Montgomery County 311
Semi-Annual Performance Review

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Public Information Office

April 10, 2013

CountyStat

CountyStat Principles

- **Require Data-Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

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Meeting Goals

➢ Identify ways to evaluate service delivery for general information calls

➢ Identify ways to increase usage of the MC311 Web Portal

➢ Identify customer service improvements for the MC311 Call Center

➢ Address the downward trend of MC311 call volume

How We Will Measure Success

❑ Develop baseline customer service metrics for general information calls

❑ Increase in overall MC311 call volume and web-generated service requests

❑ Improvement in customer service performance metrics

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Agenda

1. **Welcome and Introductions**

2. **Analyze customers' utilization of MC311 over the last 7 months**
   - Customer Service Center
   - Web Portal

3. **Evaluate the performance of MC311's customer service center over the last 7 months**
   - Customer Service Center Performance Metrics
   - Semiannual Survey

4. **Wrap-up and Follow-ups**
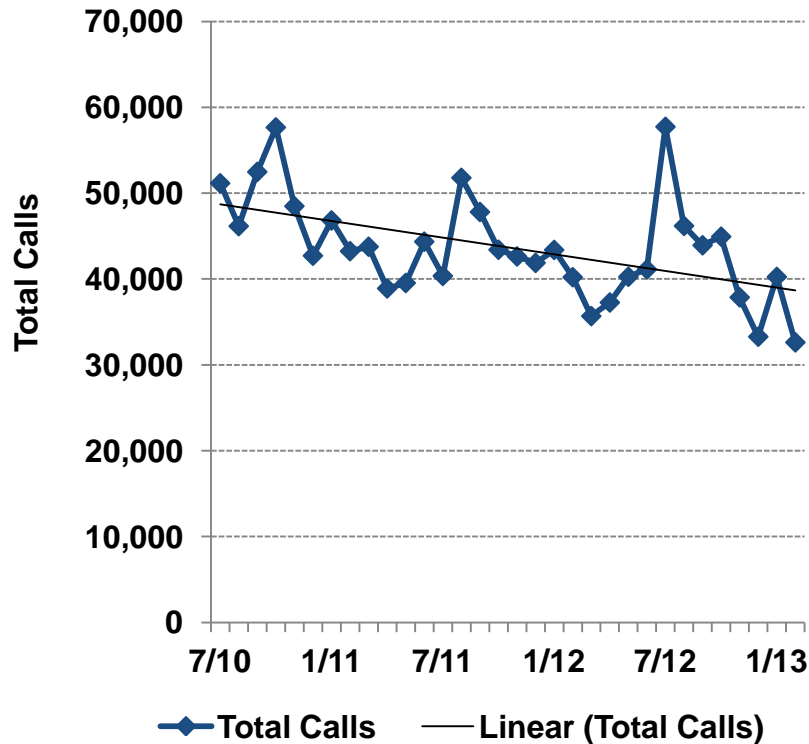
Overview of Customer Service Center Utilization

- **Overall call volume is down 17% from the same period two years ago, and 11% from the same period one year ago.**

- **The number of general information calls continues to trend upwards, while the number of service requests continues to trend down, indicating that the customer service center has the capacity to resolve more inquiries.**

- **From September 2012-February 2013, Finance and HHS Tier II CSRs handled about 5% of all calls (about 2,000 per month).**

- **The call center also assisted about 1,700 callers per month in Spanish, and an additional 20/month in a language other than Spanish or English.**
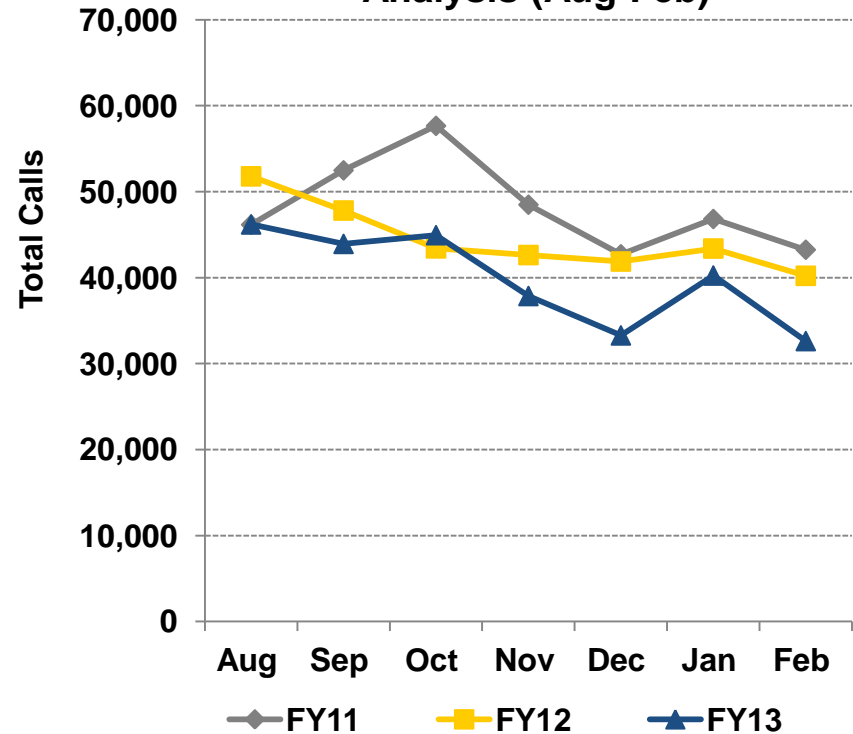
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MC311 Customer Service Center Utilization Monthly Call Volume
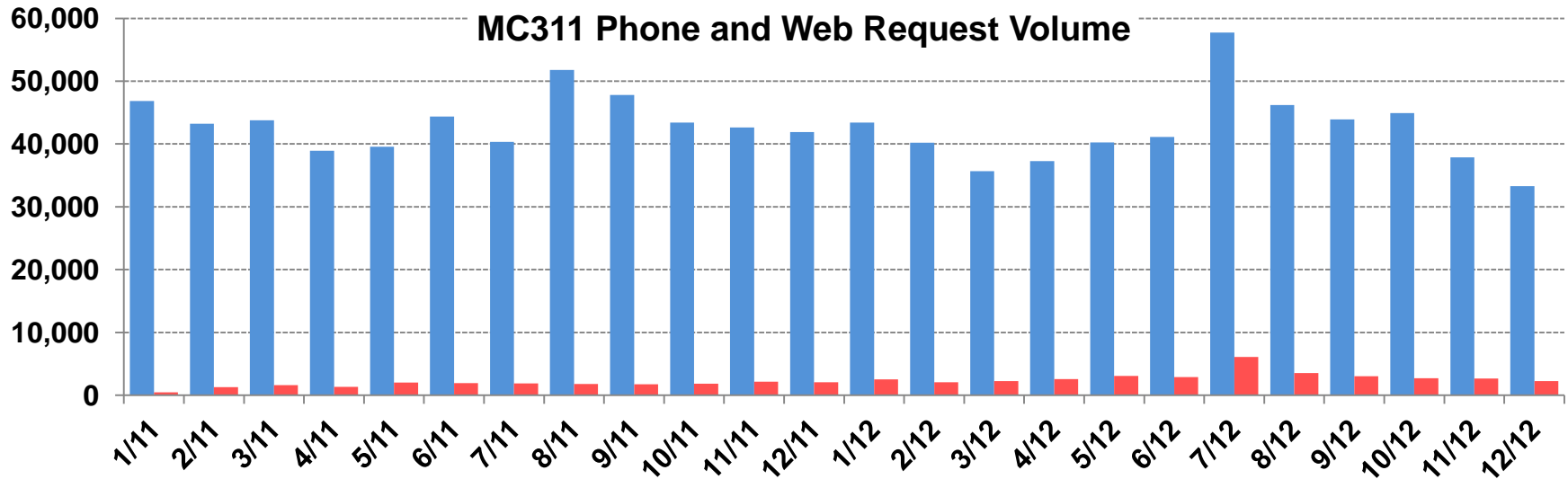

Since Launch

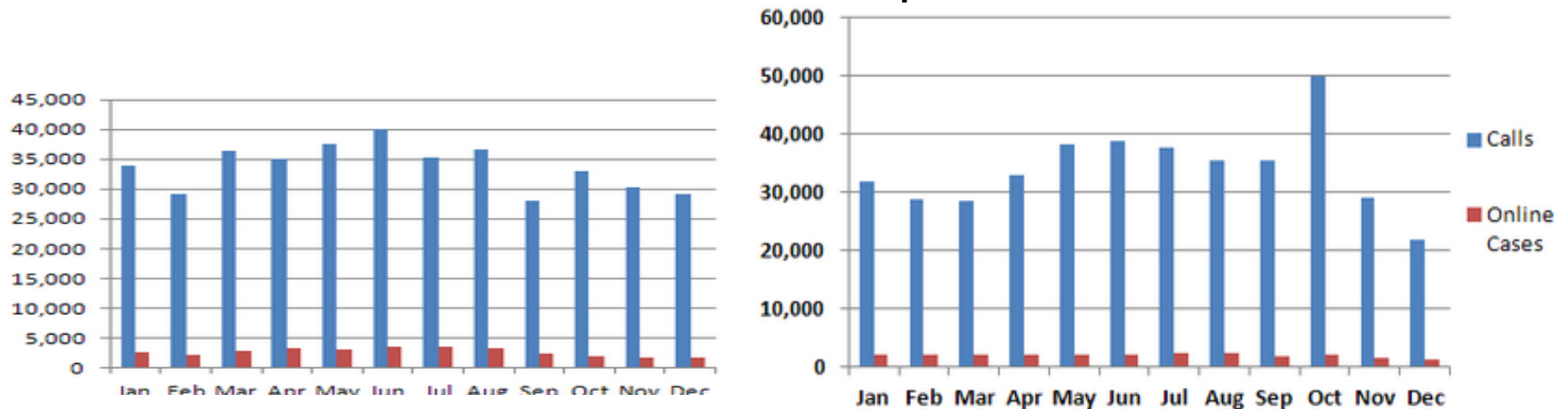**Year Over Year Current Period of Analysis (Aug-Feb)**

Overall call volume is down 17% from the same period two years ago, and 11% from the same period one year ago.

