



CUSTOMER SERVICE INITIAL IMPACT REPORT

February 23, 2016

CUSTOMER SERVICE REQUEST MONITORING & ACCOUNTABILITY

The City of Cincinnati's Customer Service Request System (CSR) was created by CAGIS as a tool for enterprise-wide management of service requests, request generated work orders, and customer interaction. The Office of Performance & Data Analytics worked with CAGIS to create a bi-weekly CSR overview report. A snapshot of that report from May 2015 is provided below.

DEPARTMENT OF PUBLIC SERVICES: SAMPLE CUSTOMER SERVICE REQUEST STATUS REPORT

Public Services		Reporting Period 11 - May 10, 2015 to May 23, 2015					
Group Desc	SR Type Desc	#Created	#Closed	Median Days to Close	% Closed in Target Timeframe	#Open at end of RPT Period	Median Days Open
ALL TROD SAC	Service complaint, trod	1	0			3	38
Group Desc	SR Type Desc	#Created	#Closed	Median Days to Close	% Closed in Target Timeframe	#Open at end of RPT Period	Median Days Open
PS-Asphalt	Curbs, repair	3	10	40	30%	14	41
	General repair, street	5	7	46	14%	159	158
	Pothole, repair	292	279	0	100%	30	2
	Sidewalk repair, asphalt	0	0			1	131
	Street, heaved area	1	0			18	72
	Traffic island repair,non land	0	0			2	198

Each service request (SR) type that a department has is tracked on a bi-weekly basis for six measures, which answer six simple, numerical questions:

- Created: "How many requests were received in that period?"
- Closed: "How many requests did you close in that period?"
- Median Days to close: "On average, how long did it take you to complete those requests?"
- % Closed in Target Timeframe: "How often did you close it within your target?"
- Open at end of period: "How many requests did you have left when the period ended?"
- Median days open: "How long have those remaining requests been open?"

Answering these questions provides an executive snapshot of performance that leads to effective drill-down into potential issues. The Department of Public Services and the Department of Transportation have the bulk of service request types and are regular participants in the CincyStat process. Several examples of initial improvements from using this tool are detailed below.

NOTE BACKLOG Early on, the Office of Performance & Data Analytics focused on the categories of SRs that had requests left open for a significant period of time. The following table shows request types from the Department of Transportation and Engineering.

USING CSR STATUS REPORTS TO IDENTIFY SERVICE REQUEST BACKLOGS

Group Desc	SR Type Desc	#Created	#Closed	Median Days to Close	% Closed in Target Timeframe	#Open at end of RPT Period	Median Days Open
DOTE-ROW Management- Sidewalks	Sidewalk, repair haz	13	3	3	100%	141	121
DOTE-TE-Traffic Operations	Sign, gmd mntd newchangitem	11	9	12	89%	80	105
DOTE-TE-Traffic Operations	Sign, handicap parking signs	2	2	110	100%	28	135
DOTE-TE-Electrical Design	Light, newchange	4	6	22	100%	26	72
DOTE-ROW Management- Permits	Benchs, repairremove ROW	0	0			11	150
DOTE-ROW Management- Permits	Encroachment, object in ROW	0	0			9	68

The OPDA team used this data to drill into issues and also conducted field work to investigate individual requests that had been open for a long period of time. Through this work the team was able to identify several issues including:

- Requests that stay open for a long time because funds for a full repair are not available
- The work for the request has been completed but the service request was not closed in the system
- Requests were not being monitored regularly and some work was left undone for long periods of time.

FIELDWORK TO INVESTIGATE BACKLOG



CincyStat: Customer Service in Action

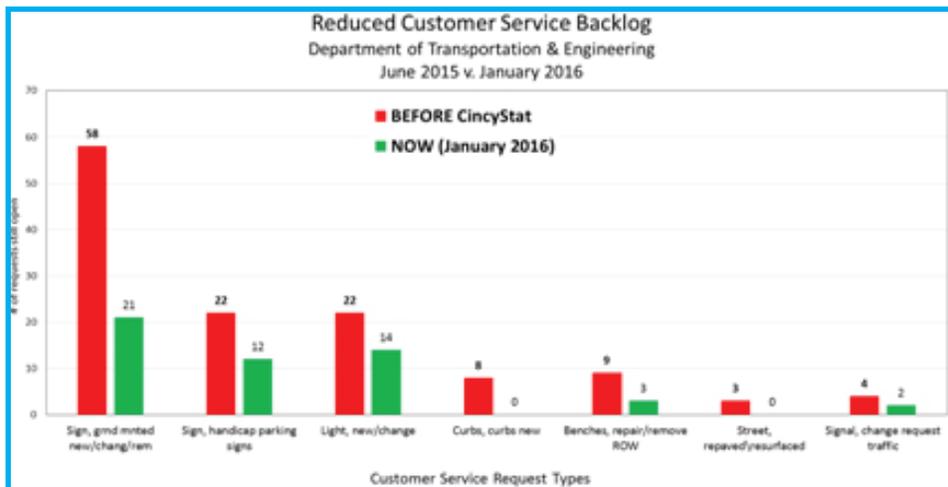
Request Type: Bench Repair/Removal
Open time: 150 days

Using the customer service status report, OPDA is able to regularly monitor customer service requests and drill down into individual request data. This "bench repair/removal" request was identified, uncovered, highlighted in CincyStat, and subsequently closed after being open for almost 6 months prior.



