Montgomery County 311
Quarterly Performance Review

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Director Public Information Office

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CountyStat

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**

Agenda

- **MC311 Follow Up Items**
- **MC311 Customer Service Center Utilization**
- **MC311 Performance Measurement**
- **MC311 Service Request Generation**
- **Discussion of MC311 Customer Survey Data**
- **Review of MC311 Storm Operations**

MC311 Follow Up Items

- **Schedule CountyStat session with the Department of Transportation (DOT) to discuss high volume of MC311 calls**

  Status: Complete: Meeting held on January 7th 2011

- **Report on the number of service requests generated online via the MC311 web portal.**

  Status: Complete

July	August	September	October	November	December	January	February
50	153	269	324	317	353	480	1,302

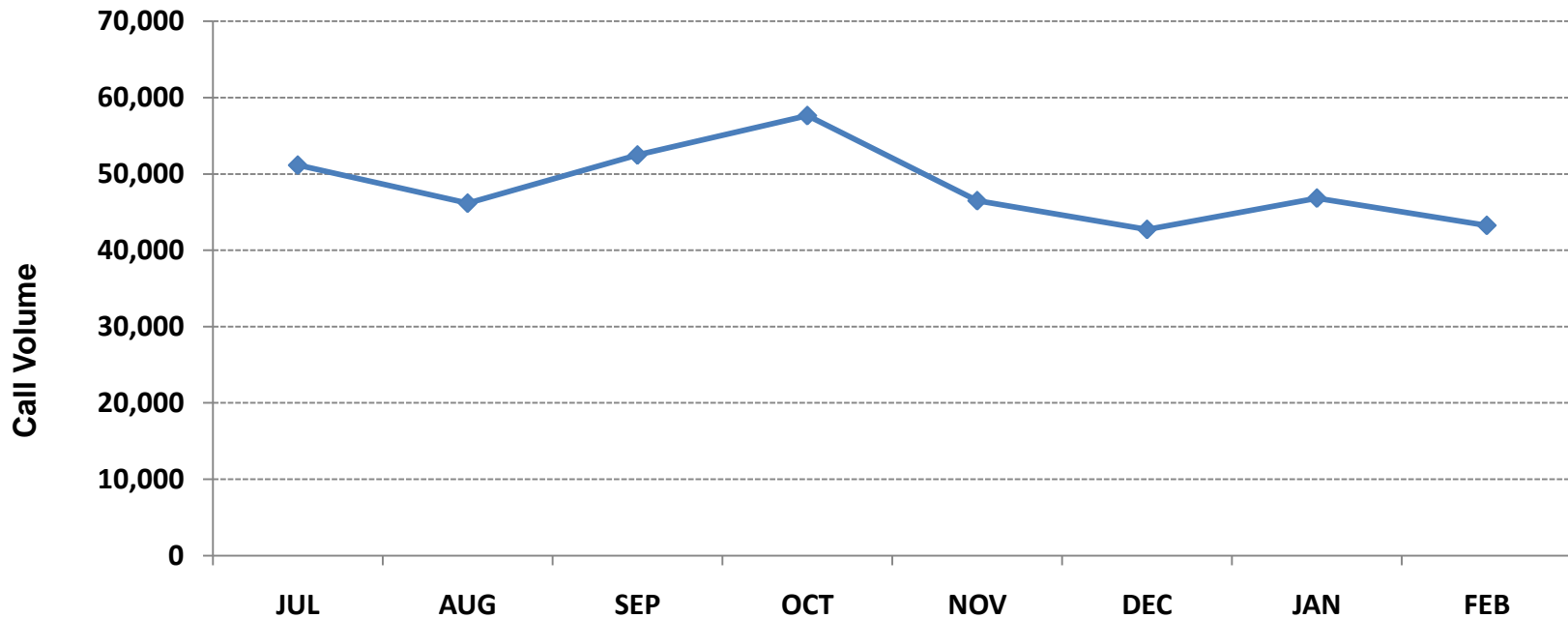- **Include range as well as average values when reporting call statistics.**

  Status: In Process: MC311 instituted a new technological system on March 1st that started collecting this information

MC311 Customer Service Center Utilization:
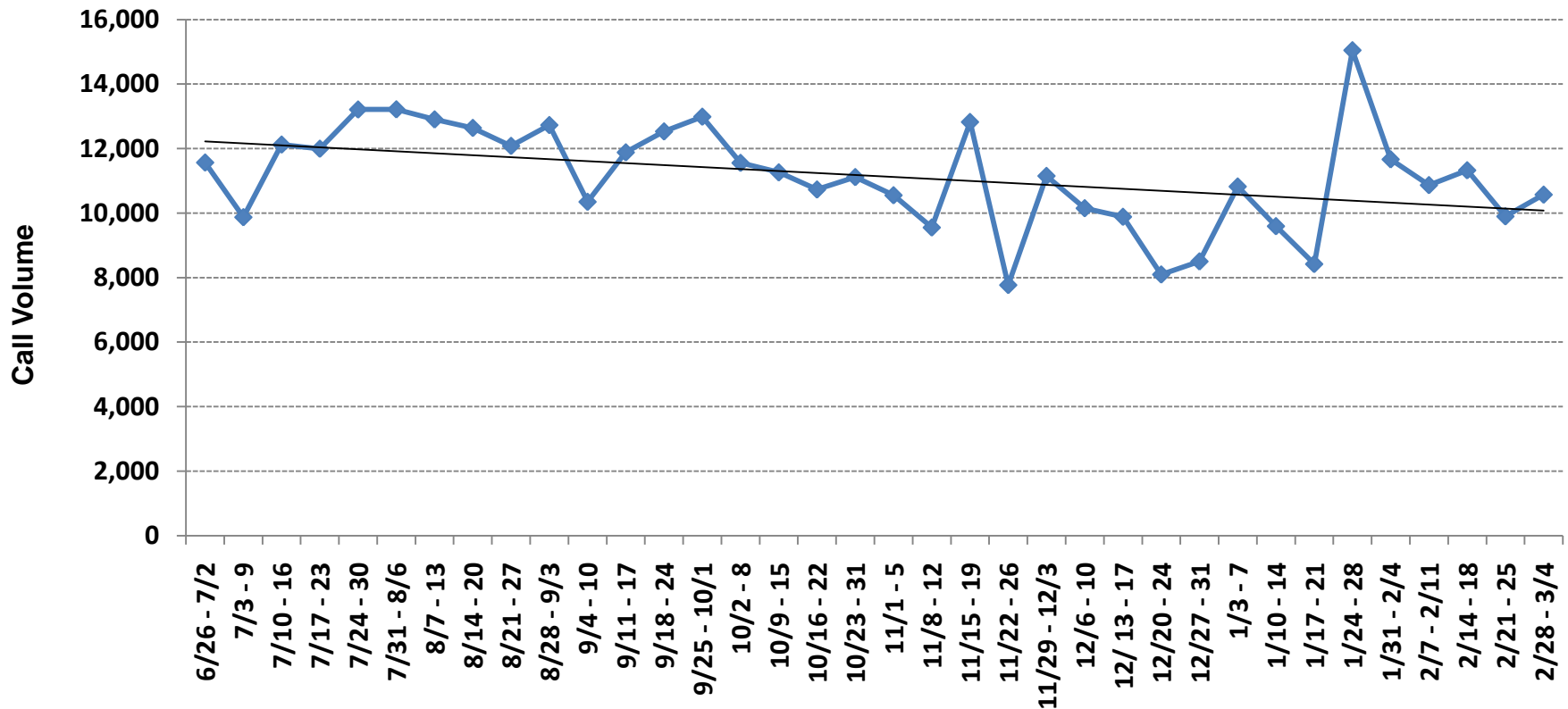## Customer Service Center Call Volume Since Official Launch

