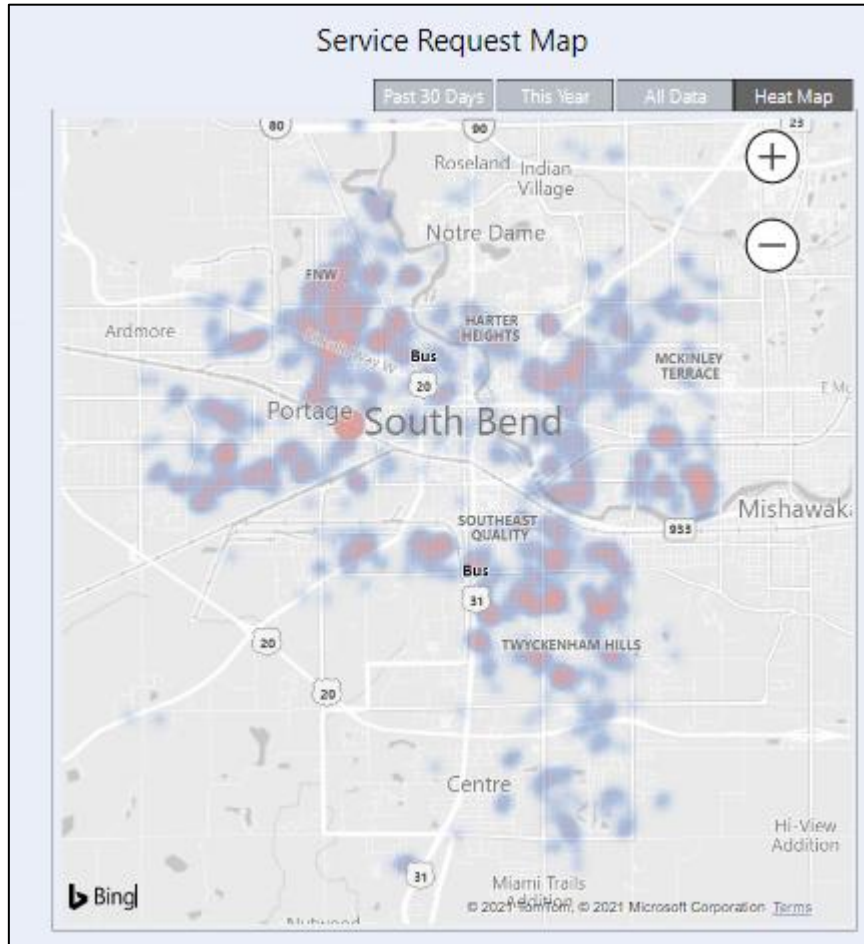
Country Club

Rum Village Park

Gulivoire Park

927 ft

933

927 ft

All Solid Waste Service Requests by Council District (2021)

Council District	Percent of all Service Requests	Percent of Solid Waste Service Requests	Difference
1	16%	16%	-
2	23%	15%	(8%)
3	19%	21%	2%
4	13%	16%	3%
5	13%	16%	3%
6	13%	14%	1%

Service Requests – Hot Spot Analysis


Utility Service Requests
Past Three Months

Solid Waste Service Requests
Past Three Months
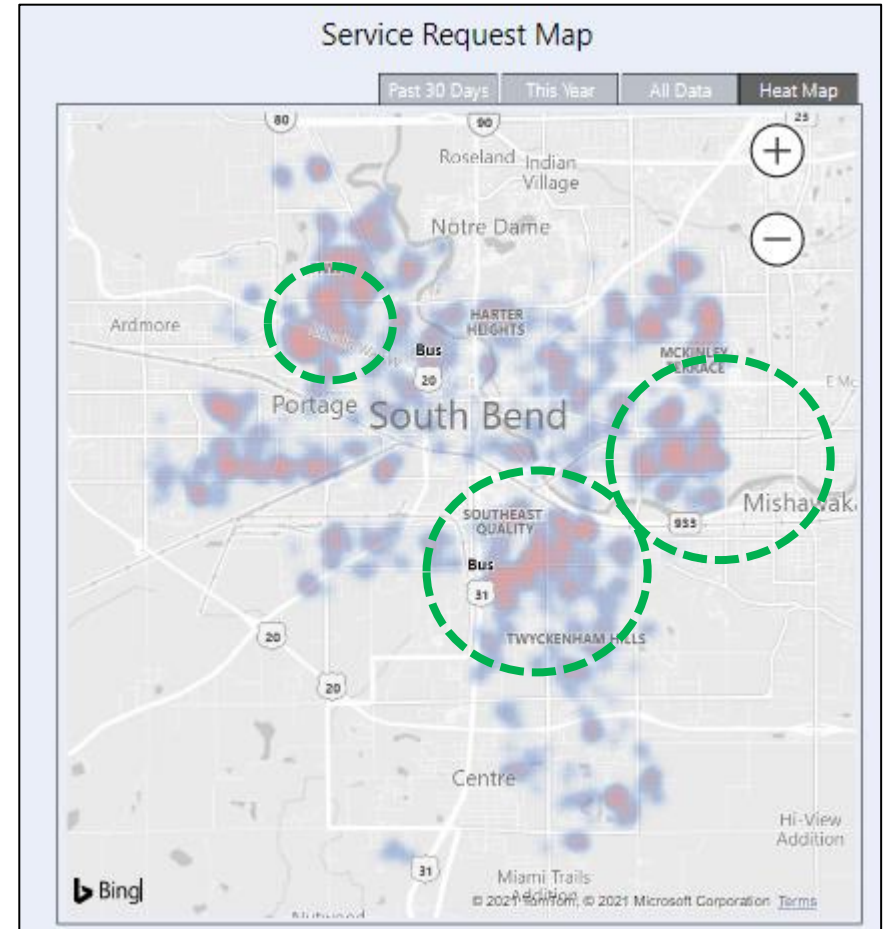
Solid Waste Call Topics
(as of September 24, 2021)

