



Customer Service Department FY22-23 Budget Overview

PRESENTED TO THE CITY COUNCIL ON
JULY 5, 2022

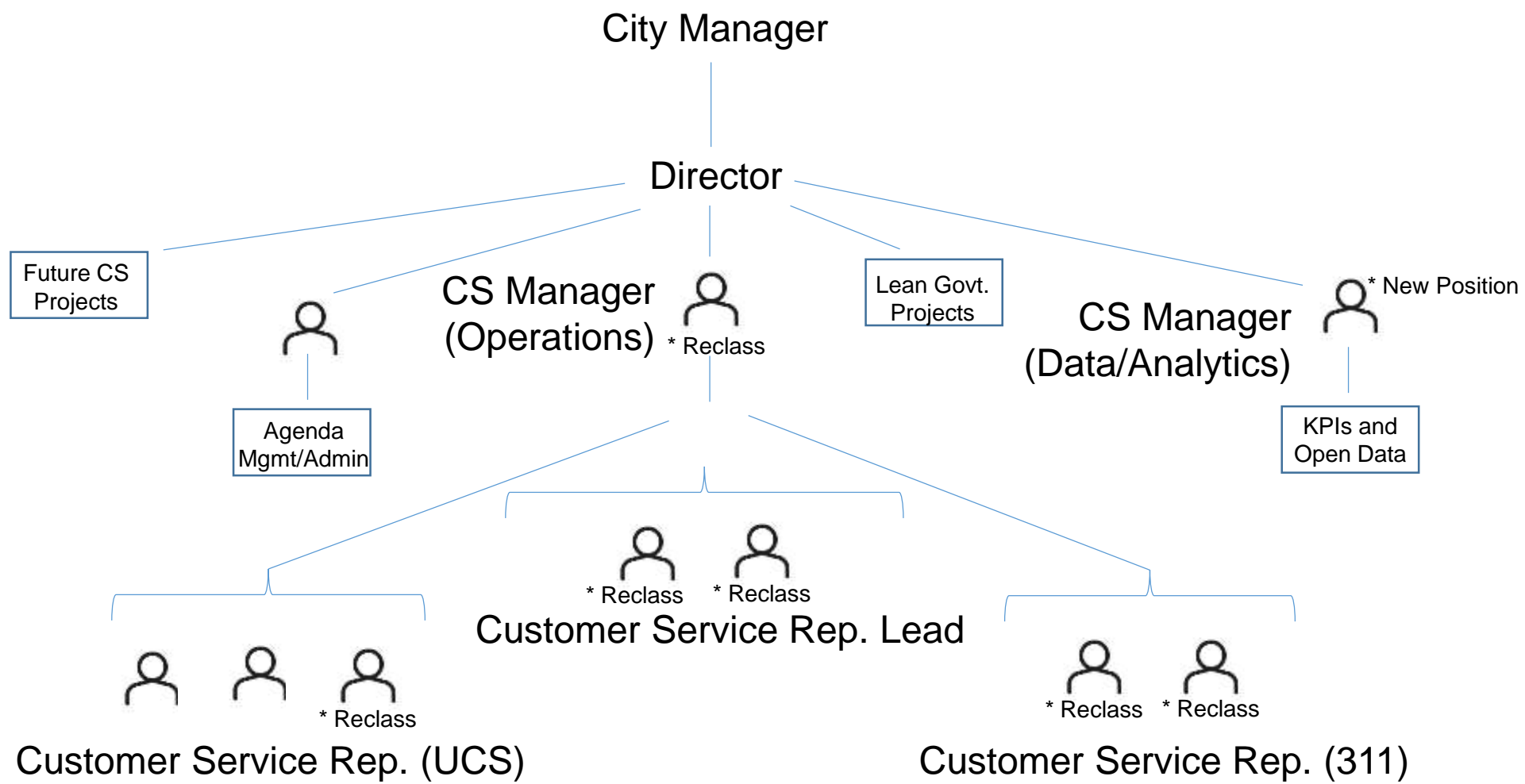
Customer Service Department Overview

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



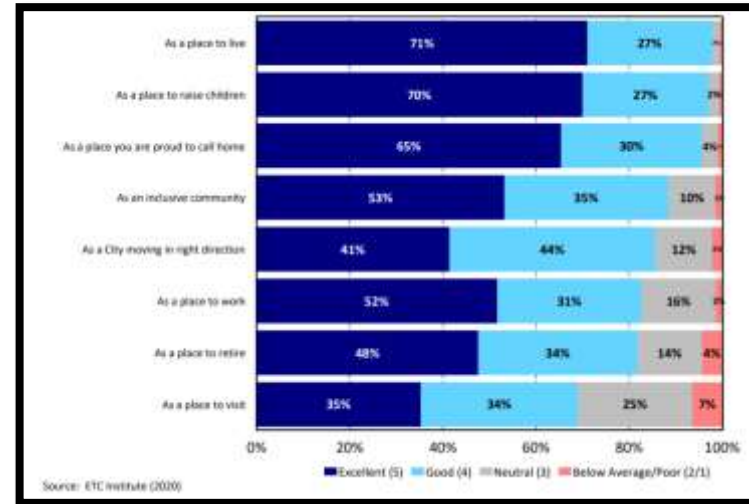
Customer Service Department Structure



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)



The City of Burleson – Lean Government
Improve city purchase order process time and accuracy

Project Summary:
Every department within the city utilizes purchase orders when buying products or services. Due to the interdepartmental nature of POs, the procedure for requesting, verifying, processing, creating, approving and paying, must cycle through multiple employees and departments. With concerns that such crucial administrative functions are tied to what is currently a lengthy, sporadic process, the Burleson Lean Government team chose to evaluate the procedures involved, looking for opportunities to standardize, streamline and expedite the process.

Improvements:
Average decrease from requisition to issuance 4.49 days lowering the total from 9.49 to 5 days.
An estimate 160 staff hours saved annually (soft dollar re-allocation of work)
3-5 fewer handoffs between departments for processing requisitions (soft dollar productivity improvements)
Positive environmental impact through elimination of approx. 11 reams of paper per year in purchase orders and vendor forms (hard dollar cost savings)

Strategic Focus Area:
Operational Excellence

Focus Area Objective:
Goal 2: Improve the efficiency and productivity of operations through the use of technology, innovation and continual business process improvement.

Primary Issue:
In the city of Burleson, from Oct 1, 2020 to Sept 30, 2021 there were 868 purchase orders issued. The average number of days from requisition entry to purchase order issuance was 9.49 calendar days, with a 9.97% returned to originator rate due to inaccurate information or request for clarification.

Lean Government Process:
A cross-departmental team, after initial awareness training, identified the project and anticipated improvements in standardization, efficiency and accuracy. Desired outcomes include shorter cycle time, decrease in non-value added steps, increase in accuracy and greater customer satisfaction both internally and externally. The team analyzed a fiscal year worth of data to identify key areas for improvement and set specific benchmarks for success.

- Time from requisition entry to issuance currently 9.49 calendar day average. Goal set to less than 7 calendar days
- Return to originator percentage currently 9.97%. Goal set to less than 5%.
- Decrease number of non-value added steps across departments

Results:
The team was able to identify the following key areas within the purchase order process for marked improvement.

Signature Levels and Alerts: 60% reduction in administrative delays by reworking level approvals to be department specific as well as adding targeted approval notifications.

Vendor Verification Process: A self-service online portal for vendors eliminates 2-3 hand offs between departments and approximately 160 hours of staff time each year.

