RSM McGladrey

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Executive Summary

April 10, 2007

Mr. Steve Lewis
City Administrator
City of Lee's Summit, Missouri
220 S.E. Green Street
Lee's Summit, MO 64063

Dear Mr. Lewis:

We greatly appreciate being able to assist the City of Lee's Summit by conducting a Customer Service performance study for key departments within the City. This initiative has been named Commitment to Citizens (C2C) for future use by the City. Our task involved examining current customer service processes, related training and associated software applications. We have also identified opportunities for improving customer service effectiveness and efficiency.
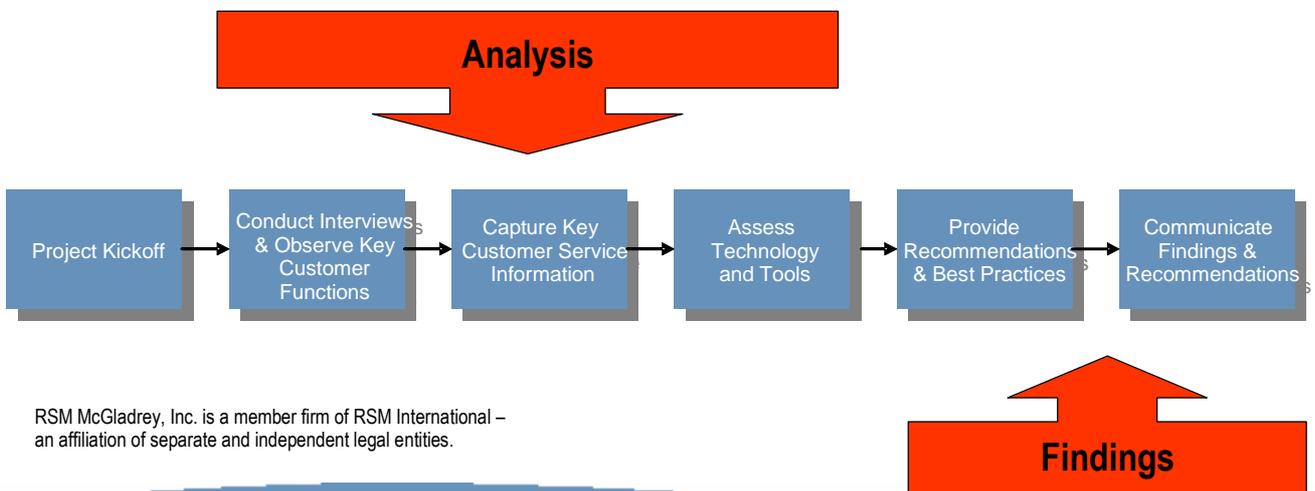
Project Objectives

The City defined the following objectives for the Customer Service performance study:

1. Assess the City's customer service levels and standards, and employees' efforts to meet those standards

2. Evaluate employee training and capabilities for providing expected levels of customer service

3. Examine the current use of technology (e.g. ability to track a customer request from beginning through to completion)

4. Identify short and long-term improvement opportunities

5. Assess existing customer service workflow systems/tools and make recommendations to address business needs across City departments

Our Approach

Before beginning the engagement, we mutually agreed on the following high-level approach:

Analysis

| Project Kickoff | → | Conduct Interviews & Observe Key Customer Functions | → | Capture Key Customer Service Information | → | Assess Technology and Tools | → | Provide Recommendations & Best Practices | → | Communicate Findings & Recommendations |

Findings

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In order to begin the interview process, we first needed to identify the Customer Service Touch Points within each department. The following criteria were identified by the lead team for purposes of selecting the key Customer Service Touch Points. Each department leader selected the key Customer Service Touch Points for their department from all customer service encounters based on the following criteria:

- The most visibility to the citizens

- The highest number of encounters with the citizens

- A high amount of revenue generated for the City

- The most number of complaints from the citizens

- The most legal risks/compliance issues

After identifying the key Customer Touch Points, the department leaders where asked to identify the employees in their organizations who performed related job functions. The following list shows the departments and number of employees interviewed. For a completed list of interviewees, see **Appendix A**.

- Treasury – 3 employees
- Fire Dispatch – 2 employees
- Police Dispatch – 3 employees
- Public Works – Streets – 6 employees
- Public Works – Landfill Scale House – 3 employees

- Water Utilities - 8 employees
- Codes – 6 employees
- Planning & Development – 5 employees
- Human Resources – 1 employee
- Information Technology – 1 employee

Key Recommendations

Lee's Summit is a fast growing community and has made significant strides in effectively providing customer service to its citizens as indicated overall in the City's 2004 citizen survey. The City leadership should be commended for taking steps to further assess and improve customer service levels, and should take pride in how they are serving their Citizens today. The City should continue to take steps toward creating a culture that is focused on providing customer service excellence through measurement and continuous improvements.

Based on the scope and objectives of this engagement, many of our findings and recommendations are critical in nature. This should not be unexpected. A summary of our key recommendations are shown below. A more detailed listing of recommendations sorted by estimated level of implementation effort appears in **Appendix C.** The items in Appendix C should be prioritized by City Management based on the estimated level of effort and a high-level cost benefit analysis for more complex items.

- The City would benefit from having a clear champion or leader responsible for customer service across the City departments on a day-to-day basis, as well as by forming a cross functional team charged with initiating related continuous process improvements throughout the City.

- A "Voice of the Customer" initiative would benefit the City if teams were established in each department to examine their processes and procedures from the customers' view point and determine if they are as

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customer friendly as possible. Also, citizen feedback should be requested and monitored for all major customer touch points. An example would be the communication tools that Lee's Summit utilizes with their customers. Streets uses a form to respond to the citizens on whether the sidewalks will be repaired based on a rating scale. The analysis streets performs to determine whether the sidewalk is repaired or not is very good, our suggestion would be to make the communication to the citizen more on the citizens' level in their communication terms, this is something all departments need to think of implementing.

- All departments should identify and track key metrics for measuring customer service levels. Where departments have systems in place such as City Works or Permits+, these systems should be utilized regularly to report on customer service metrics. For other departments, an internal web form for capturing and reporting key metrics could be developed to work in conjunction with the updated "Submit Your Comments" website.

- The City Administrator and Customer Service Leader would benefit by keeping emphasis on customer service and introducing operating performance metrics for all City departments, including those citizen interactions requiring interdepartmental coordination.

- The City should develop a City-wide systems strategy plan that will set a course and framework to guide departments to determine which software and tools will work best with the City system as a whole. Meanwhile, update the website's "Submit your Comments" form and tie it to a database so that related customer requests can be tracked, reported and monitored.

  (Note: The City has started a Management Study of Information Technology Services. The contract has been awarded to Plante Moran and the study is underway, with a targeted completion date of July 31st, 2007. The study will include a refresh of the 2006 IT Strategic Plan. This includes a review of key software applications including those which manage customer data and contact points.)

- The City should consider expanding employee recognitions beyond the existing monthly Distinguished Service Award awarded to a single person or group. The City would benefit from more frequent reward systems throughout City departments to reward exceedingly high acts of customer service as they occur.

- The City's customer service training program should be strengthened by making attendance mandatory for many groups, tailoring content to the participants, making content more customer service skill based and methodology based, and offering courses regularly throughout the year.

Conclusion

High performing customer service organizations have highly visible, on-going initiatives and programs that publicize their commitment to assuring quality service. This feeling is embedded into their culture, and can be seen in hiring practices, employee evaluations, measurement systems, and even around the office on posters and signs and other branded materials.

During our interviews, employees acknowledged providing good customer service is a part of their job, proving the City has already built a solid foundation for quality. With a few improvement initiatives led by a champion with a vision for superior service, the City has a bright future.

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We hope our findings and recommendations although critical in nature will be beneficial and help advance customer service in the future. We are available to discuss these findings and recommendations as you desire.
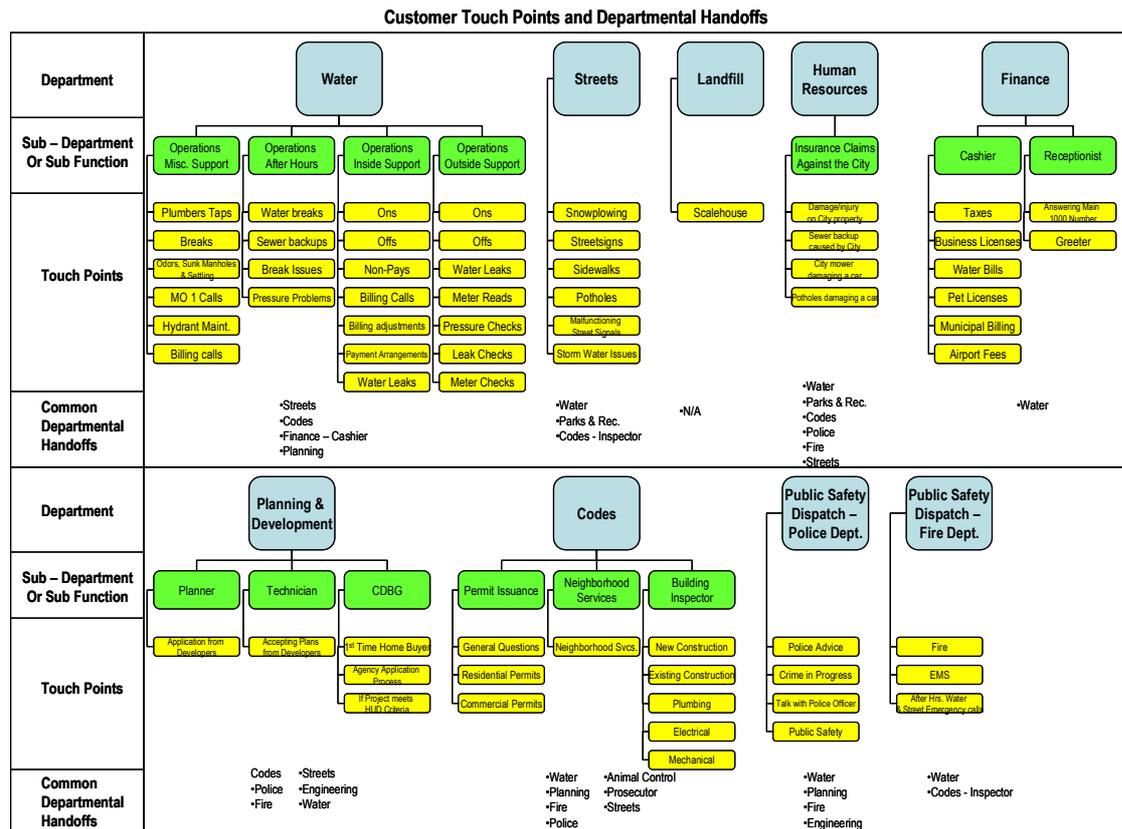
Sincerely,

Greg Maddux
Director, Strategy and Operations Consulting Services
RSM McGladrey, Inc.

