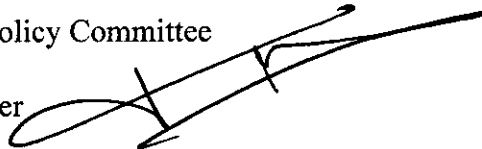


Worksession

**MEMORANDUM**

April 9, 2019

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: FY20 Recommended Operating Budget: MC311 Customer Service Center, within Public Information Section 37 in the Executive's Recommended FY20 Budget

PURPOSE: The Committee will review and decide whether to endorse or modify the proposed FY20 MC311 Budget within the PIO program

The following are expected to attend:

Ohene Gyapong, Acting Director, Office of Public Information (PIO)  
Leslie Hamm, MC311 Call Center Director  
Anne Santora, MC311 Budget  
Katherine Johnson, MC311 Call Center Manager  
Steve Heissner, MC311  
Jane Mukira, Office of Management and Budget (OMB)

The pages from the recommended FY20 Operating Budget are on ©1-6.

**Summary of Staff Recommendations:**

1. Consider moving up the decision to install a "next generation, possibly cloud-based 311 solution" sooner than currently foreseen (beyond 2020) and establish objectives for both departmental performance and customer ease of use and improved experiences regarding information and services.
2. Request that a utilization/staffing study be undertaken in FY20 to ascertain alignment between performance goals and staffing and take steps to improve this alignment if warranted by the 2019 OLO study on MC311 performance. Especially since the third-party back up resource has been eliminated, it is vital to ensure that resources match demand in a predictable manner. Any external costs for such a study should be supported, as the results could lead to significant cost savings. (This recommendation is carried over from the FY19 budget review; no progress has been reported to date.)
3. Accept the Executive's recommended budget of \$3,825,981, effectively decreasing the budget from the FY19 level of \$3,857,697 by \$37,169 or 0.82 percent.

## **Overview**

In FY20, the Executive recommends total expenditures of \$3,825,981 for the MC311 Customer Service Center, decreasing the budget from the FY19 level of \$3,857,697 by \$31,716 or 0.82 percent. FTEs are increasing by 2.1 positions to 42.95, up from 40.85 in FY19. In FY20, 2 additional positions funded through a fund shift from Operating Expenses to Personnel Costs are proposed to be filled.

The MC311 budget appears as a program within the Office of Public Information (PIO); the entire recommended budget for PIO is \$5,395,872 and is on ©1-6, with ©4-6 containing the major portion of the recommendations for the MC311 budget.

The performance of the Center is the topic of a 2019 review by the Office of Legislative Oversight. Results are expected in several months, against the following scope of work for the project:

“The Council’s FY 2019 work program for the Office of Legislative Oversight (OLO) requested that OLO prepare a report on the current variables being used to measure the MC311 system’s performance and to explore other variables that could be used to measure performance and enhance the services provided by MC311. It will describe how the MC311 system components (the call center, the web portal, and the CRM) are integrated to streamline resident access to government information and services. It will also compare the current capabilities of the MC311 system to those of some peer jurisdictions and discuss how those jurisdictions measure the performance of their 311 systems.”

Success has been measured in prior CountyStat discussions by three overarching indicators: attainment of performance goals, continued improvement in Service Level Agreement (SLA) completion by departments, and positive internal and external customer feedback. To track this MC311 Customer Service Center activity and performance, summaries are prepared monthly and distributed to all Council offices by the Office of Legislative Oversight (OLO). The most recent report, covering the period from February 17, 2019 to March 16, 2019, is on ©7-9.

The Committee has repeatedly raised the question of MC311 use by other County agencies and municipalities in the past. Such an action could spread fixed costs across more users, improve the view of seamless service to the public, and encourage cross-agency collaboration. To date, no progress is reported. Although it may present administrative challenges, such an expansion can be a great help to residents, businesses, and visitors alike. As the initial system development investment has already been made, the additional cost may be nominal, and the opportunity to develop a new revenue stream from providing services to other entities could be real. In addition, if the experience of the County when first organizing diverse call centers into a single center is a predictor, such an expansion may generate savings in user government agency budgets as they consolidate separate call center organizations.

## **Additional Items of Interest**

Council Staff raised several issues upon review of the budget information proposed by the Executive. These questions, responses from the Office of Management and Budget (OMB) and PIO and, where appropriate, Council Staff comments, are provided below.

## MC311 Council Staff Questions

### POLICY

MC311 was created under the prior administration; there were three major objectives:

- a short-term goal to reduce costs through centralization (which was accomplished by some \$7 million/year)
- to improve customer experience through a single number
- to increase department accountability to the Executive through Service Level Agreement (SLA) monitoring.

Are these three goals still the ones driving the MC311 rationale? If not, what are the new goals? And how do they relate to the performance-based budget that is in the works for future budget cycles?

