MEMORANDUM

April 28, 2010

TO: Management and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser

SUBJECT: FY11 Operating Budget - Public Information Office: MC311 Customer Service Center (Continued)

Expected to attend:

Tom Street, Assistant Chief Administrative Officer
Patrick Lacefield, Public Information Office
Leslie Hamm, Customer Service Center Manager
Steven Emanuel, Chief Information Officer, Department of Technology Services
Beryl Feinberg, Office of Management and Budget

Summary of staff recommendations to the Committee:

1. *Accept the revisions provided by OMB on ©3-5 to the information originally provided by the Executive branch for the April 21, 2010 analytic packet.*
2. *The Executive's request for $4,006,950 to begin formal operations of the Customer Service Center is recommended for approval with the following constraints:*
   a. *Before the center becomes fully operational and its telephone numbers advertised, a Business Plan detailing targets of performance towards the general public be developed, approved, and publicized as suggested in ©8; and*
   b. *County staff requests for information be organized in a manner that does not impede nor add to the resource requirements of the Center.*
3. *The ability of the general public to directly reach and request support from their Councilmembers should continue to be unfettered by the Call Center for the foreseeable future.*

<u>Updates from April 21, 2010 Discussion</u>

Since the Committee met on April 21, 2010 to review the recommended budget for the MC311 Customer Service Center, several items have been provided in response to Committee member requests and in an effort to clarify and ensure accuracy in the costs and service characteristics of the MC311 center. They are as follows:

1. OMB has provided a few corrections to the information originally provided for the Committee as part of the April 21, 2010 worksession. These changes are shown in their entirety on ©1-6 and include:

   a. Improved cost saving numbers in ©3.
   b. The operating hours are to be Monday-Friday 8am to 8pm and Saturday 9am to 5:30pm, as shown on ©3.
   c. The <u>total</u> program costs are computed at a revised level of $6,105,754, on ©4, which include licensing costs for Seibel software shown in the DTS portion of the budget and not reflected in the earlier estimate. This change is reflected in all appropriate points of the prior memo. It does <u>not</u> change the requested budget amount of $4,006,950.

2. A set of MC311 accomplishments, as well as an important set of desired performance targets for the end of FY11, were provided on ©7-8.

These desired targets are as follows:

MC311 CSC Performance Targets	Where we can expect to be in a year's time
Improved Speed of Answer	80% of calls answered in 20 seconds
Improved Abandonment Rate	Fewer than 5% calls abandoned
Customer Satisfaction	Consistently 85% or greater
Average Call Handling Time	4 minutes
Service Request Accuracy	95% of Service Requests closed according to established performance standards

Committee members may want to question Executive staff as to their perception of adequacy for these targets. The percentage of customer satisfaction (85%) and average call handling time (4 minutes) are important indicators which lag behind the jurisdictions shown in the Pew report matrix reflecting similar experiences for major jurisdictions on ©18-22. This lag is easily explained by the fact that the County MC311 Center is just being launched. However, after 18-24 months, the Committee and full Council should revisit these targets and be prepared to improve them.

3. A list of positions and position titles transferred from other departments to staff the call center for FY11 are on ©9. There are a total of 49 positions, including two new Call Taker Trainee positions.

4. A table indicating average call wait times, the number of calls, and average length of calls by day for the last several months is provided on ©10-11. The wait times are averages, and some calls lasted much longer while others may have been very short.

The additional information is helpful, and does not change the basic recommendation of Council staff, which is to **approve** the Executive's recommended **budget of $4,006,950.**

MEMORANDUM

April 19, 2010

TO: Management and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser

SUBJECT: FY11 Operating Budget - Public Information Office: MC311 Customer Service Center

Expected to attend:

Tom Street, Assistant Chief Administrative Officer
Patrick Lacefield, Public Information Office
Leslie Hamm, Customer Service Center manager
Steven Emanuel, Chief Information Officer, Department of Technology Services
John Cuff, Office of Management and Budget

Summary of staff recommendations to the Committee:

1. *The Executive's request for $4,006,950 to begin formal operations of the Customer Service Center is recommended for approval with the following constraints:*
   a. *Before the center becomes fully operational and its telephone numbers advertised, a Business Plan detailing targets of performance towards the general public be developed, approved and publicized; and*
   b. *County staff requests for information be organized in a manner that does not impede nor add to the resource requirements of the Center.*
2. *The ability of the general public to directly reach and request support from their Council members continue to be unfettered by the Call Center for the foreseeable future.*

<u>Introduction</u>

The MC311 Customer Service Center has reached the stage of development where the Executive is separating it from the developmental Technology Modernization project funded under the CIP and recommending its funding within the FY11 operating budget of the Public Information Office. The relevant pages for this budget are on ©1-6.

In order to better understand the organization and resource requirements for this important new initiative, Council staff asked several questions of the Executive. These questions, and the answers provided by the Executive, follow.

1. *There are 35.7 WYs shown; you mentioned that there are additionally some 16 more positions in other Operating Budgets at the cost of some $1.3m. Could you detail the full complement for MC311 and indicate where else the additional positions appear? I believe that your current operating assumption is 52 agents.*

The FY11 MC311 CE Recommended budget is not all general fund. The total recommended budget amount in the Public Information Office is $4,006,950, including personnel ($2,951,360) and operating ($1,055,590). The budget has been placed in the PIO office. There are 49 full time positions and 35.7 workyears listed. The difference between the 49 positions and the 37.5 general fund workyears includes lapse, furloughs, and workyears attributable to non-tax supported funds – housing initiative, solid waste, and permitting services.

2. *If I use the Erlang calculator and the current levels of service (about 1500-1800 calls per day and a service time of 4 minutes, the number of positions I get are <u>significantly</u> lower than 52. The tier II service is already taken into account by the service time distribution. Would you comment on this discrepancy?*

First, the FY11 budget complement for the MC311 call center includes 40 customer service representative positions, not 52. The total complement for the call center is 49, and that includes the call center manager, supervisory personnel, technical support personnel, and administrative support.

The Erlang calculator assumes a high performance, closely monitored call center, not one in a start-up mode, nor does it factor in the Tier 2 model (enhanced support from subject matter experts) adopted by the County. Due to a number of factors, it is unrealistic to expect Customer Service Representatives to perform at levels assumed for an established, high performance call center. Some challenges include:

a) CSRs are new to the role and require clarification and support of a Supervisor, which reduces productivity.

b) Tier 2 CSRs are engaged in additional "back-office" duties, such as outbound calls, email management, and data entry into multiple systems sometimes referred to as "data swivel"; and

c) CSRs are developing essential skills for their new roles, such as "quality" keyboarding, search and research techniques.

It will take one to two years of hard data before tools such as an Erlang calculator can be used to estimate staffing requirements.

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3. *On the phone on March 15, you mentioned that you had been able to implement aggressive cost savings that even exceeded the $7.5 million target you had identified some months back. Could you give me some more data on this significant achievement?*

What are the MC311 related reductions or cost savings that have been made to date?
MC311 related reductions already made total $10.3 million and include the following:

- o $1.875 million in Council imposed reductions in FY10 that County Government departments absorbed in addition to savings plan reductions;
- o approximately $571,700 in savings resulting from the restructuring of the Regional services Centers programs;
- o the abolishment of 42 full-time and 10 part-time clerical and administrative positions at a savings of $3.3 million in FY10; and

the abolishment of 69 full-time and 10 part-time clerical and administrative positions as a savings of $4.6 million in FY11 from the abolishment positions that typically provide call taking, dispatching, and following up on service requests that are now centralized and provided by the MC311 Call Center.

4. *I now understand that the operation will not be 24x7. Can you give me what time assumption you used to create the first year's operating budget?*

In February, the MC311 Executive Steering Committee approved the following operating hours for FY11: 8:00 a.m. to 8:00 p.m. Monday through Friday and 9:00 a.m. to 5:30 p.m. on Saturday. These are the hours used for budget preparation.

