

GO Committee #7  
April 29, 2016

Worksession

**M E M O R A N D U M**

April 27, 2015

TO: Government Operations and Fiscal Policy Committee  
FROM: Dr. Costis Toregas, Council IT Adviser  
SUBJECT: FY17 Operating Budget: MC311 Customer Service Center, within Public Information Section 37 in the Executive's Recommended Budget

The following are expected to attend:

Patrick Lacefield, Director, Office of Public Information  
Leslie Hamm, MC311 Call Center Director  
Jane Mukira, Office of Management and Budget (OMB)

The relevant pages from the recommended FY17 operating budget are attached on ©1-5.

**Summary of Staff Recommendations:**

1. MC311 has now reached a stage of operational maturity where system data on service request fulfillment by departments can be used to assess departmental performance and to evaluate budget requests based on responsiveness to residents who call MC311 for assistance. **The Committee should request that the results of the OLO MC311 report due in early summer 2016 (which will explore this precise topic) be used to develop a suggested procedure for all Committees of the Council so they might use the performance results when reviewing operating budgets of individual departments.**
2. Continue to **explore the utilization of MC311 assets by other agencies and municipalities.** Although it may present administrative challenges, it can be a great help to residents, businesses, and visitors alike and provide a source of additional revenue to the County as the initial system investment has already been made. In addition, if the experience of the County is a predictor, it may generate savings in agency budgets as they consolidate call center organizations.
3. **Accept** the Executive's recommended budget of \$3,766,847, effectively decreasing the budget from the FY16 level of \$3,857,401 by \$90,554 or 2.3 percent.

## Overview

For FY17, the Executive recommends total expenditures of \$3,766,847, a decrease of \$90,554 or 2.3 percent from the FY16 approved budget of \$3,857,401. The major component of this reduction is the elimination of an administrative position (see question 6 on page 5). FTEs will decrease by 1.8 from 36.5 in FY16 to 34.7 in FY17.

The MC311 budget appears as a program within the Public Information Office (PIO); the entire budget for the PIO Office is on ©1-6, with ©3-4 having the major portion of the recommendations in the MC311 budget.

The current performance of the center was most recently reviewed on October 21, 2015 by CountyStat; the full CountyStat presentation (81 pages) providing detailed performance metrics is at:

<https://reports.data.montgomerycountymd.gov/dataset/Oct-2015-PIO-MC311-Annual-Review-FY15/xd2x-kj7u>.

A few elements from this analysis are presented here so the Committee can appreciate the achievements and opportunities ahead for the MC311 center:

- a. The types of calls that come in are fairly invariant over time; ©6 shows that the top three requests have not changed over the years: bulk trash pickup, 22 gallon bin delivery, and scrap metal pickup.
- b. DoT accounts for the most missed Service Level Agreement (SLA) targets, followed by DPS and DHCA (Code Enforcement). On ©7 are provided the total missed SLA requests (some 17,000) across departments. Of course, missed SLAs are not the responsibility of MC311, nor would an increase in the MC311 budget for the center impact this number. All departments participate in the establishment of SLAs and agree that they are reasonable, so the high volume indicates a problem either on the actual established SLA level or the performance/follow through of the department involved. Current SLA levels are shown on ©10 and give a range of days (from 1 to 1,095) that a department is given to fulfill incoming resident requests for service.
- c. The business community has suggested that a new “Business Helpline” be set up (see ©8), with a potential impact on small businesses that are navigating licensing challenges. It is not clear whether this can be accomplished within the FY17 request, but certainly expands MC311 into a direction that promises much. Ultimately, not only residents – but businesses and visitors – should be able to use this effective service.
- d. MC311 had a relatively high number of technical/infrastructure incidents this past year (see ©9); upgrades were made to both the software (Siebel CRM) and the call switch to reduce this risk. However, the center is moving to a new location in FY16, and this move presents significant new risks during the migration of the technical infrastructure.

The CountyStat review of MC311 has recently been shifted from a semi-annual to an annual cycle; the major reason was that an annual cycle enables much fuller consideration of seasonality—and reviews can be more strategic and big-picture.