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As mentioned previously, key Customer Touch Points were identified in each department to aid in the interview process. The following document illustrates the key Customer Touch Points by department.

Customer Touch Points and Departmental Handoffs

Department	Water				Streets	Landfill	Human Resources	Finance	
Sub – Department Or Sub Function	Operations Misc. Support	Operations After Hours	Operations Inside Support	Operations Outside Support		Scalehouse	Insurance Claims Against the City	Cashier	Receptionist
Touch Points	Plumbers Taps	Water breaks	Ons	Ons	Snowplowing		Damage/Injury on City property	Taxes	Answering Main 1000 Number
	Breaks	Sewer backups	Offs	Offs	Streetsigns		Sewer backup caused by City	Business Licenses	Greeter
	Odors, Sunk Manholes & Settling	Break Issues	Non-Pays	Water Leaks	Sidewalks		City mower damaging a car	Water Bills	
	MO 1 Calls	Pressure Problems	Billing Calls	Meter Reads	Potholes		Potholes damaging a car	Pet Licenses	
	Hydrant Maint.		Billing adjustments	Pressure Checks	Malfunctioning Street Signals			Municipal Billing	
	Billing calls		Payment Arrangements	Leak Checks	Storm Water Issues			Airport Fees	
			Water Leaks	Meter Checks					
Common Departmental Handoffs	•Streets •Codes •Finance – Cashier •Planning				•Water •Parks & Rec. •Codes - Inspector	•N/A	•Water •Parks & Rec. •Codes •Police •Fire •Streets	•Water	

Department	Planning & Development			Codes			Public Safety Dispatch – Police Dept.	Public Safety Dispatch – Fire Dept.
Sub – Department Or Sub Function	Planner	Technician	CDBG	Permit Issuance	Neighborhood Services	Building Inspector		
Touch Points	Application from Developers	Accepting Plans from Developers	1st Time Home Buyer	General Questions	Neighborhood Svcs.	New Construction	Police Advice	Fire
			Agency Application Process	Residential Permits		Existing Construction	Crime in Progress	EMS
			If Project meets HUD Criteria	Commercial Permits		Plumbing	Talk with Police Officer	After Hrs. Water & Street Emergency calls
						Electrical	Public Safety	
						Mechanical		
Common Departmental Handoffs	Codes •Streets •Police •Engineering •Fire •Water			•Water •Animal Control •Planning •Prosecutor •Fire •Streets •Police			•Water •Planning •Fire •Engineering	•Water •Codes - Inspector

Key Findings & Observations (Departmental breakdown)

A summary of our key findings by department follows along with a brief description of the functions analyzed. These findings are based on observations, "mystery shopper" interviews, and one-on-one interviews. The employees at Lee's Summit were very open to sharing information which was extremely helpful in gathering the data.

Responses to key questions can be found in **Appendix B.** This summary lists whether key processes/procedures are currently exist, whether key measures exist, whether customer complaints are tracked and customer feedback is solicited, etc. As stated earlier, a detailed listing of recommendations appears in **Appendix C.**

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The City has also initiated a Development Community Survey to be performed by the ETC Institute for purposes of assessing service quality in Codes, Planning, Public Works and Fire Prevention. Results are expected the end of April, 2007.

Water – After Hours Support

The After Hours Support Group is responsible for repairing emergency water breaks and sewer back-ups. A Supervisor has primary responsibility to be the customer liaison and is at the customer site to answer questions and resolve issues while the crew is on-site fixing the water break or sewer issue.

Training

- Customer Service Training is limited to the City-sponsored customer service training provided two to three times per year. Customer service is also covered at bi-monthly meetings, and is obtained through MARC Training.

Prompt Service

- The Supervisor on call has a thirty minute service level agreement (SLA) to respond to an emergency call yet the crew that is called in to work the emergency has no measured SLA to respond. Since the crew is the front line unit responsible for repairing the water issue, it is unclear why there is no measured response time for this team as well. The Sewer blockage process should have an SLA. (Appendix C – Item # 28)

- After hours, citizens report emergencies and problems via phone to the fire department. The fire department would then notify the supervisor and the crew based on a call out list. When the interview process was conducted by RSM McGladrey the following was the process for calling in the technicians for emergency overtime. The list is maintained and rotates through the technicians' names so that those who recently worked emergency overtime won't be soon called again. The Union requires employees to be called by seniority. This process of calling for overtime volunteers can be time consuming due to technicians asking questions and the potential for the fire department to receive other emergency calls. We believe this issue is now resolved.

  (Appendix C – Item # 29)

- Customer Surveys are sent out to citizens to follow-up to see how satisfied the citizens were with their interaction with the city.

Water – Operations – Misc Support

Water Operations Miscellaneous Support is the group that handles all calls regarding a tap for a new house, water line breaks, sunk manholes and setting, hydrant maintenance and MO 1 calls.

Training

- Customer Service Training is limited to the City-sponsored customer service training provided two to three times per year. Customer service is also covered at bi-monthly meetings, and is obtained through MARC Training.

Work Order Tracking for System/Reporting

- The status of open request reports doesn't appear to be reviewed or communicated regularly to supervisors or managers which could cause delays in resolving customer issues. (Appendix C – Item # 34)

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- Internally, there is no formally documented process for escalating an issue or moving it up on a priority list when necessary. If this process exists, it doesn't appear to be clearly communicated to everyone. (Appendix C – Item # 33)

- When call operators receive a misdirected call, they will often enter the customer's information into City Works system prior to transferring the call to the next operator within the department. Although not always practiced, this represents an internal best practice resulting in a transferred call to another department operator with pre-populated customer information.

(Internal Best Practice)

Water – Support Services (Metered Services)

Water Operations Outside Support addresses all service orders received from City Works such as citizens requesting new service, disconnecting service, water leaks and pressure tests. They also read the meter each month to determine the monthly usage. Perform leak check, pressure tests, and meter tests in response to customer inquiries.

Key 2006 Statistics
Performed 10,773 total requests, some of which included:

- 938 Meter leak checks

- 128 Meter problem calls

- 144 On from open fixture calls

- 638 On from shut off calls

- 104 Pressure tests

- 103 Rereads

- 2,636 Water offs

- 5,912 Water ons

Training

- Customer Service training is limited to the City-sponsored customer service training provided two to three times per year. They feel they must also keep up with technical training to provide sufficient customer service.

- There is no formalized new hire training. However, employees are taken through on-the-job training and are placed on a six month probationary period. Reviews are performed at one month intervals to make sure employees are progressing.

- Documented hiring criterion is utilized by the department. They utilize the HR hiring form which includes customer service qualification criteria.

Water – Operations – Inside Support

Water Operations Inside Support is the group that citizens call when they want to schedule water service orders. Water Inside Support enters the service request into City Works. Service requests may include: new service, disconnections, water leaks and pressure tests. Again, the actual fieldwork will be conducted by Outside Support based on orders input by Inside Support.

Training

- There is little formal new hire training for a water service representative starting the position. Again, there appears to be a time lag between the time a person starts to the time they receive customer service training. This group is also scheduled to attend the external Fred Pryor Corporate Customer Service Training.

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Prompt Service

- The Water department doesn't have an IVR Interactive Voice Response System (IVR), which sometimes can be confusing to customers. Instead, they reach a live employee once they have called the Water department. However, hold times can be excessive and in some instances we observed customers being immediately put on hold upon receipt of calls. (Appendix C, Item # 32)

Prompt Service & Efficiency

- When entering service requests, service representatives capture customer information on a paper form then put the customer on hold as they enter information into the AS400 and City Works. This adds an extra step resulting in extra hold time for the customer. (Appendix C, Item # 31)

Codes – Permit Technician

The Permit Technician reviews building plans and permit applications. The Permit Technician assists permit applicants and citizens by providing accurate information pertaining to building codes and permit processes. They coordinate plan review comments, permit issuance, permit applications, and collect fees and charges.

Key 2006 Statistics

- 420 total plans reviewed

- 3,524 total buildings permitted valued at $311.2 mil. which include

- 322 Commercial permits permitted

- 866,391 New Commercial Square Footage

- 738,491 Commercial Alteration & Tennant Finish Square Footage

- 827 Total Number of Living Units permitted

Work Order Tracking & System Reporting

Internal Best Practice

- Codes has a system established for recording and trending key measurements on a monthly basis to determine specific areas of concern and make any necessary changes accordingly.

Prompt Service & Efficiency

- Online permit issuance does not exist. There are other cities that provide this service through their Internet site which is more convenient and Lee's Summit has had complaints from citizens asking why they can't do this online. (Appendix C, Item # 4)

- There is no policy regarding when the City requires a design professional for various plans. The inconsistency causes customer issues because the procedure is not well defined and the customer may be confused as to when a design professional is required. Process needs to be defined.

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- There are four disjointed software systems that can slow down responsiveness to requests. This causes a timing delay and the inspectors in the field don't have real time updates. This could potentially delay or slow down the level of service the City provides. (Appendix C, Item # 5)

Codes- Neighborhood Services

The Neighborhood Services Officer performs a variety of routine and complex duties regarding interpretation, inspection and enforcement of adopted property codes and related rules and regulations. This group primarily receives its case load by being reactive to complaints and requests.

Key 2006 statistics

- 1450 Total Code violation complaints recorded, broken down by type as follows:

  - 405 Zoning
  - 54 Safety Hazard

  - 981 Property Maintenance
  - 10 Smoking

- 72% (1048) of complaints recorded were made by citizens wishing to remain anonymous

- 13% (194) of complaints recorded were made by City staff

- Only 9% (135) of complaints recorded were made by citizens who left their name and information

- 4% (52) of complaints recorded were made by emergency call out

- 1% (21) of complaints recorded were made by City Council members

- Because so few callers leave their contact information, measuring customer satisfaction is difficult in this area.

- Averaged 1.2 days to initial inspection

Customer Satisfaction

- After complaint resolution there appears to be little follow-up to ensure long term compliance with ordinances.

  (Appendix C, Item # 3)

Codes - Building Inspector

The Building Inspector performs technical inspections to ensure projects are being constructed in compliance with adopted codes and ordinances. The Building Inspector usually works with the builder to do this. Although, many times the building inspector is working with the buyer because they gain comfort if the Building Inspector comes out to the site and checks out the project.