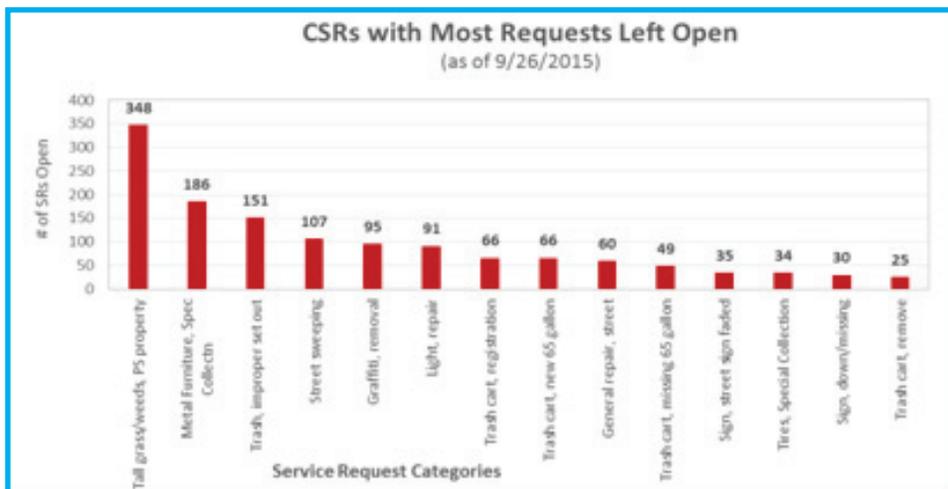
Through this work with the Department of Transportation & Engineering, the number of requests open at the end of a given period has been reduced dramatically.

59% REDUCTION IN BACKLOG OF OPEN DOTE SERVICE REQUESTS



DPS BACKLOG The team went through a similar exercise with the Department of Public Services (DPS) in CincyStat. This chart shows the SRs with the most requests left open at the end of the period in September 2015.

POTENTIAL DPS REQUEST BACKLOG ISSUES

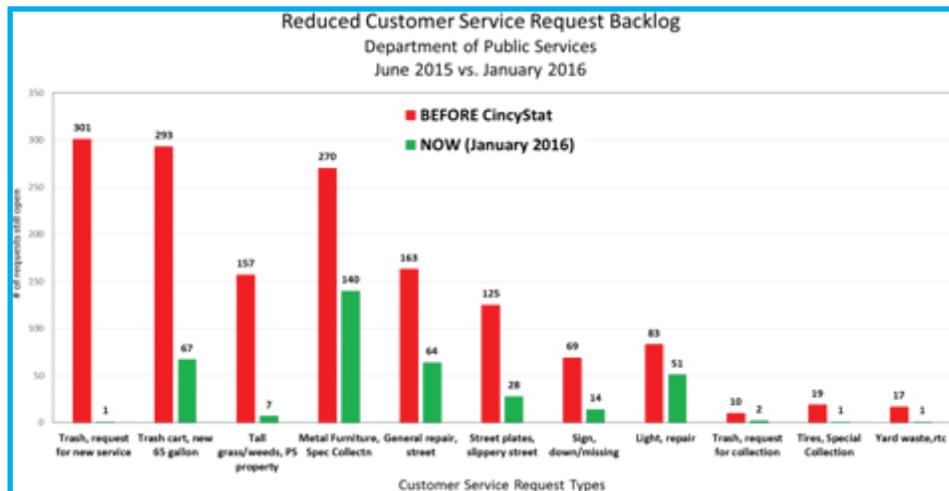


DPS took this information and researched the cause of the backlog to provide the following table explaining the driving factors. Many of the same themes that were identified in the process with DOTE were also identified with DPS. Based on the DPS's efforts resulting from the CincyStat discussions, the Department was also able to dramatically reduce their SR backlog.

DEPARTMENT IDENTIFIES BACKLOG ISSUES FOR EACH REQUEST TYPE

CSR Category	Backlog (days)	Reason for Backlog
Street, heaved area	426 days	Scheduled projects & equipment
Media Advisory	239 days	Not closed in a timely manner
General Street Repair	221 days	Project funding and/or design
Trash Cart new 65 gal	163 days	NOD Staffing/Database
Trash Cart additional: 5.16.15	107 days	NOD Staffing/Database
Trash Cart additional: 5.23.15	91 days	NOD Staffing/Database
Trash Cart additional: 5.30.15	89 days	NOD Staffing/Database
Yard Waste: RTC	88 days	Seasonal levels of yard waste and/or not closed in a timely manner
Street Sign: (name) missing	65 days	Not closed in a timely manner
Tall Grass & Weeds (PS Property)	63 days	NOD Staffing
Service Complaints: Greenspace	55 days	NOD Staffing
Street plate inlet	53 days	TROD Scheduling

75% REDUCTION IN BACKLOG OF OPEN DEPARTMENT OF PUBLIC SERVICES REQUESTS



MIS-CATEGORIZED REQUESTS Through this more rigorous monitoring, several process issues also surfaced. As an example, approximately 33% of service requests are entered via the web, and it is a common problem that the incorrect request type is selected by the resident. This can cause problems in properly responding to the request in a timely and appropriate manner. To address this problem, CAGIS adjusted the prompts on the online interface to help residents differentiate between a request to address tall grass and weeds on public property versus a request to address the same issue on private property.

