KCStat

kcstat.kcmo.org
January 5, 2016
#KCStat

Customer Service and Communication

Customer Service and Communication

"To create an internal culture that operationalizes the focus on the customer across all services provided by the City and supports essential internal and external communication".

How To Get There: 2016-2021 City Objectives For Customer Service & Communication

1. Standardize customer services responses and processes across departments, adhering to citywide customer services standards. (April 2017)

2. Require that all departments identify customers' expectations and perceptions via feedback tools such as surveys. (April 2017)

3. Adopt and execute a strategic communication plan to support the citywide business plan. (April 2017)

4. Apply an integrated and strategic approach to all communication efforts, both internal and external. (April 2017)

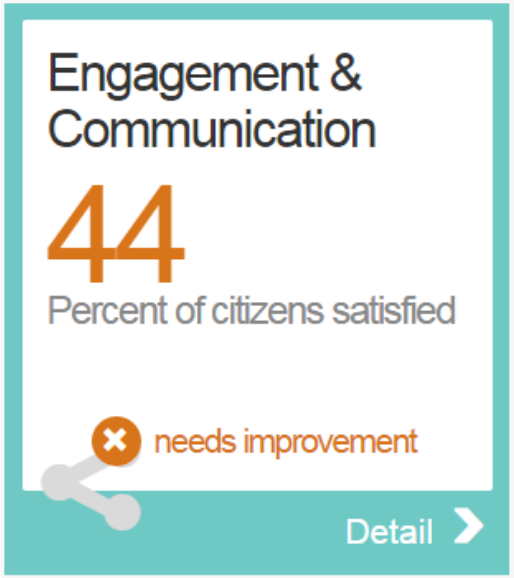
5. Continually seek innovative and creative ways to connect with residents. (Ongoing)

2016-2021 Measures of Success

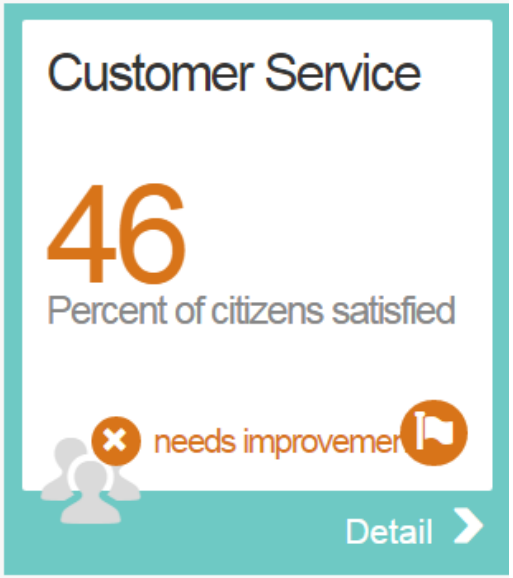
Measures of Success	FY15 Actual	FY16 Target	FY17 Target
Percent of citizens satisfied with customer service from city employees	49.7%	52%	54%
Percent of customers satisfied with quality of department service on 311 service requests	83.3%	85%	85%
Percent of 311 service requests closed within established timeframes	74.1%	80%	80%
Percent of citizens satisfied with effectiveness of communication from city	45.6%	45%	47%

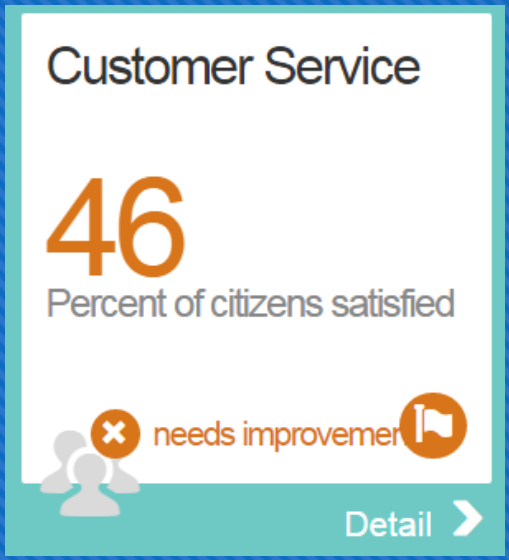
Customer Service and Communication: KCStat Dashboard

Objectives 3, 4 & 5



Objectives 1 & 2





Customer Service

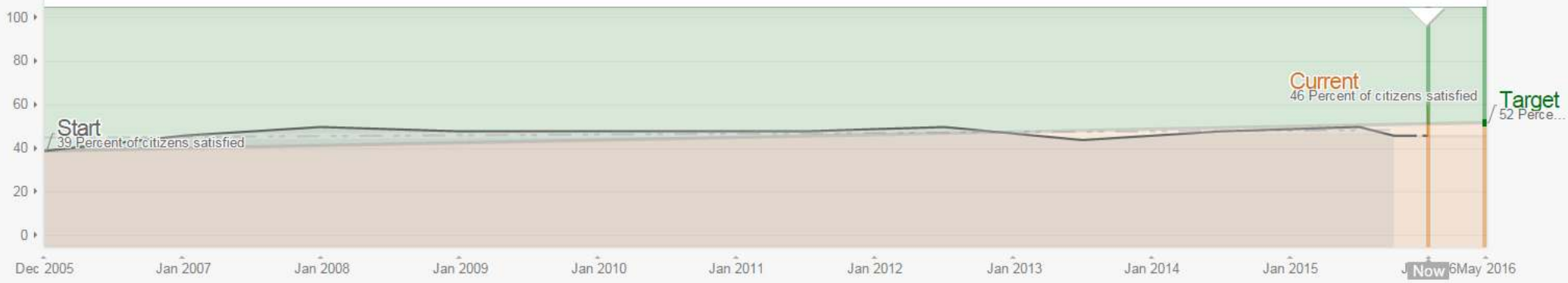
Citizen Satisfaction with Customer Service from City Employees

The key measurement for this priority is the percent of citizens who are satisfied with the quality of customer service they receive from city employees. The goal is to increase satisfaction to 52% by summer 2016. Explore the data›

46 Percent of citizens satisfied
Current as of Oct 2015

52 Percent of citizens satisfied
May 2016 Target

Needs Improvement
Hide chart



Source: FY2016 YTD Citizen Survey (Kcstat.kcmo.org)

Citizen Satisfaction with Customer Service by Demographics – FY16 Midyear

Descriptors:	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Own vs. Rent		Owners	Renters		
Dwelling Type	Other	Single Family		Duplex/ Townhome	
Race		White, Black/African American		American Indian/Eskimo	
Household Income	Below $30,000	$30 – 60,000			
Age	55-64 and 65+	65+			18-24 and 35-44
Gender		Female			
Council District	3rd			2nd	
Years Living in the city		51+ years		6-10, 11-20, 31-40 and 41-50 years	11-20 and 21-30 years
Have you Contacted 311?	Yes				

Objective 1

Standardize customer service responses and processes across departments, adhering to citywide customer service standards.

Customer Service Training

In May 2014, Customer Service training became mandatory for all new city employees and was broken into three modules (separate days): Customer Service in the Public Sector, Customer Focused Communication and Dealing with Difficult Customers. In August 2015, customer service training was transitioned into a two consecutive day course in order to catch employees early in their employment with the city

One day version of training:

May 1, 2014 to July 31, 2015

- **320+** employees attended three customer service modules
  - 48 existing employees; all others new employees
- **16** rounds of training offered
- **96%** of new employees hired in FY15 attended mandatory training
- Avg time for new employees to complete all three modules =
  - **5.4 months from date of hire**

Two day version of training:

August 2, 2015 to present

- 159 new employees (hired after May 1, 2015) completed the new 2-day version
- 42 are scheduled for classes in January/February 2016
- Avg time for new employees to complete 2-day version =
  - **2.6 months from date of hire**

Strategic Customer Service Committee

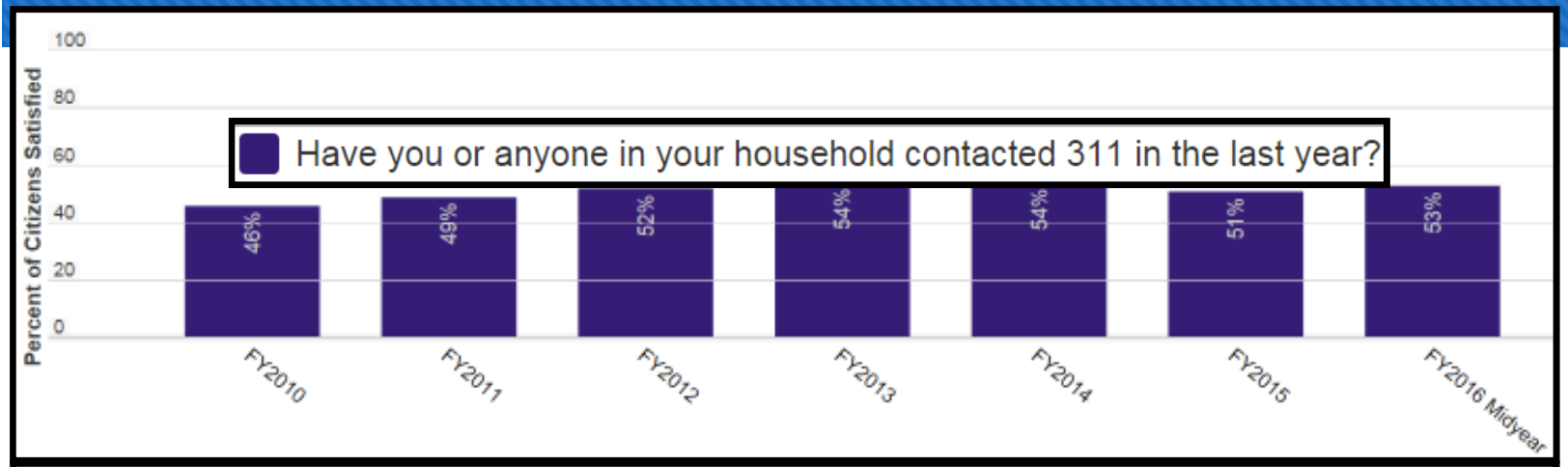
Includes a liaison from each department

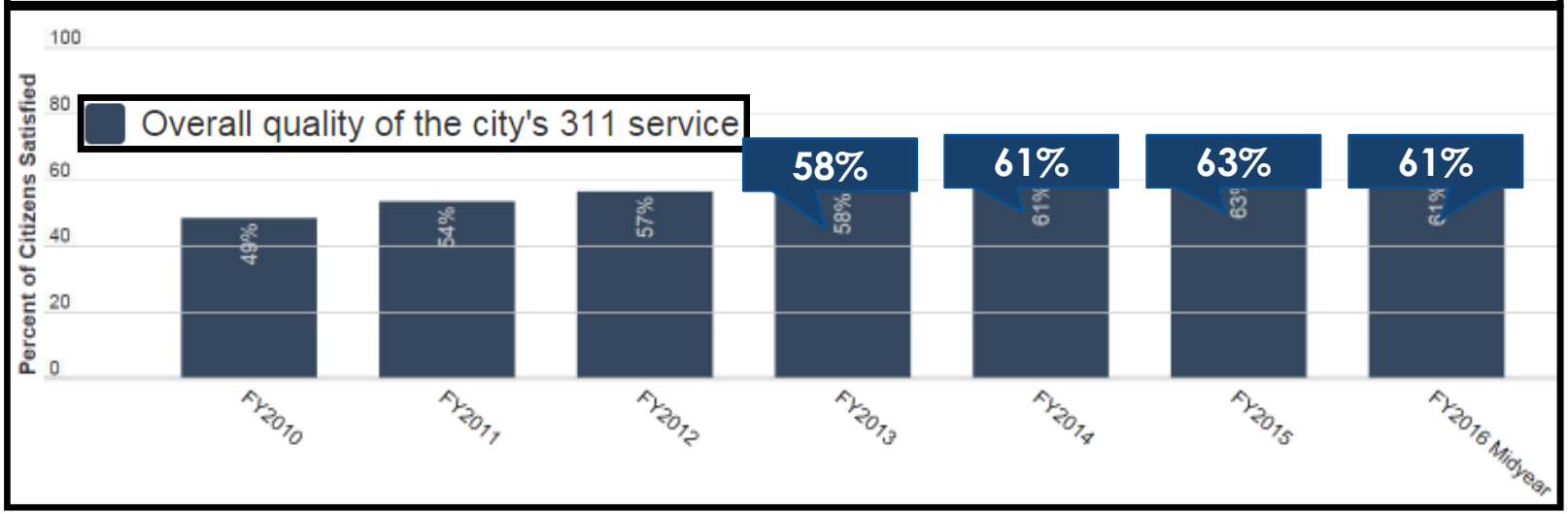
Meets quarterly with next meeting scheduled for January 13.

Agenda items include:

- Department implementation efforts of the Employee Recognition Tool Kit
- Citywide employee recognition program/plans
- Department efforts on the citywide customer service standards (training, tracking, reporting)
- Customer service training
- PS CRM end user training options