Key 2006 Statistics

- 27, 888 Total inspections performed subdivided in 17 categories, the top 5 are highlighted as follows:

  - Final occupancy 16% (4,557)

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- Structural Rough 13% (3,526)

- Electrical Rough 10% (2,790)

- Plumbing Rough 8% (2,219)

- Mechanical Rough 7% (2,023)

Training
- Customer Service Training is limited to the City-sponsored customer service training provided two to three times per year.

Training and Compliance

- Building Inspectors also attend technical and mechanical training annually. It is very important that they maintain their expertise so that they can make sure all construction is in compliance with adopted codes and ordinances.

Planning & Development – CDBG (Community Development Block Grant)
The CDBG program is a block grant to help provide federal funds to build up low income areas. Last fiscal year the Grant award amount was $318,234 divided among 14 programs in Lee's Summit. Some of those key programs are Lee's Summit Social Services, Hope House, One Good Meal, ReDiscover, First Time Home Buyers Program and Minor Home Repair Program.

Training
- The primary staff person responsible for servicing the Community Development Block Grant has no formal training in this area to date, although upcoming training is scheduled.

Compliance

- The staff person feels capable and empowered to solve many customer issues but sometimes feels Housing and Urban Development (HUD) compliance tasks (which take up a lot of staff time) take away from being able to provide quality customer service.

    (Appendix C, Item # 21)

Process

- The Accounts Payable check request form is a manual, paper process today.

Process and Programs

- The City is not as proactive about providing information to potential agencies regarding the program and they often must come to City Hall to obtain information.

    (Appendix C, Item # 22)

Planning & Development – Technician
The Planning Technician provides a variety of technical work in the processing and tracking of zoning, subdivision and development related applications. They review the application for completeness and coordinate the review and approval of building plot plans. They also assist applicants and citizens by providing accurate information pertaining to the application, development review process and related fee schedule. They are on the front line and have much interaction with the citizens.

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Training

- Customer Service Training is limited to the City-sponsored customer service training provided two to three times per year. Other training is mostly on-the-job training.

Planning & Development – Planner

The Planner performs analysis and project coordination; specializes in development review and issues related to land use, zoning, urban design, comprehensive and physical planning, and historic preservation. The Planner also prepares written recommendations for the Planning Commission, City Council, Board of Adjustments, or Historic Preservation Council as assigned.

Training

- Customer Service Training is limited to the City-sponsored customer service training provided two to three times per year. For training, a shadowing method of other planners is utilized.

Prompt Service & Efficiency

- Planners are trained and are given authority to make judgment calls when needed to resolve customer requests/complaints as appropriate. They may still request help from the Director or Assistant Director from time-to-time.

Internal Best Practice

- Codes/Planning have a detailed project schedule that outlines commission and City Council meeting dates up to a year in advance that give an individual exact submission dates that must be met in order to get their project placed on the agenda. This information can be faxed/emailed or given to the customer when they come to City Hall.

HR – Insurance Claims

The Human Resources Administrator is responsible for administering the City's property /casualty insurance program. This person assists City employees and citizens with problems regarding claims against the City's insurance. This person also tracks claims progress, costs by departments and ensures claims are paid according to adjuster determinations.

Key 2006 Statistics
Claims 2006 Fiscal Year - 80 External Claims Processed for the City of Lee's Summit

Work Order Tracking for System/Reporting

- The HR Administrator does not have access to City Works, but the nature of this position requires access to the application in order to get status updates. A Risk Management Information System designed for claim monitoring is needed.

  (Appendix C, Item # 10)

- When claims are "closed" (sometimes due to various constraints, including the inability to protect some private information that cannot be viewed by all) not all affected organizations are made aware of the outcomes.

  (Appendix C, Item # 11)

Training

- This group has not attended City customer service training.

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Public Works- Landfill Scale House
This Group is responsible for scale house operations and daily management of landfill, composting, recycling and household hazardous waste collection events. They enforce city ordinances, state and federal laws and regulations for the Resource Recovery Park.

Prompt Service & Efficiency

- During the summer months, staff use handheld "waste walker devices" that automate the waste measurement system. This helps to shorten the customer wait time. However, this system capability is not tied to the credit card machine for payment processing purposes.

  (Appendix C, Item # 19)

Hiring

- This group utilizes the HR form which includes customer service qualification criteria. New hire training is on-the-job and continues for three months.

Training

- The group does not attend the City customer service training. However, once per year they review Scale House acceptance rules and perform a monthly review of any policy changes, safety updates, etc.

Customer Education

- Many Lee's Summit citizens feel they shouldn't have to pay for waste disposal at the City Landfill because they already pay City taxes.

  (Appendix C, Item # 20)

Prompt Service & Efficiency and System Efficiency

- The credit card system is not integrated with the customer account software called Waste Works. The credit card printer appears to be very slow and during busy times can increase customer wait times.

  (Appendix C, Item # 19)

System Efficiency

- Some of the Business Customer Account Numbers are not easily identified in the Waste Works system. The account number naming conventions are not consistent, are not centrally stored and are often left up to memory.

  (Appendix C, Item # 13)

Public Works- Streets
The Streets Department is responsible for all operations and daily maintenance of the Lee's Summit streets, storm water and street signs. They handle incoming calls from citizens concerning potholes, snowplowing, street signs, street signals that are not functioning and storm water issues.

Work Order Tracking for System Reporting

- All incoming customer encounters are entered into Cityworks so there can be measurement, service level tracking and resolution, reporting, and continuous improvement.

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Prompt Service & Efficiency

- The Pothole Hotline telephone number is available 24 hours per day. The webpage provides clear service level instructions stating potholes will be repaired within 24 hours. Instructions are clear and expectations for resolution are known.

(Internal Best Practice)

Training

- This group attends the City sponsored customer service training provided two to three times per year. They also attend monthly safety classes, outside seminars and other training classes to keep employees trained and certified.

Prompt Service

- After resolving a citizen's issue, the Supervisor of Public Works will make an attempt to contact the customer to confirm resolution. If they can't reach the customer, then the customer calls in and speaks with the administrative assistant and often still wants to speak with the Supervisor. The Supervisor's lack of availability causes customer issues.

    (Appendix C, Item # 25)

Hiring

- This group utilizes the HR hiring form which includes customer service qualification criteria.

Prompt Service & Efficiency and System Efficiency

The lack of mobile technology tends to slow supervisors down in field processes. They could receive additional service requests or close out orders if they had laptop or wireless units to receive orders while working in field. (Appendix C, Item # 26)

- Citizens can log on to City's website and report an issue (street, snow, etc) but the system is not integrated with City Works. Information is sent to a designated individual's mailbox based on the category of issue and that individual must check and route the issue to the appropriate individual to handle customer's request. IT can change the individual who is to receive the emails if someone is on vacation or there is a job change. Each department is responsible for the follow-up and follow-through to make sure each customer request is handled appropriately. There was no evidence of any measurement, tracking or trending of customer data to ensure resolution.

    (Appendix C, Item # 17)

Finance – Receptionist

The receptionist answers the City's main information telephone number and is the initial voice and face to the customer.

Key 2006 Statistics

- Handled 25,359 total calls (There is typically one person on duty at a time).

    - Top five categories for the calls:

        - Other – 41% - These are calls that the Receptionist could handle and conclude with no other assistance.

        - Administration – 14%

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     o   Treasury – 12%

     o   Planning & Development – 7%

     o   Codes Administration – 6%

<u>Prompt Service</u>

- Departments keep the receptionist informed by continually providing regular updates of council meeting notices, calendar events and departmental meetings. The receptionist has hard copy information available to help handle citizens' questions and requests.

Finance – Cashier
The Cashier assists citizens with questions, problems and complaints regarding municipal charges and county taxes. They collect and enter payments for municipal billings and county property tax. They edit county bills, waivers, and create new accounts and enter into the county web system. They handle issues and business license issuance and renewals. The cashiers receive payments from Water Utility customers and are the first contact with Water customers that have been disconnected for non-payment.

<u>Key 2006 Statistics</u>

- 105, 617 total receipts processed, broken down as follows:

  - Water Receipts Processed – 47,517 (45%)

  - Miscellaneous Departments and Other Receipts – 27,171 (26%)

  - Duplicate Tax Receipts – 6,905 (7%)

  - Tax Bills Collected – 18,638 (18%)

  - Business Licenses – 3,904 (4%)

  - Pet Licenses – 1,482 (1%)

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<u>Prompt Service & Efficiency</u>

- Cashiers' work stations are not set up for effective motion and movement; cashiers lose visibility of the video screen because they have to move out of the way to open the cash drawer.

  (Appendix C, Item # 6)

- We observed the cashier function is not strictly a money taking function. Customers come to them with more detailed requests and higher expectations, therefore cashiers need to have a broad base of expertise that touches multiple City departments as well as possess knowledge of Jackson County procedures.

- Cashiers' phones don't have blinking light functionality to signal that a customer is on hold and waiting.

  (Appendix C, Item # 8)

- Based on observation, during busier periods, lines form in an unorganized and awkward manner. The department has taken steps to prepare for higher traffic during known busy periods but during random busy periods there is still some customer confusion on where to form lines.

  (Appendix C, Item #7)

<u>Prompt Service & Efficiency and Customer Satisfaction</u>

Internal Best Practice

- The cashiers have worked with Jackson County to coordinate a process over a two to three year period that allows them to update county information to the county web site and save time for the customer by eliminating the need for a trip to a county location and waiting in two lines, one to make changes and the second to pay the fee.

Public Safety Dispatch – Fire

Fire Dispatch is the first point of citizen contact in an emergency situation.   Part of their role is to very quickly calm the citizen and get the situation corrected. They also are responsible for determining the nature of the emergency, the severity of the incident, and the appropriate units needed. They ask the caller to get things ready like prescriptions so the process will be in place for when EMS arrives.

<u>Key 2006 Statistics</u>

- Handled 5,471 calls for the City and surrounding area jurisdictions

- Included are Prairie Township Fire Protection District, Lotawana Fire Protection District, , Lone Jack Fire Protection District, Fort Osage Fire Protection District, Sni Valley Fire Protection District, Western Cass Fire Protection District, and the West Peculiar Fire Protection District

- Average response time for emergency incidents was 5 minutes 26 seconds for the City of Lee's Summit.

- The International City/County Management Association (ICMA) benchmark for fire calls is less than 5 minutes or less for cities less than 100,000. Of the data that they have collected from these cities, 73% of all emergency calls meet that objective.

<u>Quality</u>

Internal Best Practice

- The PIAQ (Post Incident Analysis Questionnaire) after event review form thoroughly reviews each event with the crew, utilizing an audit checklist, discussing whether specific procedures were followed. This type

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of formal review or format could be modified for other departments to use for their customer facing service events.

Training

- New hires are required to take 24 hours of emergency medical procedures training and must attend an eight hour refresher course every three years to keep current. New hires begin work on a six month probationary period. Due to the complexity of the after hours emergency water procedures and the lack of clearly defined processes, new hires cannot handle after hours emergency water calls for some time.

