# Welcome to Leveraging the Key Ingredients of Successful Service Delivery

Today's presentation will feature interactive, audience polling.

If you have access to a mobile device (smart phone, tablet, PC/Mac) and internet access you are invited to participate via online web browser at: **www.pollev.com/icma2017**

Responses will be kept anonymous.  A short survey will be available at the conclusion of the presentation to receive slides and presenter contact information.

# Presentation Outline

- The Challenges We Share
- The "Key Ingredients" of Successful Service Delivery
- Case Study
- Building Successful Strategies Within Your Organization

# Essential Customer Services

# Name three essential services your community delivers?

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# The Challenges

- Definition of essential services changes daily with events, politics, technology innovations, economic prosperity, perception

- No universal measures of responsive, reliable, sustainable, cost-effective service delivery

- Measuring effectiveness across the organization is not easy

- Interests often place short term and long term needs in direct competition

- Technology tools must be aligned to advance service delivery

# Achieving Greatest Return on Investment Possible
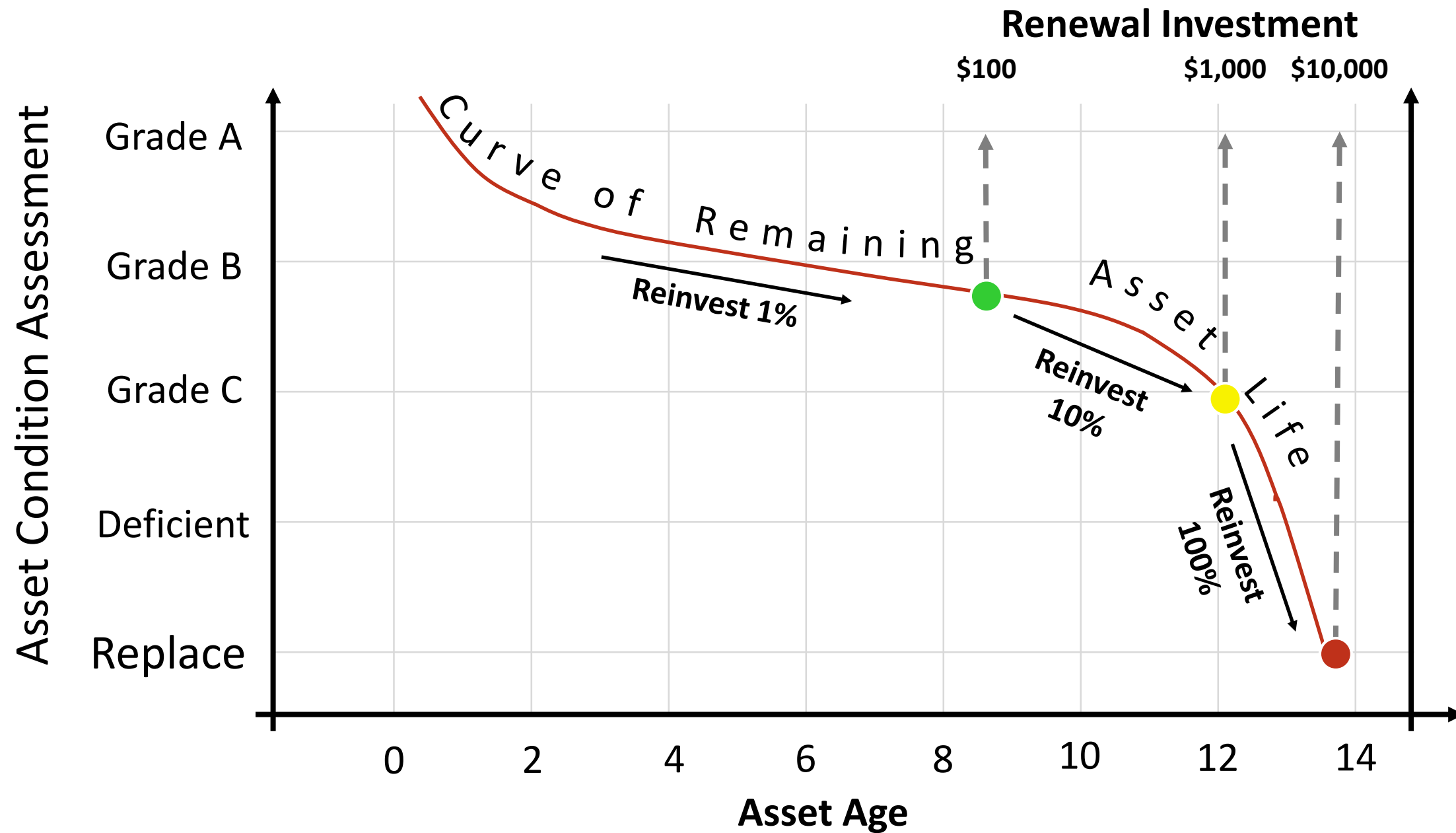
## Service Delivery Priorities Constantly Change…

