

MFP COMMITTEE #4
April 21, 2010

Worksession

MEMORANDUM

April 19, 2010

TO: Management and Fiscal Policy Committee

FROM: Justina J. Ferber,  Legislative Analyst

SUBJECT: **Worksession:** Executive's Recommended FY11 Operating Budget
Office of Public Information (PIO) – (MC311 function in a separate packet)

Those expected for this worksession:

Patrick Lacefield, Director, Office of Public Information
Donna Bigler, Deputy Director, Office of Public Information
Phil Weeda, Budget Analyst, OMB

Overview

The Office of Public Information (PIO) budget is on pages 36-1 to 36-6 of the Executive's Recommended Operating Budget for FY11. A copy is attached at ©1. PIO accomplishments and initiatives are on page 36-2.

An operating budget of \$4,946,420 is recommended for the PIO. Excluding the MC311 program, the PIO recommended budget is \$939,470, a decrease of \$275,740 or 22.7% from the FY10 approved budget. If you add back the shifts in personnel costs moved to the Cable Fund, the reduction in the PIO budget is only -7.4%.

(in \$000's)	FY09 Actual	FY10 Approved	FY11 CE Recommended	% Change FY10-FY11
Expenditures:				
General Fund - PIO	1,326,187	1,215,210	939,470	-22.7%
FY11 w/out cable shifts			1,125,220	-7.4%
Cable Fund charges	348,650	572,850	704,850	23.0%
TOTAL Expenditures	1,674,837	1,657,370	2,769,540	67.1%
Total Expend w/MC 311	0		4,946,420	
Positions - PIO only:				
Cable fund workyears	3	5.1	6.6	29.40%
PIO workyears	9	7.9	6.2	-21.60%

FY11 Budget Changes

Office of Public Information FY11	
Web Content and Graphic Management	
FY10 Expenditures \$291,480	FY10 2.0 Workyears
FY11 Expenditures \$85,260	FY11 1.0 Workyears
-\$5,970 – Decrease Operating Costs – copier rental; graphics supplies; -\$20,000 – Reduce Web support services contract (from \$60,000 to \$40,000) -\$108,160; -1.0wy – <i>Shift</i> of Visual Information Specialist to Cable Fund ; This is a full-time video editor position that was previously contracted with Montgomery Community Television (MCT). However, MCT was charging more than 200 percent overhead; therefore, PIO created the position to save money. -\$72,090 – Miscellaneous Adjustments	
Public Relations	
FY10 Expenditures \$923,730	FY10 5.9 Workyears
FY11 Expenditures \$854,210	FY11 5.2 Workyears
\$29,700 – Add Bilingual Public Info Officer – Contract – PIO believes the contract invaluable -\$23,670 – Decrease Cost – Print and Mail charges; local travel; office supplies, postage, motor pool, phones and faxes; other operating costs -\$50,180 – Decrease Cost of pedestrian safety publicity – all ped safety funds eliminated -\$13,130; -0.1 wy – <i>Shift</i> Cost of Public Information Officer to Cable Fund -\$26,320; -0.2 wy – <i>Shift</i> Cost of Public Information Officer to Cable Fund for new show -\$19,070; -0.2 wy – <i>Shift</i> Cost of Manager III to Cable Fund \$52,220; -0.2 wy – Miscellaneous Adjustments	

There is no organizational chart of the new PIO at this time although it would have been helpful in understanding the new organizational structure.

Issues

- 1) Personnel shifts in the PIO “information” budget to the cable fund add up to \$185,750 and 1.5 workyears. PIO feels these charges to the cable fund are appropriate cable expenses and the shifts are for FY11 only. An explanation of the shifts is on the next page.
- 2) Decreases in various operating costs for supplies, printing, mailing, travel, motor pool, phones, and rental and web support contracts add up to \$49,640 or -4.1% from FY10. Some of these decreases were included in the FY10 #1 and #2 savings plans.
- 3) The addition of the MC311 Center for the purpose of establishing a single point of entry to navigate government information and services is addressed in a separate packet by Analyst Costis Torgas.