The activity and performance of the MC311 center is periodically summarized by the Office of Legislative Oversight (OLO), using the Siebel system. The most recent biweekly report, covering the period from March 20, 2016 to April 16, 2016 and distributed to all Council offices, is on ©11-13.

OLO is also currently working on a report focusing on how MC311 uses data to measure the timeliness of service delivery and provide status information to customers, and investigate whether or how MC311 data can be used for budgeting purposes; the release date is expected to be June/July 2016. The project description is on ©14. The Committee should carefully review this report and propose that the committee responsible for budget review and approval of Executive departments begin to use the OLO recommendations as an integral part of their budget review.

The Committee has raised the question of MC311 use by other County agencies and municipalities in the past. To date, no progress is visible. Although it may present administrative challenges, such an expansion can be a great help to residents, businesses, and visitors alike. As the initial system development investment has already been made, the additional cost may be nominal, and the opportunity to develop a new revenue stream from providing services to other entities could be real. In addition, if the experience of the County when first organizing diverse call centers into a single center is a predictor, such an expansion may generate savings in agency budgets as they consolidate call center organizations.

### **Additional Items of Interest**

Council staff raised a number of issues upon review of the budget information proposed by the Executive. These questions, responses from the Public Information Office and, where appropriate, Council staff comments are provided below:

1. During the last major snow event, concerns were voiced regarding the ability of MC311 to provide direct information regarding the location of County and contractor assets, such as trucks and plows, in real time; please describe current and planned capacity to accomplish this capability, and whether such improvements are included in the current budget.

*DTS is working with DOT and the CInO to evaluate options and develop a plan for leveraging automated vehicle location (AVL) technologies and smart phones to enhance the snow removal operations and possible use of cloud services to increase capacity for constituent access to information. An updated snow removal reporting solution is targeted for the next snow season. DTS and DOT will work with OMB if additional funding needs are identified as the options and plans are developed.*

2. During the last major snow event, there were statements made about the MC311 center needing upgraded technology to accommodate the flood of incoming calls using fiber strands and appropriate equipment. Please define current and future capacity to do this, and tell us whether this upgrade is included in the PIO budget.

*To date, the connection to the MC311 call center is via fixed TDM trunking with a capacity of 168 simultaneous calls, which cannot be expanded quickly. DTS is in the process of implementing SIP (Session Initiation Protocol) trunking as part of the relocation of the MC311 call center to 1401 Rockville Pike. When implemented this summer, SIP trunking will enable the flexibility to increase call capacities when needed. The ongoing costs of SIP trunking is included*

*in the Telecommunications NDA. The only additional costs would be for periods of increased capacity.*

**Council Staff comment:** To place these Snow Event responses in context, the Committee recently reviewed a series of responses from the Department of Technology Services (DTS) regarding their role in supporting MC311 operations. Their input is provided again below to add detail:

During the last major snow event, there were statements made about the MC311 center needing upgraded technology to accommodate the flood of incoming calls using fiber strands and appropriate equipment. Please define current and future capacity to do this, and whether such upgrade costs are included in the ETSD budget (or the relevant department or division if not ETSD)

*To date, the connection to the MC311 call center is via fixed TDM trunking with a capacity of 168 simultaneous calls, which cannot be expanded quickly. DTS is in the process of implementing SIP (Session Initiation Protocol) trunking as part of the relocation of the MC311 call center to 1401 Rockville Pike. When implemented this summer, SIP trunking will enable the flexibility to increase call capacities when needed. The ongoing costs of SIP trunking is included in the Telecommunications NDA. The only additional costs would be for periods of increased capacity.*

During the last major snow event, there were concerns about the level of granularity of information displayed on the Snow Map, as well as its accuracy. Define the GIS team responsibility for the Snow Map maintenance, capacity to display data and provide mobile phone, tablet, and computer imagery and data refreshes in real time. Is there adequate budget to perform necessary improvements once the County Snow Map Task Force provides recommendations?

