

**FY 2022 PERFORMANCE PLAN**

<b>Customer Service Center</b>		<b>EID/CSC</b>	<b>Diane Alvira x1023</b>
Program Purpose	Connect individuals seeking financial, housing, employment, and other human services to appropriate resources.		
Program Information	<ul style="list-style-type: none"> <li>The Customer Service Center (CSC) includes consultant services, a call 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 Call Center provides program information and requirements, and routes callers to appropriate programs, resources, and workers throughout the County.</li> <li>The Resource Center contains 45 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 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>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 2022. AEC, TANF, Refugee and General Relief assessment/intake continued.</li> <li>The Resource Center continued to operate by appointment. Three computers were utilized with a maximum of 11 appointments per day were available for clients to conduct job searches and other employment needs. The AEC Front Desk remained closed.</li> <li>The DHS call 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>During Q1 FY 2022, the County COVID-19 hotline, homebound client screenings and appointment scheduling transitioned to the EID Call Center.</li> </ul>		
Service Delivery Model	<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 and were also cross trained on the Resource Center, HAB/CFSD and ADSD front desks to achieve more resources for the CSC coverage needs.</li> <li>During FY 2023, CSC will continue to operate in a hybrid model and adjust in-person staffing as demand warrants.</li> </ul>		
<b>PM1: How much did we do?</b>			
Staff	Total 21.75 FTEs:		

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	<ul style="list-style-type: none"> <li>• 1 Manager</li> <li>• 1 Supervisor</li> <li>• 6 Customer Service Consultants</li> <li>• 13.75 Administrative Technicians</li> </ul> <p>Contractors: Total 3 FTEs</p> <ul style="list-style-type: none"> <li>• 3 Bilingual Administrative Technicians</li> </ul>
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Customers and Service Data		<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	Total Front Desk Walk-in Visits	56,294	45,461	1,613	24,849
	Total Resource Center Walk-in Visits	6,546	4,669	305	762
	Total Clients Assessed by Consultants	6,208	5,455	1,750	2,284
	Walk-in Assessments	4,747	3,551	116	473
	Telephone Assessments	1,461	1,904	1,750	1,811
	Employment Assessments	184	714	335	383
	Calls Received in the Call Center	44,807	50,934	72,042	73,779

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

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

**PM3: Is anyone better off?**

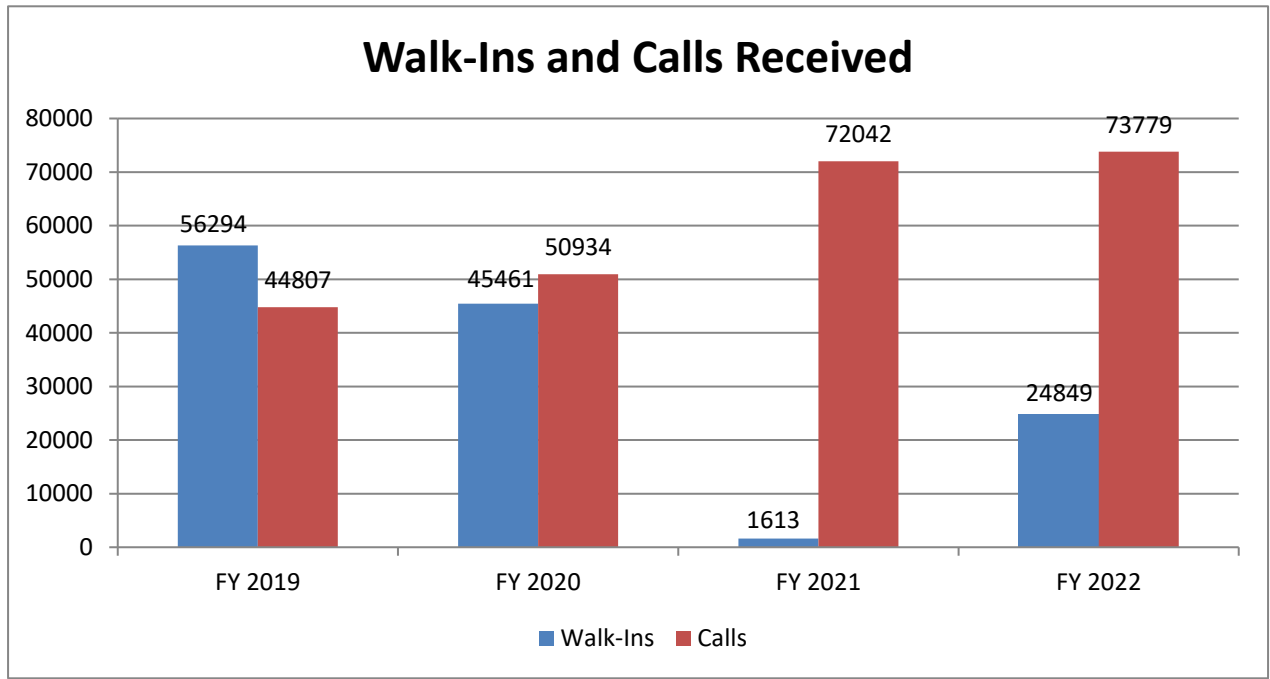
3.1	Calls abandoned prior to being answered
3.2	Quality of consultant information
3.3	Callers who received accurate information to connect them to services