Since July, MC311 averaged 48,399 calls a month

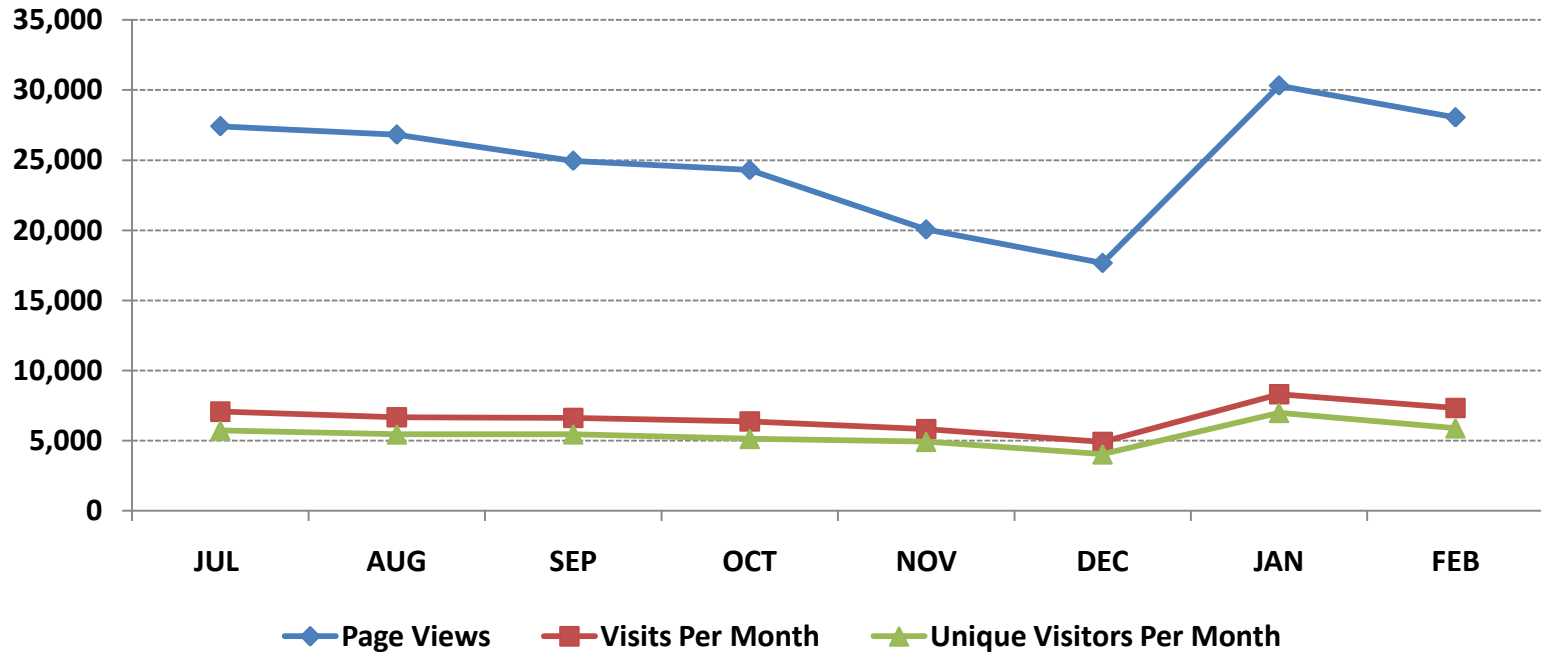| JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245

MC311 Customer Service Center Utilization:
Customer Service Center Weekly Call Volume

MC311 experienced its largest spike in weekly call volume during the major winter storms in late January and overall call volume demonstrates a downward trend

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MC311 Customer Service Center Utilization:
Web Portal Utilization Metrics

Category	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Page views	27,417	26,820	24,954	24,296	20,054	17,667	30,316	28,046
Visits Per Month	7,073	6,674	6,631	6,374	5,822	4,915	8,316	7,328
Unique Visitors Per Month	5,728	5,458	5,465	5,140	4,929	4,038	6,992	5,894