	Past 30 Days	This Year	All Time
Request an Extra Trash Pick Up	1,490 (48%)	11,130 (38%)	36,162 (26%)
Return Trip Customer Error	209 (7%)	2,225 (8%)	13,721 (10%)
Report Missed Trash Pick Up	135 (4%)	1,728 (6%)	13,531 (10%)
Trash Pick up Holiday Schedule	133 (4%)	1,556 (5%)	7,601 (5%)
Request a Yard Waste Extra Pick Up	128 (4%)	1,068 (4%)	7,235 (5%)
Total Calls (solid waste only)	3,085	29,058	138,411

Request an Extra Trash Pick Up
Past 30 Days (as of 9/24/21)

Total Calls over Time
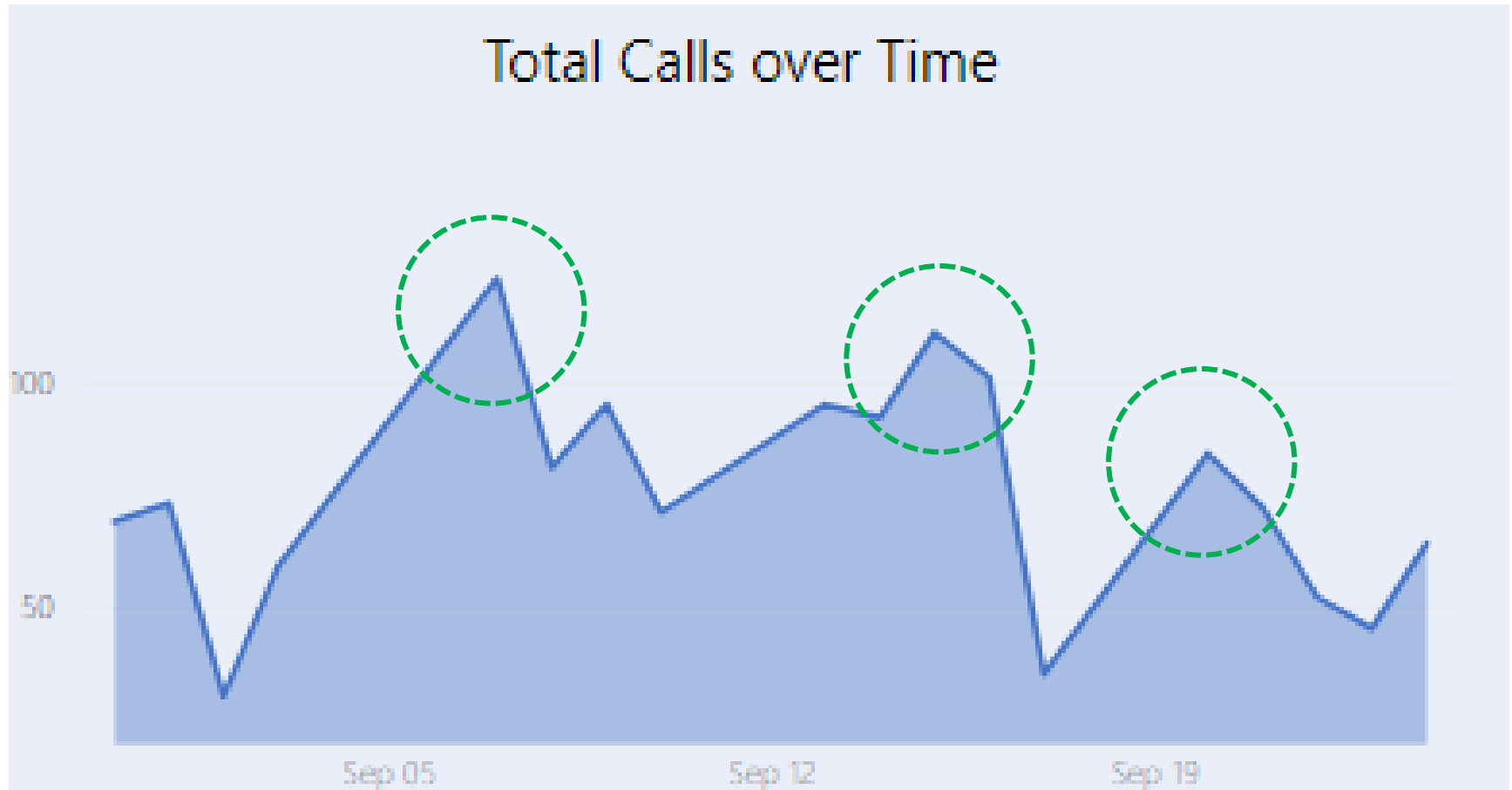
Request an Extra Trash Pick Up Past Year (as of 9/24/21)