*Yes. MC311 supports all seven of the County's result areas; however, an effective, sustainable government is the priority among them.*

*MC311's goals still apply today. Costs continue to be reduced by the consolidation/centralization of intake points/call centers throughout the County, meaning department staff can attend to the business of performing the functions of the department (or mission), thereby improving efficiency. The use of the single, three-digit number allows the public to have access to accurate Montgomery County information and initiation of services quickly via available customer service staff, thereby providing a user friendly, enhanced customer service experience. Customer contacts are tracked by a unique Service Request (SR) that has a specific Service Level Agreement (SLA) time frame for completion SLA and a unique SR number to track the request to fulfillment.*

*The MC311 Customer Relationship Management (CRM) system provides management and personnel the tools and data necessary to ensure timely and satisfactory disposition of customer requests; it provides information needed to effectively plan for, and proactively make program resource allocation/reallocations decisions. The MC311 service provides the County the ability to capture customer wants and needs and analyze the information to the benefit of the customer and County Government as a whole. Overall, MC311 is an information-exchange asset that better positions the County to serve its residents and businesses.*

Please explain the policy behind the County's overall effort to respond to questions via the web. Is there a current linkage between MC311 web-based services and the County's general web strategy practices on [www.montgomerycountymd.gov](http://www.montgomerycountymd.gov)? Which is the preferred route to get answers to questions a resident might have about their government? And how do we support it in advertising and social media campaigns?

*Montgomery County 311 utilizes customer intake channels including the web ([mc311.com](http://mc311.com)), twitter (@311MC311), and phone. The channel used varies predicated by the comfort level / preference of the user. It is driven by factors including direction from the departments as specified in their knowledge base articles. For example, users are asked to call in to report a downed stop sign while they are encouraged to use the web for services like ordering recycling bins or scheduling trash pickup. Social media and outreach events have been used to encourage users to utilize the web portal, resulting in a steady year-over-year increase in web portal requests for service. Since the web portal is the lowest cost channel, this is generally preferred from the County's perspective.*

**Council Staff comment:** The response explains the strategy within the MC311 platforms but does not address the overall County strategy of informing residents on all their concerns. As a practical example, if a resident types, “I want to testify on Montgomery county budget 2020” on a Google search bar, the first 10 hits are not directing them to MC311 or to the website of the County where they may register, but to third party information. The MC311 strategy must be integrated with the overall information-sharing strategy of the County.

The Council and Executive have launched a year-long Racial Equity initiative. Please describe how the MC311 system can become an active part of this initiative, and how practical, measurable improvements can be supported through data captured by the system.

*Departments involved in the initiative can provide knowledge base articles to MC311 with instructions on how to answer questions and/or capture data and route requests to the departments supporting the initiative. MC311 does not capture race/ethnicity data on its customers. For some calls, language-related information is recorded (e.g. the request for a Spanish-speaking call-taker or a request to access the language line). In those cases, it is possible to overlay data regarding language choice, the relevant request types, and other public data to potentially discover useful ways to inform the County’s Equity work, such as where there may be a disproportionate number of requests of a specific type coming from specific communities that are somehow being driven by an Equity issue.*

**Council Staff comment:** MC311 will be a useful asset once the Racial Equity initiative is deployed; however, policy issues of what data is recorded for each caller, Personally Identifiable Information issues and privacy in general will create challenges that should be addressed creatively early on.

Is there an active policy to drive system users to the web for answers? And does this mean that the goal is to reduce, over time, the number of calls that come in over the phone? Please provide historical data that can address this question.

*The County uses social media and outreach events to encourage users to utilize the web portal and has experienced a steady year-over-year increase in web portal requests for service as shown below.*

<i>FY</i>	<i>Number of Web SRs</i>
<i>2011</i>	<i>13,297</i>
<i>2012</i>	<i>26,820</i>
<i>2013</i>	<i>40,080</i>
<i>2014</i>	<i>48,030</i>
<i>2015</i>	<i>53,105</i>
<i>2016</i>	<i>64,139</i>
<i>2017</i>	<i>67,930</i>
<i>2018</i>	<i>76,477</i>

## MANAGEMENT

MC311 reports to PIO, a position that does not presuppose management ability for large work teams and customer service skills. Are there plans to reassign responsibility for this important outward- and inward-facing function within MCG in a more strategically-aligned department?

*The administration is seeking a new PIO director to manage strategic issues such as this one. The original plan was to create an Office of Customer Service which reported to the County Executive's Office to emphasize the importance of the improving customer service in the organization. That plan was not approved.*

**Council Staff comment:** The operational and staffing issues discussed here suggest that the positioning of MC311 within the County's organization is still not optimal. New organizational initiatives and non-merit positions such as the Chief Digital Officer may create improved governance options for this important service.

How will MC311 align and be useful to the new Office of Performance and Innovation?

*Data captured by MC311 has been leveraged by CountyStat and the departments since it was first implemented in 2010. This is not expected to change as the office is rebranded by the new administration. The new OPI will house both CountyStat and the Lean/Innovation Manager. We expect the collaborations between MC311 and CountyStat to continue regardless of the rebranding. This includes quarterly SR performance reporting, the annual review and calibration of all SLAs, performance reviews of the Call Center, et cetera. Past work has also used 311 data to identify areas where higher volume SRs are not meeting performance standards and require intervention from CountyStat. We expect that the Lean/innovation Manager will leverage this data in the same way, identifying processes that may be candidates to apply Lean principles. At the same time, the Lean/Innovation Manager may see opportunities to make 311 part of the solution to Lean or streamline an existing process where the Call Center can add value.*

The Department of Technology Services (DTS) has been reviewing new state-of-the-art app-based systems that are appearing in the marketplace; one such system that the Council was made aware of a year ago is [www.citibot.io](http://www.citibot.io). Please indicate the future pathway to such systems that are less resource-costly and could provide a more modern and user-friendly way for the community to ask for services and information and become engaged with their government.