5. *I recognize the importance for the $26,250 incentive program for call-taker retention. Could you describe it in some detail?*

MC311 Incentive Program will address improved performance, customer service excellence, and retention. The Incentive program will provide a structure and method for establishing, recognizing, and rewarding customer service representatives for obtaining performance goals.

A number of objectives are being considered for the Incentive Program: 1) develop a performance score card that recognizes CSRs availability, accuracy, and speed; 2) boost employee attendance; 3) reduce employee turnover; 4) increase customer satisfaction; and 5) engage all call center employees.

We are developing the Incentive Program and considering a number of methods, such as: on-going program providing immediate and continuous feedback and rewards, offering a variety of choices such as gift cards, parking privileges, customer service hall of fame, public recognition, etc.

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Deleted: 5

6. *Is the $500,000 contractor call center support item a one-time or on-going cost? Please describe its intent.*

It is intended that $500,000 budgeted for outsourced call center services will be an ongoing cost that will be used to help call center operations to handle routine staff shortages should they occur (e.g., an exceptional number of CSRs calling in sick, performance issues related to inexperience or other factors), and to help with spikes in call volume due to special events such as snowstorms or other emergencies.

7. *Could you provide some detail for the $555,590 item of Operating Costs. There are IT support costs in the DTS budget, and I would like to understand the total investment in MC311 in an integrated fashion, as well as to avoid double counting.*

The $555,590 represents the operating expenses minus the $500,000 for the call center contractor.

CRM Budget - FY11

SUMMARY BUDGET (March 13, 2010)

MC311 Program Costs	**FY11**	**WYs**	
Personnel Costs	2,951,360	35.7	
Operating Expenses	1,055,590		
Total Public Information Office	**4,006,950**	35.7	
Charges in Other Departments:			
Leases NDA	255,264		
Department of Technology Services	641,560		**Deleted:** 396,560
DTS NDA-DCM Mobile Radio Budget	585,440		
Charges to Other Departments (note 1)	616,540	10.0	
Subtotal Other Departments	**1,853,804**	10.0	
Total MC311 Program Costs	**6,105,754**	45.7	**Deleted:** 5,860,754

Note 1: Positions are in Public Information Office, dollars and workyears are charged to non-tax supported funds (Montgomery Housing Initiative, Solid Waste Disposal Fund, Solid Waste Collection Fund, Permitting Services)

8. *Are there any expansion plans to the municipalities or to other agencies included in the FY11 budget numbers? If not, when do you plan to explore this option?*

Expansion plans for 311 will be re-evaluated once the office is stabilized and fully operational.

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9. *The Silver Spring RSC gave up a position to the call center. Do you plan to ask the same of the other RSC's?*

One position was detailed to the MC311 Call Center during the winter. This position functions as a supervisor. The skill set of the incumbent complemented the needs of the Call Center.

During the development of the FY11 operating budget, the Regional Services Centers were restructured and the staff complement was significantly reduced from a FY10 Approved Budget total of 30 full-time and 4 part-time positions to 18 full-time and 4 part-time positions. There are no additional positions under consideration for transfer to MC311.

Council Staff Comments

➢ The MC311 Customer Call Center is currently in a period of "soft launch". This means that while all major request calls between the public and the County are automatically being transferred to the Center, the public has not been told of this, nor is the 311 number operational. Once this occurs (later in FY11), the call volume could go up significantly, causing degradation of service levels and perhaps requiring additional resources to be allocated to the Center for call-taking positions. The current call center volume is about 1,800 calls per day (or about 200 calls/hour) for the 9-hour time span that calls actually are answered.

➢ Note that, although the PIO costs for MC311 are roughly $4m, the total costs for the MC311 program are $6.1m. The difference in these numbers is charges included in other departmental budgets, and are summarized in the table below.

	Costs	WYs
PIO budget	$4,006,950	35.7
Other departmental budgets	$1,853,804	10.0
Total	$5,860,754	45.7

➢ The decision was made to have this call center operate from 8am to 5pm (see answer to question 4 above). If a round-the-clock service for this non-emergency program was contemplated, the resource requirements would be increased significantly.