- Initial training includes MARC, Mid American Regional Council training which centers on communications, and in-house training course material.

Prompt Service & Efficiency

- After hours water policies and procedures are unclear and not well defined making it difficult for dispatchers to be compliant and consistent with citizens.

  (Appendix C, Item # 29)

Public Safety Dispatch - Police

The Communication Specialist is responsible for receiving emergency calls and requests for services, determining necessary information, recognizing urgency and priorities, dispatching police units, traffic units, and animal control or routing calls to appropriate entities. The Communications Specialist is the first line to citizens and many times how they respond to customer will affect how the citizens react to the police officer.

Key 2006 Statistics

- Dispatch handled 131,522 total calls. Of those:

- 39,689 were Emergency 911 calls

- 91,833 were received on the Administrative phone lines

Training and Quality

Internal Best Practice

- Dispatchers are reviewed daily while in training utilizing a 20 point service questionnaire that other departments could modify and utilize in a similar manner for new hires.

Training

- This department has a full-time trainer and new hires go through formal 16-week training program. They also attend training classes through MARC (Mid American Regional Council- training for Public Safety Professionals.)

New hires attend 40 hours of basic communication school that includes 911 customer service training. While in training they are evaluated daily in twenty categories. In addition, a narrative is completed and reviewed with the employee.

Training and Prompt Service

Internal Best Practice

- Dispatchers are thoroughly trained to ask probing questions to get to the root of a caller's issue. This method of probing questioning could be utilized by operators in other high call traffic departments to help ensure calls reach the correct departments.

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Recognition/Incentives

- The Police Department has an annual award where employees can be recommended for outstanding service.

- The police dispatchers feel that many times their exceedingly high volume of customer encounters aren't recognized due to the fact their job isn't on the front line.

Prompt Service and Customer Satisfaction

- When Lee's Summit Court is in session three days a week, the Court phone line is turned off. The Court administration appears not to have enough resources to staff the phones while Court is in session. Determined citizens will call into Police Dispatch who cannot resolve court issues resulting in irritated citizens.

   (Appendix C, Item # 23)

Prompt Service & Efficiency and System Efficiency

- Animal control software (Chameleon beach.com) is difficult for dispatchers to use as it is not used very often. This software is used as a back-up system for Animal control when they are closed at night and on weekends.

   (Appendix C, Item # 24)

Other Findings & Recommendations

City Website http://www.lees-summit.mo.us/
Observations made were based on overall experience as well as five more specific criteria including content, structure & navigation, visual design, functionality and interactivity.

Primary Observations

- How to report a problem is not plainly visible on the home page. A citizen can either attempt to find the specific department to which the problem pertains and then find telephone numbers to do so, or from the home page, the proper method involves knowing to click on or scroll over the words "Contact Us" then choose "Submit Your Comments" on the drop down menu. These steps are not very intuitive. (An example of a city website where this process is illustrated is the City of Blue Springs http://www.bluespringsgov.com)(Appendix C, Item # 15)

- If the "Submit Your Comments" form is used, there are no instructions on the webpage nor is there any information regarding when you may receive response tracking or resolution information.

- Upon submitting a comment, an email is sent to a designated person in the affected department, but there is no database tracking any information that would enable analysis, reporting and follow-up.

- Contact information on each department's webpage is inconsistent and in most instances there is no clear hyperlink or email address enabling citizens an easy, direct, electronic communication option with each department.

- The website could be more communication friendly if there were more visible opportunities for citizens to provide feedback.

Customer Service Training
Approximately three times per year, the City offers an in-person training session called Customer Service Training optionally open to all employees. It's led by Ron Cox, Director of Redevelopment who asks for assistance from

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Department Directors and delegates to act as speakers to present individual segments, informative updates and education about their departments.

While employees generally comment that they enjoy attending these sessions and there are other benefits received from team building and receiving communications regarding City matters and learning about other departments (which can help individuals ultimately be better informed leading them to provide better service), they need more specific customer service skill-based training content.
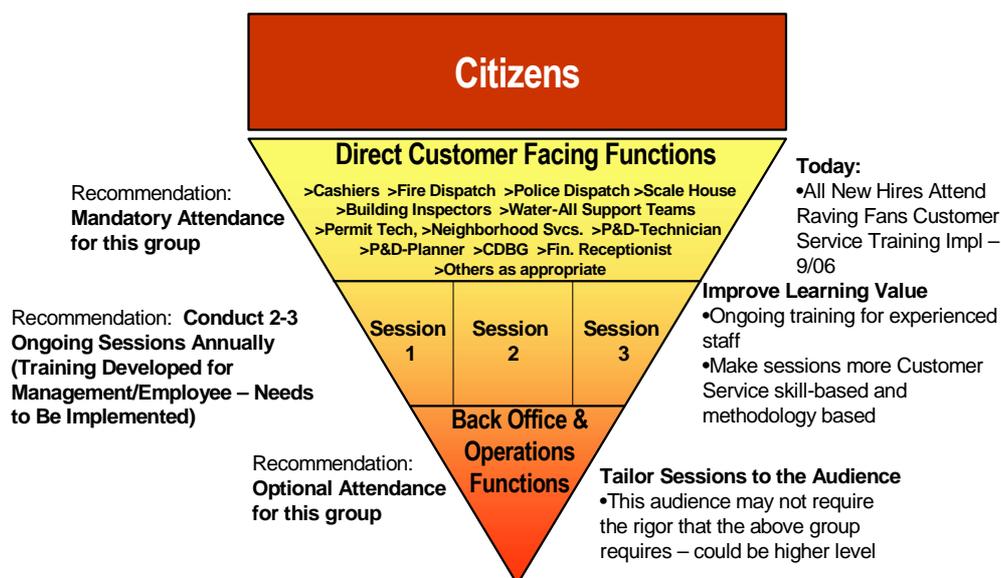
Furthermore, for nearly all the departments (with the exception of Police and Fire and a few individuals who attend external conferences), these sessions represent the only source for customer service training of any kind for experienced employees. New employees receive customer service training, Raving Fans, in new hire orientation that was implemented in September 2006.

Recommendation – Culture and Training

Changing the culture to one that is fully focused on providing delightful customer satisfaction begins at the top. The City should name a person to be the champion and leader responsible for driving these values every day. The new champion should then put together cross-functional departmental teams made up of employees who routinely work closely with citizens. The champion and cross-functional team should develop a vision, strategic framework and continuously initiate customer service improvement projects across the City.

Citizens should also be involved in the process when possible through town hall meetings, surveys, website feedback, comment cards, by asking Council members for feedback, asking frontline staff, etc. Together, a vision for customer service should be determined and then a "branded initiative" can be created and publicized throughout the City. While this will only be the beginning, it will be the catalyst for changing the culture.

The following illustration depicts a plan that would update the current customer service training with required attendance for all new hires and key customer facing City staff members and optional but recommended attendance for staff with less frequent citizen interaction. There would be at least 2 - 3 if not more, different sessions during the year making the customer service training more robust while keeping some of today's components.

Citizens

Direct Customer Facing Functions
>Cashiers >Fire Dispatch >Police Dispatch >Scale House
>Building Inspectors >Water-All Support Teams
>Permit Tech, >Neighborhood Svcs. >P&D-Technician
>P&D-Planner >CDBG >Fin. Receptionist
>Others as appropriate

Recommendation: **Mandatory Attendance for this group**

Recommendation: **Conduct 2-3 Ongoing Sessions Annually (Training Developed for Management/Employee – Needs to Be Implemented)**

Session 1 | Session 2 | Session 3

Back Office & Operations Functions

Recommendation: **Optional Attendance for this group**

Today:
•All New Hires Attend Raving Fans Customer Service Training Impl – 9/06

Improve Learning Value
•Ongoing training for experienced staff
•Make sessions more Customer Service skill-based and methodology based

Tailor Sessions to the Audience
•This audience may not require the rigor that the above group requires – could be higher level

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Use of Technology – Complaint Management and Work Order Tracking

A summary analysis was performed of the City of Lee's Summit Information Systems that directly support primary customer service functions. This summary analysis reviewed expansion possibilities, limitations and unification of their systems where it pertains to customer service and quality control. The analysis surveyed only key departments with a high number of customer touch points to evaluate the applications in question and how they are being used along with the departmental processes. The final goal in this assessment was to reveal avenues to achieve greater efficiency while providing better customer care.

Assessment of Current Systems

1) Presently, due to the limited functionality of the AS400, departments have acquired other functional applications for their processes. Since the AS400 still holds critical information regarding payment records of the City's customers and citizens, it is the foundational database. Information can be provided out of the AS400 in a limited manner and information exchange between systems is not reasonably possible. This produces a few problems with the creation of data silos which cause users to have to re-enter key information in two or more databases. The AS400 is also not user friendly and complicates usage, customization and reporting among departments.

2) The current software package for Codes and Planning is Permits+. A company named Accela acquired this application and has plans to phase it out with their updated software solution that has significantly more functionality. Presently, there are limitations with Permits+ that the departments would like to resolve with an upgrade to Accela or another system. These limitations currently are as follows:

   a. No real time functionality with a mobile device
   b. Mobile devices will not synch all data with live system
   c. Mobile solution is not able to extend to other inspection needs
   d. Limited website functionality
   e. GIS (Geographic Information System) not connected to the software
   f. Limited data communications between Codes and Public Works

3) City Works is the current application utilized for asset management, inventory, and work orders for the Water Utility as well as the Public Works Division. Both share the application and are able, if needed, to use the work order functions between their departments or any other departments that may want to use the software. The software does integrate with GIS software providing additional functionality. The following lists limitations or improvements being worked on.

   a. Users are able to schedule long term engagements but setting long term reminders is limited.
   b. City Works presently only has a few solutions for City Management of which asset management is one. This can have some limitations with expandability and Integration to other areas such as Fleet Management and Financials.

4) Complaint Management is performed currently through email forms from the website or through phone calls. For this case we will define a complaint as an expression of disapproval with a city service that needs to be logged and not a normal request for service. If disapproval has been expressed from a customer, City staff may log the information differently, depending on which department they work for. Multiple tools could be used to log a complaint such as: City Works, the AS400, Excel or it might possibly not get logged at all. If City Works is used, the description field is filled in. If AS400, the area under the customer's name is used.

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Currently there is no centralized method to flag disapprovals and no way to perform analysis reporting of complaints that come into the City.