Positions in the PIO from FY08 to FY11 are accounted for as follows:

<u>PIO General Fund Positions</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>
Director	1.0 wy	1.0 wy	1.0 wy	1.0 wy
Assistant Director (Manager II)	1.0 wy	1.0 wy	0.9 wy	0.7 wy
Senior Executive Administrative Aide	1.0 wy	1.0 wy	1.0 wy	1.0 wy
Public Information Officer II	3.0 wy	3.0 wy	3.0 wy	2.7 wy
Web Content Manager/Program Manager	1.0 wy	1.0 wy	1.0 wy	1.0 wy
Visual Information Specialist (Graphic Artist)	<u>2.0 wy</u>	<u>1.8 wy</u>	<u>1.0 wy</u>	<u>0.0 wy</u>
General Fund total	9.0 wy	8.8 wy	7.9 wy	6.4 wy
<u>Cable Fund Positions</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>
Program Manager		1.0 wy	1.0 wy	1.0 wy
Producer (Program Specialist II)*	2.0 wy	2.0 wy	2.0 wy	1.0 wy*
Assistant Director (Manager II)			0.1 wy	0.3 wy
Public Information Officer II				0.3 wy
Visual Information Specialist		<u>0.2 wy</u>	<u>2.0 wy</u>	<u>4.0 wy</u>
Cable Fund total	2.0 wy	3.2 wy	5.1 wy	6.6 wy
TOTAL WORKYEARS	11.0 wy	12.0 wy	13.0 wy	13.0 wy

*One Program Specialist II (Producer) position was RIF'd in FY11.

The PIO positions shifted to the Cable Fund for FY11 are explained as follows:

<u>Positions*</u>		<u>Function *</u>
Visual Info. Spec.	1.0	Equipment setup and design work
Manager III	0.2	Oversees and manages cable issues
PIO	0.1	Gathers news for weekly news show
PIO	0.1	Gathers news for weekly news show
PIO	<u>0.1</u>	Gathers news for weekly news show
	1.5	

*These shifts to the Cable Fund are for FY11 only to assist with the institution of the news show "County Report This Week".

Staff Comments

Workload in the PIO has increased due to demands from other departments. County departments have sought greater support from the PIO as departmental resources for public information and marketing have dwindled or been eliminated. Also, PIO management will incur additional administrative duties with the shift of the MC311 Center.

If Councilmembers wish to discuss reductions, consideration can be given to reducing PIO staff back to FY08 or FY09 levels; however, reductions could decrease cable production and programming and services to various County departments. Salary and benefits for one position – Information Officer or Visual Information Specialist – would save \$100,000 to \$130,000; however, reductions may not be realistic given cutbacks in information services throughout County government, and the Council’s admonition to departments to rely on the PIO for their public information efforts.

Recommendation

- **Council staff recommends the Committee approve the Office of Public Information budget as submitted for \$939,470.**

Attachments: Office of Public Information FY11 Operating Budget ©1

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Public Information

MISSION STATEMENT

The mission of the Office of Public Information is to provide timely, accurate, and effective communication with the public, 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 through the mass media, Internet, presentations, publications and graphics, and cable television programming.

MC311 Customer Service Center

In FY10, the County Executive implemented a centralized Call Center and Constituent Relationship Management System (CRM) to enhance access to community services. Before the end of the year, residents will be able to call 311 for information and to request services. The information obtained from the CRM system will be an important tool to make more informed decisions about how to best use scarce resources.

In addition to establishing a single point of entry to navigate government information and services, MC311 has been implemented by consolidating five call centers housed in various departments and centralizing the information and referral calls currently received by each of the Executive Branch departments and offices. As part of this consolidation, staff were shifted into the Office of Public Information's MC311 Customer Service Center from the following departments: Environmental Protection, Finance, Fire and Rescue Services, General Services, Health and Human Services, Housing and Community Affairs, Permitting Services, Offices of the County Executive, Police, Recreation, Regional Services Centers, and Transportation.

CRM implementation, a complex project requiring significant information technology (IT) investment was accomplished in FY10 without any additional resources. To fully annualize the costs of the Call Center in FY11 including increased IT costs, language line, training, and telecommunication costs requires \$2.1 million in additional resources. However, this increase should be understood in the context of the many MC311 related reductions already made totaling \$10.3 million and include the following: \$1.875 million in Council imposed reductions in FY10 (that County Government departments absorbed in addition to savings plan reductions); the approximately \$571,700 in savings resulting from the restructuring of the Regional Services Centers programs; and the abolishment of 69 full-time and 10 part-time clerical and administrative positions at a savings of \$3.3 million in FY10 and \$4.6 million FY11. The clerical and administrative positions are typically the positions that provide call taking, dispatching, and following up on service requests which are now centralized and provided by the MC311 Call Center. Further reductions in these resources, would severely compromise the County's ability to provide services in FY11.

