



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

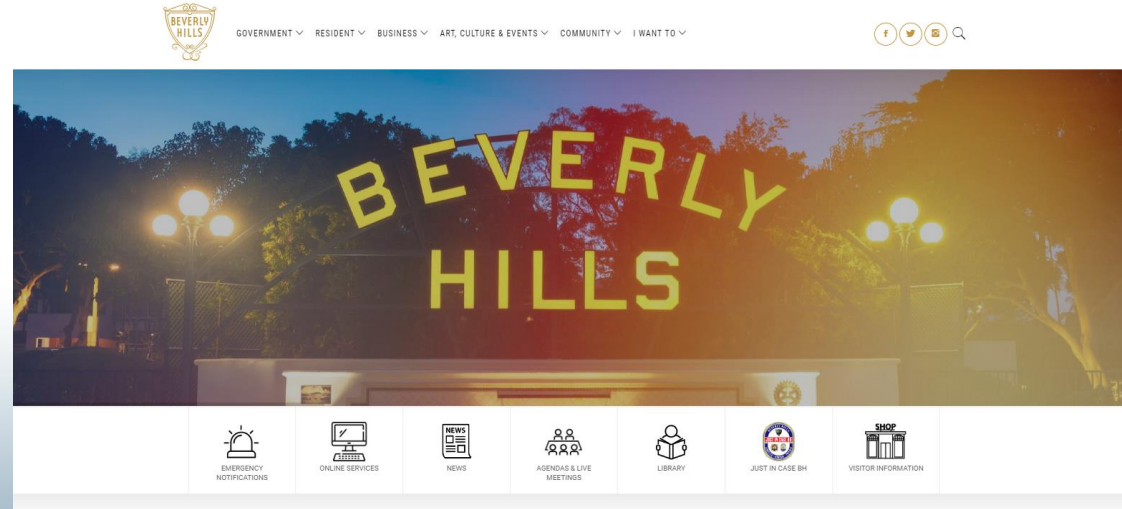
- Staffing Plan
 - New positions
 - Net-neutral headcount
 - Right-Size # of agents
- Budget
 - Capital
 - Operating





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





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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