Use of 311 – Citizen Survey

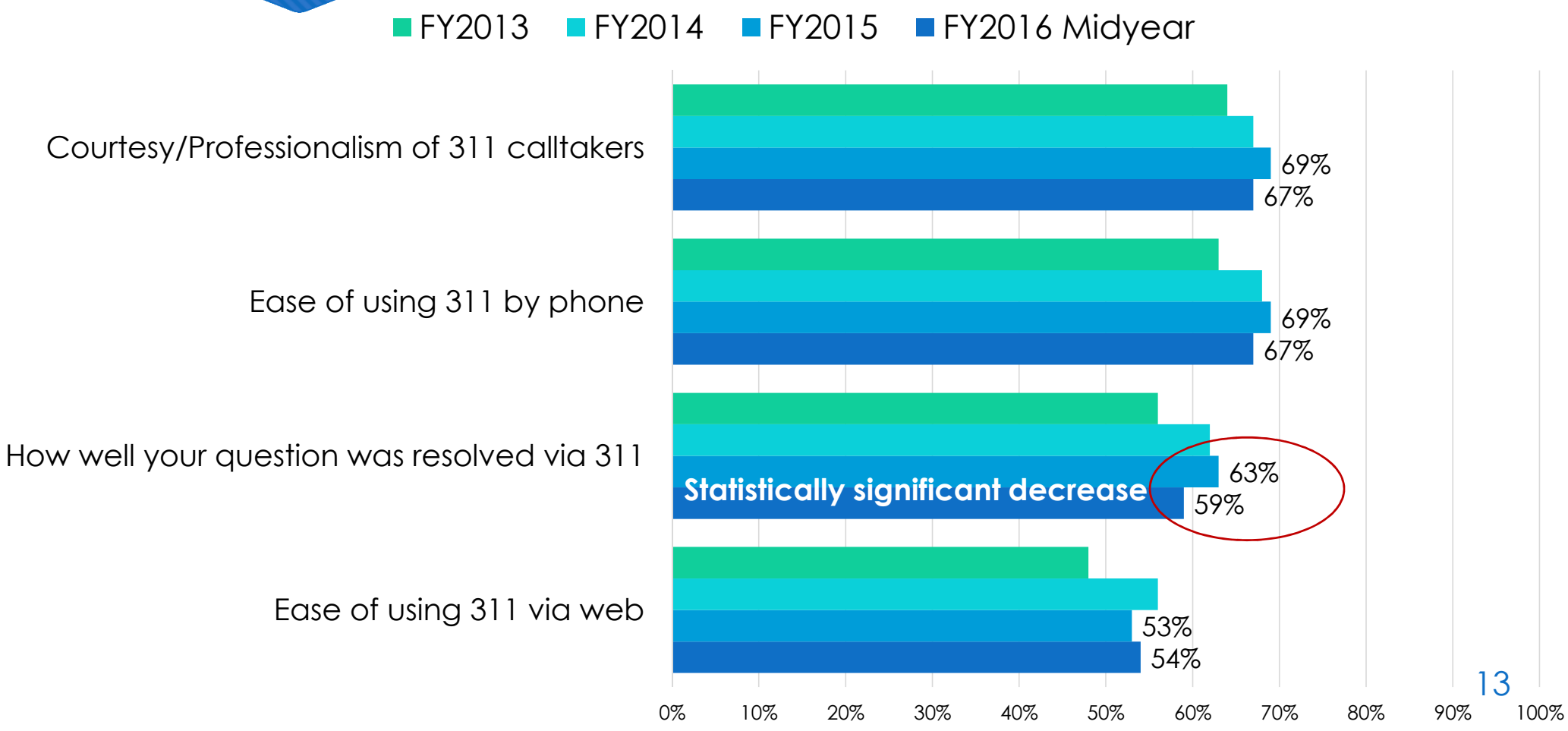




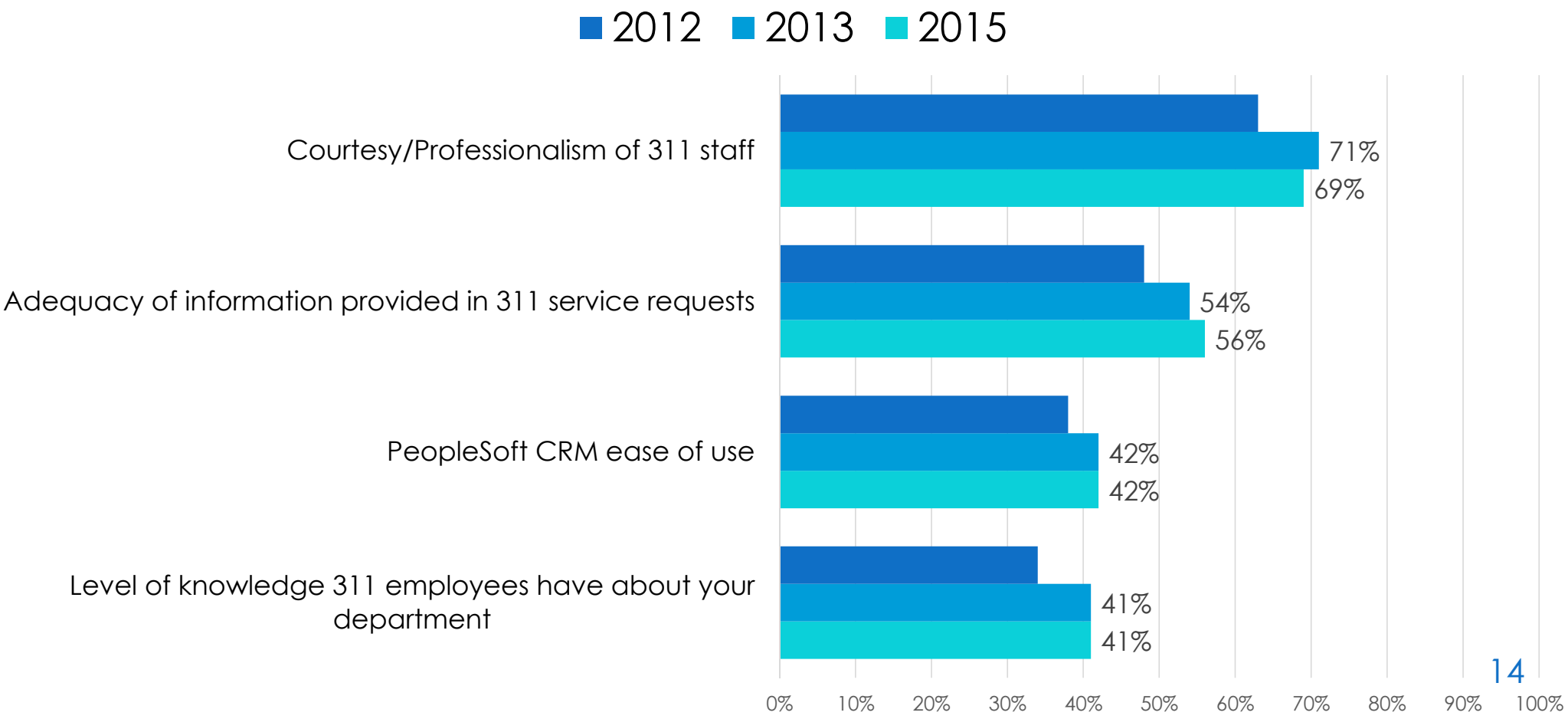
Source: Citizen Survey, kcstat.kcmo.org

In the past (FY15), users of 311 were polarized, both more likely to be satisfied and dissatisfied. As of the FY16 Midyear results, users are only more likely to be very satisfied.

Citizen Satisfaction with 311



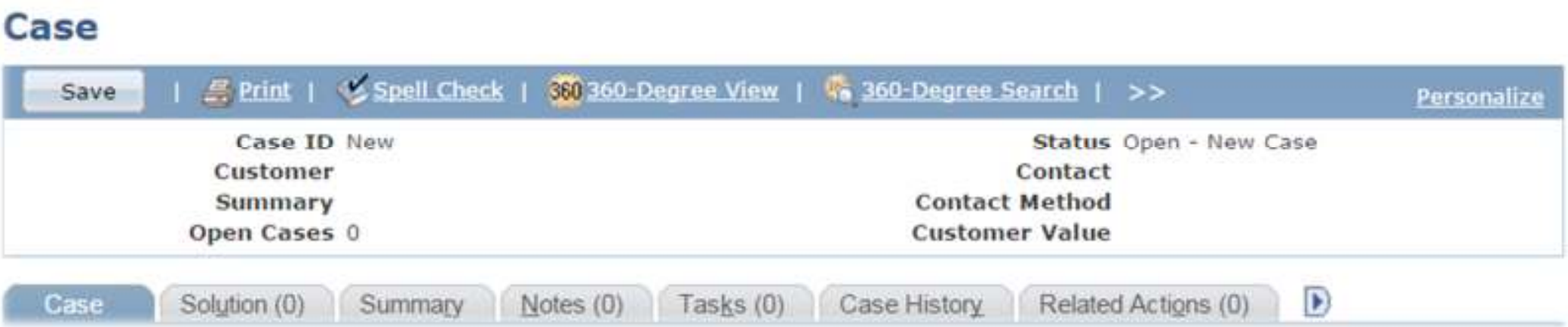
Internal Services Survey – Employee perceptions of 311



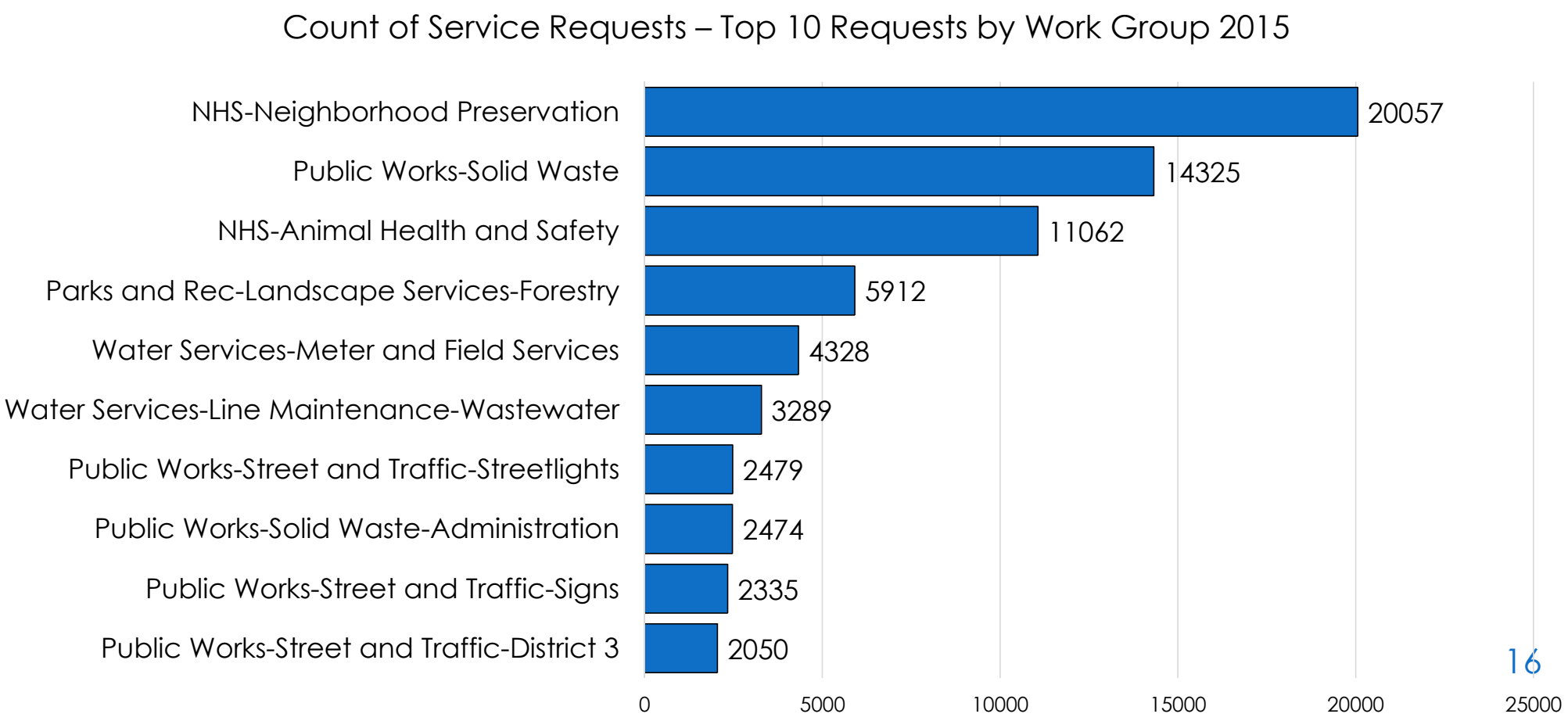
311 End-User Training

PeopleSoft End-User Training

- Offer twice a month (first and third Wednesdays) beginning Jan 6
- Work with each department's liaison to promote
- Sign up on myKC
- Focus on new features in the upgrade to reduce processing time
- Emphasize communicating and updating customers
- Provide information for new and "experienced" users



What services do people call 311 for?



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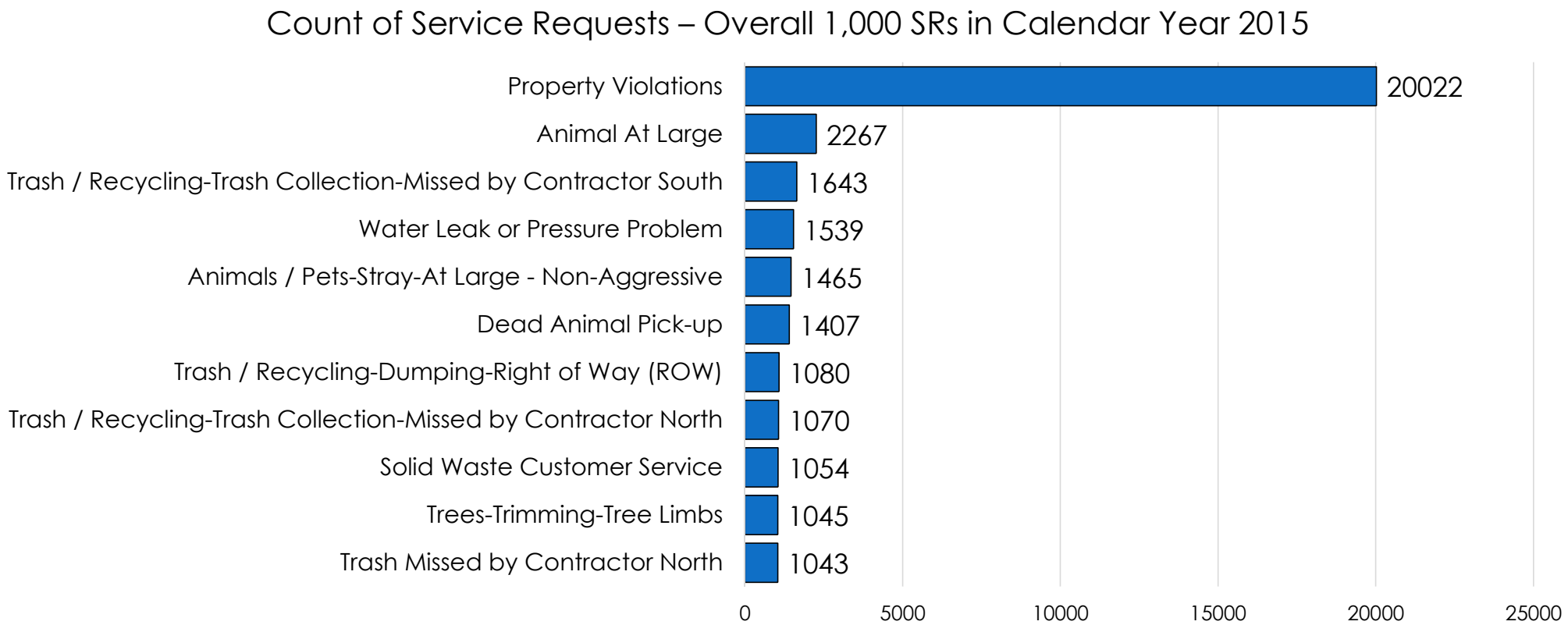
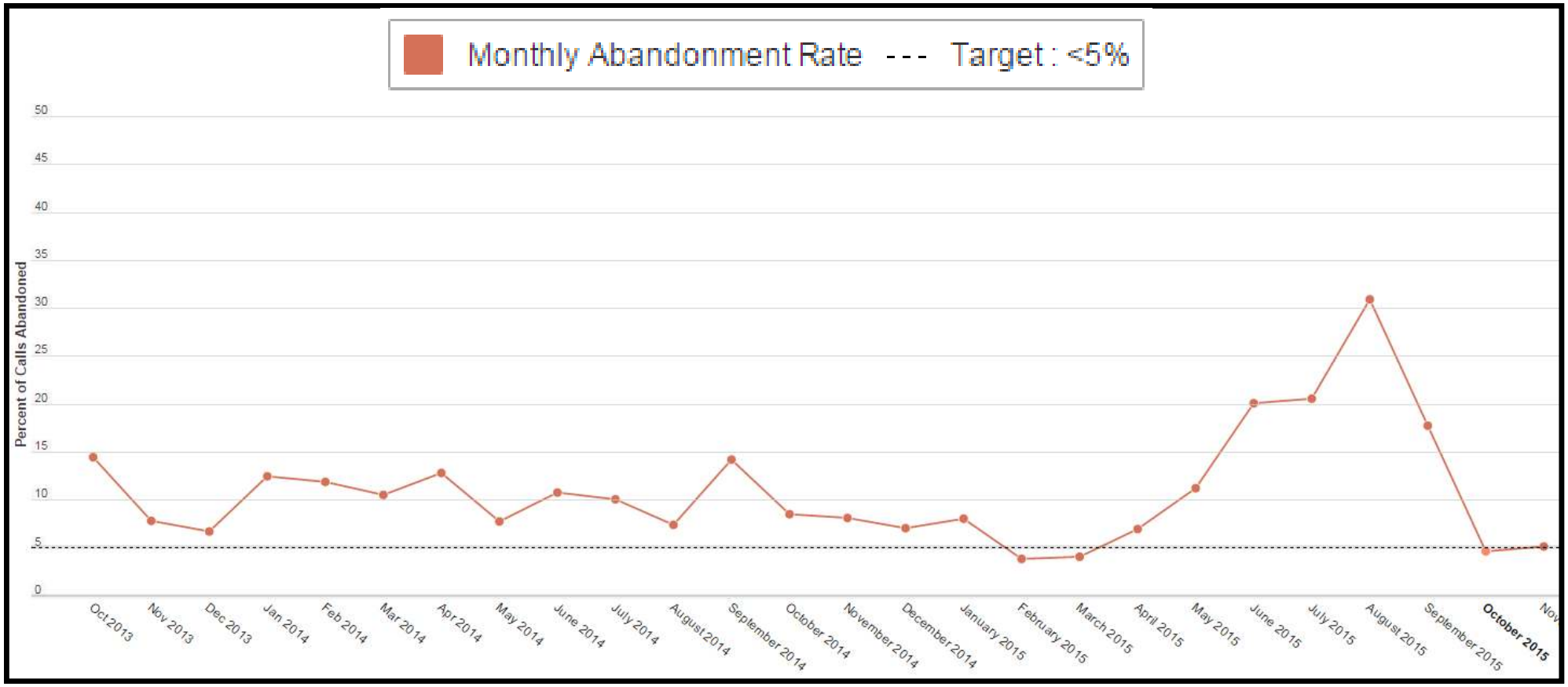
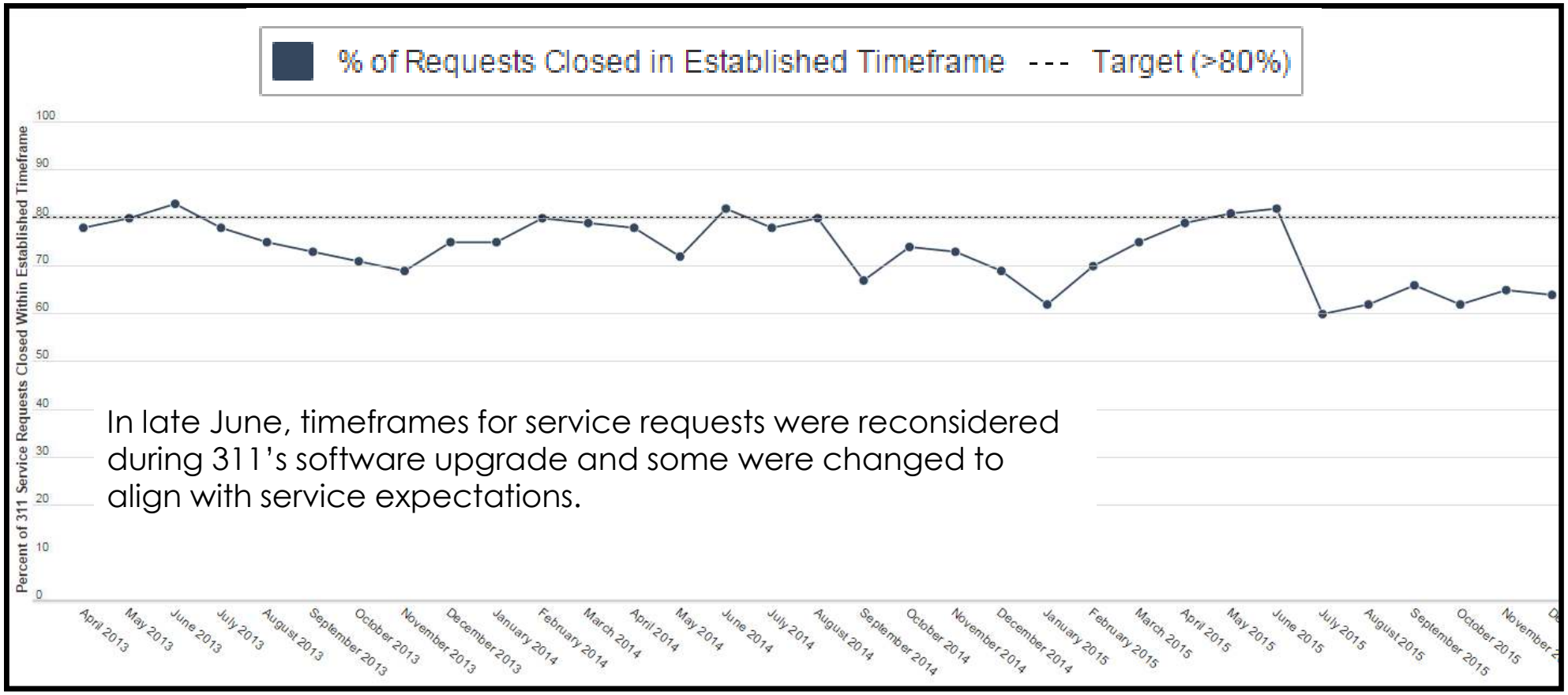