- Customer service expectations vary widely by demographic
  - Customers expect 24/7 services available through multiple delivery channels
  - Customers expect personal service interaction with staff
- Managing Loss of Critical Resources
  - Median 2013 apparent water/sewer lost revenue is 7.5% of total revenues*
  - Median 2013 real water loss is ranges 2.2 – 10% of total delivered*

  * Source: AWWA 2013 Survey Benchmark Performance Indicators

## Essential Service Disruptions Demand Refocused Priorities

# Priorities Involve Balancing Short-Term and Long-Term Needs

## L.A.'s aging water pipes; a $1-billion dilemma

By **BEN POSTON** and **MATT STEVENS**

## Dear City Hall: The wait time for my permit almost squashed my small business

### LIVE PUBLIC COUNTER WAIT TIMES



Need to visit our public counter?

Below is a live counter wait time. You can determine how long the estimated wait time and plan your visit accordingly. You can also schedule an appointment to ensure that you're not waiting in line!

## US Infrastructure Reinvestment 40% Below Renewal Required

By AMERICAN SOCIETY OF

CIVIL ENGINEERS

In light of the recent events regarding lead water pipes, some have called for replacement of the more than 7.3 million lead service lines

**The Key Service Delivery Ingredients**

1.  Appreciate and understand customer needs
2.  Know how the business fulfills customer expectations
3.  Measure the customer service effectiveness
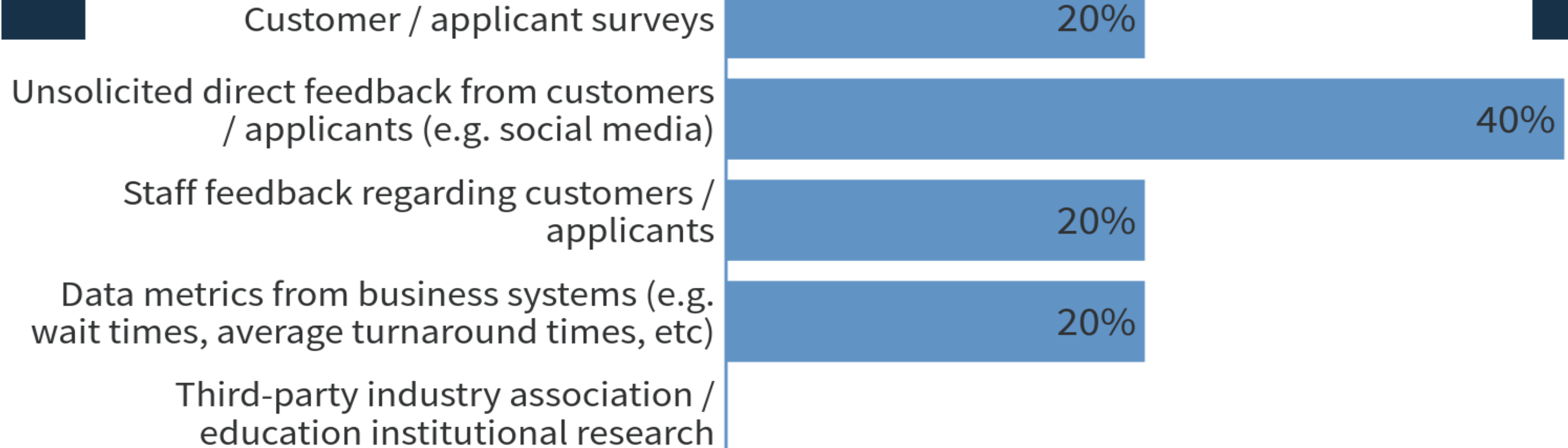4.  Continuously improve by recalibrating our performance