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MC311 Customer Service Center Utilization:
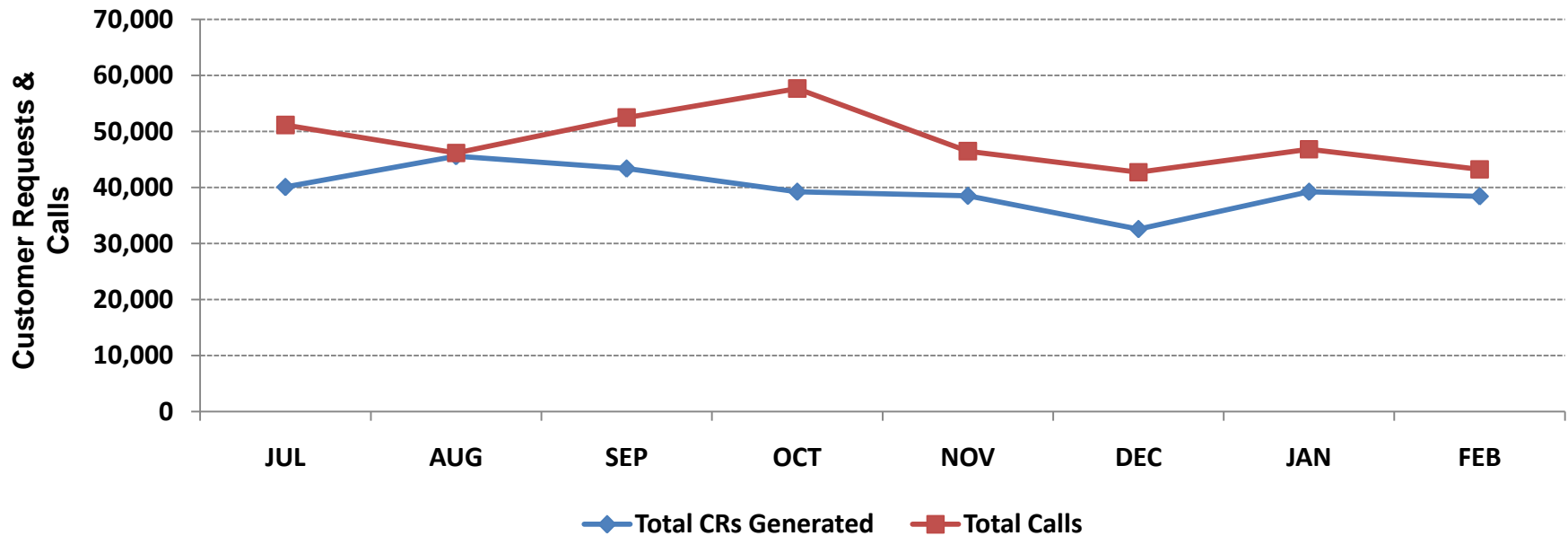## Web Portal Page Views Per Week
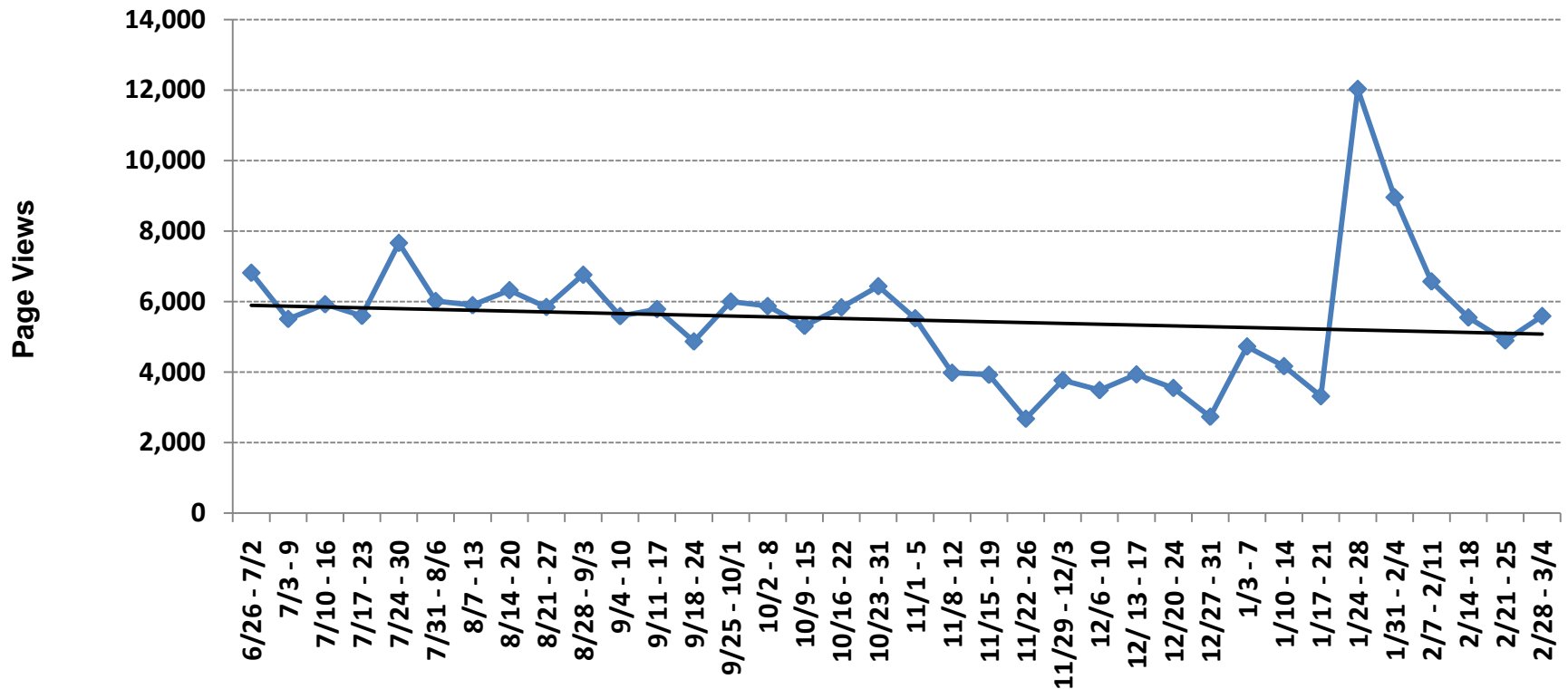
Page Views

Despite the large spike in web portal usage during the major winter storms in late January, page views are showing a downward overall trend

MC311 Customer Requests Generated

Since July, an average of 82% of MC311 calls resulted in the creation of a Customer Request.

