Montgomery County 311
Semi-Annual Performance Review

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Director Public Information Office

March 30th , 2011

CountyStat

CountyStat Principles

- **Require Data-Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

Agenda

- **Status of Follow-Up Items**

- **MC311 Customer Service Center Utilization**

- **MC311 Performance Measurement**

- **Discussion of MC311 Customer Survey Data**

- **Areas of Current and Future Focus**

- **Next Steps / Follow Up Items**

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Meeting Goals

- **Meeting Goals:**
  - Examine results of the ongoing monitoring of MC311 operations to determine if the project is achieving operational efficiency and effectiveness.

- **How we measure success:**
  - Comparison of performance measures to previous results will determine if operations are improving, maintaining, or declining

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Status of Follow-Up Items

- **Evaluate the potential of re-directing residents to MC311 rather than the Department of Permitting Service's IVR system (#240-777-6210).**

  - MC311 met with DPS and determined that re-directing residents to MC311 rather than the Department of Permitting Services' IVR system will not improve customer service.

Complete

- **MC311 should refine their existing adhoc internal performance data reporting system to ensure better accuracy.**
  - MC311 addressed with Release 2.8 CSC Performance Dashboards on March 26, 2012.

Complete

- **MC311 should work with CountyStat to develop a dashboard, accessible by all departments, which provides real-time service-level agreement aging reports.**

  - Currently in progress, funded through June 30th.

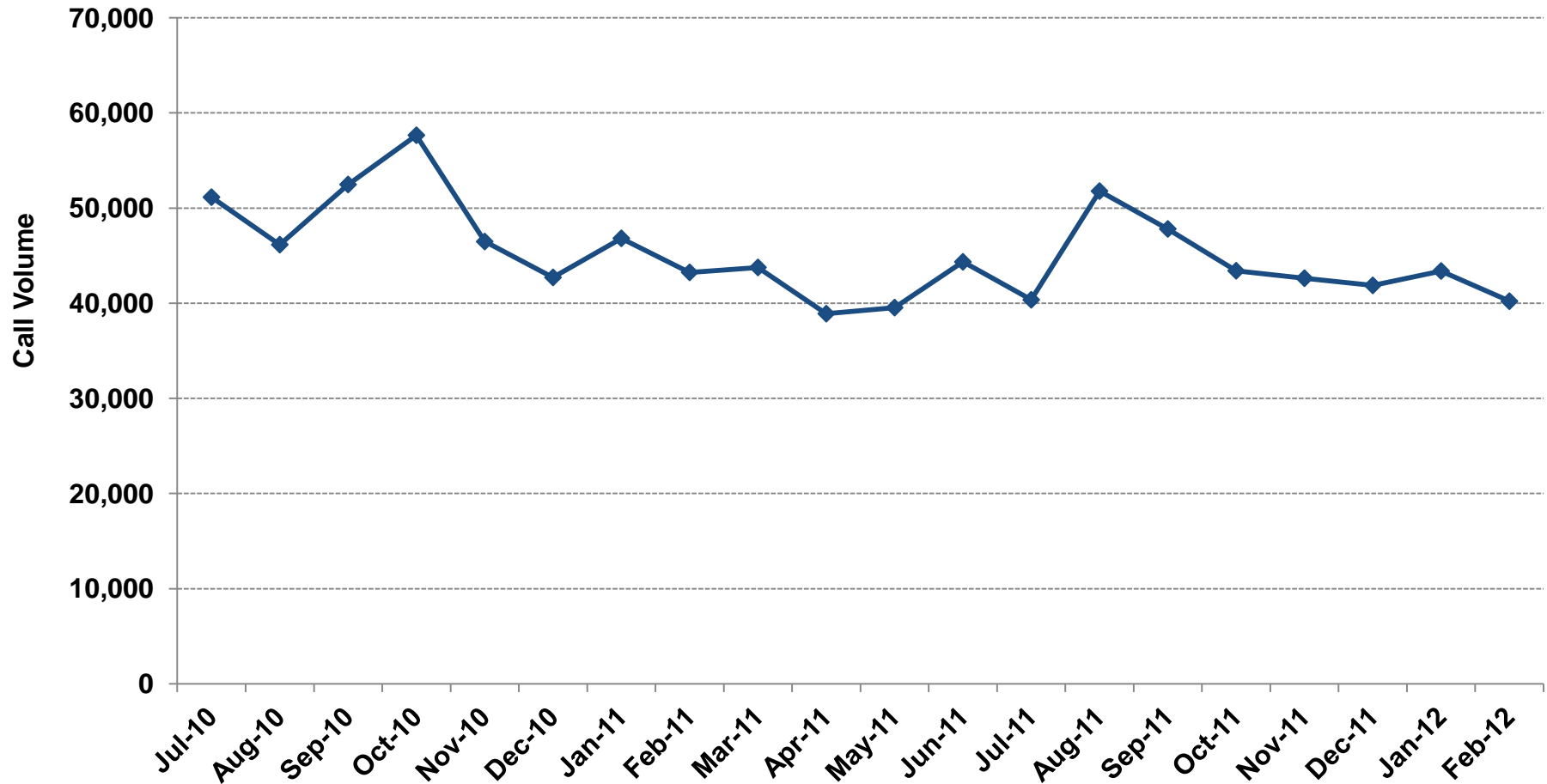**In Progress**

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

MC311 Performance Review
    6
    03/30/12

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

Since July 2010, MC311 averaged 45,364 calls a month.