BUDGET OVERVIEW

The total recommended FY11 Operating Budget for Public Information, excluding the MC311 program, is \$939,470, a decrease of \$275,740, or 22.7 percent from the FY10 Approved Budget of \$1,215,210. Personnel costs comprise 90.3 percent of the budget for 13 full-time positions for 6.2 workyears. Operating expenses account for the remaining 9.7 percent of the FY11 budget.

The total recommended FY11 Operating Budget for Public Information's MC311 Customer Service Center is \$4,006,950. Personnel costs for 49 full-time positions and 35.7 workyears account for 73.7 percent of the budget. Operating expenses account for the remaining 26.3 percent of the budget. In the budget summary, FY09 actuals, FY10 budget, and FY10 estimate figures reflect the old organizational structure, while the FY11 budget figures reflect the new organizational structure with the MC311 program displayed separately to facilitate budget comparisons based on similar program operations.

LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**

①

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY10 estimates incorporate the effect of the FY10 savings plan. The FY11 and FY12 targets assume the recommended FY11 budget and FY12 funding for comparable service levels.

Measure	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Multi-Program Measures					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.16	3.23	3.23	3.23	3.23
Total Utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook (million)	NA	NA	6.8	7.0	7.3
Total Attendance at press conferences or press events	NA	NA	1,915	1,900	1,900

ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Expanded the County's social media presence from YouTube to Facebook and Twitter. The power of the tools became apparent in November during a traffic signal computer failure and this office "tweeted" a message to its 1,534 "followers" and "re-tweeted" another message to more than 18,000 people within a few minutes. These social media outlets are proving to be valuable tools, directly reaching large numbers of people in short time frames;*
- ❖ *Created a public health website dedicated to the H1N1 virus with regular updates to keep the public informed of vaccination clinics. The office developed an "alert" feature that enables residents to receive automated messages when changes to the website are made;*
- ❖ *Enhanced the office's communications with the Spanish speaking language community by providing more media services to the Spanish language media; and*
- ❖ *Promoted ongoing campaigns to increase awareness regarding pedestrian safety, the 2010 Census, and the H1N1 virus.*
- ❖ *Consolidated five existing call centers and information and referral services from twelve departments into one MC311 centralized call center - providing a one-stop source for information and referral for County services.*
- ❖ *Standardized call center hours of operation and responded to more than 25,000 calls during the first two months of initiating the MC311 centralized call center.*

PROGRAM CONTACTS

Contact Donna Bigler of the Office of Public Information at 240.777.6537 or Phil Weeda of the Office of Management and Budget at 240.777.2780 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 and Cable Programming in developing materials for press events and publications.

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, 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 on cost-effective and attractive ways to meet project requirements and objectives.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	291,480	2.0

	Expenditures	WYs
Decrease Cost: Copier rental	-2,640	0.0
Reduce: Graphics supplies and materials	-3,330	0.0
Reduce: Web support services contract	-20,000	0.0
Shift: Visual Information Specialist (graphic designer/cable production setup) to Cable Fund	-108,160	-1.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-72,090	0.0
FY11 CE Recommended	85,260	1.0

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 and 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, the 2010 Census, and the H1N1 virus.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days ¹	89	95	95	95	95
Number of press conferences ²	155	160	160	160	160
Number of press requests under the MPIA	19	20	20	20	20

¹ Although a response goes out within 30 days for each request, extensive requests often take months to complete

² Press conference attendance.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	923,730	5.9
Add: Spanish, Bilingual Public Information Officer	29,700	0.0
Decrease Cost: Print and Mail Charges	-390	0.0
Decrease Cost: Metro area travel	-450	0.0
Decrease Cost: Office supplies	-1,000	0.0
Decrease Cost: Postage	-1,520	0.0
Decrease Cost: Motor Pool Rate Adjustment	-2,740	0.0
Decrease Cost: Telephone Lines, Faxes, and Cell Phones	-3,800	0.0
Decrease Cost: Paper and supplies for copier and fax	-5,500	0.0
Reduce: Operating Costs	-8,270	0.0
Shift: Public Information Officer to Cable Fund	-13,130	-0.1
Shift: Public Information Officer (0.2 WY) to new Cable show	-26,320	-0.2
Shift: Manager III (0.2 WY) to Cable Fund	-38,140	-0.2
Decrease Cost: Rely on free media for pedestrian safety publicity	-50,180	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	52,220	-0.2
FY11 CE Recommended	854,210	5.2

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 will provide the general public with a higher quality of service delivery, accountability, while helping the Government achieve operational efficiencies.