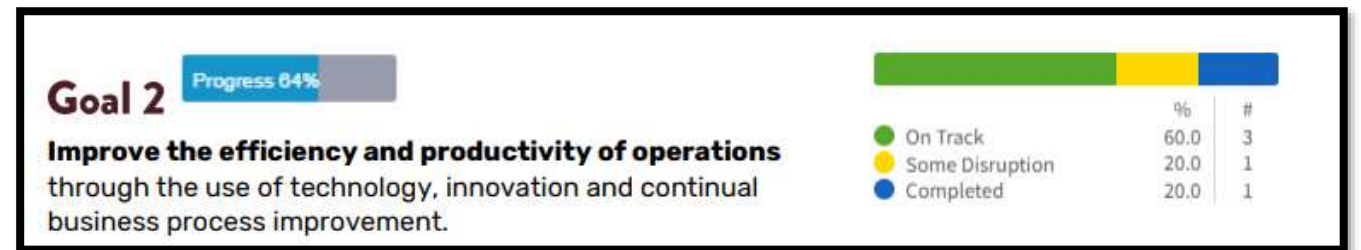
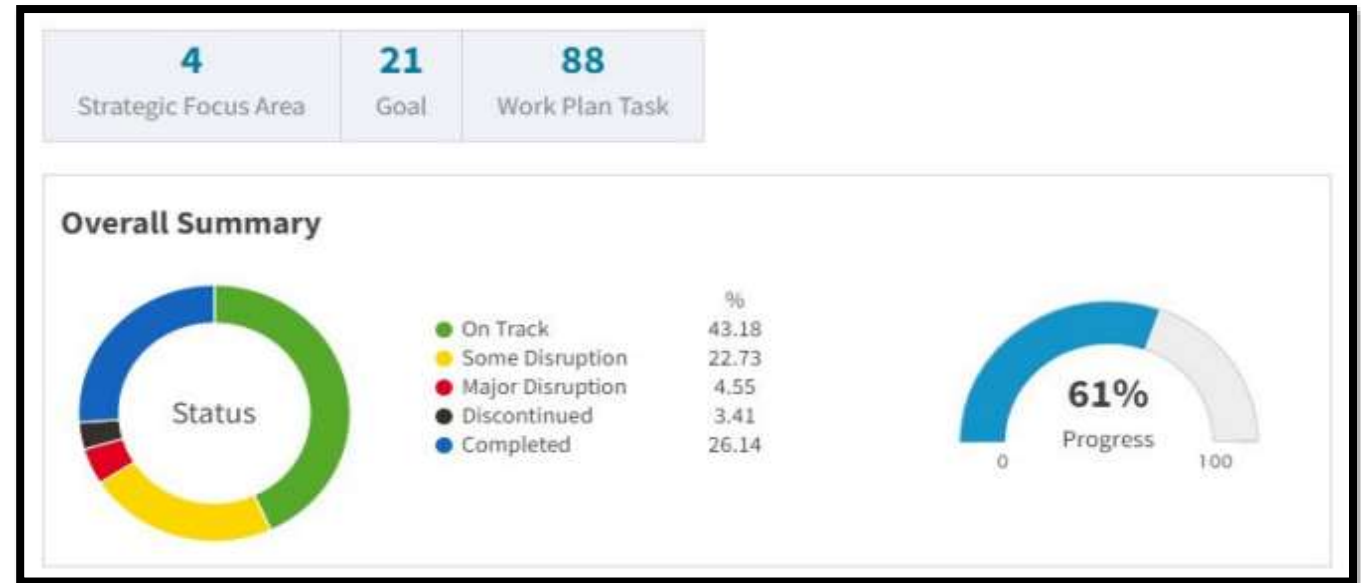
Training and Policy Enhancement: Significant reduction in administrative non-value added steps as well as reduction in batching combated through targeted training and policy enhancement coupled with new ERP rollout.

Ultimately, the team was able to calculate a 47% decrease (4.49 days) from requisition entry to purchase order issuance lowering the total from 9.49 to 5 days by implementing the recommended changes. In addition \$17,506 per year in soft dollar savings through re-allocation of work and productivity improvements as well as approximately \$700 per year in hard dollar saving with a positive environmental impact through elimination of excess paper.

Next Steps:
Implement and evaluate the new processes as well as build the new efficiencies into ERP rollout and report comparative improvements over the next two fiscal years.

