

**FY 2023 PERFORMANCE PLAN**

<b>Customer Service Center</b>		<b>EID/CSC</b>	<b>Diane Alvira x1023</b>
<b>Program Purpose</b>	Connect individuals seeking financial, housing, employment, and other human services to appropriate resources.		
<b>Program Information</b>	<ul style="list-style-type: none"> <li>• The Customer Service Center (CSC) includes consultant services, a contact center, and five front desk entry points for clients seeking service from DHS: 1) Economic Independence Division (EID) CSC, 2) Arlington Employment Center (AEC), 3) Resource Center (RC), 4) Housing Assistance Bureau (HAB)/Child and Family Services Division (CFSD), and 5) Aging and Disability Services Division (ADSD).</li> <li>• The front desks serve as the “no wrong door” points of entry for clients and consumers seeking information about, or applications for, DHS and community programs.</li> <li>• The Contact Center provides program information and requirements, and routes callers to appropriate programs, resources, and workers throughout the County.</li> <li>• The Contact Center was the central point for Arlington residents to contact when seeking information or referral to DHS and community services to include rental, mortgage and utility assistance, food and food delivery, housing, public assistance, and diaper distribution.</li> <li>• Consultants conduct social and financial assessments with prospective clients to assess eligibility for DHS and community programs. In addition, those seeking employment services are assessed to determine skill level, job history, employment barriers and goals.</li> <li>• The consultants conducted assessments and processed applications remotely and in-person. Consultants processed applications based on information provided and uploaded required documents to the State and Local systems. The State suspended all SNAP Only assessment/intake requirements during FY 2023. AEC, TANF, Refugee and General Relief assessment/intake continued.</li> <li>• The Resource Center contains 40 computers with job search and skill assessment software, along with access to telephones, scanner, fax, and copy machines to assist individuals with job searches.</li> <li>• The Resource Center continued to operate by appointment until June 2023. Six computers were utilized with a maximum of 22 appointments per day were available for clients to conduct job searches and other employment needs. The AEC Front Desk remained closed until June 2023.</li> <li>• During Q3 FY 2023, the County COVID-19 hotline and appointment scheduling transitioned to the Public Health Division.</li> <li>• During Q2 FY 2023, the Customer Service Center and Arlington Employment Center merged to form the Customer and Employment Services Bureau.</li> </ul>		
<b>Service Delivery Model</b>	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Floor CSC utilized a hybrid model. As walk-in volume increased, more staff were assigned in-person duties to support the demand. HAB/CFSD/ADSD/RC staff were on site during normal business hours.</li> <li>• Temporary staff were utilized to support the COVID-19 hotline, the Resource Center, HAB/CFSD and ADSD front desks. During Q4 temporary staff were granted access to State systems/programs and will be trained to support the CSC coverage needs.</li> <li>• During FY 2024, CSC will continue to operate in a hybrid model and adjust in-person staffing as demand warrants.</li> </ul>		

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**PM1: How much did we do?**

Staff	<p>Total 20.25 FTEs:</p> <ul style="list-style-type: none"> <li>• 0.5 Bureau Director</li> <li>• 1 Supervisor</li> <li>• 6 Customer Service Consultants</li> <li>• 12.75 Customer Service Specialist</li> </ul> <p>Contractors: Total 5 FTEs</p> <ul style="list-style-type: none"> <li>• 4 Bilingual Customer Service Specialists</li> <li>• 1 Bilingual Customer Service Consultant</li> </ul>
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Customers and Service Data		<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
	Total Front Desk Walk-in Visits	45,461	1,613	24,849 <sup>1</sup>	36,038 <sup>2</sup>
	Total Resource Center Walk-in Visits	4,669	305	762	891
	Total Clients Assessed by Consultants	5,455	1,750	2,284	2,490
	Walk-in Assessments	3,551	116	473	1,152
	Telephone Assessments	1,904	1,750	1,811	1,836
	Employment Assessments	714	335	383	518
	Calls Received in the Contact center	50,934	72,042	73,779	77,101 <sup>3</sup>

<sup>1</sup>FY 2022 walk-in visits breakdown: CSC 1<sup>st</sup> floor – 17,707, HAB – 2,635, CFSD – 2,094 and ADSD – 2,413.

<sup>2</sup>Walk-in visits breakdown: CSC 1<sup>st</sup> floor – 24,037, AEC – 65, HAB – 5,092, CFSD – 2,928 and ADSD – 3,916.

<sup>3</sup>In Q3, FY 2023, COVID-19 calls transferred to the Public Health Division. COVID-19 call volume accounts for 1,729 of the 77,101 calls received.