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**Customer Service Center**

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

**Data**



**Data Summary**

- During the COVID pandemic, a virtual service model was implemented, resulting in sharply decreased walk-in volume and increased call volume.
- 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?**

- Walk-in volume decreased sharply in FY 2021. 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. FY 2021 walk-in volume represents clients assisted by 1<sup>st</sup> floor CSC staff.
- 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 increase to approximately half of pre-pandemic levels.
- The majority of walk-ins come to the 1<sup>st</sup> Floor CSC. In FY 2022, the CSC 1<sup>st</sup> floor served 17,707 walk-ins, HAB 2,635, CFSD 2,094, and ADSD 2,413.
- Call volume increased 41% in FY 2021, and remained high in FY 2022. Call center volume remains high due to increased levels of need in the community during the pandemic, client preference for remote services, and consolidation of additional programs into the central call center.
- During Q3 FY 2021, CSC consolidated the Aging and Disability Services Division calls into the EID Call Center. In Q1, FY 2022, COVID-19 call volume was included in this measure and

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accounted for 6,300 calls of the 73,779 calls received. During Q1 FY 2022, the County COVID-19 hotline, homebound client screenings and appointment scheduling also transitioned to the EID Call Center.

**Recommendations**

**Target Dates**

- Adjust call center staff and utilize temporary staff to support increase in walk-in volume as needed.
- Utilize Customer Service Consultants to support the call center until newly hired staff are onboard and trained.

- August 2022
- August 2022

**Forecast**

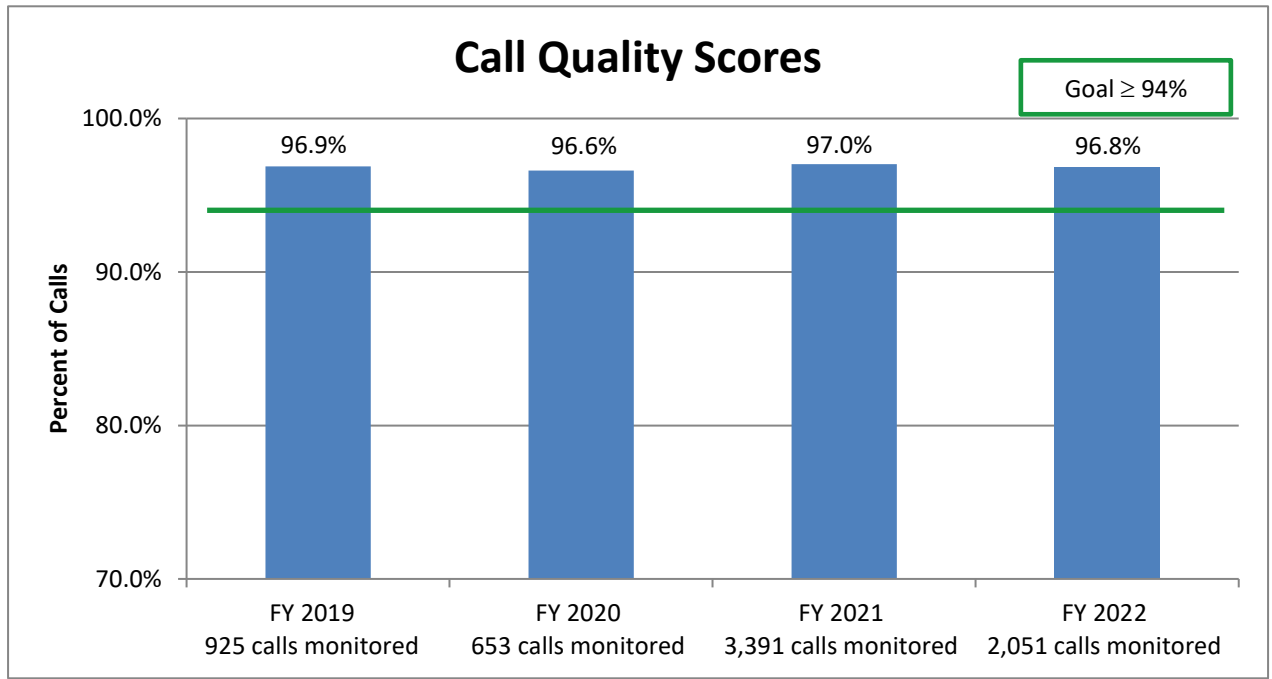
- In FY 2023, anticipate walk-in volume of 35,000 and call volume of 65,000.