*DTS is working with DOT and the CInO to evaluate options and develop a plan for leveraging automated vehicle location (AVL) technologies and smart phones to enhance the snow removal operations and possible use of cloud services to increase capacity for constituent access to information. An updated snow removal reporting solution is targeted for the next snow season. DTS and DOT will work with OMB if additional funding needs are identified as the options and plans are developed.*

3. Could you address the lack of MC311 indicators as a high level performance measure on page 37-1?

*I have passed on this request to include high level MC311 indicators on p. 37-1 to CountyStat.*

4. Staffing levels at MC311 are stressed during high demand days such as snow storms, tax bill mail-outs, etc. Please discuss plans to improve the bottlenecks caused, and whether the strategy of “staffing to peak” is a wise one to continue. Please include any “best practice” examples from other jurisdictions.

*“Staffing to peak” means that we schedule agents so that we can handle our typical peaks during the day. On the flip side, this means that we will have more agents available than we need when call volume dies down (peaks and valleys throughout the day). The supervisors monitor this by scheduling agent breaks and lunch during those “valleys”. This is a best practice and allows us*

*to regularly meet our Average Speed to Answer metric of 20 seconds or less. Some other 311 centers do not have the level of resources we have available, so Average Speed of Answer will be longer.*

**Council Staff comment:** “Staffing to peak” is an expensive way to resource a call center; if the peaks are far apart, and if the peaks are significantly higher than the average or median loads, it ensures idle personnel and expensive payrolls. It is best practice to staff close to average or median levels, and accommodate peaks using temporary personnel; this year, \$600,000 is set aside for such personnel (see answer to Question 7 below). It is not clear if the current budget request intends to use this temporary personnel item to permit adjustments to the full-time levels of Customer Service Representatives (CSRs).

When the MC311 center was being designed, the Committee reviewed an “Erlang Analysis” model that would predict the delays that a caller would face if CSRs less than “peak” levels were available. A similar analysis should be conducted in the coming year (2017) to see whether the “staff to peak” method could be changed so that staffing costs could be reduced while call waiting levels remain at acceptable levels. A first step could be a summer work session to review current waiting times, Erlang curve results and a sensitivity analysis showing the relationship between number of CSRs, waiting times and other system parameters.

5. Are there performance measures on the SLA achievements for MC311 as well as for departments? Please provide a summary of the highest volume SLAs and comment on the process used to make adjustments.

*Yes, PIO/MC311 as well as other departments are required to achieve at least 80% of their SLA. CountyStat meets with departments annually to review and revise service level agreements. SLA's are established in advance of each new fiscal year so that performance can be monitored using a consistent benchmark throughout the entire fiscal year period. Countystat shares SLA revisions with the MC311 business analysts in mid-June of each year. The business analysts then make the revisions effective in enterprise CRM as of July 1<sup>st</sup>.*

**Council Staff comment:** A balance must be struck between setting SLAs that are achievable and also acceptable to the residents of the County. Ultimately, more attention should be paid to the process that establishes SLAs by department and task, so that the public’s perception is that the County is being responsive to their service needs. Such may not be the case currently, if one looks at the long SLA times (some over 3 years).

6. Explain the reduction of the Office Services Coordinator position - including any likely impact on MC311 customer experience.

*The abolishment of the OSC position was provided to meet our reduction plan. There is no impact on the customer experience as this is an administrative position.*

7. Please break out the cost of temporary support for the MC311 center.

*We currently have \$500,000 in Operating Expenses to cover the cost of temporary employees through OHR's Temporary Service Contracts.*



# 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, social media and Internet, presentations, publications and graphics, cable television programming, and telephone and electronic requests for information and assistance via the MC311 Customer Service Center.

## Budget Overview

The total recommended FY17 Operating Budget for the Office of Public Information is \$4,861,963, a decrease of \$70,556 or 1.43 percent from the FY16 Approved Budget of \$4,932,519. Personnel Costs comprise 81.83 percent of the budget for 60 full-time position(s) and no part-time position(s), and a total of 42.10 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 18.17 percent of the FY17 budget.

## Linkage to County Result Areas

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

### ❖ A Responsive, Accountable County Government

## Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
<b>Multi-Program Measures</b>					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.15	3.19	3.25	3.25	3.25

## Initiatives

- ❖ The Montgomery County Business Portal is a component of the County Executive's three-pronged initiative to improve government services for businesses, especially small businesses. This initiative builds on the momentum of economic development restructuring by responding to a need that businesses have communicated regarding their interactions with the County. The Portal will improve access to information by creating a single point of entry for businesses when they need to interact with the County.