SERVICE REQUESTS COMMONLY MIS-CATEGORIZED BASED ON CUSTOMER INFORMATION



ADJUSTED REQUEST PROMPT BASED ON CINCYSTAT DISCUSSION

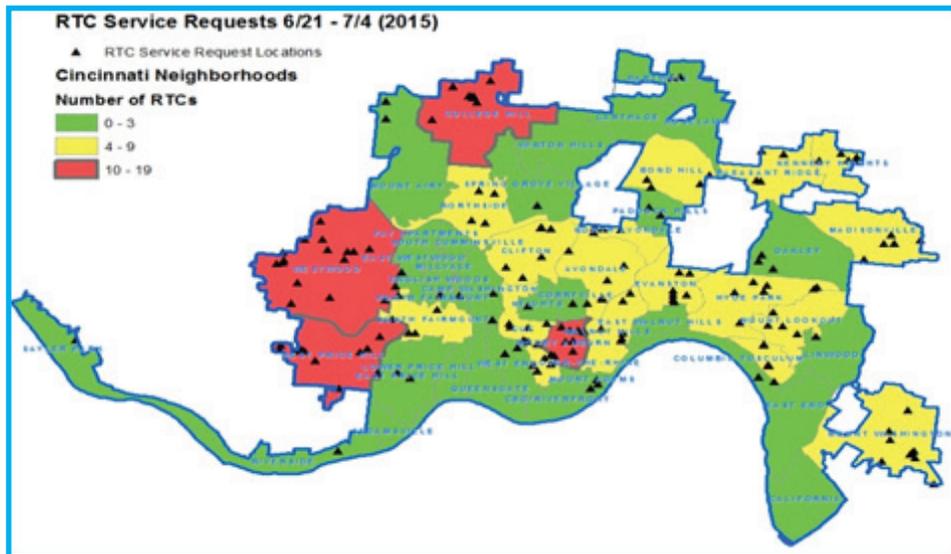
TALL GRASS AND WEEDS

Grass, weeds and bushes between the street and sidewalk and along the front of a property are the responsibility of the adjacent property owner, not the City of Cincinnati.

Click the OK button to submit a request for tall grass or weeds on PRIVATE property.

Close Ok

MAPPING LOCATIONS OF MISSED TRASH PICK-UP

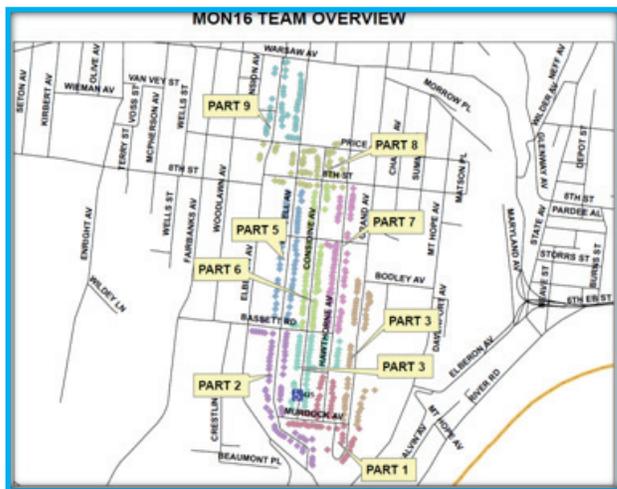


RETURN TO COLLECT In the Department of Public Services, there was a particular focus on the “Return to Collect Trash” and “Return to Collect Yard Waste” service requests. These requests are typically generated when a solid waste crew misses a scheduled trash pick-up. Occasionally they are also generated when a resident “pretends” that the trash was set-out on time. While not all return-to-collect requests are preventable, there are strategies the department can put in place to minimize these incidents. The map to the left plots the RTC Trash requests for a two week period in the summer.

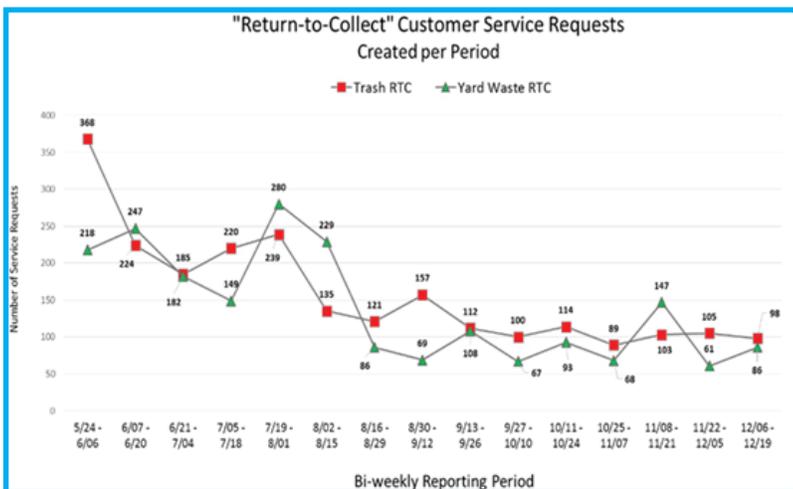
Visualizing missed pick-ups geographically helps identify clusters where there was likely a process issue. In doing this review, DPS supervisors identified that more missed pick-ups occur when a driver is out sick and multiple drivers break up the route to cover the area that day. The DPS IT team developed a mapping system for supervisors to more consistently divide up a route among multiple drivers when this occurs.

As a result, the number of both Trash and Yard Waste requests has decreased significantly since the start of the DPSStat sessions.