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**Customer Service Center**

Measure 2.1 Quality of Call 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?**

- Increased monitoring and 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 call 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 call center.
- July 2022, and on-going

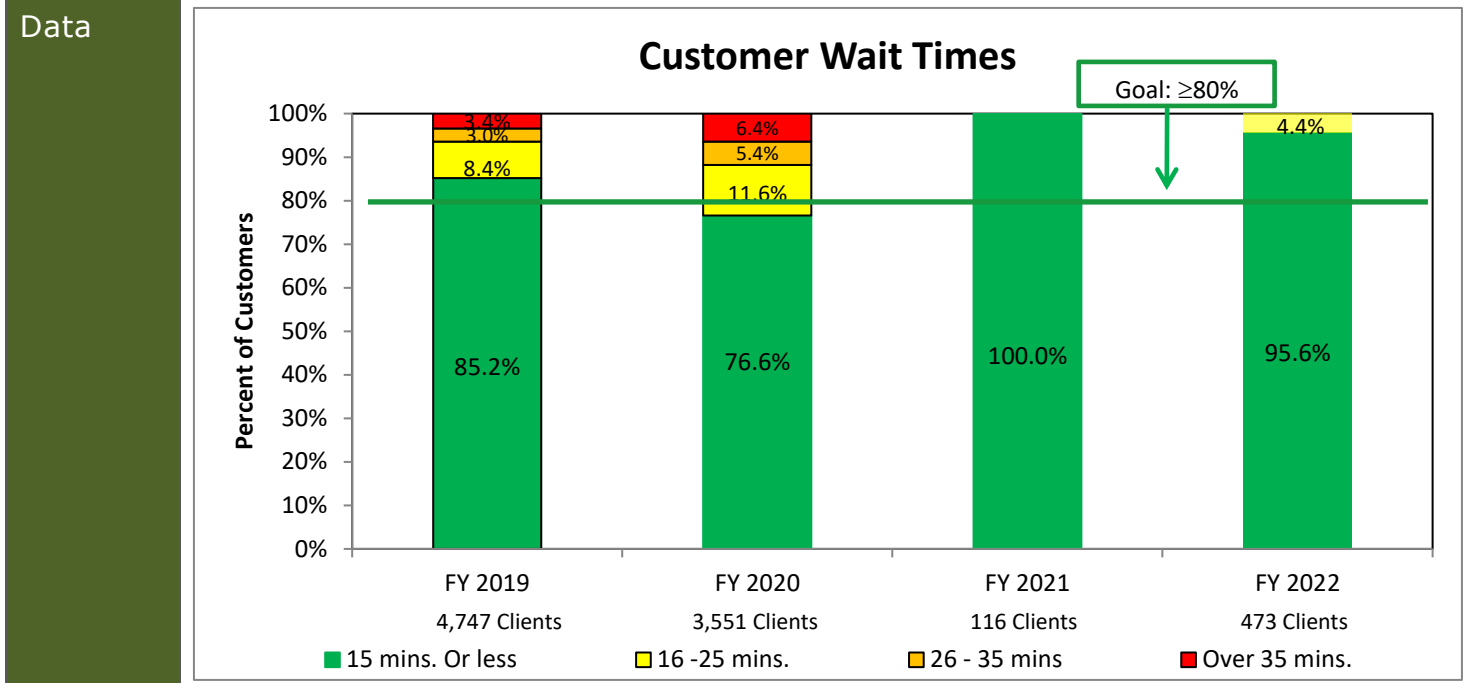
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<ul style="list-style-type: none"><li>○ 5 calls per agent per month standard call center protocol by International Customer Management Institute.</li><li>• Continue training on customer service best practices, utilizing County CARES model.</li></ul>	<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 2023.</li></ul>	