311 Abandonment Rate

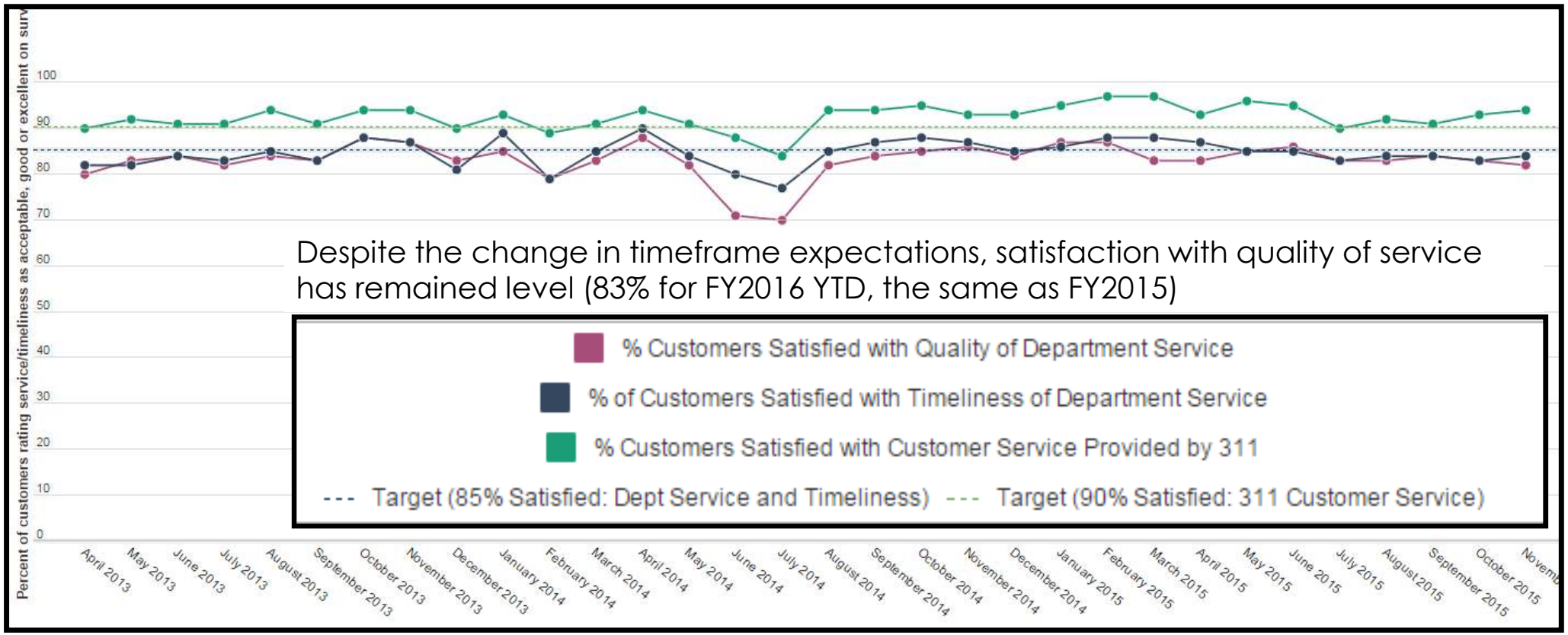


Service Request Responsiveness



In late June, timeframes for service requests were reconsidered during 311's software upgrade and some were changed to align with service expectations.

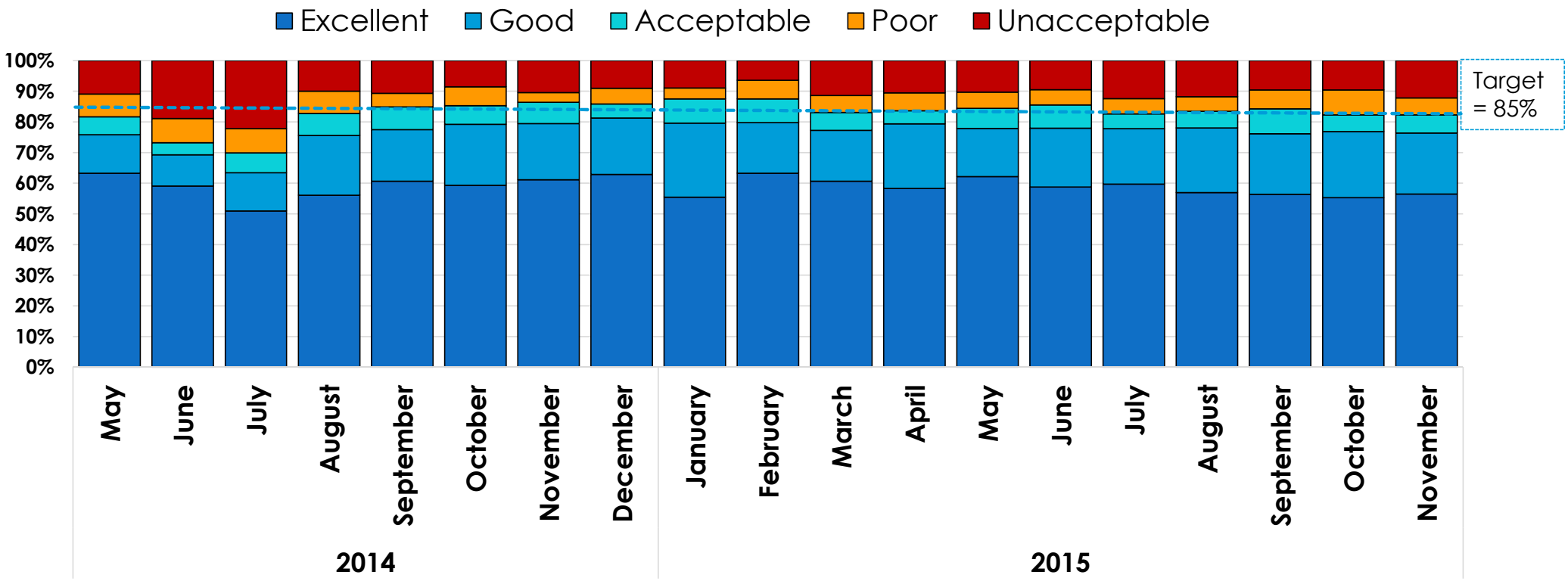
311 Customer Survey Responses



Despite the change in timeframe expectations, satisfaction with quality of service has remained level (83% for FY2016 YTD, the same as FY2015)

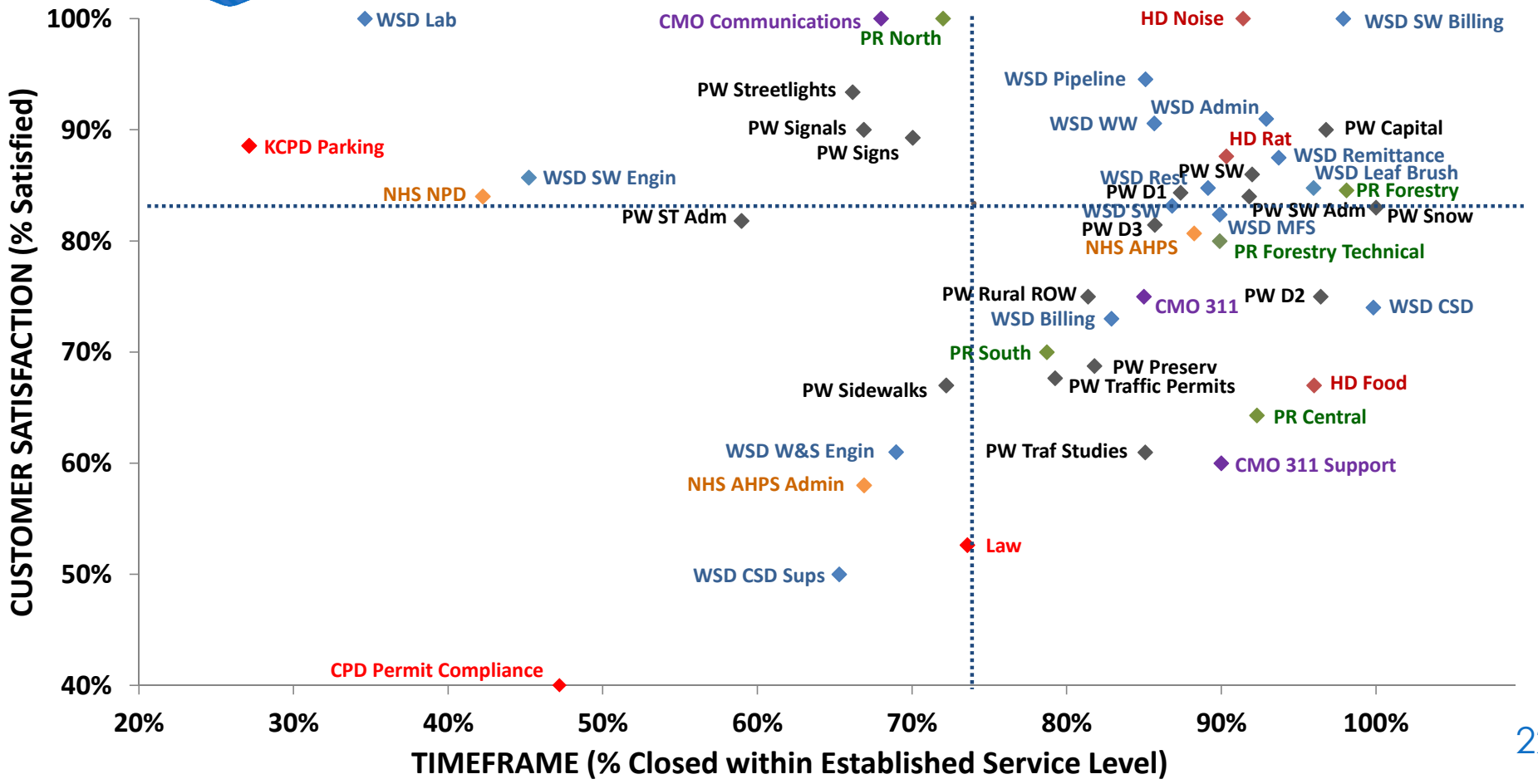
311 Customer Satisfaction with service delivery

Customer Satisfaction with Quality of Services from 311 Service Requests

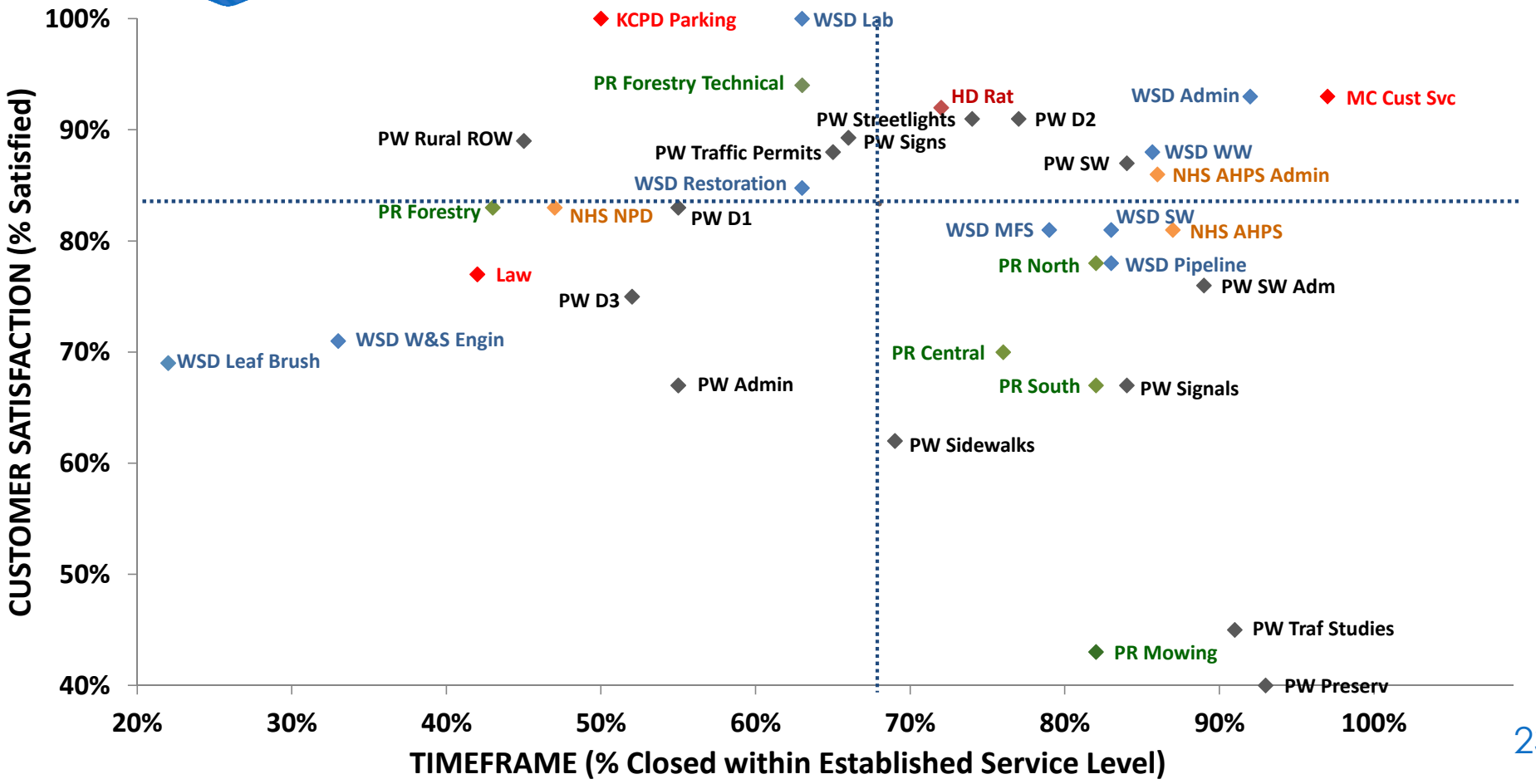


% Excellent/Good is generally between 76% and 81%; % Acceptable is around 4% to 8%