*The Department of Technology Services, in conjunction with MC311, is actively investigating next generation 311 platforms and solutions. Both telephony / call center solutions and citizen relationship management solutions, including cloud solutions for both. This work is needed to understand the possible approaches and platforms to determine how they may be leveraged by the County, given the previous investments in business processes and integrations, as the range of capabilities can vary greatly. The research will enable the County to determine the ideal path to refresh the MC311 implementation with modern tools that will improve the citizen experience while gaining efficiencies and analytic capabilities.*

**Council Staff comment:** The next generation platform is essential to improve the current low levels of performance. The Committee may want to explore whether there is room in this year's budget to explore and come up with recommendations in time for the 2021 budget. Consideration

should be given to including residents (both users and non-users of MC311) as part of the requirements team for a new solution.

During prior worksessions, the GO Committee discussed a workload analysis to balance workloads, positions needing to be staffed, and expected waiting time analysis using Erlang distribution methods. Is there a study underway, and are there results that can be shared now?

*While MC311 does not use the Erlang model for staffing, using that model would show that the customer service center is understaffed, creating longer queue times, higher abandon rates, and more dissatisfied customers, while reducing internal morale and call quality. To allow for accommodations for vacations made in accordance with the collective bargaining agreement, this adds to the staff needed to run the operation effectively.*

**Council Staff comment:** The Erlang analysis should be performed without prior assumptions as to the answers that may emerge. The very act of review may create new insights and solutions for the stated problems over and above staffing level strategies.

OLO monthly reports continue to show high levels of abandoned calls and uneven patterns of staffing due to unplanned absences (our understanding is that 25% is the current absentee rate). Are there enough CSRs to cover current and anticipated future incoming calls? And does MC311 have the HR and management tools and skills to manage its workforce well enough so that similarly high levels of worker absences can be avoided in 2020?

*No. MC311 lost the use of the temporary service contract (based on OHR's interpretation of state and Federal regulations) and the 12-14 positions that came with it. Not only did the contract CSRs reduce wait time significantly for callers, they provided a great way to train and evaluate potential employees, many of whom were hired to full-time positions.*

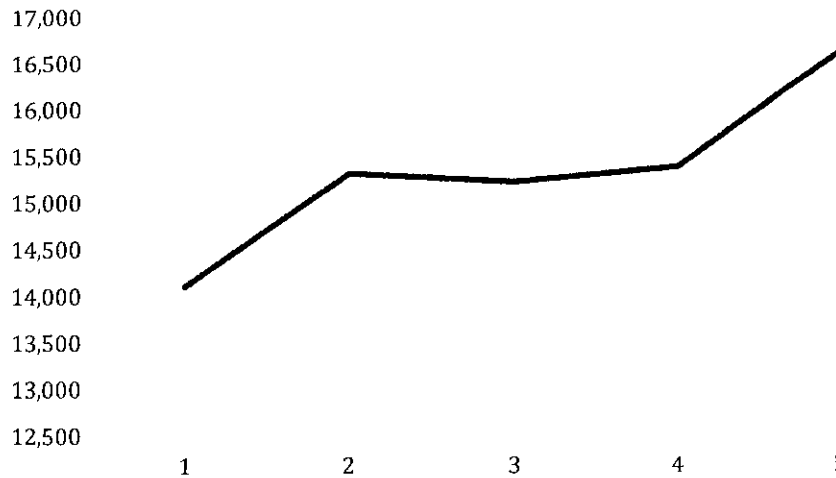
	<i>Max Available CSRs</i>	<i>Average Available CSRs</i>	<i>Comment</i>
<i>FY'15</i>	<i>44</i>	<i>34.58</i>	
<i>FY'16</i>	<i>42</i>	<i>34.76</i>	
<i>FY'17</i>	<i>47</i>	<i>33.77</i>	<i>Year that KTS handled calls</i>
<i>FY'18</i>	<i>36</i>	<i>29.09</i>	
<i>FY'19</i>	<i>33</i>	<i>26.88</i>	<i>7/1/18 through 3/26/19</i>

*Source = CSC Scorecard. CSRs included contractors in FY'15 – FY'17.*

*This increases workload demands on each CSR. The average CSR handles 17.8% more calls today than 5 years ago.*

<i>Period</i>	<i>Avg. Calls per CSR</i>
<i>FY'14</i>	<i>14,103</i>
<i>FY'15</i>	<i>15,308</i>
<i>FY'16</i>	<i>15,213</i>
<i>FY'17</i>	<i>15,370</i>
<i>FY'18</i>	<i>16,617</i>

Calls per CSR FY'14 through '18



Provide a description of current policy for surge or peak staffing, including 2020 requested funding for this. Council Staff understands that there are current impediments to MC311 access to Countywide overtime pools, thus affecting the cost and efficiency with which surges can be handled.

*MC311 has an OHR-approved telework program that is part of management's proactive response strategy, allowing the call center to quickly activate for weather-related or public-safety events to ensure staff are available to handle incoming calls. It also increases productivity and boosts employee morale. The ability to manage surges, both planned and unplanned, is tied to the maximum number of CSRs.*

Please provide a discussion of volumes and performance between Tier I and Tier II CSRs. Are there trends emerging?