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**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 exceeded goal in FY 2019, decreased and did not meet goal in FY 2020, and exceeded the goal in FY 2021 and FY 2022.</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> </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>
<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>• July 2022, and on-going</li> </ul>

**Forecast**

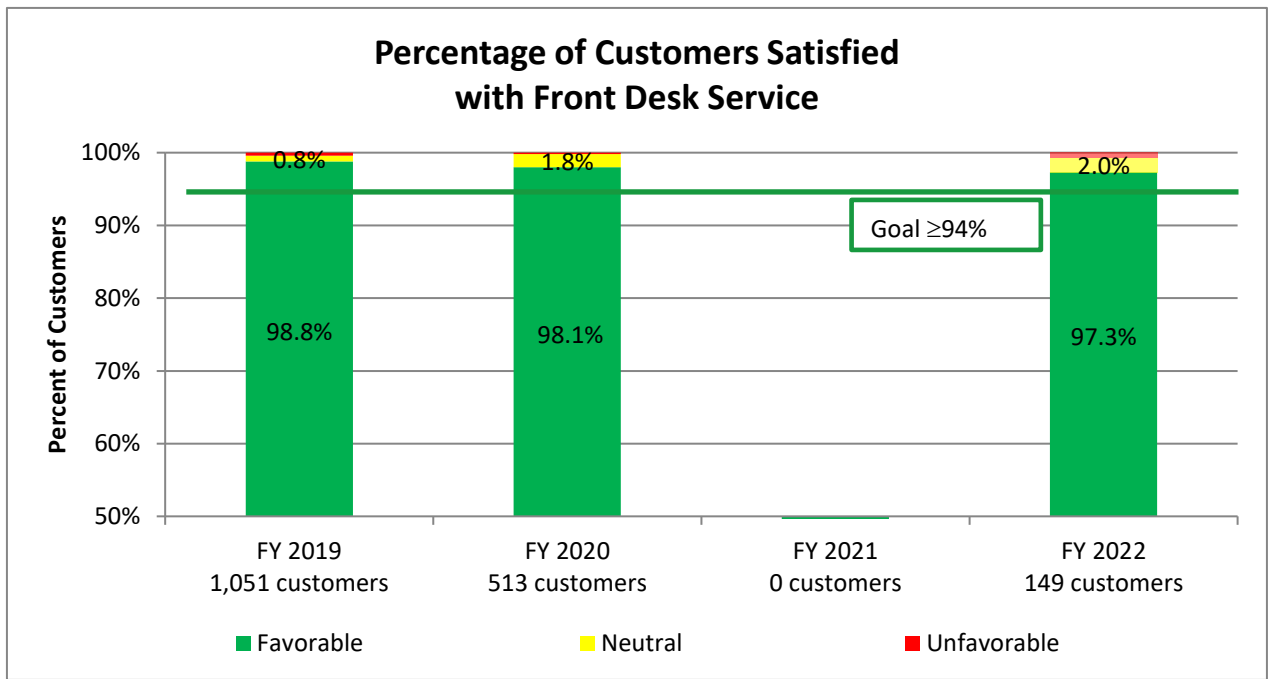
- Anticipate 90% of customers will be served within 15 minutes; 95% within 25 minutes; 98% within 35 minutes in FY 2023.