**PM2: How well did we do it?**

2.1	Quality of Contact center telephone interactions
2.2	Wait time for consultants from point of registration
2.3	Front Desk customer satisfaction

**PM3: Is anyone better off?**

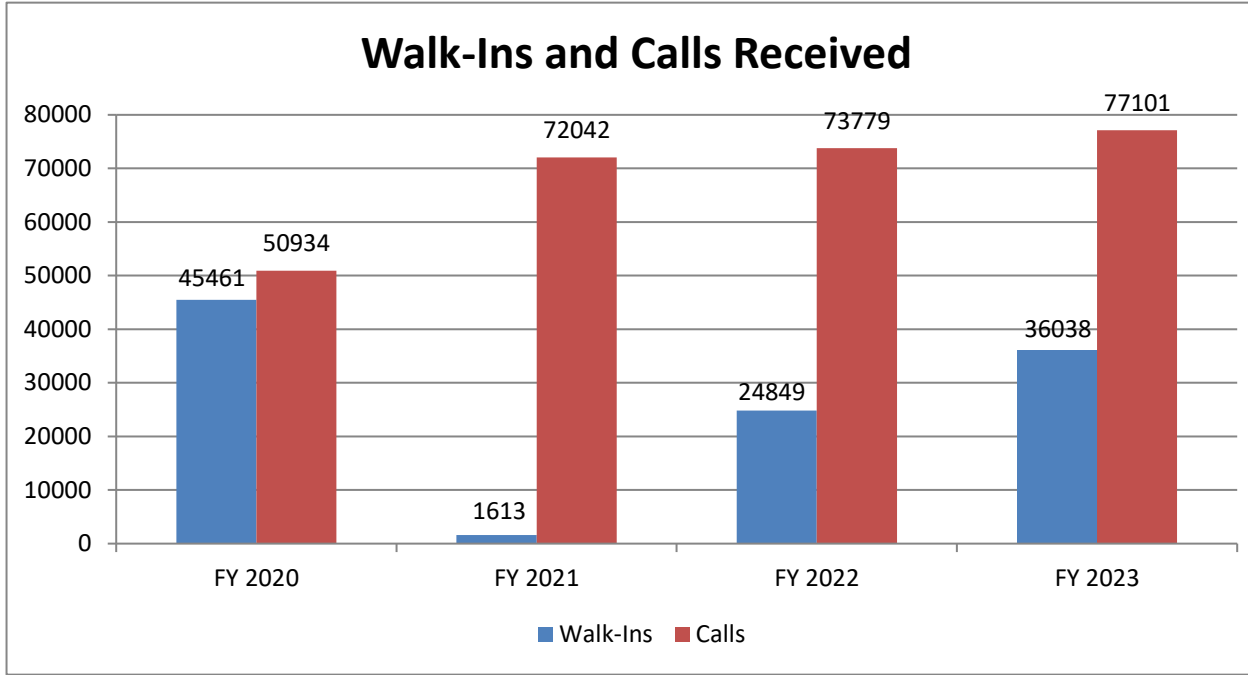
3.1	Calls abandoned prior to being answered
3.2	Quality of consultant information
3.3	Callers who received accurate information to connect them to services

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**Customer Service Center**

**Measure** 1 Front Desk Walk-In Visits and Calls Received in Call Center

**Data**



**Data Summary**

- Walk-in and call volumes continued to increase within all areas.
- Walk-in data collected and reports generated from Efforts to Outcomes (ETO) for CSC and Housing/CFSD and generated from PeerPlace for ADSD. Call Center data is collected from Cisco Automatic Call Distribution (ACD) software, which reports the number of calls received.

**What is the story behind the data?**

- During FY 2021, due to the Coronavirus pandemic, the AEC, HAB/CFSD and ADSD front desks were closed. The 1<sup>st</sup> Floor front desk operated by appointment only for EID clients. A maximum of 14 appointments per day were available for clients requiring in-person services.
- During Q1 FY 2022, the 1<sup>st</sup> Floor CSC doors opened for walk-in services. The 1<sup>st</sup> Floor front desk continued to operate by appointment and served walk-in clients. The HAB/CFSD and ADSD front desks also reopened. In FY 2022, walk-in volume increased to approximately half of pre-pandemic levels.
- During Q4 FY 2023, the AEC doors opened for walk-in services. All other areas experienced an increase in walk-in volume. The majority of walk-ins come to the 1<sup>st</sup> Floor CSC. In FY 2023, the CSC 1<sup>st</sup> floor served 24,037 walk-ins, AEC 65, HAB 5,092, CFSD 2,928, and ADSD 3,916.
- Although full walk-in service is available, call volume continued to increase and remained high during FY 2023 due to increased levels of need in the community. During Q4 FY 2023, the COVID-19 calls transitioned to the Public Health Division and account for 1,729 of the calls.