NEW ROUTE SEGMENTATION TO PREVENT MISSES



69% REDUCTION IN NUMBER OF "RETURN-TO-COLLECT COMPLAINTS (BI-WEEKLY)



CSR EMAIL SURVEY

CSR Email Surveys for Direct Customer Feedback. In order to gain a more complete picture of customer service quality and performance, the City has created a customer service request survey. Once a customer service request is marked "CLOSED" by the assigned agency, and if the customer provided an email address, the customer will receive an auto-generated email requesting feedback regarding their request. This is a snapshot of the email a customer receives.

NEW CUSTOMER SERVICE SURVEY DEVELOPED TO AUTOMATICALLY SOLICIT FEEDBACK



Our records indicate that your request for City services at [Address_value], [SRnumber_value] - [SRType_value], was recently closed with the status: [SRStatus_value].

Please take a few minutes to fill out a brief survey. The City Manager's Office of Performance & Data Analytics will use this data to help improve the services the City of Cincinnati offers residents like you.

[Click here to take the survey .](#)

You'll find the following questions in the survey:

1. Was the issue resolved?
2. Overall, how satisfied were you with your experience?
3. If the issue was resolved, how satisfied were you with the time it took to complete your request?
4. If the issue was not resolved, have you received any work progress updates or communications from the City?
5. If you used the Customer Call Center, how satisfied were you with the call center representative who took your request?
6. Additional comments and feedback.

OVER 1400 COMPLETED SURVEYS TO DATE

Service Request Category	Customer Feedback
Metal Furniture, Spec Collectn	I can't believe how easy this was! I went online, booked it, in they came a few days later. I couldn't be happier, thank you!
Pothole, repair	From the time I placed the complaint until the time it was fixed was 12 hours. I thought the service was A+.
Street cleaning	The street cleaner did the very best he could. I moved my car and he came back to try again. We need to know when you are coming so we can have our 8 neighbors cars on one side or the other for you, especially daytime hours. Very satisfied with service, just not results & not for lack of trying.
Dumping, prv prop <2500 sq ft	The rehab project at the southwest corner of Pace and W. 9th Street has been ongoing for 5 years. There is a small crew working on it daily, but still will be months or years till completion. The dumpster that they are using is usually full of debris and spills out onto the parking lot. I live next door and am the one who cleans up around this dumpster. Ours is an historic neighborhood with lots of owner-residents. We have spent hundreds of thousands of dollars on our projects and these slumlords don't care a thing about the area. They should be forced to clean up and finish the project asap.
Litter, private property	I look at a hillside of trash from my backyard. I can't believe that an inspector actually viewed the property and concluded that there are no violations.

The survey is short but it provides rich detail that is helpful in evaluating the consistent quality of service delivered by the departments. OPDA is not only looking at the work load and turnaround time of service requests, but analysts now have a consistent way to receive feedback on the quality of the service provided.

This feedback is very powerful. It not only sheds light on potential process issues that exist with service requests but also can be aggregated to show overall customer satisfaction. The chart below shows the breakdown of overall satisfaction for the first 30 days of the survey, which included 236 survey submissions.



When comparing the overall satisfaction to resolution rate, there is a clear correlation. Simply put, if the issue has been resolved, customers are generally satisfied. If the issue has not been resolved, customers are unsatisfied. Since the Department of Public Services has the bulk of the requests that come in through this system, the Department has been the initial focus of using this feedback to drive quality improvements.

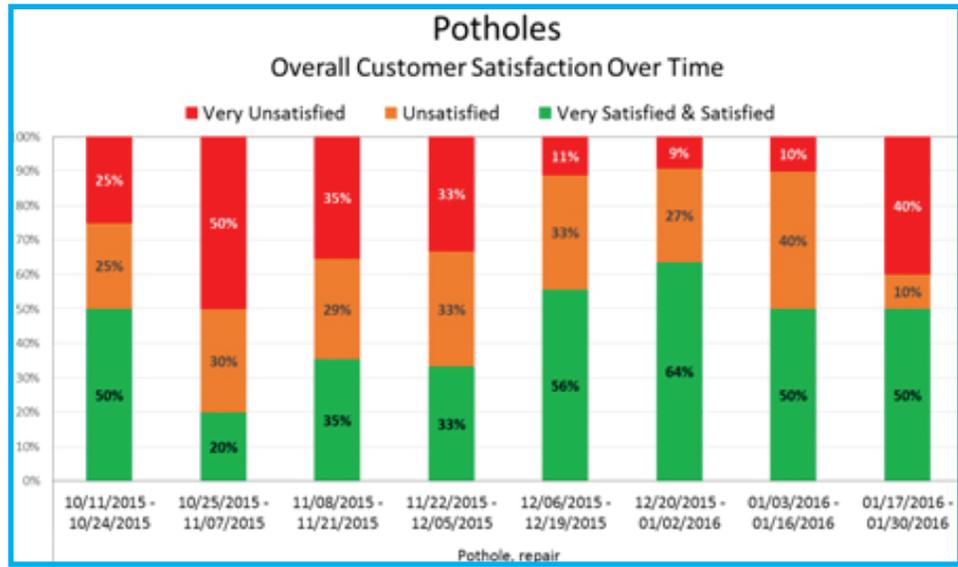
Customer Service Request Types	Yes	No	Grand Total	% Yes
Metal Furniture, Spec Collectn	335	35	370	91%
Pothole, repair	37	35	72	51%
Trash, request for collection	44	13	57	77%
Tall grass/weeds, PS property	22	32	54	41%
Sign, down/missing	38	13	51	75%
Yard waste, etc	32	8	40	80%
Light, repair	16	17	33	48%
Dumping, prv prop <2500 sq ft	18	15	33	55%
Slippery streets, request	28	4	32	88%
Trash, improper set out	13	17	30	43%
Graffiti, removal	23	7	30	77%
Litter, private property	4	26	30	13%
Tall grass/weeds, private prop	4	20	24	17%
Building, residential	8	10	18	44%
Dead animal	17	1	18	94%
Recycling, new 96 gallon cart	18	0	18	100%
Trash cart, missing 65 gallon	12	5	17	71%
Street cleaning	10	6	16	63%
Default, police (and junk veh)	12	2	14	86%
Corner can, overflowing	8	2	10	80%
Tires, Special Collection	8	2	10	80%
Building, vacant and open res	4	6	10	40%