FY11 Recommended Changes	Expenditures	WYs
FY10 Approved	0	0.0
Shift: Transfer positions from Police to Public Information Office to fund MC311 project	709,730	9.0
Shift: Transfer positions from County Executive Office to staff MC311 Call Center	638,890	7.0
Add: Operating Costs including IT technical support, education and training, language translation services, and marketing, etc. required to establish MC311 Call Center	555,590	0.0

	Expenditures	WYs
Add: Contractor Call Center support	500,000	0.0
Shift: Transfer positions from Health and Human Services to staff MC311 Call Center.	391,920	5.0
Shift: Transfer positions from Department of Finance to staff MC311 Call Center	291,350	4.0
Shift: Transfer positions from Department of Transportation (DOT) Transit Services to staff MC311 Call Center	199,140	3.0
Shift: Transfer positions from Department of Transportation (DOT) to staff MC311 Call Center	191,980	2.0
Shift: Transfer positions from Fire and Rescue Services to staff MC311 Call Center	167,740	3.0
Shift: Transfer positions from Department of General Services (DGS) to staff MC311 Call Center	135,820	1.0
Shift: Transfer IT position from Department of Finance to staff MC311 Call Center	129,430	1.0
Shift: Transfer position from Recreation to staff MC311 Call Center	123,870	1.0
Add: Two Call Taker Trainee positions in Public Information Office for MC311 project.	107,100	2.0
Shift: Transfer position from Silver Spring Regional Services Center to staff MC311 Call Center	100,410	1.0
Add: Incentive program for call taker retention	26,250	0.0
Decrease Cost: Furlough Days	-112,270	-1.3
Decrease Cost: Lapse positions in MC311 Call Center	-150,000	-2.0
FY11 CE Recommended	4,006,950	35.7

BUDGET SUMMARY

	Actual FY09	Budget FY10	Estimated FY10	Recommended FY11	% Chg Bud/Rec
COUNTY GENERAL FUND (PUBLIC INFORMATION)					
EXPENDITURES					
Salaries and Wages	844,172	772,270	772,270	603,080	-21.9%
Employee Benefits	302,095	281,520	281,520	245,090	-12.9%
County General Fund Personnel Costs	1,146,267	1,053,790	1,053,790	848,170	-19.5%
Operating Expenses	179,920	161,420	161,420	91,300	-43.4%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	1,326,187	1,215,210	1,215,210	939,470	-22.7%
PERSONNEL					
Full-Time	12	13	13	13	0.0%
Part-Time	0	0	0	0	—
Workyears	8.8	7.9	7.9	6.2	-21.5%
COUNTY GENERAL FUND (MC311 CUSTOMER SERVICE CENTER)					
EXPENDITURES					
Salaries and Wages	0	0	0	2,158,710	—
Employee Benefits	0	0	0	792,650	—
MC311 Personnel Costs	0	0	0	2,951,360	—
Operating Expenses	0	0	0	1,055,590	—
Capital Outlay	0	0	0	0	—
MC311 Expenditures	0	0	0	4,006,950	—
PERSONNEL					
Full-Time	0	0	0	49	—
Part-Time	0	0	0	0	—
Workyears	0.0	0.0	0.0	35.7	—