*While some Tier 1 call types, such as recycle bin ordering, have shifted to the web, new Tier 2 call types have evolved to support departments including but not limited to the Office of Human Resources and the Department of Permitting Services. In response to the public's growing expectation of a quality customer service experience, departments have increasingly relied on MC311 to manage a higher volume of their complex inquiries. This increases call handling time as more complex calls go to the call center while more routine requests are handled via the web. Most 311 contact centers are external/public facing. MC311 is utilized for both internal and external facing purposes, handling calls from both the general public as well as County employees and retirees.*

In prior budgets, an Innovation and Productivity Improvement listed was to "... Continue to monitor and use MC311 data to improve operations and service delivery in all County Departments. Regularly collaborate with the CountyStat office to improve department Service Level Agreements..." (as an example, see FY18 Operating Budget submission, page 37-2). This has been dropped from the current budget document. Is the service delivery monitoring mechanism for County departments abandoned?

*This mechanism has not been abandoned. There is no expectation that the use of 311 data to inform and improve County operations will change. MC311 remains actively involved with*

*CountyStat and the departments in identifying areas for improvement and monitoring and revising SLA's.*

If it still exists, please provide a table of SLA attainment by department for the top 15 entries and any relevant commentary.

*Please see the attached file "SLA Performance Top 15 and All Others." See ©10.*

## **TECHNOLOGY**

The Committee has in prior budget discussions requested updates on progress towards the ability of MC311 to receive photographs, text messages and other social media inputs from the general public. Please provide an update on progress and link it, if possible, to requested budget support in the 2020 proposed budget.

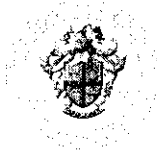
*MC311 is able to receive photographs with requests received via Twitter. DTS is actively working with PIO investigating the next generation 311 solution supporting multiple intake channels including social media. As DTS and PIO develop a plan to move forward, we will work with OMB to prepare any needed budget requests in the next budget cycle.*

**Council Staff comment:** This request has been made for the last 3 budget review cycles. Not being able to do something that is taken for granted by our residents as they experience uploading photos on most apps they use daily creates a perception problem and does not match the massive investment made in the platform. More should be expected from DTS and the MC311 Center operations and development teams.

Are there plans to include system enhancements, such as "expected time in queue" feedback to active customers, so that clients know what to expect if they are on hold?

*Telephony / Call Center enhancements will become available with a move to the next generation 311 solution. As stated earlier, DTS and MC311 are actively investigating potential solutions, including cloud solutions.*





# Public Information

**RECOMMENDED FY20 BUDGET**  
**\$5,395,872**

**FULL TIME EQUIVALENTS**  
**52.60**

**OHENE GYAPONG, ACTING DIRECTOR**

## MISSION STATEMENT

The mission of the Office of Public Information (PIO) is to provide timely, accurate, and effective communication with the public. PIO works with the County Executive, departments and agencies, media, County employees, the County Council and other elected officials, businesses, civic groups, and every other segment of the Montgomery County community. PIO provides information through the mass media, social media, Internet, presentations, publications and graphics, cable television programming, and telephone and electronic requests for information and assistance via the MC311 Customer Service Center.

## BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Public Information is \$5,395,872, an increase of \$34,441 or 0.64 percent from the FY19 Approved Budget of \$5,361,431. Personnel Costs comprise 96.47 percent of the budget for 70 full-time position(s) and one part-time position(s), and a total of 52.60 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 3.53 percent of the FY20 budget.

## COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following is emphasized:

**Effective, Sustainable Government**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
<b>Multi-Program Measures</b>					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.23	3.22	3.25	3.25	3.25

## INITIATIVES

1

- 
- ☉ The Public Information Office (PIO) installed digital displays in the Executive Office Building (EOB) cafeteria in addition to the EOB Lobby, Regional Service Centers, and the Takoma Park/East Silver Spring Center to provide information about County Government events, programs and services. During FY20-FY22, PIO plans to install 145 more digital signage screens in 75 County facilities.

## ACCOMPLISHMENTS

- ☑ Increased direct communication with residents, businesses, and partner organizations through social media sites: You Tube; Facebook; and Twitter - expanded Twitter to more than 73,500 followers and expanded distribution lists for electronic publications such as "The Paperless Airplane" which now reaches more than 240,000 households. MC311 collaborates with the Public Information Office to respond to resident requests for services and information via phone, email, and social media.
- ☑ The MC311 Customer Service Center has shown continued growth in online presence and on social media: 12.58 percent increase in web-based requests for service over FY17. Eight percent increase in social media requests for service (Twitter) over FY17.
- ☑ The MC311 Customer Service Center implemented an enhanced protocol to address departmental needs for Siebel service request and dashboard management training. An online registration process through Siebel has streamlined the request and scheduling process for the three multi-skilled level classroom training sessions. Service requests can be submitted on line 24 hours a day/7 days a week using MC311's online web portal. The change has increased training attendance and improved responsiveness and tracking.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ☉ The Public Information Office interacts with residents about County issues, programs, and services through press releases; media advisories, on line chats, town hall meetings, news and other public events, the County website, email and online newsletters, English and Spanish radio shows, YouTube, Facebook, Flickr, Periscope, Twitter and Nextdoor. PIO's sustained interaction with residents, businesses, and other stakeholders through these vehicles helps ensure message proliferation and feedback, which factors into the improvement of future communication efforts.
- ☉ MC311 has a robust "Work From Home" program for eligible customer service representatives. The program allows the call center to quickly activate during weather or public safety events to assure staff are available to handle incoming calls. In addition, it increases productivity and boosts employee morale. Customer Services Representatives are also able to create service requests remotely when they attend community events. It allows customers to create service requests on the spot.