➢ Anecdotal information reaching the Council offices from the public detail extremely long wait times. Such wait times are a direct consequence of a new program with little time for training of the Customer Service Representatives (CSRs) available. In order to reduce these wait times, and without adding more personnel (an option made unlikely by the tight fiscal situation), strategies might include:
  i. Continue and improve CSR training.
  ii. Shorten the 'scripts" currently being read by the CSRs to the callers.
  iii. Empower CSRs to do more on the phone, rather than have to forward the calls to other departments.
  iv. Reduce the amount of data currently collected for each caller.

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The Committee may want to hear the Executive branch's plan for improving the reported long wait times, and discuss the degree to which those plans align to the above four suggestions.

➢ The project has multiple objectives - not just to answer phones but to understand the needs of the County, be able to show the Executive and the Council where/when/what things are "hot" in the community, and drive change in the way the County responds to the daily request for services and information. This latter objective has not yet been accomplished, and will add greatly to the internal Return on Investment calculations to be made for the MC311 program.

➢ Several other major jurisdictions are providing similar automated, centralized services. The Pew Foundation did a comprehensive analysis of fifteen 311 centers around the country and issued findings comparing their performance. The metrics from this analysis are on ©7-11, while the full report titled *"A Work in Progress: Philadelphia's 311 System After One Year"* can be found at:

http://www.pewtrusts.org/uploadedFiles/wwwpewtrustsorg/Reports/Philadelphia_Research_Initi ative/FINAL%20311%20Report%20030210.pdf?n=3297

➢ The MC311 program will be able to benchmark its performance against these statistics and report progress to the Committee and the full Council.

But for MC311...

Infrastructure (technology and facility) provides ability to quickly up-staff in support of Public Health and Safety emergency response: If it had been the 2009 blizzard and not the 2010 blizzard, 6 agents would have been available to answer over 30,000 calls

Single point of Entry: Customers would continue to have to call numerous numbers to find resolution to their problem or an answer to their question. Even though customers are not yet dialing 311 we often hear this dilemma, customers are glad to find someone who can listen to them and take action.

A live person answers every call: No missed calls or voice mail messages that do not get returned. One recent customer complaint was actually about her call to a non-Customer Service Center (CSC) number for a small County agency. She got a message that did not give her enough information to be clear who she had called, so she did not leave a message.

No missed calls: Tracking every call/Service Requests allows County to track performance, increase accountability and transparency.

Closing the loop - Every call is tracked with a Service Request #: When a customer calls back to find out the status of a Service Request, they can check the status during the prompt or wait to speak to a Customer Service Representative. The Customer Service Representative (CSR) can provide them a progress update by reading the notes written by Department representatives. Customers can provide additional information that is relayed back to the Department.

Customer relationship management: Not just a call center, but a partnership with Departments to manage the complete request fulfillment cycle. Departments have provided the information to share with customers and provided a timeframe for likely completion. This helps manage customer expectations.

Service expansion on Saturdays: After the system goes live, the CSC will provide service on Saturdays from 9:00 – 5:30. Only DEP Solid Waste currently offers a few selected Saturdays on holiday slide weeks. Customers who have a non-emergency need or request can only leave a voice mail or send an email to be responded to on Monday.

Enhances resource planning: CRM system reporting tools allow decision makers to identify trends in service needs and allocate resources more effectively.

Consolidation of County Call Centers generated savings in the County budget: Approximately $10.3 million in savings have already been identified from implementing this initiative.

MC311 Customer Relationship Management System provides a single enterprise technology platform: Utilizing the enterprise approach allows the County to leverage software and system functionality for other tasks.