Total Calls over Time
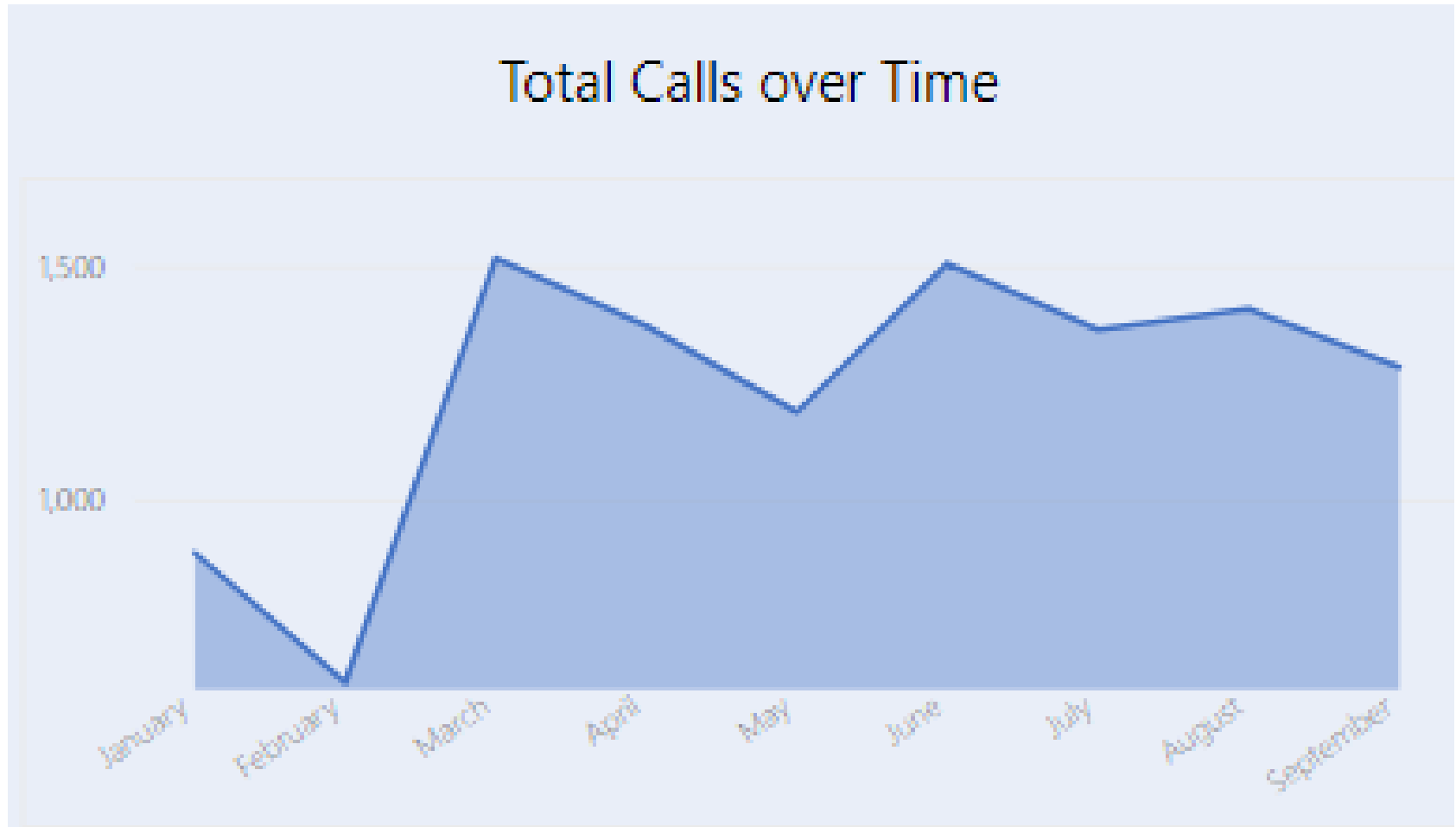
All Reported Missed Trash Pick-Ups (2021)
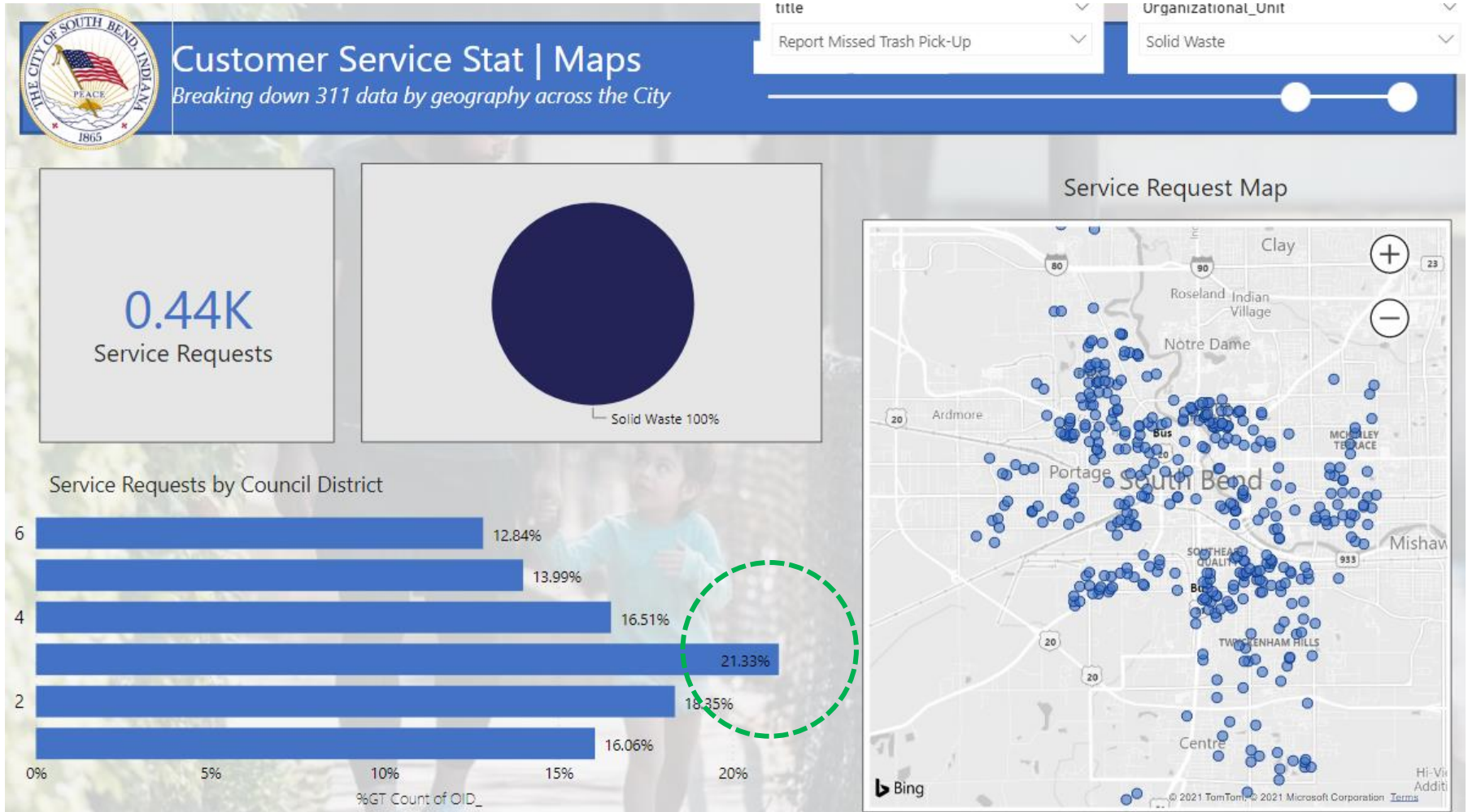
Note: Data as of 9/24/2021