MC311 Customer Service Center Utilization Volume Compared to Denver 311
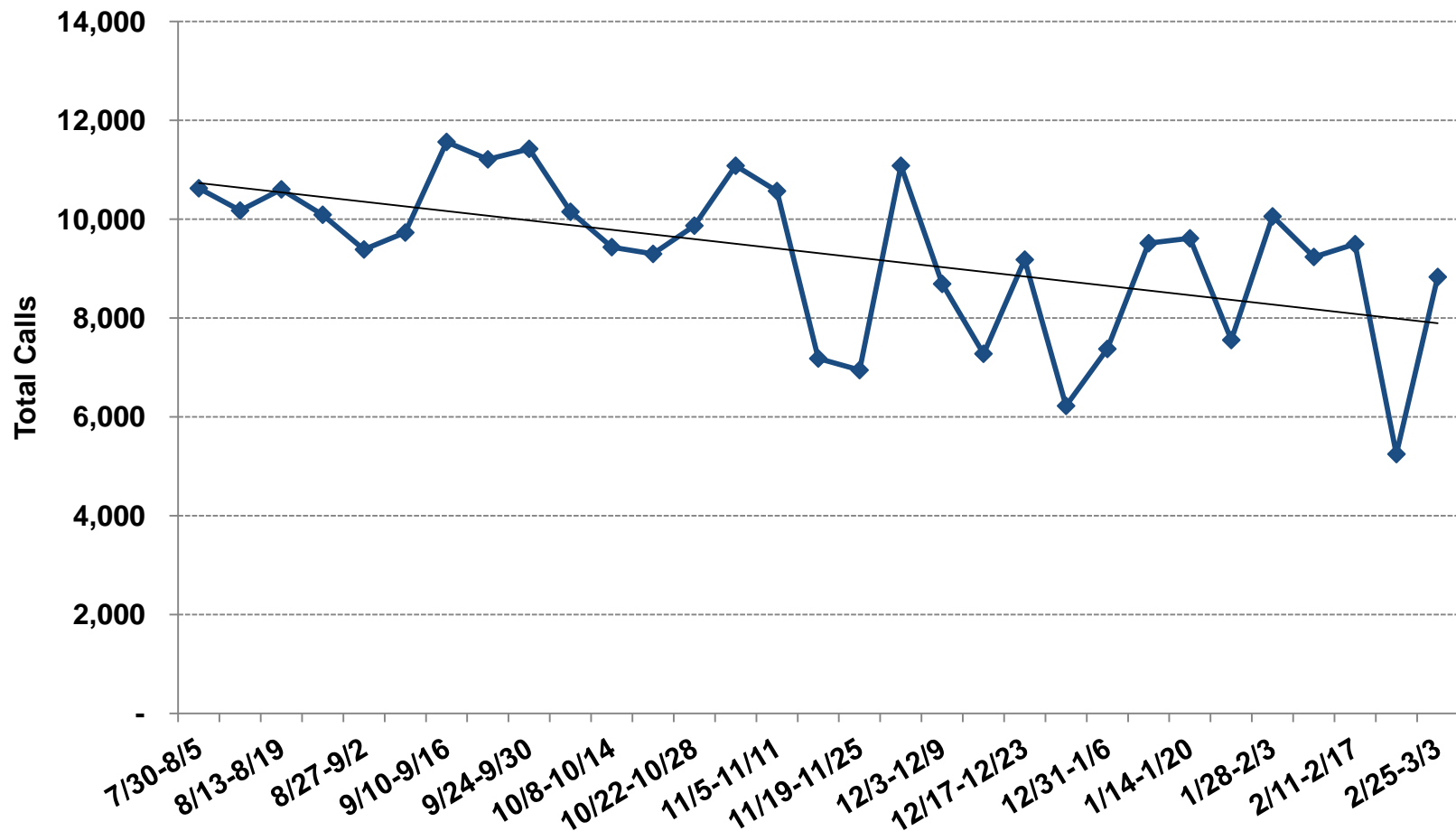

MC311 Phone and Web Request Volume

Denver 311 Phone and Web Request Volume

MC311 Customer Service Center Utilization Weekly Call Volume (8/12 – 2/13)
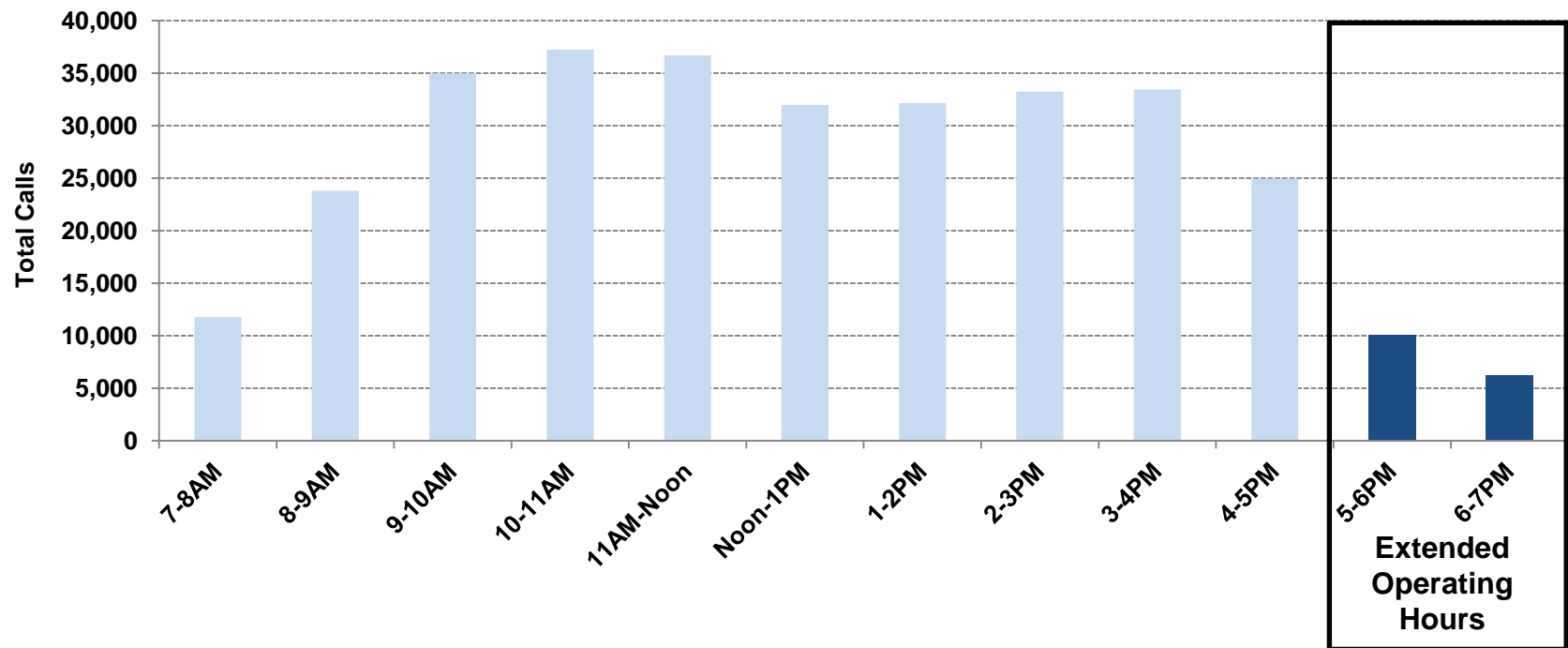
MC311 Customer Service Center Utilization
Call Volume during New Operating Hours (8/12 – 2/13)

> On August 13, 2012, the MC311 Call Center extended its operating hours from 7AM-5PM to 7AM-7PM.
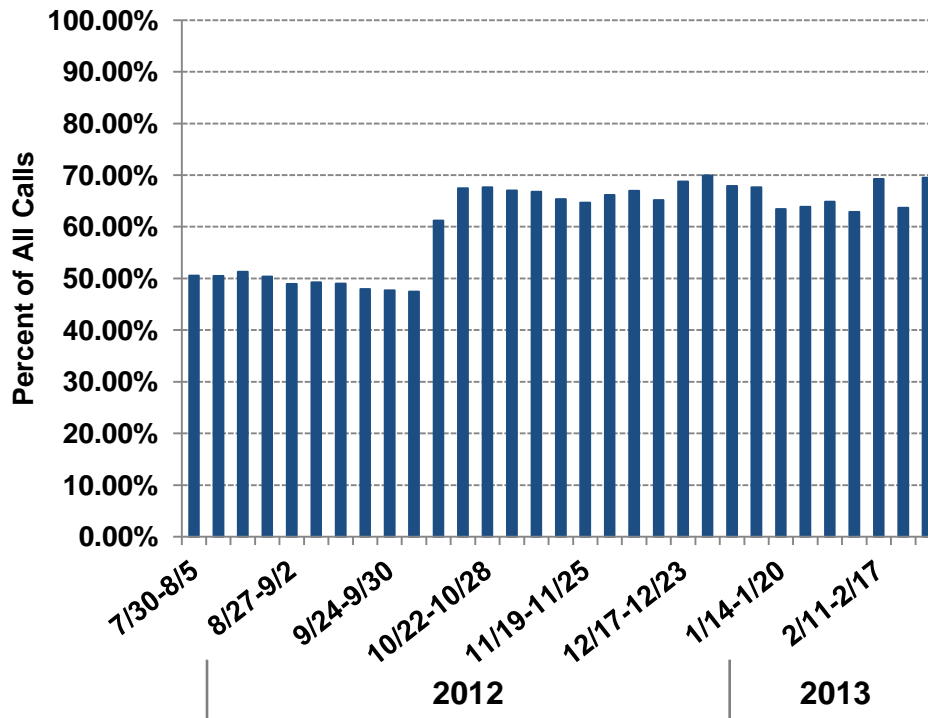

During the current period of analysis (8/2012-2/2013), 16,340 calls (550 per week) to MC311 were taken during the center's new extended operating hours (5-7PM).

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MC311 Customer Service Center Utilization Direct MC311 Calls (8/12 – 2/13)

Breakdown of Non-Direct MC311 Calls

	Percent of MC311 Calls	
	Through DOT Transit	Through DEP Solid Waste
Oct 2012	25.90%	7.10%
Nov 2012	38.00%	7.80%
Dec 2012	36.70%	5.50%
Jan 2013	35.60%	5.30%
Feb 2013	39.90%	5.10%

The percent of callers dialing MC311 directly increased from about 50% to 60-70% in October 2012. This can be attributed to the retirement of more than 30 legacy numbers which were previously re-directed to MC311.