Comparison of September through February to the same time last year, demonstrates a -9.5% decrease in call volume.
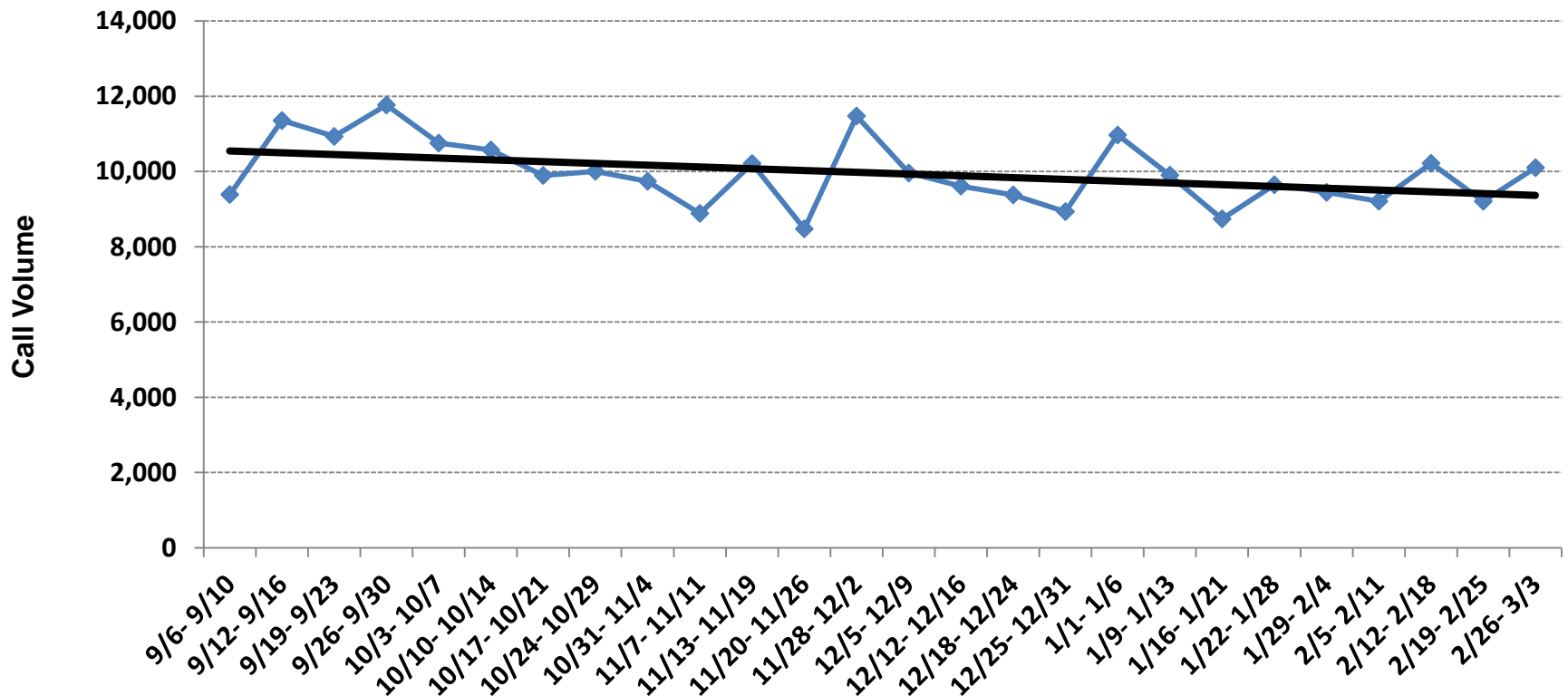
Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245	43,763	38,902	39,539	44,350

Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12
40,362	51,785	47,809	43,411	42,630	41,877	43,388	40,214

MC311 Customer Service Center Utilization:
Customer Service Center Weekly Call Volume Sep. to Feb.

MC311 experienced its largest spike in weekly call volume during the early January and overall call volume demonstrates a steady but slightly downward trend

*First two workdays in September are replaced by two days in March

MC311 Customer Language Usage Analysis

Spanish language Usage Mar 2011 – Feb 2012

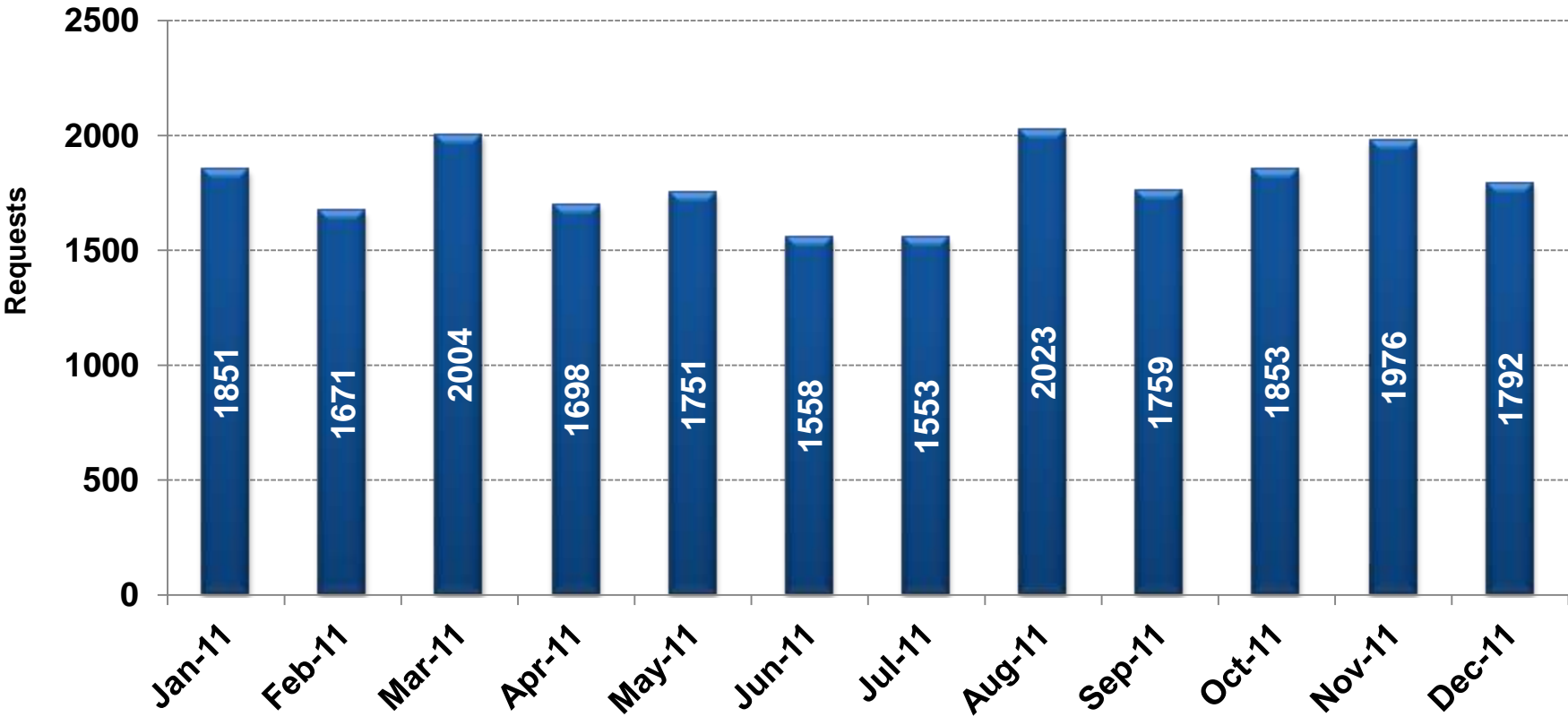| Language	Customer Service Center	Language Line	Total Calls	% Total Calls
English	476,158	N/A	476,158	**95.64%**
Spanish	19,355	2,114	21,469	**4.31%**
Other	N/A	255	255	**0.05%**
TOTAL CALLS	**495,513**	**2,369**	**497,882**	

MC311 Observations:

- Almost all callers comfortable speaking English – 96%

- Spanish most common non-English language requested by far

- Spanish Language calls are 4% of total

- Most Spanish calls handled by CSC – 89%

- All Spanish calls prompted by caller during welcome message

- Language Line used for less than 0.5% of all calls

MC311 Customer Language Usage Analysis

Callers Requesting Spanish Language - Monthly Trend

Bar chart with y-axis labeled "Requests" ranging from 0 to 2500:

Month	Requests
Jan-11	1851
Feb-11	1671
Mar-11	2004
Apr-11	1698
May-11	1751
Jun-11	1558
Jul-11	1553
Aug-11	2023
Sep-11	1759
Oct-11	1853
Nov-11	1976
Dec-11	1792

Spanish language requests spiked in August after promotional efforts in Summer 2011

MC311 Customer Service Center Utilization:
Percentage of Customers Dialing "311"
Opposed to Legacy Phone Numbers
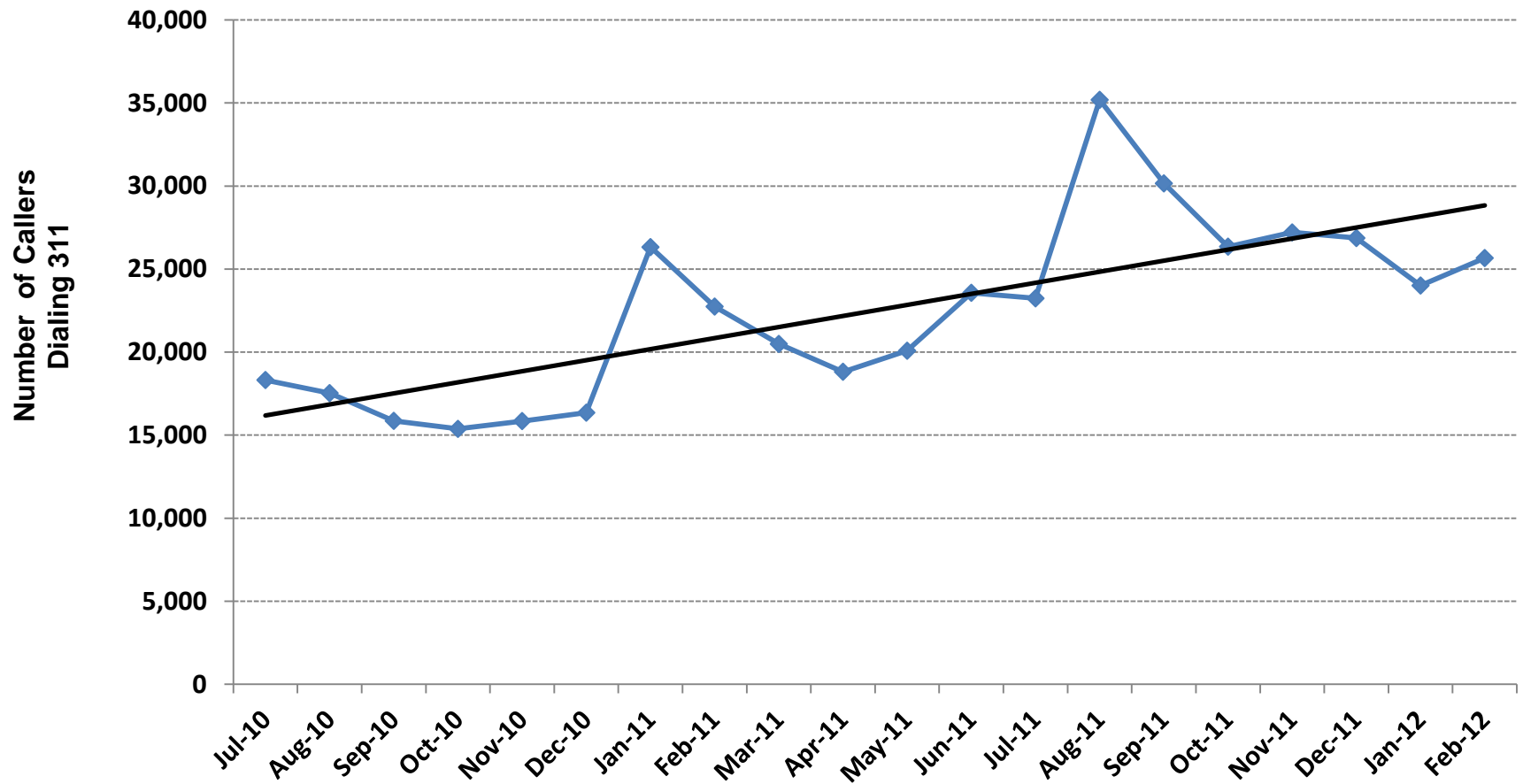
MC311 Customer Service Center Utilization:
Percentage of Customers Dialing "311" Opposed to Legacy Phone Numbers

Since July 2010, on average, 50% of all calls are directly to "311".

Comparison of September through February to the same time last year, demonstrates a 52.5% increase in direct 311 calls.

Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
36%	38%	30%	27%	34%	38%	56%	53%	47%	48%	51%	53%

Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12
58%	68%	63%	61%	64%	64%	52%	64%