FY11 RECOMMENDED CHANGES

	Expenditures	WYs
COUNTY GENERAL FUND (PUBLIC INFORMATION)		
FY10 ORIGINAL APPROPRIATION	1,215,210	7.9
<u>Changes (with service impacts)</u>		
Add: Spanish, Bilingual Public Information Officer [Public Relations]	29,700	0.0
Reduce: Graphics supplies and materials [Web Content and Graphic Management]	-3,330	0.0
Reduce: Operating Costs [Public Relations]	-8,270	0.0
Reduce: Web support services contract [Web Content and Graphic Management]	-20,000	0.0
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Retirement Adjustment	25,380	0.0
Increase Cost: Group Insurance Adjustment	8,220	0.0
Decrease Cost: Print and Mail Charges [Public Relations]	-390	0.0
Decrease Cost: Metro area travel [Public Relations]	-450	0.0
Decrease Cost: Office supplies [Public Relations]	-1,000	0.0
Decrease Cost: Postage [Public Relations]	-1,520	0.0
Decrease Cost: Copier rental [Web Content and Graphic Management]	-2,640	0.0
Decrease Cost: Motor Pool Rate Adjustment [Public Relations]	-2,740	0.0
Decrease Cost: Telephone Lines, Faxes, and Cell Phones [Public Relations]	-3,800	0.0
Decrease Cost: Paper and supplies for copier and fax [Public Relations]	-5,500	0.0
Shift: Public Information Officer to Cable Fund [Public Relations]	-13,130	-0.1
Decrease Cost: Furlough Days	-21,070	-0.2
Shift: Public Information Officer (0.2 WY) to new Cable show [Public Relations]	-26,320	-0.2
Decrease Cost: Annualization of FY10 personnel costs	-32,400	0.0
Shift: Manager III (0.2 WY) to Cable Fund [Public Relations]	-38,140	-0.2
Decrease Cost: Rely on free media for pedestrian safety publicity [Public Relations]	-50,180	0.0
Shift: Visual Information Specialist (graphic designer/cable production setup) to Cable Fund [Web Content and Graphic Management]	-108,160	-1.0
FY11 RECOMMENDED:	939,470	6.2
COUNTY GENERAL FUND (MC311 CUSTOMER SERVICE CENTER)		
FY10 ORIGINAL APPROPRIATION	0	0.0
<u>Changes (with service impacts)</u>		
Add: Operating Costs including IT technical support, education and training, language translation services, and marketing, etc. required to establish MC311 Call Center	555,590	0.0
Add: Contractor Call Center support	500,000	0.0
Add: Two Call Taker Trainee positions in Public Information Office for MC311 project.	107,100	2.0
Add: Incentive program for call taker retention	26,250	0.0
<u>Other Adjustments (with no service impacts)</u>		
Shift: Transfer positions from Police to Public Information Office to fund MC311 project	709,730	9.0
Shift: Transfer positions from County Executive Office to staff MC311 Call Center	638,890	7.0
Shift: Transfer positions from Health and Human Services to staff MC311 Call Center.	391,920	5.0
Shift: Transfer positions from Department of Finance to staff MC311 Call Center	291,350	4.0
Shift: Transfer positions from Department of Transportation (DOT) Transit Services to staff MC311 Call Center	199,140	3.0
Shift: Transfer positions from Department of Transportation (DOT) to staff MC311 Call Center	191,980	2.0
Shift: Transfer positions from Fire and Rescue Services to staff MC311 Call Center	167,740	3.0
Shift: Transfer positions from Department of General Services (DGS) to staff MC311 Call Center	135,820	1.0
Shift: Transfer IT position from Department of Finance to staff MC311 Call Center	129,430	1.0
Shift: Transfer position from Recreation to staff MC311 Call Center	123,870	1.0
Shift: Transfer position from Silver Spring Regional Services Center to staff MC311 Call Center	100,410	1.0
Decrease Cost: Furlough Days	-112,270	-1.3
Decrease Cost: Lapse positions in MC311 Call Center	-150,000	-2.0
FY11 RECOMMENDED:	4,006,950	35.7

PROGRAM SUMMARY

Program Name	FY10 Approved		FY11 Recommended	
	Expenditures	WYs	Expenditures	WYs
Web Content and Graphic Management	291,480	2.0	85,260	1.0
Public Relations	923,730	5.9	854,210	5.2
MC311 Customer Service Center	0	0.0	4,006,950	35.7
Total	1,215,210	7.9	4,946,420	41.9

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY10		FY11	
		Totals	WYs	Totals	WYs
COUNTY GENERAL FUND					
Cable Television	Cable Television	572,850	5.1	704,850	6.6
Housing and Community Affairs	Montgomery Housing Initiative	0	0.0	66,060	1.0
Permitting Services	Permitting Services	0	0.0	179,030	3.0
Solid Waste Services	Solid Waste Collection	0	0.0	286,200	5.0
Solid Waste Services	Solid Waste Disposal	0	0.0	85,250	1.0
Total		572,850	5.1	1,321,390	16.6

FUTURE FISCAL IMPACTS

Title	CE REC.					
	FY11	FY12	FY13	FY14	FY15	FY16
(\$000's)						
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY11 Recommended	4,946	4,946	4,946	4,946	4,946	4,946
No inflation or compensation change is included in outyear projections.						
Motor Pool Rate Adjustment	0	3	3	3	3	3
Restore Personnel Costs	0	133	133	133	133	133
This represents restoration of funding to remove FY11 furloughs.						
Subtotal Expenditures	4,946	5,083	5,083	5,083	5,083	5,083