## The Approach: Knowing Your Customers' Needs

Step #1:  Know the customers' needs your satisfying

- What are the benefits your organization is delivering to serve these needs

- Recognize how changing customer priorities influence value

# How is the customer's voice represented in your organization?

Customer / applicant surveys — 20%

Unsolicited direct feedback from customers / applicants (e.g. social media) — 40%

Staff feedback regarding customers / applicants — 20%

Data metrics from business systems (e.g. wait times, average turnaround times, etc) — 20%

Third-party industry association / education institutional research

Other

0%    10%    20%    30%

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# The Approach: Knowing How Your Organization Satisfies Customer Needs

Step #2: Ensure your organization understands how customer needs are satisfied

- Are staff aware of how the customer success is measured?
- Do staff recognize when corrective action is necessary?

Staff relies upon past practice to determine customer priorities

Business unit priorities are misaligned with corporate (organization-wide) level goals

Business processes are not designed to consider customer responsiveness

Leadership and staff are data rich but information poor when seeking decision support information

Other

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# The Approach: Measuring Customer Satisfaction

Step #3: We are committed to measuring our customer satisfaction
- We have measures of performance for customer outcomes
- Our measures have targets and they are linked to customer outcomes
- Our measures advance both customer and organizational goals
- We control for process outcomes from start-to-finish
- Technology enables us to manage, measure, and deliver our message

# the greatest challenges for your organization to measure custome

Developing targets of performance to measure customer success

Building accountability for measuring performance

Building the connection between customer measures and organizational measures

Understanding end-to-end processes to control the entire process lifecycle

Harnessing technology to effectively manage, measure, and deliver decision support

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# The Approach: Continuous Improvement

Step #4:  Enable staff to develop their capacity to continuously improve

- Provide staff clarity regarding goals and objectives
- Establish a line of sight connecting organizational, departmental, and business unit goals
- Align technology to answer business questions with relevant data
- Enable employees to appreciate how their contributions make the difference

# Achieving Clear Lines of Sight

**Set Mission, Policy, and Goals**

**Mayor & Council**

**Performance is Communicated Bi-Directionally**

**Administration & Directors**

**Organizational Standards**

**Managers & Supervisors Level**

**Process Management**

**Operations Level**

**Execution**

# Alignment of Performance Measures

| | |
|---|---|
| **Corporate Level Priorities Council Goal Area and Vision** | Our community will maintain high levels of service for sustainable, cost-effective, utility service delivery. |
| **Department / Division Goals Performance Expectations** | Each business unit will establish target performance measures for customer satisfaction, financial, and sustainability. |
| **Water Utility Business Unit Operations & Financial Measures** | We will achieve a planned maintenance ratio of 75% based upon total maintenance performed monthly.<br><br>We will maintain a response time of < 3 hours to restore service for 90% of all unplanned disruptions and report monthly.<br><br>We will maintain an O&M target of $360 per account and $2,000 per million gallons of treated potable water using a rolling, annual average.<br><br>We will reinvest 1.5% of the water utility's replacement value into our CIP for rehabilitate/renewing existing assets each year. |

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eciating and understanding customer needs

Knowing how your business fulfills customer expectations

Demonstrating ability to measure customer satisfaction

Continuously improving by recalibrating your organization's capability to meet customer needs

Other

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# Customer Service Delivery Technologies