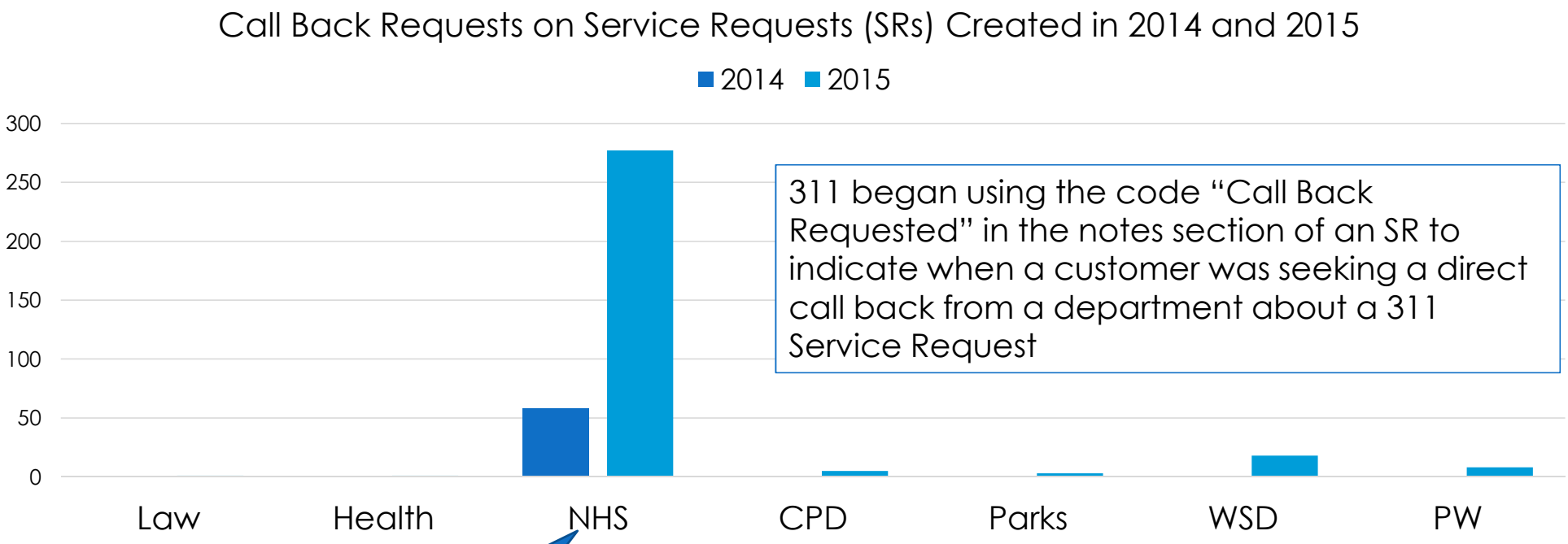
311 Matrix FY15 (Customer Svc v. Timeliness)



311 Matrix FY16 YTD (Customer Svc v. Timeliness)



Call Back Requests – July 2015 to Present



311 began using the code "Call Back Requested" in the notes section of an SR to indicate when a customer was seeking a direct call back from a department about a 311 Service Request

293 are Property Violation SRs

When you let the City Manager take calls…

City Manager Troy Schulte took calls in 311 on 10/9/2015

Calls taken = 3

Talk Time:

Call 1: 21:19 mins - Call 2: 2:04 mins - Call 3: 7:22 mins

Issues addressed during calls:

- Abandoned Vehicles
- Property violations

He only made one promise to address the issue himself

311 Van Deployment

- **311 Mobile Van Events**
  - City Manager's Tweet Along scheduled (working on date)
  - July 11& 13 - National Council of LaRaza
  - July 15 - Kansas City North Community Center
  - July 29 - Southeast Community Center
  - August 4 – Ivanhoe Neighborhood Council
  - August 7 - Ivanhoe Neighborhood Council
  - August 8 - Health Department
  - August 15 - Union Station (Sly's Rock the Block)
  - August 22 - Ethnic Festival
  - Sept 19 - Marlborough Neighborhood (Clean Sweep)
  - October 31 - Trailside Center (Listening and Neighborhood Help Session
  - November 14 - America Recycles Day (KC Green Event)
  - November 21Mattie Rhodes Center
  - December 1 - Leon Jordan East Patrol Police Station Open House

311 Mobile Van

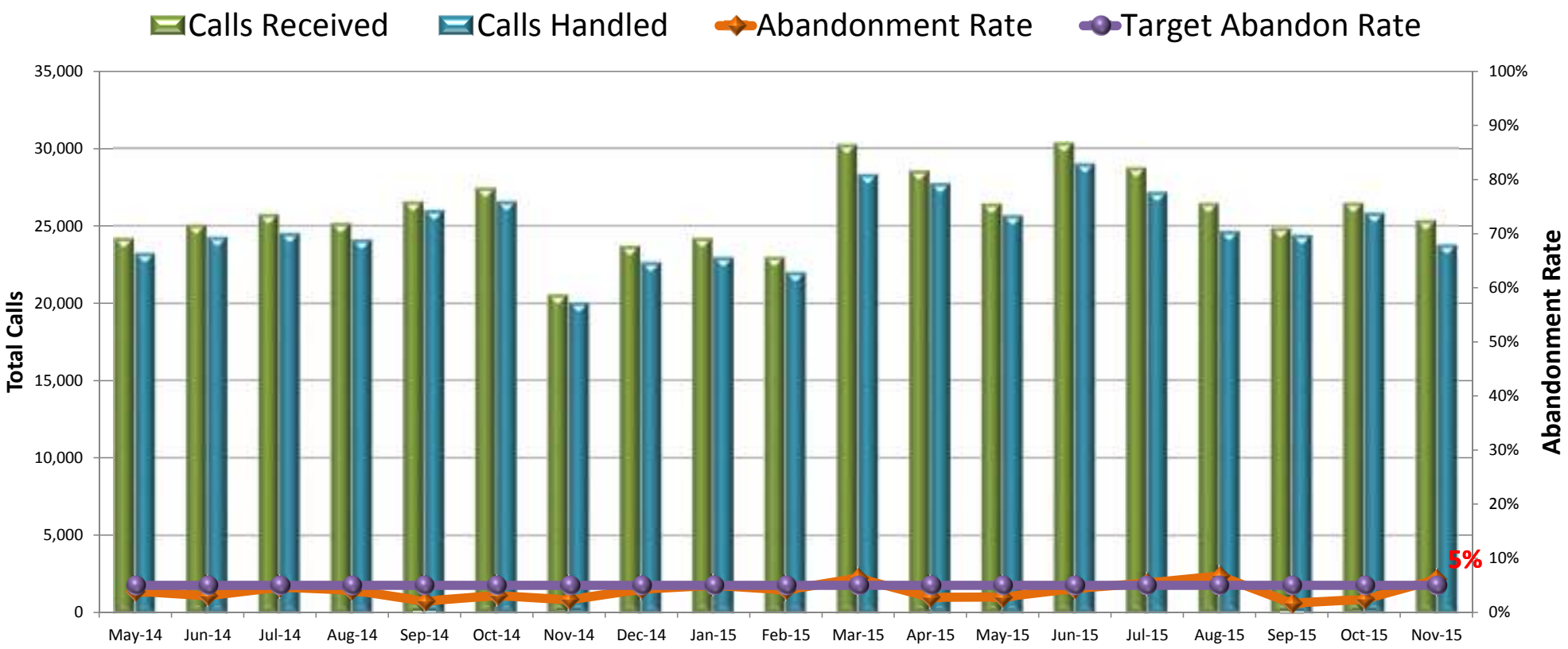
The 311 Mobile Van is out and about providing information and services to residents where they live, work, and play. Watch this space for upcoming visits! Request the mobile van!

Code Enforcement Officer Assigned to East Patrol

Completing the cross-departmental training program for the new CEO	
Scheduled for the next Neighborhood Preservation Codes Academy	
Reporting to the East Patrol by the third week of January	
Currently working on communication/education tools (several languages) for residents of the East Patrol area	• Trash, recycling, and bulky item policies • Basic property maintenance • Pet ownership • 311 Services • Municipal Court information

Bright Spot – Water Services

Abandonment Rate



Quality Monitoring

- Enables us to assess quality of service provided to customers
- Audit program and rater guide establish criteria for ratings
- Promotes consistency across both soft and technical skills
- Assesses quality per employee as well as for the group
- Group scores require a minimum number of observations each month

Audit Scorecard Summary

From: 11/1/2015 To: 11/30/2015

List	# Audits	# Agents	Avg/Agent	POINTS
Adjustment Processor Audit Scorecard	0	0	0.0	0.00%
Billing Analyst Audit Scorecard	0	0	0.0	0.00%
Call Audit Scorecard	38	35	1.1	86.92%
CSS Audit Scorecard	3	2	1.5	81.90%
Stormwater Analyst Audit Scorecard	0	0	0.0	0.00%

12/23/2015 1:37:57 PM QM Home All List Development

Quality Monitoring Dashboard

Call Audit Scorecard

From: 11/1/2015 To: 11/30/2015

Quality Scores

	Category	Avg. Score	Percent
1	CALL OPENING (Out of 20) - Soft Skill	19.7	98.7%
2	VERIFICATION OF CUSTOMER INFORMATION (Out of 40) - Technical Skill	30.0	75.0%
3	FOLLOW STANDARD PROCESS (Out of 15) - Technical Skill	14.3	95.6%
4	OBTAIN NEW CUSTOMER INFORMATION (Out of 15) - Technical Skill	14.3	95.6%
5	PROFESSIONALISM AND COMMUNICATION (Out of 25) - Soft Skill	24.3	97.4%
6	PROBLEM RESOLUTION (Out of 25) - Soft Skill	21.1	84.2%
7	RESEARCH AND ACTION (Out of 25) - Technical Skill	17.8	71.1%
8	CALL CLOSURE (Out of 10) - Soft Skill	9.9	98.7%
9	BONUS (Out of 10)	0.7	
	SOFT SKILLS TOTAL (Out of 80)	*75.0*	*93.8%*
	TECHNICAL SKILLS TOTAL (Out of 95)	*76.4*	*80.5%*
	TOTAL POINTS (Out of 175)	**152.1**	**86.9%**

Click Here to see Agent Score Trending Report

Audits Tracker

# of Audits	# of Agents	AVG / Person
38	35	1.1

Auditor Report

Auditor Name	# of Audits	Avg Score
Fred Flintstone	3	58.1%
George Jetson	33	88.9%
Daria Morgendorffer	2	97.1%
Total	**38**	**86.9%**

Rebuttals

Rebuttal	# of Audits	Avg Score
Audits w/ Rebuttal	2	98.6%
Audits w/o Rebuttal	36	86.3%
Total	**38**	**86.9%**

New Hires

New Hire	# of Audits	Avg Score
New Hire	6	83.8%
Not New Hire	32	87.5%
Total	**38**	**86.9%**

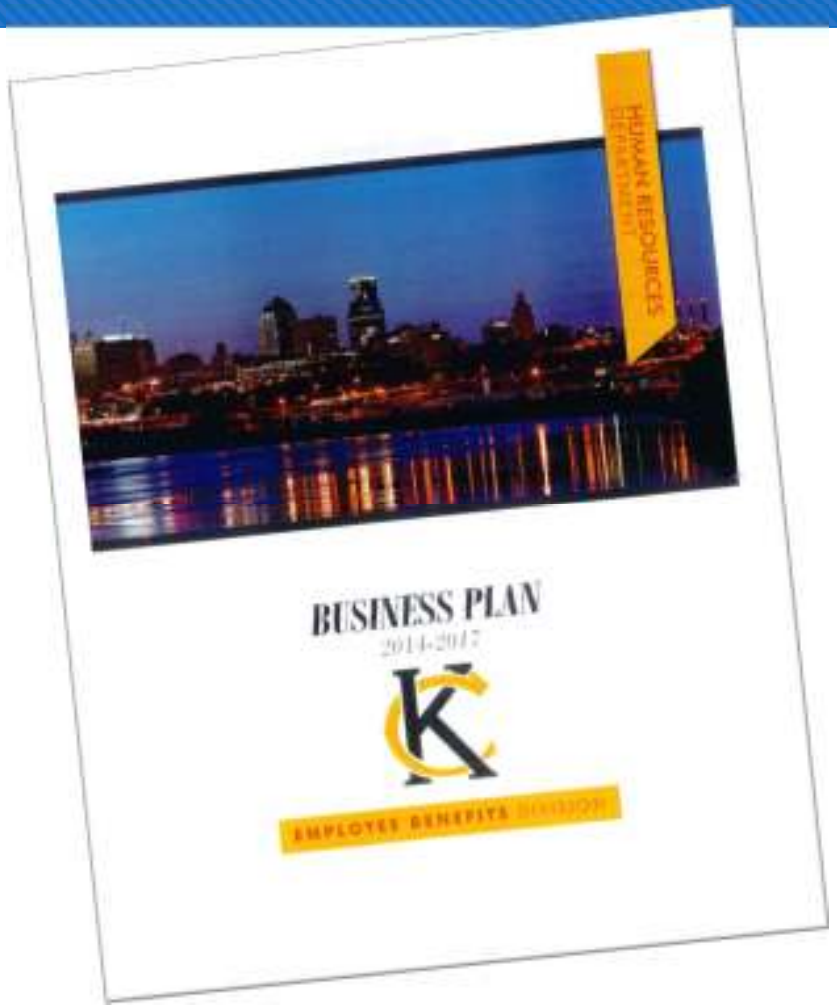
12/23/2015 1:41:53 PM QM Home Development

Objective 2

Require that all departments identify customers' expectations and perceptions via feedback tools such as surveys

Department Strategic Plans – Customer Service Objectives

- Nearly all departmental plans include a goal for customer service
- Department Strategic Plans and Division Strategic Plans are being updated now and will be done by late Spring

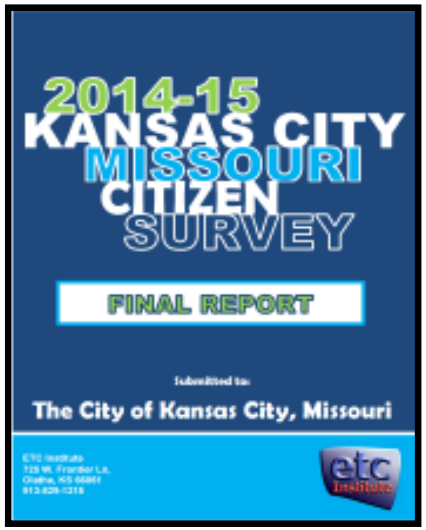


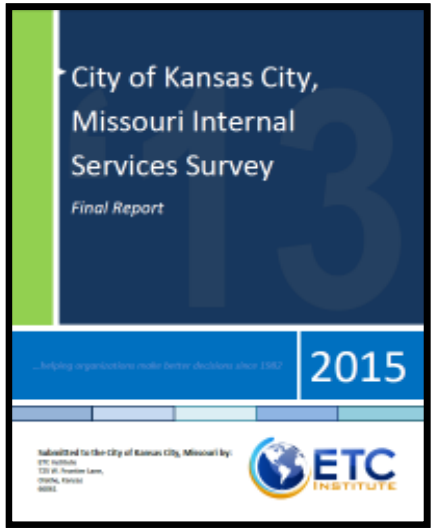
Surveys and Feedback Across the City
(a very incomplete list)

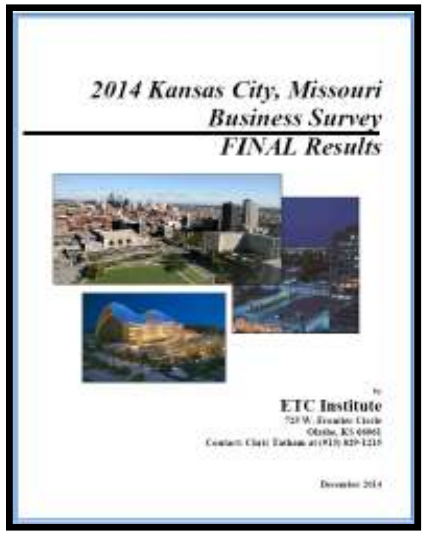
Customer Survey	Citizen Survey	Internal Survey	Feedback Sessions/Roundtables
• Aviation • City Clerk's Office • City Planning • Conventions • Health • Human Relations • Municipal Court • Parks • Water	• Aviation • City Manager's Office • Finance • Health • KCFD • Municipal Court • NHS • Parks • Public Works	• GSD • Law • Human Resources • Finance • Human Relations • City Manager's Office	• Finance • Human Resources • Parks • Mayor's Office • City Auditor's Office* **recommendations for audit topics are taken online*

- Departments may be doing additional work in gathering feedback, but these are the highest level ways that customer perception is being measured throughout the city