MC311 CSC Performance Targets – where we can expect to be in a year's time:

Improved speed of answer: 80% of calls answered in 20 seconds

Improved abandoned rate: Fewer than 5% calls abandoned

Customer Satisfaction: Consistently 85% or greater

Average call handling time: 4 minutes

Service Request accuracy: 95% of Service Requests closed according to established performance standards

MC311
FY11 Positions

Department	FY11 Classification	Grade	311 Function	# positions
DEP	Office Services Coord.	16	CSR	1
	Principal Administrative Aide	12	CSR	2
	Principal Administrative Aide	13	CSR	3
Total DEP				6
DGS	Program Manager I	23	Supv.	1
DOT	Administrative Specialist II	21	QA	1
	Administrative Specialist II	21	Supv.	1
	Principal Administrative Aide	12	CSR	2
	Principal Administrative Aide	13	CSR	1
Total DOT				5
DPS	Permitting Service Tech I	15	CSR	2
	Permitting Service Tech II	17	CSR	1
Total DPS				3
FIN	Office Services Coord.	16	CSR	4
FRS	Office Services Coord.	16	CSR	1
	Public Safety Call Taker II	16	CSR	2
Total FRS				3
HCA	Principal Administrative Aide	12	CSR	1
HHS	Information and Referral Aide II	16	CSR	4
	M3	M3	QA	1
Total HHS				5
OCE	Information and Referral Aide II	16	CSR	2
	Office Services Coord.	16	CSR	1
	Principal Administrative Aide	13	CSR	1
Total OCE				4
POL	Police Services Asst.	16	CSR	5
	Public Safety Telephone Reporting Aid I	16	CSR	2
	Public Safety Telephone Reporting Aid II	18	CSR	2
Total POL				9
REC	Administrative Specialist III	23	QA	1
RSC	Supervisor	25	Supv.	1
Subtotal				43
Other:				
Tech Mod CIP	Administrative Specialist II	21	Admin	1
	CRM Manager	M2	MGR.	1
	Call Center Manager	M3	MGR.	1
	Sr. IT Specialist	28	Admin	1
Total CIP				4
New Positions	Customer Service Rep Trainee	11	CSR	2
Total Positions				49

CSR = Customer Service Representative
Supv. = Supervisor
QA = Quality Assurance
Admin = Administrative
MGR. = Project/Call Center Manager

MC311 Call Data

Date	Avg Wait Time	Total # of Calls	Avg Call Length	Event
Totals	7:25	34029	2:59	
2/1/2010	:22	545	3:58	
2/2/2010	:23	581	3:48	
2/3/2010	:30	577	4:02	
2/4/2010	:53	961	3:39	
2/5/2010	:32	729	3:25	
2/6/2010	8:09	897	3:17	24/7 Snow Op
2/7/2010	30:18:00	963	2:52	
2/8/2010	17:47	2719	3:07	
2/9/2010	7:37	3115	2:28	
2/10/2010	:11	854	2:09	
2/11/2010	1:22	3098	2:17	
2/12/2010	4:39	2707	2:32	
2/13/2010	1:53	1038	2:14	
2/14/2010	:14	650	2:05	
2/15/2010	:26	1393	1:41	
2/16/2010	22:08	1492	3:39	
2/17/2010	5:04	1757	2:50	
2/18/2010	7:48	1554	3:16	
2/19/2010	5:16	1370	3:11	
2/22/2010	11:05	1528	3:40	Delinquent
2/23/2010	10:00	1490	3:27	Property Tax
2/24/2010	9:42	1250	3:54	Notices mailed
2/25/2010	7:09	1296	3:35	
2/26/2010	5:04	1465	3:28	
Totals	5:50	30397	3:48	
3/1/2010	11:17	1334	3:34	
3/2/2010	8:25	1324	3:45	
3/3/2010	8:07	1259	3:48	
3/4/2010	8:03	1187	3:39	
3/5/2010	8:02	1110	4:09	
3/8/2010	10:19	1386	3:40	
3/9/2010	9:04	1261	3:35	
3/10/2010	11:35	1014	3:49	
3/11/2010	8:22	1115	3:48	
3/12/2010	7:05	1025	4:08	
3/15/2010	10:29	1186	3:54	
3/16/2010	8:03	1162	3:44	
3/17/2010	7:23	1110	3:38	
3/18/2010	1:52	1339	3:46	
3/19/2010	6:34	1145	3:50	
3/22/2010	7:46	1475	4:16	
3/23/2010	3:53	1483	4:01	
3/24/2010	1:33	1505	3:59	9 new agents
3/25/2010	:40	1590	3:52	on the phones
3/26/2010	1:51	1326	3:46	
3/29/2010	1:57	1779	3:33	
3/30/2010	:35	1625	3:32	
3/31/2010	:31	1657	3:38	