## Accomplishments

- In recognition of efforts to engage and inform the public, Montgomery County was recently named a "citizen-engaged community" by the Public Technology institute - the third time the County has achieved this distinction. The MC311 call center has fielded more than three millions calls for general information and service requests, and last year more than 60,000 service requests were made through the web portal, a 50 percent increase over the prior year. In an effort to provide excellent customer service, PIO continually seeks feedback through a Customer Satisfaction Survey. The most recent results indicate more than 80 percent of callers and web users were satisfied with their overall 311 experience and 90 percent were satisfied with their ability to find the information they were looking for on the MC311 website
- Continued to enhance Executive Branch communications through a half hour radio show broadcast on WOL 1450 AM, "Montgomery Mosaic" and cable television shows that feature County youth on "Youth Montgomery;" the Police Chief; the "My

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"Green Montgomery" environmental show; a show of special interest to African Americans, "Mosaic: An African American Perspective;" and several Spanish language offerings - a television version of the "Montgomery Al Dia" Spanish language talk show which airs weekly on Spanish language radio, a Spanish version of "County Report This Week" and "Perfiles" (or profiles) which features interviews with Hispanic employees.

- Continue to work closely with departments and agencies on communication strategies to ensure that the County Executive's priorities are promoted clearly and accurately, including: economic development priorities; the transportation campaign; senior issues; panhandling; public safety; emergency communications; pedestrian safety; and open government transparency and accessibility.
- Increased direct communication with residents through social media sites: YouTube; Facebook; and Twitter - expanded the Twitter site to nearly 27,000 followers and expanding distribution lists for electronic publications such as "The Paperless Airplane" which reaches over 120,000 households. MC311 collaborates with Public Information Office to respond to resident requests for services and information via Twitter and Facebook.
- Public Information Office interacts with residents about County issues, programs, and services through press releases; media advisories; on line chats; town hall meeting; news and other public events; County web site; email and online newsletters; YouTube, Facebook and Twitter.
- MC311 has installed digital displays in the EOB Lobby, Regional Service Centers and the Council Office Building that will provide information on County Government programs and services.
- The MC311 Community Engagement Team helps residents understand how to use MC311 to access County Government information and to request service. The Team members meet face-to-face with County residents at events such as the Montgomery County Agricultural Fair to discuss how to request a wide range of services, including pothole repair, assistance pay for child care and many more.

## **Productivity Improvements**

- Continue to monitor and use MC311 data to improve operations and service delivery in all County departments. Regularly collaborate with CountyStat Office to improve department Service Level Agreement timeframes planning to improve customer experience.
- Improvements to the MC311 online request system [www.mc311.com](http://www.mc311.com) have made the site more user friendly. The "I Want To" categories on the County website are now linked to the most requested MC311 services.
- MC311 is providing alternate ways of connecting with County Government programs and services through Twitter and the staffing of the EOB Lobby Customer Service Desk five days a week. Additionally, Service requests are received from customers via Twitter (@311MC311), Monday - Friday from 8:00 AM - 4:30 PM, and will soon begin to accept photos through that channel. Messages regarding county event information, and promoting county services are pushed to a growing Twitter followers list.
- Reviewed all Knowledge Base Articles in the CRM database, to ensure uniformity and voice, and to provide instructions for online users creating service requests.

## **Program Contacts**

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

## **Program Descriptions**

### **Web Content and Graphic Management**

The four major functions of this program include:

- Providing creative and technical support to Public Relations, Cable Programming, MC311, and to departments.
- Developing and overseeing the County's graphic identity program to ensure consistency in the County's printed communication for the public. The program develops printing guidelines for departments in accordance with Administrative Procedure 1-7, Use of the

**Montgomery County Coat of Arms, Logotype and Emblem, and Public Communication Guide.**

- Managing the growth and activity on the County's website and the MC311 web portal, which involves the development of policies and procedures for adding information to the website, as well as providing a leadership role in internet management.
- Producing artwork and design services for publications, fliers, decals, exhibits, charts, maps, and other promotional and educational products. Graphic artists provide advice to departments in cost-effective and attractive ways to meet project requirements and objectives.