**Customer Request Management Systems**
- Utility Billing, Solid Waste / Customer Information Systems
- Public Services, Recreation, Facilities
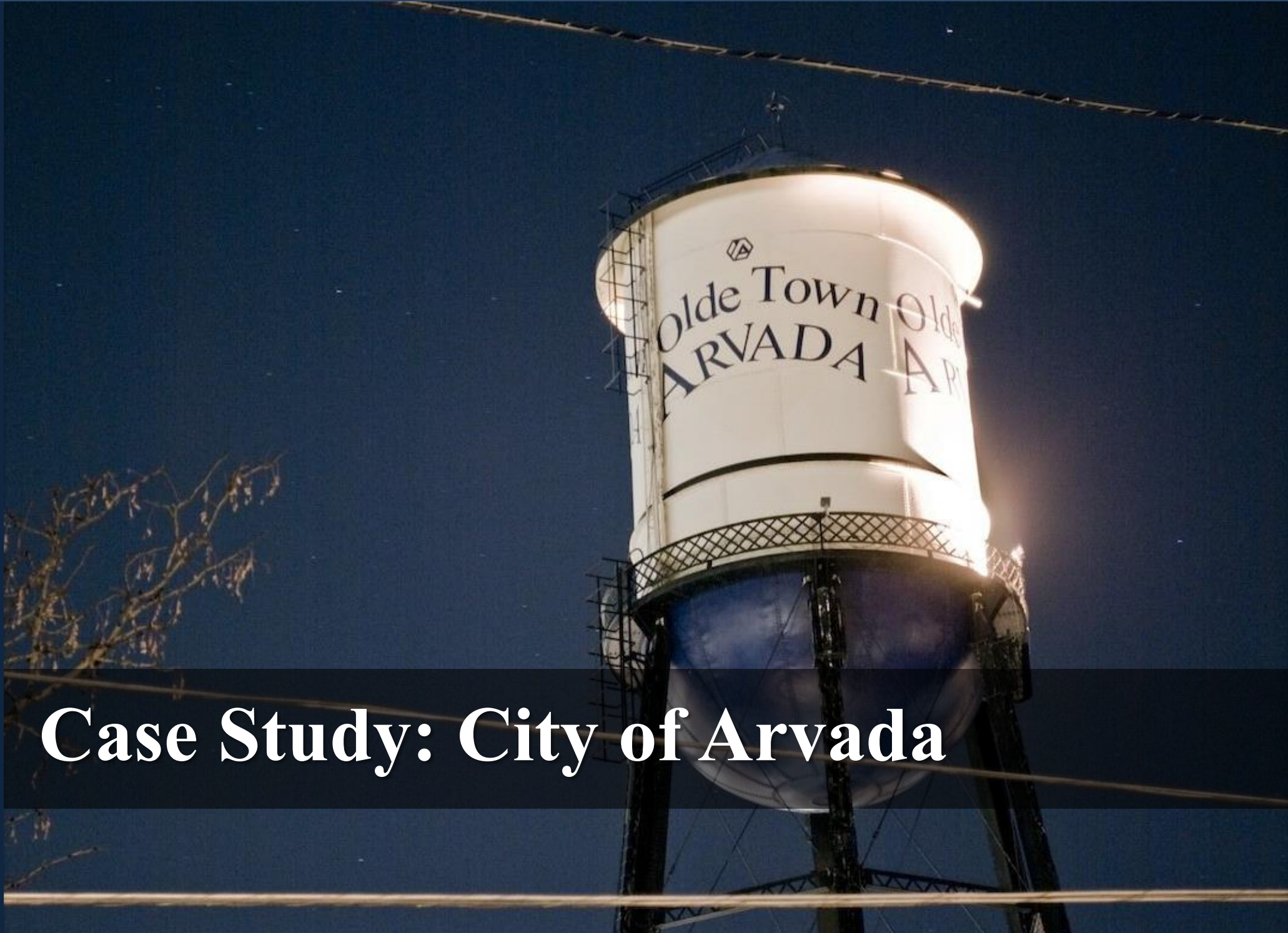- 311 Call Centers

**Permitting, Inspection, Licensing Systems**
- E-Permitting, One-Stop Coordination
- Electronic Plan Reviews, Economic Incentives

