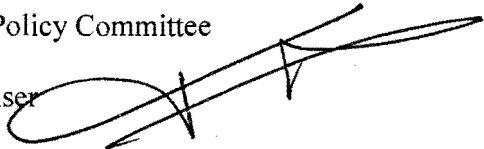


Worksession

MEMORANDUM

April 17, 2013

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser 

SUBJECT: FY14 Operating Budget: MC311 Customer Service Center, within Public Information Section 36 in the Executive's Recommended Budget

The following are expected to attend:

Patrick Lacefield, Director, Office of Public Information  
Leslie C. Hamm, Office of Public Information MC311 Director  
Helen P. Vallone, Office of Management and Budget (OMB)

The relevant pages from the recommended FY14 operating budget are attached on ©1-5.

**Summary of Staff Recommendations:**

1. **Accept** the Executive's recommended budget of **\$3,583,048**, effectively decreasing the budget from FY13 levels by \$432,317.
2. **Ensure** that the **Service Level Agreement (SLA)** performance measures of key departments from the MC311 tracking system are **made available to relevant Council Committees** to help them assess budget requests based on, among other criteria, responsiveness and timeliness to citizen requests for assistance.
3. Establish a **worksession in the Fall of 2013** to review **progress** made against the use of MC311 by people seeking information for **organizations other than the County Government**.

**Overview**

For FY14, the Executive recommends total expenditures of \$3,583,048, down \$432,317 or -10.8% from the FY13 approved budget of \$4,015,365. The major reason for this reduction is the shift of technology personnel to DTS, which has been given the authority to maintain the IT systems (Siebel) in a centralized manner. FTEs will decrease by 0.4 to 35.9 from 36.3 in FY13.

The MC311 budget appears as a program within the Office of Public Information; the entire budget for the Office is presented on ©1-5, with ©3 having the major portion of the MC311 budget.

## **Department responses to questions**

Council staff raised a number of issues upon review of the budget information proposed by the Executive. The questions and responses from Executive staff are provided below.

### **MC311 Overview by MC311 Director**

*MC311 Customer Service Center and web portal launched on June 17, 2010 with 49 Customer Service Representatives (CSR), both County positions transferred as part of the call center consolidation effort and employees from the County's Temporary Service contractors. In our first six months, we took 296,645 calls, averaging 48,399 a month. In the same time frame, nearly 1,500 Service Requests were created by customers using our web portal. Our average time to answer during that time frame was 12 seconds. We had three Tier 2 queues (HHS, FIN & DEP/SWS) and a Spanish (SPN) queue. In our first year, we handled over 500,000 service requests.*

*Since that time, we have made several enhancements to our service delivery. We improved our reporting accuracy by creating performance dashboards in Siebel that pulled from several different data sources (Avaya, Siebel, Google Analytics) to provide comprehensive, easy to use and read reports. We also integrated Oscar, a DEP/SWS work order system, into Siebel so that anyone in the call center could help a customer schedule a bulk trash pickup or order a recycling bin.*

*We took one million requests for service during our first year and are trending towards another 600,000 created by the end of the fiscal year. We now have 42 CSR who answer customers' calls in an average of 11 seconds.*

*In addition, we increased our call taking efficiency by adding additional HHS and FIN Tier 2 and Spanish speaking CSR. This allowed us to extend our operating hours until 7:00 pm Monday through Friday beginning August 2012. We now serve an additional 500 – 600 customers a week, primarily with Transit questions.*

*Our newest addition is a DPS Tier 2. We have been working with DPS to train CSR on their Hansen system so that we can provide greater first call resolution to our customers with building construction and land development questions or requests. We are also looking to increase our capacity for serving residents by developing partnerships with municipalities.*

	<b><i>FY14 Rec</i></b>	<b><i>FY13 Appr</i></b>	<b><i>Increase</i></b>	<b><i>% Increase</i></b>
<i>OP Budget</i>	<i>\$3,583,048</i>	<i>\$4,015,365</i>	<i>-\$432,317</i>	<i>(10.7)</i>
<i>Positions</i>				
<i>FTEs</i>	<i>35.9</i>	<i>36.3</i>	<i>-.4</i>	<i>(1.1)</i>
<i>Charged to Others</i>	<i>11.1</i>	<i>10.7</i>	<i>-.4</i>	<i>(3.6)</i>

1. Give an organizational diagram showing staffing breakout by call taker, supervisor and other relevant positions compared to FY13.

*See attached (©6-7).*

2. Give a volume estimate of Tier 1 and Tier 2 calls by department or other breakdown that is readily available (7/1/12 – 3/31/13).

ACD	391,759	(all calls answered by an agent)
SPN	14,457	3.7%
FIN	13,122	3.3%
HHS	5,112	1.3%

Total SRs since 7/1/12: **456,542** (as of 4/1/13)

Department Breakdown

DOT	127,817	28% of total
DEP	90,218	19.8% of total
DPS	49,065	10.7% of total
Non-MCG	45,755	10% of total
FIN	39,024	8.5% of total
HHS	25,073	5.5% of total
DHCA	15,058	3.3% of total

*In order to provide greater first call resolution, MC311 selected to take advantage of the subject matter expertise that came with our employees transferred to 311 as part of the call center consolidation effort in 2009-2010. We initially created Tier 2 queues for HHS, FIN, and DEP. The CSRs in these queues had access to Department systems including CARES (HHS), Munis (FIN) and Oscar (DEP). We retired Oscar by integrating the creation of Solid Waste Service requests within Siebel.*

*For certain services requested by customers, Tier 1 CSRs transfer a caller to an internal Tier 2 CSR for more detailed information. For instance, our HHS Tier 2 CSRs can give a customer very detailed information on their Income Assistance application – when and if it was approved, the amount they will be receiving and when they can expect their first check. If we are able answer the customer's question here, we are not only providing a higher level of customer service, we are also taking work load from the Income Supports staff in HHS.*

*Call centers do not typically offer Tier 2 service. A call center that only handles Tier 1 calls can expect shorter call handling time.*

*Since that time we have worked with departments to train additional HHS and FIN Tier 2 CSRs to help manage transferred call volume.*

3. Provide call center and web metrics by month, and average time to complete calls.

*See attached (© 8-10).*

4. **Provide monthly metrics for departmental completion of requests; in other words, show SLA targets by department and then a metric showing how MC311 captures completion time of total request for service**

*See attached (© 11-19).*

*In early 2012 CountyStat and MC311 worked together to develop a service level agreement dashboard. A significant enhancement to the county's CRM capabilities, this performance management dashboard was implemented at the request of the CAO (Firestone memo, attached at ©23-24). It allows departments to quickly gauge the performance of their business operations in relation to their service level agreements with their customers. Providing departments with the ability to quickly assess their performance helps them improve customer responsiveness, refine existing business processes, and increase government accountability.*

*This system enhancement was implemented in June of 2012. It is available to County Council users with a Siebel user account. **For your convenience, MC311 has generated Service Level Dashboard Reports for the fiscal year to date – from July 1, 2012 through March 26, 2013 (reports provided).** Some metrics are tracked by month and others by quarter according to CountyStat requirements for measuring SLAs.*

*As part of his memo, the CAO outlined several guidelines for departments to use when handling service requests. One of those guidelines was that service requests should not be closed in the Siebel Enterprise CRM System until final resolution. To assist departments with the execution of this policy, MC311 developed a web service that allows departments to integrate their legacy back-office case management systems with Siebel. This web service is currently being used by DHCA and DEP Code Enforcement. It provides several benefits including:*

- *Ability to close or re-open corresponding service requests when a back office legacy system case is closed or re-opened. This ensures that the status of the case and corresponding service request(s) are the same and, most importantly, that the service request is not closed until the service has actually been provided to the customer. In doing so, it also ensures more accurate SLA reporting to CountyStat.*
- *Ability to perform and enforce data validation rules. For example, if DHCA's case management system sends a web service call to update a service request record in Siebel, the web service will ensure that DHCA is attempting to update a service request that belongs to DHCA and not another department. It provides messages to the user in real-time.*

*The implementation of the SLA Dashboards entailed configuration to the county's Siebel Enterprise CRM application, the OBIEE Data Warehouse, and Informatica which manages the extract, transform, and load (ETL) routines to refresh the data warehouse. Most of these enhancements were performed by consultants, as DTS has limited Siebel and OBIEE expertise in-house. As part of future budget cycles, it will be important to determine the need for an Operations and Maintenance/O&M budget to "keep the lights on" (maintaining infrastructure, databases, network) versus the need to build out and enhance Montgomery County's CRM system capabilities and, if so, whether funding for such work belongs in the operating budget or CIP.*

5. **Explain shift of Siebel resources (\$336,000) to DTS and how reporting responsibilities back to the MC311 Center and work priorities will be established.**

*See attached MOU (© 20-21).*

6. **Provide an update on the mobile enabled MC311 portal and explain whether this is targeted to become an actual mobile app.**

*The MC311 web portal was mobile enabled by DTS in November using HTML 5. When a mobile user attempts to access the County's web site, they are directed to a mobile version of the site – including the 311 Web Portal. Browsing usage statistics are currently captured via AWStats and are available for analysis by CountyStat. At this time, these statistics indicate that most mobile users access the county website using Apple or Android devices. In addition, a system enhancement request is currently in the queue to track all service requests created on the mobile site; in other words, to make a distinction between those requests created via a desktop computer and those created via a mobile device. This enhancement is currently being evaluated by the Siebel O&M team and will be scheduled around O&M activities for implementation at a future date TBD. DTS is planning to publish the MC311 app in the App stores, once we have completed the Apps framework and established developer accounts in the App stores.*

### **Observations and Opportunities**

The MC311 system is now maturing as a call center operation. More than a million calls were received in the first full year of operation, and almost 2,000 calls per month were in Spanish. Less than 10% of these requests came via the web portal, indicating a need to further promote online strategies. Circle 22 shows incoming calls over time; call volume is down 17% from the same period two years ago, and 11% from the same period one year ago. This information has been culled from available CountyStat reports on MC311 performance.