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Total CRs Generated	40,084	45,594	43,381	39,241	38,511	32,579	39,236	38,426
Total Calls	51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245
% Calls Resulting in CR	78%	99%	83%	68%	83%	76%	84%	89%

MC311 Customer Requests Generated Weekly

Chart: "MC311 Customer Requests Generated Weekly" — Y-axis: "Customer Requests & Calls" (0 to 16,000). X-axis weekly periods from 6/26 - 7/2 through 2/28 - 3/4. Two series: Call Volume (red) and CR Generation (blue).
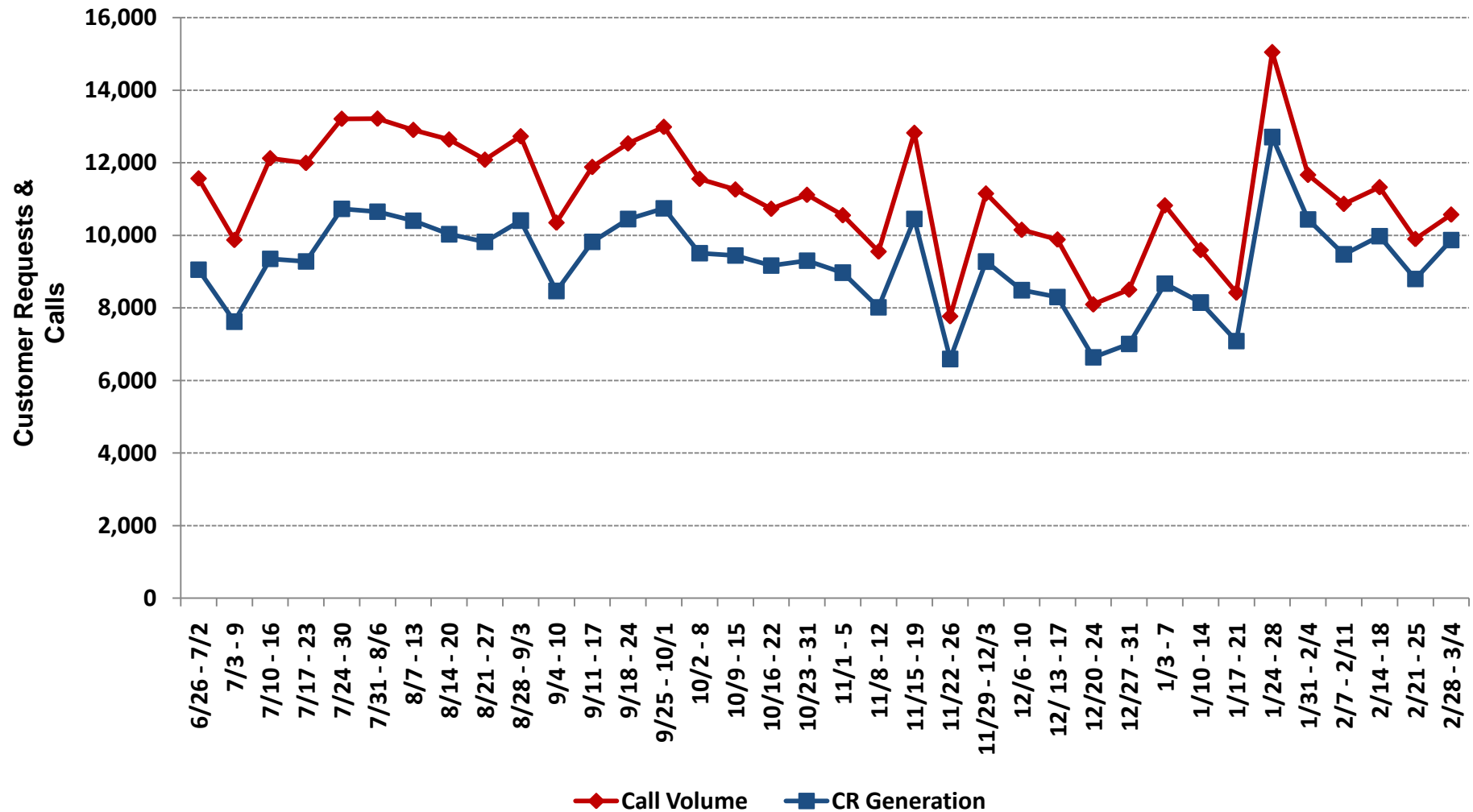
MC311 Customer Service Center Performance:
Call Center Customer Request Performance Metrics

Situations that will cause the number of customer requests to be less than the number of calls taken:
- Call is dropped or caller hangs up after reaching a CSR
- Caller is checking on the status of an existing service request
- Call is an actual emergency and transferred immediately to 911

Category	Goal	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Total Customer Requests Generated	N/A	40,084	45,594	43,381	39,241	38,511	32,579	39,236	38,426
Accuracy Rate	98%	96.31%	97.92%	98.90%	99.54%	99.62%	99.51%	99.51%	99.33%

"Accuracy Rate" is defined by MC311 as: actual rate of Customer Requests with no errors according to stated standards