5) The City has started a Management Study of Information Technology Services. The contract has been awarded to Plante Moran and the study is underway, with a targeted completion date of July 31st, 2007. The study will include a refresh of the 2006 IT Strategic Plan. This includes a review of key software applications including those which manage customer data and contact points. Management Team, city employee and IT employee survey instruments will be used to gauge the utilization and effectiveness of the technology provided. Products will also be reviewed based upon industry standards and the effectiveness of both the product and the City's current utilization of the software tools. Additionally, the ITS organization, the City's utilization of technology and our IT environment will be compared to peers of similar size and function. Recommendations will be made if any adjustments are necessary to ensure the Division is organized and functioning in a way that maximizes the cities returns on its IT investments. A 5 year project schedule including estimated budget and staffing implications for major IT initiatives will also be prepared.

System Analysis and Recommendations
The efficiency and data workflow of an enterprise system directly affects customer satisfaction and relations. Recently the City successfully implemented City Works Asset Management in a few departments, with more under way. Where new systems can eventually increase productivity they can also cause short term disruptions with:

    a. Integrating with other systems
    b. Features missing, such as certain critical reports or fields
    c. Training, experience and usage of the system
    d. Time

To resolve a few of these issues in the short term RSM McGaldrey recommends the following;

1) In the City Works Service Request Module consider putting in a field that will flag requests or situations where citizens have a complaint or have been dissatisfied at any point. This will allow for better reporting and analysis. The following would be an example of such flags.

    a. Request
    b. Complaint
    c. Question
    d. Comment/Feedback
    e. Compliment
    f. Combinations of above
    g. Suggestion

2) As mentioned in the assessment: "Users are able to schedule long term engagements in City Works but setting long term reminders is limited." This may be just a matter of training and reviewing this capability with the departments.

3) Consider creating a database form, on the website, for building a dataset that will store the information as well as e-mail it to the correct department, receptionists and/or multiple individuals. Analysis could be done on the data by adding more flags and categories to filter. The same flags mentioned in the first recommendation would apply here as well.

4) The City may want to distribute survey cards for citizens to fill out at the department or the entry way. The email form database that would be created for the website can double as a place for a receptionist

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to enter filled out cards. Managers would be able to search and add comments through the intranet to any of the entries from the cards or the website.

RSM McGladrey was asked to determine whether City Works would work as a customer service/workflow solution in the Codes and Planning Department and possibly elsewhere. City Works could be utilized for the department handling of customer service requests. Our concern is that this may create redundant work with other departmental applications. Our recommendation is to use integrated solutions where possible. Azteca is scheduled to release a Permits module for City Works this summer. This would keep the system from fragmenting into data silos. Although, our concern is that as some departments were being implemented with City Works, while other Departments such as Codes and Planning where pursuing other applications such as Accela. The question of using City Works as a customer service/workflow solution in other departments can not be simply analyzed from whether or not City Works has all the right features. Instead we recommend mapping the data and workflows of the whole system first, and then determine the proper application(s) including the AS400 replacement to meet the requirements of the system as a whole.

Systems that would incorporate most City Departments, including financials, would be examples like Hansen (www.Hansen.com) and Accela (www.accela.com), which we recommend. Other possibilities for integrating different systems together would be utilizing Microsoft SharePoint Portal Server with Business Process Forms module. The Business Process Forms module comes with BizTalk Server to help in workflows between applications, and integrating data together.

The City of Lee's Summit taking action toward integration and the unification of their enterprise system will make a difference toward complaint management. The city will be able to more effectively distribute information across departments improving communication, and better metrics can be created for greater quality of services.

Best Practices

The following information was pulled from several different sources. Those sources are sited. Our objective was to look for various customer service best practices that would provide Lee's Summit with examples of "best practice" processes to help establish a baseline understanding to begin process improvement efforts. Those best practices are stated below:

Best Practice Source	Best Practice Finding	Common LSMO Practices
APQC - First Contact Resolution Final Report 2000	Best Practice Organizations educate internal departments to reduce the number of misdirected calls or calls to the wrong department. Companies also indicated that misdirected calls have little to do with an employee's knowledge base and more to do with educating departments and establishing interdepartmental links. They also have: management reporting to track, key measures for effective handling and visibility for continuous improvement, accountability, shared sense of urgency, and a culture of "voice of the customer."	Frequent and daily there is a need to involve multiple departments to resolve customer requests/complaints. Systems currently don't support tracking of customer complaints. Complaints are handled by email or telephone calls. There is no visibility to quantified results or improvements.

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APQC - First Contact Resolution Final Report 2000	Best Practice Organizations establish a timeframe to solve problems and monitor customers' requests. A metric matrix survey to determine if customers where satisfied with their service could be used. If the customer indicates they are unhappy, the system generates an alert and the employee will aggressively follow-up with the customer.	Currently no city wide tracking of customer problems/requests. No capturing or trending or data to determine customer satisfaction/dissatisfaction. Currently no system indicators to generate alert or follow-up on customer issues.
Citywide Customer Service in Peoria	In alignment with our recommendation, after developing your customer service Vision and Values, develop a course "Identifying Service Vision and Values" and have all Department Directors and Managers attend. Also based on the earlier recommendation of enhancing training, have all front line employees trained on customer service. Evaluate current developed courses for use in the City – one specific for management and one specific for employees.	Limited Customer Service Training for front line employees currently. I'm First and Raving Fans courses for management and employees is ready for delivery. Not clear what customer service vision is for the City today.
How to Make Customer Service Work (Results of Survey were discussed at the midwinter conference of the Arizona City/County Management Association)	Customer satisfaction as an important organizational value. Regardless of the size of the organization or community, 85% of the managers felt that customer service was extremely important, and 68% believed that their organizations were effective but not necessarily exceptional in this area. Responding rapidly to citizen's complaints and providing citizens with good information were seen as the most important ways to improve customer service. In fact, 38% of managers had in place systems that responded to complaints at the time of service. Important to the ability to respond rapidly with good information is the capacity of the front-line employees to: deal with one person at a time, resolve customer complaints by offering immediate results, tell customers what can be done for them not what can't, let customers be in charge of their own situations by offering several options to choose from, use policy and procedures as guides to resolving the complaint, not as excuses to say "no."	Currently customer service is not a known organization value to all. Systems not in place to support customer complaints. Clear policy/procedures need to be in place as guides.

Best Practice Water Utility Web Sites	The following are some examples of best practice web sites that illustrate how some water companies make information clear for the customer. 1)The Maumelle Water Company has a website that states very clearly on the home page all policies and procedures including hours of operations, payment, billing, reconnect fees ($25 for regular hours, $60 for after hours), transfer of service charges, deposit information, and more. Everything is very clear and available at their home page. 2) The City of Mountain Home states on their web site that after hours the citizens must call the police department for water emergencies. 3) The Shreveport Water Department sites some specific facts about their water for customers, the good taste, and the value compared to buying at the store. They also list some statistics about their company. 4) The Galesburg Water Department has a Questions and Answer section posted on their website on various questions that customers frequently ask like how can I pay my bill, how do I start up new service, and how do I disconnect service.	1) Water Department information isn't easily available via the Lee's Summit website today. There isn't a charge for after hours reconnect fee to recover overtime charges.2) The Fire Department dispatch stated that citizens get upset when they answer the phone Lee's Summit Fire Department for Emergency Water Calls After Hours. Stating this on the Website or on the after hours Water Department phone recording might help alleviate the confusion for customers.3) Lee's Summit customers sometimes complain about the price or water, putting some facts about the water and the value could potentially help with this discussion. 4) Having some of these frequently asked questions available on the web site could potentially lower the number of calls received in the Lee's Summit Water Department.
	http://www.maumellewater.com/servicepolicyinfo.html, http://www.cityofmountainhome.com/waterservice.htm, http://www.ci.shreveport.la.us/dept/water/custsrv.htm, http://www.ci.galesburg.il.us/finance/waterfaq.htm, http://www.cityofmadison.com/reportaproblem	
	These are just some examples of best practices that these web sites illustrate. There are many other items that could potentially be utilized by the City.	
How to Make Customer Service Work (From the Viewpoint of Arizona Managers)	Not just training but the right kind of training. Training may not be as effective as simply hiring the right people. The most important thing for a smaller, rural community to do is to hire people who have customer service skills to start with.	Currently, performing customer service training at Lee's Summit but the training actually doesn't have very much customer service skills included in the course. Need customer skills training especially for the front line employees.

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How to Make Customer Service Work (From the Viewpoint of Arizona Managers)	1) Go beyond looking simply at one department's response to customer needs. Look at how the whole system reacts to community needs. 2) Keep track not only of complaints but also of customer needs, wants, and vision. 3) Design reward system for employees so that those who do well are identified and rewarded. For everyday behavior, this does not mean meeting unrealistic demands. This means greeting the customer positively, using direct eye contact, listening intently, being assertive about what can be done, being sensitive to the customer who has difficulty in communicating, and not passing the buck!	1) Currently, not able to track customer information in every department, not able to do analysis of data. 2) Based on discussion with departments, customer needs wasn't being captured. 3) Some of this is being done today in Lee's Summit. A plan needs to be in place for designing a reward system for rewarding employees for everyday behaviors in order to change the culture.
Malcolm Baldrige Criteria - Customer & Market Knowledge	**3.1.a.3** How do you obtain and use customer and market knowledge? How do you use the voice-of-the-customer information and feedback to become more customer-focused, to better satisfy customer needs desire, and to identify opportunities for innovation?	Currently, Lee's Summit has some areas that capture some information from the customer. As stated in the report, there isn't a "voice of the customer" culture currently capturing feedback from customers and analyzing that data to identify improvements.
Malcolm Baldrige Criteria - Customer Relationships & Satisfaction	**3.2.a.2** How do your key access mechanisms enable customers to seek information, conduct business, and make complaints? What are your key access mechanisms? How do you determine key customer contact requirements for each mode of customer access? How do you ensure that these contact requirements are deployed to all people and processes involved in the customer response chain?	This would include determining satisfaction and dissatisfaction of the citizens and could include the use of any or all of the following : surveys, formal and informal feedback, customer account histories, complaints, transaction completion rates. Information might be gathered on the Web, through personal contact, (receptionist), survey, or by mail.
Malcolm Baldrige Criteria - Customer Relationships & Satisfaction	**3.2.a.3** How do you manage customer complaints? How do you ensure that complaints are resolved effectively and promptly? How do you minimize customer dissatisfaction. How are complaints aggregated and analyzed for use in improvement throughout your organization and by your partners?	It wasn't clear that Lee's Summit had a system for tracking complaints and analyzing complaints for trending purposes to see potential issues or improvements opportunities. No customer measurements were in place. Customer satisfaction and dissatisfaction measurement might include both a numeric rating scale and descriptors for each unit in the scale.