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



Path to Zero Waste

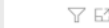
Progress to Zero Waste Target



Pounds of Residential Waste Per Day Per Resident*



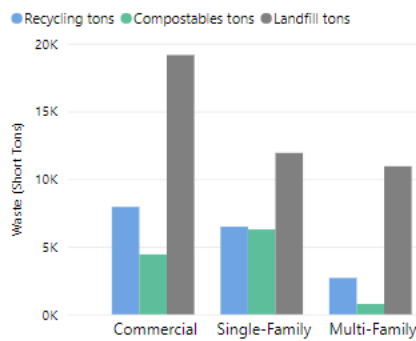
Pounds of Commercial Waste Per Work Day Per Employee**



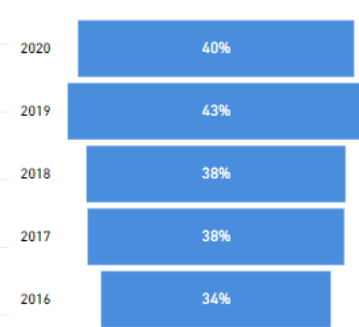
Filter by Year

- 2020
- 2019
- 2018
- 2017
- 2016

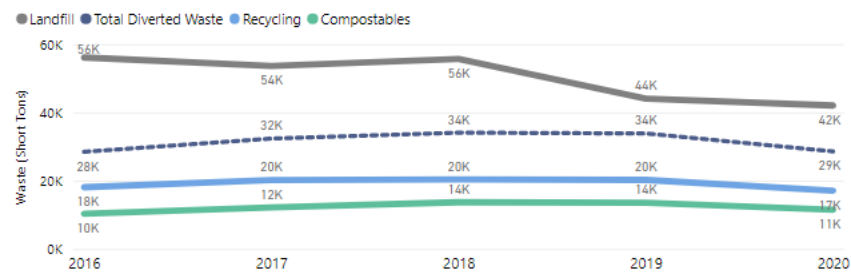
Curbside Collection by Sector



Curbside Collection Diversion Rate by Year



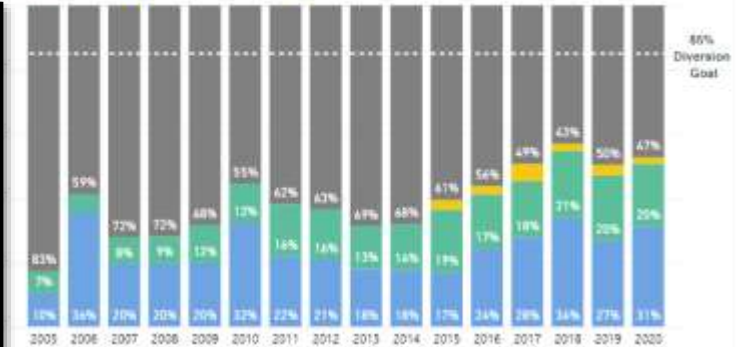
Curbside Collection by Waste Stream



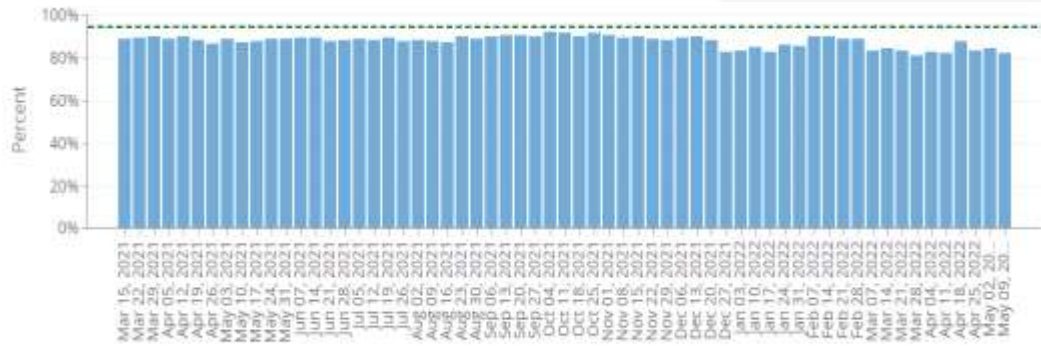
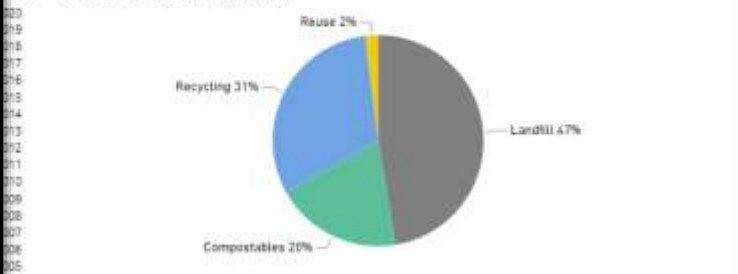
Annual Waste Diversion by Stream