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**Customer Service Center**

Measure 2.3 Front Desk customer satisfaction

Data



Data Summary

- Satisfaction rating consistent and exceeded goal of 94% for FY 2019, 2020 and 2022. Front Desk customer service satisfaction surveys not conducted during FY 2021 due to front desk closures.
- In FY 2022, survey conducted for one month at four customer entry points (CSC, RC, HAB/CFSD).
- Satisfaction by entry point: CSC-100%, RC-100%, HAB/CFSD-95.1%.
- 378 surveys required for 95% confidence rating. 149 surveys completed. Overall response rate 22.9% (CSC – 70.7%, RC – 40.9%, HAB/CFSD – 15.4%)
- 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 for 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 staffing at the front desk.
- 66 visits to the RC in June 2022, however only 33 unique clients.
- 58 client intakes on the 1<sup>st</sup> floor in June to survey.

**Recommendations**

- Continue to evaluate front desk interactions and procedures to streamline the customer experience.
- Stabilize 3<sup>rd</sup> floor front desk staffing.

**Target Dates**

- July 2022, and on-going
- Q3 FY 2023



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- Conduct survey semi-annually to increase response rate.

- Q2 FY 2023

**Forecast**

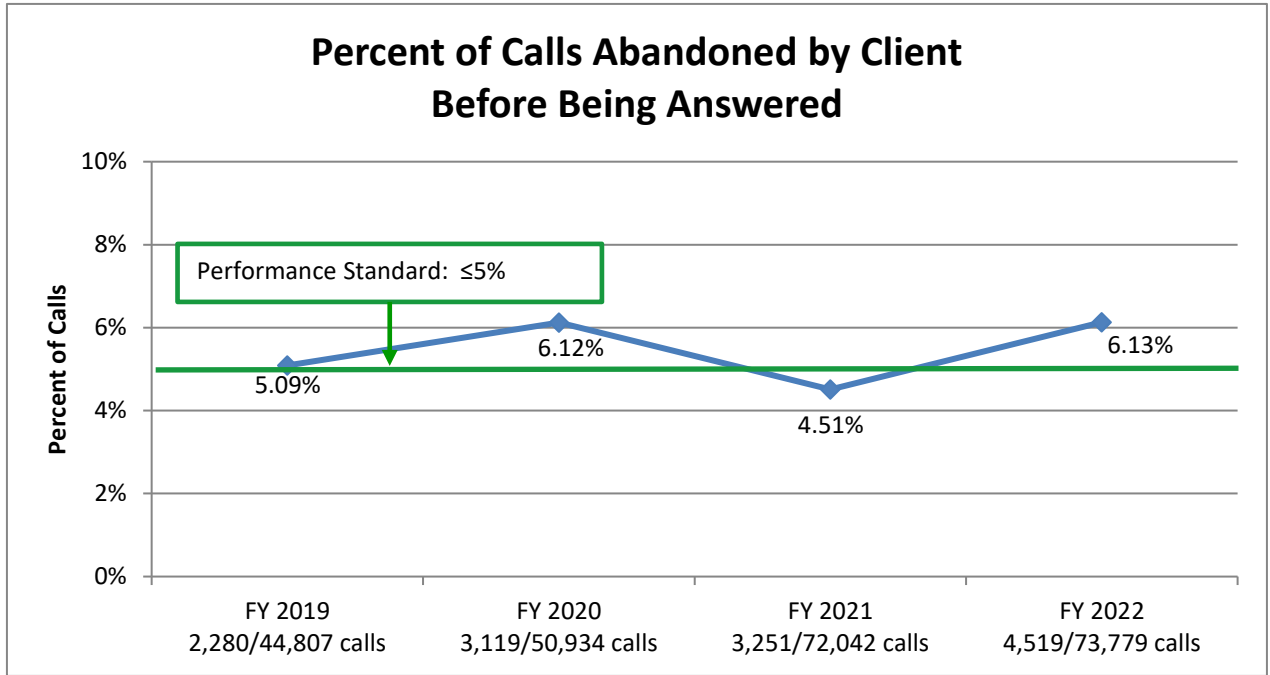
- Anticipate satisfaction rating will be  $\geq 98\%$  in FY 2023.

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

**Data**



**Data Summary**

- Abandon rate met standard in FY 2019, did not meet standard in FY 2020, met standard in FY 2021 and did not meet standard in FY 2022.
- 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 call centers at ≤5% abandon rate.

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

- Call volume increased and all front desks reopened except AEC, requiring call center staff to be reassigned to support front desk walk-in traffic and in-office duties.
- Four new staff were hired during FY 2022. The average call handle time for new hires was approximately 2 minutes 15 seconds higher than seasoned staff due to the complexity of calls and the learning curve while new staff developed program knowledge.
- Staff turnover was approximately 40% due to promotions and/or resignations.