## COLLABORATION AND PARTNERSHIPS

### ☉ **County's Small Business Assistance Program**

The Public Information Office and the Wheaton Urban District Advisory Committee have been working with other departments including Transportation, Finance, Recreation, and the Mid-County Regional Services Office, to inform area businesses of eligibility for the County's Small Business Assistance program during the construction of the new 14-story County office building in Wheaton. PIO is undertaking a major, ongoing, multi-faceted effort to keep residents in the community updated on the project's progress, and to make them aware that businesses are open during construction.

#### **Partners**

Community Engagement Cluster, Department of Finance, Department of Recreation, Department of Transportation

**\* Montgomery County Services**

MC311's Community Engagement Team has partnered with multiple County departments to educate County residents of the wide range of services offered through Montgomery County Government. MC311 has implemented strategies to engage customers through face-to-face meetings, public forums, and social media. By utilizing partnerships with libraries, home owners associations, neighborhood associations, and other similiar entities, the Community Engagement Team has taken the "311 experience" to the community.

**Partners**

Community Engagement Cluster, Department of Health and Human Services, Department of Public Libraries

**PROGRAM CONTACTS**

Contact Leslie Hamm of the Office of Public Information at 240.773.3565 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this department's operating budget.

**PROGRAM DESCRIPTIONS**

**\* Web Content and Graphic Management**

The four major functions of this program include:

- Providing creative and technical support to Public Relations, Cable Programming, MC311, and to departments.
- Developing and overseeing the County's graphic identity program to ensure consistency in the County's printed communication for the public. The program develops printing guidelines for departments in accordance with Administrative Procedure 1-7, Use of the Montgomery County Coat of Arms, Logotype and Emblem, and Public Communication Guide.
- Managing the growth and activity on the County's website and the MC311 web portal, which involves the development of policies and procedures for adding information to the website, as well as providing a leadership role in internet management.
- Producing artwork and design services for publications, fliers, decals, exhibits, charts, maps, and other promotional and educational products. Graphic artists provide advice to departments in cost-effective and attractive ways to meet project requirements and objectives.

<b>FY20 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY19 Approved</b>	<b>146,687</b>	<b>1.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,348	0.00
<b>FY20 Recommended</b>	<b>155,035</b>	<b>1.00</b>

Note(s):

**\* Public Relations**

Under this program, the Office of Public Information:

- Educates and informs residents about County issues, programs, and services through press releases, media advisories, news, public events, the County website, e-mail and online newsletters, YouTube, Facebook, and Twitter.
- Works directly with media organizations to ensure that reporters and editors have accurate and timely information about County issues, programs, and services.
- Develops promotional campaigns to increase awareness of critical issues such as pedestrian safety and emergency preparedness.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions)	92	123	210	270	270
Total attendance at press conferences and press events	3,632	5,826	6,000	7,000	7,000
Number of press events	35	57	60	70	70
Number of press requests under the MPIA	8	32	15	20	20
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days	85	85	90	90	90

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>1,357,047</b>	<b>8.65</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,809	0.00
<b>FY20 Recommended</b>	<b>1,414,856</b>	<b>8.65</b>

## MC311 Customer Service Center

MC311 is a key strategic, enterprise-wide initiative that provides the public with a single three-digit number (311) to call for County information and service. In addition, it provides the County with a sophisticated ability to count, track, and respond to resident requests. MC311 provides the general public with a higher quality of service delivery and accountability, while helping the Government achieve operational efficiencies.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
MC311 - Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement (in seconds) <sup>1</sup>	N/A	N/A	20	20	20
MC311 - Percent customer satisfaction rating	86%	85%	86%	87%	88%
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	\$4.02	\$3.80	\$3.90	\$3.90	\$3.90
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	32.25%	36.92%	34%	34%	34%
Average rate of first call resolution (customer requests closed in one call divided by total calls answered at the call center)	72.17%	72.61%	73.5%	75%	75%
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) <sup>2</sup>	N/A	8.14%	4.12%	4.00%	4.00%
Average rate of callers requesting to speak Spanish	4.12%	3.76%	4.12%	4.00%	4.00%

<sup>1</sup> There is a gap in data from August, 2016 - October, 2017, due to technical issues, therefore actuals for FY17 and FY18 are not available. Two new CSR positions created in FY17 were filled in FY18.

<sup>2</sup> The CSC stats for FY17 Actual are not verified. They were impacted during the move of the CSC in FY17. DTS is working on a resolution with Avaya.



<b>FY20 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY19 Approved</b>	<b>3,857,697</b>	<b>40.85</b>
Enhance: Shift funding from Operating Expenses to Personnel Costs in FY19, to support two Customer Service Representative I Positions	143,313	2.00
Re-align: Increase due to reduction in chargeback to HHS (0.10 FTE)	12,174	0.10
Re-align: Shift funding from Operating Expenses to Personnel Costs in FY19, to support two Customer Service Representative I Positions	(143,313)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(43,890)	0.00
<b>FY20 Recommended</b>	<b>3,825,981</b>	<b>42.95</b>

## BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,466,122	3,805,609	3,703,125	3,905,733	2.6 %
Employee Benefits	1,118,274	1,222,832	1,280,514	1,299,785	6.3 %
<b>County General Fund Personnel Costs</b>	<b>4,584,396</b>	<b>5,028,441</b>	<b>4,983,639</b>	<b>5,205,518</b>	<b>3.5 %</b>
Operating Expenses	588,739	332,990	188,957	190,354	-42.8 %
<b>County General Fund Expenditures</b>	<b>5,173,135</b>	<b>5,361,431</b>	<b>5,172,596</b>	<b>5,395,872</b>	<b>0.6 %</b>
<b>PERSONNEL</b>					
Full-Time	63	68	68	70	2.9 %
Part-Time	0	1	1	1	—
FTEs	44.90	50.50	50.50	52.60	4.2 %
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY19 ORIGINAL APPROPRIATION</b>	<b>5,361,431</b>	<b>50.50</b>
<b>Changes (with service impacts)</b>		
Enhance: Shift funding from Operating Expenses to Personnel Costs in FY19, to support two Customer Service Representative I Positions [MC311 Customer Service Center]	143,313	2.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY20 Compensation Adjustment	172,993	0.00
Re-align: Increase due to reduction in chargeback to HHS (0.10 FTE) [MC311 Customer Service Center]	12,174	0.10
Increase Cost: Retirement Adjustment	9,391	0.00
Increase Cost: Motor Pool Adjustment	677	0.00
Re-align: Shift funding from Operating Expenses to Personnel Costs in FY19, to support two Customer Service Representative I Positions [MC311 Customer Service Center]	(143,313)	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(160,794)	0.00

**FY20 RECOMMENDED CHANGES**

Expenditures FTEs

**FY20 RECOMMENDED 5,395,872 52.60**

**PROGRAM SUMMARY**

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Web Content and Graphic Management	146,687	1.00	155,035	1.00
Public Relations	1,357,047	8.65	1,414,856	8.65
MC311 Customer Service Center	3,857,697	40.85	3,825,981	42.95
<b>Total</b>	<b>5,361,431</b>	<b>50.50</b>	<b>5,395,872</b>	<b>52.60</b>

**CHARGES TO OTHER DEPARTMENTS**

Charged Department	Charged Fund	FY19 Total\$	FY19 FTEs	FY20 Total\$	FY20 FTEs
<b>COUNTY GENERAL FUND</b>					
Human Resources	Employee Health Self Insurance	4,500	0.00	4,500	0.00
Health and Human Services	General Fund	142,095	1.60	138,033	1.50
Permitting Services	Permitting Services	245,064	2.90	261,831	2.90
Housing and Community Affairs	Montgomery Housing Initiative	62,304	0.90	66,189	0.90
Solid Waste Services	Solid Waste Disposal	366,693	4.75	385,152	4.75
Solid Waste Services	Solid Waste Collection	96,968	1.25	99,128	1.25
Cable Television Communications Plan	Cable TV	799,381	6.60	841,923	6.60
<b>Total</b>		<b>1,717,005</b>	<b>18.00</b>	<b>1,796,756</b>	<b>17.90</b>

**FUTURE FISCAL IMPACTS**

**CE RECOMMENDED (\$000S)**

Title	FY20	FY21	FY22	FY23	FY24	FY25
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY20 Recommended</b>	<b>5,396</b>	<b>5,396</b>	<b>5,396</b>	<b>5,396</b>	<b>5,396</b>	<b>5,396</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>51</b>	<b>51</b>	<b>51</b>	<b>51</b>	<b>51</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>5,396</b>	<b>5,447</b>	<b>5,447</b>	<b>5,447</b>	<b>5,447</b>	<b>5,447</b>

# The MC311 Data Summary

March 28, 2019

Data from 2/17/2019 – 3/16/2019 (four weeks)

## Top 15 Service Requests

Rank	Dept.	Service Request	#	Previous Period	Council District*				
					1	2	3	4	5
1	DEP	Bulk Trash Pick-Up Request	2357	2009	755	43	125	630	675
2	DEP	22 Gallon Bin Delivery	2212	1941	407	522	155	593	317
3	DEP	Scrap Metal Pick-Up Request	1677	1385	483	190	78	388	450
4	DPS	Schedule Residential Inspections	1250	1095	107	21	13	48	59
5	DEP	22 Gallon Bin Pick-Up	930	797	170	186	75	211	134
6	DOT	Pothole Repair	704	609	200	67	65	221	136
7	DEP	Cart Repair (Paper Recycling)	598	569	181	54	69	160	122
8	DHCA	Housing Complaints	533	492	67	92	36	172	115
9	DEP	Unacceptable for Collection	480	380	175	7	46	136	116
10	DHCA	Landlord Tenant Issues	463	534	63	97	26	103	88
11	DPS	Schedule Commercial Bldg. Inspections	366	369	21	9	2	9	14
12	DEP	Field Check for Solid Waste Services	339	347	113	39	27	91	53
13	POL	Dead Animal Along the Roadway	300	289	52	30	23	97	48
14	DOT	Inspect, Remove or Prune County Tree	285	260	91	21	29	78	60
15	FIN	Request to Discuss Property Tax Bill	241	239	20	18	24	19	15