- Recycling
- Compostables
- Reuse
- Landfill

The city's goal is to increase the diversion rate consisting of recycling, compostables, and reuse to 85% by 2025, making landfilled waste only 15% of the total stream.



Where Does Boulder's Waste Go?



Data is posted as available on a monthly or weekly basis

03/15/2021	89%	98%	71%	60%	92%	73%	77%	49%	100%	89%	100%	100%	97%
03/22/2021	90%	97%	59%	57%	92%	75%	82%	50%	100%	89%	100%	100%	97%
03/29/2021	91%	100%	75%	65%	92%	75%	82%	50%	100%	89%	100%	100%	97%
04/05/2021	89%	100%	61%	58%	91%	73%	80%	50%	100%	85%	100%	100%	88%
04/12/2021	90%	100%	34%	71%	91%	74%	79%	50%	100%	85%	100%	100%	88%
04/19/2021	89%	100%	61%	61%	91%	71%	77%	50%	100%	85%	100%	100%	88%
04/26/2021	87%	100%	53%	39%	91%	72%	77%	49%	100%	85%	100%	100%	88%
05/03/2021	89%	100%	50%	58%	87%	76%	80%	49%	100%	88%	100%	100%	96%
05/10/2021	88%	100%	57%	47%	87%	74%	74%	49%	100%	88%	100%	100%	96%

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

WELCOME TO Burleson

Utility, Garbage & Recycling Information



We are so excited that you have chosen Burleson as the place to call home. The city boasts a wide variety of recreation opportunities with 18 city parks, developed trails, bike lanes throughout the city, a senior center, library, Hidden Creek Golf Course and Russell Farm Art Center.

Here in Burleson, you will not only find great residential values, but you will also receive superior public services, strong schools, low crime rate and highly rated police and fire departments.

The city also has a modern recreation center that features a 10,000 square foot fitness center, indoor swimming area complete with water slides, vortex pools, a current river and a five-lane exercise pool, as well as an outdoor pool and two 1,400 square foot meeting rooms.

We are conveniently located to numerous employment and lifestyle amenities within a major metropolitan area, but we still retain our small-town feel and charm.




We are very proud of our growing and redeveloping historic Old Town which features unique dining and shopping opportunities, a visitor center and museum, trolley car tours and live entertainment. Old Town also plays hosts to family-friendly community festivals and events throughout the year. Construction of the Mayor Vera Calvin Plaza in Old Town is underway and is projected to be completed in May 2020. Other exciting entertainment options in the community include Jellystone Park and two award-winning wineries.

The city also loves its four-legged family members and if you are looking for a new one make sure to visit the Burleson Animal Shelter.

We encourage you to become involved in your new community and take the time to get to know your neighbors. Find information about all of our amenities, garage sales permits, garbage and recycling and more at www.burlesontx.com.