However, as noted in the overview by the MC311 Director, the center is also providing a Tier2 operation where users can actually receive answers to complex concerns. A resident's concern can be responded to in three ways:

- A simple information request receives immediate answers by the operators (Tier 1).
- A complex information request in key, high volume areas (Health and Human Services, Finance and Department of Environmental Protection / Solid Waste Services), as well as requests from Spanish speakers, is queued for action by Tier 2 operators within the MC311 center.
- Requests that cannot be handled by Tier 1 or Tier 2 operators are sent to departments, which then undertake fulfillment, using a Service Level Agreement (SLA) as a completion goal.

The MC311 call center is held accountable for the first two stages described. The calls that are sent to departments for fulfillment become the responsibility of each department. Important data on departmental performance against SLA goals is gathered and made available using the Siebel system. The CAO provided a process to all department directors for setting and revising these SLA targets in April 2012 (see ©23-24). Each department has negotiated an SLA with the Executive. The six highest volume departments' performances against these SLAs are shown on ©25-26. It is useful to review these SLA performance measures occasionally and ensure that they reflect the policy expectations of the Council. This capability was not available before the automation of the call center operations, and gives

policy makers a new way to observe departmental performance and consider the impact of budgetary choices and productivity of the Executive branch.

The data captured by the MC311 system is available online to all Council offices. The Office of Legislative oversight is beginning to provide biweekly summary reviews of the “dashboards” that show activities of interest to Councilmembers. An example of this snapshot of call center activity is on ©27-28. This informational display capability is welcomed and should be expanded as resources become available and training is provided to all employees. Ultimately, it will provide the County with the capacity to perform what are called “Business Intelligence” analyses and use such analyses to drive resource distribution decisions and the development of improved management strategies for service delivery.

The MC311 call center has been fielding calls for services outside the scope of the County Government service area. CountyStat held a review session with MC311 on February 13, 2013 to review the “MC311 non-Montgomery County customer request process”. ©29 shows a list of most frequent non-MCG solution areas. The Executive branch is preparing a strategy that will permit these callers to find a convenient and rapid answer to their questions, even though they may not involve Montgomery County service delivery resources. This can benefit a broadly-based economic development strategy and support an aura of collaboration amongst area governments and agencies.

# 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, cable television programming, and telephone and electronic requests for information and assistance.

## BUDGET OVERVIEW

The total recommended FY14 Operating Budget for the Office of Public Information is \$4,660,061, a decrease of \$356,708 or 7.1 percent from the FY13 Approved Budget of \$5,016,769. Personnel Costs comprise 79.7 percent of the budget for 60 full-time positions. A total of 42.30 FTEs includes these positions as well as any seasonal, temporary, and positions charged to or from other departments or funds. Operating Expenses account for the remaining 20.3 percent of the FY14 budget.

## 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**

## 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 FY13 estimates reflect funding based on the FY13 approved budget. The FY14 and FY15 figures are performance targets based on the FY14 recommended budget and funding for comparable service levels in FY15.

Measure	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
<b>Multi-Program Measures</b>					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.16	3.25	3.25	3.25	3.25

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Significantly expanded Executive Branch cable television programming by adding a new show featuring the Police Chief; an environmental show, "My Green Montgomery"; a show of special interest to African Americans, "Mosaic: An African American Perspective"; and several new Spanish language offerings -- a television version of the new "Montgomery Al Dia" Spanish language talk show which is done weekly on Spanish language radio, a Spanish version of "County Report This Week," and "Perfiles" (or Profiles) which features interviews with Hispanic employees.**
- ❖ **Provided more direct communication with residents through social media sites YouTube, Facebook and Twitter; expanded distribution lists for electronic publications as "The Paperless Airplane."**
- ❖ **Continued to work closely with departments and agencies on communications strategies in order to ensure that the County Executive's priorities are promoted clearly and accurately, including the bag fee, Emergency Medical Services Transportation Reimbursement Program, and Question B (Referendum on Law Enacted by County Council Effects Bargaining for Police Employees).**
- ❖ **Launched the mobile-enabled MC311 web portal with the Department of Technology Services (DTS) and participated in the County Open Data initiative providing MC311 performance and service request data.**
- ❖ **Productivity Improvements**
  - **The MC311 Call Center continues to handle approximately 40,000 calls a month, and the customer satisfaction rating is 78 percent. Further enhanced the MC311 Customer Call Center in August 2012 by extending hours of operation from 7 a.m. to 7 p.m., Monday through Friday, in August 2012 to better serve customers using existing resources. This was possible due to the increased number of service requests created by customers through the MC311 web portal, which increased call-taking efficiency. Also worked with DTS to launch the mobile-enabled MC311 web portal, and participated in the open government initiatives that give users a high level overview of**

**MC311 performance and service request data. In the first two years of service, MC311 handled more than one million calls.**

- **Media relations, graphics, and web management staff continue to handle requests from departments.**

## PROGRAM CONTACTS

Contact Leslie Hamm of the Office of Public Information at 240.773.3565 or Helen P. Vallone of the Office of Management and Budget at 240.777.2755 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>FY14 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>161,874</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.	-62,107	0.00
<b>FY14 CE Recommended</b>	<b>99,767</b>	<b>1.00</b>

### **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 and code enforcement.

<b>Program Performance Measures</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Estimated FY13</b>	<b>Target FY14</b>	<b>Target FY15</b>
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days <sup>1</sup>	39	46	75	80	90
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook (million)	1.21	2.2	2.5	2.5	2.5
Number of press conferences <sup>2</sup>	157	174	160	160	160
Total attendance at press conferences or press events <sup>3</sup>	1,695	3,134	1,700	1,700	1,700
Number of press requests under the MPIA <sup>4</sup>	78	121	100	80	80

<sup>1</sup> Press requests under the MPIA tend to be extensive, requiring months to complete. We anticipate that as more information is made available online, fewer requests will come in and response times will decrease.

<sup>2</sup> Number of press events conducted.

<sup>3</sup> This is a higher annual attendance level than usual due to a 9/11 anniversary event and some large groundbreaking/ribboncutting events

<sup>4</sup> As more data is made available online via the County's openMontgomery initiative, the number of Maryland Public Information Act requests should decline.



<b>FY14 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>839,530</b>	<b>5.40</b>
Enhance: Pedestrian Safety Public Education Campaign	50,000	0.00
Increase Cost: Motor Pool Adjustment	4,559	0.00
Increase Cost: Printing and Mail Adjustment	700	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.	82,457	0.00
<b>FY14 CE Recommended</b>	<b>977,246</b>	<b>5.40</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.

<b>Program Performance Measures</b>	<b>Actual FY11</b>	<b>Actual FY12</b>	<b>Estimated FY13</b>	<b>Target FY14</b>	<b>Target FY15</b>
Customer satisfaction rating of 85% or higher <sup>1</sup>	78%	78%	85%	85%	85%
Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement <sup>2</sup>	16	16.3	20	20	20
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) <sup>3</sup>	2.36%	1.37%	5%	5%	5%

<sup>1</sup> Based on quarterly surveys sent to customers who provided an email address.

<sup>2</sup> in seconds.

<sup>3</sup> Callers may hang up to make a 911 call, if the information needed is in the Welcome Announcement or they enter an existing service request number during the announcement to check on the status and hang up.

