THE CITY OF

BURLESON

TEXAS

Customer Service Department FY22-23 Budget Overview

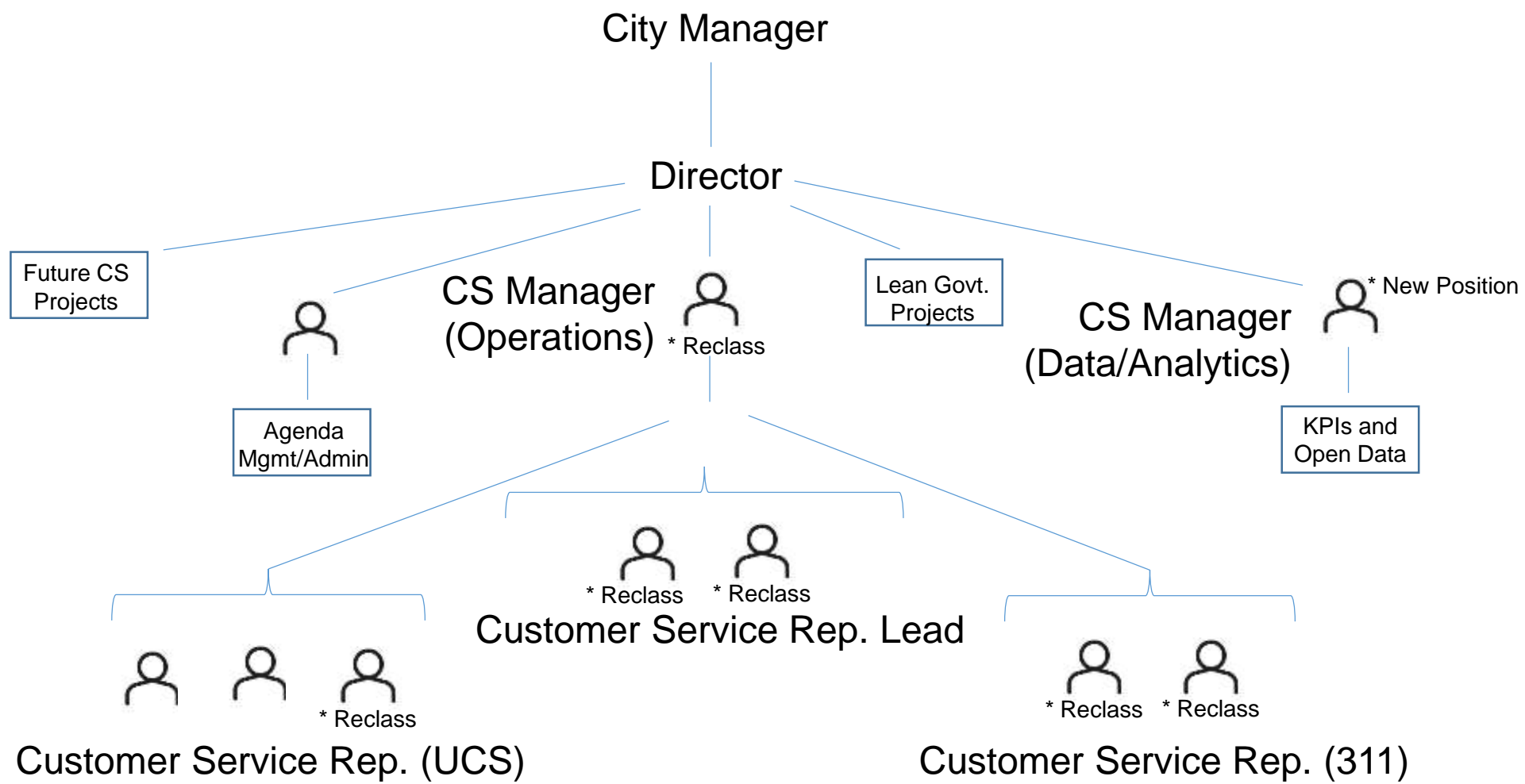PRESENTED TO THE CITY COUNCIL ON

JULY 5, 2022

Customer Service Department Overview

Budget Overview Fiscal Year 2022-2023

- Created November 1, 2021

- Department Structure and Layout

- Burleson Lean Government Initiative

- Strategic Plan/KPI/Open Data Project

- Utility Customer Service

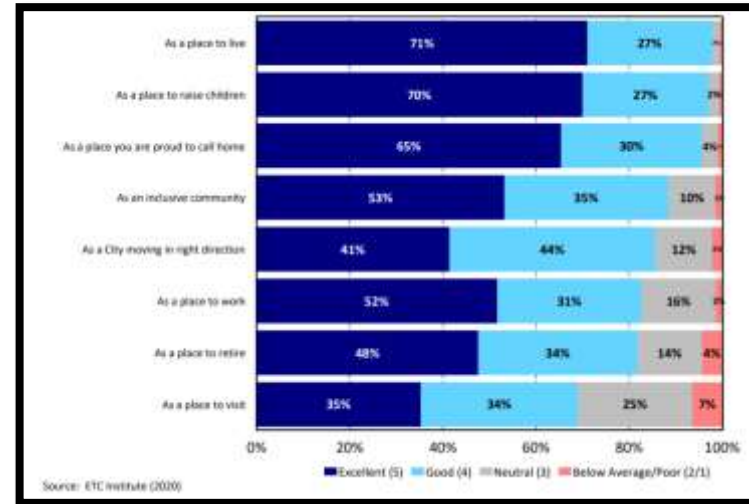- Burleson 311 and CRM Software Rollout

Customer Service Department Structure

Customer Service Department

Stand Alone Projects in FY21-22

- City Wide Citizen Satisfaction Survey 2022
(Leading the Way City 2022)

- Dynamic Interactive Construction Map
(GIS Team, Public Works, Community Services
& Development Services)

Customer Service Department
Burleson Lean Government Initiative

- Process improvement projects creating cost savings, productivity improvements, efficiencies, cost containment and greater customer service

- Educate, train and empower staff with tools and mindset of eliminating waste and reduction of non-value added steps

- Upcoming projects in Finance, Human Resources, Information Technology, Parks & Recreation and Customer Service

| Cost savings (Hard dollars) | Revenue generation (Hard dollars) | Productivity improvements (Soft dollars) | Cost avoidance (Soft dollars) |

Customer Service Department
Open Data and KPI Project FY22-23

- Greater efficiencies and transparency through innovative uses of data and technology

- Strategic Plan and Performance Measurement Progress

- Measurable, collaborative and data driven key performance indicators for every department

- KPIs supported by an in depth open data backend with downloadable datasets

4	21	88
Strategic Focus Area	Goal	Work Plan Task

Overall Summary

Status

	%
On Track	43.18
Some Disruption	22.73
Major Disruption	4.55
Discontinued	3.41
Completed	26.14

61% Progress
0 ... 100

Goal 2 Progress 64%

Improve the efficiency and productivity of operations through the use of technology, innovation and continual business process improvement.

	%	#
On Track	60.0	3
Some Disruption	20.0	1
Completed	20.0	1

Customer Service Department
Utility Customer Service

Utility Customer Service Projects 2022

- Digital Forms / DocuSign Pilot

- Streamlined Payment Software
  (3% growth in automatic billing payments)