MC311: Top 25 Solution Areas
All Call Categories (8/12 – 2/13)

Rank	Department	Attached Solution	Total CRs
1.	DOT	Ride On Real Time Arrival Information	38,725
2.	FIN	Requests to discuss property tax bill	18,132
3.	DOT	Ride On Real Time Arrival Information Through the Internet or Cell Phone	16,682
4.	DEP	Bulk Trash Pick-Up Request	13,174
5.	DEP	Scrap Metal Pick-Up Request	10,656
6.	DEP	22 Gallon Bin (Bottles/Cans/Jars Recycling)	10,494
7.	DPS	Schedule DPS Building Construction Related Permitting Inspections	10,038
8.	DOT	Ride On Trip Planning	7,750
9.	PIO	Montgomery County Employee Directory Assistance	6,470
10.	DOT	Ride On Trip Planning/Location/Status	5,386
11.	**DEP**	**Holiday Schedule for County Provided Trash & Recycling Collection**	**5,294**
12.	DPS	Name and telephone number of DPS building inspector	5,033
13.	HHS	MANNA Food Center Referral	3,984

Bolded *solution areas did not appear on the Top 25 list during the previous period of analysis (March – July 2012)*

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MC311: Top 25 Solution Areas
# All Call Categories (8/12 – 2/13)

Rank	Department	Attached Solution	Total CRs
14.	DPS	Information on the building codes applicable to a specific project	3,466
15.	DEP	How To Recycle/Dispose of Solid Waste	3,361
16.	**DEP**	**22 Gallon Bin Pick-up (Bottles/Cans/Jars Recycling)**	**3,354**
17.	DPS	Permit, Plan Review or Inspection Status; Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence or Sign Permits; Electrical or Vendor Licenses; Home Occupation Certificates	2,851
18.	DHCA	Landlord Tenant (LT) Complaints, Disputes or Issues	2,706
19.	DPS	Department of Permitting Services location and hours of operation	2,533
20.	DEP	Transfer Station Questions (Montgomery County)	2,286
21.	**PIO**	**County Offices Closed**	**2,268**
22.	DOT	Ride On Complaint - Service	2,244
23.	DHCA	Housing Complaints	2,196
24.	**DEP**	**Field Check Required for Division of Solid Waste Services**	**2,095**
25.	Non-MCG	Non-MCG Directory Assistance	2,013

Bolded *solution areas did not appear on the Top 25 list during the previous period of analysis (March – July 2012)*

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MC311 Customer Service Center Utilization Monthly Intake Category Statistics (Since Launch)
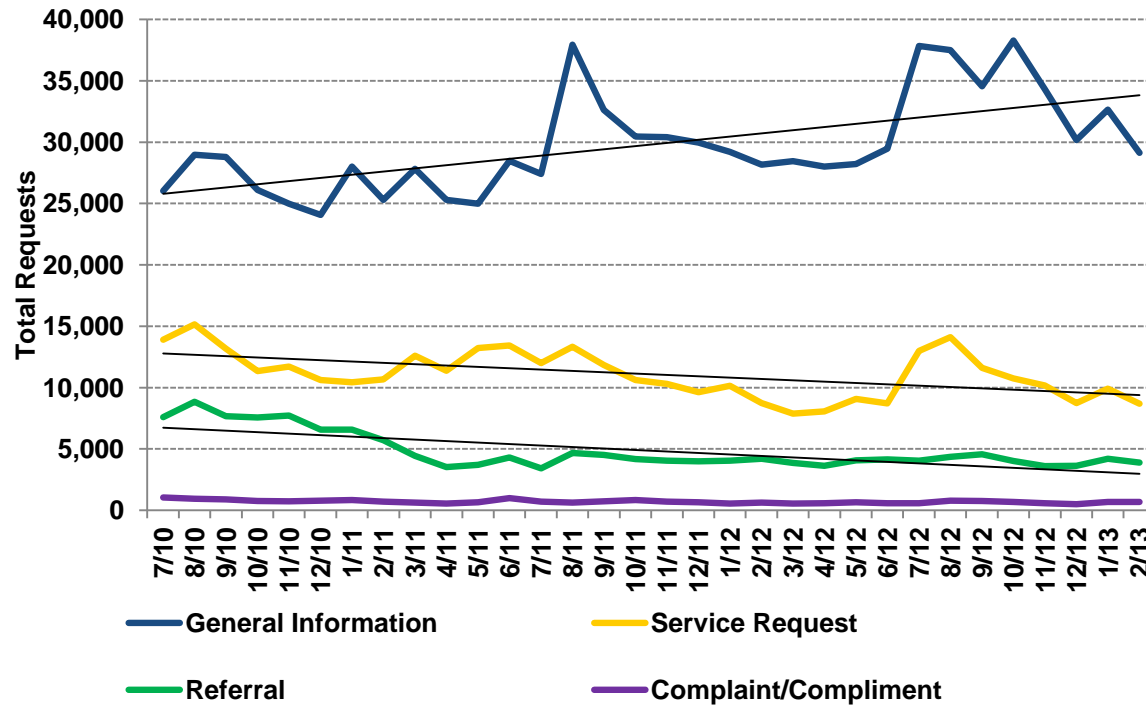
Dept	General Information Requests	
DOT	80,438	35%
Non-MCG	30,634	13%
PIO	20,991	9%
FIN	20,218	9%
DPS	18,964	8%
Other Depts.	60,938	28%
Total	*232,183*	*100%*

The number of general information calls continues to trend upwards, while the number of service requests continues to trend down, indicating that the customer service center has the capacity to resolve more inquiries.

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MC311 Customer Service Center Utilization
Non-Montgomery County (Non-MCG) Customer Requests

The following action items were identified in a February 2013 session in which CountyStat and MC311 investigated ways to improve service delivery to customers contacting MC311 about Non-MCG issues.

In Progress

Develop relationships between the MC311 BAs and the appropriate staff at the outside entities for whom MC311 fields calls.

Complete

Investigate the "Property Tax Credit Justification" Non-MCG solution to determine if MC311 should be able to handle the call, and revisit all Non-MCG solutions to ensure that they should still be classified as such.

In Progress

Develop an official "sales pitch" for bringing other municipalities or outside agencies/systems into MC311 and explore possible billing structures.

In Progress

Research how other 311 systems around the county who have successfully brought in other jurisdictions as "customers" handled issues pertaining to governance and where each jurisdiction's responsibility begins and ends with respect to the handling of SRs.
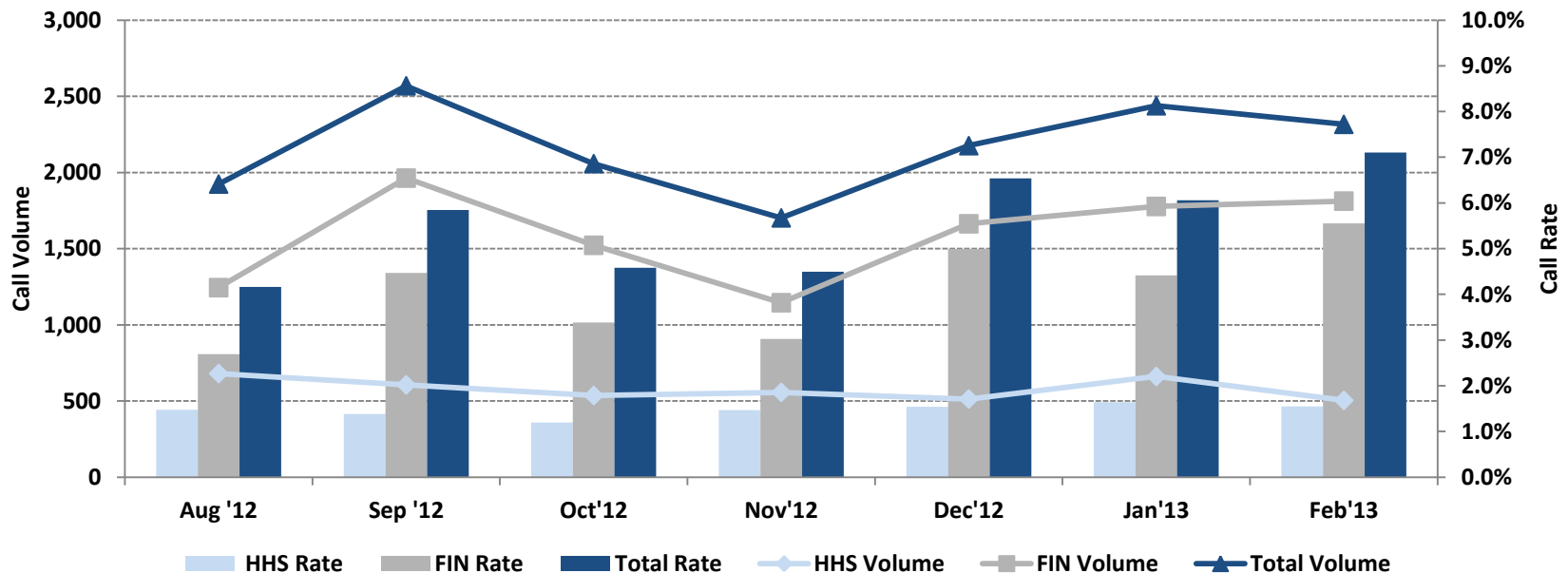
MC311 Customer Service Center Utilization Monthly Tier II Calls (8/12 – 2/13)

The MC311 Customer Service Center uses Tier II call-takers to resolve select HHS and Finance issues. Next month, the center will add DPS Tier II call-takers.

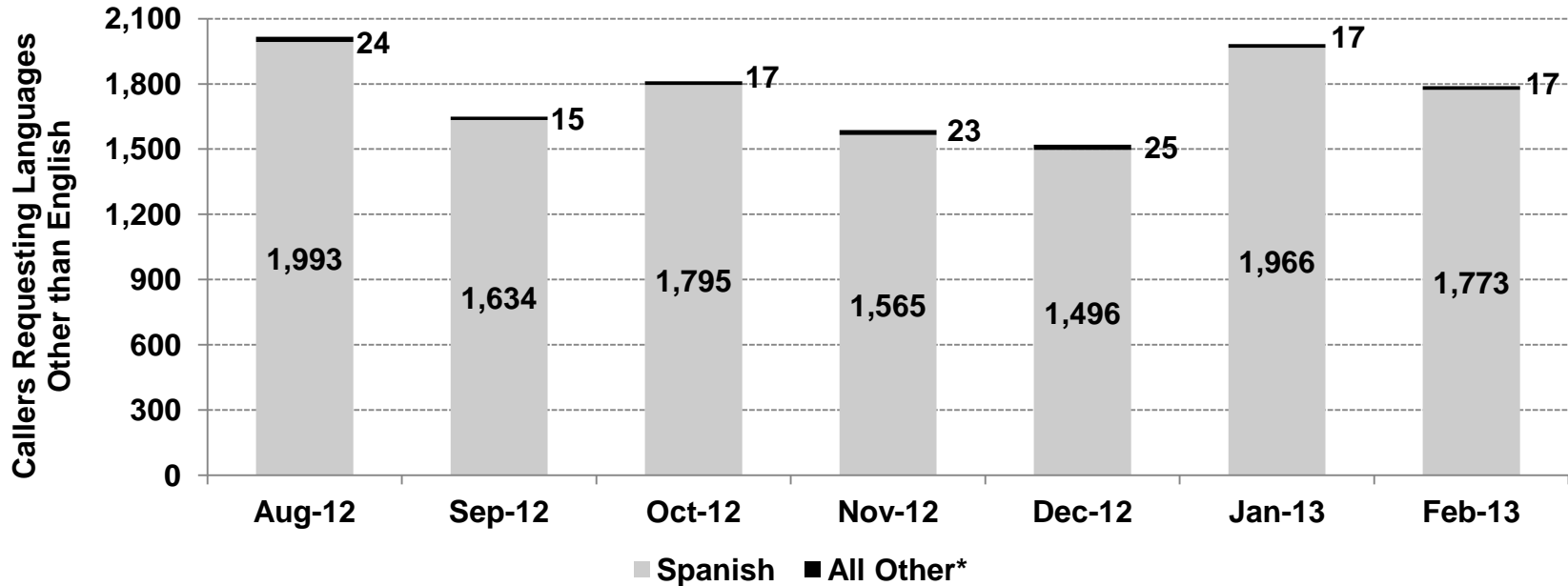**Tier II Call Volume and Rate (as component of all MC311 calls)**

Over the last seven months, Tier II calls comprised 6-9% of the monthly MC311 call volume, or about 1,500-2,500 calls per month.