<b>FY14 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY13 Approved</b>	<b>4,015,365</b>	<b>36.30</b>
Increase Cost: Other Labor Contract Costs	2,990	0.00
Decrease Cost: Charges to Health and Human Services for MC311	-51,973	-0.80
Shift: Funding for Siebel Contract Manager to Department of Technology Services	-136,000	0.00
Shift: Siebel Contract Funding to Department of Technology Services	-200,000	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.	-47,334	0.40
<b>FY14 CE Recommended</b>	<b>3,583,048</b>	<b>35.90</b>

## BUDGET SUMMARY

	Actual FY12	Budget FY13	Estimated FY13	Recommended FY14	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,842,260	2,957,466	2,630,906	2,730,850	-7.7%
Employee Benefits	917,521	969,853	996,333	984,502	1.5%
<b>County General Fund Personnel Costs</b>	<b>3,759,781</b>	<b>3,927,319</b>	<b>3,627,239</b>	<b>3,715,352</b>	<b>-5.4%</b>
Operating Expenses	1,195,837	1,089,450	1,365,972	944,709	-13.3%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>4,955,618</b>	<b>5,016,769</b>	<b>4,993,211</b>	<b>4,660,061</b>	<b>-7.1%</b>
<b>PERSONNEL</b>					
Full-Time	61	60	60	60	—
Part-Time	0	0	0	0	—
FTEs	41.70	42.70	42.70	42.30	-0.9%
<b>REVENUES</b>					
Parking Fees	-29	0	0	0	—
<b>County General Fund Revenues</b>	<b>-29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY14 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY13 ORIGINAL APPROPRIATION</b>	<b>5,016,769</b>	<b>42.70</b>
<b>Changes (with service impacts)</b>		
Enhance: Pedestrian Safety Public Education Campaign [Public Relations]	50,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY14 Compensation Adjustment	126,658	0.00
Increase Cost: Group Insurance Adjustment	38,770	0.00
Increase Cost: Retirement Adjustment	9,349	0.00
Increase Cost: Motor Pool Adjustment [Public Relations]	4,559	0.00
Increase Cost: Other Labor Contract Costs [MC311 Customer Service Center]	2,990	0.00
Increase Cost: Printing and Mail Adjustment [Public Relations]	700	0.00
Technical Adj: Adjust FTEs for chargebacks	0	0.40
Decrease Cost: Charges to Health and Human Services for MC311 [MC311 Customer Service Center]	-51,973	-0.80
Increase Cost: Annualization of FY13 Personnel Costs	-73,436	0.00
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum	-128,325	0.00
Shift: Funding for Siebel Contract Manager to Department of Technology Services [MC311 Customer Service Center]	-136,000	0.00
Shift: Siebel Contract Funding to Department of Technology Services [MC311 Customer Service Center]	-200,000	0.00
<b>FY14 RECOMMENDED:</b>	<b>4,660,061</b>	<b>42.30</b>

## PROGRAM SUMMARY

Program Name	FY13 Approved		FY14 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Web Content and Graphic Management	161,874	1.00	99,767	1.00
Public Relations	839,530	5.40	977,246	5.40
MC311 Customer Service Center	4,015,365	36.30	3,583,048	35.90
<b>Total</b>	<b>5,016,769</b>	<b>42.70</b>	<b>4,660,061</b>	<b>42.30</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY13		FY14	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	708,420	6.60	733,498	6.60
Health and Human Services	County General Fund	45,540	0.70	97,513	1.50
Housing and Community Affairs	Montgomery Housing Initiative	63,060	1.00	54,643	0.90
Permitting Services	Permitting Services	178,830	3.00	187,129	2.90

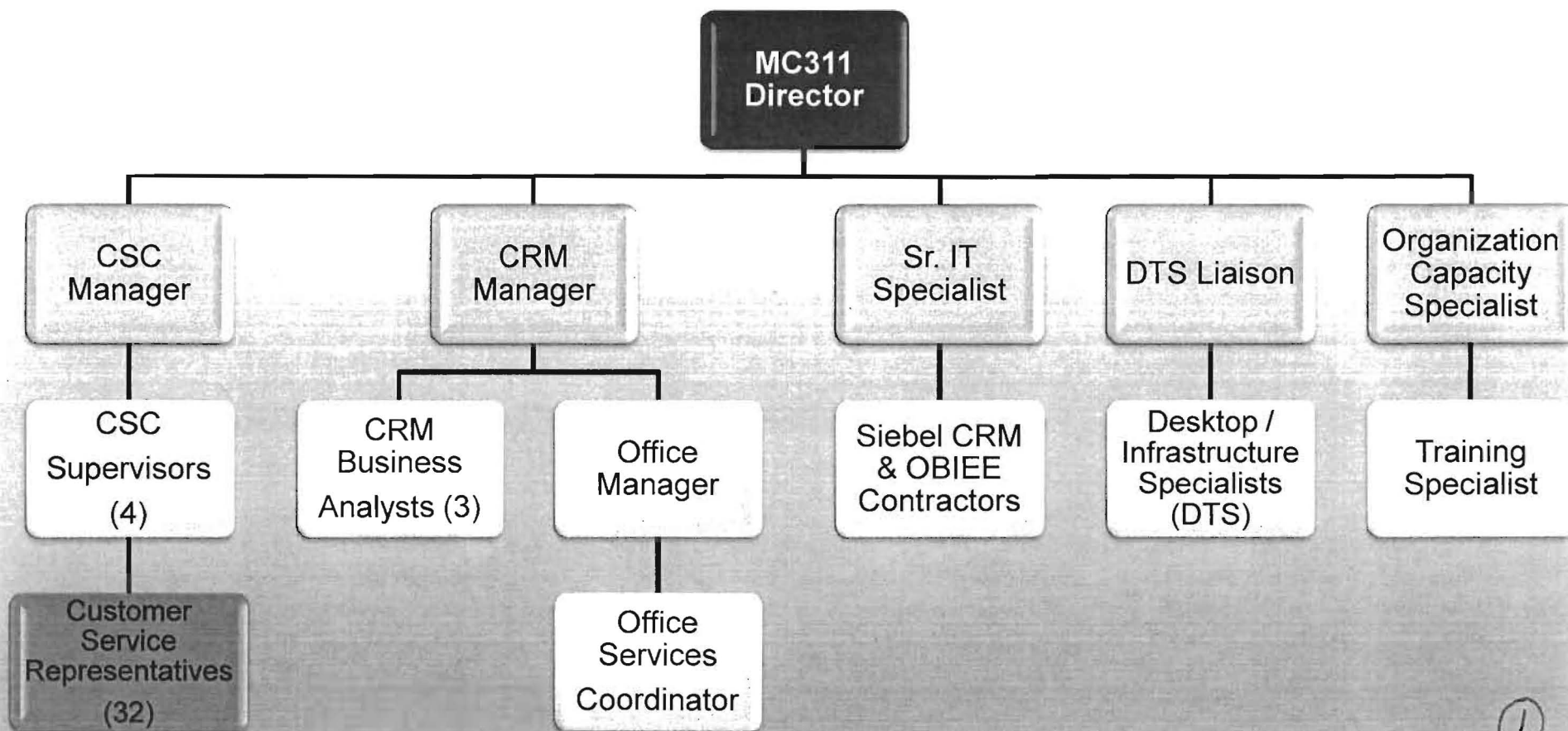
Charged Department	Charged Fund	FY13		FY14	
		Total\$	FTEs	Total\$	FTEs
Solid Waste Services	Solid Waste Collection	71,550	1.25	75,424	1.05
Solid Waste Services	Solid Waste Disposal	299,896	4.75	342,319	4.75
<b>Total</b>		<b>1,367,296</b>	<b>17.30</b>	<b>1,490,526</b>	<b>17.70</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY14	FY15	FY16	FY17	FY18	FY19
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY14 Recommended</b>	<b>4,660</b>	<b>4,660</b>	<b>4,660</b>	<b>4,660</b>	<b>4,660</b>	<b>4,660</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>179</b>	<b>232</b>	<b>232</b>	<b>232</b>	<b>232</b>
These figures represent the estimated cost of general wage adjustments, new service increments, and associated benefits.						
<b>Labor Contracts - Other</b>	<b>0</b>	<b>0</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>
These figures represent other negotiated items included in the labor agreements.						
<b>Subtotal Expenditures</b>	<b>4,660</b>	<b>4,839</b>	<b>4,889</b>	<b>4,889</b>	<b>4,889</b>	<b>4,889</b>