**Recommendations**

- Adjust call center staff and utilize temporary staff to support increase in walk-in volume as needed.

**Target Dates**

- On-going

## FY 2023 PERFORMANCE PLAN

### Forecast

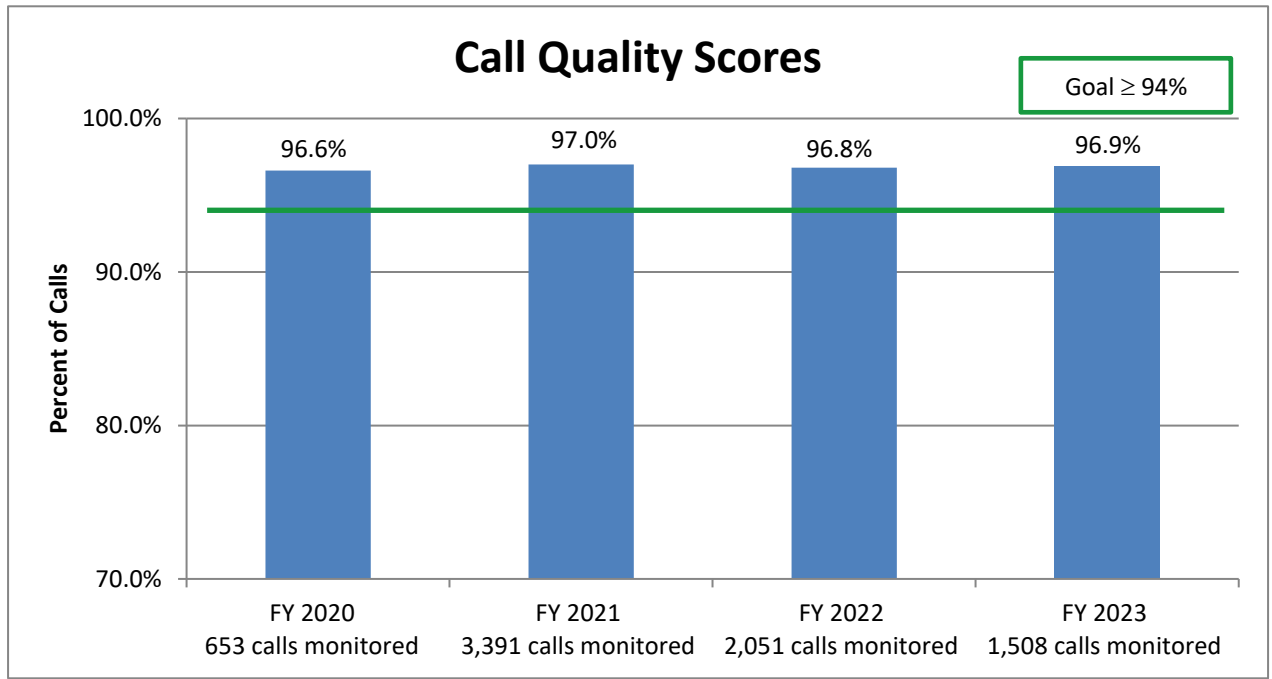
- In FY 2024, anticipate walk-in volume of 42,000 and call volume of 80,000.

**FY 2023 PERFORMANCE PLAN**

**Customer Service center**

**Measure**      2.1      Quality of contact center telephone interactions

**Data**



**Data Summary**

- Achieved and consistently exceeded performance goal of 94% for the last four fiscal years.
- Quality is measured by evaluating calls in five skill areas: greeting, communication, technical, call handling, and closing.
- Data collected and reports generated from evaluations completed in call monitoring software, Virtual Observer.
- 94% performance goal based on standard set by International Customer Management Institute.

**What is the story behind the data?**

- Continued to monitor and provide immediate feedback with new staff and if staff are not meeting the goal.
- Due to the demand of in-office support, decrease in number of calls monitored when walk-in service resumed.

**Recommendations**

- Continue live monitoring and provide immediate feedback with a minimum of fifty (50) calls monitored during first two weeks new staff are assigned to the contact center.
- Continue to monitor twenty (20) calls per month per seasoned staff and provide feedback during monthly call review sessions.

