Centralized Customer Relations

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Centralized Customer Relations

• Purpose
• Background
• Program Development
• Implementation
• Lessons Learned/Tips
Program Development

Purpose:
To provide the community with one point-of-contact for concierge style access to assistance and information.
Background

• City Council priority
• Centralized customer service model
• Housed within Public Works
Program Development

• Benchmarking
• Data Collection/Analysis
• Which departments/programs to include
• Staffing Plan
• Budget
• Technology
Program Development

• Benchmarking
  – Charlotte/Mecklenburg 311
  – San Francisco 311

• Data Collection/Analysis

• Departments to include
  – Tier 1 support
  – Non-emergency
Program Development

• Staffing Plan
  – New positions
  – Net-neutral headcount
  – Right-Size # of agents

• Budget
  – Capital
  – Operating
Program Development

• Technology
  – Call-center software
  – Customer Relationship Management (CRM)
  – Intranet
  – Public website
  – City applications
Implementation

• Presented plan City leadership and Council

• Kickoff Meetings
  – Buy-In from leadership/staff
  – Line of demarcation
  – Order of onboard
  – Staff contact(s)
  – Escalation procedures
  – Metrics
Implementation

• Refine/Develop FAQs
• Knowledge base
• Revise webpages
• Training
  – Call shadowing
  – Site visits
  – Ride along
  – Software applications
Implementation

- Status updates/check-ins
- Go Live
  - Forward phone line(s), email, online requests
  - Update voicemail greetings
  - Test calls
  - Communicate with department staff
  - Celebrate successes
Implementation

• Regular check-ins with departments
• Update FAQs
• Continuous training
• Reporting out
Implementation

• Still to Come
  – Complete onboarding
  – Communication/Branding plan
  – Official launch
  – New CRM
  – Pilot Saturday service
Centralized Customer Relations

Current Statistics*

Monthly Average

- Calls: 6,511 (76%)
- Emails: 1,996 (23%)
- Online requests: 93 (1%)
- Service requests: 844
- Code Enforcement cases: 126

*Based on January 1-August 31, 2023

Call Stats

- Average time to answer: 8 seconds (within 2 rings)
- Service Level: 95%
  - How quickly we answer
  - Caller wait time
  - Call abandon rate
  - Avg. talk time

*Based on January 1-August 31, 2023
Lessons Learned/ Tips

- Reliable call-center software
- Data driven decision-making
- Optimize processes beforehand
- Accurate and current information
- Contingency Plans
Lessons Learned/Tips

• Collaboration with critical departments
• Plan for staffing challenges
• Set clear goals, measure success
• Regular progress updates to City leadership
Centralized Customer Relations

Thank you, League of California Cities

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