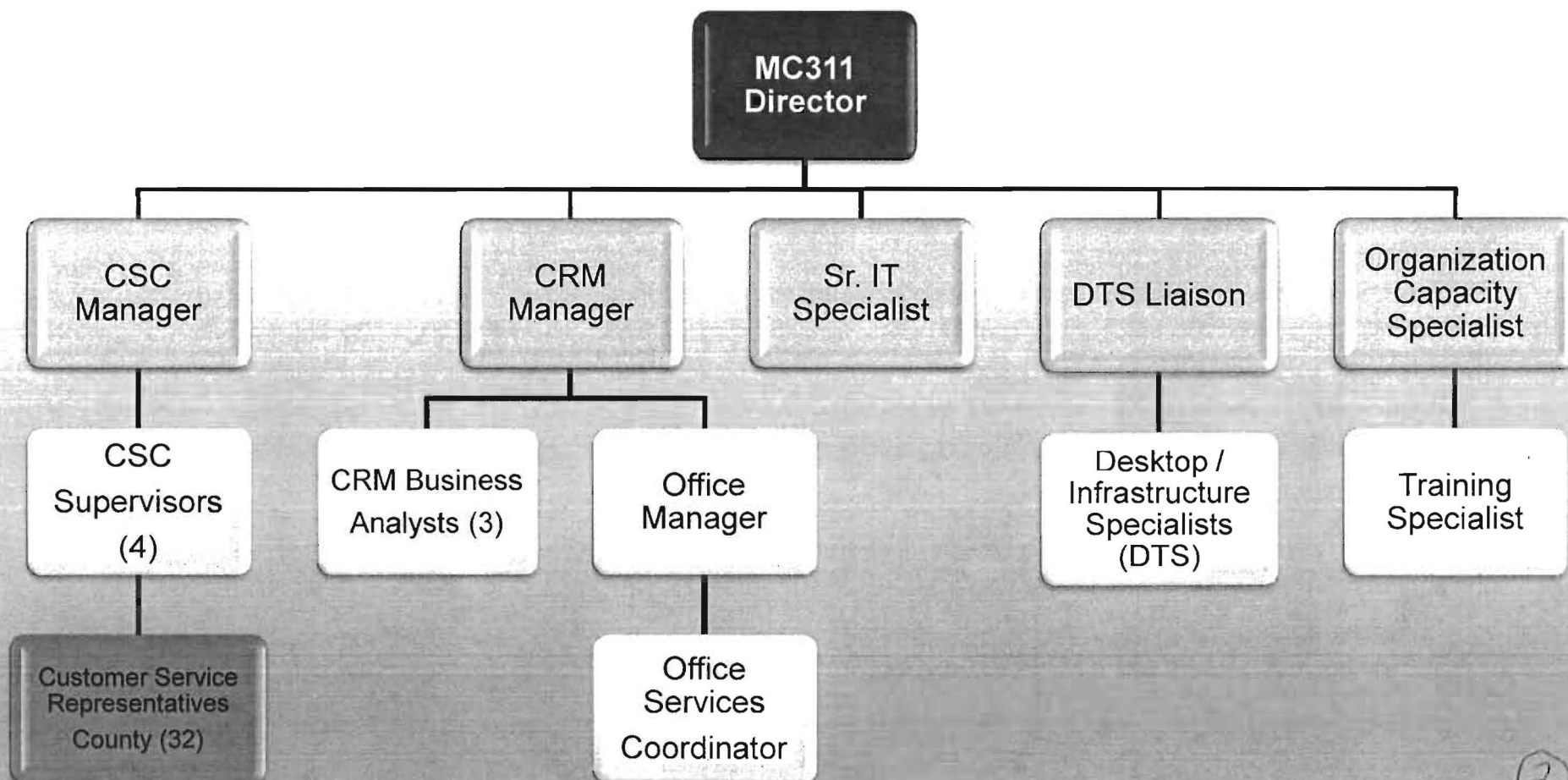


# FY13 MC311 Organization Chart

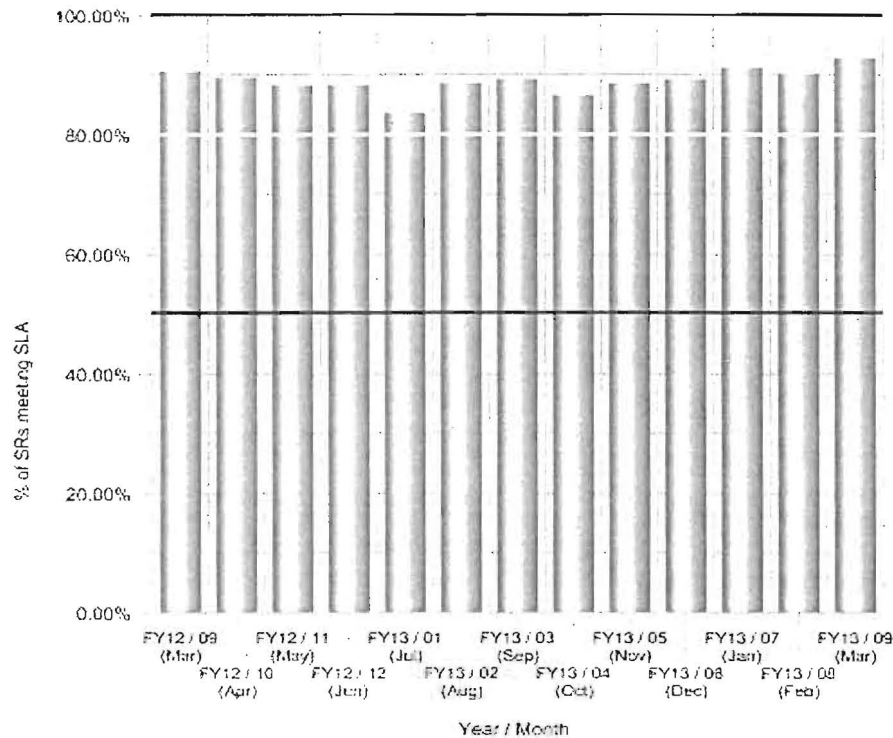




# FY14 MC311 Organization Chart



## Historic Monthly Performance



% of SRs meeting SLA    — < 50%    50 - 80%  
 — > 80%

Year	Year / Month	# of SRs	# of SRs meeting SLA	% of SRs meeting SLA
FY12	FY12 / 09 (Mar)	1752	1584	90.41%
	FY12 / 10 (Apr)	14756	13200	89.46%
	FY12 / 11 (May)	16638	14701	88.36%
	FY12 / 12 (Jun)	16085	14188	88.21%
	FY13 / 01 (Jul)	24224	20220	83.47%
	FY13 / 02 (Aug)	18444	16349	88.64%
	FY13 / 03 (Sep)	16208	14436	89.07%
	FY13 / 04 (Oct)	14691	12730	86.65%
	FY13 / 05 (Nov)	13701	12110	88.39%
	FY13 / 06 (Dec)	12276	10956	89.25%
	FY13 / 07 (Jan)	14133	12872	91.08%
	FY13 / 08 (Feb)	12539	11308	90.18%
FY13	FY13 / 09 (Mar)	10058	9348	92.94%
<b>Grand Total</b>		<b>185505</b>	<b>164002</b>	<b>88.41%</b>

## Department Performance During Searched Time Period

SR Type is equal to Service Request - Fulfillment,  
Referral, Complaint/Compliment

Open Date is between 7/1/2012 12:00:00 AM and  
3/26/2013 12:00:00 AM

and



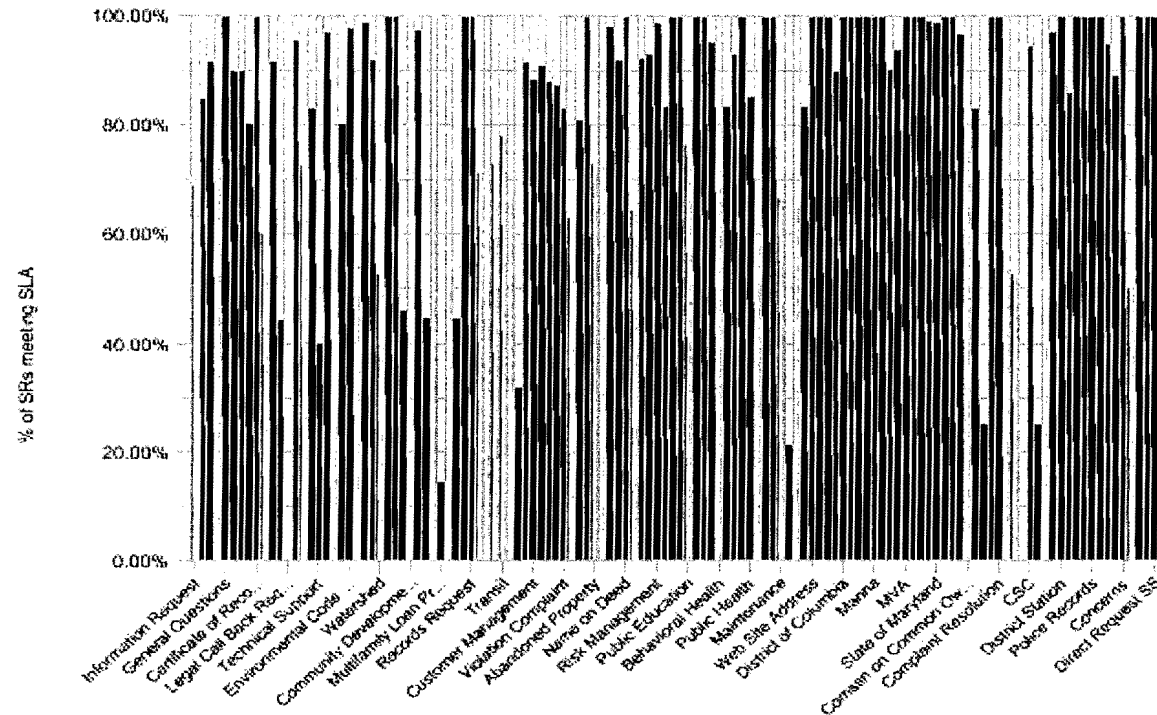
- % of SRs meeting SLA

Department	# of SRs	# of SRs meeting SLA	% of SRs meeting SLA
BIT	14	12	85.71%
BOE	199	179	89.95%
CCL	10	8	80.00%
CEX	271	188	69.37%
CFW	3	2	66.67%
CUPF	358	253	70.67%
DED	16	10	62.50%
DEP	55206	54269	98.30%
DGS	44	36	81.82%
DHCA	8382	5923	70.66%
DLC	19	13	68.42%
DOCR	17	16	94.12%
DOT	19625	13202	67.27%
DPS	23655	20739	87.67%
DTS	263	213	80.99%
FIN	13166	12202	92.68%
FRS	81	62	76.54%
HHS	6397	5235	81.84%
HOC	43	42	97.67%
HRC	29	10	34.48%

MCERP	501	412	82.24%
MCPL	40	40	100.00%
Non-MCG	4761	4726	99.26%
OCA	29	24	82.76%
OCP	95	82	86.32%
OEMHS	5	2	40.00%
OHR	1296	755	58.26%
OMB	2	0	0.00%
PIO	491	454	92.46%
POL	951	919	96.64%
REC	62	58	93.55%
RSC - Bethesda	1	1	100.00%
RSC - Mid-County	1	1	100.00%
RSC - Silver Spring	1	1	100.00%
RSC - Upcounty	1	1	100.00%
SHF	24	24	100.00%