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MC311 Customer Service Center Utilization:
Percentage of Customers Dialing "311"
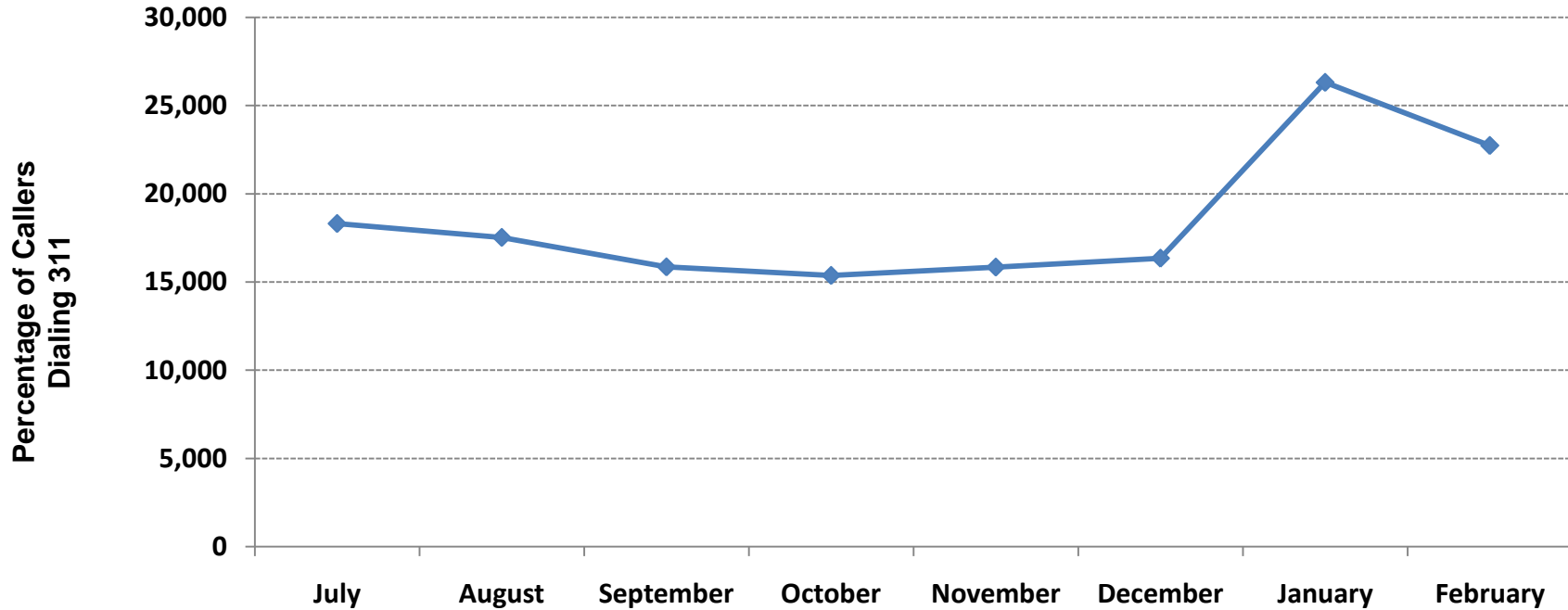
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Dialing "311"	18,319	17,531	15,860	15,376	15,848	16,353	26,321	22,742
"311" Dialed as % of Total	36%	38%	30%	27%	34%	38%	56%	53%

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MC311 Customer Service Center Utilization:
Performance Metrics Defined

Category	Definition
Call Volume	Total # of calls that come in to the phone lines
Call Answer Rate (Average)	Average % of calls that that come into the switch and are answered by a CSR
Abandoned Call Rate (Average)	Average % of calls that come into the switch, but are not answered by a CSR
Scheduled Customer Service Representatives (CSRs)	Total number of CSRs that are scheduled to work on any given day
Actual CSRs	Total number of CSRs who are present and logged into the system
Occupancy Hours (Average)	Average number of hours that a CSR is either taking calls, in after call work or available to take calls.
Average Speed to Answer	Average amount of time it takes to reach a CSR after the Welcome announcement
Average Hold Time	Average amount of time a customer is put on hold during a call
Average Handle Time	Average time it takes a CSR to speak with a customer per call
Average After Call Work	Average Time CSR taking after speaking to a customer before becoming available to work per call
Total Service Requests Generated	Total number of Service Requests created in the MC311 CRM system by a CSR
Accuracy Rate	Actual rate of Service Requests with no errors according to stated standards

MC311 Customer Service Center Performance:
Service Level and Call Handling Performance Metrics

Category	Goal	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Call Volume		51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245
Call Answer Rate (Average)	95%	97.5%	98.1%	97.8%	97.7%	97.7%	97.4%	95.5%	96.5%
Abandoned Call Rate (Average)	5%	2.5%	1.9%	2.2%	2.3%	2.3%	2.6%	4.5%	3.5%
Average Speed to Answer	0:20	0:15	0:13	0:11	0:09	0:17	0:13	0:34	0:18
Average Hold Time	0:30	0:43	0:43	0:46	0:45	0:34	0:33	0:35	0:36
Average Handle Time	2:30	3:08	3:09	3:06	3:07	1:44	1:35	1:35	1:39
Average After Call Work	1:30	1:19	1:14	1:15	1:12	0:54	1:10	1:30	0:59

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MC311 Customer Service Center Performance:
Initial Call Metric Range Findings – Early March

Range of Average Speed to Answer

Seconds	# Calls
Total	13751
0-10	10419
11-25	2703
26-60	486
61-120	99
121-140	7
141-220	21
221-280	5
281-320	1
321-420	0
421+	10

Range of Average Hold Time

Minutes	# Calls
Total	100
0:00 - 0:30	57
0:31 - 1:00	12
1:01 - 1:30	14
1:31 - 2:00	3
2:00 - 2:30	4
2:31 - 3:00	1
3:01 - 3:30	2
3:31 - 4:00	3
4:01 - 4:30	1
4:31 +	3

Range of Average Handle Time

Minutes	# Calls
Total	100
0:00 - 1:00	34
1:01 - 2:00	21
2:01 - 2:30	9
2:31 - 3:00	6
3:01 - 3:30	8
3:31 - 4:00	3
4:01 - 4:30	6
4:31 - 5:00	6
5:31+	7

Range of Average After Call Work

Minutes	# Calls
Total	100
0:00 - 0:30	34
0:31 - 1:00	28
1:01 - 1:30	13
1:31 - 2:00	6
2:01 - 2:30	5
2:31 - 3:00	4
3:01 - 3:30	1
3:31 - 4:00	1
4:01+	8

With the installation of a new system, MC311 can now track call taking metrics by range in order to identify areas for improvement

MC311 Customer Service Center Performance:
Occupancy/ Internal Operations Performance Metrics

| Category	Goal	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Scheduled Customer Service Representatives (CSRs)	N/A	1131	1106	1092	1004	736	917	936	865
Actual CSRs	N/A	1056	1047	984	973	700	865	870	813
CSR Attendance Rate	N/A	91.2%	90.9%	92.8%	96.6%	90.7%	92.8%	87.5%	97.7%
Occupancy Hours (Average)	7.25 Hours	5:40:59	7:27:32	7:33:58	7:24:47	7:53:14	8:08:18	7:58:18	7:34:17

MC311 continually evaluates a number of staffing lessons learned that will guide future operations.