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MC311 Customer Service Center Utilization
Callers Requesting to Speak a Language Other Than English (8/12-2/13)

Bar chart: "Callers Requesting Languages Other than English" by month.

Month	Spanish	All Other*
Aug-12	1,993	24
Sep-12	1,634	15
Oct-12	1,795	17
Nov-12	1,565	23
Dec-12	1,496	25
Jan-13	1,966	17
Feb-13	1,773	17

■ Spanish ■ All Other*

The most requested languages other than Spanish were French, Russian, Mandarin, Cantonese, Korean, Japanese, Eritrean, Amharic.

From August 2012 – February 2013, the call center assisted about 1,700 callers per month in Spanish, and an additional 20/month in a language other than Spanish or English.

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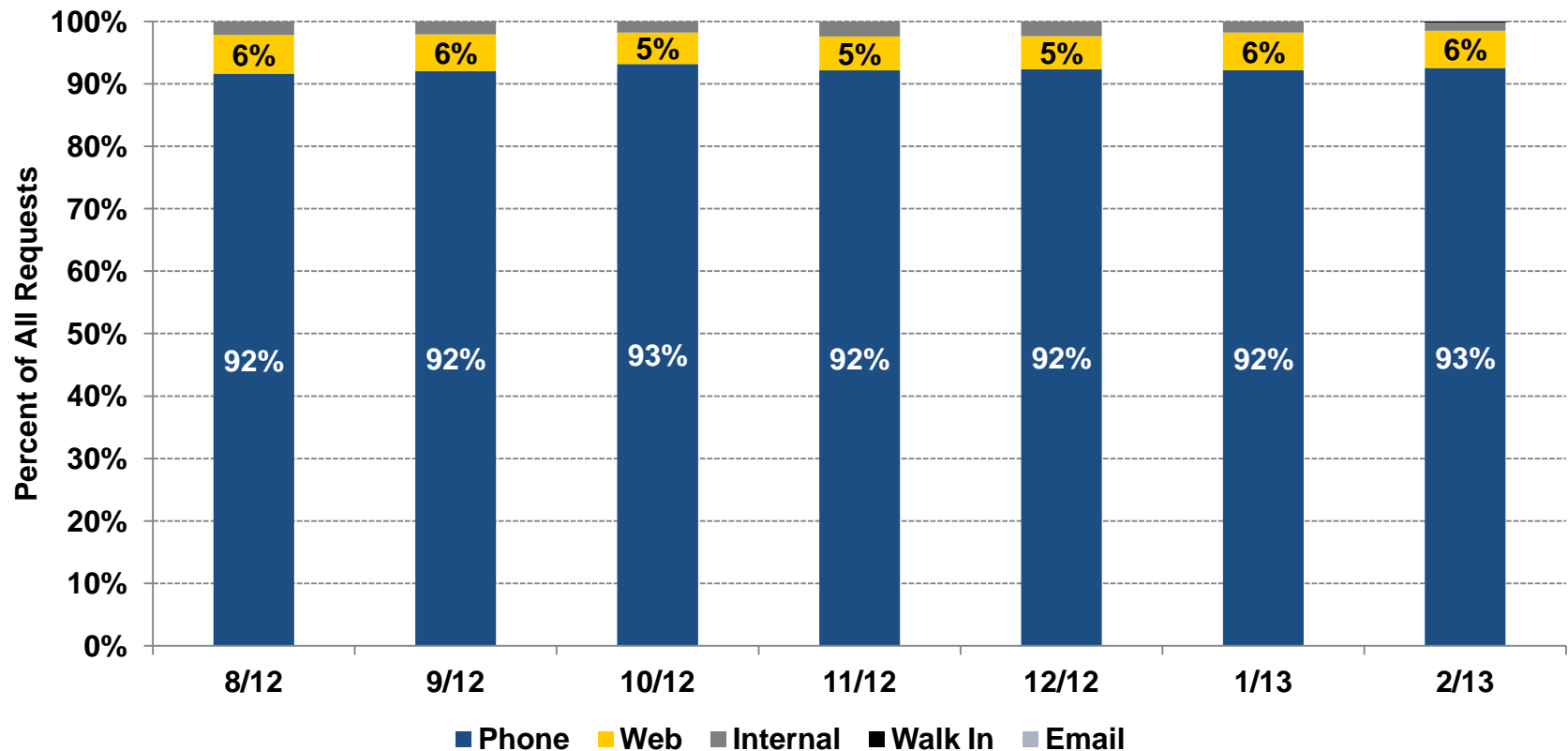# Overview of Web Portal Utilization

- **Requests generated via the web portal represented about 5-6% of all MC311 customer requests.**

- **Compared to the previous seven months (January-July 2012), web visits are up 46% and web-generated requests are down 9%. However, compared to one year ago (Aug 2011 – Feb 2012), web-generated requests are up 38%.**

- **The Department of Environmental Protection Solid Waste Services receives more than 4 times the web requests of all other departments combined.**

- **The majority of all web-generated requests are related to the Department of Environmental Protection, which actively drives customers to the MC311 portal.**

- **The County website and MC311 portal could do more to drive residents to create service requests online.**
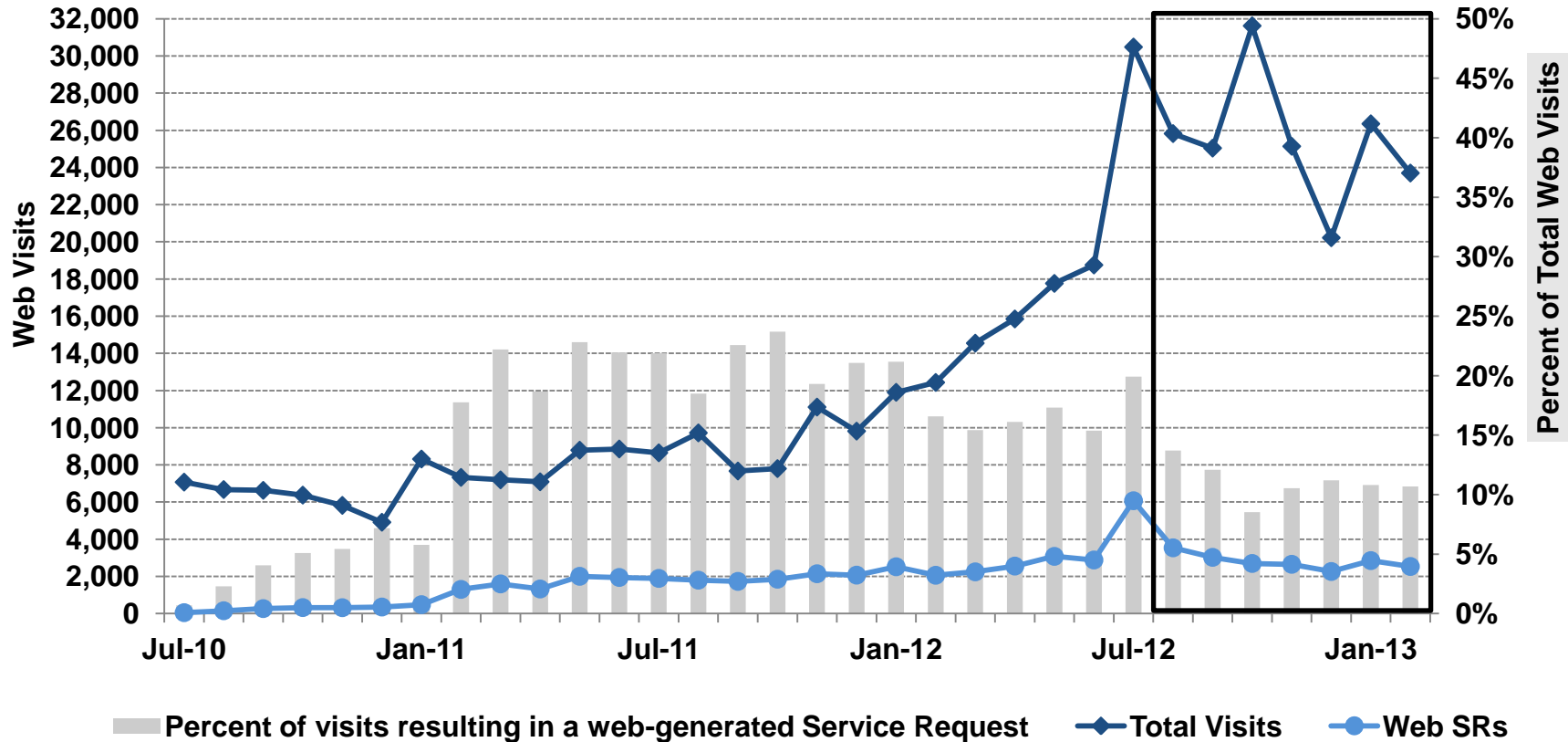
MC311 Web Portal Utilization
Percent of Requests Generated via Web Portal

Follow-up Item from 9/7/12 MC311 Semi-Annual Performance Review:
Report percentage of service requests generated via web-portal.