## Performance By Area and Sub-Area



Area		Area			
Department	Area	Sub Area	# of SRs	# of SRs meeting SLA	% of SRs meeting SLA
BIT	Information Request	Investment Question	1	1	100.00%
	Retiree Payroll		13	11	84.62%
	Absentee	Domestic	67	62	92.54%
		General	48	43	89.58%
		Military or Overseas	4	4	100.00%
		Payments	4	3	75.00%
	Election Judge Information	Polling Site Issues	1	1	100.00%
		Recruiting	3	2	66.67%
	General Questions		8	8	100.00%
	Other		6	4	66.67%
		General	5	4	80.00%
		Operations	1	1	100.00%

BOE CCL	Voter Registration	Registrations	52	47	90.38%	
	General Inquiry	Information Only Call	10	8	80.00%	
		Executive Proclamation	11	11	100.00%	
	Certificate of Recognition		1	1	100.00%	
	Complaint		138	83	60.14%	2
		Executive Regulations	3	3	100.00%	
	Information Request		10	9	90.00%	
	Meetings	County Executive Office	23	21	91.30%	
	Other		51	45	88.24%	
		General Information	6	4	66.67%	
CEX		Matching	7	3	42.86%	
		Registration	4	1	25.00%	
	Volunteer		17	7	41.18%	3
	Legal Call Back Request		1	0	0.00%	
	Other		1	1	100.00%	
CFW			1	1	100.00%	
		MCPS	14	9	64.29%	
		Other	4	2	50.00%	
		School Fields	1	0	0.00%	
	Facility Reservation		157	117	74.52%	2
CUPF	General Information		141	91	64.54%	
	Technical Support		10	4	40.00%	
	User Education Training		31	30	96.77%	
	General Information		4	2	50.00%	
		Financing Programs	1	1	100.00%	
		Incubator Programs	2	2	100.00%	
	Small Business Services		4	1	25.00%	
		Employer Participant	1	1	100.00%	
		One-Stop Career Center	2	1	50.00%	
		Unemployment Services	1	1	100.00%	
DED	Workforce Services		1	1	100.00%	
		Air - Indoor	40	40	100.00%	12
		Air - Outdoor	58	57	98.28%	40
		Hazardous Materials	19	18	94.74%	
		Illegal Dumping	211	209	99.05%	39
		Noise	118	111	94.07%	23
	Environmental Code Enforcement					
		Water Quality	15	15	100.00%	18
		Air Quality - Indoor	17	13	76.47%	
		Air Quality - Outdoor	7	1	14.29%	
		Climate/Sustainability	1	1	100.00%	

# Environmental Programs

## Solid Waste Water Sewer

Energy	7	3	42.86%	
Trees	16	9	56.25%	
Bin Pick-Up	3330	3330	100.00%	8
Bin Request-New	15466	15463	99.98%	8
Blue Can Pick-Up	14	12	85.71%	
Blue Can-New	343	339	98.83%	
Bulk Trash Request	13878	13804	99.47%	74
Cart Missing	200	178	89.00%	
Cart Pick-Up	172	172	100.00%	
Cart Repair	1456	1434	98.49%	5
Cart Single Family	1067	939	88.00%	13
Cart Townhouse	1494	1184	79.25%	13
Container Problem	15	15	100.00%	
Employee Misconduct	3	3	100.00%	
Exemption Request	89	80	89.89%	6
Field Check	2940	2903	98.74%	7
General Information	89	87	97.75%	
Info-Solid Waste Programs	52	52	100.00%	
Literature	1292	1224	94.74%	
Litter after Collection	11	11	100.00%	
Miss-Bulk Trash	2	2	100.00%	
Miss-Recycling	254	250	98.43%	
Miss-Recycling Exempt	1	1	100.00%	
Miss-Scrap Metal	1	1	100.00%	
Miss-Trash	15	15	100.00%	
Miss-Yard Trim	9	9	100.00%	
Other	782	748	95.65%	5
Property Damage/missing	135	132	97.78%	6
Same Day	857	801	93.47%	3
Scrap Metal Request	10497	10432	99.38%	7
Transfer Station	53	52	98.11%	
Yellow Bin Request	43	42	97.67%	
Water Sewer Change	12	11	91.67%	
Biological Monitoring	4	2	50.00%	
General Information	20	7	35.00%	
Other	1	1	100.00%	
Rainscapes	23	6	26.09%	5
Storm Facility Mtce	41	24	58.54%	
Stream Erosion	4	1	25.00%	10
Trash	3	3	100.00%	

DEP	Watershed	WQPC	29	22	75.86%	5
	ADA		5	5	100.00%	
	General Information		1	1	100.00%	
	Other		36	28	77.78%	12
DGS		General	1	1	100.00%	
	Vendor Related	Vendor Registration	1	1	100.00%	
	Code Enforcement		3897	1780	45.68%	186
	Community Development		1	0	0.00%	
	Landlord Tenant Affairs		3961	3847	97.12%	122
	Licensing and Registration		233	104	44.64%	145
		Current Owners	37	28	75.68%	
		General Information	20	13	65.00%	
		New Applications	92	70	76.09%	7
	MPDU		97	61	62.89%	4
DHCA	Multifamily Loan Program		7	1	14.29%	2
	Other		1	1	100.00%	
	SF Home Improvement Loan		36	18	50.00%	
		New Licenses	6	3	50.00%	
		Renewal Licenses	3	1	33.33%	
DLC	Application Processing		10	9	90.00%	
	General Information		5	5	100.00%	
	Management Services - Info	Human Resources	1	1	100.00%	
	Other		1	0	0.00%	
DOCR	Records Request		10	10	100.00%	
		Curb and Gutter Repair	150	118	78.67%	155
		Debris Pickup	2891	1889	65.34%	21
		Drainage Repair	592	362	61.15%	185
		General Information	9	6	66.67%	24
		Guardrail Repair	20	19	95.00%	
		Leaf Removal	105	101	96.19%	
		Litter	84	79	94.05%	
		Mowing	96	78	81.25%	
		Object in a Right of Way	42	41	97.62%	9
		Office	141	113	80.14%	25
		Other	222	176	79.28%	155
		Pothole Repair	1114	777	69.75%	152
		Road Repair	656	518	78.96%	177
		Road Resurfacing	24	14	58.33%	52
		Sidewalk Repair	265	196	73.96%	172
		Sinkhole Repair	108	77	71.30%	150

Highway Services Other	Snow Removal	66	55	83.33%	
	Snow Removal Damage	11	11	100.00%	
	Tree Hanger Requests	656	537	81.86%	3
	Broken Meter Claims	3	1	33.33%	177
	Call-Off Nghbhd Pking Enforce	6	6	100.00%	
	General Information	10	1	10.00%	11
	Other	13	11	84.62%	
	Permits	2	2	100.00%	
		15	12	80.00%	24
		4	4	100.00%	
Parking	General Information	580	368	63.45%	176
	New Sign	14	12	85.71%	168
	Sign Replacement	457	351	76.81%	186
	Street Lights	237	211	89.03%	160
Traffic	Traffic Engineering Studies	3	1	33.33%	
	Call N' Ride	1311	740	56.45%	
	Complaint-Ride On	5197	4469	85.99%	174
	Compliment-Ride On	105	63	60.00%	39
	Fare Information	49	39	79.59%	
	General Information	14	9	64.29%	61
	Medicaid Applications	23	22	95.65%	10
	Other	40	34	85.00%	3
	Refund Request	48	45	93.75%	22
	Ride On Bus Stops/Shelters	210	129	61.43%	8
	Ride On Lost and Found	67	66	98.51%	
	Taxi ID Card	11	11	100.00%	
	Taxi-General Info	66	60	90.91%	72
	Transit Programs	71	14	19.72%	72
	Transit Studies	32	6	18.75%	53
	Trip Planner Rqst-Non Urgent	428	284	66.36%	40
	Trip Planner Rqst-Urgent	9	7	77.78%	
		6	4	66.67%	
Transit Transportation Engineering	General Information	41	3	7.32%	183
	Other	993	330	33.23%	186
	Pruning Requests	1082	294	27.17%	186
	Removal Requests	1115	332	29.78%	186
	Stump Removal Requests	47	47	100.00%	183
	Tree Planting Requests	64	47	73.44%	186
	Commercial	12	7	58.33%	28
	General Information	150	133	88.67%	36
Tree Maintenance					