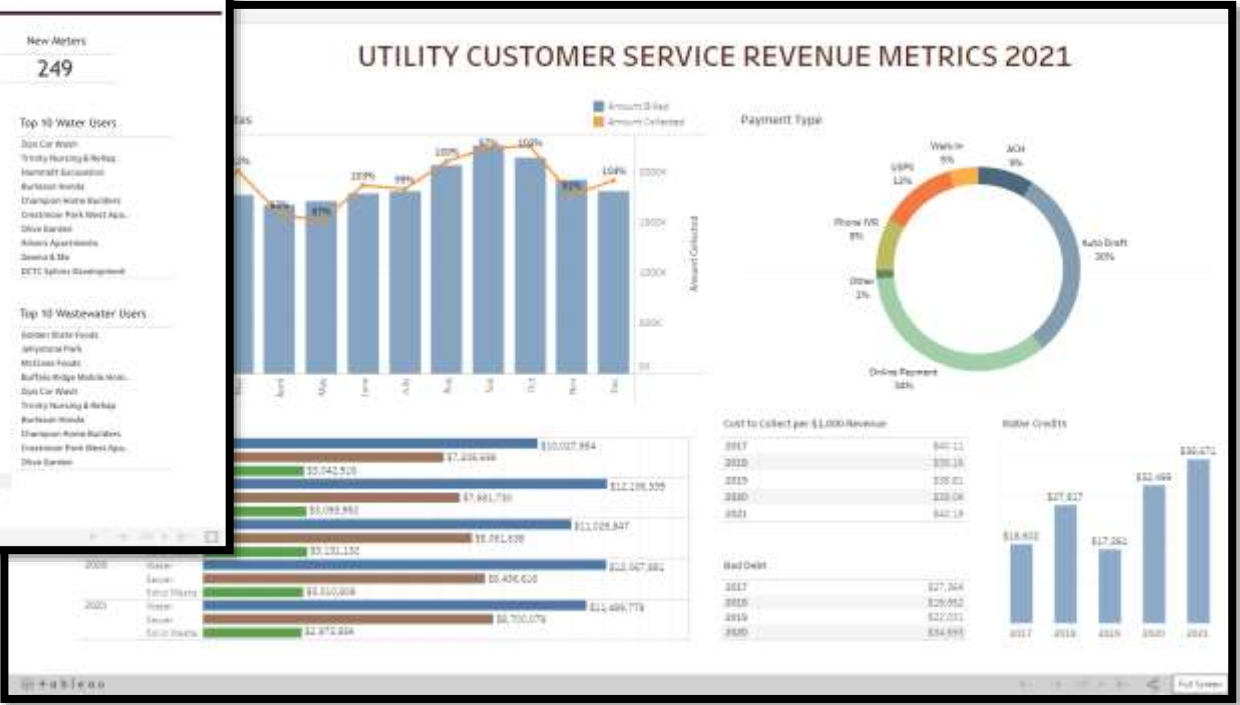
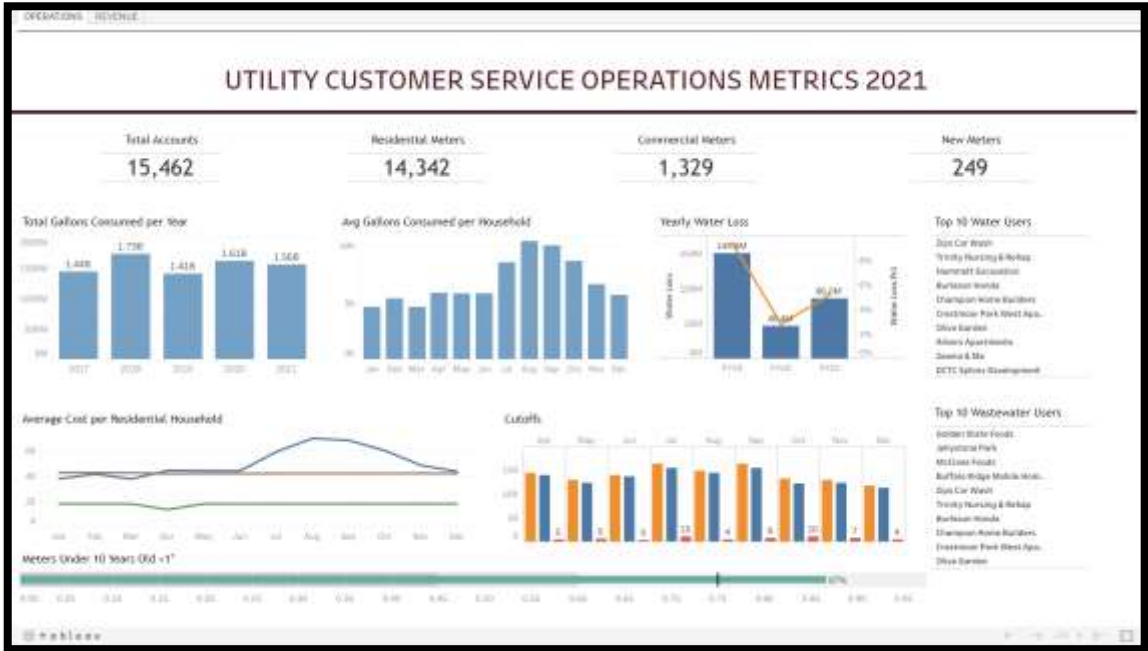
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Customer Service Department