**Work Management Systems**
- Computerized Maintenance Management Systems
- Enterprise Asset Management Systems

# Case Study: City of Arvada

# Infrastructure and Customer Service as Priorities

**Performance Based Budgeting**
- New program instituted by new City Manager
- **FOCUS Arvada** includes infrastructure measures
- Develop capacity to produce performance measures

**Growing Infrastructure Condition Gap**
- National, regional, and local issue
- Asset deterioration achieves point where rehabilitation not economically feasible – counter to "fix worst first" mentality

**Competing Budget Priorities with O&M Funding**
- O&M and capital rehabilitation funds reduced over several cycles
- Effects are often not immediately observed – effect is cumulative

## Case Study Objectives

- Assess the current work order solutions and practices

- Identify options to consolidate and expand use of work order systems

- Continuously engage and educate staff

- Provide recommendations to achieve a shared view of asset information

- Select an enterprise asset management solution to escalate customer service delivery

# City Customer FOCUS Measure Expectations

- Establish accountability for managing public resources

- Retain knowledge of work practices and activities

- Reduce unplanned service disruptions

- Improve service quality, quantity, and availability

- Maintain the lowest cost of lifecycle maintenance at a given level of service

- Provide accurate estimates for CIP planning

**your organization measure its performance against targeted outco**

Yes, customer-facing target measures

Yes, internal-facing target measures

Yes, internal and external target measures

No, our organization has performance measures in place but they are infrequently applied

No, we don't have performance measures - we have more important issues

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## Anticipated Risks

- Service areas see no value in contributing / sharing
- Change viewed as a mandate without merit
- Data entry viewed as a headache
- Accountability "measures" viewed with skepticism
- Staff are disengaged and last to know
- Inflated expectations without capability
- Best practices and processes are overlooked

# Pain Points Identified

- Accumulating project-related costs
- Responding to citizen inquiries with supporting information
- Inter-departmental work coordination challenges
- Inability to view City-wide work activity across boundaries
- Gathering information from multiple systems to see one common picture