CountyStat

MC311 Web Portal Utilization
Monthly Website Visits vs. Web Requests (Since Launch)

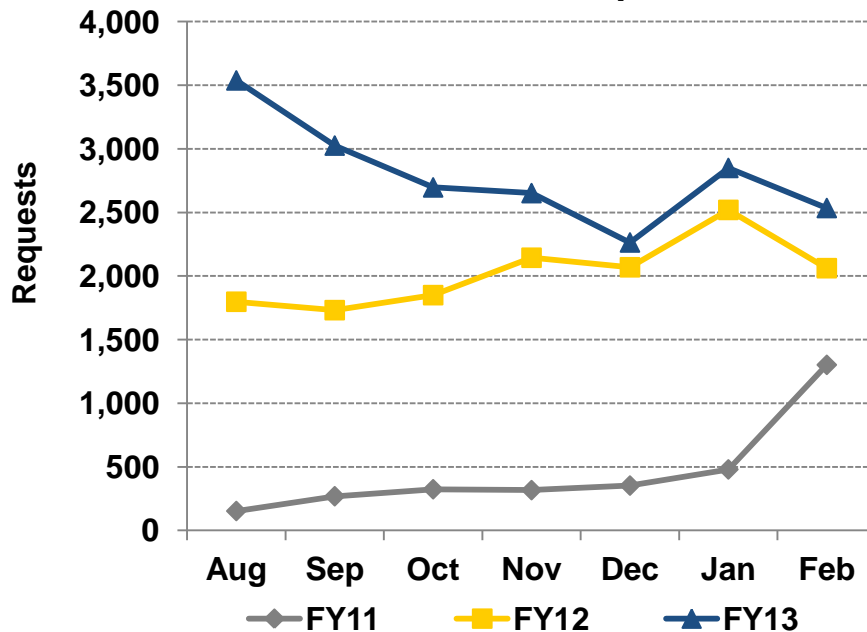**Legend:** Percent of visits resulting in a web-generated Service Request ◆ Total Visits ● Web SRs

Web visits are up 46% from the previous 7 months (01/12-07/12), while web-generated requests are down 9%.

MC311 Web Portal Utilization
Service Requests Generated Via the Web Portal

**Monthly Web Requests
Year Over Year Comparison**

Web Requests Generated 8/12 – 2/13

Department	Total Web Requests	Percent of Web Requests
DEP	15,842	81%
DOT	2,234	11%
DHCA	826	4%
DPS	212	1%
POL	140	1%
FIN	129	1%
Other	179	1%

Total web requests are up more than 500% from the same period in FY11, and up 38% from the same period in FY12. The Department of Environmental Protection receives more than 4 times the web requests of all other departments combined.
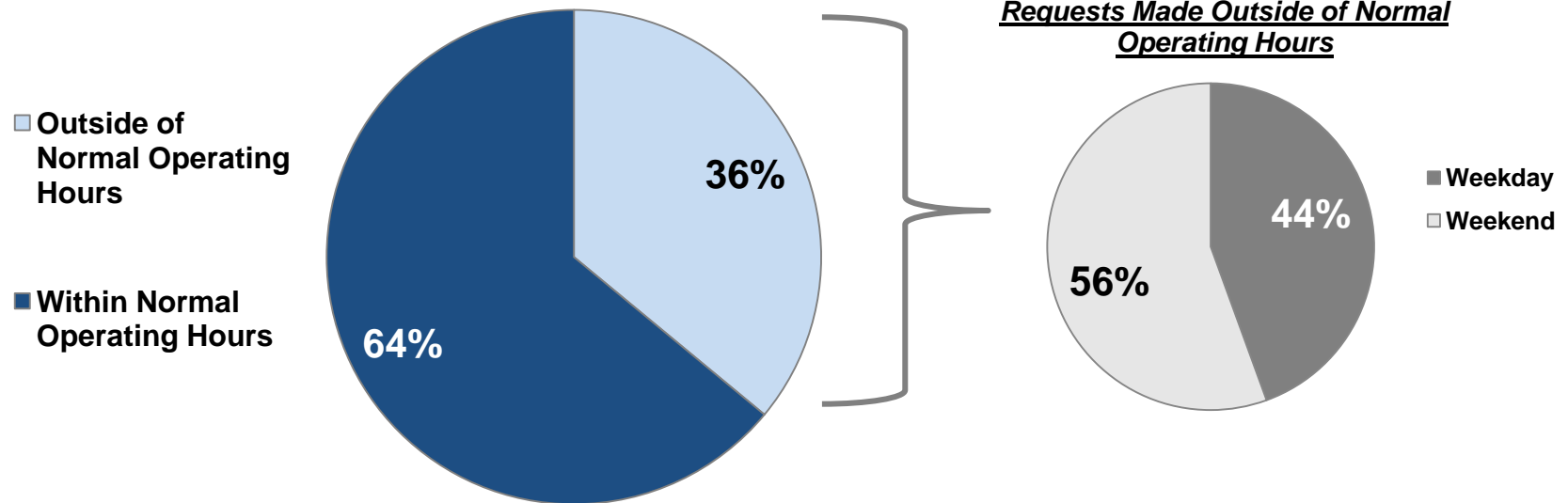
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MC311 Web Portal Utilization
Web Request Timing (8/12 – 2/13)

CountyStat calculated the percent of web requests which were created outside of the Call Center's normal operating hours, to help determine the degree to which customers use the website when the Call Center is not available.

Timing of Web Request Submissions

- Outside of Normal Operating Hours
- Within Normal Operating Hours

36%

64%

Requests Made Outside of Normal Operating Hours

44%

56%

- Weekday
- Weekend

During the current period of analysis (8/12-2/13), 64% of service requests generated via web portal were created during the call center's normal operating hours (Mon-Fri 7AM-7PM).

MC311 Web Portal Utilization
Top 15 Solutions for Web Requests (8/2012 – 2/2013)

Rank	Department	Attached Solution	Total Requests
1.	DEP	22 Gallon Bin (Bottles/Cans/Jars Recycling)	5,961
2.	DEP	Bulk Trash Pick-Up Request	3,610
3.	DEP	Scrap Metal Pick-Up Request	3,030
4.	DEP	22 Gallon Bin Pick-up (Bottles/Cans/Jars Recycling)	2,083
5.	DEP	Literature Items - Residential Trash and Recycling	649
6.	DOT	Ride On Complaint - Service	491
7.	DOT	Pothole Repair	444
8.	DHCA	Housing Complaints	388
9.	DOT	Ride On Complaint - Driver Behavior	267
10.	DEP	Bin Request - New (for Commercial Properties)	170
11.	DEP	Bin Request - New (for Multi-family Properties)	160
12.	DOT	Road Repair	146
13.	DEP	Literature Items - Non-Residential and Multi-family Recycling	142
14.	POL	Reporting a Dead Animal Along the Roadway	139
15.	DEP	Trash, Litter, Debris, Solid Waste on Private Property or Commercial Property	139

During this period of analysis, residents created web-generated service requests using 244 different attached solutions.

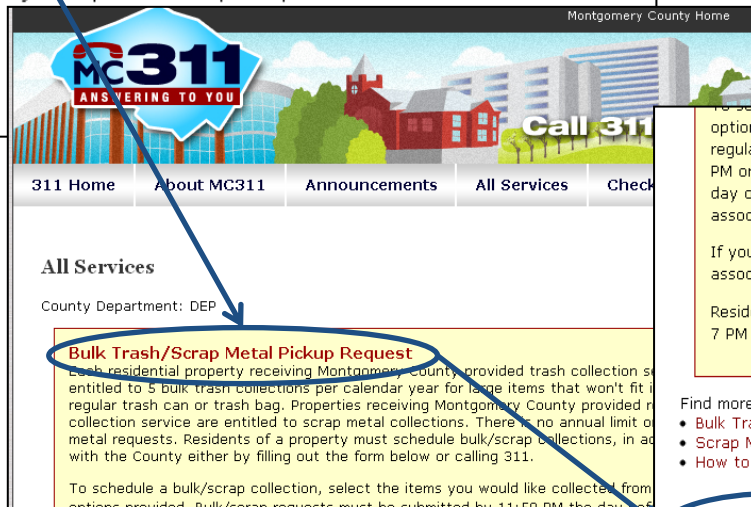**CountyStat**

MC311 Web Portal Utilization
Current Ways Departments Drive Customers to the Web Portal

Because a majority of web-generated service requests are related to DEP, CountyStat investigated ways that DEP drives customers to the MC311 web portal.
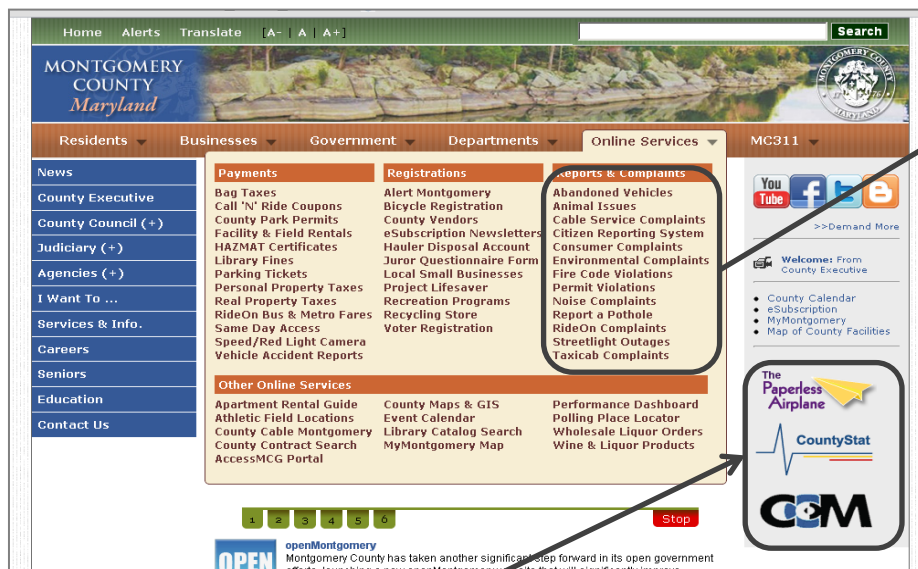
Customers looking for information on DEP's website to request a bulk trash pickup are linked directly to the appropriate solution area on the MC311 web portal where they can create a service request.

How do I request Bulk Trash pickup?

1. Make an itemized list of the **non-metal items** you want us to pick up.
   - Details about scrap metal recycling for metal items

2. Request your bulk trash collection online or by calling Montgomery County's Customer Service Center at 311 (out-of-County: 240-777-0311, TTY: 240-773-3556).