DOT

DPS	Building Construction	Residential	87	78	89.66%	37
		Site Planning Enforcement	250	221	88.40%	92
			12863	11804	91.77%	116
		Customer Management	384	339	88.28%	52
		Information Request	23	19	82.61%	
		General	120	115	95.83%	
		General Information	181	161	88.95%	52
		Public Right of Way	78	67	85.90%	3
		Water Resources	222	187	84.23%	22
		Well and Septic	664	617	92.92%	26
	Land Development	Licensing	1553	1367	88.02%	55
		Building	792	717	90.53%	98
		Electrical	592	501	84.63%	56
		General Information	5	3	60.00%	
		Mechanical	270	233	86.30%	11
		Public Right of Way	4	3	75.00%	
		Permitting	2727	2363	86.65%	66
		Right of Way	1	1	100.00%	
		Violation Complaint	596	494	82.89%	164
		Zoning	2081	1309	62.90%	70
DTS	Cable Complaint	General Information	4	4	100.00%	
		Service	1	1	100.00%	
		Data Montgomery	253	203	80.24%	30
		General Information	1	1	100.00%	
		Abandoned Property	4	4	100.00%	
		Unpaid Bills	148	108	72.97%	
		Accounts Payable	36	27	75.00%	
		Contact Info	3	2	66.67%	
		Bag Tax	49	48	97.96%	
		Telephone Tax	46	42	91.30%	
	Excise Tax	General Information	3	3	100.00%	
		Name on Deed	7	7	100.00%	
		Payroll	4	4	100.00%	
		Application Status	31	20	64.52%	16
		Billing Inquiry	112	102	91.07%	3
		Application Status	549	507	92.35%	5
		Assessment/Appeals	620	555	89.52%	12
		Billing Inquiry	149	108	72.48%	23
		Collection	1038	965	92.97%	13
			9	9	100.00%	

FIN		Credits	63	54	85.71%	2
		General Information	8511	8052	94.61%	14
		Refund	727	588	80.88%	14
		Tax Sale	624	613	98.24%	
	Real Property		149	104	69.80%	
	Risk Management		221	218	98.64%	
	Services Provided		6	5	83.33%	
	Property Transfer		40	40	100.00%	
	Transfer		21	21	100.00%	
	Inspection		1	1	100.00%	
FRS	Law		1	1	100.00%	
	Car Seat		1	1	100.00%	
	Code Enforcement		15	11	73.33%	
	General Information		37	28	75.68%	
	Other		4	2	50.00%	
	Home Safety Evaluation		5	5	100.00%	
	Public Education		12	8	66.67%	6
	Records		3	3	100.00%	
	Recruitment	Career	2	2	100.00%	
		Adult Protective Services	11	11	100.00%	
		AL/Nursing Home complaints	5	2	40.00%	
		Assisted Living (AL)/Housing	2	2	100.00%	
		Caregiving	1	1	100.00%	
		Disability Services	2	0	0.00%	
		File of Life	1	1	100.00%	
		Food/Nutrition	1	1	100.00%	
		General Information	106	104	98.11%	
		Health Insurance/Medicare	16	16	100.00%	
		Other assistance	2	2	100.00%	
		Personal care/bathing/dressing	7	6	85.71%	
		Printed material/Online	1	1	100.00%	
	Aging and Disability	Transportation	1	1	100.00%	
		Abused Persons Program	2	2	100.00%	
		ACCESS to BH&CS	25	12	48.00%	11
		Addiction Services	1	1	100.00%	
		Core Service Agency	6	2	33.33%	
		Crisis Center	27	26	96.30%	
	Behavioral Health	Victim Assist & Sexual Assault	2	2	100.00%	
		Child Care Resource Center	6	4	66.67%	
		Child Care Subsidy Program	72	38	52.78%	5

Children Youth and Families	Child Foster Care	7	3	42.86%	
	Child Protective Services	17	17	100.00%	
	ChildLink/Early Childhood Serv	38	34	89.47%	
	Income Supports	3724	3121	83.81%	50
	SASCA	11	9	81.82%	
	African American Health Prgrm	1	0	0.00%	
	Latino Health Initiative	2	2	100.00%	
	Community Affairs	11	11	100.00%	
	General Information	37	36	97.30%	
	HIPAA	2	2	100.00%	
Public Health	Other	138	131	94.93%	
	Community Health Services	28	24	85.71%	3
	Ded. Admin. Care Coord. Team	57	56	98.25%	
	Disease Cntrl/Vital Records	25	20	80.00%	
	Immunization Hotline	88	79	89.77%	
	Licensure/Regulatory Services	287	170	59.23%	143
	Medicaid Asst. Elig. Prgrm.	921	863	93.70%	
	Other	4	4	100.00%	
	School Health Services	3	3	100.00%	
	STD/HIV Clinic	12	12	100.00%	
Special Needs Housing	TB Clinic	88	60	68.18%	2
	Women's Cancer Control	13	6	46.15%	
	Emergency Services	147	112	76.19%	
	Energy Assistance	304	155	50.99%	
	Homeless Family Services	1	1	100.00%	
	Rental Assistance	134	69	51.49%	96
	Housing Choice Voucher	7	7	100.00%	
	Public Housing	7	7	100.00%	
	Housing Program Information	25	25	100.00%	
	Maintenance	3	2	66.67%	
HOC	General Information	8	5	62.50%	
	Commercial & Residential	6	1	16.67%	
	Employment Discrimination	10	3	30.00%	
	Other	1	0	0.00%	
	Public Accommodation	2	0	0.00%	
	Payroll	20	12	60.00%	
	Deferred Comp	6	5	83.33%	
	BIT	2	2	100.00%	
	Intake				
	Other				
HRC					



MCERP	Disability Distribution	23	18	78.26%	2
		27	16	59.26%	
MCPL	Retirement	423	359	84.87%	2
	Other	2	2	100.00%	
MCPL	Web Site Address	38	38	100.00%	2
	CCT	55	55	100.00%	
MCPL	Chevy Chase Village	2	2	100.00%	2
	City of Rockville	29	26	89.66%	
MCPL	District of Columbia	36	36	100.00%	2
	Federal	22	22	100.00%	
MCPL	Gaithersburg	25	25	100.00%	2
	Howard County	2	2	100.00%	
MCPL	Manna	3798	3783	99.61%	2
	MCCC	2	2	100.00%	
MCPL	MCPS	10	9	90.00%	2
	MNCPPC	31	29	93.55%	
MCPL	MVA	3	3	100.00%	2
	Other	32	32	100.00%	
MCPL	PEPCO	11	11	100.00%	2
	PG County	12	12	100.00%	
MCPL	Social Services	94	93	98.94%	2
	State of Maryland	435	429	98.62%	
MCPL	Takoma Park	2	2	100.00%	2
	Town of Somerset	1	1	100.00%	
MCPL	WSSC	27	26	96.30%	2
		132	126	95.45%	
Non-MCG	Citation	3	2	66.67%	2
	Debt Collection	7	7	100.00%	
Non-MCG	Forfeiture	3	1	33.33%	2
		16	14	87.50%	
OCA	Information Request	24	18	75.00%	2
	Comission on Common Ownership	41	34	82.93%	
OCA	Consumer Complaints	22	22	100.00%	2
	General Information	1	1	100.00%	
OCA	Autorepair and Towing	1	1	100.00%	2
	Licensing	1	1	100.00%	
OCA	Secondhand Personal Property	6	6	100.00%	2
	Other	4	1	25.00%	
OEMHS	Alert Montgomery	1	1	100.00%	2
	Disaster Preparedness	9	9	100.00%	
OEMHS	Complaint Resolution	344	187	54.36%	17
	Employee Benefits				



Draft December 17, 2012

MEMORANDUM OF UNDERSTANDING  
BETWEEN  
OFFICE OF PUBLIC INFORMATION  
AND  
DEPARTMENT OF TECHNOLOGY SERVICES

Background:

The Office of Public Information (PIO) operates the County's 311 call center (MC311) that uses the Siebel Customer Relationship Management (CRM) system, which has a computer telephony interface (CTI) with the County's Avaya private branch exchange (PBX) phone system. PIO also uses Oracle Business Intelligence Enterprise Edition (OBIEE) for data analysis and reporting.

The Department of Technology Services (DTS) provides, maintains and supports the computing and communications infrastructure for all County departments, including the infrastructure support services for MC311.

To date, PIO has had the responsibility and budgeting for a portion of the MC311 computing operations and maintenance (O&M) functions. To align the operations of the MC311 system with other enterprise systems, the Office of Management and Budget (OMB), PIO and DTS have agreed to move the responsibility and budgeting for Siebel and OBIEE O&M from PIO to DTS. This memorandum serves to enumerate the following specific actions and responsibilities of PIO and DTS (the parties) relating to the move.

1. Upon execution of this Memorandum:
  - a. PIO and DTS will initiate the transfer of the existing task order for the Siebel related O&M contractor (Opus) to DTS and assign Danny Winborne (DTS Sr. IT Specialist) as the contract administrator and task order manager.
  - b. DTS will assume the responsibility of completing the FY14 (and future) budget submissions as part of the DTS budget for the Siebel O&M items previously contained in the PIO budget (O&M contractor, one DTS Senior IT specialist position).
  - c. DTS and PIO will jointly advocate for budget approval.
  - d. The O&M contractor and the DTS Senior IT Specialist will continue to be funded from PIO for the remainder of FY13.
2. Beginning with FY14:
  - a. DTS will be responsible for securing any continuing or new task orders for Siebel related O&M contractor support, as Council approved in the DTS budget.
  - b. Funding for the DTS Senior IT specialist will be transferred to the DTS budget.