All the Pretty Surveys…





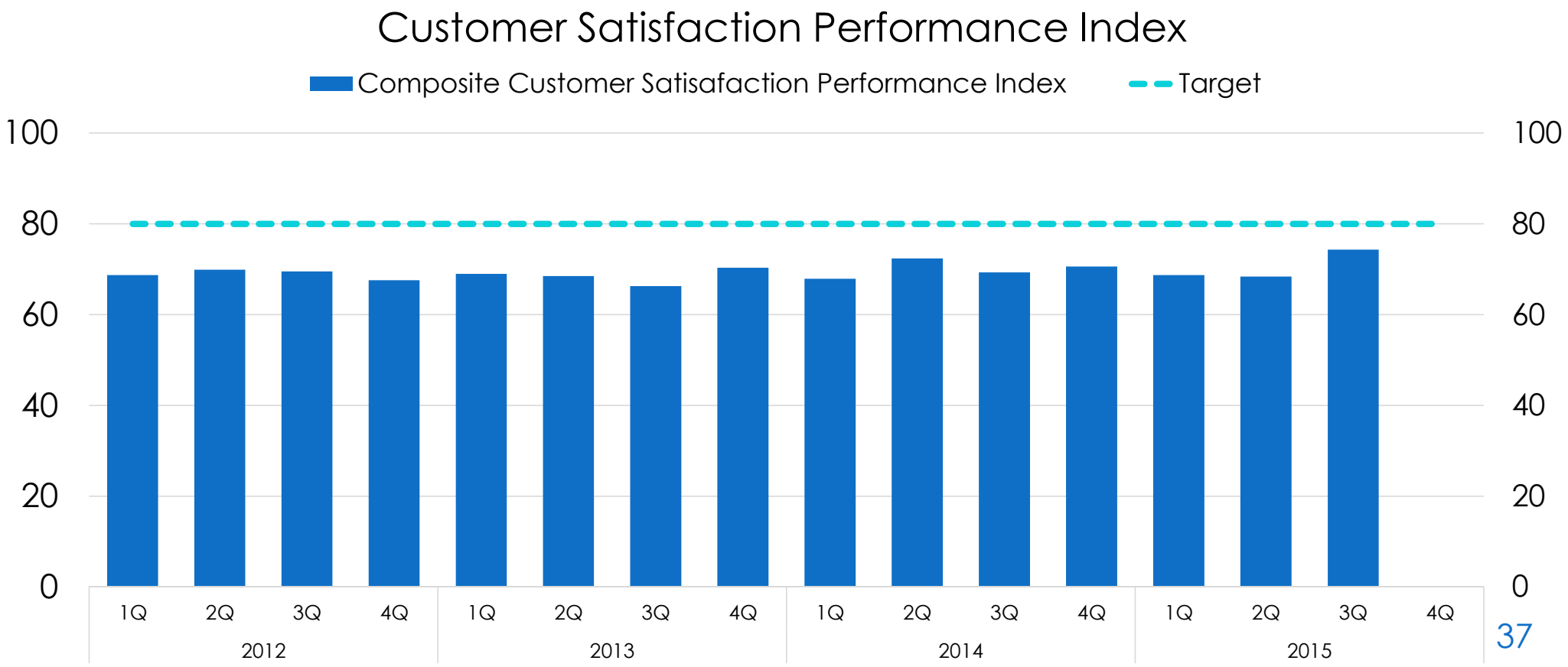


- Other Surveys:
  - Deputy Exchange
  - Arts and Culture Tourism
  - BizCare Customer Satisfaction

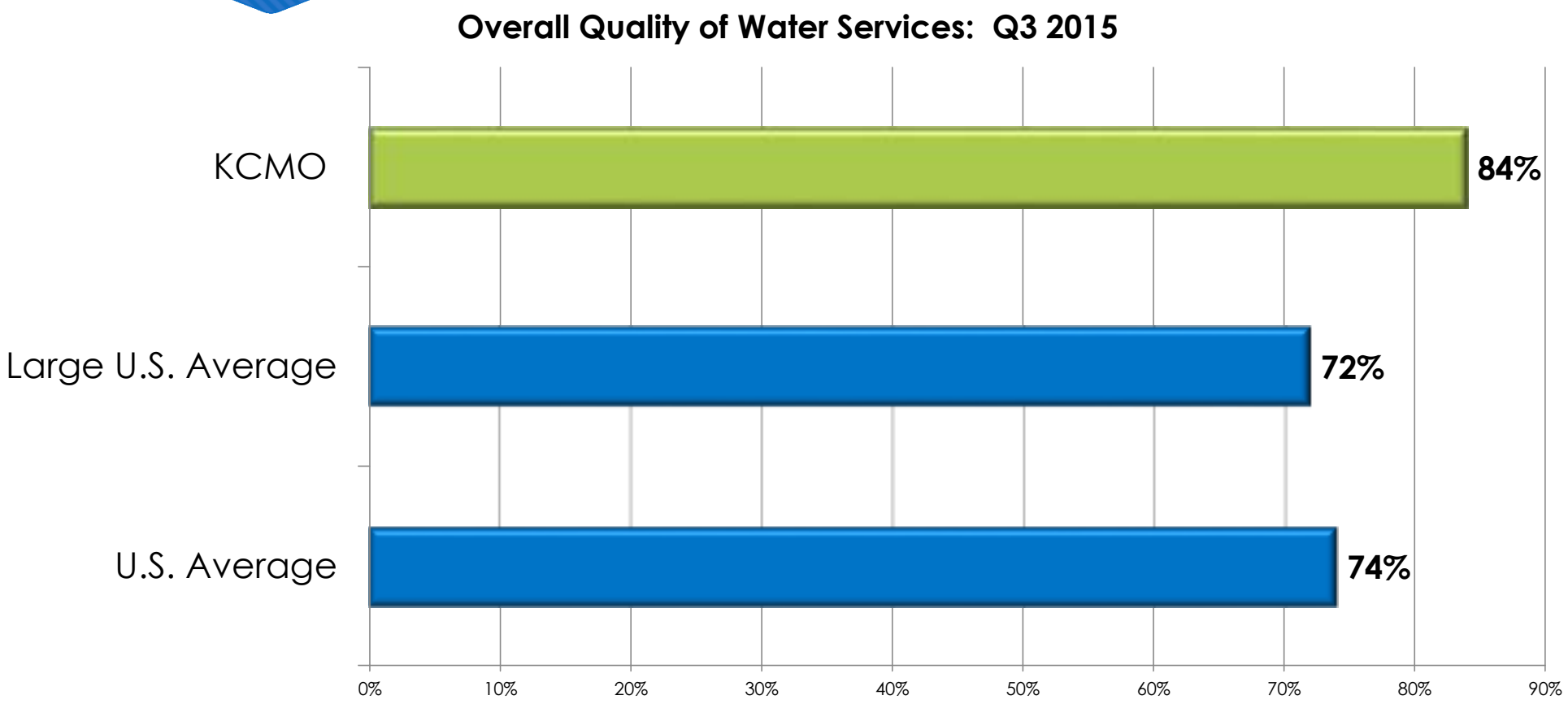
Bright Spot – Water Services

Efforts to Improve the Customer Experience

Customer Service Survey – Quarterly Survey



Customer Service Survey - Benchmarking

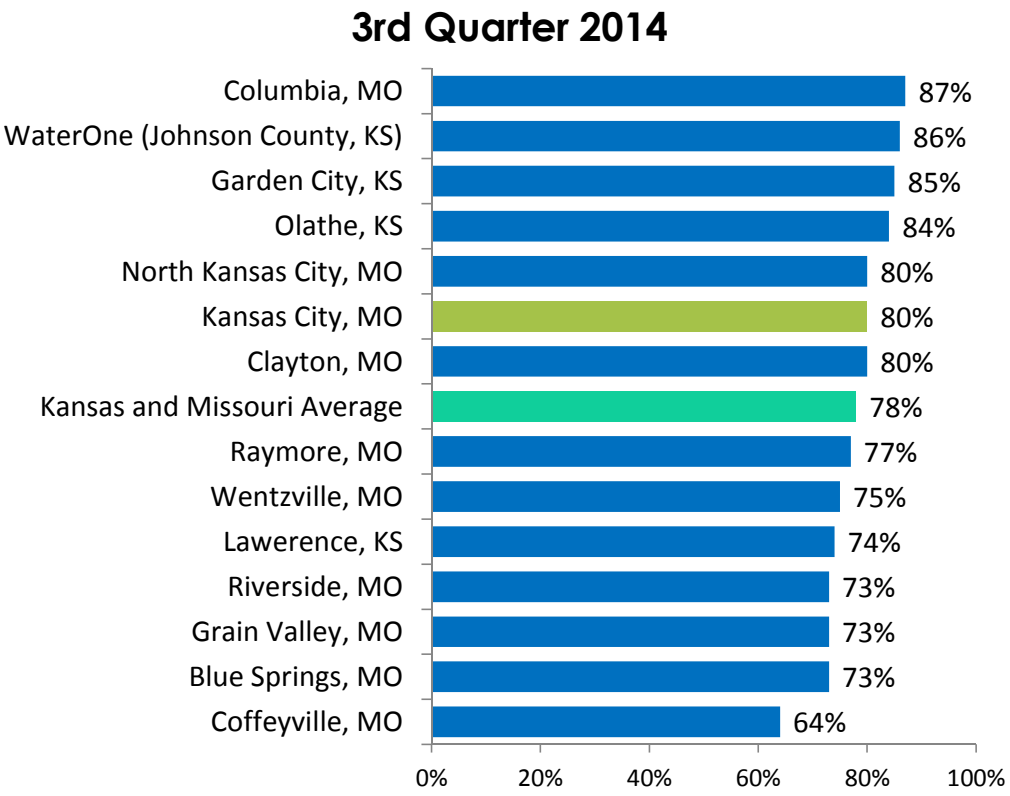


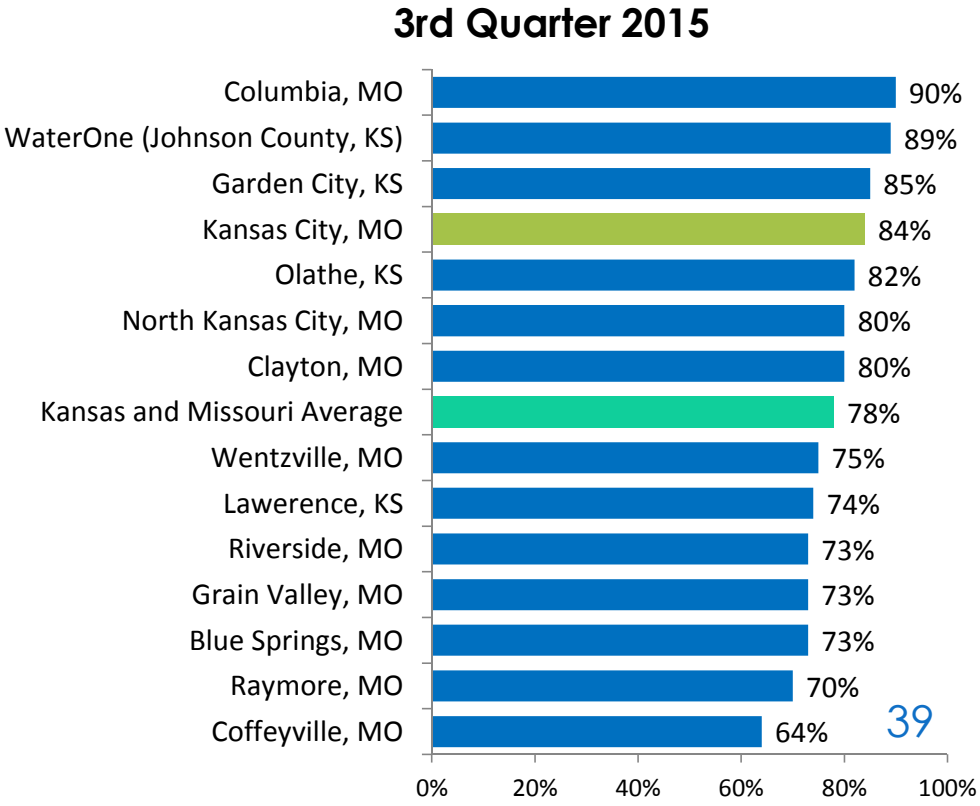
Source: WSD Customer Survey, 2015

Customer Service Survey - Benchmarking

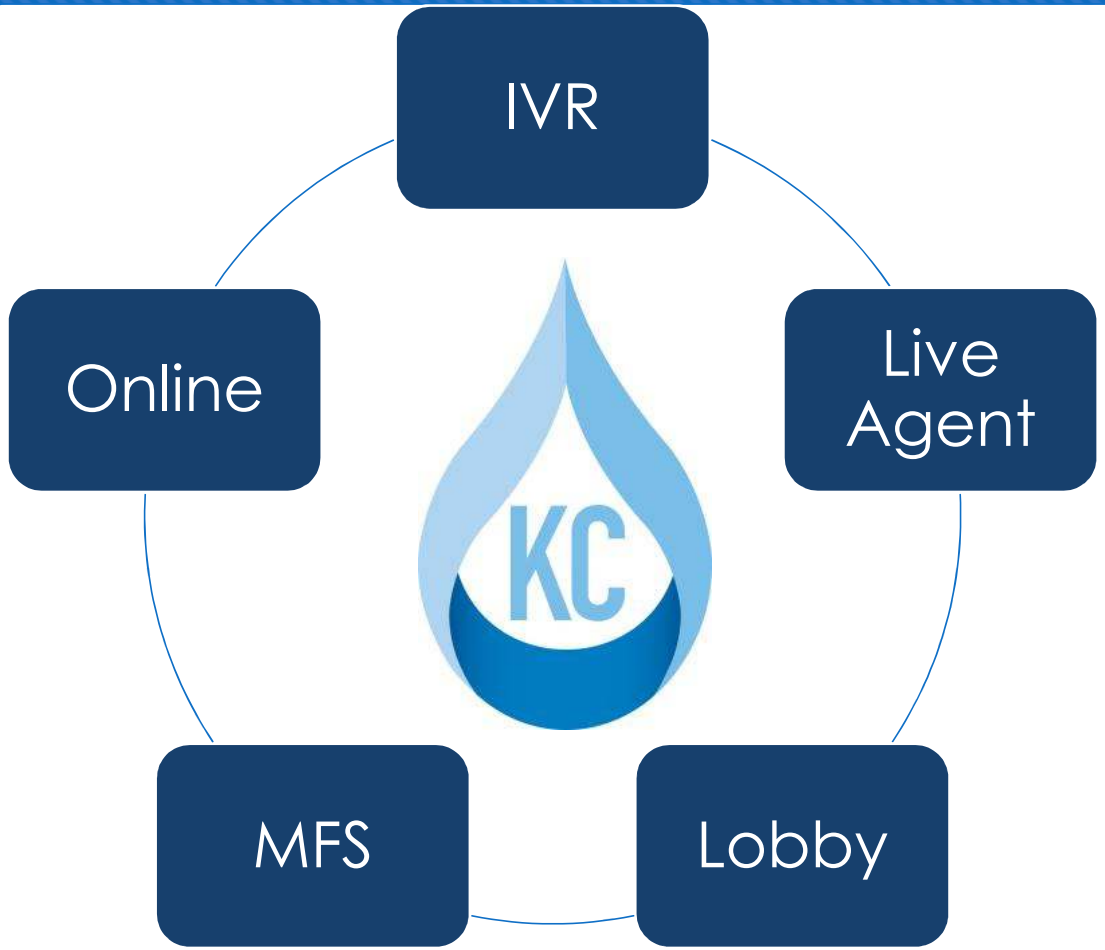
Satisfaction With the Overall Quality of Water Services

By percentage of respondents who were "very satisfied" or "satisfied" with the overall quality of their water service





Voice of the Customer (VOC) Program



Voice of the Customer / Post-interaction survey

Survey Responses*

- KC Water has received 17,581 post-interaction surveys from customers, including 7,264 open-ended comments (41% of total).