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All Solid Waste Complaints (2021)

Note: Data as of 9/24/2021

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All Yard Waste Container Requests (2021)
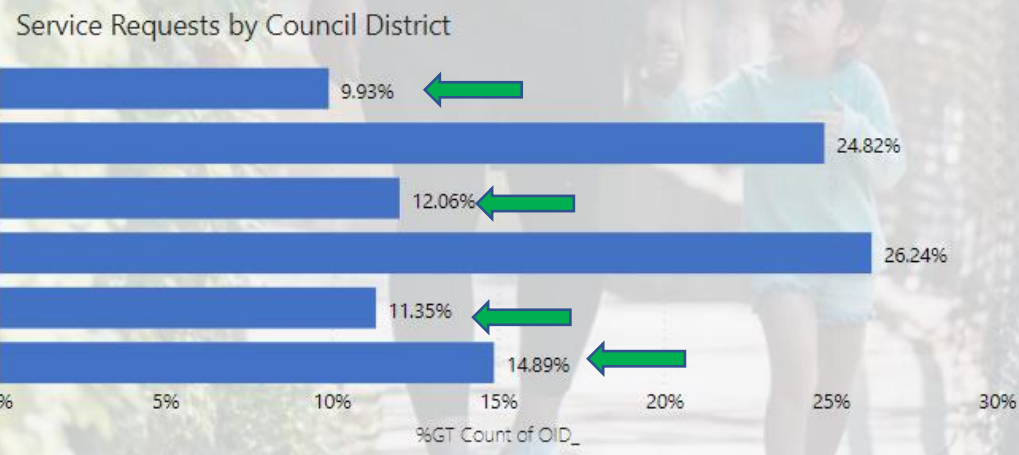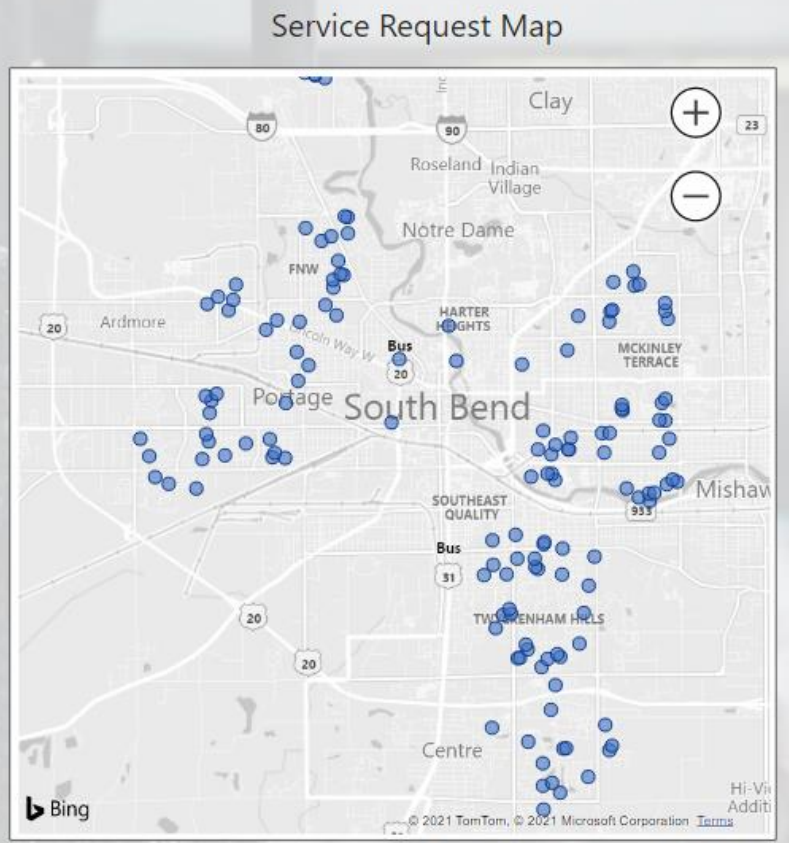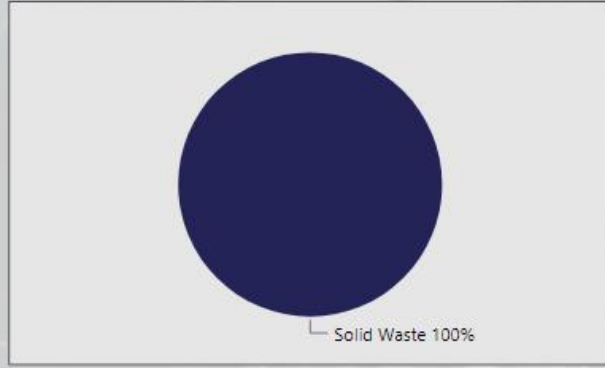
Note: Data as of 9/24/2021