## General Responsibilities:

3. All O&M activities including development and testing will continue to be prioritized and scheduled per the MC311 Configuration Control Board (CCB) Charter, including the documentation and tracking of change requests. All production system upgrades will be scheduled per the MC311 CCB approvals.
4. DTS will be responsible for all Siebel and OBIEE environments including Production, Development, Training, Functional Test, User Acceptance Test, and the Siebel PMO. This includes all Web Portal functionality.
5. DTS will "refresh" the Training environment by updating to the most recent Siebel .srf file and migrating all KBA's (Knowledge Base Articles) from Production to Training as request by PIO. PIO will provide a minimum of two weeks' notice when requesting the training environment refresh.
6. DTS will continue to ensure that all environments are operationally functional during MC311 business hours, currently 7:00 AM to 7:00 PM Monday through Friday, plus during weekend and holiday hours to accommodate holiday slides and as scheduled for emergency support situations, such as storms.
7. PIO will continue to provide Siebel Administration expertise through a Functional Team Lead. Siebel Administration requests will continue to flow through the MC311 Business Analysts to the Siebel Administrator for actions including:
  - a. Adding or deactivating Production Siebel user accounts.
  - b. Modifying Production Siebel user account visibility rules as needed (e.g. user transfers from one department to another).
  - c. Updating LOV's (List of Values) in all Siebel environments.
  - d. DEP holiday slide administration.
  - e. Siebel Territory Reassignment for DEP Property Accounts.
  - f. Resolving helpdesk tickets escalated to Tiers 2 and 3.
  - g. Administering the Organization, Position, User Group, and View hierarchy.

For the Office of Public Information

\_\_\_\_\_  
Patrick Lacefield  
Public Information Officer

Date: \_\_\_\_\_

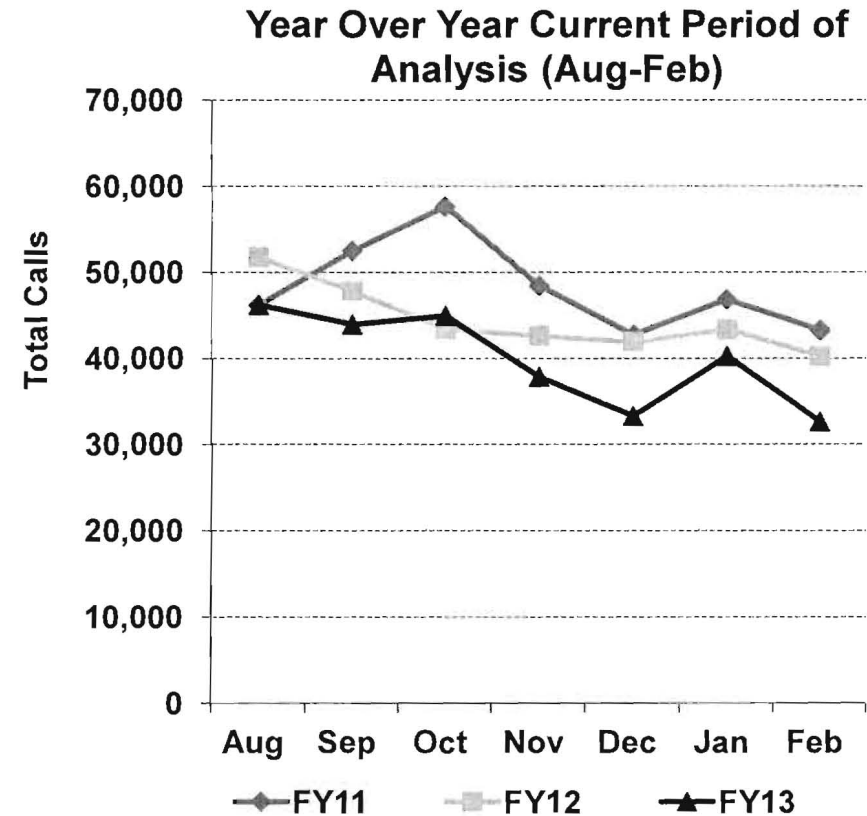
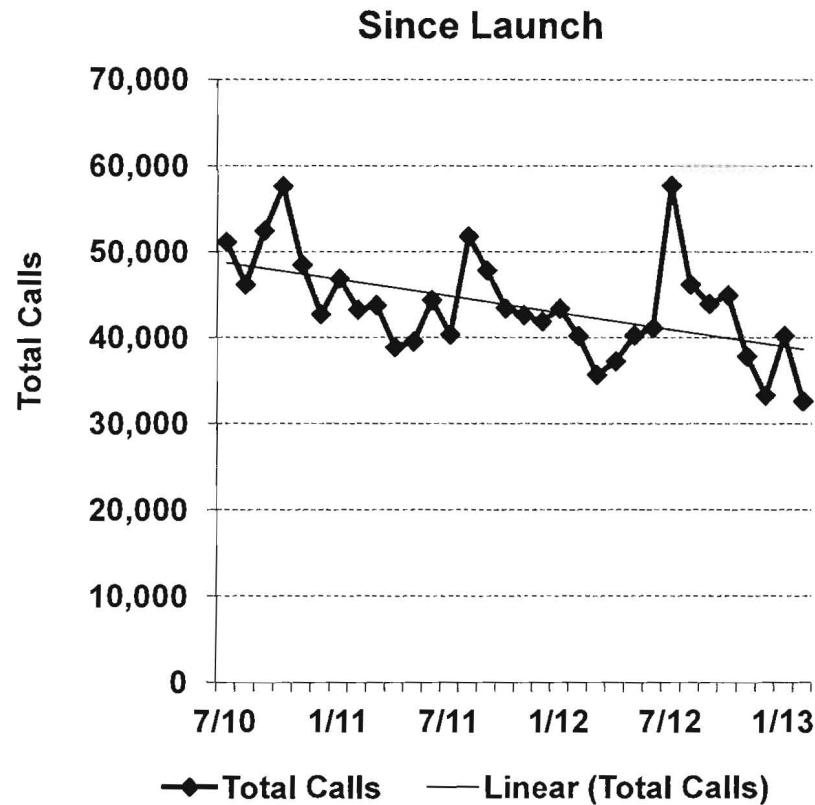
For the Department of Technology Services

\_\_\_\_\_  
Harash (Sonny) Segal  
Chief Information Officer

Date: \_\_\_\_\_

# MC311 Customer Service Center Utilization

## Monthly Call Volume



Overall call volume is down 17% from the same period two years ago, and 11% from the same period one year ago.





OFFICES OF THE COUNTY EXECUTIVE


Isiah Leggett  
County Executive

Timothy L. Firestine  
Chief Administrative Officer

MEMORANDUM

April 24, 2012

TO: Executive Branch Department and Office Directors

FROM: Timothy L. Firestine, Chief Administrative Officer 

SUBJECT: Performance Dashboard – Departmental Responses to MC311 Service Requests

In less than two years, the MC311 initiative has transformed the level of customer service in Montgomery County Government. With nearly a million service requests handled to date, we have the opportunity to review lessons learned and further improve existing practices. To this end, I have asked CountyStat to work with MC311 on the development of a Service Level Agreement Performance Dashboard.

This performance management dashboard will allow departments to quickly gauge the performance of their business operations in relation to the service level agreements established with MC311. Providing departments with the ability to quickly assess their performance will improve customer responsiveness, refine existing business processes, and increase governmental accountability.

Critical to the success of this performance management dashboard is for all departments to follow similar procedures when processing service requests. All departments should follow these procedures when processing MC311-generated service requests:

- 1. Service Requests should not be closed in the Siebel system until final resolution.**  
A service request that is processed or tracked with a department-specific/internal back-office solution should not be closed in the Siebel system until the case reaches final resolution.
- 2. Service Level Agreements should accurately capture the typical time involved from initial resident request to final resolution.**  
Service Level Agreements that are currently based only on the time required to respond to the resident or the time required to initiate an internal process should be revised to capture the time from initial request to final resolution.

In the coming days, CountyStat will provide all departments with a list of their current service level agreements. Please verify the accuracy of these agreements and make

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updates as necessary. To ensure accurate data reporting, a window for adjusting these service level agreements will come at the start of each fiscal year.

The completion of the Service Level Agreement Performance Dashboard is the next step in the ongoing evolution of customer service in Montgomery County Government. I thank you for your assistance as we continue to ensure our residents are receiving the highest quality services in the most efficient manner.

If you have any questions, please contact Ian Boyd, CountyStat Senior Specialist, at 240-777-2640 or [Ian.Boyd@montgomerycountymd.gov](mailto:Ian.Boyd@montgomerycountymd.gov).

Thank you in advance for taking part in this important effort.