By disaggregating the data to show the resolution rate for each SR type, patterns emerge. The table below shows each DPS request type where we have received feedback, and the percentage resolution rate for that request type.

Pothole repairs, Tall Grass/Weeds, Dumping on Private Property, Light Repairs, and Litter on Private Property emerged initially as request types that required a further look to see what was driving lower than expected resolution rate.

REQUEST FEEDBACK BY REQUEST TYPE

PRELIMINARY INCREASE IN POTHOLE REQUEST SATISFACTION



POTHOLES The DPSSStat team initially focused on issues driving lower satisfaction rates for potholes. The chart below shows the bi-weekly satisfaction trend for potholes.

The Department of Public Services used customer feedback and CSR records to investigate process issues associated with dissatisfied responses. Using this feedback, the Department was able to identify recurring issues associated with process.

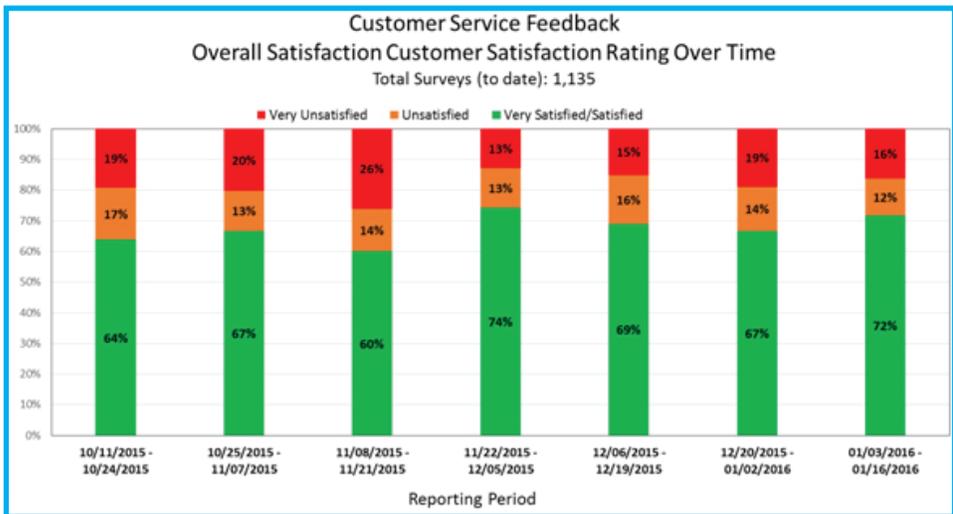
"I got a note back that the issue was resolved. The work was NOT DONE. The address is correct, the pot hole is huge, and the work was not done. Not happy."

"The pothole wasn't fixed but was reported as completed."

POTHOLE PROCESS ISSUES AND SOLUTIONS IDENTIFIED BY DPS

Problem Identified	Solution
Requests on Private Property	Alert customers before request submission that street is privately owned
Larger Street Repair Needed	Improve communication with customer and internally before closing
City went to wrong location	Corrected via training & staff meetings
Incorrectly Closed, either by dispatch or section clerk.	Corrected via training & staff meetings

7% INITIAL INCREASE IN AVERAGE OVERALL CUSTOMER SATISFACTION RATE FROM 64% TO 71% THROUGH THE USE OF A NEWLY DESIGNED CUSTOMER SERVICE FEEDBACK SYSTEM



The various City departments are still in the early stages of leveraging this feedback system to identify opportunities for improvement and make corresponding changes, but there has already been an improvement in the satisfaction rate based on this initial work.

PERMITTING

A key function of municipal government is being able to quickly process customers' requests for building permits. OPDA has hosted numerous CincyStat meetings to come up with ways to streamline numerous processes such as ways to catch flaws in applications that could have been caught by front counter staff. The City also recently moved the Permit Center to 805 Central Ave., literally across the street from City Hall, to increase the efficiency of employees and visitors who are now able to visit multiple City departments at once instead of having to drive across town to a separate facility.

MOBILE APPS

More and more residents are adopting mobile technology to interact with the everyday world. That includes their local government. The upgraded Fix it Cincy! app allows users to do just that, by providing them greater access to various Cincinnati government departments such as Transportation & Engineering, Buildings & Inspections, Health, and Public Services. CincyEZPark allows customers to use their cellphones to pay for parking, extend their parking session without having to return to the meter, receive notifications before their parking sessions expire, as well as view and print their receipts online.



NEW WEBSITE

As part of its larger effort to keep pace with rapidly evolving technology, the City launched its new-look website in early January 2016. The design centers on enhancing customer service, providing a better outlet for relaying public information and furthering community engagement efforts. The goal of the redesign was to better engage the community, make life easier for residents and visitors, streamline business processes, and reduce costs for the City.