MC311 Customer Service Center Utilization:
Web Portal Utilization Metrics
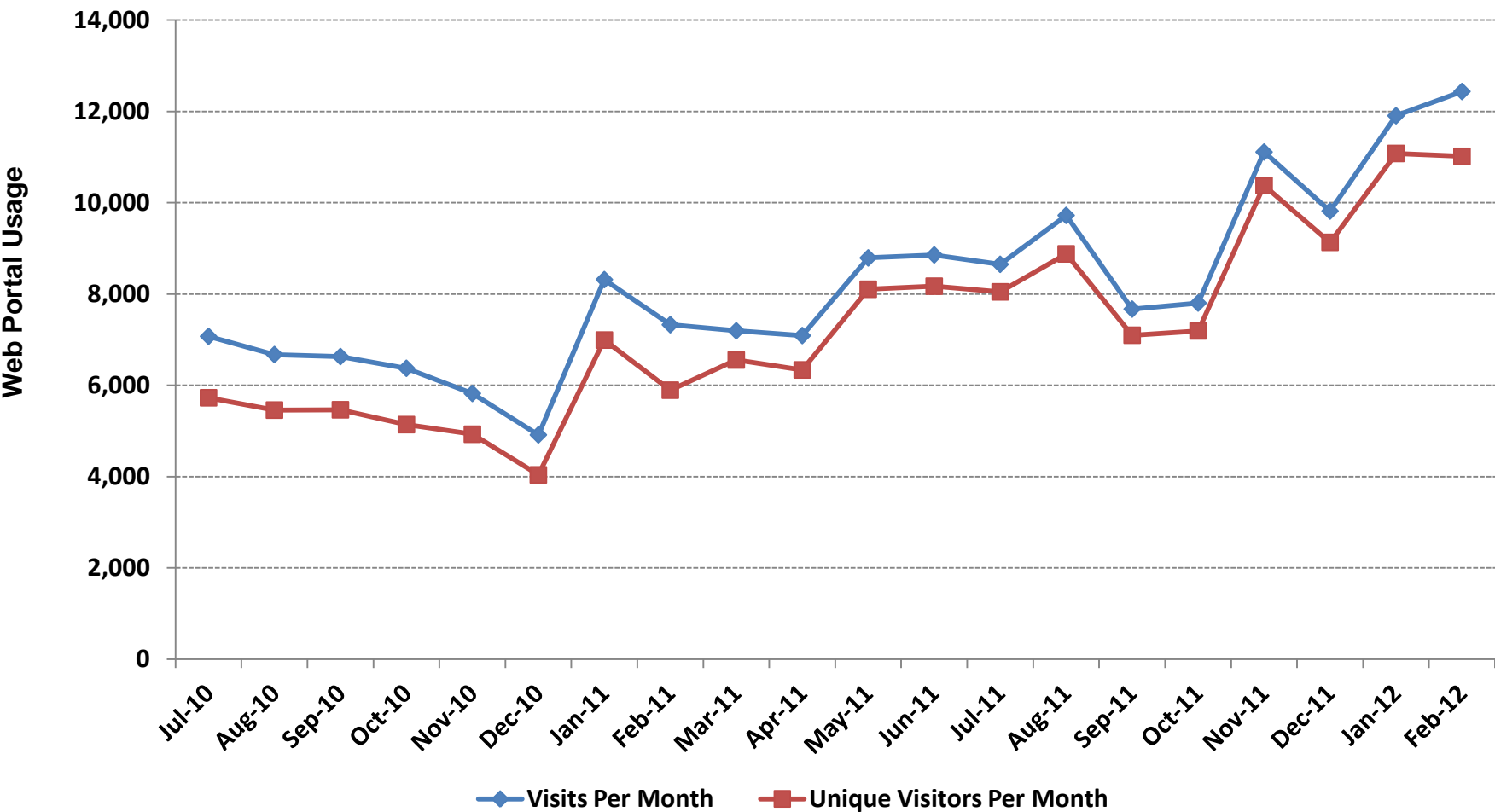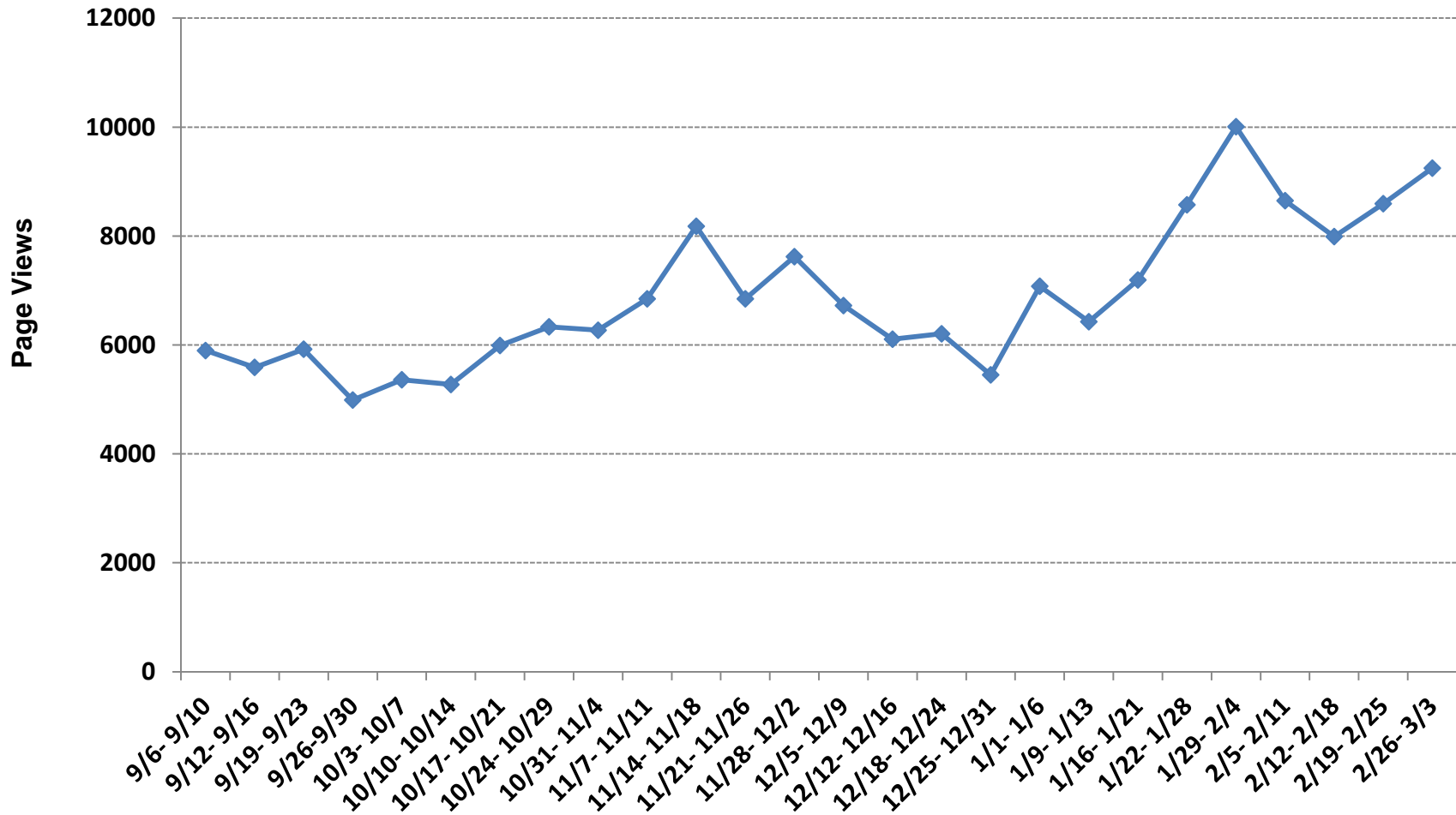
MC311 Customer Service Center Utilization:
Web Portal Utilization Metrics

	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
Visits Per Month	7,073	6,674	6,631	6,374	5,822	4,915	8,316	7,328	7,195	7,090	8,791	8,856
Unique Visitors Per Month	5,728	5,458	5,465	5,140	4,929	4,038	6,992	5,894	6,555	6,338	8,104	8,171

|	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12
Visits Per Month	8,651	9,722	7,670	7,802	11,110	9,817	11,905	12,436
Unique Visitors Per Month	8,047	8,879	7,097	7,192	10,375	9,131	11,078	11,015

Web portal usage continues to increase as more services are available via the MC311 website.