Malcolm Baldrige Criteria - Customer Relationships & Satisfaction	**3.1.b.1** How do you determine customer satisfaction	It wasn't clear that Lee's Summit had a system for tracking complaints and analyzing complaints for trending purposes to see potential issues or improvements opportunities.
Malcolm Baldrige Criteria - Measurement Analysis & Knowledge Management	**4.2.2** How do you manage organizational knowledge to accomplish the following: the collection and transfer of workforce knowledge, the transfer of relevant knowledge from and to customers, the rapid identification, sharing, and implementation of best practices, and the transfer of relevant knowledge for the use in the strategic planning process.	Is wasn't clear that this was being done in Lee's Summit currently. But is was expressed by several employees that there was some knowledge sharing that could be or needed to be done be there didn't seem to be an electronic process or document procedures on how this might be done.

Key Performance Indicators and Benchmarks

The following list of key performance indicators (KPIs) come from data collected and provided by the International City/County Management Association (ICMA), Comparative Performance Measurement, FY 2005 Data Report. It was a study of up to 77 other cities with population of less than 100,000. These KPIs are recommended because they affect customer service either directly or indirectly. In other words, improve this indicator, and customer satisfaction rises. By comparison, there are several examples where the City's departments do track similar KPIs. In some cases these benchmarked KPIs are on track or are exceeding the benchmark. More active and consistent tracking, target setting and management of these or similar KPIs will help in improving customer service for the City.

Department & Touchpoint	Key Performance Indicator	Lee's Summit Performance	Benchmark (Cities with pop. < 100,000)	Comments
Codes - Neighborhood Services	Average Days from first complaint until first inspection - physical on-site check or verification of complaint against established codes or criteria	1.2 Days	♦3.6 Days for Housing ♦2.9 Days for Nuisance ♦5.7 Days for Zoning	City is better than the benchmark.
Codes - Neighborhood Services	Rate of Induced Compliance - Cases brought into compliance through judicial action	Not tracked	10.8%	Recommended add. This KPI will help gauge how the City's procedures are working. Lower rates mean they are working better, higher rates could mean review is needed.

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Department & Touchpoint	Key Performance Indicator	Lee's Summit Performance	Benchmark (Cities with pop. < 100,000)	Comments
Codes - Neighborhood Services	Average Days from first inspection to voluntary compliance	•20 Days for Housing •17 Days for Zoning	•29.5 Days for Housing •35.3 Days for Nuisance •46.9 Days for Zoning	City is better than the benchmark.
Public Safety Dispatch - Fire	Average response time for emergency incidents	5 min. 26 seconds	73% of emergency calls	Recommended Modification. Change KPI to Percent of fire response times five minutes and under.
Public Safety Dispatch - Fire	Percent of fire response times under five minutes for non-emergency incidents	Reported	53%	Recommended add. Non emergency incidents are important too and deserve reporting attention.
Public Safety Dispatch - Fire	Customer Satisfaction among those having contact with Fire within past 12 months.	Not tracked	•72% Excellent •28% Good	Recommended add. Fire already uses the PIAQ form to review incidents. Surveying affected citizens would be one more valuable step in the process to gain insight. PIAQ is reviewed by appropriate personnel and processes are changed/improved based on feedback.
Public Safety Dispatch - Police	Average response time for top priority calls	Not tracked	4.9 minutes	Recommended Add. Likely the most important KPI to monitor for this department.
Public Works - Streets	Road rehabilitation expenditures per paved lane mile	Not tracked	$4,102	Recommended Add. Would be good to track and share publicly to let citizens know how the City is performing.
**Human Resources	Turnover Rates: Total, non-public safety, public safety, and IT.	•Total 6.73% • Public Safety 3.7% • Non-public Safety 6.2% •IT 36%	•Total 9% • Public Safety 7.4% • Non-public Safety 10.5% •IT 6.1%	Helps measure employee satisfaction.

**

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APPENDIX A

List of Customer Service Interviewees

Lee's Summit C2C Interview List

Item #	Department	Name	Title
1	Treasury	Sherri Staub	Supervisor
2	Treasury	Diana Sproul	Cashier
3	Treasury	Adrienne Thornton	Cashier
4	Fire Dispatch	Jamie Taylor	Dispatcher
5	Fire Dispatch	Sandy Cranford	Supervisor
6	Police Dispatch	Linda Brewer	Dispatcher
7	Police Dispatch	Danielle J.	Dispatcher
8	Police Dispatch	Ruth Quirk	Supervisor
9	Public Works -Streets	Morris Heide	Superintendent
10	Public Works -Streets	Bruce Taylor	Asst. Superintendent
11	Public Works -Streets	Vince Schmoeger	Asst. Superintendent
12	Public Works -Streets	JD Dunlap	Supervisor
13	Public Works -Streets	Crystal Tabor	Administrative Assistants
14	Public Works -Streets	Stephanie Walters	Administrative Assistants
15	Public Works -Scalehouse	Joshua Buehre	Superintendent
16	Public Works -Scalehouse	Jim Murphy	Supervisor
17	Public Works -Scalehouse	Bob Kanies & other Scale house Workers	Scale House Technician
18	Public Works - Water Inside Support	Brent Boice	Asst. Director
19	Public Works - Water Inside Support	Julie Lamberth	Supervisor
20	Public Works - Water Inside Support	Kathy Nye	Service Represetative
21	Public Works - After Hours Support	Lisa Shrieber	Supervisor
22	Public Works - Misc. Support	Terri Davison	Supervisor
23	Public Works - Water Inside Support	Ben Hasqamp	Quality anayst
24	Codes	Mark Dunning	Director
25	Codes- Neighborhood Services	Rick Lecuru	Neighborhood Services
26	Codes- Administrative Support	Sally Sarvadi	Secretary
27	Codes - Permits	Rich Conroy	Permit Technician
28	Codes - Permits & Plans	Mike Weisenborn	Plans Examiner
29	Codes - Inspections	Tom Arbuckle	Building Inspectors
30	Planning & Development	Bob McKay	Director
31	Planning & Development	Linda Tyrrel	Asst. Director
32	Planning & Development	Chris Hughey	Planning Technician
33	Planning & Development	Hector Soto	Planner
34	Planning & Development	Jennifer Thompson	CDBG/Planner
35	HR	Ginger Scott	Claims Adminstrator
36	Information Technology	Randy Dickey	Director

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31	Planning & Development	Linda Tyrrel	Asst. Director
32	Planning & Development	Chris Hughey	Planning Technician
33	Planning & Development	Hector Soto	Planner
34	Planning & Development	Jennifer Thompson	CDBG/Planner
35	HR	Ginger Scott	Claims Adminstrator
36	Information Technology	Randy Dickey	Director

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APPENDIX B

Customer Service Matrix

Lee's Summit Customer Service Matrix

1	2	3	4	5	6	7	8	9	10	11	12
Department/ Sub-function	Define Key CS Touch Points	Process Owner/Name/ Title	Is There a Documented Process/Proc? Yes/No/Partial	Is CS Activity Tracked? Yes/No/N/A **	System Tools/Name/ Type	Key Measures/Name Describe	Common Delays Yes/No	Propensity for customer dissatisfaction?	# of CS Encounters /mo	Are Customer Complaints Tracked? Yes/No	Is Customer feedback solicited? Yes/No
Water - Operations Misc Support	Plumbers Taps	Terri Davison, Supervisor	N	Y- only if a WO is opened	City Works	N	N	L	60-80	Y - Supervisors follow up	Y - Cust surveys
	Breaks		Y	Y- only if a WO is opened	City Works	# Customers, Duration	N	H	20-Oct	Y - Supervisors follow up	Y - Cust surveys
	Odors, Sunk manholes, & Settling		Y	Y- only if a WO is opened	City Works	N	N	M	Oct-80	Y - Supervisors follow up	Y - Cust surveys
	MO 1 Calls - Done by contract		N	Y- only if a WO is opened	City Works	N	N	M	N	Y - Supervisors follow up	Y - Cust surveys
	Hydrant maintenance - Done by contract										
Planning & Development - CDBG	1st Time Home Buyers	Jennifer Thompson	Y	Y - Activity that is funded	EXCEL	HUD Measures Timeliness? (Using money in a timely manner-once a year)	Staff Planning(Backlogged due to trans) Construction, Procurement Environmental Reviews	L - normally satisfied, dissatisfaction comes from HUD issues	Applicants thru process tracked, encounters not tracked/Pending encounters not tracked	Complaints tracked to Heping in email	Not really - Quarterly Newsletter
	Coordination with Agencies for New Year Money Application										
	Working with Agencies to see if project acceptable for HUD money										
Planning & Development - Planner	Application from Developers	Hector Soto	Y	Y - only if application taken, not contacts	Permtis+	N	3rd Party Lee's Summit has no control Mo Dept of Transp. AT&T	L	Have reports by name address, don't track by # of encounters	N	Periodic Survey

Lee's Summit Customer Service Matrix

1	2	3	4	5	6	7	8	9	10	11	12
Department/ Sub-function	Define Key CS Touch Points	Process Owner/Name/ Title	Is There a Documented Process/Proc? Yes/No/Partial	Is CS Activity Tracked? Yes/No/N/A **	System Tools/Name/ Type	Key Measures/Name Describe	Common Delays Yes/No	Propensity for customer dissatisfaction?	# of CS Encounters /mo	Are Customer Complaints Tracked? Yes/No	Is Customer feedback solicited? Yes/No
Planning-Technician	Accepting plans from developers	Chris Hughey	Schedule for Projects Customer Intent step by step checklist	No	Permits+	Survey Cards	N	L	# of application per mo can be pulled but not tracking today	Ask for letter, not really complaints	Survey Cards
Codes	General Code Questions	Rich Conroy	N	N				L		N	
	Basic Residential Permit Issuance		N	Y - if a permit is issued	Permits+	1) Volume 2) Open permits 3) Turnaround time - 10 days for plan review	Incomplete submittal - these get logged	L	N	N	Y - Development Community Survey Plans Examiner mails Cust. Sat survey to users
	Commercial Permit Issuance		N	Y - if a permit is issued	Permits+	1) Volume 2) Open permits 3) Turnaround time - 10 days for plan review		L	N	N	Y - Development Community Survey Plans Examiner mails Cust. Sat survey to users
Codes	Neighborhood Svcs.	Rick Lecuru	Y	Y - track all that is not anonymous	Sierra - tracking system Permits Plus - work order system Inspectrack - schedules bldg. Inspections Administrator - history of bldg. Inspections	Reports by: Ward, citizen, staff, council member, maintenance, zoning, smoking	Property records questions	Citizen complaining - H Violator - M	N	N	Y - Use survey card if caller is not anonymous
Codes- Building Inspector	new construction / existing construction / Plumbing / Electrical / Mechanical	Tom Arbuckle	Y	Permits +/ Imtrack	48 hours notice for inspection	Restoration of old buildings (change in occupancy class)	L	L	N	Builders complain because have to be compliant. Say things like they let me do it in Grandview.	N
Water-After Hours Support	Water breaks / Sewer back-ups / Pressure Problems	Lisa Shrieber	Y	Y- only if a WO is opened	City Works	Survey Cards	Call out time for work crews	Water Breaks - L, Sewer - M	Y	Y - Supervisors follow up	Y - Survey after job complete info pulled from cityworks