If you request a bulk pick-up

All Services

County Department: DEP

Bulk Trash/Scrap Metal Pickup Request
Each residential property receiving Montgomery County provided trash collection s... entitled to 5 bulk trash collections per calendar year for large items that won't fit i... regular trash can or trash bag. Properties receiving Montgomery County provided r... collection service are entitled to scrap metal collections. There is no annual limit o... metal requests. Residents of a property must schedule bulk/scrap collections, in ac... with the County either by filling out the form below or calling 311.

To schedule a bulk/scrap collection, select the items you would like collected from... options provided. Bulk/scrap requests must be submitted by 11:59 PM the day...

To schedule a bulk/scrap collection, select the items you would like collected from the options provided. Bulk/scrap requests must be submitted by 11:59 PM the day before your regularly scheduled County pickup day. The collection will be made between 7 AM and 9 PM on your County collection day. All items must be placed at the curb by 7 AM on the day of collection. For a list of acceptable and unacceptable items, please refer to the associated website links below.

If you have private/subscription trash service via an individual or homeowner/community association contract you are not eligible for County bulk trash service.

Residents wishing to cancel an existing bulk trash/scrap metal request need to call 311 by 7 PM the business day before their collection day.

Find more information from the following link(s):
- Bulk Trash
- Scrap Metal
- How to Recycle/Dispose of various items

Create Service Request

MC311 Web Portal Utilization
Driving More Customers to the Web Portal

Of the 13 "Report & Complaint" links on the County's homepage, only 4 direct residents to the MC311 website.

Unlike jurisdictions such as Chicago and New York City, Montgomery County's homepage does not prominently feature the 311 logo.
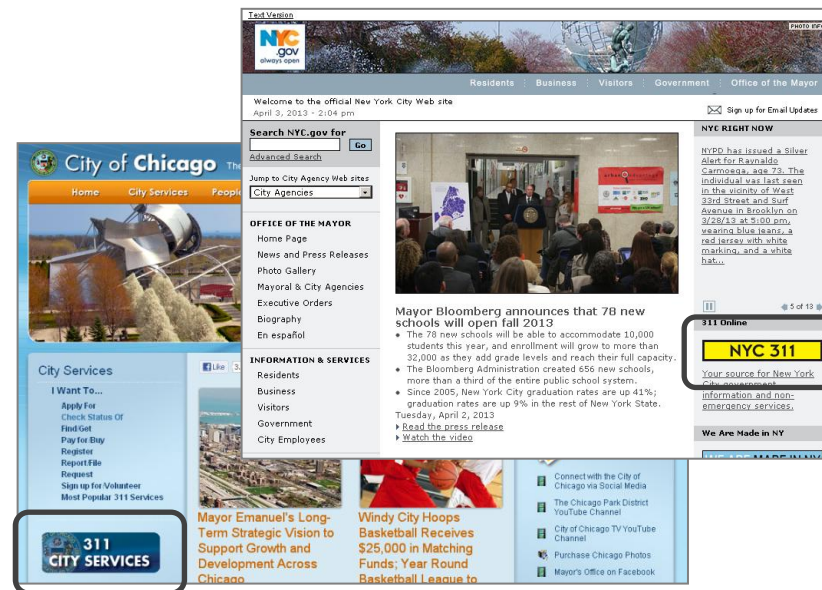
CountyStat recommends redirecting all Report & Complaint links on the County homepage to an appropriate MC311 online service request form, and that the MC311 logo be added prominently to the County's homepage.

MC311 Web Portal Utilization
Driving More Customers to Create Service Requests Online

The Washington DC, Chicago, and New York City 311 websites all prominently feature the option to create an online service request, driving customers to use the online service.

http://311.dc.gov/

http://www.cityofchicago.org/city/en/depts/311.html

http://www.nyc.gov/apps/311/
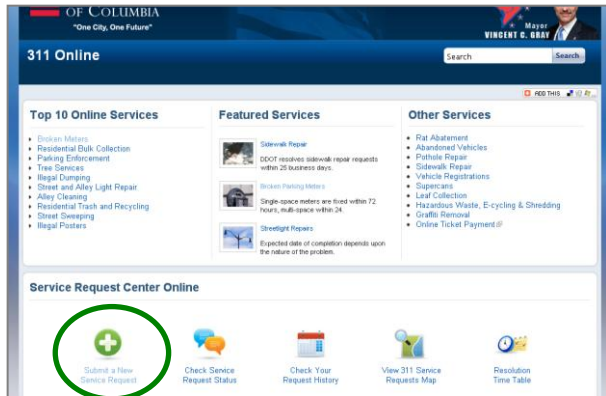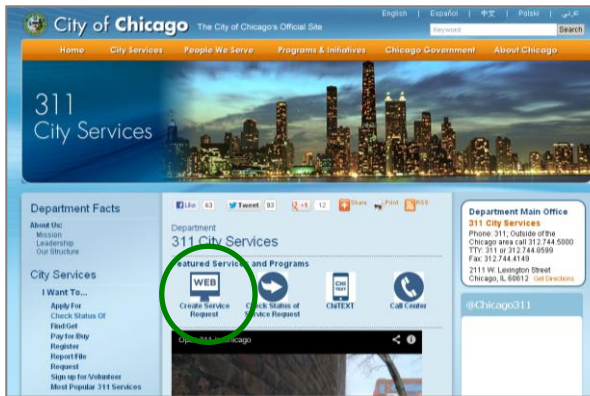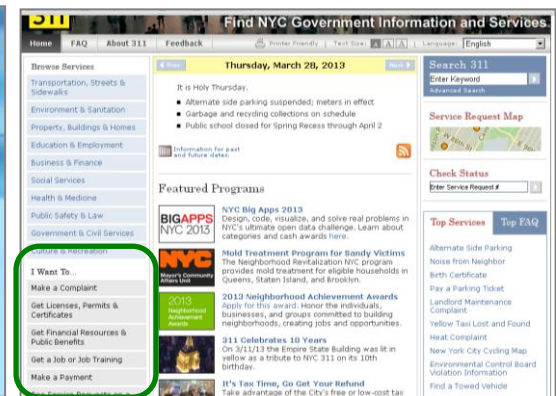
CountyStat recommends adding a "Create Online Service Request" option under the "What Can MC311 Help You with Today" menu on the MC311 homepage, and adding a note that online requests can be made 24/7.

Overview of MC311 Customer Service Center Performance Call Center Performance Metrics

- Accuracy rates remain consistently above the 98% target and occupancy hours have increased slightly, but attendance rates have declined.

- Average speed to answer remains well within the 20 second target, with the exception of September 2012 and February 2013.

- Average handle times continue to be above the department's goal of 3 minutes, but average after call work is consistently below 1 minute.

Overview of MC311 Customer Service Center Performance
Call Center Customer Request Performance Metrics

		GOAL	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010	Customer Requests Generated	N/A							40,084	45,594	43,381	39,241	38,511	32,579
2010	Accuracy Rate	98%							96.3%	97.9%	98.9%	99.5%	99.6%	99.5%
2011	Customer Requests Generated	N/A	39,236	38,426	43,887	39,428	40,562	44,343	40,595	52,945	47,286	41,475	44,520	41,059
2011	Accuracy Rate	98%	99.5%	99.3%	99.9%	99.8%	99.7%	99.5%	99.6%	99.7%	99.7%	99.7%	99.7%	99.6%
2012	Customer Requests Generated	N/A	36,471	38,533	39,059	40,379	42,306	41,153	57,238	52,192	47,604	49,382	44,756	39,433
2012	Accuracy Rate	98%	99.7%	99.7%	98.9%	98.8%	98.9%	98.5%	98.8%	99.5%	99.1%	99.2%	99.2%	99.3%
2013	Customer Requests Generated	N/A	42,927	38,774										
2013	Accuracy Rate	98%	99.3%	99.1%										

Accuracy rates remain consistently above the 98% target.

Overview of MC311 Customer Service Center Performance Service Level and Call Handling Performance Metrics

	Goal	2012												2013	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Attendance Rate	N/A	97%	96%	97%	96%	96%	95%	97%	96%	88%	93%	92%	83%	93%	92%
Occupancy Hours	7:25	7.32	7.29	7.30	7.32	7.36	7.38	7.52	7.35	7.39	7.38	7.44	7.42	7.42	7.37

Occupancy hours have increased slightly, but attendance rates have declined.

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Overview of MC311 Customer Service Center Performance
Service Level and Call Handling Performance Metrics

	GOAL	2012							Aug	Sep	Oct	Nov	Dec	2013	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Call Volume		43,388	40,214	35,681	37,267	40,262	41,121	57,730	46,189	43,929	44,939	37,863	33,280	40,246	32,619
Call Answer Rate (Avg)	>95%	98.7%	97.7%	98.7%	98.5%	96.9%	97.4%	96.2%	98.4%	95.4%	94.5%	98.3%	98.6%	98.2%	95.9%
Abandoned Call Rate (Avg)	<5%	1.3%	2.3%	1.3%	1.5%	3.1%	2.6%	3.8%	1.6%	4.6%	5.5%	1.7%	1.4%	1.8%	4.1%
Avg Speed to Answer (ASA)	0:20	0:09	0:14	0:11	0:11	0:17	0:19	0:29*	12.7	57.3**	11.7	12.0	12.1	12.7	47.1**
Avg Handle Time	4:00	2:51	3:50	3:42	3:37	3:33	3:24	3:36	3:40	3:33	3:21	3:08	3:19	3:23	3:25
Avg After Call Work***	1:30	0:54	0:53	0:49	0:47	0:44	0:42	0:48	0:45	0:45	0:46	0:48	0:48	0:49	0:50

Average speed to answer remains well within the 20 second target, with the exception of September 2012 and February 2013.

MC311 attributes the unusual wait time to the morning of July 2, when 311 had only 15 CSRs handling calls until mid-day.
**See next slide for explanations*
***After Call Work is a component of Handle Time*

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Overview of MC311 Customer Service Center Performance Average Speed to Answer

In September and February, the average speed to answer was skewed by three unusually high daily averages.