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

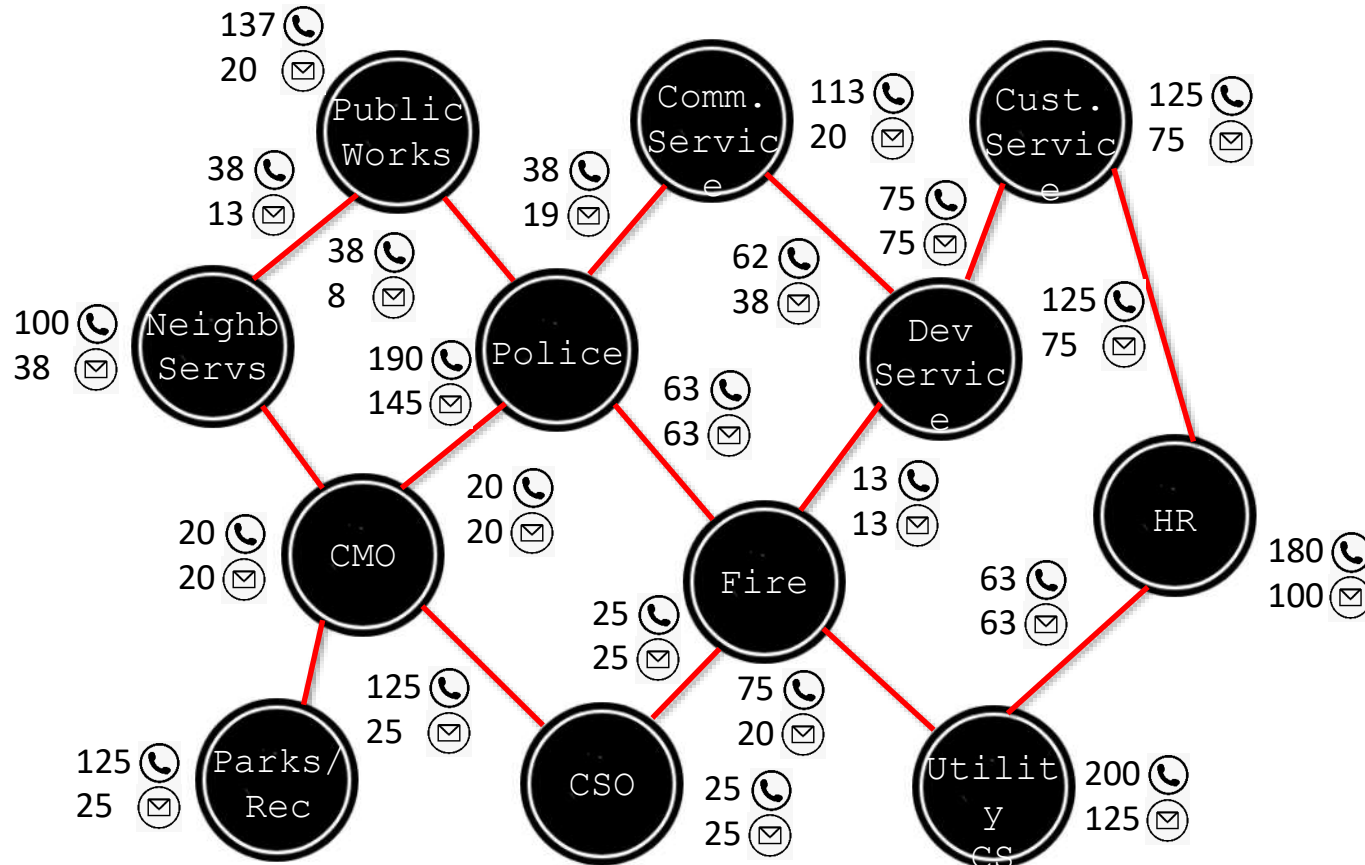
The Goal of Burleson 311

- 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

* Unofficial 311 BTX Logo
For Visual Purposes Only



Customer Service Department Burleson 311 and CRM Software



Current Challenges - Citizens

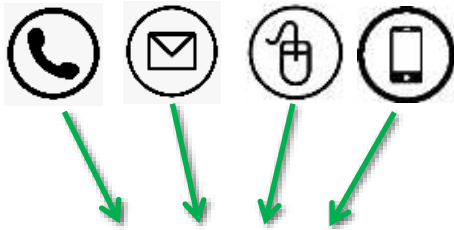
- Dozens of numbers across website
- High transfer rate / low tracking