MC311 Call Data

Date	Avg Wait Time	Total # of Calls	Avg Call Length	Event
Totals	:55	27765	3:29	
4/1/2010	:11	1533	3:40	
4/2/2010	:29	1279	3:23	
4/5/2010	2:53	1890	3:25	
4/6/2010	:59	1739	3:16	
4/7/2010	:21	1742	3:16	
4/8/2010	:37	1654	3:15	
4/9/2010	2:23	1266	3:33	AM Power Outage
4/12/2010	3:05	1896	3:36	Phone disruptions
4/13/2010	:22	1689	3:33	
4/14/2010	:19	1629	3:43	
4/15/2010	:16	1603	3:35	
4/16/2010	:13	1550	3:29	
4/19/2010	1:41	2158	3:35	Tax Lien Sale Notices
4/20/2010	:23	1826	3:36	
4/21/2010	:14	1632	3:26	
4/22/2010	:08	1497	3:32	
4/23/2010	:08	1182	3:27	

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**

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**
Changes (with service impacts)		
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
Other Adjustments (with no service impacts)		
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**
Changes (with service impacts)		
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
Other Adjustments (with no service impacts)		
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 Expenditures	WYs	FY11 Recommended 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 Total$	WYs	FY11 Total$	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	($000's) FY14	FY15	FY16
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*

Survey of 311 contact centers in select cities/counties

Current as of February 2010

Full report at Pew Charitable Trusts' Philadelphia Research Initiative, www.pewtrusts.org/philaresearch

City or County	2008 estimated population (Census Bureau)	2009 total calls (calendar year unless otherwise noted)	2008 total calls (calendar year unless otherwise noted)	Chnage in annual call volume 2008-2009	2009 monthly average call volume	2008 monthly average call volume	2009 annual average calls per 100 residents	2009 annual average calls per FTE	2009 annual average call handling time (seconds)	2008 annual average call handling time (seconds)
Baltimore, MD	636,919	970,937	978,968	-0.8%	80,911	81,581	152	11,841	120	120
Charlotte-Mecklenburg, NC	890,515	1,648,087	1,768,907	-6.8%	137,341	147,409	185	12,299	166	151
Chicago	2,853,114	4,309,708	4,533,125	-4.9%	359,142	377,760	151	53,206	70	69
Columbus, OH	754,885	288,527	274,811	5.0%	24,044	22,901	38	18,033	117	128
Dallas	1,279,910	1,196,957	1,298,929	-7.9%	99,746	108,244	94	13,449	120	n/a
Denver	598,707	443,061	495,948	-10.7%	36,922	41,329	74	16,410	189	158
Detroit	912,062	238,123	279,775	-14.9%	19,844	23,315	26	26,458	123	116
Houston, TX	2,242,193	2,256,511	n/a	n/a	188,043	n/a	101	24,527	129	n/a
Los Angeles	3,833,995	1,402,656	n/a	n/a	116,888	n/a	37	26,974	90	n/a
Miami-Dade, FL	2,398,245	2,650,000	2,411,000	9.9%	220,833	200,917	110	19,925	268	249
New York City	8,363,710	18,707,436	16,099,505	16.2%	1,558,953	1,341,625	224	34,326	228	199
Philadelphia, PA	1,540,351	1,113,159	n/a	-3.4%	92,763	n/a	72	17,669	372	n/a
Pittsburgh, PA	310,037	49,048	49,910	-1.7%	4,087	4,159	16	8,175	180	150
San Antonio, TX	1,351,305	1,293,372	n/a	n/a	107,781	n/a	96	41,722	100	n/a
San Francisco	808,976	3,608,824	3,972,924	-9.2%	300,735	331,077	446	38,189	88	92
median							96	19,925	123	139