MC311 Customer Service Center Utilization:
Web Portal Page Views Per Week Sep. '11 to Feb. '12

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MC311 Customer Service Center Utilization:
Service Requests Generated Via the Web Portal
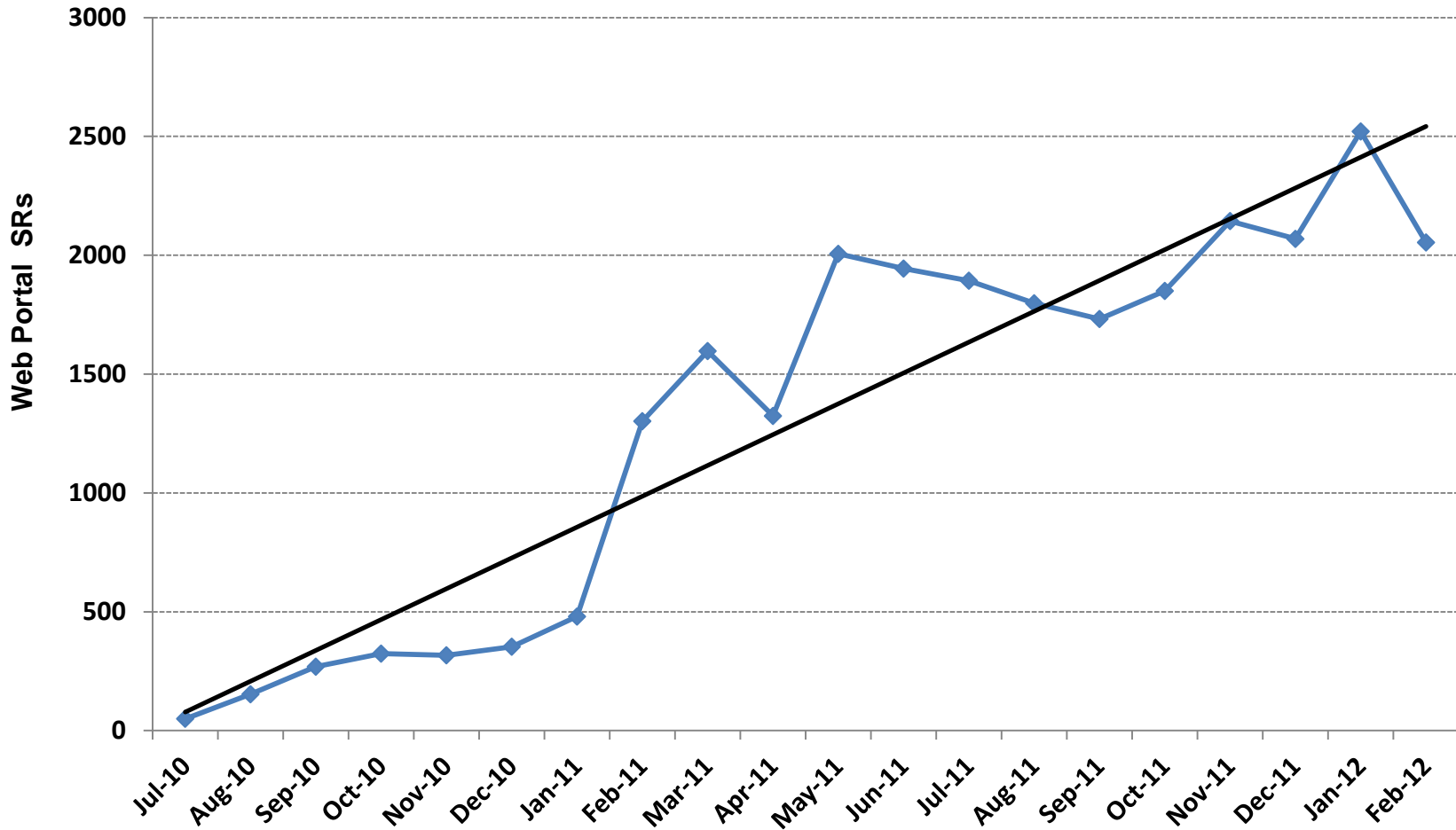
MC311 Customer Service Center Utilization:
Service Requests Generated Via the Web Portal

Comparison of September through February to the same time last year, demonstrates a 306% increase in web generated service requests.

Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
50	153	269	324	317	353	480	1,302	1,597	1,324	2,006	1,944

Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12
1,893	1,798	1,732	1,850	2,144	2,069	2,521	2,054

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MC311 Customer Requests Generated

Since March, total Customer Request creation has become much closer to total CRs generated due to improved CSR call management.
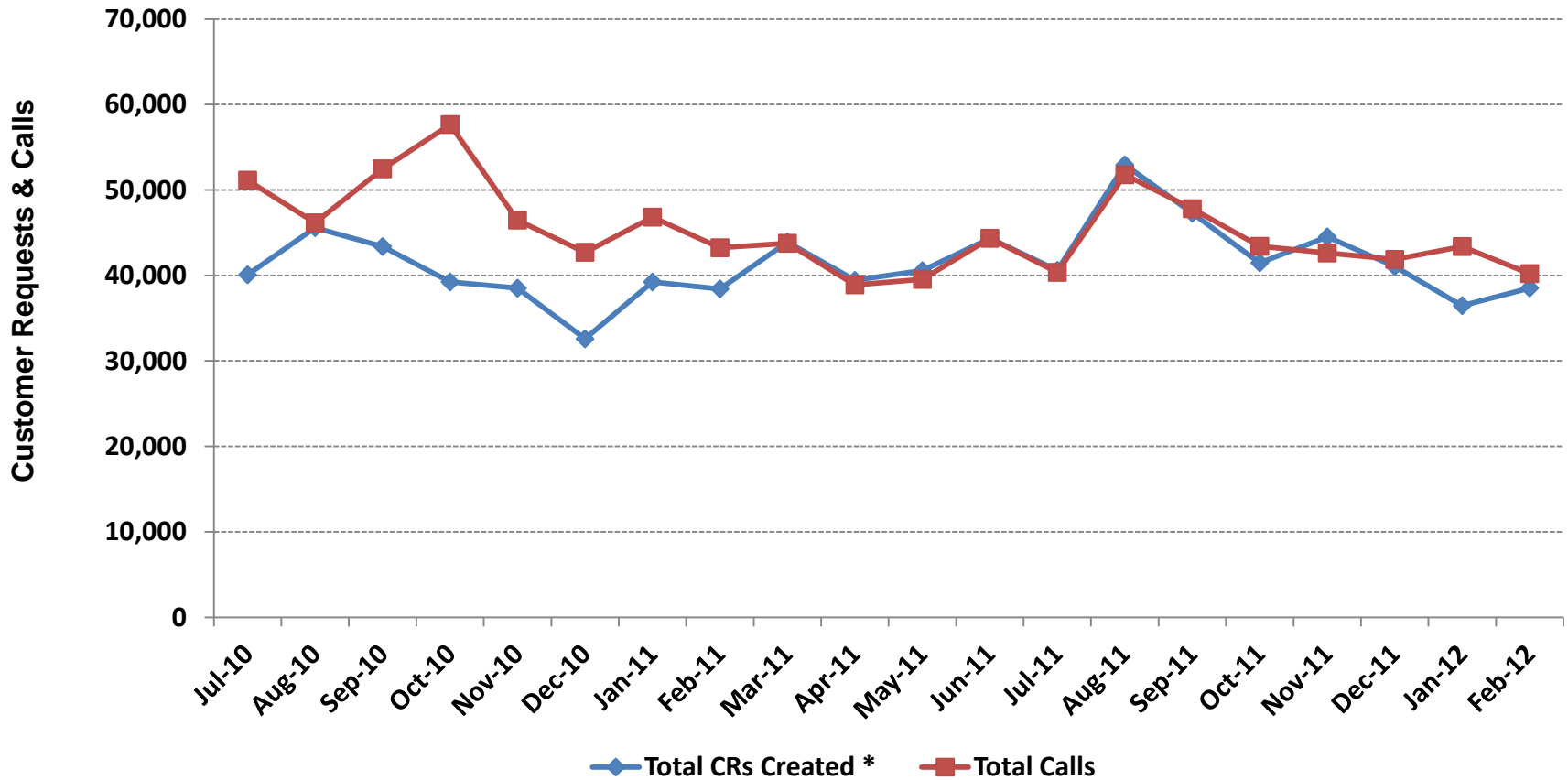
MC311 Customer Requests Generated