Interaction Type	Surveys Completed
Online	12,526
Live Agent	3,717
IVR	794
MFS	289
Lobby	255

Voice of the Customer (VOC) Dashboard*

	Satisfaction	Effort
KC Water	3.7 / 5.0	3.8 / 5.0

	Satisfaction	Effort
IVR	3.9 / 5.0	3.9 / 5.0
Live Agent	4.0 / 5.0	4.1 / 5.0
Lobby	4.1 / 5.0	4.2 / 5.0
MFS	4.0 / 5.0	4.2 / 5.0
Online	3.6 / 5.0	3.7 / 5.0

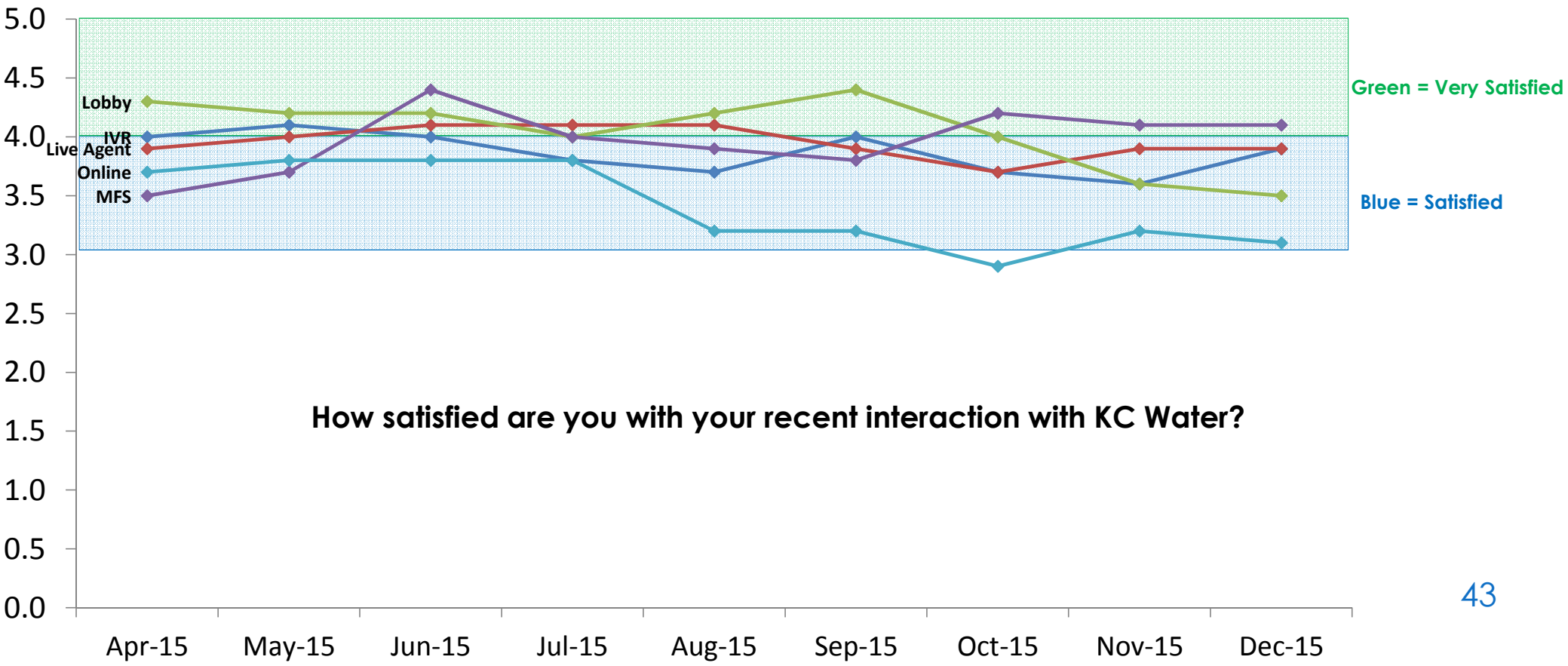
Score	Satisfaction	Effort
4.0 – 5.0	Very Satisfied	Very Easy
3.0 – 3.9	Satisfied	Easy
2.0 – 2.9	Neutral	Neutral
1.0 – 1.9	Unsatisfied	Difficult
0.0 – 0.9	Very Unsatisfied	Very Difficult

17,581 Surveys Completed

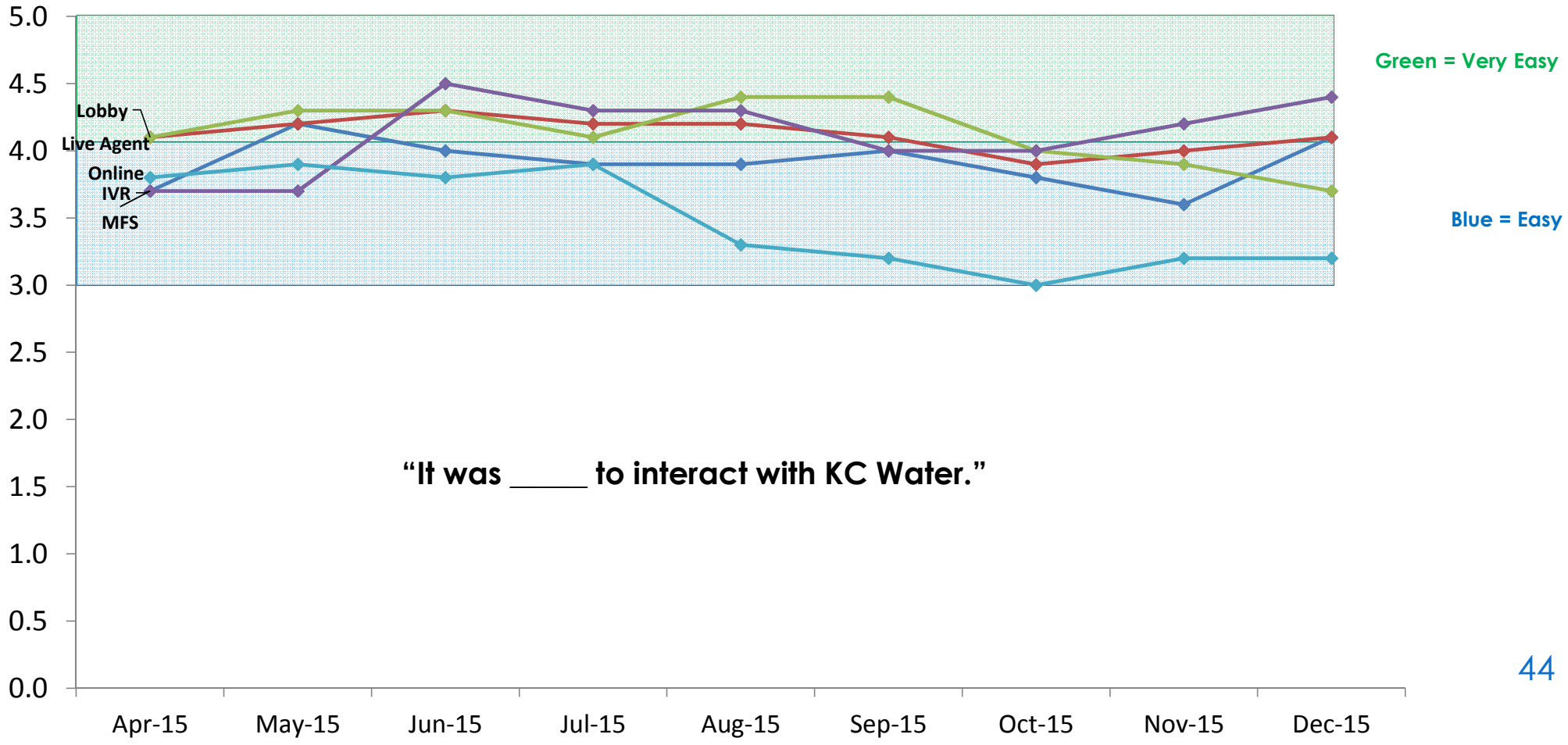
7,264 Comments Provided

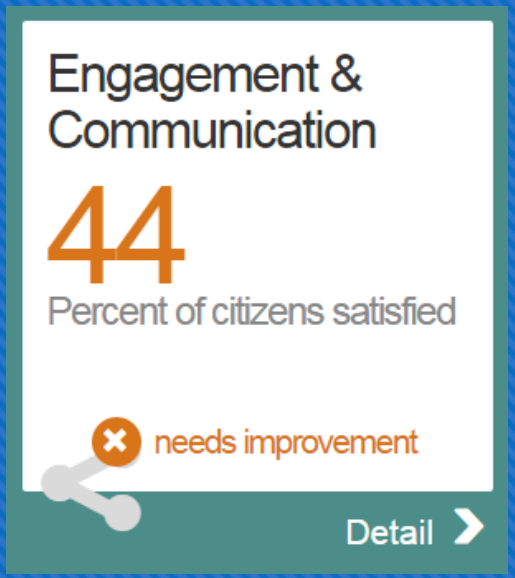
*Through November 30, 2015

Customer Satisfaction



Customer Effort





Citizen Engagement and Communication

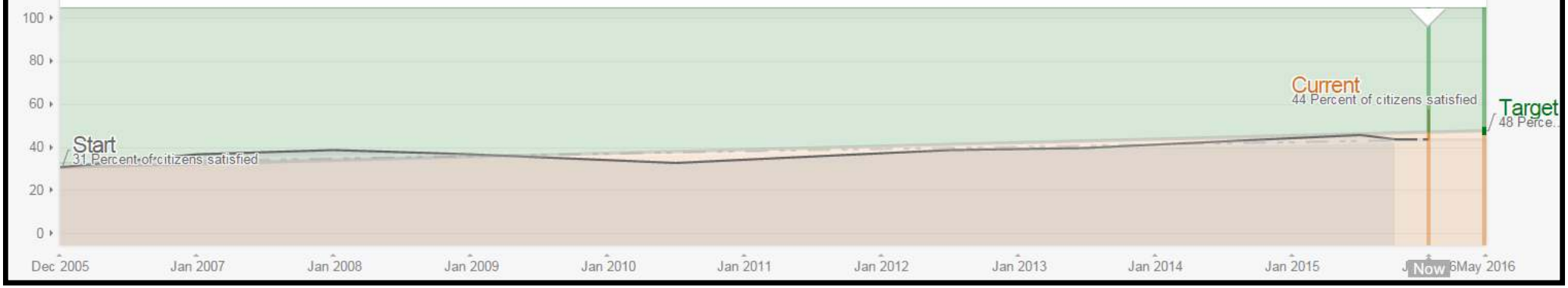
Citizen Satisfaction with Effectiveness of city communication with the public

The key measurement for this priority is citizen satisfaction with the effectiveness of the city's communication with citizens. The goal is to increase citizen satisfaction to 48% as measured by the FY2016 survey. Survey results are available in the summer of each year. Explore the data›

44 Percent of citizens satisfied
Current as of Oct 2015

48 Percent of citizens satisfied
May 2016 Target

Needs Improvement
Hide chart



Importance-Satisfaction - Communication

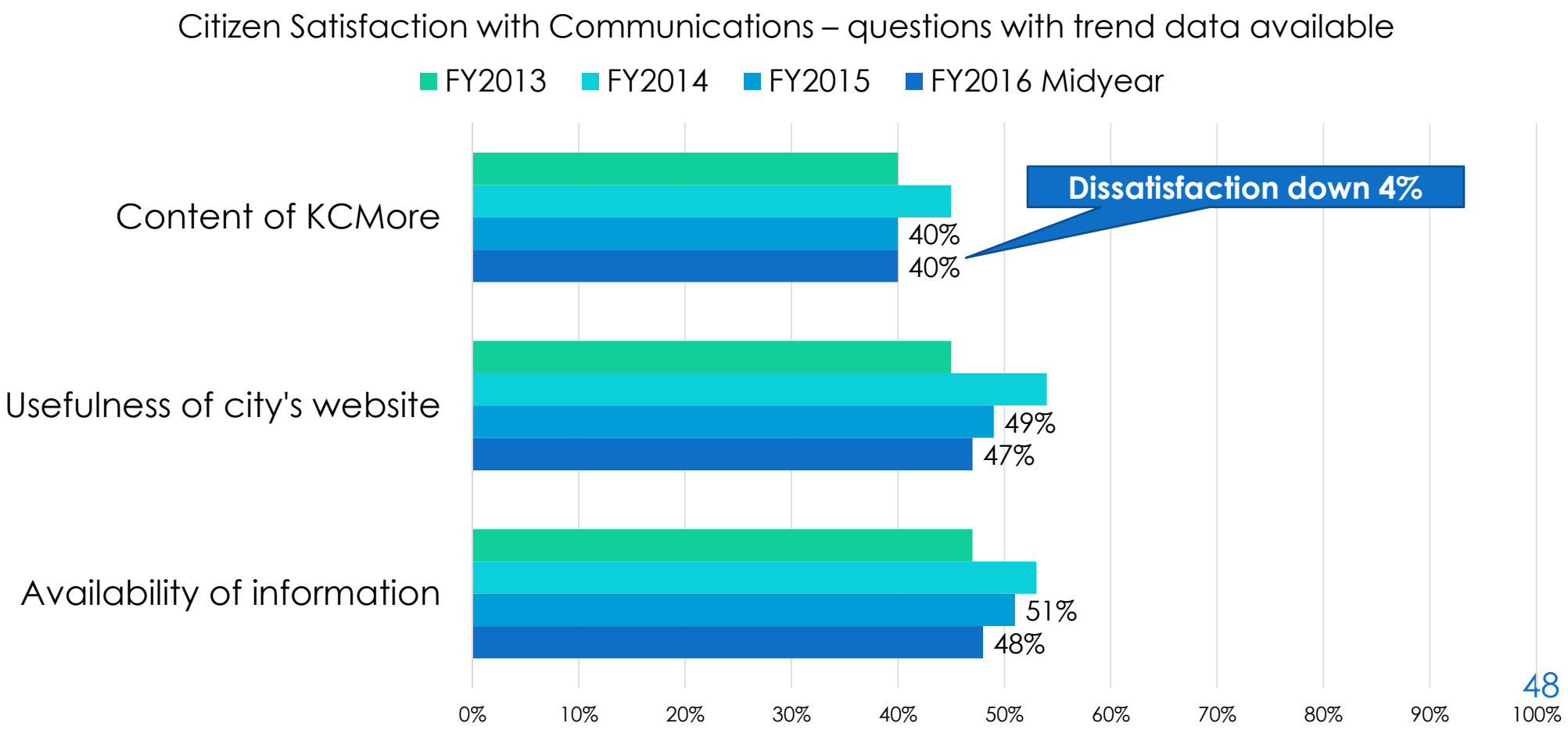
Communications Category	Importance	Satisfaction	FY2016 Midyear I-S Rank
Opportunity to engage/provide input into decisions made by the city*	42%	30%	1
Availability of information about city programs	50%	48%	2
Usefulness of city website	28%	47%	3
City's use of social media*	15%	44%	4
Quality of video programming*	7%	40%	5
Content of KCMore	5%	40%	6

*new or reworded question in FY2016

Source: Citizen Satisfaction Survey

I-S is calculated as

Citizen Satisfaction with City Communications



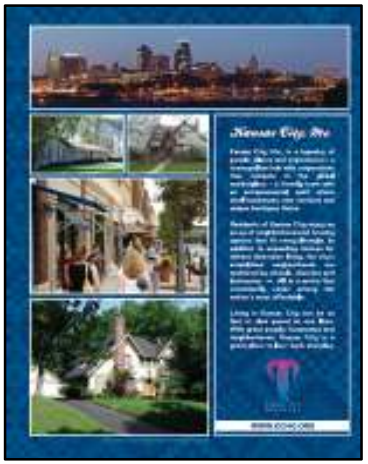
Communication Questions by Council District

Question/Council District	1	2	3	4	5	6
Effectiveness of city communication					More likely to be **Dissatisfied**	
Availability of Information			More likely to be **Dissatisfied**			
Usefulness of City Website						More likely to be **Satisfied**
Opportunity engage/provide input		More likely to say "Don't Know"				More likely to be Neutral
Quality of city video programming		More likely to be Neutral	More likely to be **Dissatisfied**			
Content of KCMore	More likely to be **Satisfied**	More likely to say "Don't Know"	More likely to be **Dissatisfied**	More likely to say "Don't Know"		More likely to be **Satisfied**
Use of social media	More likely to say "Don't Know"		More likely to be **Dissatisfied**			More likely to be **Satisfied**

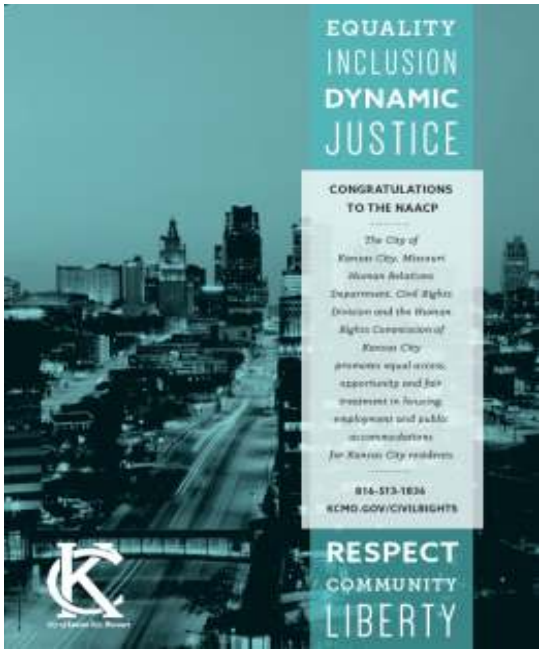
Objective 3

Adopt and execute a strategic communication plan to support the citywide business plan.