**Recommendations**

- Continue to increase call monitoring and coaching for newly hired staff to improve efficiency and call handle times.
- Continue to monitor and analyze call trends throughout the year and adjust staffing from other areas in the CSC as needed during peak periods.

**Target Dates**

- July 2022, and on-going
- July 2022, and on-going

**Forecast**

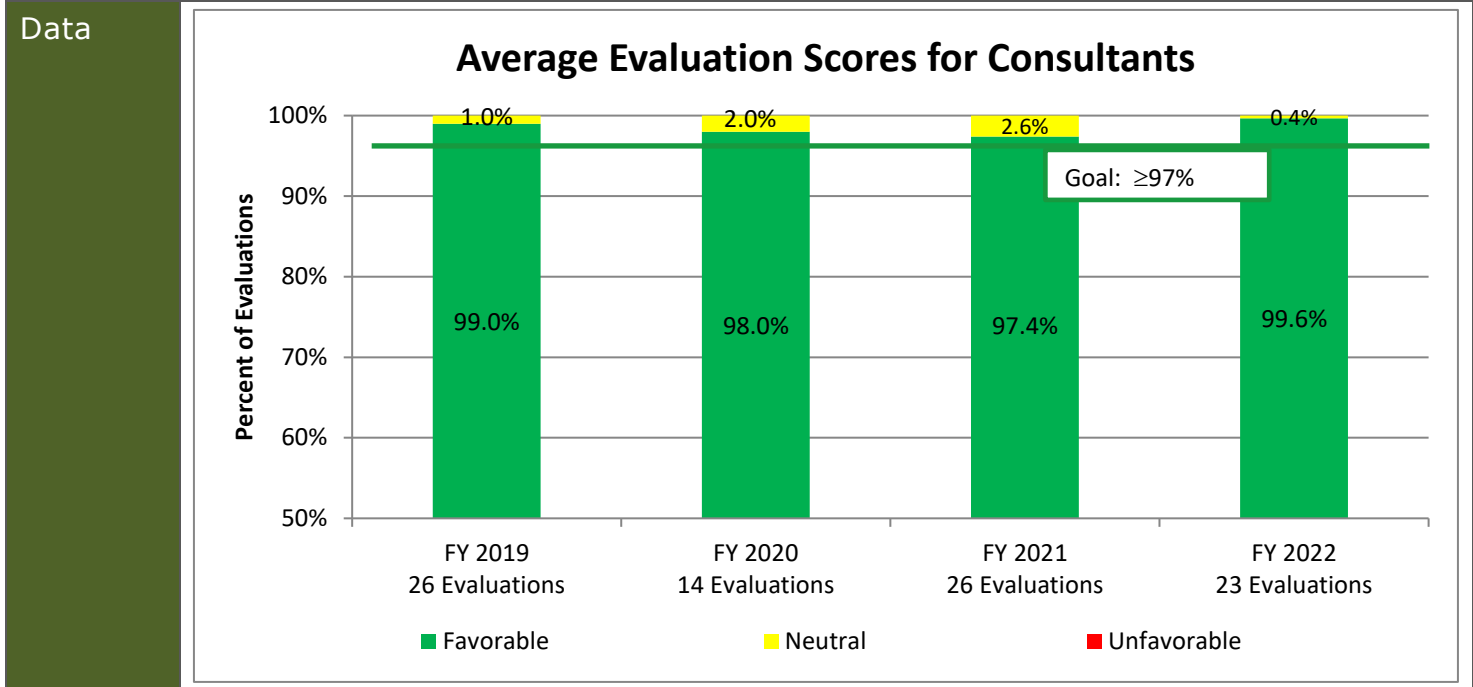
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- Anticipate abandon rate will be  $\leq 7\%$  in FY 2023, as call volume remains high and staff are redeployed to the front desk to support walk-in customers.