**Target Dates**

- As new staff are hire and assigned to contact center.
- On-going

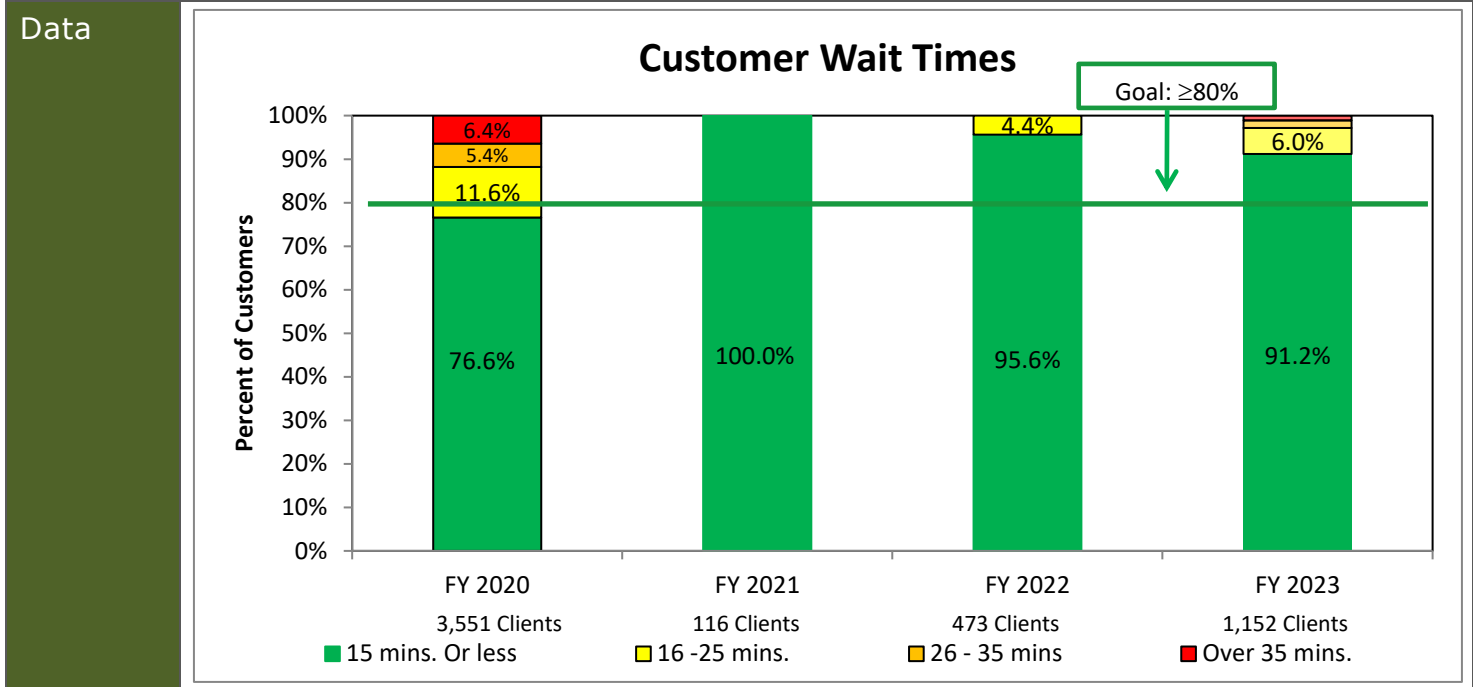
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<ul style="list-style-type: none"><li>○ 5 calls per agent per month standard contact center protocol by International Customer Management Institute.</li><li>• Continue training on customer service best practices, utilizing County CARES model.</li></ul>	<ul style="list-style-type: none"><li>• On-going</li></ul>
<b>Forecast</b>	
<ul style="list-style-type: none"><li>• Anticipate call monitoring scores will be <math>\geq 96\%</math> in FY 2024.</li></ul>	

**FY 2023 PERFORMANCE PLAN**

**Customer Service Center**

<b>Measure</b>	2.2	Wait time for consultants from point of registration
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<b>Data Summary</b>	<ul style="list-style-type: none"> <li>• Timeliness of service did not meet goal in FY 2020, and exceeded the goal through FY 2023.</li> <li>• Wait time is measured from point of registration at the front desk to the time the client is called by a consultant for assistance.</li> <li>• Registration and reports are completed in the Efforts to Outcomes (ETO) case management system.</li> <li>• Goal based on data analyzed from FY 2012 through FY 2018.</li> </ul>
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**What is the story behind the data?**

- Adjusted in-office consultant support as walk-in needs increased.
- Utilized appointment system to schedule AEC intakes and application assistance needs to balance in-office work with remote workers.