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Weekly Yard Waste Service (2021)

*Note: Data as of 9/24/2021

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Insights | Solid Waste Data Deep-Dive

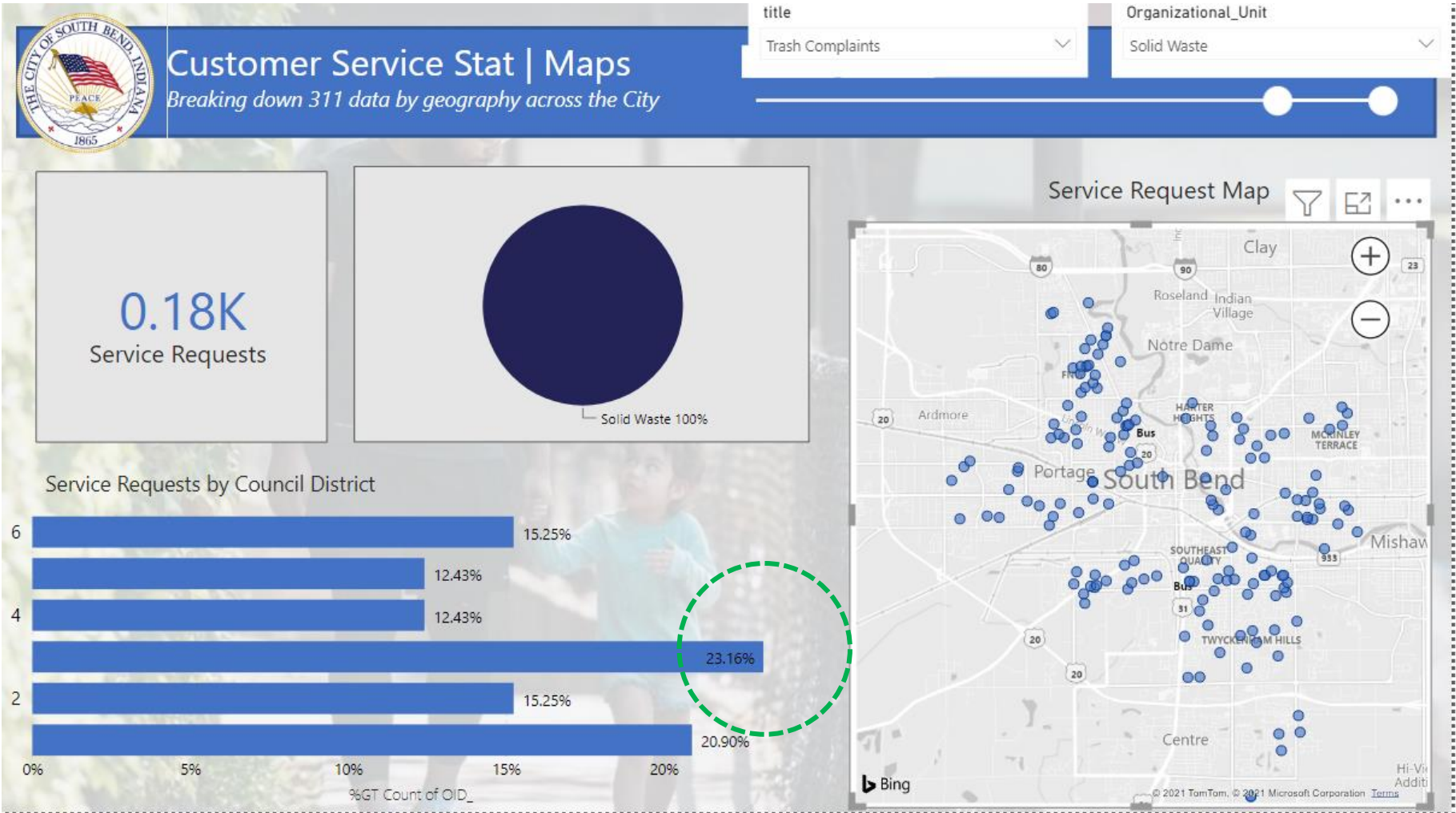1. There are three hot spots in the City for general Solid Waste service requests that could serve as candidates for pilots and/or human-centered design improvements

    1. In between Lincoln Way West and N Bendix
    2. In between Jefferson Blvd. and McKinley Ave, just north of River Park
    3. E Ewing Ave, in between Michigan St and Miami S

2. Requests for Extra Trash Pick-ups has been decreasing slightly in 2021, with most of the requests occurring on Tuesdays in the past 30 days.

3. Generally speaking, the City's west side request less yard waste containers and information on yard waste service

4. Though customer satisfaction is generally strong compared to peers, it has been static for the past three years, neither getting better or worse

Discussion questions before closing out the topic

1. What research questions does this data spark for you? Is there additional analysis you would like to see?

2. Does this data change your thinking on applying some of the national best practices shared earlier?

311 Call Transfer Survey & Analysis

BACKGROUND / CONTEXT
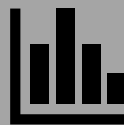
AVAILABLE DATA & ANALYSIS

OPTIONS TO IMPROVE PERFORMANCE

Hallmarks of great customer journeys

Define journey **metrics** and **governance** system to continuously improve

Define clear customer-experience **aspiration and common purpose**

Develop deep understanding of **what matters to customers** to inform journey redesign