1	2	3	4	5	6	7	8	9	10	11	12
Department/ Sub-function	Define Key CS Touch Points	Process Owner/Name/ Title	Is There a Documented Process/Proc? Yes/No/Partial	Is CS Activity Tracked? Yes/No/N/A **	System Tools/Name/ Type	Key Measures/Name Describe	Common Delays Yes/No	Propensity for customer dissatisfaction?	# of CS Encounters /mo	Are Customer Complaints Tracked? Yes/No	Is Customer feedback solicited? Yes/No
Water - Support Serv. Inside Support	Ons Offs non-pay Billing calls billing adj payment arrang water leaks	Kathy Nye	Y - Working on updating	Y- only if a WO is opened	City Works/AS400	Survey Cards	Hold time for citizens due to only two people answering phone--up to 6 minutes Summer Sewer average is confusing to customers and usually takes 2 or 3 explaination - Payment Arrangements - Estimations	H	Only if a work order is issued, can't track billing inquiries or questions, not tracking by type or looking at trends, See City works info. in text	Yes	Y - Survey after job complete info pulled from cityworks
Water - Support Services Out side Support	Ons Offs water leaks meter reads Pressure Checks Leak Checks Meter checks	Rich Thomas	Y	Y	City Works/AS400/ Itron	Survey Cards, #'s of events time	- Weather - Customers not at appointment	H	Y	N	Y - Survey after job complete info pulled from cityworks
HR - Insurance Claims made against city - 3rd party handle over 5K	damage cit property by somebody Sewer back-up caused by city city mower throwing rock & damaging car pot hole damaging car	Ginger Scott	Y	Y	EXCEL	1)Ins. Co tries to close in 30 days 2)Within 24 hours citizen is contacted on claim receipt	Getting info. from other departs (sewer history)	L - Not happy when call begins but happy when call ended	No - note file but most of time insurance company handles	Y	Not really - Just at random
Public Works - Streets	Snowplowing Street signs Sidewalks Potholes Street signals not functioning Storm water issues	Crystal Tabor	N	Y	City Works	Claims against city	Weather - 20 or above to do concrete work, can't sweep streets if raining	L-Normal H- Snow Season- Citizens unhappy when streets not plowed quickly H- If can't fix what asks for	Y	Y- Everything is entered in Cityworks	N

1	2	3	4	5	6	7	8	9	10	11	12
Department/ Sub-function	Define Key CS Touch Points	Process Owner/Name/ Title	Is There a Documented Process/Proc? Yes/No/Partial	Is CS Activity Tracked? Yes/No/N/A **	System Tools/Name/ Type	Key Measures/Name Describe	Common Delays Yes/No	Propensity for customer dissatisfaction?	# of CS Encounters /mo	Are Customer Complaints Tracked? Yes/No	Is Customer feedback solicited? Yes/No
Public Works - Landfill	Scale House	Bob Kanies/Jim Murphy	N	Y	Waste Works	Y	Credit Card Machine	L, M- Summertime on Saturdays cost too much	Y	N	N
Finance - Receptionist	Answering main 1000 number Transfer to the correct dept	Sandy Clark	N	Y	System Innovators/AS400	Y	Talking to elderly people	L	Y	Left up to the department	Only if requested to do a special req. for a dept.(track snow req)
Finance - Cashier	Taxes Business Licenses Water Bills Pet Licenses Municipal Billing Airport Fees	Diana Sproul and Adrienne Thornton	N	Y	Cashier System	Internal Survey	Water- Many repeat offenders don't want to pay 25 reconnect fee	H	Y	Not really- walk water customers up to water department, try to help 1st	No
Public Safety Dispatch - Police	Police advice Crime in progress Talk with police officer Public Safety	Ruth		Y - Every phone call is recorded and stored on a server for 5 years	1)Dispatch system Inter CAD has Map (GIS) 2)Alert - License Plates, Warrants,NCIC 3)MCD-Mobile Dispatch 4)Old CAD -Track Name& Addr if Cust had water util or bus. Lic with city 5) 911 system	QA	Not enough police officers - happens especially with bad weather	L	Y	Y - No real substantiated complaints in 3 years	Y
Public Safety Dispatch-	Fire EMS After hours & weekend street & water emergency calls	Sandy Cranford	Y	Y tracking of emergency	911 FDM Soft (CAD) MCC 5500 Radio frequency GIS	Survey Cards	Water Shut-off calls Calling in Crew to work	L (If dealing with fire or EMS) H	Y if emergency call	Y - Goes through Chiefs	Y - Survey

1	2	3	4	5	6	7	8	9	10	11	12
Department/ Sub-function	Define Key CS Touch Points	Process Owner/Name/ Title	Is There a Documented Process/Proc? Yes/No/Partial	Is CS Activity Tracked? Yes/No/N/A **	System Tools/Name/ Type	Key Measures/Name Describe	Common Delays Yes/No	Propensity for customer dissatisfaction?	# of CS Encounters /mo	Are Customer Complaints Tracked? Yes/No	Is Customer feedback solicited? Yes/No
Fire				calls if NICE			calling in crew to work emerg waterbreak etc.	(if dealing with water issues)		ofc, not formal process	
Attributes:											
1)Department/ sub function	2)Key Touch Points - Most Important, Most Significant Touch points	3)List Name &Title of Process Owners.	4)Name & Date of Process or Procedure	5)Is Activity tracked to completion?		8)Do Key Measure Exist? Describe & explain how they are captured.	9)Describe the delay. How often does it happen?	10)Likelihood for complaints?	11)How many customer service encounters per month? How are they captured?	12)How many customer service complaints per month? How are they captured?	13)What are the processes? How are they captured?

RSM McGladrey

APPENDIX C

Detailed List of Recommendations

#	Department or Touch Point	Current State Description (Opportunities for Improvement)	Recommendation	Potential Degree of Impact	Estimated Level of Effort for Implementation L = 0 - 3 Months M = 3 - 6 Months H = 6 - 12 Months	Baldrige Criteria (See Best Practices for definitions)
1	All Departments	Information between departments is not easily accessible by all employees. Knowledge or information exists, but employees often don't know where to go to get the data, and some departments are reluctant to share the information.	Data knowledge should be stored in a place that is easily accessible by all city employees, e.g. Intranet, shared drives with public folders. For instance, Engineering performs traffic study and Public Works-Streets could benefit from the information.	Increased employee productivity Improve employee moral Increased citizen satisfaction	M	4.2.2
2	All Departments	There is no frequent or daily reward/incentive program across the departments for providing high-levels of customer service.	Implement "On the Spot Awards" – Given out by Supervisor or Above – e.g. Earn X number of awards and get entered for a prize drawing or it could as simple as hand written Thank You card.	Increased employee morale Increased citizen satisfaction Reduced # of complaints from citizens	1	
3	Codes	Little or no follow-up is performed to ensure code violators remain in compliance after a violation is resolved.	Track violations by address and report monthly. For example, where three-time repeat violations occur within a six month timeframe, that might create a flag to proactively send someone out to ensure they are still maintaining compliance. This measurement and response technique could help to demonstrate a methodology for the City trying to be more proactive.	Increased citizen satisfaction Reduced # of complaints from citizens	L	
4	Codes	Online permit issuance does not exist. People from all over the metro must come to City Hall to complete the application process. There are other cities that provide this service via their internet site. Lee's Summit City has received complaints from citizens asking why they can't do permits on-line.	Develop in conjunction with changes to website.	Increased employee morale Increased citizen satisfaction Reduced # of complaints from citizens	M	3.2.a.3

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5	Codes	There are four disjointed software systems that can slow down responsiveness to requests. This causing a timing delay and the inspectors that are in the field don't have real time updates. This could potentially delay or slow down the level of service the city provides	This needs to be a part of the system solution.	Increased employee morale Increased citizen satisfaction Reduced # of complaints from citizens	M	
6	Finance - Cashier	Cashiers' work stations are not set up for effective motion and movement; cashiers lose visibility of the video screen because they have to move out of the way to open the cash drawer	It appears that the drawers and file cabinets could be easily moved which would eliminate the need for the cashier to move each time the cash drawer was opener. The same hardware and wood could possibly be utilized.	Increased employee productivity Improved employee moral Increased citizen satisfaction Potentially less errors	L	
7	Finance - Cashier	Based on observation during busier periods, lines form in an unorganized and awkward manner. The department has taken steps to prepare for higher traffic during busy periods but during random busy periods there is still some customer confusion on where to form lines.	Consider utilizing signs or a pole with a rope to show citizens where to form lines. This would help citizens understand where to form lines.	Increased citizen satisfaction Reduced # of complaints from citizens	L	
8	Finance - Cashier	Cashiers' phones don't have blinking light functionality to signal that a customer is on hold and waiting.	Install blinking light to telephone set so cashiers are reminded that customers are waiting.	Increased citizen satisfaction Reduced # of complaints from citizens	L	
9	Finance - Receptionist	Tracks all incoming calls into the City, but the largest category is called "Other" used for calls the Receptionist handles with no other assistance. This does not provide much detail from an analysis perspective.	Break down the "Other" category further to understand in more detail why citizens are calling. Root cause any recurring or significant issues.	Increased employee productivity Increased citizen satisfaction Reduced # of complaints from citizens	L	
10	HR - Administrator	The HR administrator because of the nature of this position needs access to City Works in order to get status updates.	A Risk Management System designated for claim monitoring is needed.	Increased employee productivity Improved employee moral Increased citizen satisfaction Potentially less errors	L	