<b>Recommendations</b>	<b>Target Dates</b>
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- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Continue monitoring and evaluating client in-office needs and adjust staffing if/when needs increase.</li> </ul> | <ul style="list-style-type: none"> <li>• On-going</li> </ul> |
|---|--|

**Forecast**

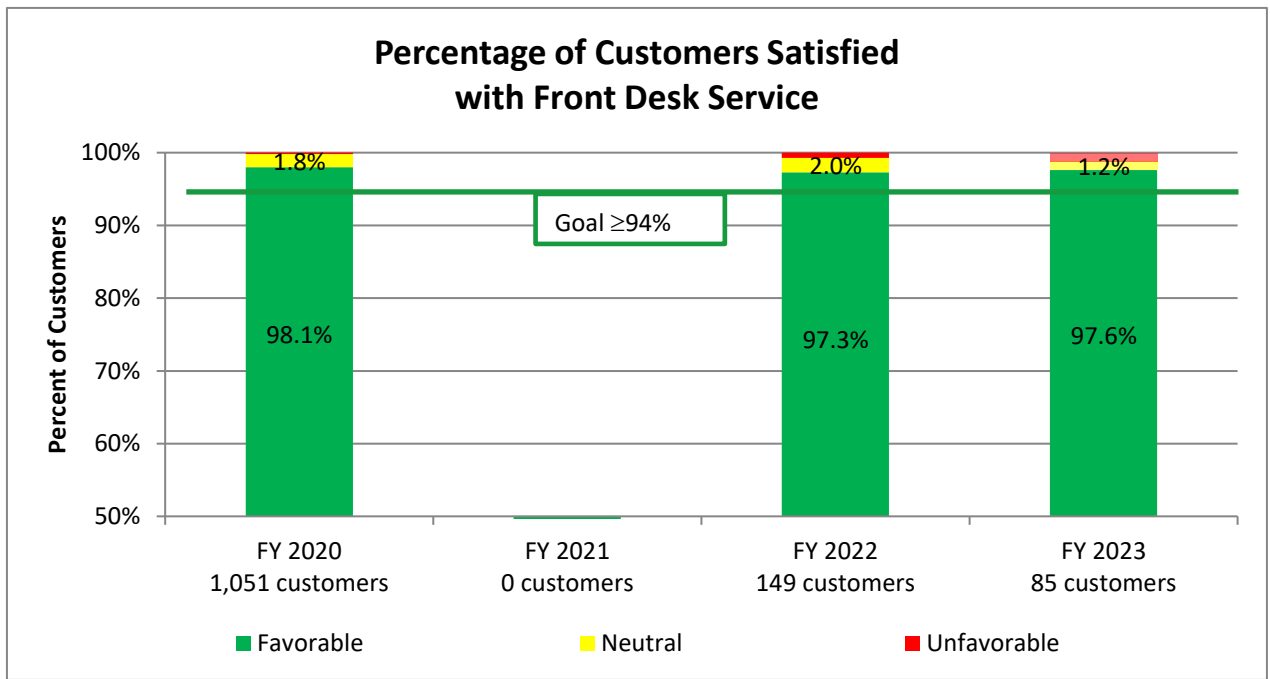
- Due to the continued increase in walk-in volume, the State reinstating intake interviews during Q4 FY 2024, and training of four new consultants, anticipate 80% of customers will be served within 15 minutes; 90% within 25 minutes; 95% within 35 minutes in FY 2024.

**FY 2023 PERFORMANCE PLAN**

**Customer Service Center**

Measure 2.3 Front Desk customer satisfaction

Data



Data Summary

- Satisfaction rating consistent and exceeded goal of 94% for FY 2020, 2022 and 2023. Front Desk customer service satisfaction surveys not conducted during FY 2021 due to front desk closures.
- In FY 2023, survey conducted one-month at four customer entry points (CSC, RC, HAB/CFSD).
- Satisfaction by entry point: CSC-100%, RC-100%, HAB/CFSD-96.7%.
- 273 surveys required for 95% confidence rating. 85 surveys completed. Overall response rate 9% (CSC – 31.08%, RC – 2.86%, HAB/CFSD – 7.49%)
- When conducted, survey uses a 5-point Likert scale where 5 is Very Satisfied. Satisfaction is measured with a response of 4 or 5.
- Goal of 94% is a program-specific goal.
- Survey ratings are entered into an Access database, which calculates each entry points and overall survey results.