# Consolidating Work Management Systems (WMS) of Record

- Serves a growing population 111k over 40 sq. miles

- Includes 15 service areas

- **21 systems managing infrastructure data**

Databases, spreadsheets, paper, memory, …
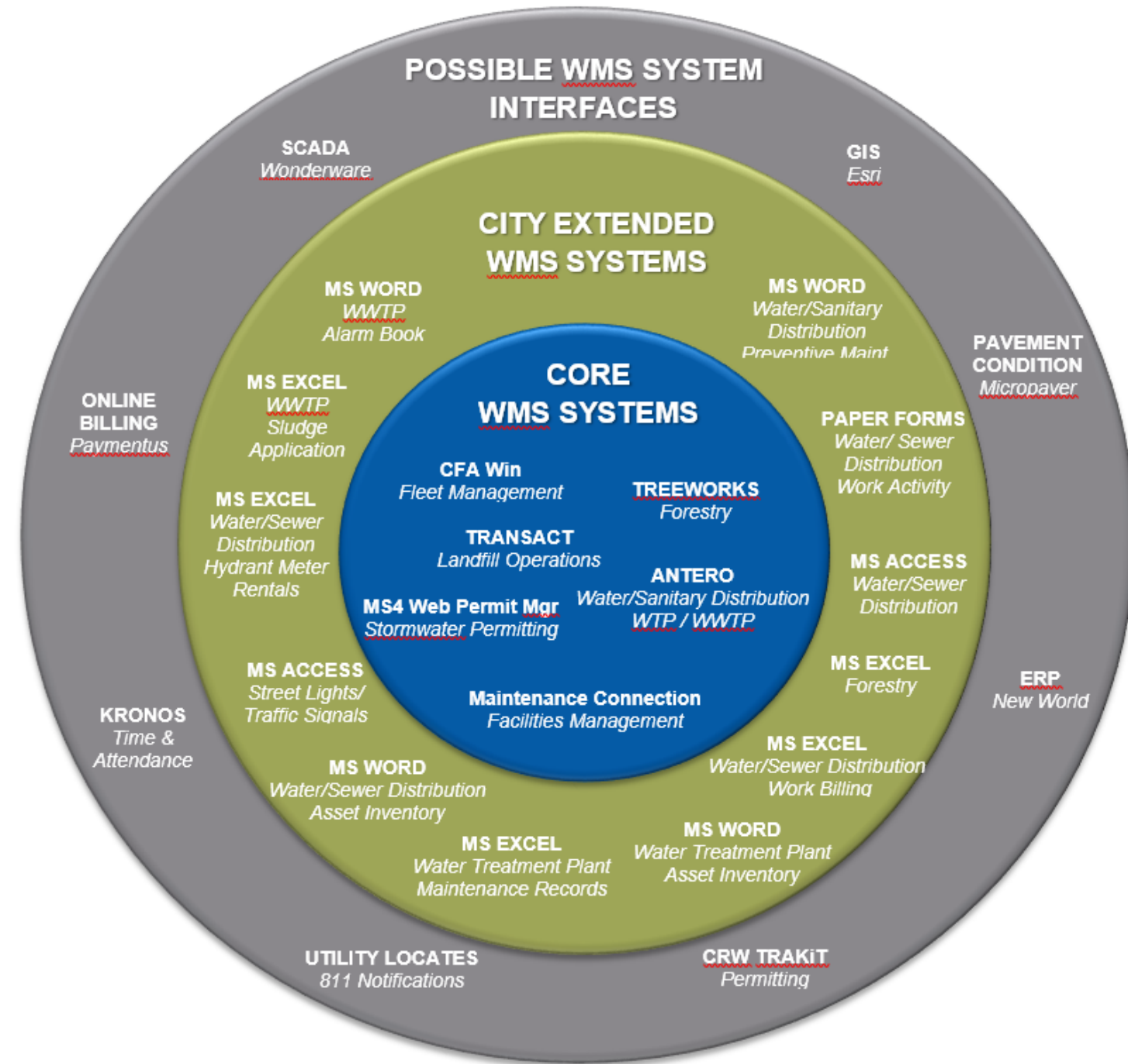
## Getting the Process Right

**Process Challenges Uncovered**

- Disconnected silos
- Duplicated efforts
- Long cycle times
- Awareness of end-to-end processes
- Role ambiguity
- Overcoming "The Way it's Always Been Done"
- Multiples sources of truth
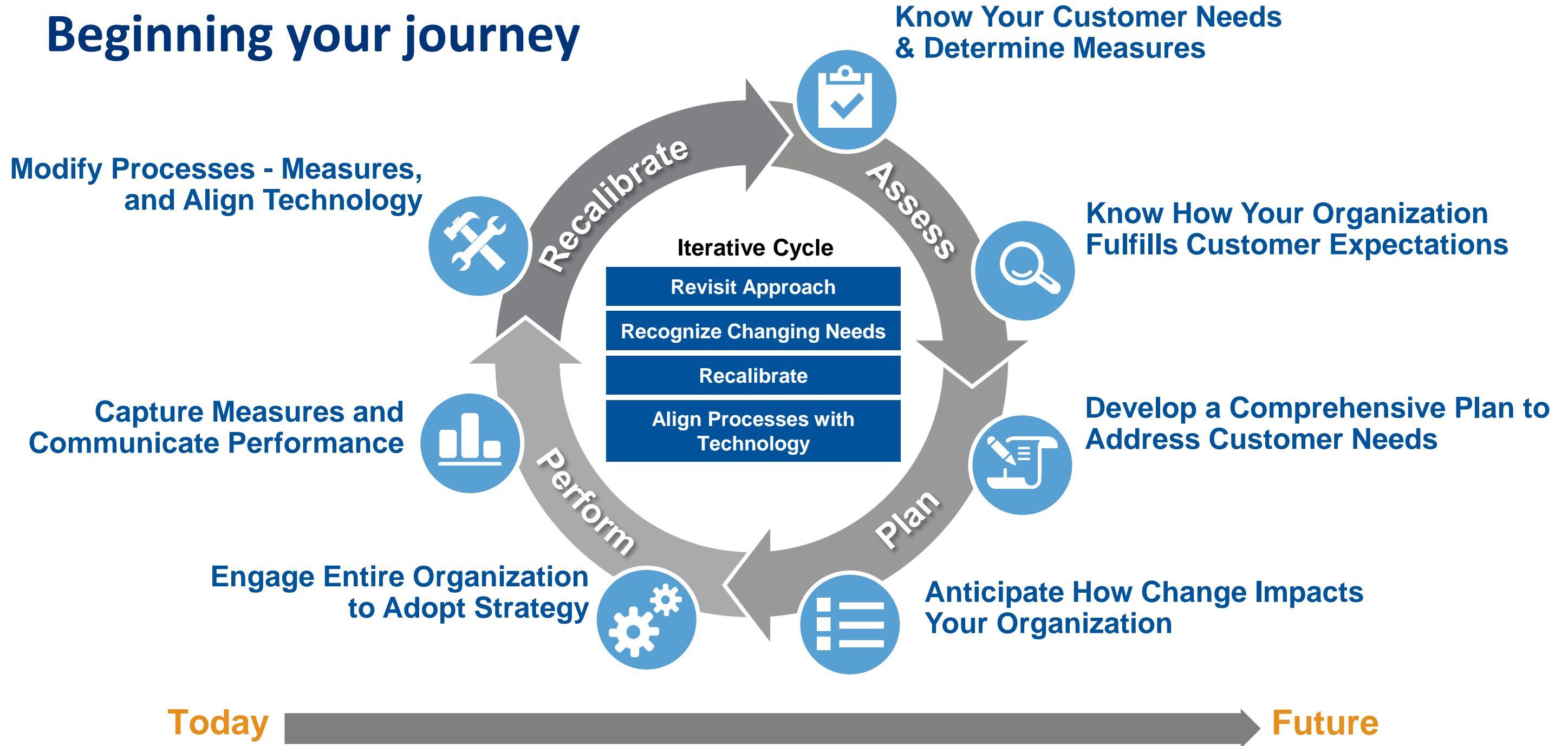