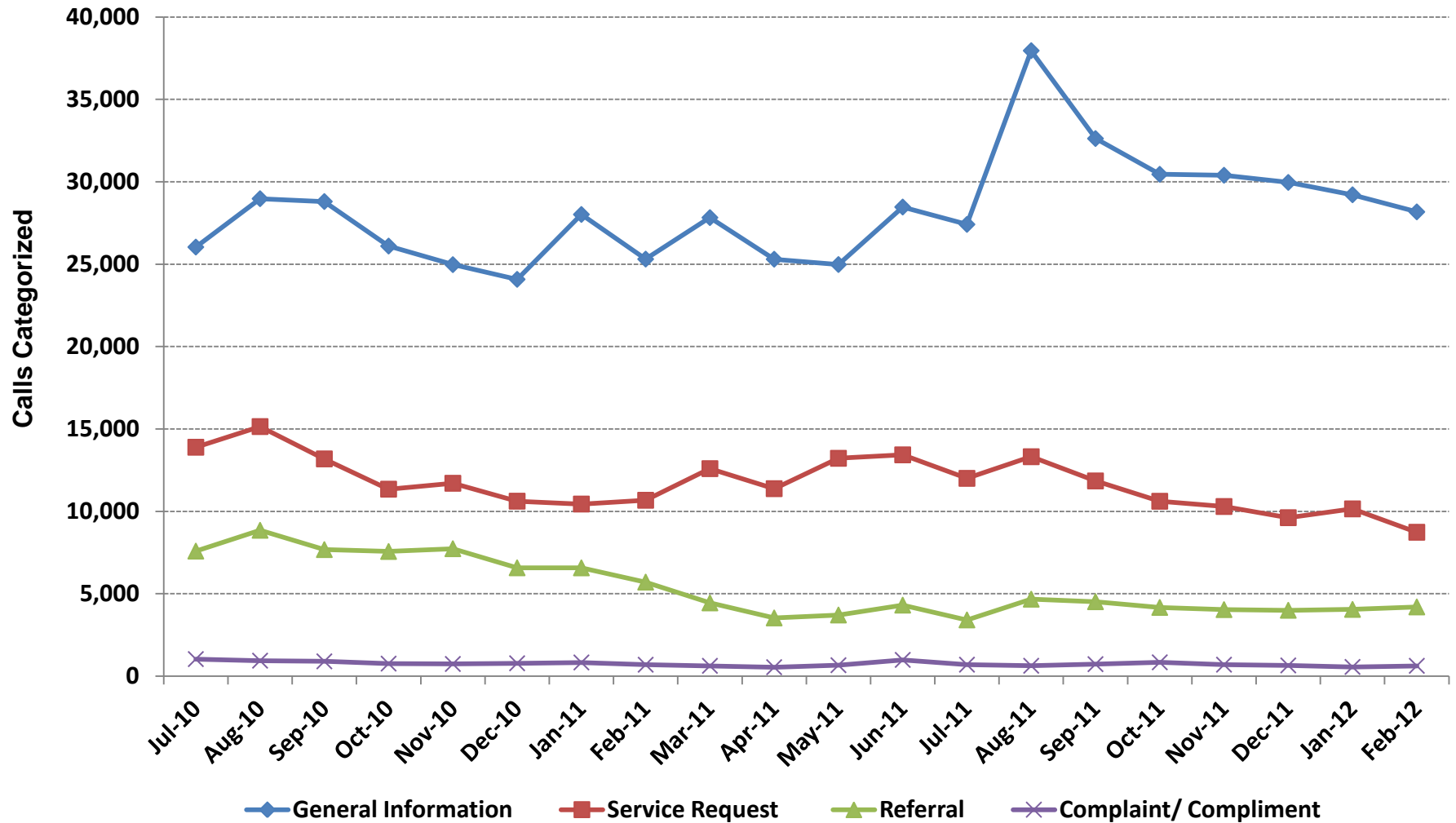|	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
Total CRs Created *	40,084	45,594	43,381	39,241	38,511	32,579	39,236	38,426	43,887	39,428	40,562	44,343
Total Calls	51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245	43,763	38,902	39,539	44,350
% Resulting in CR	78%	99%	83%	68%	83%	76%	84%	89%	100%	101%	103%	100%

	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12
Total CRs Created *	40,595	52,945	47,286	41,475	44,520	41,059	36,471	38,533
Total Calls	40,362	51,785	47,809	43,411	42,630	41,877	43,388	40,214
% Resulting in CR	101%	102%	99%	96%	104%	98%	79%	96%

In January, the percentage of calls resulting in the creation of a customer request dipped to the lowest percentage since December 2010.