**What is the story behind the data?**

- Survey conducted one-month due to staff and client priorities.
- Reduced number of clients to survey than in previous years due to hybrid model.
- Clients surveyed on the 3<sup>rd</sup> floor reduced due to rotating and temporary staff at the front desk.
- 70 visits to the RC in April 2023, however only 40 unique clients.
- 74 client intakes on the 1<sup>st</sup> floor in April 2023 to survey.
- 801 clients served by the 3<sup>rd</sup> floor HAB/CFSD front desk, however 372 dropped off documents so had limited exchange.

**Recommendations**

**Target Dates**



**FY 2023 PERFORMANCE PLAN**

- Continue to evaluate front desk interactions and procedures to streamline the customer experience.
- Conduct survey semi-annually to increase response rate.
- Reinforce distribution of surveys at all front desk areas.
- Explore coordinating surveys across the Division, to reduce survey fatigue.

- On-going
- Q1 FY 2024
- Q1 FY 2024
- Q4 FY 2024

**Forecast**

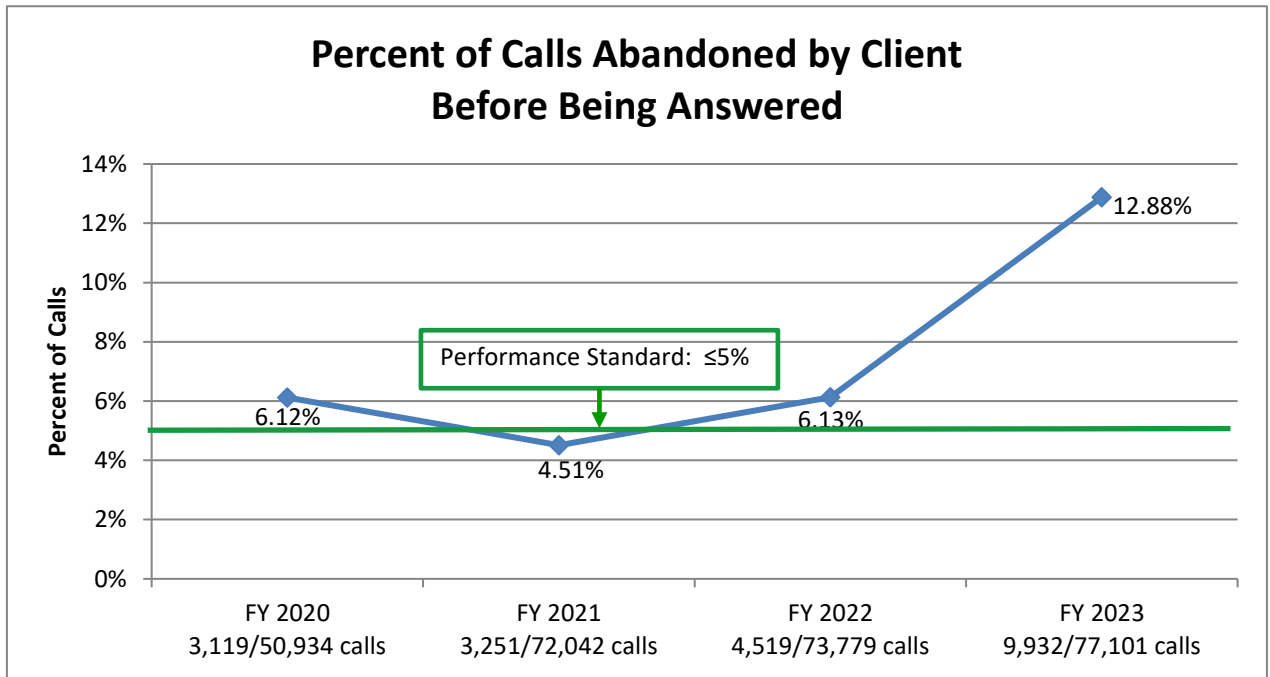
- Anticipate satisfaction rating will be  $\geq 98\%$  in FY 2024.

**FY 2023 PERFORMANCE PLAN**

**Customer Service Center**

**Measure** 3.1 Calls abandoned prior to being answered

**Data**



**Data Summary**

- Abandon rate did not meet standard in FY 2020, did meet standard in FY 2021, and did not meet standard in FY 2022 and FY 2023.
- Abandon rate captured by Cisco Automatic Call Distribution (ACD) software, which reports the number of calls received versus the number of callers that hang up prior to being served.
- Standard based on International Customer Management Institute rating of high performing contact centers at ≤5% abandon rate.