Use customer journeys to **empower front line**

Customer journeys

Use **behavioral psychology** to manage customer expectations

Innovate journeys, including **digital and design thinking**
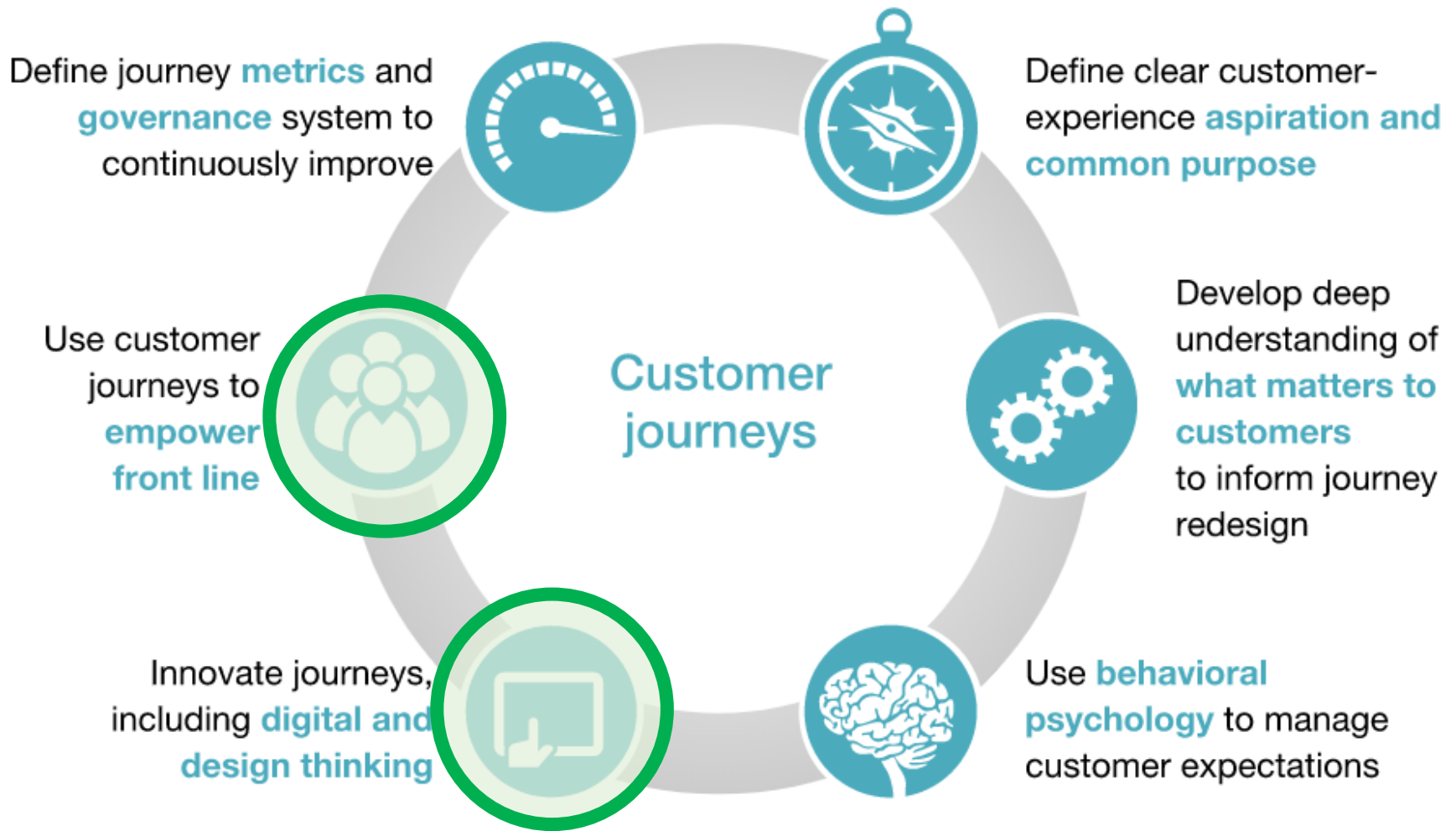
Background

311 liaisons transfer calls for different reasons:

Per Agreement

Departments request certain requests are always transferred to them

- Cold transfers – 311 liaisons ends call after transferring resident
- Warm transfers – 311 liaisons stay on line until other department picks up

Additional Information Required

311 liaisons don't have the information needed to complete the request

On Demand

Residents request to be transferred

Goals

How can we help **residents** resolve their issue when their 311 call transfers to a different department?

How can we help **311 liaisons** help residents with call transfers?

How can we help **staff in other departments** resolve residents' issues when staff receive transfer calls from 311?

311 Call Transfer Survey & Analysis

Purpose of 311 call transfer survey & analysis

- Understand residents' experience when 311 call transfers to another department

Methodology

- Called people based on randomized list of call transfers from August 2021 to September 2021

- 5 minute phone call

- 2 question survey

Questions

1. Did you have any problems with your call transfer?

2. Was your issue resolved after your call transfer?

Limitations

Small sample size

- 19 phone surveys conducted out of 972 total calls in August 2021 and September 2021
- 0 phone survey with non-English speakers

Unreliable narrators

- Didn't fact check every resident's story with our data

Unknown perspectives

- 311 liaison and staff in other department's experience in call transfers

Challenges

People involved	Challenges
Residents	• Waits indefinite amount of time for transfer call to connect with other department • Experience dropped call • Hangs up call transfer
311 liaisons	• Transfer calls to departments due to lack of available information • Can't always track outcome of transferred call due to lack of notes
Staff in other departments	• Never interacts with resident if call drops or resident hangs up

Phone survey results

19 phone surveys with residents

50 attempted calls

95 minutes in total

Phone survey results

Number of phone surveys	Department call was transferred to	Department response
12	Utilities	• Did not pick up • Picked up
3	Code Enforcement	• Picked up
2	Engineering	• Picked up
1	Common Council	• Returned call from voicemail
1	Recreation	• Did not pick up