* Excludes Web Portal CRs created

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MC311 Customer Service Center Call Types:
Intake Category Statistics

MC311 Customer Service Center Call Types:
Intake Category Statistics

Request Type	JUL '10	AUG '10	SEP '10	OCT '10	NOV '10	DEC '10	JAN '11	FEB '11	MAR '11	APR '11	MAY '11	JUN '11
General Information	26,039	28,975	28,801	26,099	24,972	24,080	28,017	25,309	27,826	25,302	24,979	28,469
Service Request	13,890	15,144	13,183	11,346	11,703	10,617	10,443	10,672	12,592	11,376	13,218	13,428
Referral	7,588	8,850	7,678	7,565	7,732	6,574	6,571	5,706	4,445	3,532	3,709	4,309
Complaint/ Compliment	1,034	939	897	759	738	778	829	693	624	542	663	984

Request Type	JUL '11	AUG '11	SEP '11	OCT '11	NOV '11	DEC '11	JAN '12	FEB '12
General Information	27,414	37,958	32,624	30,456	30,397	29,962	29,214	28,175
Service Request	12,002	13,315	11,846	10,611	10,293	9,615	10,149	8,730
Referral	3,411	4,669	4,516	4,169	4,037	3,996	4,049	4,199
Complaint/ Compliment	695	628	724	837	696	649	558	624

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Top 25 Solution Areas From Sep. '11 Through Feb. '12

Organization Name	Solution Name	# of CR	Rank
DOT	Ride On SmartTraveler Arrival Information Through Internet or Cell Phone	23,270	1
FIN	Requests to discuss property tax bill	18,362	2
DOT	Ride On Trip Planning/Location/Status	17,089	3
DEP	Bulk Trash Pick-Up Request	10,732	4
PIO	Hang Up or Dropped Call	10,351	5
PIO	Montgomery County Employee Directory Assistance	8,332	6
DEP	Scrap Metal Pick-Up Request	8,114	7
DEP	Bin Request - New (Recycling)	7,584	8
Non-MCG	MANNA Food Center Referral	4,898	9
DPS	Schedule DPS Building Construction Related Permitting Inspections	4,358	10
FIN	Information printed on the tax bill	3,234	11
DEP	How To Recycle/Dispose of Solid Waste	3,203	12
DPS	Information on the building codes applicable to a specific project	2,972	13

CountyStat

Top 25 Solution Areas From Sep. '11 Through Feb. '12

Organization Name	Solution Name	# of CR	Rank
DPS	Name and telephone number of DPS building inspector	2,883	14
DEP	Holiday Schedule for County Trash & Recycling Collection	2,755	15
DHCA	Landlord Tenant (LT) complaints, disputes or issues	2,423	15
DEP	Unacceptable for Collection (For Use by SWS Field Staff Only)	2,391	17
DOT	Ride On Complaint - Service	2,233	18
FIN	Personal Property Tax Billing	1,906	19
DEP	Transfer Station Questions (Montgomery County)	1,735	20
DHCA	Housing Complaints	1,651	21
DPS	Contacting a Zoning Specialist	1,616	22
Non-MCG	Requests to discuss property tax bill/assessment/credits	1,601	23
DEP	Bin Pick-Up (Recycling)	1,403	24
DOT	Pothole Repair	1,382	25

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 Customer Requests Generated	Total number of Customer Requests created in the MC311 CRM system by a CSR
Accuracy Rate	Actual rate of Customer Requests with no errors according to stated standards

MC311 Customer Service Center Performance:
Call Center Customer Request Performance Metrics

Category	Goal	JUL '10	AUG '10	SEP '10	OCT '10	NOV '10	DEC '10	JAN '11	FEB '11	MAR '11	APR '11	MAY '11	JUN '11
Total Customer Requests Generated	N/A	40,084	45,594	43,381	39,241	38,511	32,579	39,236	38,426	43,887	39,428	40,562	44,343
Accuracy Rate	98%	96.3%	97.9%	98.9%	99.5%	99.6%	99.5%	99.5%	99.3%	99.9%	99.8%	99.7%	99.5%

Category	Goal	JUL '11	AUG '11	SEP '11	OCT '11	NOV '11	DEC '11	JAN '12	FEB '12
Total Customer Requests Generated	N/A	40,595	52,945	47,286	41,475	44,520	41,059	36,471	38,533
Accuracy Rate	98%	99.6%	99.7%	99.7%	99.7%	99.7%	99.6%	99.7%	99.7%

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

Category	Goal	JUL '10	AUG '10	SEP '10	OCT '10	NOV '10	DEC '10	JAN '11	FEB '11	MAR '11	APR '11	MAY '11	JUN '11
Call Volume		51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245	43,763	38,902	39,539	44,350
Call Answer Rate (Average)	95%	97.5%	98.1%	97.8%	97.7%	97.7%	97.4%	95.5%	96.5%	98.6%	98.6%	98.6%	98.4%
Abandoned Call Rate (Average)	5%	2.5%	1.9%	2.2%	2.3%	2.3%	2.6%	4.5%	3.5%	1.4%	1.4%	1.4%	1.6%
Average Speed to Answer	0:20	0:15	0:13	0:11	0:09	0:17	0:13	0:34	0:18	0:17	0:18	0:19	0:24
Average Hold Time	0:30	0:43	0:43	0:46	0:45	0:34	0:33	0:35	0:36	0:38	0:35	0:33	5:09
Average Handle Time	2:30	3:08	3:09	3:06	3:07	1:44	1:35	1:35	1:39	3:05	2:57	3:03	1:13
Average After Call Work	1:30	1:19	1:14	1:15	1:12	0:54	1:10	1:30	0:59	0:58	0:51	0:51	98.4%

MC311 Customer Service Center Performance:
Service Level and Call Handling Performance Metrics (2 of 2)

Category	Goal	JUL '11	AUG '11	SEP '11	OCT '11	NOV '11	DEC '11	JAN '12	FEB '12
Call Volume		40,362	51,785	47,809	43,411	42,630	41,877	45,929	40,214
Call Answer Rate (Average)	95%	98.1%	98.1%	97.9%	99.0%	90.7%	98.2%	98.7%	97.7%
Abandoned Call Rate (Average)	5%	1.9%	1.9%	2.1%	1.0%	9.3%	1.8%	1.3%	2.3%
Average Speed to Answer	0:20	0:25	0:14	0:15	0:09	0:29	0:12	0:09	0:14
Average Call Handling Time	3:00	5:06	3:27	3:20	2:54	2:57	3:00	2:51	3:50
Average After Call Work	1:30	1:11	0:57	0:59	0:58	0:58	0:58	0:54	0:53

Based on previous CountyStat sessions, it was agreed that the separate measures for average hold and handle time will be combined to more accurately reflect the call taking process

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MC311 Customer Service Center Performance:
Occupancy/ Internal Operations Performance Metrics (1 of 2)

Category	Goal	JUL '10	AUG '10	SEP '10	OCT '10	NOV '10	DEC '10	JAN '11	FEB '11	MAR '11	APR '11	MAY '11	JUN '11
Scheduled Customer Service Representatives	N/A	1131	1106	1092	1004	736	917	936	865	935	815	865	823
Actual CSRs	N/A	1056	1047	984	973	700	865	870	813	912	779	842	780
CSR Attendance Rate	N/A	91%	91%	93%	97%	91%	93%	88%	98%	96%	96%	97%	95%
Occupancy Hours (Average)	7:25 Hours	5:41	7:27	7:34	7:24	7:53	8:08	7:58	7:34	7:00	7:26	7:12	6:49

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.