Communication: Before new process



After:


EQUALITY
INCLUSION
DYNAMIC
JUSTICE
CONGRATULATIONS TO THE NAACP
816-513-1836
KCMO.GOV/CIVILRIGHTS
RESPECT
COMMUNITY
LIBERTY

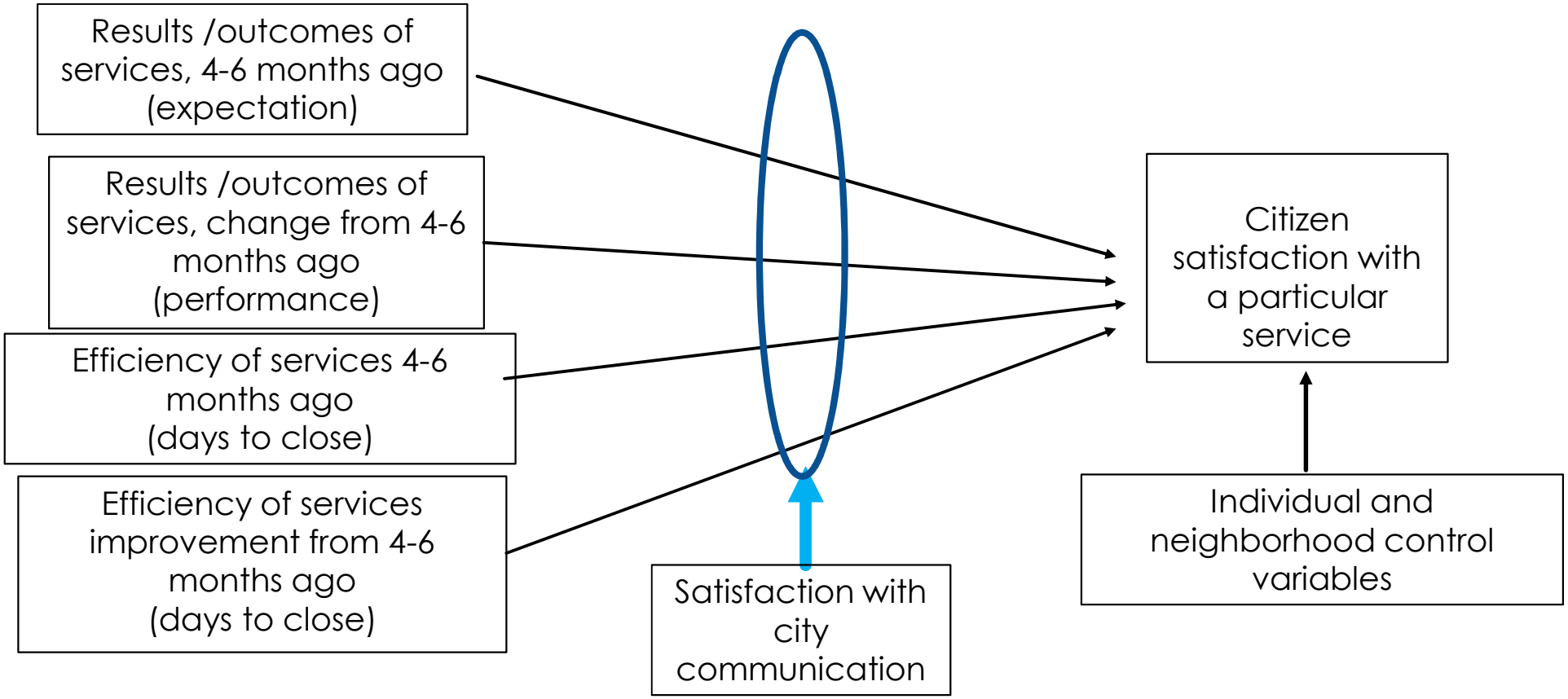
ARTS
STREETCAR
GIGABIT FIBER
GLOBAL
SMART CITY
DYNAMIC
COMMUNITY
Kansas City, Mo.
KCMO.GOV
INNOVATIVE
TECHNOLOGY

The City of Kansas City, Missouri is a proud sponsor of the NAACP.
Jolie Justus
kcmo.gov/justus

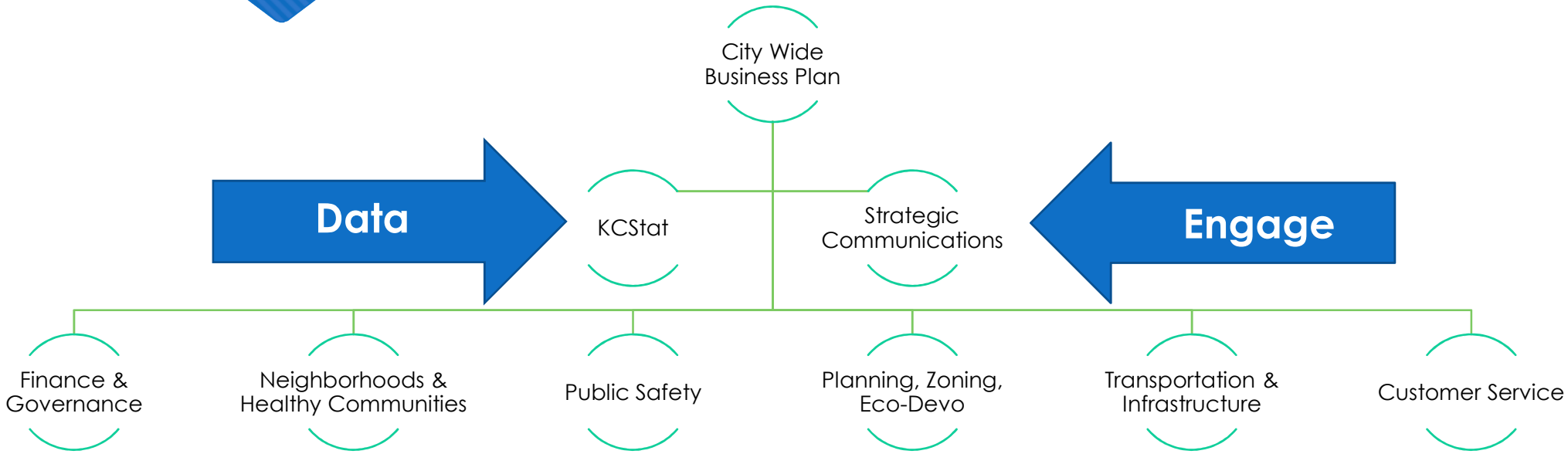
ARTS
STREETCAR
GIGABIT FIBER
GLOBAL
SMART CITY
JAZZ
CITY OF KANSAS CITY, MISSOURI
Thank You KC!
Satisfaction with City Services reaches all-time high.
kcmo.gov/satisfaction
INNOVATIVE
TECHNOLOGY

Importance of Communication

Study findings from University of Kansas, Dr. Alfred Ho showed that communication is the prism through which citizens perceive the quality of various city services



Strategic Communications Plan



Importance-Satisfaction - Communication

Data

+

Engage

=

Objective 5

Continually seek innovative and creative ways to connect with residents.

Citizen Engagement & Integrated Communication

THE
ART
OF
DATA
The Art of Data exhibit celebrates five years of data analysis and reporting with a creative convergence of visual art representing the data sets that drive Kansas City's innovations and civic decisions.

ARTSKC

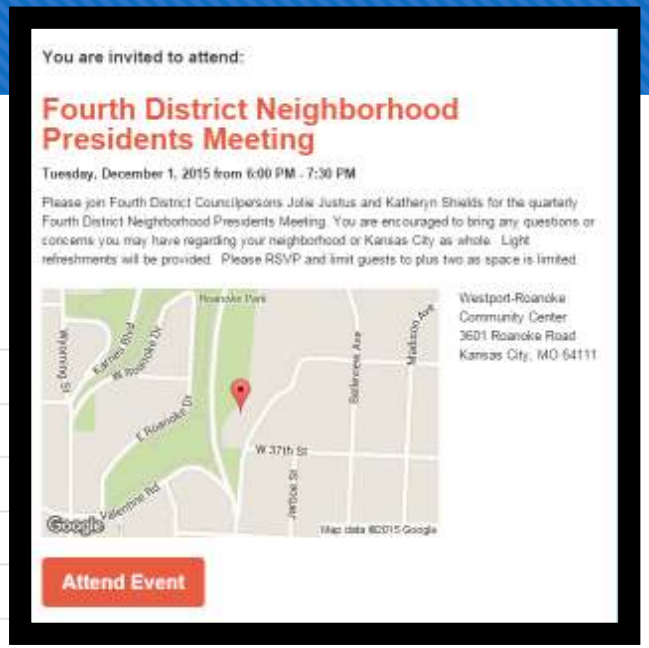
Kansas City: A World-Champion City

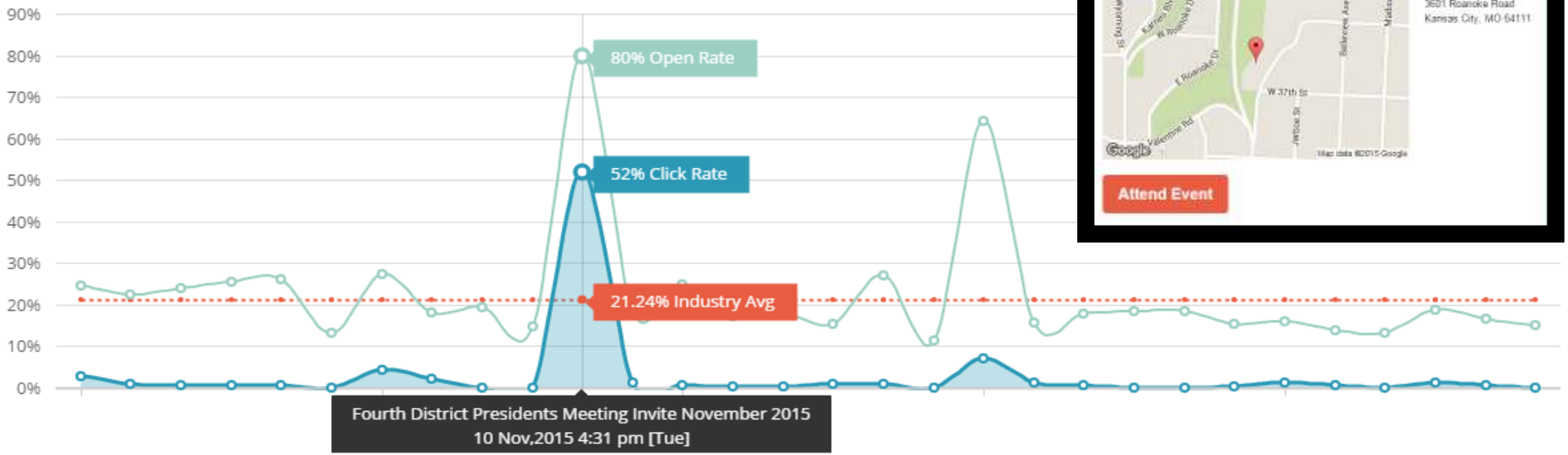
Platform Party & Rail Rally

Video Production

Communication with Residents

Citizen satisfaction with availability of information FY2016 Midyear = 48%





Social media: Best of 2015

Citizen satisfaction with use of social media FY2016 midyear = 44%

Top Tweet:

It is a #RoyalCelebration on Tuesday to celebrate our 2015 World Champs! Parade route attached. #Royals

Impressions	148,710
Total engagements	15,771
Detail expands	6,333
Media engagements	6,234
Retweets	1,085
Likes	881

+23k New followers in 2015

Total followers = 56,000+

Avatars:

KCMO.gov: Best of 2015

Citizen satisfaction with usefulness of website
FY2016 Midyear = 47%

+ 76,400 Unique Page Views
Mobile Usage: +40%

Channel 2	5,095 Page Views	+50%
Tow Lot Auctions	12,465 Page Views	+93%
Neighborhood Grants & Assistance	2,190 Page Views	+129%
BizCare	1,740 Page Views	+324%

Engagement: National

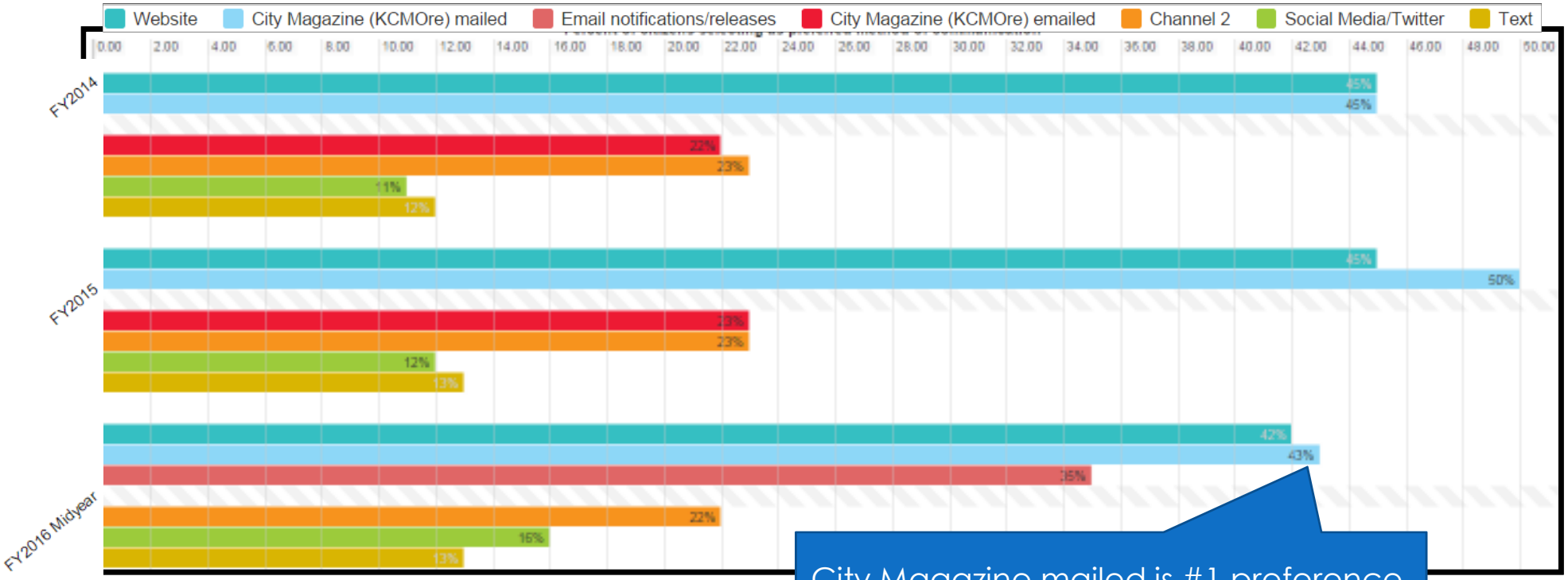
SGR

ICMA

ELGL
CONNECT.COMMUNICATE.EDUCATE

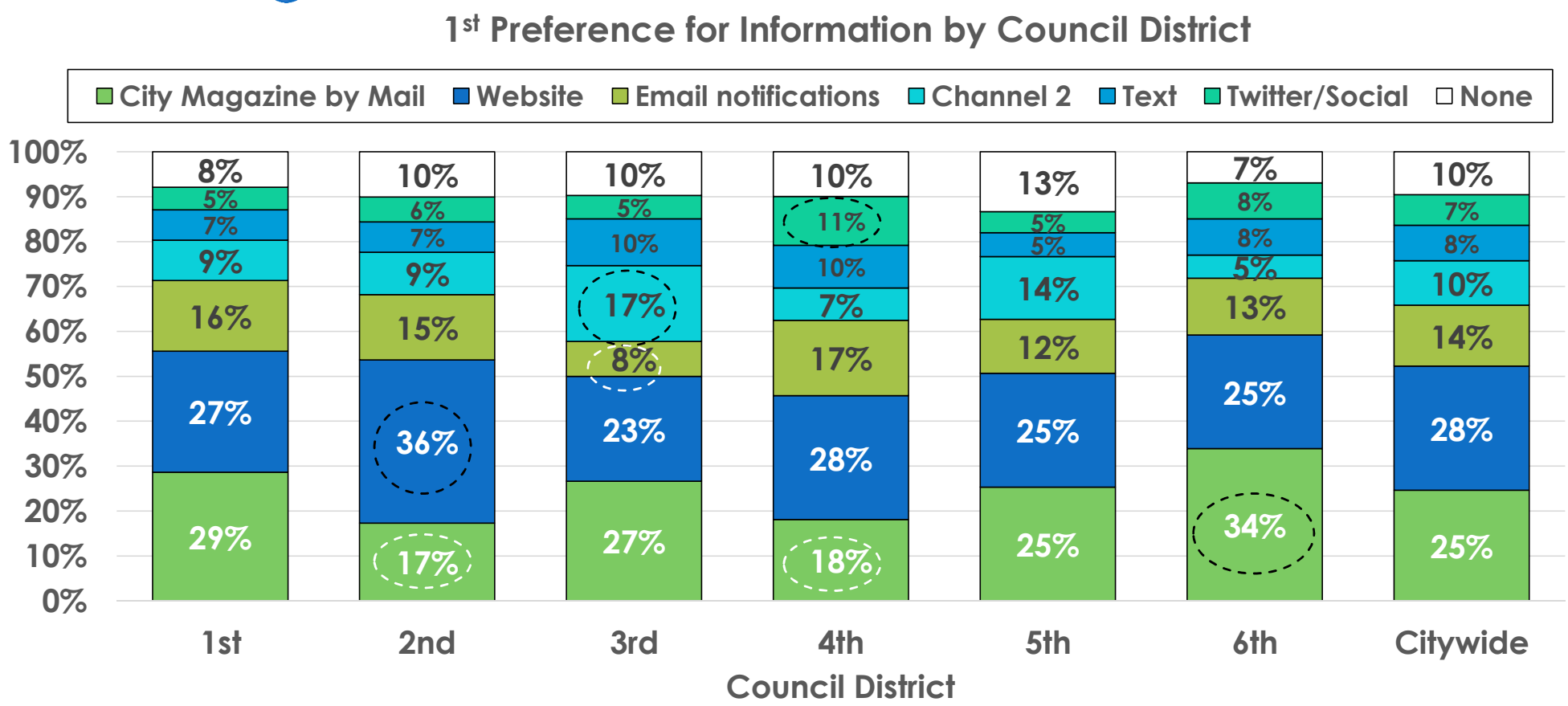
How do citizens like to receive information from the city?