TLF:ib

**County Council Request for Top 5 SLA Information - July 2012 through March 31, 2013**

<b>Department</b>	<b>Knowledge Base Article (KBA)</b>	<b>SLA (days)</b>	<b>% of time SLA being</b>
<b>DOT</b>	Ride On Complaint - Service	12	86%
	Ride On Complaint - Driver Behavior	12	86%
	Tree or Limb Fallen on Ground (Non Emergency)	5	87%
	Pothole Repair	3	70%
	Request to Inspect or Prune County tree	90	94%
<b>DEP</b>	Bulk Trash Pick-Up Request	7	100%
	22 Gallon Bin (Bottles/Cans/Jars Recycling)	11	100%
	Scrap Metal Pick-Up Request	7	99%
	22 Gallon Bin Pick-up (Bottles/Cans/Jars Recycling)	11	100%
	Field Check Required for Division of Solid Waste Services	11	99%
<b>DPS</b>	Information on the building codes applicable to a specific project	3	95%
	Permit, Plan Review or Inspection Status;   Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence or Sign Permits;   Electrical or Vendor Licenses;   Home Occupation Certificates	3	95%
	File Complaint with Department of Permitting Services	30	86%
	Commercial Projects Requiring a Use and Occupancy (U&O) Certificate	3	94%
	Obtaining Public Records from Department of Permitting Services	30	99%
<b>FIN</b>	Filing a Claim Against the County	2	98%
	Refund requests for tax overpayment due to an assessment reduction	45	100%
	Status of Personal Property Tax Refund	10	92%
	Status of payment from Montgomery County	3	70%

<b>HHS</b>	Appeal interest and penalty tax charges information	5	69%
	Application Status: Food Stamps, TCA, Medicaid, TDAP - Rockville	2	68%
	Aging and Disability Resource Unit (ADRU) -Serving seniors and persons with disabilities	2	97%
	Application Status: Food Stamps, TCA, Medicaid, TDAP - Germantown	2	78%
	Application Status: Food Stamps, TCA, Medicaid, TDAP - Silver Spring	2	96%
	Office of Home Energy Programs: How to Apply, Status of Application and Eligibility Criteria	3	52%
<b>DHCA*</b>	Landlord Tenant (LT) Complaints, Disputes or Issues	2	97
	Housing Complaints	30	44%
	Dead Tree or Branches on Private Property	30	45%
	Tall Grass on Private Property Where the Property is Occupied	20	65%
	Untagged, abandoned, dysfunctional, or inoperable vehicle on private property	30	46%

\*DHCA's Housing Code Enforcement SLA's are based on "average time to resolve", which is not under the control of the inspector or department, but is dependent among a number of factors including but not limited to:

- Identifying and locating a property owner
- Willingness or ability of property owner to correct violations
- Whether the matter must be adjudicated in District Court

Although a system and process is now in place to close any associated SR's when a Code case is resolved, there are still a number of SR's that were opened prior to the implementation of the process/system that remain open despite the Code case being closed and DHCA is still working on a method to mass-close them. Because of these issues, Countystat has historically used DHCA's legacy case management system to track case resolution time since it provides a complete picture of resolution time for all DHCA cases, since not all Housing Code cases are tracked in Siebel.

Top solutions that are handled and closed by MC311 rather than going back to the department for fulfillment were not included.



# MC311 Data Summary

March 26, 2013

Data from 3/10/2013 – 3/23/2013 (two weeks)

## Top 15 Service Requests

Rank	Dept.	Service Request	# of Requests	Previous Period	Council District*				
					1	2	3	4	5
1	DEP	Bulk Trash Pick-Up Request	938	799	260	37	26	250	327
2	FIN	Requests to discuss property tax bill	803	863	43	37	27	34	23
3	DEP	22 Gallon Bin Request	782	700	146	229	74	179	137
4	DEP	Scrap Metal Pick-Up Request	728	567	194	103	39	177	199
5	DPS	Schedule DPS Inspection	699	579	46	14	15	11	28
6	DOT	Call 'N' Ride Complaint	310	88	31	33	63	55	46
7	DEP	22 Gallon Bin Pick-up	255	241	55	81	21	52	43
8	DPS	Permit, Plan Review or Inspection Status	249	205	40	15	9	22	19
9	—	MANNA Food Center Referral	244	280	3	41	49	38	51
10	DPS	Building codes for a specific project	231	200	35	18	12	11	11
11	DHCA	Landlord Tenant (LT) Issues	191	154	24	28	20	25	36
12	DOT	Ride On Complaint - Service	152	114					
13	DEP	Field Check for Solid Waste Services	144	138	22	22	13	46	38
14	DHCA	Housing Complaints	134	115	12	40	10	19	31
15	DOT	Pothole Repair	133	115	44	9	9	46	20

## Top 15 General Information Requests

Rank	Dept.	Information Request	# of Requests	Previous Period
1	DOT	Ride On Real Time Arrival Info.	4096	3654
2	DOT	Ride On Trip Planning	683	525
3	PIO	MCG Employee Directory	470	397
4	DPS	DPS Building Inspector Contact Info.	408	345
5	DEP	Recycle/Dispose of Solid Waste	195	205
6	DPS	DPS location and hours of operation	170	182
7	DEP	Transfer Station Questions	152	147
8	DOT	Call 'N' Ride Swipe Card Info.	151	43
9	—	Non-MCG Directory Assistance	139	130
10	—	Washington DC 311	114	121
11	—	Maryland State DAT Office Address	95	100
12	POL	Police Department Info.	92	99
13	FIN	Department of Finance Info.	75	85
14	DOT	Call 'N' Ride Program Info.	73	16
15	HHS	HHS Office Info.	70	73

\*Location data are not consistently available for all requests

## Call Center Performance

Calls and Requests		Abandoned Calls		Call Times	
Total calls received	19,935	Abandoned call rate (target: <5%)	1.59%	Average seconds to answer (target: <20)	11.4
Total requests (inc. phone, web, walk-in)	21,962			Average call duration, seconds (target: <150)	206

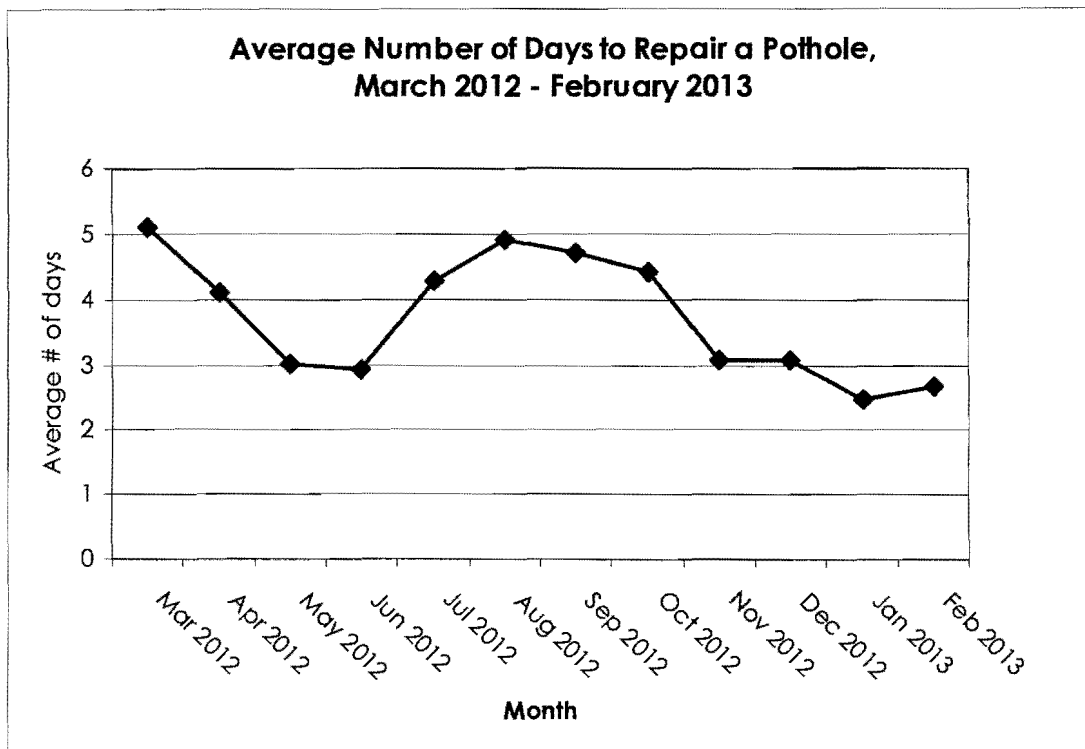
OFFICE OF LEGISLATIVE OVERSIGHT

## MC311 Request Trends 3/10/2013 – 3/23/2013

- Requests for information on Ride-On Real Time arrivals and trip planning represented approximately 22 percent of all MC311 requests.
- Five of the top fifteen most common types of service requests were for Solid Waste Services, including bulk trash pick-up requests, recycling bin requests and scrap metal pick-up requests.
- The number of Call 'N' Ride complaints more than doubled from the previous two week period
- Requests for pothole repairs were highest in Council Districts 1 and 4.
- Requests for Manna Food Center referrals were highest in Council Districts 3 and 5.

## MC311 Spotlight: Pothole Repair Times

This week, OLO examined the trend in the average number of days it took to repair potholes each month over the course of the past twelve months:



# Historical High Volume Non-MCG Solutions Areas

(Jan 2011-Jan 2013 )

From 1 January 2011 through 31 January 2013, the top 20 Solution Areas represent 99.57% of all Non-MCG Solution Areas

Solution Area	Customer Requests
State of Maryland	36,109
Other*	25,150
Manna	18,632
(blank)	13,890
CCT	6,197
District of Columbia	5,068
MCPS	2,694
City of Rockville	2,436
MVA	2,227
Federal	2,087

Solution Area	Customer Requests
PEPCO	1,986
MNCPPC	1,910
WSSC	1,896
MCCC	1,788
Gaithersburg	1,689
PG County	1,657
Takoma Park	417
Transit	157
Howard County	104
Frederick County	94

\* Top "Other" Area Solutions:

Non-MCG Directory Assistance 4,704  
Metro Contact Information 4,138

Non-MCG Call 3,613  
Comcast Contact Information 3,516  
Montgomery County Circuit Court 2,163