## Top 15 General Information Requests

Rank	Dept.	Information Request	#	Previous Period
1	DOT	Ride On Real Time Arrival Info	1685	2015
2	DEP	County Trash & Recycling Schedule	964	525
3	FIN	Property Tax Delinquent Notice	877	14
4	FIN	Payments Made on a Property Tax Account	873	656
5	FIN	Balance of Property Tax Bill	792	380
6	DPS	DPS Building Inspector Contact Info	756	721
7	DPS	Permit Status	556	574
8	PIO	MCG Employee Directory Assistance	520	533
9	DEP	How To Recycle/Dispose of Solid Waste	515	544
10	DOT	Ride On Trip Planning	464	463
11	FIN	Elderly/Military Retiree Property Tax Credit	415	285
12	DEP	Transfer Station Questions	359	316
13	POL	Police Department Information	346	429
14	HHS	Income Support - Rockville Office	343	296
15	DEP	Curbside Recycling Program Questions	276	287

## Call Center Performance

Calls and Requests		Abandoned Calls		Call Times	
Total calls received during call center hours	35,147	Abandoned call rate (target: <5%)	11.21%	Average seconds to answer (target: <20)**	115.1
Total requests (inc. phone, web, walk-in)	41,381			Average call duration, seconds (target: <240)	249

\* Location data are not consistently available for all requests.

\*\* Seconds to answer does not include the time a caller spends listening to the automated MC311 greeting.

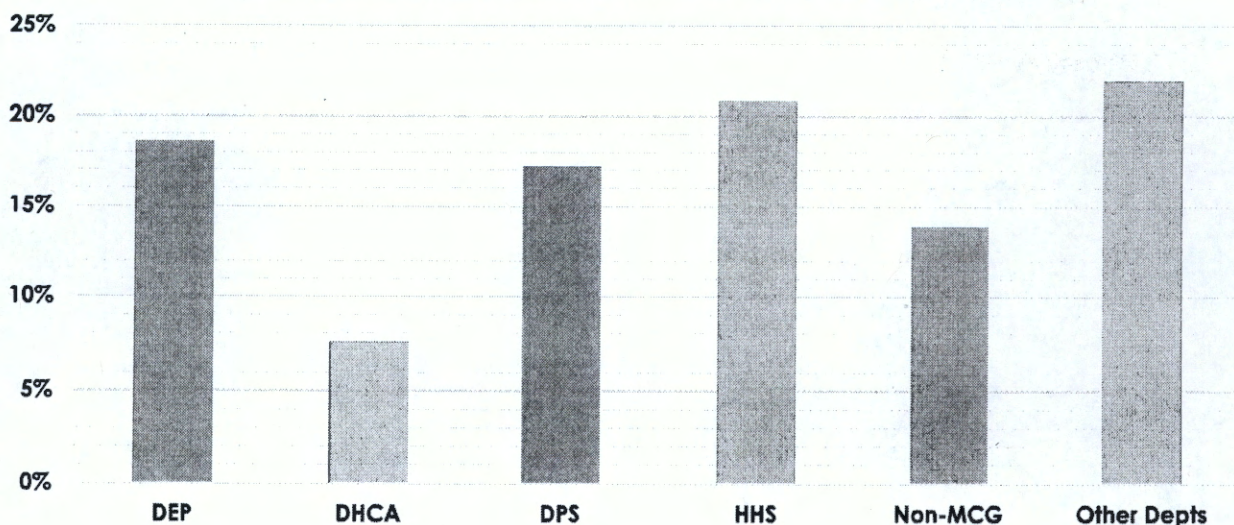
## MC311 Request Trends 2/17/2018 – 3/16/2019

- MC311 received large numbers of service and information requests related to property tax payments. Federal and State income tax payments are due on Monday, April 15<sup>th</sup>. These request types are detailed separately below:
  - Residents made 877 calls about receiving delinquent property tax notices, up from just 14 requests from the previous period. The second of semi-annual property tax installment payments were due on December 31<sup>st</sup> and became delinquent on January 1<sup>st</sup>. These tax bills are subject to interest and penalty charges until paid in full.
  - Residents made 873 requests for information on the balance of their property tax accounts, up 33% over the 656 requests during the previous period. Residents can call MC311 or go online to the Department of Finance's website to confirm their outstanding account balance.
  - Residents submitted 792 requests for information on the balance of their property tax bill, more than twice the 380 requests from the previous period. Applications for the tax credit program are due on April 1<sup>st</sup>.
- Residents made 964 requests for information on the County's trash and recycling schedule, 84% more than the 525 requests made in the previous period. County residents may call MC311 to check on potential changes to their regularly-scheduled garbage or recycling collection. Garbage collection did not occur on the Presidents Day holiday.

## MC311 Spotlight: Spanish Language Requests

From March 2018 to February 2019, MC311 received 15,344 calls from residents to request a Spanish-speaking customer service representative. Four County offices received just under 2/3<sup>ds</sup> of these total service and information requests – DEP, DHCA, DPS, and HHS – totaling 9,842 requests (64%). Non-County agencies and organizations ("Non-MCG") made up another 2,131 calls (14%), while the remaining 3,371 calls (22%) were for other County offices. The total requests from each of these departments are detailed in the table below.