Change in annual average call handling time 2008-2009	2009 annual average speed of answer, aka call-waiting time (seconds)	2008 annual average speed of answer, aka call-waiting time (seconds)	Change in average speed of answer/wait time, 2008-2009	2009 average pct of calls served / # seconds 2009	2009 service level target pct calls served / # seconds	2009 annual average abandoned call rate	2008 annual average abandoned call rate	Change in annual average abandoned call rate	2009 annual average pct of calls transferred (transfer rate)
0%	5	5	0%	n/a	90% / 5	3.0%	3.0%	-	6.0%
10%	17	63	-73%	86%	80% / 30	2.6%	9.6%	(0.07)	33.0%
1%	61	81	-25%	48%	80% / 30	19.0%	23.0%	(0.04)	35.0%
-9%	24	26	-8%	86%	80% / 30	1.4%	1.9%	(0.01)	21.0%
n/a	231	119	94%	n/a	n/a	15.0%	12.0%	0.03	n/a
20%	27	32	-16%	73%	80% / 20	7.7%	9.5%	(0.02)	42.5%
6%	33	38	-13%	n/a	n/a	11.5%	n/a	n/a	12.0%
n/a	32	n/a	n/a	n/a	n/a	3.9%	n/a	n/a	n/a
n/a	60	24	150%	49.5%	80% / 20	12.7%	6.3%	0.06	40.0%
8%	83	73	14%	60%	80% / 90	16.5%	15.3%	0.01	6.7%
15%	18	8	125%	84.0%	80% / 30	3.6%	1.3%	0.02	36.0%
n/a	105	n/a	n/a	80%	80% / 30	26%	n/a	n/a	18.6%
20%	n/a	n/a	n/a	n/a	n/a	45.0%	21.6%	0.23	0.01%
n/a	n/a	n/a	n/a	82%	80% / 30	8.4%	n/a	n/a	13.0%
-4%	30	38	-21%	73%	50% / 60	14.4%	17.8%	(0.03)	1.9%
6.8%	32	38	-7.7%			11.5%	9.6%	0.0%	18.6%

2009 FTEs (authorized positions at end of year, unless otherwise noted)	2008 FTEs (authorized positions at end of year, unless otherwise noted)	Change in FTEs 2008-2009	2009 cost per call (based on budget figures adjusted to match the period of the last available call volume)	FY09-10 budget	FY09-10 budget as percent of general fund	FY09-10 cost per capita (2008 est pop)	FY08-09 budget	Change in budget FY08-09 to FY09-10
82	95	-13.7%	$ 5.41	$ 4,700,000	0.35%	$ 8.24	$ 5,800,000	-19.0%
134	133	0.8%	$ 4.37	$ 7,278,861	0.40%	$ 8.08	$ 7,115,057	2.3%
81	93	-12.9%	$ 1.15	$ 4,965,897	0.16%	$ 1.74	n/a	n/a
16	22	-27.3%	$ 5.49	$ 1,583,158	0.24%	$ 2.10	$ 1,510,239	4.8%
89	93	-4.3%	$ 3.72	$ 3,700,000	0.36%	$ 3.48	$ 4,458,000	-17.0%
27	29	-6.9%	$ 3.39	$ 1,500,000	0.16%	$ 2.51	$ 1,500,000	0.0%
9	23	-60.9%	$ 7.78	$ 1,548,421	0.10%	$ 2.03	$ 2,156,493	-28.2%
92	94	-2.1%	$ 2.22	$ 5,000,000	0.26%	$ 2.23	n/a	n/a
52	73	-28.8%	$ 2.69	$ 3,128,980	0.07%	$ 0.98	$ 4,423,317	-29.3%
133	121	9.9%	$ 4.30	$ 10,971,000	0.22%	$ 4.76	$ 11,548,421	-5.0%
545	585	-6.8%	$ 2.57	$ 46,000,000	0.08%	$ 5.74	$ 50,000,000	-8.0%
63	70	-10.0%	$ 2.20	$ 2,830,914	0.08%	$ 1.59	$ 2,059,272	37.5%
6	6	0.0%	$ 4.08	$ 199,951	0.05%	$ 0.64	$ 152,488	31.1%
31	33	-6.1%	$ 1.39	$ 1,700,000	0.07%	$ 1.33	$ 1,795,200	-5.3%
95	112	-15.2%	$ 3.15	$ 10,952,000	0.38%	$ 14.06	$ 11,790,000	-7.1%
81	93	-6.9%	$ 3.39	$ 3,700,000	0.16%	$ 2.23	$ 4,423,317	-5.3%

