



Agenda Item No. 4

METROPOLITAN
TRANSPORTATION
COMMISSION

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Memorandum

TO: Operations Committee

DATE: July 6, 2012

FR: Executive Director

W.I. 320-1221, 310-2700

RE: Clipper[®] Customer Service Operations and Performance

At the May, 2012 Administration Committee meeting, several Commissioners asked questions about the Clipper[®] program and requested more information about Clipper[®] customer service and cardholder complaints. Staff will present information in response to this request at the Operations Committee meeting on July 13th.

Clipper[®] Program Growth & Cardholder Satisfaction

Between June 2010 and May 2012, Clipper[®] monthly transaction volume grew by more than 900%, from 1.6 million transactions per month to over 17 million transactions per month. During this period of intense program growth, use of the Clipper[®] website and customer service phone system has remained relatively flat, suggesting that an increasing proportion of transactions do not require assistance.

In fact, survey results indicate that Clipper[®] cardholders are generally satisfied. The majority of registered cardholders (87%) report that they are very or somewhat satisfied with the Clipper[®] program; however, 3% of registered cardholders report that they are very or somewhat dissatisfied.

Despite high overall satisfaction rates, some Clipper[®] users report frustration with the system's shortcomings. Some of the concerns include the following: the complexity of fare products offered, lack of uniformity in using Clipper[®] across multiple operators (some require tag on/tag off, others do not), inconsistent device/faregate performance, length of time required to obtain refunds, and difficulty obtaining information on the Clipper[®] website. Furthermore, during the period of Clipper[®]'s rapid growth, several transit agencies closed their ticket offices.

Cardholder Complaints

The Clipper[®] program is delivered via thousands of devices deployed across eight transit operators and a network of retail merchants. The Clipper[®] website and customer service system supports nearly 220,000 visits to its website and approximately 30,000 calls its call center each month. The website provides a "contact us" option on every page that links to an input form that requires users to characterize their submission as a "compliment," "complaint," "suggestion," or "question." The three most common complaints are the following: dissatisfaction with the website itself, issues

with funding of customer accounts, and concerns about program processes (including business rules related to transit fares and program fees). The raw number of complaints submitted through the website dropped from 873 in October 2010 to 493 in May 2012.

The Clipper® customer service call center classifies calls by subject but does not capture whether or not they are complaints. Approximately 33% of all calls are general inquiries about the Clipper® program. Another 40% of calls are from customers with a financial-related inquiry or concern, such as checking card balance, or making a change to a card funding source. Many of the remaining calls relate to lost cards or card registration.

The number of cardholder complaints or questions about Clipper® that are escalated directly or indirectly to MTC is very low and trending downward; after peaking at 43 complaints in September 2011, MTC received only 15 complaints in April and May 2012.

Monitoring Clipper® Customer Service

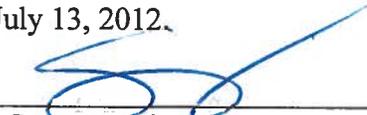
The Clipper® contract includes various provisions for measuring contractor performance, including Key Performance Indicators (KPIs) for customer service. As shown in Attachment 1, Cubic Transportation Systems, Inc. (Cubic), the Clipper® contractor, met or exceeded all KPIs on a monthly basis since April 2011, except the phone answering standards for June, September, and October 2011. Cubic's sub-standard phone answering performance in September and October was due to its reduction of CSRs in anticipation of a projected drop in call volume that did not occur. In response to its substandard performance, Cubic subsequently hired more CSRs and now consistently meets the phone KPIs.

Monitoring and responding to system and customer service problems is an ongoing project management task. When problems arise MTC staff works closely with Cubic to resolve the issue and manages Cubic's communication with cardholders.

Conclusion

Given the complexity of the Clipper® system design, MTC's Clipper® staff continues to research strategies to improve and simplify the system design through enhancements and future system replacement. Staff is also simultaneously working on initiatives to improve the customer service experience. Staff anticipates that enhancements within the next six months will include the following: automated email notification to users regarding account actions in real-time (e.g., customer service emails to customers confirming any change to card fund sources), improvements to the Clipper® website and customer service phone system, and development of a mobile website; additional planned improvements include the expanded use of social media, and the delivery of mobile software applications to customers enabling them to perform additional functions such as checking their card balance .

We look forward to further addressing any questions regarding Clipper® customer service performance at the Operations Committee meeting on July 13, 2012.



Steve Heminger

Attachment 1:

**Customer Service Key Performance Indicator Summary
April 2011 – May 2012**

KPI Description	Apr-11	May-11	June-11	July-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Legend	
% of calls answered w/in 3 minutes																
% of calls abandoned																Above Standard
Average # of days to fill request for new card																Within Standard
% of requests for replacement card filled w/in 3 business days																Within Standard
% of time home page of website available																Within Standard
% of website contacts acted upon w/in 24 hrs																Within Standard
% of calls resolved on the first call																Below Standard
Average # of hrs. to process RAV requests																Below Standard
% of requests to set-up and modify Autoload processed w/in 2 business days																Within Standard
% of requests to disable Autoload processed w/in 2 business days																Within Standard