Phone survey results

Question: Did you have any problems with your call transfer?
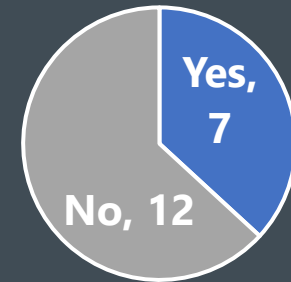
Question: Was your issue resolved after your call transfer?
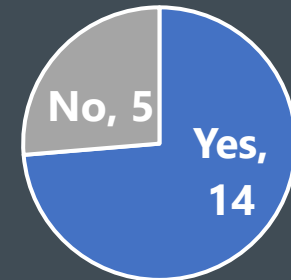
Observed theme: Repeat Caller
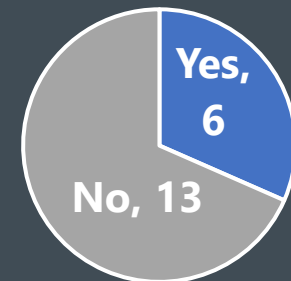
Phone survey themes

Can't get connected	• I can't get connected to the other department when my call is transferred.
What is the status?	• I haven't heard back from anyone, and I'm not sure what the status of my issue is.
Repeat caller	• I call 311 again because my issue wasn't resolved, and I want to know its status.
Other	• I want to do the right thing. • I don't distinguish between 311 and other departments. • It's frustrating that I have to talk to multiple people and repeat myself.

Phone survey themes

Department call was transferred to	Did you have any problems with your call transfer? **Yes**
Utilities	• I can rarely get an answer at water [after getting transferred] because they won't answer the call. I usually have to physically go into the office. • Getting hold of water is no good. It takes too long to get a live person. • Call back didn't work, so nobody ever called back. I waited around 4 hours.
Common Council	• No one picked up the line in the council person's office, so I left a message.
Recreation	• Nobody answered or maybe there was an automated phone tree that didn't have the option I needed.

Phone survey themes

Department call was transferred to	Was your issue resolved after your call transfer? **No**
Code Enforcement	• Code said someone would be out to deal with the issue, but there are still trees hanging in the alley.
Common Council	• She said she would send someone out to investigate, but I haven't heard back.

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Phone survey themes

I call 311 again because my issue wasn't resolved, and I want to know its status.

Department call was transferred to	Repeat Caller **Yes**
Utilities	• Utilities told me they couldn't see that information. I had to call back. • At least they have my story now, but I thought they had my story from the first call.

Phone survey themes

I want to do the right thing.
I don't distinguish between 311 and other departments.
It's frustrating that I have to talk to multiple people and repeat myself.

Department call was transferred to	Multiple questions
Utilities	• I thought I was being a good citizen because the City wasn't going to get a payment and I called to let them know. • It doesn't say who called you besides "South Bend Utilities", but it's all the same to me. I don't distinguish between the two [311 and Utilities]. • I had to give my information twice and talk to someone first who didn't have anything to do with what I was calling about.

Phone survey themes

Can't get connected	• I can't get connected to the other department when my call is transferred.
What is the status?	• I haven't heard back from anyone, and I'm not sure what the status of my issue is.
Repeat caller	• I call 311 again because my issue wasn't resolved, and I want to know its status.
Other	• I want to do the right thing. • I don't distinguish between 311 and other departments. • It's frustrating that I have to talk to multiple people and repeat myself.

Goals

How can we help **residents** resolve their issue when their 311 call transfers to a different department?

How can we help **311 liaisons** help residents with call transfers?

How can we help **staff in other departments** resolve residents' issues when staff receive transfer calls from 311?

Taking Action

Options for Next Steps

- Process mapping support and improvements
    - How can we make the process easier for all stakeholders? What can or cannot be changed?
    - Are we tracking data correctly? Are we closing out work orders correctly in CRM and are we notifying residents?
        - Explore more opportunities for email notifications

- Verify that calls coming from COSB business lines appear as 'City of South Bend' on cell phones
- Create cadence for secret shopper initiatives and/or future surveys

Discussion questions

1. What option for next steps do you find most compelling or interesting?

2. Is there another option for future next steps to consider?

Celebrating our values

This section highlights exemplary work happening in the City to improve performance that may otherwise go unnoticed
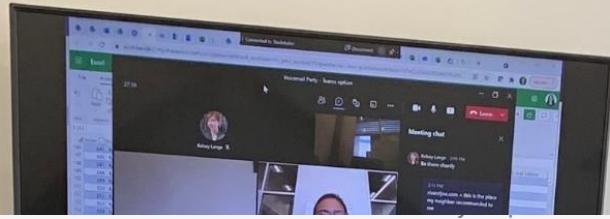
Cynthia Simmons   9/17 8:06 AM   👍 2   ❤️ 4

I would like to send a great big KUDOs out to the 311 Liaisons and their Supervisor, Cathleen for rescheduling 130 extra picks that Solid Waste could not get to due to lack of staffing. We were able to get it accomplished and also insure that residents were not penalized by having their September picks rescheduled to October. Solid Waste agreed to give them two picks in October at no charge. KUDOs 311. Proud of you!!!