OPEN DATA

The City of Cincinnati created the Open Data Cincinnati portal in order to provide greater access to government data and more transparency, which is a value to our customers. Making data more public helps improve services, increase accountability and stimulates economic activity by encouraging the development of creative tools to engage, serve and improve our neighborhoods and the quality of life of our residents. This commitment took another step forward when the City started placing its Procurement Bids online in early 2016. This makes it easier for vendors to do business with the City of Cincinnati and provides greater insight into government operations for ratepayers.



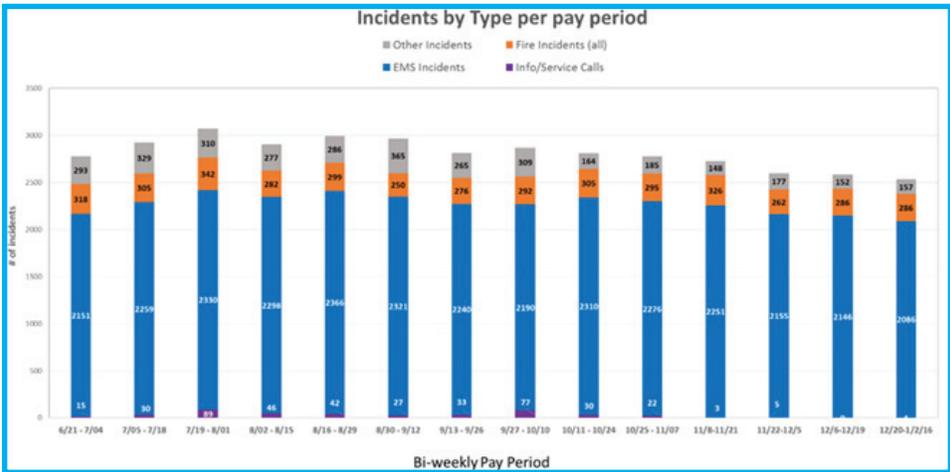
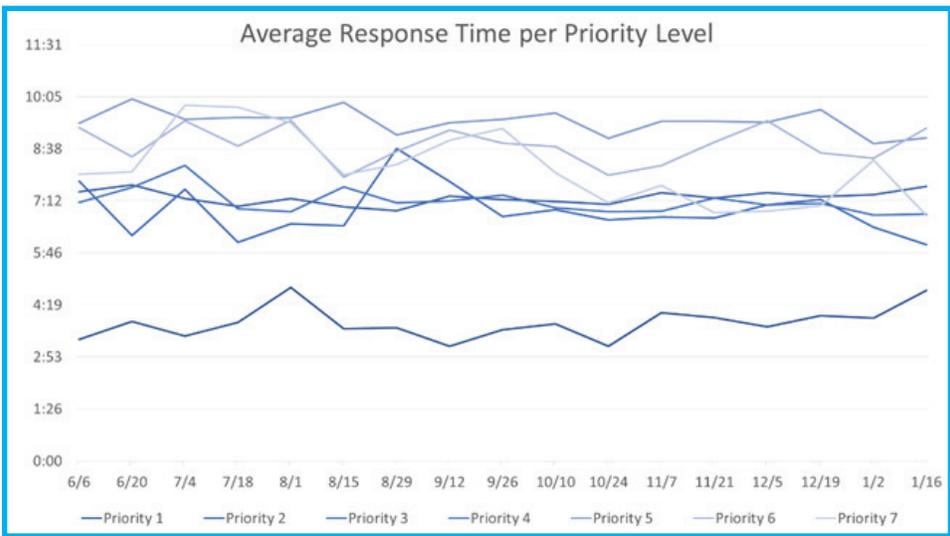
DEPARTMENT OF PUBLIC SERVICES

Identifying and continuously monitoring performance metrics tied to customer service quality have been priorities since the Department of Public Services began the CincyStat meeting process in May 2015. The chart below shows how regularly monitoring, visualizing, and discussing call center metrics has reduced the abandoned call rate by two-thirds.

PUBLIC SAFETY

Tracking frequency and response to calls for service over time is crucial for ensuring optimal Public Safety response. The following charts show the average response time (by priority level) for Police calls for service, and the Fire Department's incident call responses by incident type.