**Top MC311 Requests by Department, March 2018 - Feb 2019**





# MC311 Monthly Call Center Data Summary

February 17<sup>th</sup>, 2019 – March 16<sup>th</sup>, 2019

Data from 2/17/2019 to 3/16/2019 (2019) and 2/18/2018 to 3/17/2018 (2018) (four weeks)

## Call Center Summary

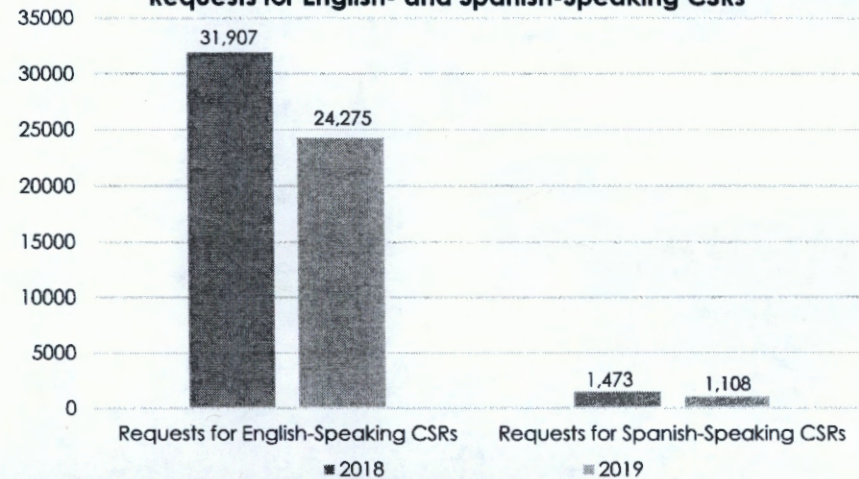
Year	Total Phone Requests	No. of CSRs* Average/Day	Abandoned Call Rate
2019	35,147	27	11.21%
2018	37,552	29	10.09%
2018 (4 <sup>th</sup> quarter)	116,985	27	10.38%
2017 (4 <sup>th</sup> quarter)	115,967	29	5.70%

\* Number of Customer Service Representatives (CSRs) available to answer calls.

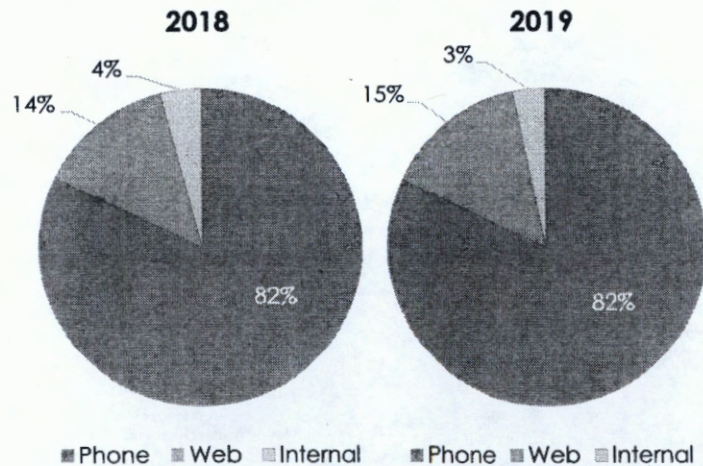
## Top Five Departments Receiving the Highest Number of Requests

2019				
DEP	DOT	DPS	FIN	HHS
(12,316)	(6,405)	(5,503)	(4,642)	(3,276)
2018				
DEP	DOT	FIN	DPS	Non-MCG
(12,314)	(7,432)	(6,030)	(5,699)	(3,705)

## Requests for English- and Spanish-Speaking CSRs



## Source of Requests\*\*



\*\* Does not include requests received by Twitter, email, or from walk-ins.

Year	Top Three Requests: English-Speaking CSRs	Top Three Requests: Spanish-Speaking CSRs
2019	General Information (1,950), Residential Inspections (1,535), Ride On Trip Planner (1,433)	Residential Inspections (166), Office of Eligibility & Support Services (120), Bulk Trash Request (58)
2018	General Information (2,090), Residential Inspections (1,964), Tax Payments (1,884)	Residential Inspections (124), General Information (102), Office of Eligibility & Support Services (91)

LO

<i>Department</i>	<i>SLA</i>	<i>Topic</i>	<i># of SRs</i>	<i># of SRs meeting SLA</i>	<i>Avg +/- Days</i>	<i>% of SRs meeting SLA</i>
DEP	5	Bulk Trash Pick-Up Request	22,820	22,288	-2.63	97.67
DEP	5	Scrap Metal Pick-Up Request	17,611	16,912	-2.39	96.03
DEP	10	22 Gallon Bin Delivery (Bottles/Cans/Jars)	16,186	16,133	-4.22	99.67
DEP	10	22 Gallon Bin Pick-up ((Bottles/Cans/Jars)	5,276	5,260	-4.29	99.70
DHCA	60	Housing Complaints	4,419	3,360	-23.08	76.04
DHCA	2	Landlord Tenant (LT) Complaints, Disputes or Issues	4,193	4,151	-0.92	99.00
DEP	10	Cart Repair (Paper Recycling)	4,095	3,989	-3.33	97.41
POL	1	Reporting a Dead Animal Along the Roadway or on Adjacent Property	3,473	3,237	0.08	93.20
DEP	10	Field Check Required for Division of Solid Waste Services	3,257	3,254	-8.61	99.91
DHCA	4	Request to Speak With a Licensing and Registration Specialist	2,835	2,832	-2.94	99.89
DEP	2	Same Day (For Use by SWS Staff Only)	2,736	2,723	-0.87	99.52
DOT	3	Pothole Repair	2,621	2,346	-0.91	89.51
DEP	2	Literature Items - Residential Trash and Recycling	2,134	2,134	-1.00	100.00
HHS	2	HHS 1401 Inquiry	2,097	1,681	0.30	80.16
DOT	10	Ride On Complaint - Service	2,042	1,638	-2.57	80.22