**What is the story behind the data?**

- Call volume continued to increase while staffing vacancies consistently averaged two to three throughout the year, which required contact center staff to be reassigned to support front desks and in-office duties.
- Turnover rate was 47% due to promotions and/or resignations.
- Six new staff were hired during FY 2023. The average call handle time for new hires was approximately 2 minutes 47 seconds higher than seasoned staff due to the complexity of calls and the learning curve while new staff developed program knowledge.
- Average training time was two to three months.
- Recruitment for each position averaged over three months from vacancy to start date.
- Temporary staff could not access State systems until late Q4 FY 2023 to support all call lines.

**Recommendations**

- Continue to increase call monitoring and coaching for newly hired staff to improve efficiency and call handle times.

**Target Dates**

- On-going
- On-going

**FY 2023 PERFORMANCE PLAN**

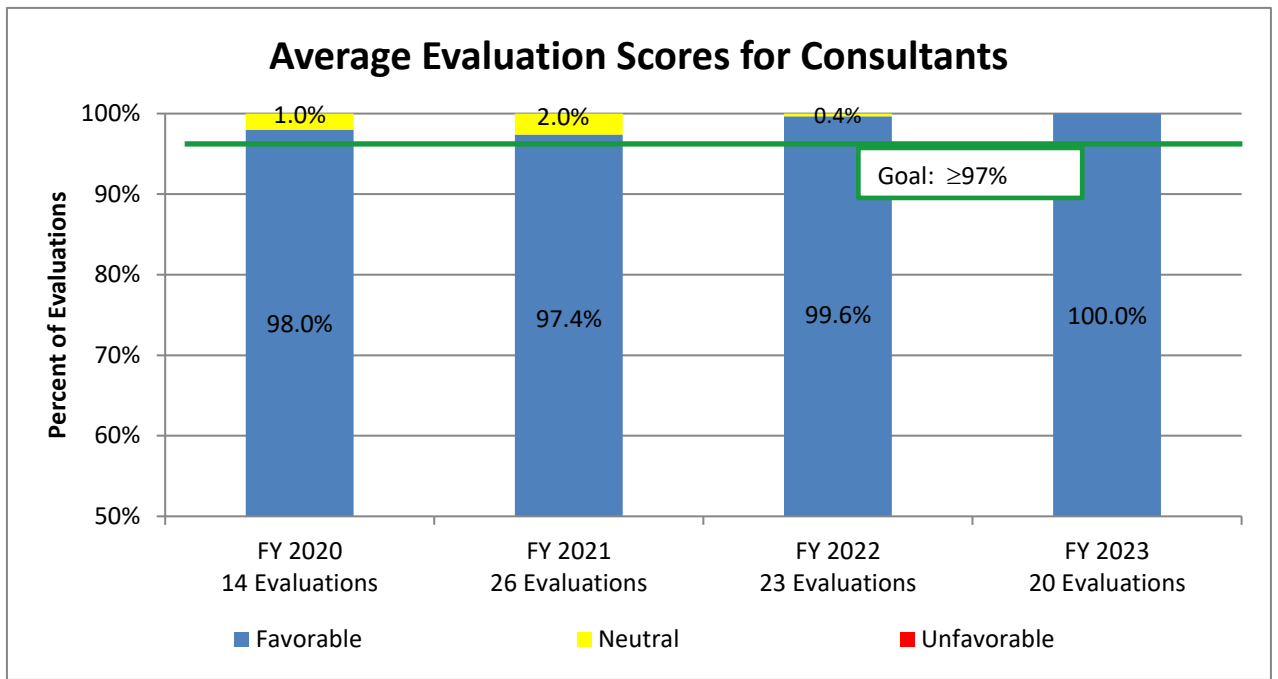
<ul style="list-style-type: none"><li>• Continue to monitor and analyze call trends throughout the year and adjust staffing during peak periods.</li><li>• Continue to cross-train temporary staff on State processes.</li><li>• Continue to use skill-based routing for temporary staff and new hires until fully trained in all areas of the Center.</li></ul>	<ul style="list-style-type: none"><li>• On-going</li><li>• On-going</li></ul>
<b>Forecast</b>	
<ul style="list-style-type: none"><li>• Anticipate abandon rate will be <math>\leq 10\%</math> in FY 2024.</li></ul>	

**FY 2023 PERFORMANCE PLAN**

**Customer Service Center**

Measure 3.2 Quality of consultant information

Data



Data Summary

- Evaluation scores remained in the 97-100% range for FY 2020 - FY 2023, exceeding the goal of 97%.
- Manager evaluates each consultant once per quarter. Evaluation consists of six questions that assess overall accuracy, interaction, and quality of information provided.
- Evaluation uses a 5-point scale where 5 is excellent. Favorable is measured with a score of 4 or 5.
- Evaluation scores are entered into an Excel spreadsheet, which calculates the score for each individual consultant and the overall unit average.