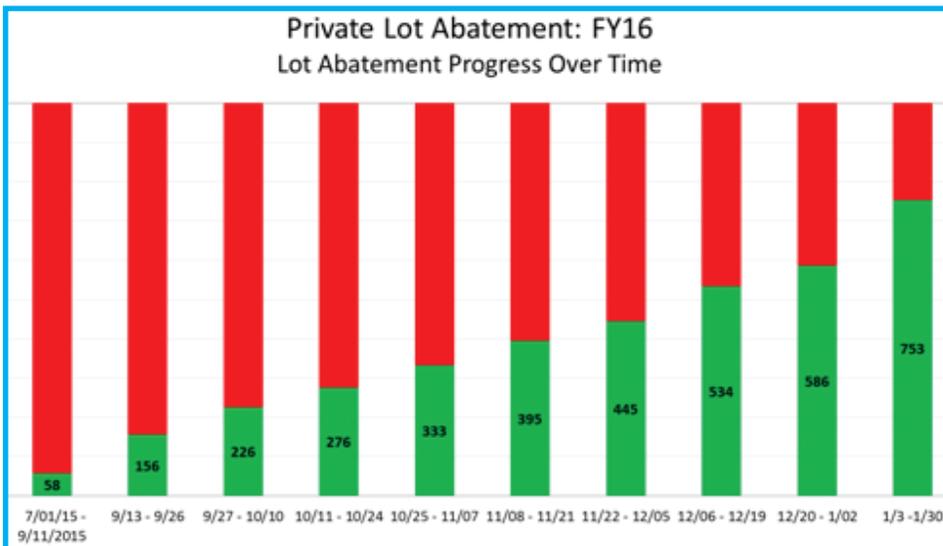
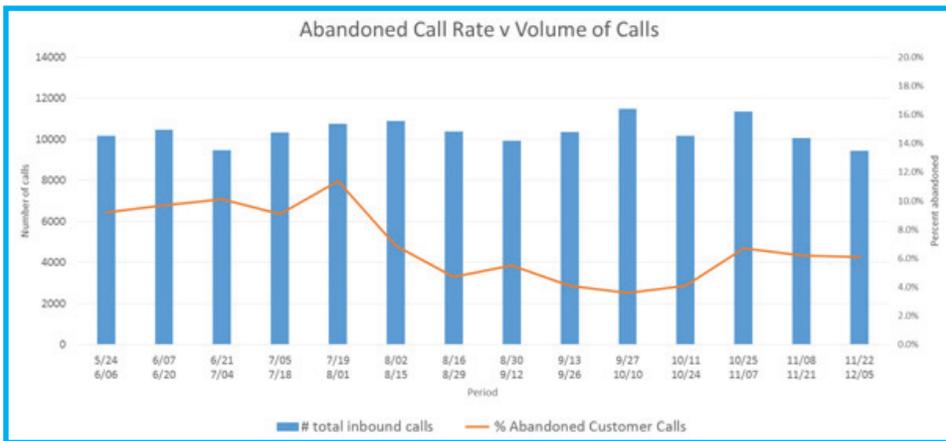
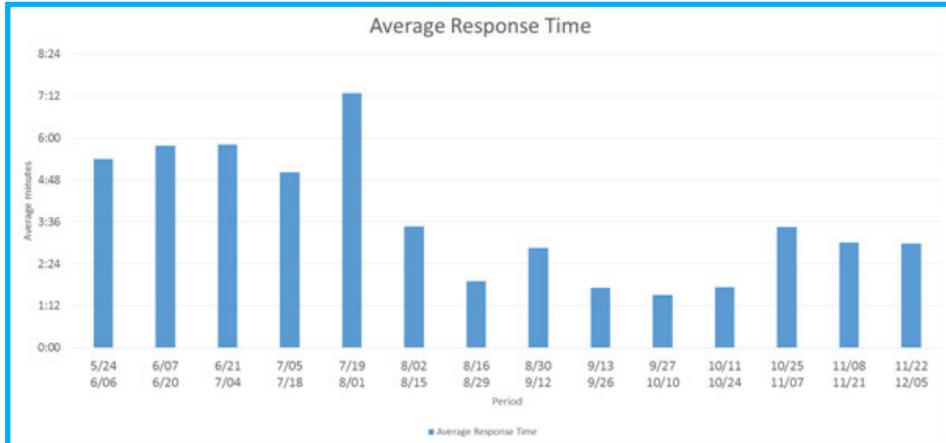
AVERAGE POLICE RESPONSE TIMES AND FIRE DEPARTMENT INCIDENTS



GREATER CINCINNATI WATER WORKS (GCWW): CALL CENTER METRICS

One of the main indicators of performance we OPDA tracks is responsiveness to customers. The following charts show currently tracked performance metrics for GCWW's call center. The first shows the average time in minutes that it takes for a customer's call to be answered. The second chart compares the total volume of calls (the bars) to the percent of calls where the customer hung up, in the orange trend line.

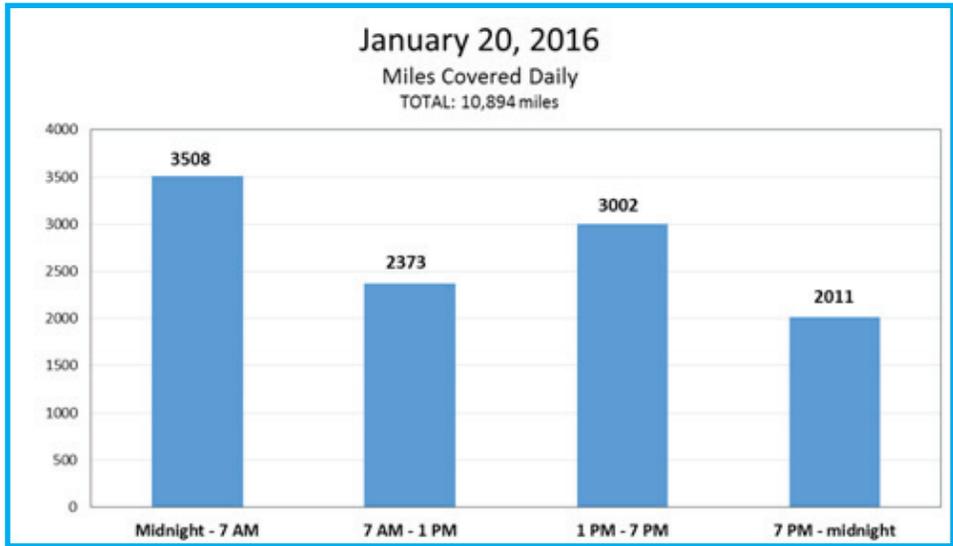
WATERWORKS CUSTOMER SERVICE: CALL RESPONSE TIMES AND ABANDONED CUSTOMER CALL RATE