- Developed operations and revenue metrics with historical data and easy to read dynamic dashboards

- Benchmarked industry standard goals for tracking across operations as well as customer service

Customer Service Department
Utility Customer Service

Customer Service Department
Utility Customer Service

Metric	Description	Goal	5 Year Average	20-21 Actuals	21-22 Actuals
Cost to Collect per $1k Revenue	Cost of service relative to revenue collected	< $40.00	$39.06	$39.04	$42.19
Collection Rate	Percentage of billed vs collected	> 99%	-	98.44%	102%
Bad Debt	Unrecoverable debt to revenue collected	< 0.25%	0.13%	0.16%	-
Self Service Adoption	Percentage of self-serve payments	> 75%	-	79.17%	81.68%
Billing Accuracy Rate	Percentage of bills processed vs adjusted for inaccuracy	> 99%	-	99.98%	-
Water Loss Yearly	Percentage of water demand vs billed yearly	< 10%	6%	5%	-

Customer Service Department
Burleson 311 and CRM Software

The Goal of Burleson 311

* Unofficial 311 BTX Logo
   For Visual Purposes Only

- To be innovative and intentional in making customer service a priority for citizens and stakeholders of Burleson

- To make contacting and engaging with the City of Burleson simple, easy and effective

- To streamline service request intake and give citizens a single point of entry to access city services and information

- To streamline service delivery while improving resource allocation, performance, accountability and cost savings

DIAL
311
BTX

Customer Service Department
Burleson 311 and CRM Software

Current Challenges - Citizens
- Dozens of numbers across website
- High transfer rate / low tracking
- Low citizen engagement
- Limited online and mobile options
- More than 12 FTEs
- Manual heavy process
- Silo information
- Reliant on institutional knowledge

Ultimately a very confusing and frustrating process for citizens and stakeholders.

Structurally and functionally not customer friendly.

Customer Service Department
Burleson 311 and CRM Software

All Citizen Non-Emergency Interactions
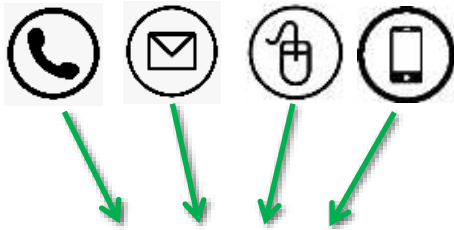
Dial 311 BTX

Customer Service Representative responds, assigns tasks, works with proper departments, and communicates information until the issue is resolved.

CRM System collects data, analytics and SLAs for reporting. Management analyzes and makes improvements to increase efficiencies.