September 2012

- Saturday, 9/8/12 = 801.4 seconds
    - Call center received 272 calls with only 3 CSRs on Holiday Slide Day
- *Average without outlier = 18.2 seconds*

February 2013

- Monday, 2/11/13 = 154.1 seconds
    - Call center received an unusually high volume (2,814) of calls compared to the rest of the month (average of 1,569 per day) as a result of delinquent tax notices being received by residents
- Tuesday, 2/28/13 = 560.4 seconds
    - Call center experienced a power outage
- *Average without outliers = 12.6 seconds*

Daily Avg Speed to Answer: September 2012
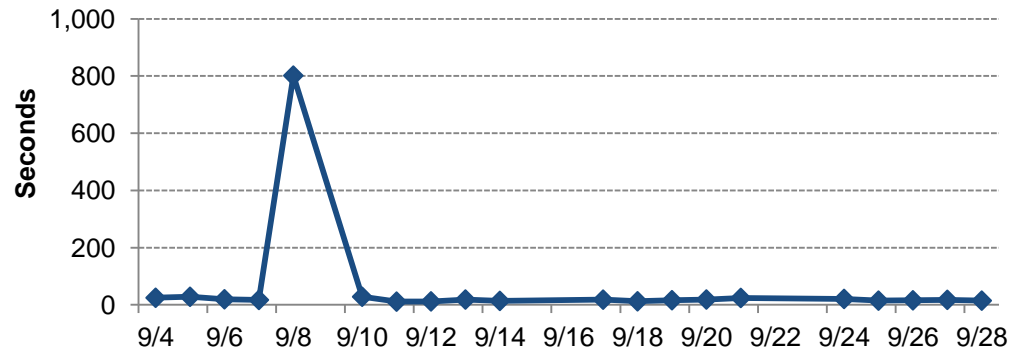
Daily Avg Speed to Answer: February 2013

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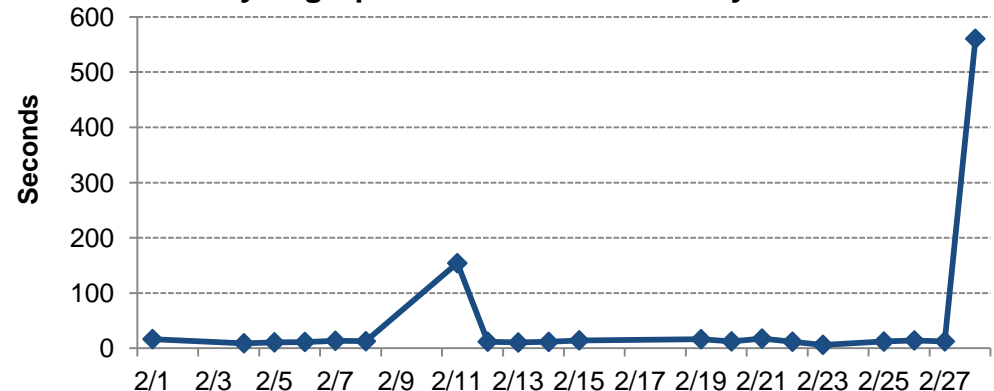
Overview of MC311 Customer Service Center Performance
How the Department Monitors Performance

- Use weekly scorecards to track Individual and Team call metrics
- Review call accuracy throughout the day/week through the use of the Siebel dashboard exception report and a real time error spreadsheet
- Administer monthly Customer Service Excellence Awards program to encourage good work habits
- Monitor calls remotely and review with CSRs; the department will have recording capability by the end of FY13

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Overview of MC311 Customer Service Center Performance Customer Satisfaction Survey

- **This was the first year in which phone and web customers received separate surveys. Total responses were down slightly from the previous survey, but the response rate was up.**

- **About half of all respondents indicated that they have called 311 or visited the web site multiple times; most phone customers called to ask a question, while most web customers visit the site to request a service.**

- **Customers indicate that they are generally satisfied with MC311's phone and web service, but more than 40% of phone customers indicated that they didn't know if the representative resolved their issue, or that the representative did not resolve their issue.**

- **Future customer surveys should be amended to elicit more useful data about phone and web-specific customer experiences.**

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Overview of MC311 Customer Service Center Performance Bi-Annual Customer Survey

- ➢ **Dates Administered:** 1/31/13 – 2/15/13
- ➢ **Distribution Method:** E-mail
- ➢ **Population Included:** Any MC311 Customer Who Provided an Email Address Between 11/15/12 – 12/15/12
- ➢ **Next Survey Administration:** July 2013

This was the first year in which MC311 differentiated between phone and web customers in their survey. This will be regular practice moving forward, allowing MC311 to gauge and compare the performance of the Customer Service Center and Web Portal.

	Responses	Response Rate
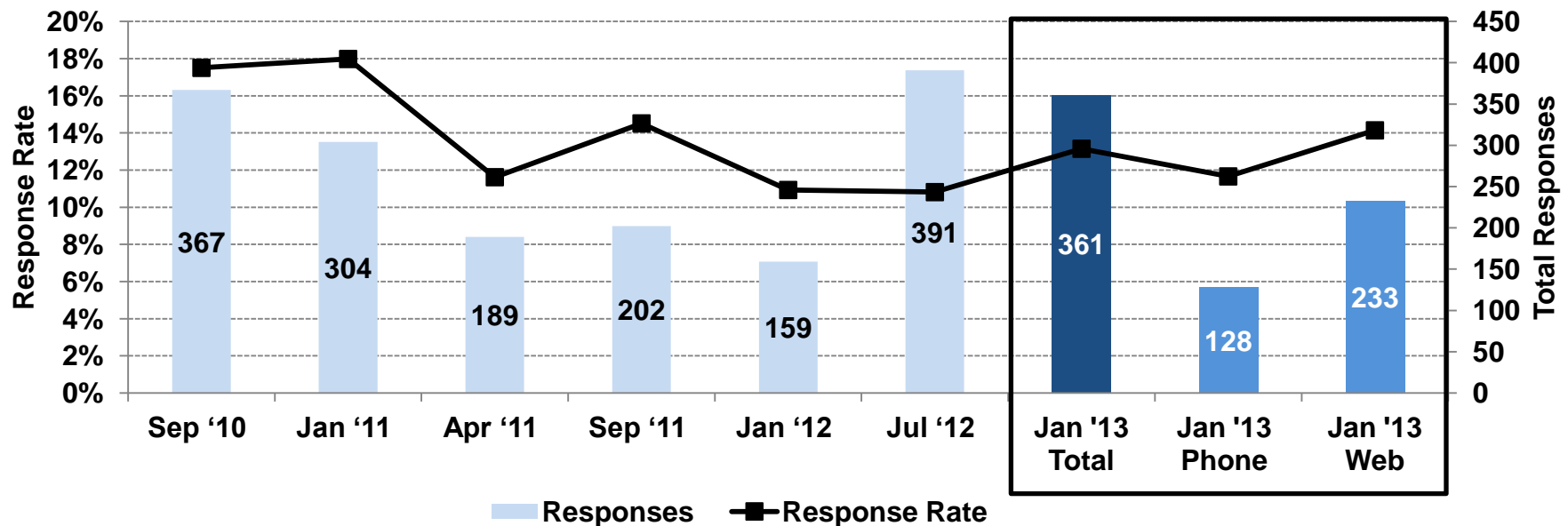
Overview of MC311 Customer Service Center Performance Bi-Annual Customer Survey

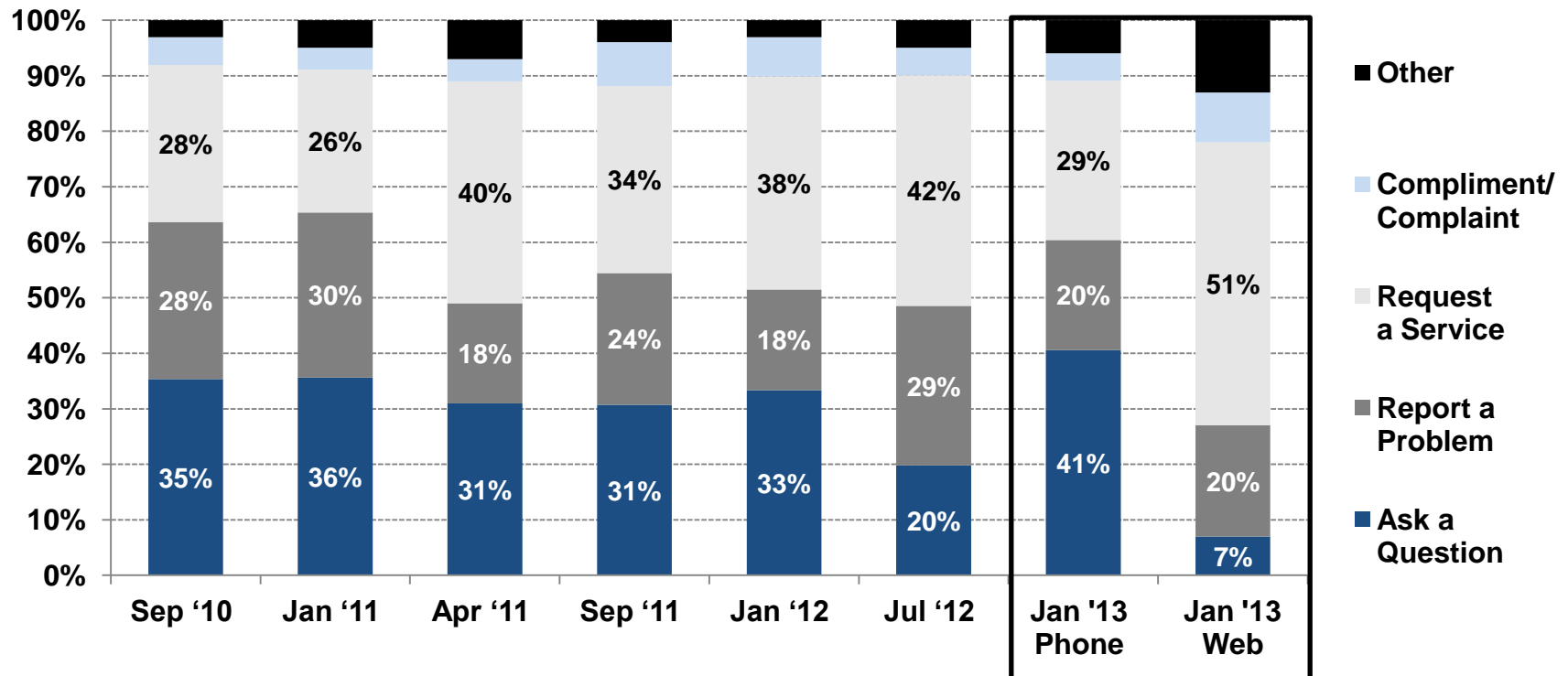How many time in the past three months did you contact the MC311 Customer Service Center/website?
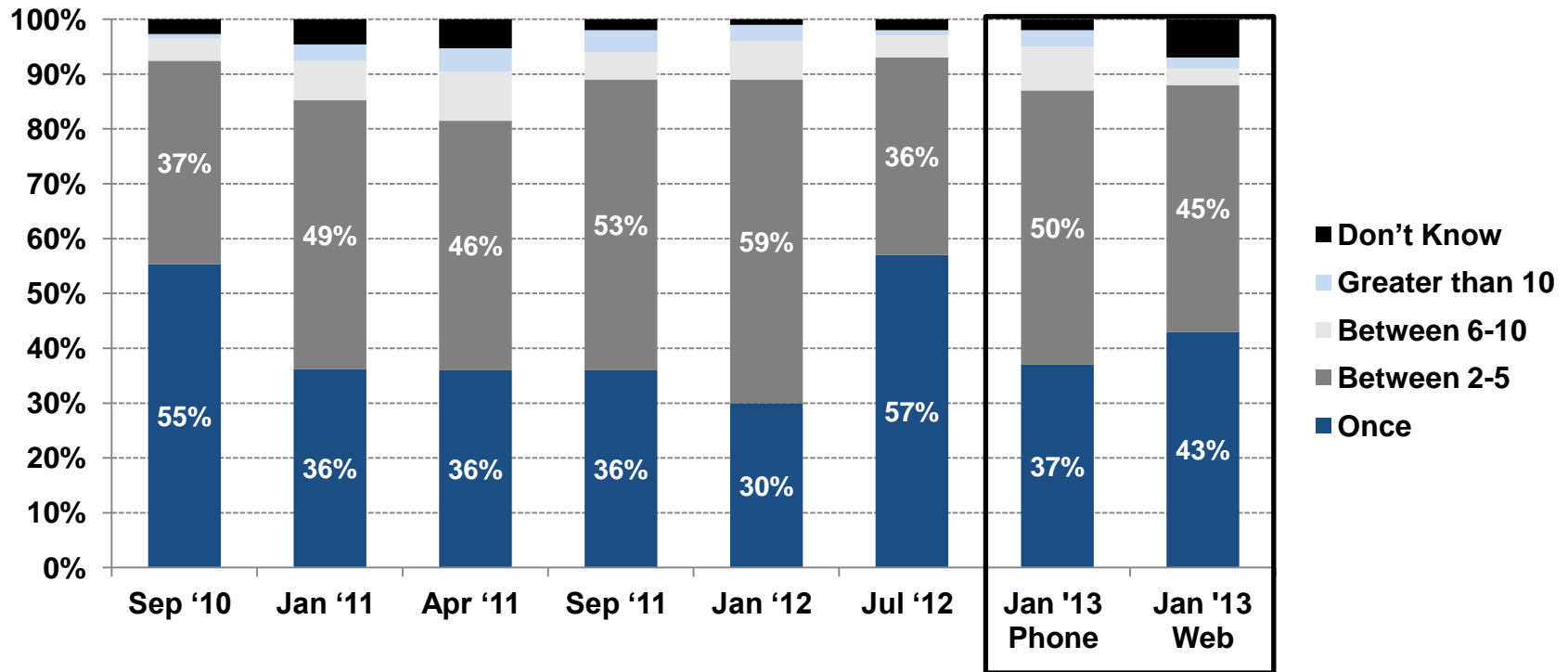
Compared to web customers a higher portion of phone customers are "repeat users" of MC311.