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11	HR - Administrator	When claims are closed sometimes not all affected organizations are made aware of the outcomes.	A system is needed that allows a systematic solution for easy status updates to affected organization.	Increased employee productivity Increased citizen satisfaction Reduced # of complaints from citizens	L	
12	ITS - All Departments	There is no central method to flag disapprovals/complaints and no way to perform analysis reporting of complaints that come into the City.	1) Create a flag field in City Works that would be checked if the event was a complaint to enable follow-up and reporting. 2) Create a database for the website that will hold information as well as email it, so complaints will be	Increased citizen satisfaction Reduced # of complaints from citizens	L	3.2.a.3
13	ITS - All Departments	Some departments are considering software application upgrades to their current applications. Following through while concurrently choosing another application such as City Works to function as a customer service application could cause the City to end up with multiple applications with redundant processes.	Create a systems committee made up of key department leaders that will provide input to determine a city-wide systems strategy plan for the near future (1 - 3 years). This will help guide software purchasing decisions to ensure that they will fit in with an overarching plan.	Increased employee morale Increased employee productivity	M	
14	ITS- Website	The hyperlink for a user to report a problem is not on the website is not easily visible.	This hyperlink should be one of the most visible on the website and should be visible on nearly every page. It can be combined with reporting Comments, Questions, Feedback, or Requests but should always be accessible.	Increased citizen satisfaction Reduced # of complaints from citizens	L	
15	ITS- Website	The current "Submit Your Comments" form has no instructions and provides no information as to when the user can expect to hear from someone or to expect resolution information.	Include instructions on this page and any updated Feedback page. Also set expectations for when the citizen will be contacted with a response. Make it a two-way communication tool.	Increased citizen satisfaction Reduced # of complaints from citizens	L	

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16	ITS- Website	Providing feedback on the website is not as user friendly as it could be.	Provide hyperlinks like Google ads on every page that invite visitors to provide feedback or to take a brief survey.	Increased citizen satisfaction Reduced # of complaints from citizens	L	3.2.a.3
17	ITS- Website	Visitor comments or questions generate emails but the request is not logged or tracked by the system or database to enable analysis, reporting or follow-up.	Update the Submit Your Comments webform as suggested, and tie it to a database. Include an internal web form for use by City staff for those departments that don't have City Works currently.	Increased employee productivity Increased citizen satisfaction Reduced # of complaints from citizens	M	3.2.a.3
18	Landfill - Scale House	Employees don't attend customer service training.	As this is a customer facing group, attend training as soon as recommendations are implemented for Customer service enhancements	Increased employee morale Increased citizen satisfaction Reduced # of complaints from citizens	L	

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19	Landfill - Scale House	During the summer months, staff use the handheld "waste walker devices" that automate the waste measurement system. This helps to shorten the customer wait time. However, the system capability is not tied to the credit card machine for payment processing purposes. Also, The credit card system is not integrated with Waste Works. The credit card printer appears to be very slow and during busy times can increase customer wait time.	Look at system solution for mapping waste walker and Waste Works to credit card system to reduce wait time for customers and increase efficiencies.	Increased employee productivity Improved employee morale Increased citizen satisfaction Reduced # of complaints from citizens		
20	Landfill-Scale House	Many Lee's Summit citizens feel they shouldn't have to pay for waste disposal at the City's Landfill because they already pay City taxes.	This may be an agenda item to add to the customer service training. "How to deal with customer issues", i.e. how to deal with customers. why they pay for certain charges.	Increased citizen satisfaction Reduced # of complaints from citizens	L	
21	Planning - CDBG	The staff person feels capable and empowered to solve many customer issues but sometimes feels Housing and Urban Development (HUD) compliance tasks (which take up a lot of staff time) take away from being able to provide quality and timely customer service.	Examine resource capacity and determine if appropriate staffing levels require adjustment.	Increased employee productivity Improved employee morale Increased citizen satisfaction Reduced # of complaints from citizens	L	
22	Planning - CDBG	Currently, the group that administers the CDBG program doesn't go out to the community to solicit what programs are needed for low/moderate income individuals.	Actively reach out to the community and ask what type of low/moderate income programs individuals might need.	Increased citizen satisfaction	M	

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23	Police Dispatch	Due to lack of resource staff, court administrative calls are routed to voicemail several times a week when court is in session. Upset customers call the general administrative number and are routed to Police Dispatch. Citizens are upset because they have to call back when they can't get resolution to their issue or question.	Track the number of calls coming in to Dispatch due to court in session. Determine if alternative solution should be implemented based on number of calls received.	Increased employee productivity Improved employee morale Increased citizen satisfaction Reduced # of complaints from citizens	L	
24	Police Dispatch	Due to the fact that the Dispatchers don't utilize the Animal Control software very often, they often aren't proficient when entering data, after hours and on weekends.	Have someone in Animal Control or IT develop user friendly cheat sheets to help dispatchers more easily navigate since they use it infrequently.	Increased employee productivity Improved employee moral Increased citizen satisfaction	L	
25	Public Works -Streets	After resolving a citizen's issue, the Supervisor of Public Works will make an attempt to contact the customer to confirm resolution but many times the customer is unavailable and the customer ends up calling back and talking to the administrative assistant. The assistant reads the customer what is documented in Cityworks per the supervisor's updates, but the customers still wants a call from the supervisor. Thus, begins the round robin scenario.	Consider asking for specific time or work number to contact customer. If still not able to contact customer, consider mobile phone specifically for customer to call to reach supervisors--if supervisors are usually in the field and that is when customers call, maybe they need to be able to call a mobile number to reach supervisors.	Increased employee morale Increased citizen satisfaction Reduced # of complaints from citizens Increased employee productivity	L	
26	Public Works -Streets	Currently the department works all orders off of paper work orders and Field Supervisors must come to the office to make updates.	Field Supervisors could be more efficient if had lap tops or wireless notebooks in the field and could update information in City Works and go on to next job to serve the next customer.	Increased employee productivity Increased citizen satisfaction	H	

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27	Water – Support Services (Metered Services)	At the end of the day, water technicians have only one computer to share to enter their time and must wait for each other to finish before the next person can begin. The crew foreman then reviews for accuracy and closes out the order. The paper copies are sent to the water analyst who runs reports to make sure orders are accurate. It is not clear what problems are caused or how many times order are inaccurate.	Begin having technicians close out their own orders. Possibly get additional computers or stagger work day so technicians don't have to wait on each other to enter time and close out orders. Have weekly score card to show key performance indicators to management to track issues. Green – great, Yellow - Potential issues, need to review or improve, Red - Needs Improvement. Productivity gains by implementing changes, Crew foreman and technicians could work on customer service issues, potentially look at better communication tools for customers, example explanations for water leaks.	Increased employee productivity Improved employee moral Increased citizen satisfaction Reduced # of complaints from citizens	M	
28	Water Operations - After Hours Support	The Supervisor on call has a thirty minute service level agreement (SLA) to respond to an emergency call yet the crew that is called in to work the emergency has no measured SLA to respond. Since the crew is the front line unit responsible for repairing the water issue, it is unclear why there is no measured response time for this team as well.	Begin measuring the crew's response time and with sufficient information, implement an SLA for crew as well.	Increased employee productivity Increased citizen satisfaction Reduced # of complaints from citizens	L	
29	Water Operations - After Hours Support /Fire Dispatch	After hours water emergency call out procedures for crews appear to be cumbersome.	Doesn't appear to be the most efficient process. There could be reasoning or justification behind why process is being done this way. Some changes were made while the actual RSM project was in progress but possible further refinements could be made to make process more efficient.	Increased employee productivity Improved employee moral Increased citizen satisfaction	L	

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30	Water Operations - Inside Support	Currently not collecting Deposits on New Service or Reconnects & no Reconnect Fee	Begin charging a Reconnect Fee to recover overtime charges. Other cities charge between $15 - $25. Deposits should be charged for at risk customers. Specific criteria should be determined to define "at risk."	Increased Revenue for City Reduced Bad Debt	M	
31	Water Operations - Inside Support	Customer Service Representative enters data on to service request form then puts customer on hold to enter data in AS400. After information entered, form is discarded.	Enter information into the AS400 while customer is on phone and read it back to them to ensure it is captured correctly. This eliminates the customer hold time.	Increased employee productivity Reduced # of complaints from citizens Increased citizen satisfaction	L	
32	Water Operations - Inside Support	Excessive Hold times for customers due to busy call volumes in water department.	Putting a customer directly on hold just isn't a very customer friendly way of servicing a customer. Consider options such as voicemail with music on hold, or voicemail that states how many minutes a customers has until they will be serviced.	Increased citizen satisfaction Reduced # of complaints from citizens	M	
33	Water Operations - Misc. Support	Internally, there is no formally documented process for escalating an issue or moving it up on a priority list when necessary.	Develop escalation process for expediting priority issues and problems, and clearly communicate it to all necessary groups and departments.	Increased employee morale Increased citizen satisfaction Reduced # of complaints from citizens	L	
34	Water Operations - Misc. Support	The status of open request reports doesn't appear to be reviewed or communicated regularly to supervisors or managers which could cause delays in resolving customer issues.	Create an escalation process so if issues aren't resolved on a timely basis, Asst. Directors/Directors can get involved to resolve.	Increased employee morale Increased citizen satisfaction Reduced # of complaints from citizens	L	3.1.a.3, 3.2.a.2

#	Department or Touch Point	Current State Description (Opportunities for Improvement)	Recommendation	Potential Degree of Impact	Estimated Level of Effort for Implementation L = 0 - 3 Months M = 3 - 6 Months H = 6 - 12 Months	Baldrige Criteria (See Best Practices for definitions)
35	Water Shut-offs for Non-payments	Some customers that have been disconnected for non-payment, call after hours and speak with the Fire Department, then the next day come in to pay their reconnect fee and speak with the Cashier (both touchpoints are not the Water Department). Basically, the customer is talking to two departments about their water service and these areas are not trained on how to talk to the customer about water issues.	Provide the Fire Dispatch and Cashier with scripting and procedures on how to speak with water customers for consistent message.	Increased employee productivity Improved employee moral Increased citizen satisfaction Reduced # of complaints from citizens	L	
36	Water Shut-offs for Non-payments	The process and procedures for handling water shut-offs for non-payments is unclear and confusing for employees and customers especially after hours processes.	Need clearly defined process and procedures that define general procedures and escalation procedures as necessary. Additional items would be scripting for dispatch and cashiers for consistent message to customer, simplistic schedule for on-call emergency supervisor.	Increased employee productivity Improved employee moral Increased citizen satisfaction	M	
37	Water Shut-offs for Non-payments	Exceptions are made due to lack of procedures and policies.	Follow and adhere to process and procedures and make no exception. If customers haven't follow the process, they need to wait until the next business day for service to be reconnected.	Increased employee productivity Improved employee moral Increased citizen satisfaction	M	
38	Water Shut-offs for Non-payments	Some citizens have disregard for business hours and expect free after hours service costing the city overtime.	Begin collecting an after hours fee for reconnecting customers, to recover costly overtime wages.	Increased Revenue for City Reduced Bad Debt	M	
39	Water Shut-offs for Non-payments	When customers are disconnect for non-payment and call after hours they are call Fire Dispatch. Fire Dispatch talks with the customer and may make have something they may need to note to the account but have no access to records. They have no AS400 access or no CityWorks access.	Need process to record information discussed to customer account.	Increased citizen satisfaction Reduced # of complaints from citizens	M	