First year operating budget (exclude startup year capital costs etc)	Startup capital costs (incl construction hard/software purchase; excl first-year operating budget)	INFLATION ADJUSTED First year operating budget (each city's launch-year figures adjusted to 2009 dollars)	INFLATION ADJUSTED startup capital costs (each city's launch-year figures adjusted to 2009 dollars)	Unionized call takers	Month-year of official launch of 311 call center	Month-year when work began on 311 call center	Months startup prior to launch
$ 4,000,000	n/a	$ 4,770,139	n/a	n	Mar-02		18
$ 2,304,343	$ 4,100,000	$ 2,531,320	$ 4,503,849	n	Jul-05	2002	36
n/a	$ 4,000,000	n/a	$ 5,264,712	y	1998	n/a	n/a
$ 798,000	n/a	$ 849,206	n/a	y	Jan-06	Jul-04	17
n/a	n/a	n/a	n/a	n	Dec-07	n/a	n/a
$ 1,100,000	$ 3,313,000	$ 1,208,350	$ 3,639,330	n	2005	n/a	n/a
n/a	n/a	n/a	n/a	y	May-05	n/a	n/a
$ 4,358,505	$ 3,659,135	$ 5,279,845	$ 4,432,636	n	Aug-01	Jan-99	32
$ 5,700,000	$ 4,000,000	$ 6,797,448	$ 4,770,139	y	Nov-02	1999	36+
$ 9,000,000	n/a	$ 9,886,498	n/a	y	Sep-05	Mar-03	30
$ 16,900,000	$ 25,000,000	$ 19,704,757	$ 29,149,049	y	Mar-03	Jun-02	9
$ 2,059,272	$ 4,000,000	$ 2,059,272	$ 3,985,769	y	Dec-08	Feb-08	11
$ 112,075	n/a	$ 119,267	n/a	y	Oct-06	n/a	n/a
n/a	n/a	n/a	n/a	n	2000	n/a	n/a
$ 6,500,000	$ 8,600,000	$ 6,725,557	$ 8,898,430	y	Mar-07	Oct-05	17
$ 24,000,000	$ 4,000,000	$ 4,770,139	$ 4,636,994				

2009 hours of operation	Previous hours of operation, if changed	CRM technology brand or type
6a-10p all days	reduced from 24x7	Motorola
24x7x365	no change	No current CRM system; RFP for CRM system in development
24x7x365	no change	Motorola
7a-8p M-F	eliminated Saturday	In-house by Columbus Dept of Tech
24x7 info; 6a-8p M-F routine service requests	reduced routine svc from 24x7 to 6a-8p	Motorola
7a-8p M-F; 8a-5p Sat-Sun	reduced from 6a-11p	Oracle PeopleSoft
8a-5:30p M-F	reduced half-hour closing time, from 6p	Motorola Customer Service Request (CSR) system
6a-12a all days	no change	Motorola
24x7x365	no change, yet	
6a-10p M-F; 8a-5p Sa; closed Su	reduced, elimated Sunday	Motorola
24x7x365	no change	Siebel
8a-8p M-F; 9a-5p Sa; closed Su	reduced from 24x7	Novo Solutions w/custom interfaces by Phild Dept of Tech
8a-4:30p	no change	Oracle database, designed in-house
7a-11p all days	reduced from 24x7	
24x7x365	unchanged	Lagan Frontlink