Percent of citizens selecting as preferred method of communication



City Magazine mailed is #1 preference, followed by Website

1st Communication Preference by Council District



Bright Spot – Water Services

COMMUNICATING WITH CUSTOMERS

Twitter @KCMOwater

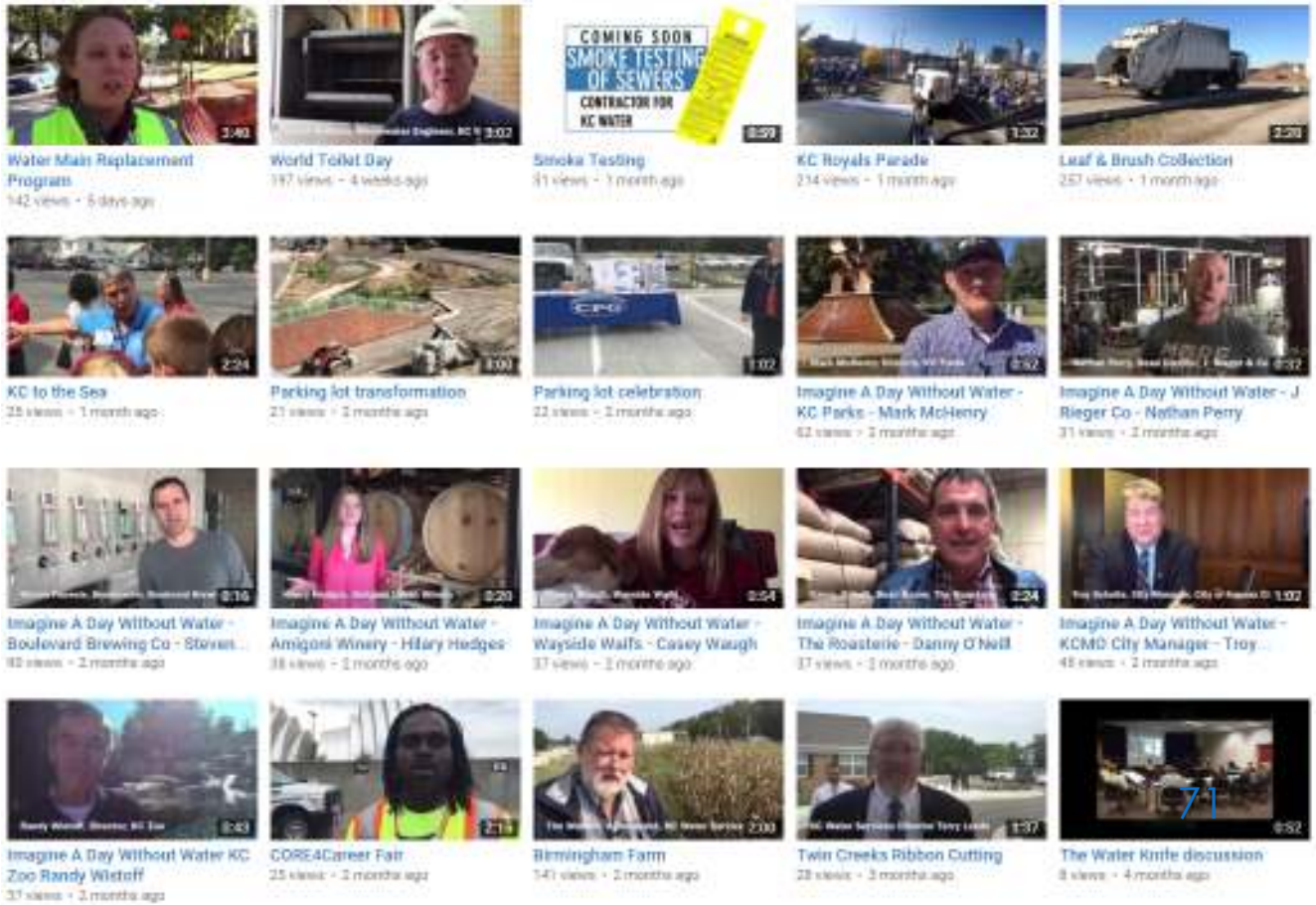
Benchmarking Followers with Other Water Utilities

Rank	Utility	Followers
1	LA DWP @LADWP	17,200
2	NYC Water @NYCWater	12,600
3	SF Water Power Sewer @SFWater	12,300
4	DC Water @dcwater	11,500
5	San Antonio WS @MySAWS	11,300
6	Denver Water @DenverWater	4,905
7	Philadelphia Water @PhillyH2O	4,564
8	Louisville Water @louisvillewater	3,632
9	Spokesdrop, NEORSD @WallyWaterdrop	3,584
10	**KC Water @KCMOwater**	**3,431**
11	Pittsburgh Water & Sewer @pghh2o	3,098
	Des Moines Water @DSMH2O	2,149
	NE OH Regional Sewer @neorsd	2,120
	St. Louis MSD @YourMSD	**1,997**
	Louisville Pure Tap @loupuretap	1,863
	Cleveland Water @ClevelandWater	1,571
	WaterOne @MyWaterOne	**947**
	San Diego PU @PureWaterSD	697
	KC BPU @KCKBPU	**570**

www.youtube.com/kcmowater

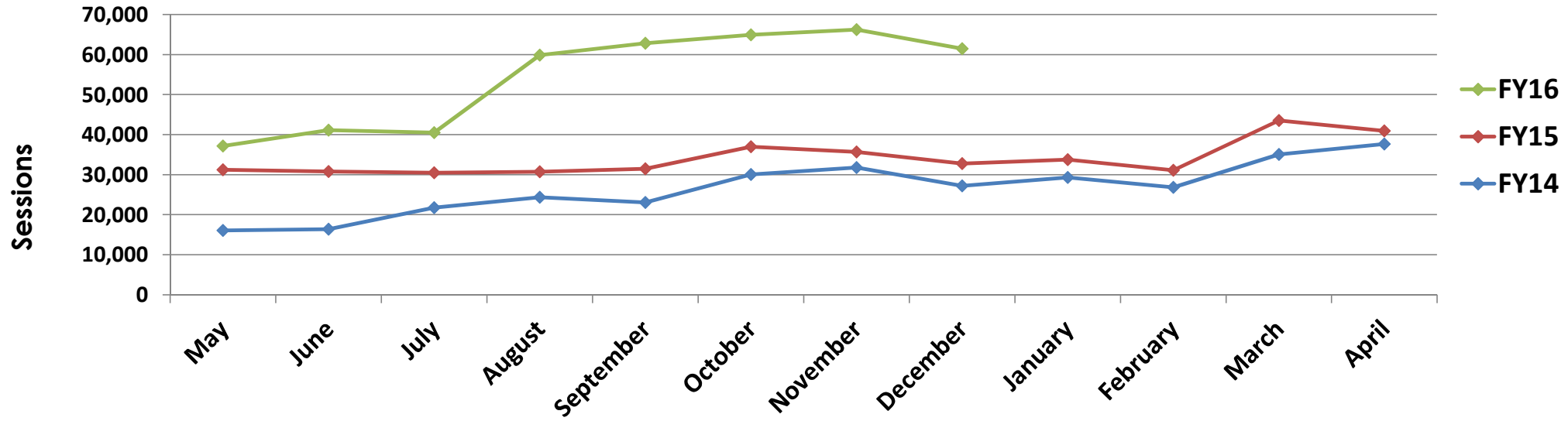
- 20 Videos Added Since August 2015
- 1,500+ Views

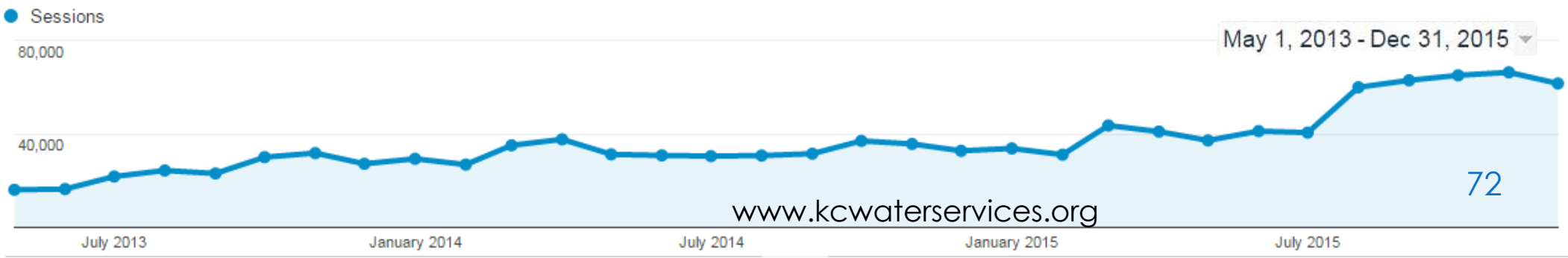
- "Imagine A Day Without Water" Series (377 views)
- Leaf & Brush Collection (258 views)
- World Toilet Day (202 views)
- Water Main Replacement Program (158 views)
- Birmingham Farm (141 views)



Website

FY	Sessions	% Change	Users	% Change
2014	319,414	---	247,847	---
2015	409,309	+ 28%	309,620	+ 25%

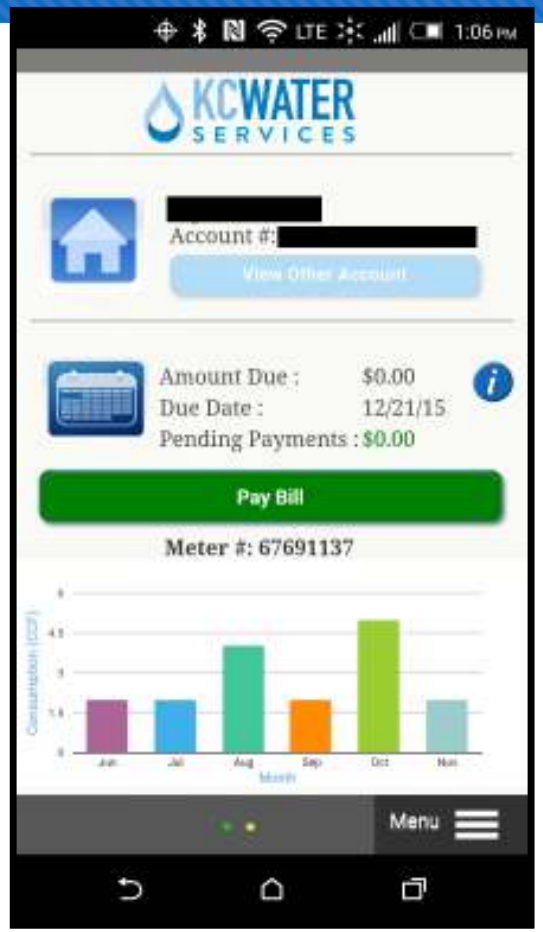




www.kcwaterservices.org

New Online Payment Portal & Mobile App

Launched August 2015

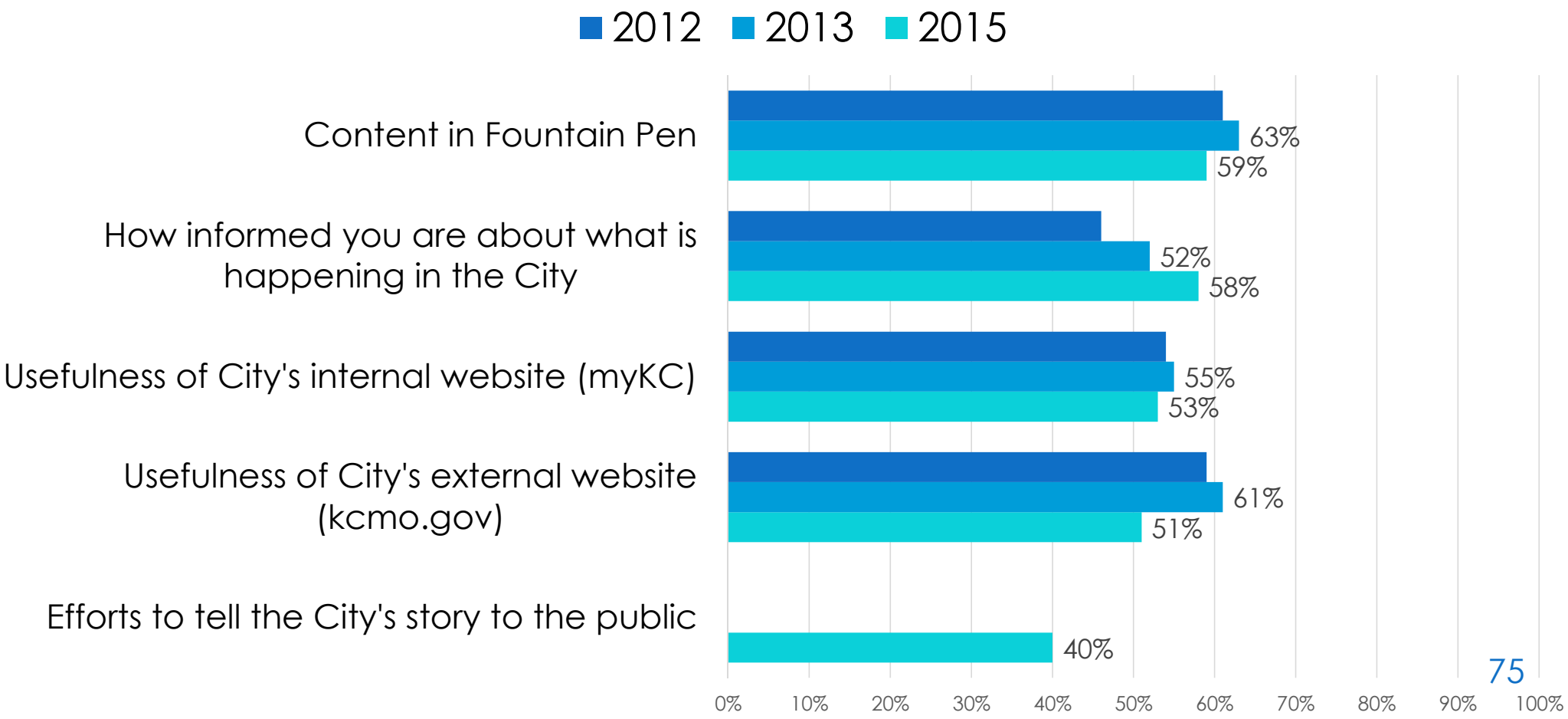


Will Launch Early-2016

Objective 4

Apply an integrated and strategic approach to all communication efforts, both internal and external.

Internal Services Survey – Employee perceptions of Communication



Engagement: Internal

Questions?

Stay up to date on progress at kcstat.kcmo.org

#KCStat