CountyStat

MC311 Customer Service Center Performance:
Occupancy/ Internal Operations Performance Metrics (2 of 2)

Category	Goal	JUL '11	AUG '11	SEP '11	OCT '11	NOV '11	DEC '11	JAN '12	FEB '12
Scheduled Customer Service Representatives	N/A	846	952	928	937	871	928	874	865
Actual CSRs	N/A	820	914	821	906	847	905	850	831
CSR Attendance Rate	N/A	97%	96%	88%	97%	97%	98%	97%	96%
Occupancy Hours (Average)	7:25 Hours	6:38	6:49	6:51	6:03	6:53	6:41	6:39	6:47

MC311 working to improve occupancy by more closely monitoring unscheduled breaks and assuring CSRs select correct codes when away from the phones.

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

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Discussion of MC311 Customer Survey Data

- **Dates Administered**: 1/23/12 – 2/10/12
- **Distribution Method:** Email
- **Population Included:** Any MC311 Customer Who Provided an Email Address Between 1/23/12 – 2/10/12
- **Next Survey Administration:** April 2012

Survey Completion Statistics	Sep 2010		Jan 2011		Apr 2011		Sep 2011		Jan 2012	
	Total	Percent	Total	Percent	Total	Percent	Total	Percent	Total	Percent
Population Sent To:	2,097	N/A	1,691	N/A	1,627	N/A	1,392	N/A	1,455	N/A
Less Email Bounces:	173	8%	111	7%	149	9%	121	9%	42	3%
Population Receiving Survey Email:	1,924	92%	1,580	93%	1,478	91%	1,271	91%	1,413	97%
Total Responses (includes Opt Outs):	**367**	**19%**	**304**	**19%**	**189**	**13%**	**202**	**16%**	**159**	**11%**
Request Opt Outs:	27	1%	30	2%	25	2%	40	3%	8	1%

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		April 2011		September 2011		January 2012	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count
Once	55.3%	203	36.2%	110	36.0%	68	36%	73	30%	48
Between 2-5	37.1%	136	49.0%	149	45.5%	86	53%	107	59%	94
Between 6-10	4.1%	15	7.2%	22	9.0%	17	5%	10	7%	11
Greater Than 10	0.8%	3	3.0%	9	4.2%	8	4%	8	3%	5
Don't Know	2.7%	10	4.6%	14	5.3%	10	2%	4	1%	1

70 % of survey participants indicate that they are using MC311 on more than one occasion.

MC311 Customer Survey Data: Customer Self Identification

Regarding your most recent call, what was the purpose of the call?										
	September 2010		January 2011		April 2011		September 2011		January 2012	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count
Ask a Question	35%	128	36%	108	31%	58	31%	62	33%	53
Report a Problem	28%	103	30%	92	18%	34	24%	48	18%	29
Request Services	28%	104	26%	79	40%	76	34%	68	38%	61
Miscellaneous	5%	20	4%	11	4%	8	8%	17	7%	11
Other	3%	12	5%	14	7%	13	4%	7	3%	5

Since the April survey, the highest percentage of respondents continue to call to "request a service" as opposed to "ask a question".

MC311 Customer Survey Data: 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
	April 11	32%	42%	8%	7%	10%	185
	September 11	37%	46%	6%	6%	5%	202
	January 12	52%	35%	6%	3%	4%	158
The handling of your call	September 10	41%	31%	9%	8%	11%	349
	January 11	31%	41%	10%	11%	7%	287
	April 11	35%	32%	10%	12%	11%	178
	September 11	39%	39%	8%	9%	5%	195
	January 12	49%	29%	3%	12%	8%	147

87% of the survey participants felt the time to reach a representative was satisfactory. This is a increase of 4.8 % from last period. Handling satisfaction remained consistent.

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MC311 Customer Survey Data: 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
Your overall experience during the call	September 10	40%	31%	9%	9%	11%	349
	January 11	31%	40%	13%	11%	6%	287
	April 11	34%	35%	10%	11%	10%	178
	September 11	37%	42%	8%	8%	5%	196
	January 12	49%	25%	7%	12%	7%	149

79% of the survey participants rated their overall MC311 experience during the call as satisfactory or better. This is a decline of -2.5 % 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?							
January 2011		April 2011		September 2011		January 2012	
Percent	Count	Percent	Count	Percent	Count	Percent	Count
Yes 51%	156	56%	106	57%	116	65%	104
No 33%	99	32%	60	32%	64	26%	42
Not Sure 16%	49	12%	23	11%	22	8%	13

The January 2012 survey demonstrated a 14% increase in respondents who felt the Customer Service Representative was able to resolve their issue.

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MC311 Areas of Future Focus:

Customer Service Center Operations:

- Study possibility of extending hours of operation to 7:00 – 7:00, Monday through Friday
- Finalize reclassification of transferred employees
- Retiring redirected numbers in a customer friendly manner
- Identify off-site location for contingency plan if Rockville Core becomes unavailable

Ongoing Operations:

- Critical need to upgrade existing telecommunications infrastructure, including upgrade of MC311 telephone switch and implementing call recording compliance software
- Fund Operations and Maintenance of the Siebel and OBIEE applications as well as the addition of future enhancements
- Develop Smart App Suite (iPhone, Android).
- Upgrade the current configured Siebel application to ensure that it is supportable by the vendor.
- Upgrade CMS, Avaya system used to track call data, can be deferred to FY14.
- Transfer the infrastructure support and related budget to DTS, as operations and maintenance of enterprise systems is not a core business function of the PIO

CountyStat Observations and Recommendations

CountyStat is currently working with MC311 to develop a dashboard, accessible by all departments, which provides near real-time service-level agreement (SLA) aging reports

- This dashboard will serve as a macro-level performance management tool for the CAO, an operational reporting mechanism for departmental managers, and a source of greater government transparency for residents

Next Steps:

1. CountyStat will draft guidance to all departments that outlines the proper methodology for closing service requests

2. Departments will audit their existing SLA timeframes if necessary

3. CountyStat and MC311 will work with departments to identity appropriate area and subarea identifiers for departmental knowledge-base articles

After a period of intergovernmental use and refinement, dashboard-generated reports will be available via the county website

Next Steps and Follow-Up Items

CountyStat