All averages are weighted.   Occupancy hours are adjusted to remove scheduled and unscheduled break time.

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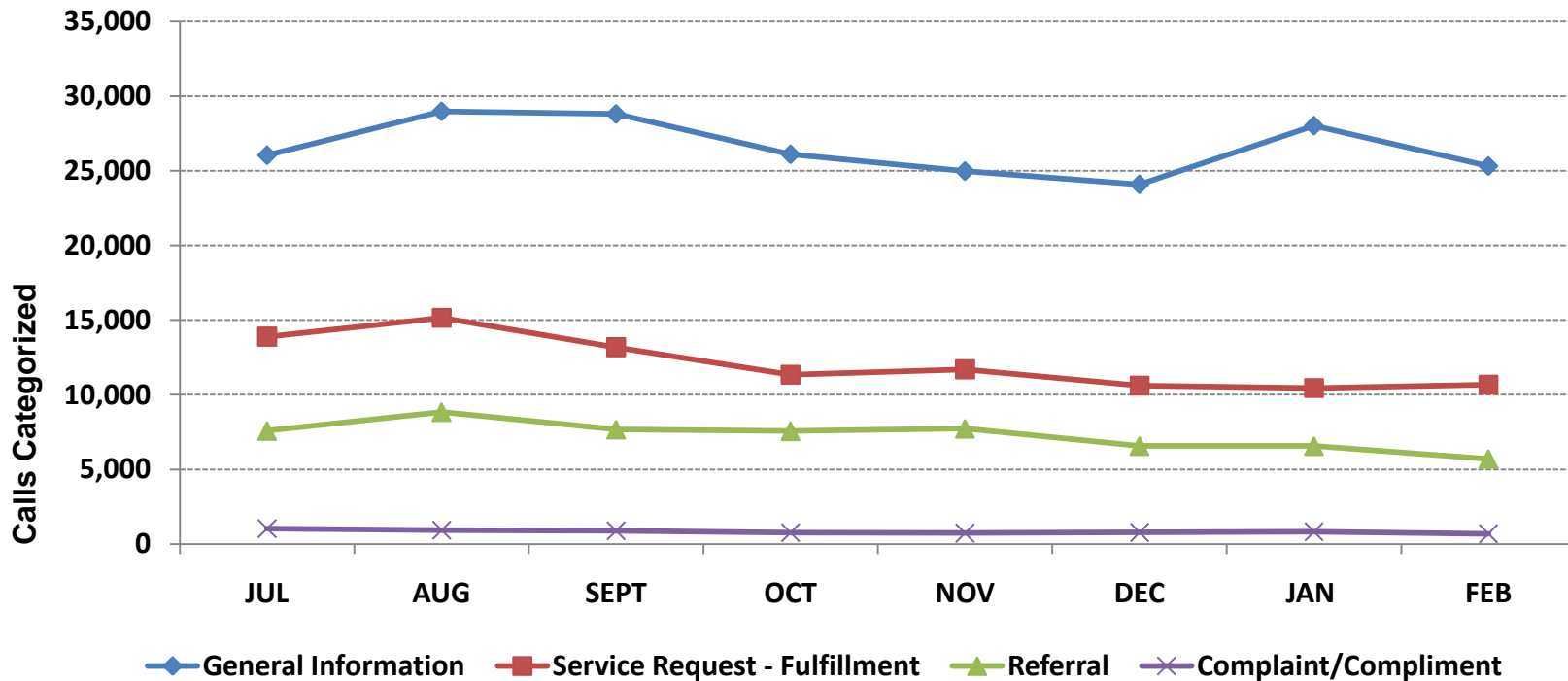# MC311 Customer Service Center Performance:
Weekly CSR Attendance Rate
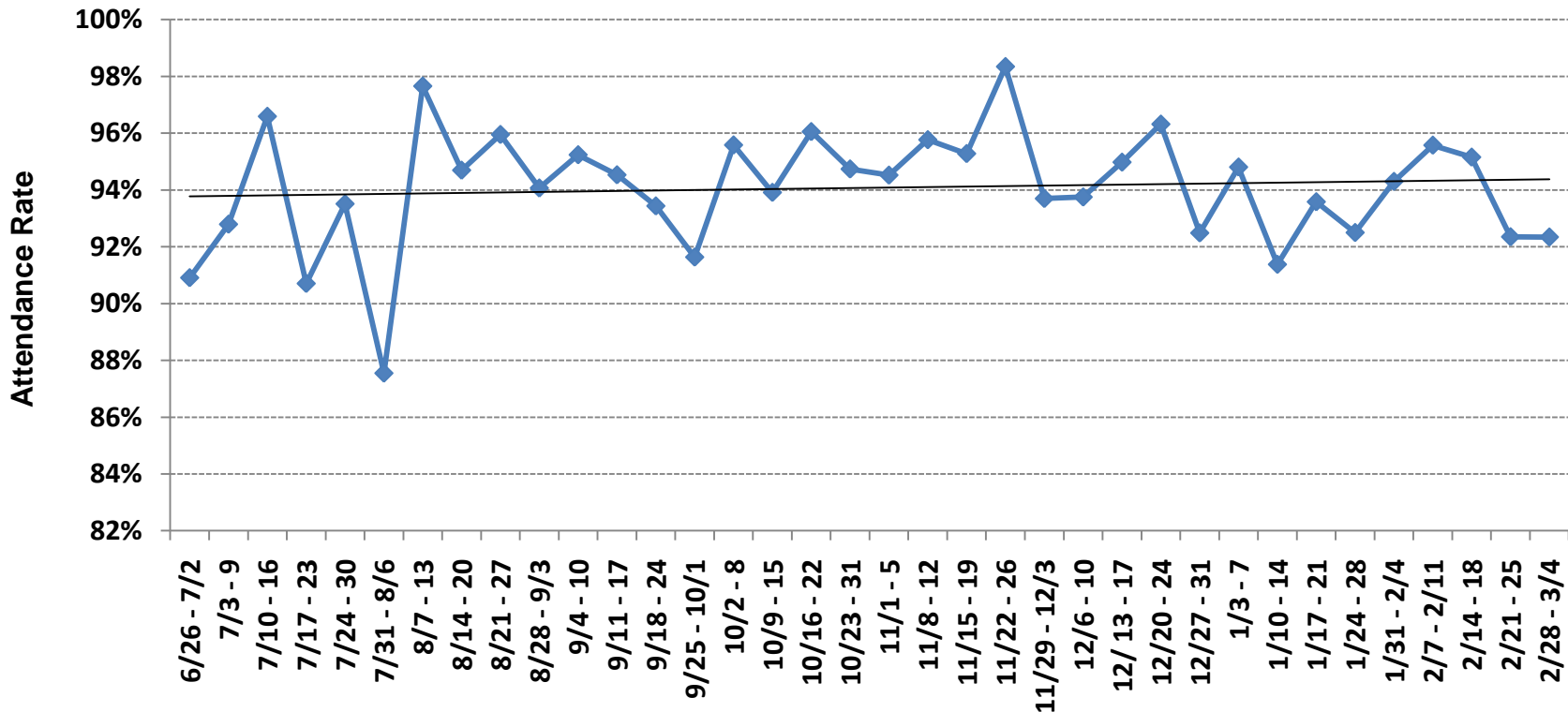
MC311 CSR attendance averaged 94.07% on a weekly basis and demonstrates a slight upward trend with a max of 98.34%, a min of 87.55% and a standard deviation of 2.1%