**What is the story behind the data?**

- Evaluations focused on AEC intakes due to suspension of interview requirements from the State throughout the year.
- Evaluations reduced due to a developmental assignment of one consultant in Q1 and Q2 FY 2023.
- Evaluations conducted remotely due to hybrid model, which impacts the ability to see interactions in-person.

**Recommendations**

- Stay the course and continue to conduct quarterly evaluations.
- Increase in-person assessment to evaluate in-person interactions.

**Target Dates**

- On-going
- On-going

**Forecast**

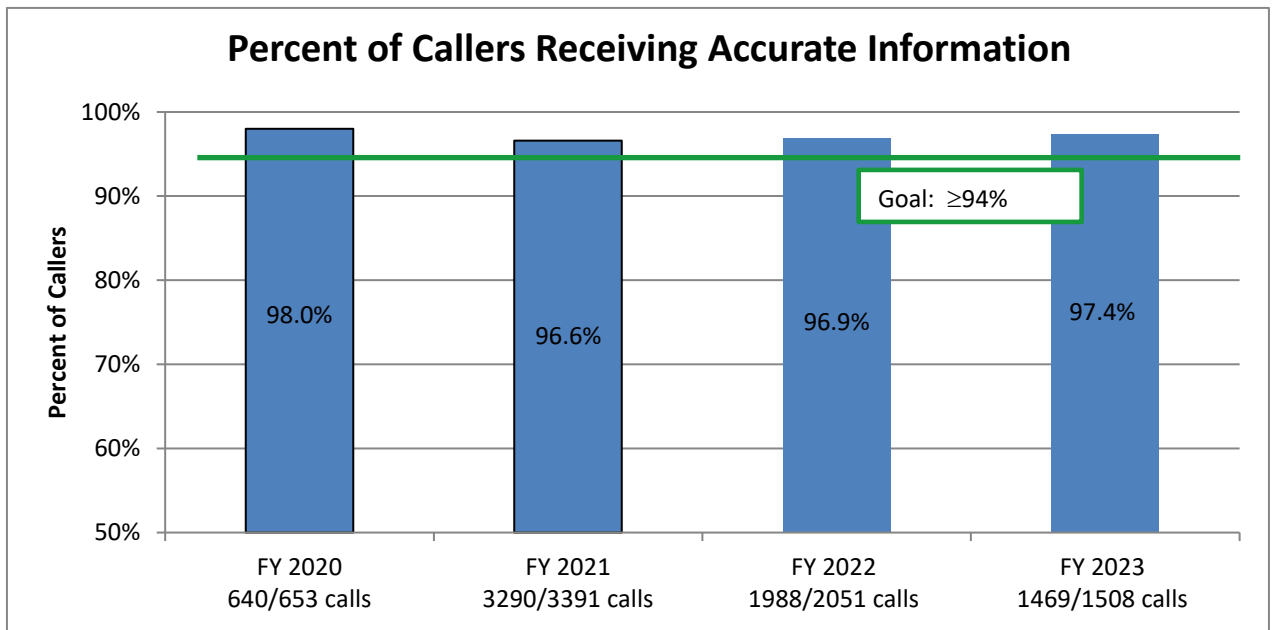
- Anticipate quality assessment scores will be ≥98% in FY 2024.

**FY 2023 PERFORMANCE PLAN**

**Customer Service Center**

**Measure** 3.3 Callers who received accurate information to connect them to services

**Data**



**Data Summary**

- Accuracy scores remained in the 96-98% range for FY 2020-FY 2023, exceeding the goal of 94%.
- 382 assessments required for 95% confidence rating. 1508 assessments completed.
- Evaluations based on technical section of quality monitoring form. Questions assess program information accuracy and instructions provided to caller.
- Data collected and reports generated from evaluations completed in call monitoring software, Virtual Observer.

**What is the story behind the data?**

- Six new staff hired in FY 2023 received additional one-on-one training to include live monitoring to increase knowledge prior to answering calls.
- Number of assessments reduced due to more in-office work needed when walk-in volume increased.

**Recommendations**

- Continue live monitoring and provide immediate feedback with a minimum of fifty (50) calls monitored during first two weeks new staff are assigned to the contact center.
- Continue to monitor twenty (20) calls per month per seasoned staff and provide feedback during monthly call review sessions.
- Continue weekly performance meetings with staff not meeting goal.

**Target Dates**

- As new staff are hired and assigned to contact center.
- On-going
- On-going as needed

**Forecast**

- Anticipate accuracy rating will be ≥96% in FY 2024.