- Low citizen engagement
- Limited online and mobile options
- More than 12 FTEs
- Manual heavy process
- Silo information
- Reliant on institutional knowledge

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

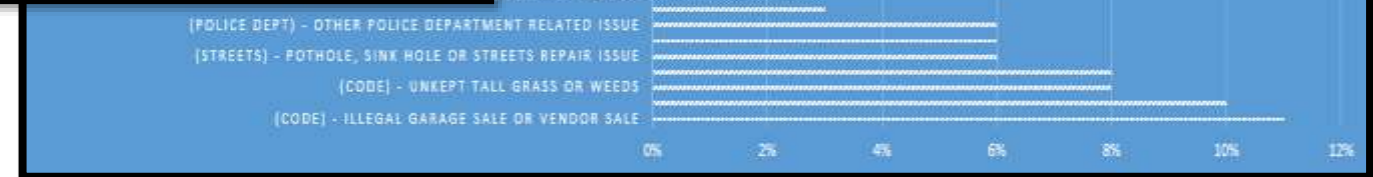
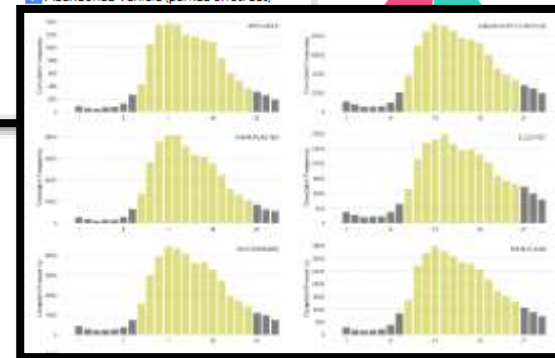
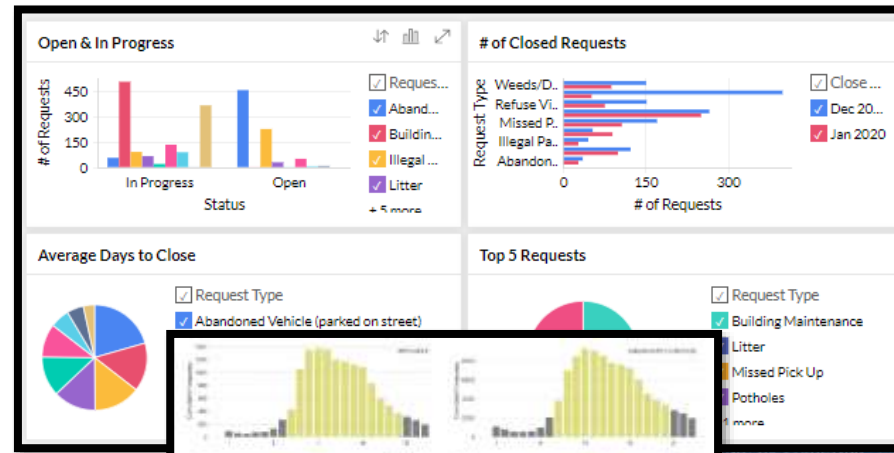
Easy, effective, innovative, engaging and very customer friendly.

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