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MC311 Customer Service Center Call Types:
Intake Category Statistics

Customer Request Type	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB
General Information	26,039	28,975	28,801	26,099	24,972	24,080	28,017	25,309
Service Request - Fulfillment	13,890	15,144	13,183	11,346	11,703	10,617	10,443	10,672
Referral	7,588	8,850	7,678	7,565	7,732	6,574	6,571	5,706
Complaint/Compliment	1,034	939	897	759	738	778	829	693

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Top 25 Solution Areas From July Through February

Organization Name	Solution Name	# of CR	Rank
DOT	Ride On bus trip planning/location/status/scheduled arrival time	33,779	1
PIO	Directory Assistance	17,826	2
FIN	Requests to discuss property tax bill	17,396	3
DEP	Bulk trash pickup	16,478	4
DEP	Bulk Trash Pick-Up Request	12,036	5
DEP	Scrap Metal Pick-Up Request	12,027	6
DEP	Bin Request - New (Recycling)	10,839	7
PIO	Hang Up or Dropped Call	9,937	8
DEP	Unacceptable for Collection (For Use by SWS Field Staff Only)	5,164	9
Non-MCG	Requests to discuss property tax bill/assessment/credits	4,870	10
DPS	Schedule DPS Building Construction Related Permitting Inspections	4,778	11
Non-MCG	MANNA Food Center Referral	4,241	12
FIN	Information printed on the tax bill	3,935	13

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Top 25 Solution Areas From July Through February

Organization Name	Solution Name	# of CR	Rank
DPS	Contacting a Zoning Specialist	3,446	14
DPS	Name and telephone number of DPS building inspector	3,356	15
DOT	Ride On complaint - Service	3,199	16
DPS	Building & Construction Services	3,021	17
DHCA	Landlord Tenant (LT) complaints, disputes or issues	2,814	18
FIN	Personal Property Tax Billing	2,496	19
DEP	Disposal or recycling of scrap metal	2,398	20
DHCA	Housing Complaints	2,368	21
Non-MCG	Non-MCG Solution Not Found	2,178	22
DEP	Blue Bin	2,108	23
DEP	Request collection of scrap metal items from a residential property	2,079	24
Non-MCG	MANNA Food Center	1,915	25

Discussion of MC311 Customer Survey Data

- **Dates Administered**: 1/31/11- 2/16/11

- **Distribution Method:** Email

- **Population Included:** Any MC311 Customer Who Provided an Email Address Between 10/15 – 1/15

- **Next Survey Administration:** Late April

Final Survey Completion Statistics	9 / 2010 Survey		1 / 2011 Survey	
	Total	**Percent**	**Total**	**Percent**
Population Sent To:	2,097	N/A	1,691	N/A
Less Email Bounces:	173	8.2%	111	6.6%
Population Receiving Survey Email:	1,924	91.8%	1,580	93.4%
Total Responses (includes Opt Outs):	**367**	**19.1%**	**304**	**19.2%**
Request Opt Outs:	27	1.4%	30	1.8%

MC311 will continue to conduct customer service satisfaction surveys on a quarterly basis that will serve for the basis of comparative analysis and guide operational decision making practices

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Discussion of Initial MC311 Customer Survey Data:
MC311 Customer Self Identification Variables

How many times in the past month did you contact the MC311 Customer Service Center by either dialing 311, 240-777-0311 or one of the 26 other department numbers that now come to 311?

	September 2010		January 2011	
	Response Percent	**Response Count**	**Response Percent**	**Response Count**
Once	55.3%	203	36.2%	110
Between 2-5	37.1%	136	49.0%	149
Between 6-10	4.1%	15	7.2%	22
Greater Than 10	0.8%	3	3.0%	9
Don't Know	2.7%	10	4.6%	14

Since the last survey, participants indicate that they are using MC311 on more than one occasion at a 19% higher rate than previously.