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**Customer Service Center**

<b>Measure</b>	3.2	Quality of consultant information
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<b>Data Summary</b>	<ul style="list-style-type: none"> <li>• Evaluation scores remained in the 97-100% range for FY 2019 - FY 2022, exceeding the goal of 97%.</li> <li>• Manager evaluates each consultant once per quarter. Evaluation consists of six questions that assess overall accuracy, interaction, and quality of information provided.</li> <li>• Evaluation uses a 5-point scale where 5 is excellent. Favorable is measured with a score of 4 or 5.</li> <li>• Evaluation scores are entered into an Excel spreadsheet, which calculates the score for each individual consultant and the overall unit average.</li> </ul>
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**What is the story behind the data?**

- Of the 23 evaluations, one referral was not made to an internal program, which resulted in a lower score.
- Evaluations focused on AEC intakes due to suspension of interview requirements from the State throughout the year.
- Evaluations reduced due to a reassignment of one consultant in Q4 FY 2022.
- Evaluations conducted remotely due to hybrid model and COVID-19 protocols, which impacts the ability to see interactions in-person.

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>• Stay the course and continue to conduct quarterly evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>• July 2022, and on-going</li> </ul>

**Forecast**

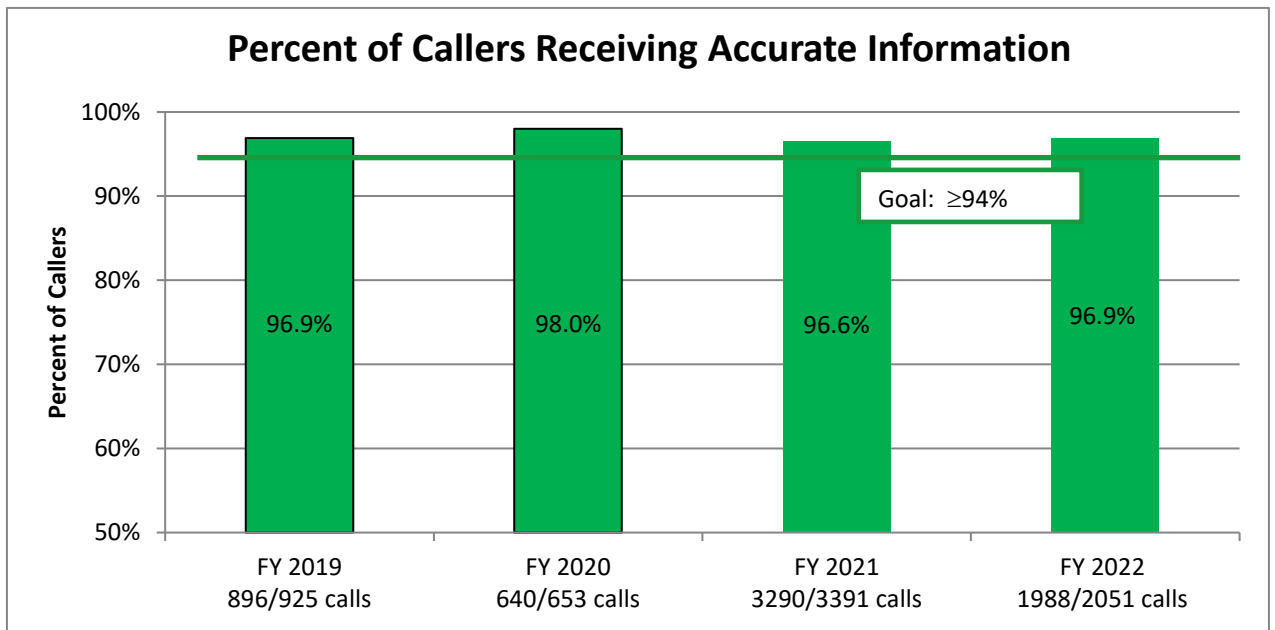
- Anticipate quality assessment scores will be ≥98% in FY 2023.

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**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 2019-FY 2022, exceeding the goal of 94%.
- 382 assessments required for 95% confidence rating. 2,051 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?**

- Four new staff hired in FY 2022 received additional one-on-one training including live monitoring to increase knowledge prior to answering calls. One new staff person did not meet the standard and one was slightly under, which reduced the overall unit score.
- Number of assessments reduced due to more in-office work needed when the front desks reopened for walk-in services.

**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 call 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 hire and assigned to call center.
- July 2022, and on-going
- July 2022, and on-going as needed

**Forecast**

- Anticipate accuracy rating will be ≥96% in FY 2023.