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What was the purpose of your most recent call/visit?

Most phone customers indicated that they contacted MC311 to ask a question, while most web customers indicated that they wanted to request a service.
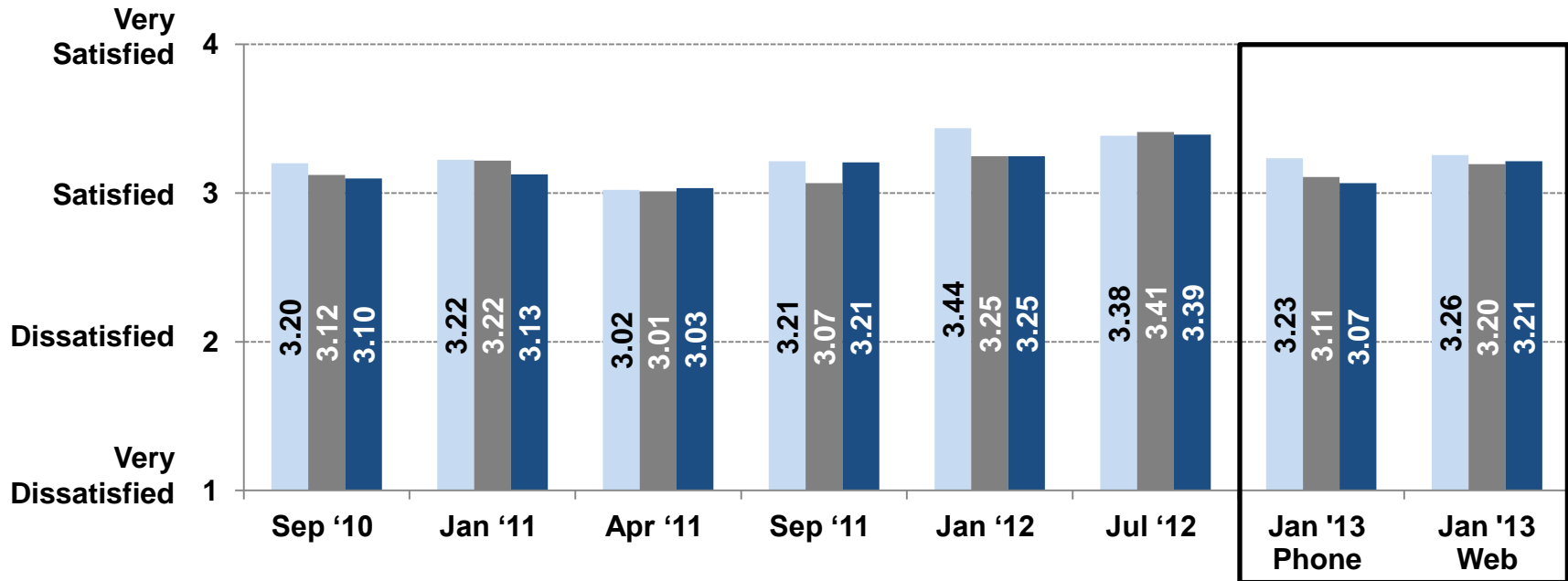
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The time it took to reach a representative / The ease of using the web site

The handling of your call / The ability to find the info you were looking for

Your overall experience during the call / Website visit

|	Sep '10	Jan '11	Apr '11	Sep '11	Jan '12	Jul '12	Jan '13 Phone	Jan '13 Web
Time to reach / ease of web	3.20	3.22	3.02	3.21	3.44	3.38	3.23	3.26
Handling / ability to find	3.12	3.22	3.01	3.07	3.25	3.41	3.11	3.20
Overall experience	3.10	3.13	3.03	3.21	3.25	3.39	3.07	3.21

Overall satisfaction is down from previous survey periods, but surveyed customers are still generally satisfied with their MC311 experiences.

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Phone: Was the Customer Service Representative able to resolve your issue?
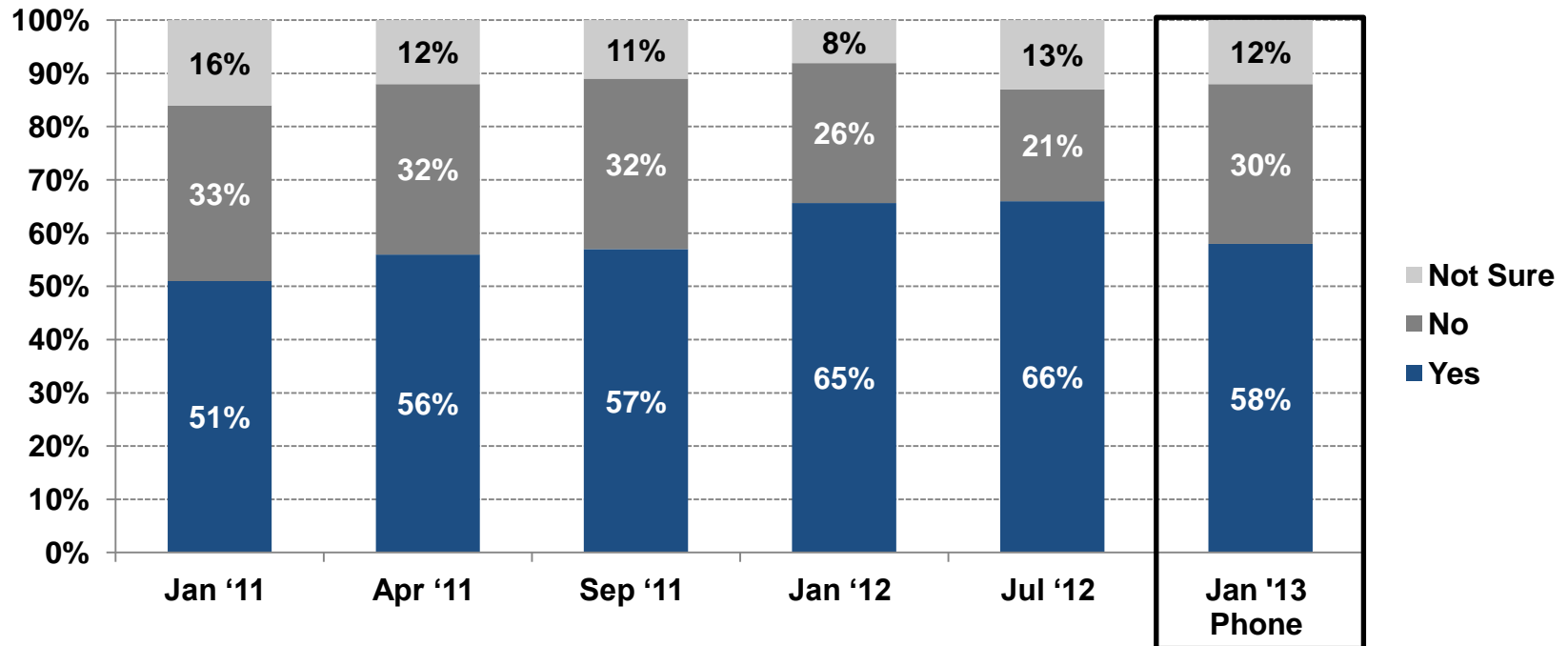
More than 40% of phone customers indicated that they weren't sure or that a customer service representative was not able to resolve their issue.
A similar question was not asked of web customers.

CountyStat Recommendations for Improved Customer Service Center Performance

➢ **Work with CountyStat to develop more useful phone- and web-specific questions for the bi-annual customer survey.**

➢ **Push automatic e-mail notifications when service request has been closed to ensure customers know that their issue has been resolved.**

➢ **Develop baseline metrics to evaluate quality and accuracy of information for general information calls.**

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Wrap-Up and Follow-Up Items