Value to Citizens

- Significantly improved customer service
- Centralized management portal for citizen requests
- Extensive and targeted information bank
- Enhanced citizen engagement
- Faster and more efficient city service
- Able to handle growth in demand
- Utilizes new and changing technology
- Non-emergency and disaster assistance
- Integrated processes and software
- Increased efficiencies for citizens and service staff

Easy, effective, innovative, engaging and very customer friendly.

Customer Service Department
Burleson 311 and CRM Software

Value to Organization and Staff
- Extensive Data Collection
- Streamlining Information
- GIS Location Mapping
- Resource Management
- Track Service Level Agreements
- More efficient and faster service
- Emergency Management
- Marketing and Promotion
- Data driven budget decisions
- Cost savings

Data drives excellence in service!
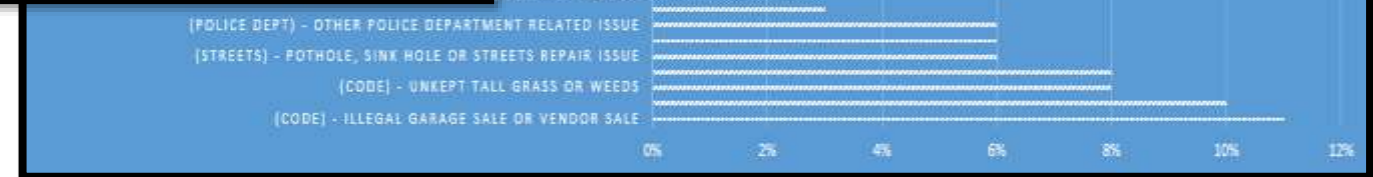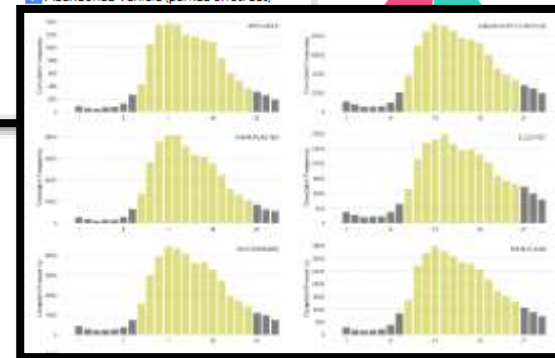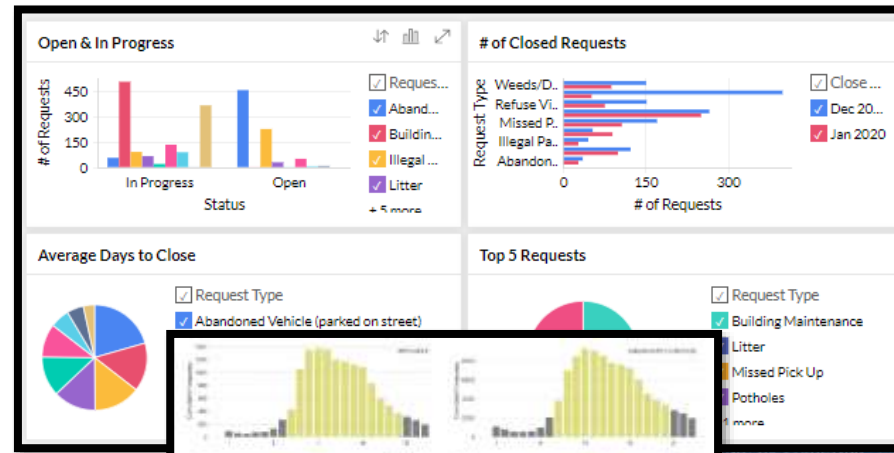
Customer Service Department
Burleson 311 and CRM Software

Metric	Description	Goal	5 Year Average	20-21 Actuals	21-22 Actuals
Call Volume	Current incoming customer service and utility customer service calls	n/a	-	≈ 29,508 (118/day)	14,754
Lobby Traffic	Current incoming customer service and utility customer service traffic	n/a	-	15,034 (60/day)	7,680
First Contact Resolution	Percentage of calls in which FCR was achieved	> 70.7%	-	n/a	-
Average Handle Time	The average call time from start to resolution	233 sec	-	n/a	-
Average Hold Time	The average time callers wait on hold	40 sec	-	n/a	-
Abandoned Call Percentage	Percentage of calls that drop waiting to be answered or on hold	< 10%	-	n/a	-

Customer Service Department Supplemental Package Summary

Customer Service / 311 Supplemental	Ranking	FY 2022-23 One-time Costs	Recurring Costs	General Fund Impact FY2022-23	FTE's	Vehicles
311/CRM System	1	$300,000	$100,000	$181,830	0.0	0
Customer Service Manager (Data/Analytics)	1	$127,638	$127,638	$48,502	1.0	0
Total		**$ 427,638**	**$ 227,638**	**$ 230,332**	**1.0**	**$ 0**

Questions or Comments