Asset Management Lifecycle

## Envisioned Benefits

- Provide end-to-end service level accountability

- Accelerating capital replacement and refurbishment

- Optimize planning and scheduling practices to attain 5-10% more capacity

- Improve asset availability by 5-15%

- Promote data driven decisions to support CIP decisions

- Coordinating ROW repairs

- ***Communicate value and effectiveness in terms citizens appreciate***

# Outcomes Achieved

- Accurate Cost of Service Delivery
- Improved asset inventories
- Address performance reporting measures
- Eliminate redundancies
- Integrate map information
- Enable mobile access

- Enforce preventive maintenance schedules
- Promote information sharing
- Retain knowledge
- Capture positive momentum from supporters
- Support decision making

# Beginning your journey

**Know Your Customer Needs & Determine Measures**

**Modify Processes - Measures, and Align Technology**

**Recalibrate**

**Assess**

**Know How Your Organization Fulfills Customer Expectations**

### Iterative Cycle

| Revisit Approach |
| --- |
| Recognize Changing Needs |
| Recalibrate |
| Align Processes with Technology |

**Capture Measures and Communicate Performance**

**Perform**

**Plan**

**Develop a Comprehensive Plan to Address Customer Needs**

**Engage Entire Organization to Adopt Strategy**

**Anticipate How Change Impacts Your Organization**

**Today** ➝ **Future**

Knowing your customer needs and determining measures

Knowing how your organization fulfills customer expectations

Developing a comprehensive plan to address customer needs

Anticipating how change will impact the organization

Engaging the organization to adopt the strategy

Capturing measures and communicating performance

Modifying processes and aligning technology

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# Questions and Thank You for Your Attention



**Pete Adler, MPA, APWA Public Works Leadership Fellow**
**Public Works and Utilities Consultant**

(303) 349-3394 | rockies325@gmail.com



**Christopher Blough, MPA, PMP**
**Consulting Manager, Plante & Moran, PLLP**
27400 Northwestern Hwy, Southfield, MI 48037-0307
(248) 223-3209 | christopher.blough@plantemoran.com

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