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Discussion of Initial MC311 Customer Survey Data:
MC311 Customer Self Identification Variables

Regarding your most recent call, what was the purpose of the call?				
	September 2010		January 2011	
	Response Percent	Response Count	Response Percent	Response Count
Ask a Question	34.9%	128	35.5%	108
Report a Problem	28.1%	103	30.3%	92
Request Services	28.3%	104	26.0%	79
Compliment/Complaint	5.4%	20	3.6%	11
Other	3.3%	12	4.6%	14

Since the last survey, there is little change in the purpose of customer calls.

Discussion of Initial MC311 Customer Survey Data:
MC311 Customer Satisfaction

Please rate your level of satisfaction with the following for your most recent contact to the MC311 Customer Service Center:

		Extremely Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Extremely Dissatisfied	Response Count
The time it took to reach a representative	September 10	38%	39%	10%	6%	7%	366
	January 11	35%	42%	11%	8%	4%	297
The handling of your call	September 10	41%	31%	9%	8%	11%	349
	January 11	31%	41%	10%	11%	7%	287
Your overall experience during the call	September 10	40%	31%	9%	9%	11%	349
	January 11	31%	40%	13%	11%	6%	287

71.1% of the survey participants rated their overall MC311 experience during the call as satisfactory or better.
This is an increase of 0.1% from last period.

Discussion of Initial MC311 Customer Survey Data:
MC311 Call Service Representative Ratings

	Was the Customer Service Representative able to resolve your issue without transferring the phone call?		Was the Customer Service Representative able to resolve your issue?	
	September 2010		January 2011	
	Response Percent	Response Count	Response Percent	Response Count
Yes	42.5%	156	51.3%	156
No	43.3%	159	32.6%	99
Not Sure	14.2%	52	16.1%	49

The wording of this survey question was changed for the January survey. Future analysis will use these new questions as the basis for analysis.

Discussion of Initial MC311 Customer Survey Data:
MC311 Call Service Representative Ratings

	Was the person that you were directed to able to resolve your issue?		Was your issue resolved by the responsible department?	
	September 2010		January 2011	
	Response Percent	Response Count	Response Percent	Response Count
Yes	41.8%	66	25.3%	25
No	47.5%	75	63.6%	63
Not Sure	10.8%	17	11.1%	11

The wording of this survey question was changed for the January survey. Future analysis will use these new questions as the basis for analysis.

MC311 Winter Storm Response Operational Overview

Customer Service Center Operations

- MC311 CSC activated 24/7 storm response support operations Wednesday, January 26

- 24/7 operation ended at 7:00 pm on Friday, January 27

- MC311 open for trash/recycling slide and storm related calls from 7:00 am to 3:30 pm on Saturday, January 29

PEPCO Service Complaints

- 311 worked with Office of Consumer Protection to develop a Knowledge Base Article for "Pepco Service Complaints". Available online and by calling 311

- Provided Pepco outage number and opportunity to participate in the online survey created by County Executive Ike Leggett's Work Group designed to obtain information on how the public views Pepco's service

- Provided information on how to submit written comments to the Pepco Work Group and how to submit a service complaint to the Public Service Commission

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Review of MC311 Winter Storm Response Customer Request Generation

> **MC311 handled 13,447 calls from January 26th through – January 31st**

- **Typically about 8,000 during same time frame (Wed – Mon)**
- **Transit-related: 2,474 (870 on 1/26)**
  - Late/missed bus (2,098)
  - Hours of operation (380)
- **Downed trees: 1,615**
  - Trees or limbs blocking roadways (782)
  - Trees or limbs fallen, non-emergency (708)
  - County tree or limb on car or house (125)
- **Snow removal-related: 1,161**
  - Unplowed or missed streets (884)
  - Street not showing up as County-maintained in Snow Map (149)
  - Un-shoveled sidewalks (128)
- **Solid Waste Services Holiday Collection Schedule: 218**

MC311 Winter Storm Response Web Portal Utilization

	1/26 – 1/31/2011	Average Wed - Mon
Page views	13,715	4,739
Visits per day	3,071	1,210
Unique visits per day	3,484	1,381

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MC311 Areas of Current and Future Focus

Customer Service Center (CSC)

- Continue to streamline CSC operations and capture efficiencies by identifying "broken" business processes, such as Manna referrals and DOT swivels

- Continue to cross train additional CSRs specific systems in order to "flatten" operation

- Continue to work with Departments to adequately status service requests to provide the customer with status update

- Define minimum staffing levels and re-evaluate staffing requirements in order to determine the CSC's ability to consume additional workload, i.e., FIN, OHR, etc.

- Develop a strategic training plan for operations

- Effectively manage a unique, highly structured operation within County Government while maintaining a productive relationship with union membership and leadership

- Ongoing requirement for additional telecom expertise and resourcing

MC311 Areas of Current and Future Focus

Program Management Office (PMO)

- Continue work with using Departments to reengineer broken and inefficient business processes

- Continue work with OHR on business process reengineering and customer intake

- Develop a strategic plan for the consumption of additional numbers and workload

- Launch "Spring" marketing campaign which will advertise contacting 3-1-1 directly

- Rolling-off existing team of contractors. In the process of finalizing task orders for application support to continue system application improvements, break-fixes, and elimination of "swivel", i.e., eProperty, Snow Map, etc.

- Prepare for organizational or structural changes resulting from the passage of new legislation and budget finalization

- Prototype ability to stand-up a "mobile" unit outside the Rockville core

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CountyStat Observations on MC311 Data Reporting

- CountyStat continues to work with MC311 to identify opportunities to shape overall ERP performance reporting efforts

- MC311 has replaced numerous legacy systems with integrated CRM systems which will streamline back office processes and performance reporting.

  Examples include:
  - DOT Highway Service Request Application
  - DOT Highway Leaf Application
  - DOT Transit Complaint Database *(After CountyStat Session)*
  - DHCA Online Complaint Intake *(After CountyStat Session)*
  - DEP OSCAR

- Montgomery County has existing "canned" reporting functionality but lacks the long-term technical support, at the enterprise level, for the ongoing creation, utilization, and maintenance of departmental performance dashboards

Wrap-Up and Follow-Up Items