↩ Reply
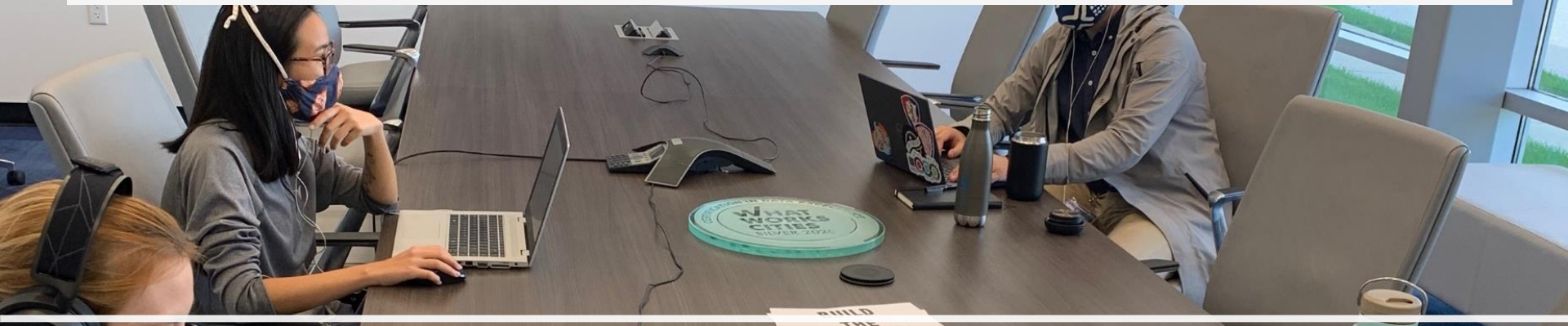
Celebrating our Values
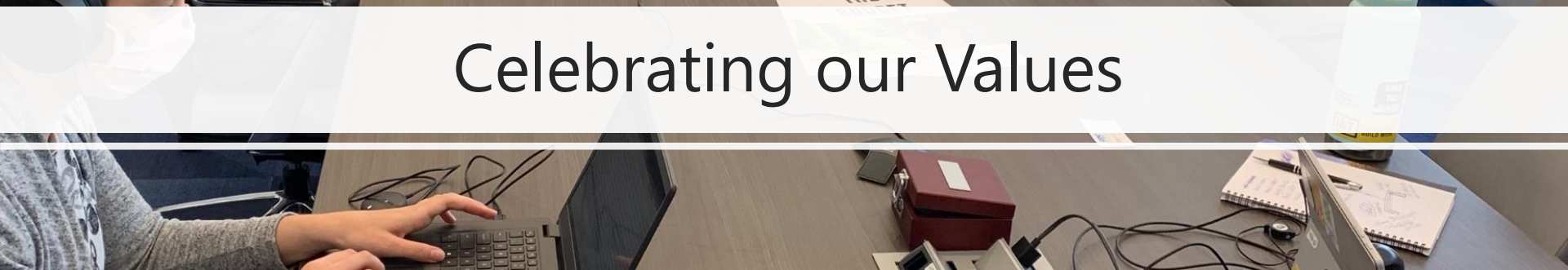
SBStat | Customer Service

2021 Quarter 3 | September 29, 2021

City of South Bend

Appendix

Service Level Agreement Updates – Draft
Solid Waste

Active Knowledge Articles	SLA Times
Additional Trash Container Request	240
Alley to Curbside Trash Pick-up Exception Request	240
Assisted Trash Collection	
Cancel My Extra Trash Pick-up Request	48
Christmas Tree Pickup Request	360
Crew Reminder	n/a
Customer Compliments	n/a
Customer Disputes	48
Customer Return Call to Approve or Decline Extra Pick-up Charge	n/a
Dispute Trash Service Charge	
Downtown Sidewalk Trash Containers	48
Exchange Waste Container for a Different Size	120
General Concern	n/a
Missed Yard Waste Pick-Up Request	48
New Trash and Yard Waste Service Information	NA
No Article Found - Solid Waste	n/a
Remove Trash Container	120
Remove Yard Waste Tote	
Report a Missed Extra Trash Pick-Up	120
Report a Missed Yard Waste Extra Pick-Up	
Report an Abandoned Waste Container	48
Report Lost Container Due to Flood	120

Active Knowledge Articles	SLA Times
Report Missed Trash Pick-Up	
Report Property Damage	N/a
Request a Yard Waste Extra Pickup	360
Request an Extra Trash Pickup	360
Request Yard Waste Container Repair	120
Return Trip Customer Error	48
Sanitizing My Trash Container	n/a
Senior Trash Service Discount	
Solid Waste Contamination Fee	n/a
Stopping Trash Services	
Trash Complaints	
Trash Container Placement During Construction	n/a
Trash Container Repair Request	
Trash Container Replacement Request	120
Trash Container Request for New Service	n/a
Trash Pickup Holiday Schedule	n/a
Trash Service Rates	n/a
Verify Trash Service Location on Property	n/a
Weekly Trash Schedule	n/a
Weekly Yard Waste Service	120
Yard Waste Container Replacement Request	40
Yard Waste Container Request	NA

Service Level Agreement Updates – Draft
Streets, Sewers

Active Knowledge Articles	SLA Times
Alley Maintenance Request	72
Dead Animal in the Street	48
Debris in the Street	48
Snow Bank - Sight Impeded	n/a
Mailbox Damage from Plow	48
Lawn Damage from Plow	72
Damage to Curb	72
General Snow Information	n/a
Street Flooding	24
2021 Spring ReLeaf Program	n/a
Street Cave-In	2
Damage From City Plow	n/a
Missed Loose Leaf Pick Up	24
No Article Found - Streets	
Street Paving	n/a
Reporting a Pothole	48
Street Light Issue	72
Street Needs to be Plowed	n/a
Street Sweeping	72
2020 Fall ReLeaf Program	n/a

Active Knowledge Articles	SLA Times
Basement Flooding	24
Catch Basin Cave-in	240
Sewer Backup	
Report Sewer Smell	48
Plugged Catch Basin	24
Sewer Misc (No Action)	n/a
Sewer Complaints/Repeat Call	n/a
Missing Sewer Lid	24