PRIVATE LOT ABATEMENT

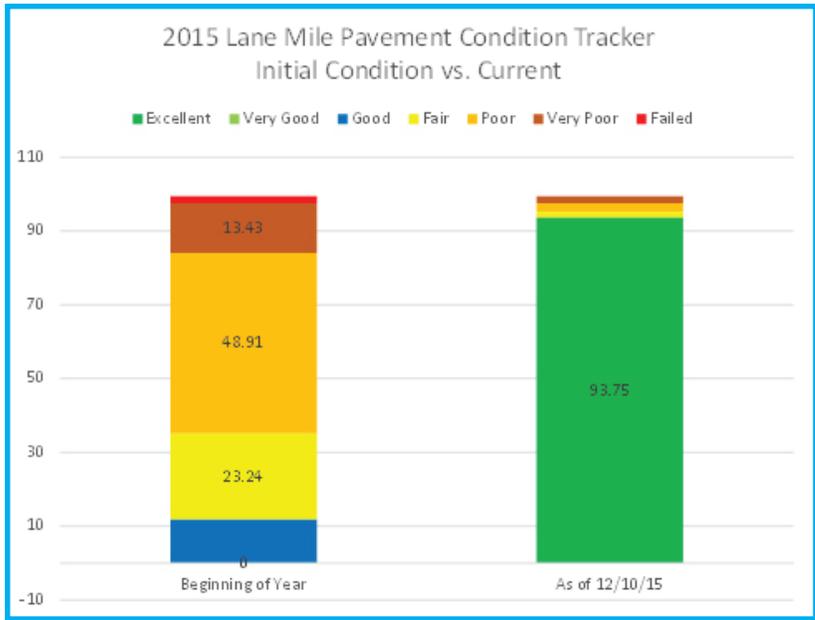
To ensure that the Private Lot Abatement Program meets its target of 1,000 lots abated by the end of its pilot year, the Department of Public Services regularly reports on lot abatement progress as part of the CincyStat process. The following chart is a recurring data visualization that shows how the Department is progressing toward the FY2016 target, and what this progress has looked like over time.

DEPARTMENT OF PUBLIC SERVICES SNOW REMOVAL: STREET LANE MILES COVERED PER 6 HOUR INCREMENTS



SNOW REMOVAL

Since Winter Operations is one of the major services provided to Cincinnatians by the Department of Public Services. Therefore, the ability to quantify snow removal and street clearing during a winter weather event is crucial for measuring the Department's performance. The following chart utilizes data from Zonar, the Department's GPS database/software, to show how many lane miles were treated by City vehicles per six-hour increments during a winter storm.

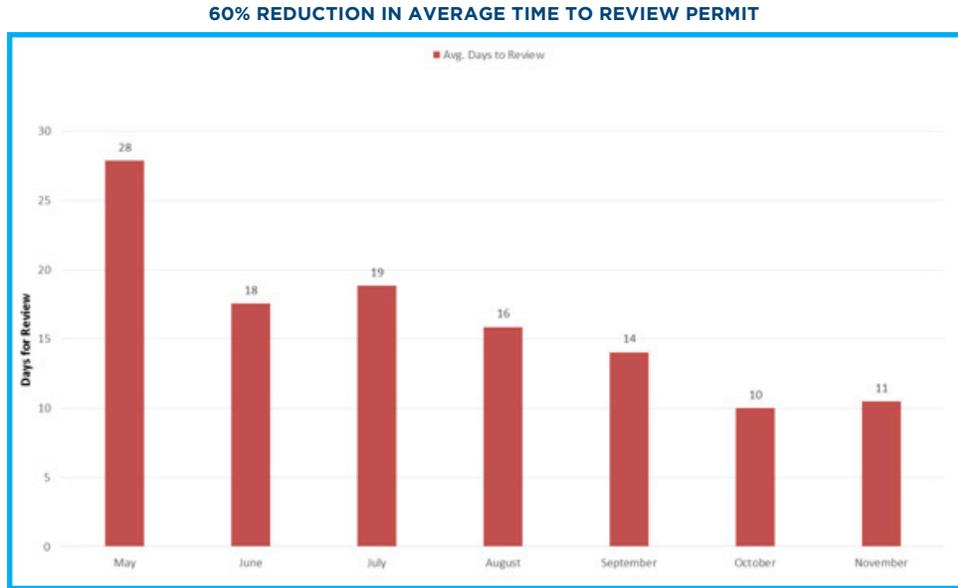


LANE MILE PAVEMENT CONDITION INDEX (PCI)

Pavement Condition Index (PCI) is the primary industry metric for street pavement condition. With the infusion of CAP funds, the overall goal for the Department of Transportation & Engineering is to move as many streets as possible into the "Excellent," "Very Good," or "Good" PCI rating categories over the next few years. The lane mile PCI rating tracker chart below is used to show how the overall spread of pavement condition rating has moved for streets in the Street Rehabilitation program.

BUILDING PERMIT PROCESS

A key metric in the municipal government performance is its ability to quickly process customers' requests for building permits. The following chart shows the average time it takes for the buildings department to provide a first review of a customer's application for a building permit.



Another way of understanding the impact of an efficient building permits process is to add up the time spent reviewing applications that had flaws that could have been caught by front counter staff. The following chart shows the amount of revision time, represented as years, that we have avoided through a new pre-screening process.