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>		
Enhance: Small Business Portal (website enhancement)	50,000	0.00
Increase Cost: Convert Contractor to Program Manager II	5,000	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(73,168)	(1.00)
<b>FY17 Recommended</b>	<b>96,659</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 emergency preparedness.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions)	30	40	50	60	70
Total attendance at press conferences and press events	N/A	4,871	5,000	5,000	5,000
Number of press events	78	37	40	45	50
Number of press requests under the MPIA	25	6	5	4	6
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days	N/A	50	75	80	90

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>960,291</b>	<b>5.40</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	38,166	1.00
<b>FY17 Recommended</b>	<b>998,457</b>	<b>6.40</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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
MC311 - Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement (in seconds)	19.7	23.0	18.0	18.0	18.0
MC311 - Percent customer satisfaction rating <sup>1</sup>	79	85	85	85	85

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	3.6	3.5	3.3	3.3	3.3
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	10	30	35	35	37
Average rate of first call resolution (customer requests closed in one call divided by total calls answered at the call center)	N/A	83	83	85	85
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR)	5	9	5	5	5
Average rate of callers requesting to speak Spanish	4.6	4.9	6.0	7.0	7.5

<sup>1</sup> Customer satisfaction with phone and web experience via bi-annual and daily Customer Satisfaction surveys

FY17 Recommended Changes	Expenditures	FTEs
<b>FY16 Approved</b>	<b>3,857,401</b>	<b>36.50</b>
Decrease Cost: Abolish Office Services Coordinator Position	(129,357)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	38,803	(0.80)
<b>FY17 Recommended</b>	<b>3,766,847</b>	<b>34.70</b>

## Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,903,054	2,929,292	3,480,778	2,986,047	1.9 %
Employee Benefits	1,042,340	1,060,308	1,046,780	992,346	-6.4 %
<b>County General Fund Personnel Costs</b>	<b>3,945,394</b>	<b>3,989,600</b>	<b>4,527,558</b>	<b>3,978,393</b>	<b>-0.3 %</b>
Operating Expenses	979,398	942,919	324,493	883,570	-6.3 %
<b>County General Fund Expenditures</b>	<b>4,924,792</b>	<b>4,932,519</b>	<b>4,852,051</b>	<b>4,861,963</b>	<b>-1.4 %</b>
<b>PERSONNEL</b>					
Full-Time	60	60	60	60	—
Part-Time	0	0	0	0	—
FTEs	42.70	42.90	42.90	42.10	-1.9 %
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY17 Recommended Changes

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY16 ORIGINAL APPROPRIATION</b>		
<b>Changes (with service impacts)</b>		
Enhance: Small Business Portal (website enhancement) [Web Content and Graphic Management]	50,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY17 Compensation Adjustment	77,456	0.00
Increase Cost: Group Insurance Adjustment	26,313	0.00
Increase Cost: Convert Contractor to Program Manager II [Web Content and Graphic Management]	5,000	1.00
Increase Cost: Printing and Mail	965	0.00
Decrease Cost: Motor Pool Adjustment	(524)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(4,790)	0.00
Decrease Cost: Retirement Adjustment	(36,407)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(59,212)	(0.80)
Decrease Cost: Abolish Office Services Coordinator Position [MC311 Customer Service Center]	(129,357)	(1.00)

	Expenditures	FTEs
<b>FY17 RECOMMENDED</b>	<b>4,861,963</b>	<b>42.10</b>

## Program Summary

Program Name	FY16 APPR	FTEs	FY17 REC	FTEs
	Expenditures		Expenditures	
Web Content and Graphic Management	114,827	1.00	96,659	1.00
Public Relations	960,291	5.40	998,457	6.40
MC311 Customer Service Center	3,857,401	36.50	3,766,847	34.70
<b>Total</b>	<b>4,932,519</b>	<b>42.90</b>	<b>4,861,963</b>	<b>42.10</b>

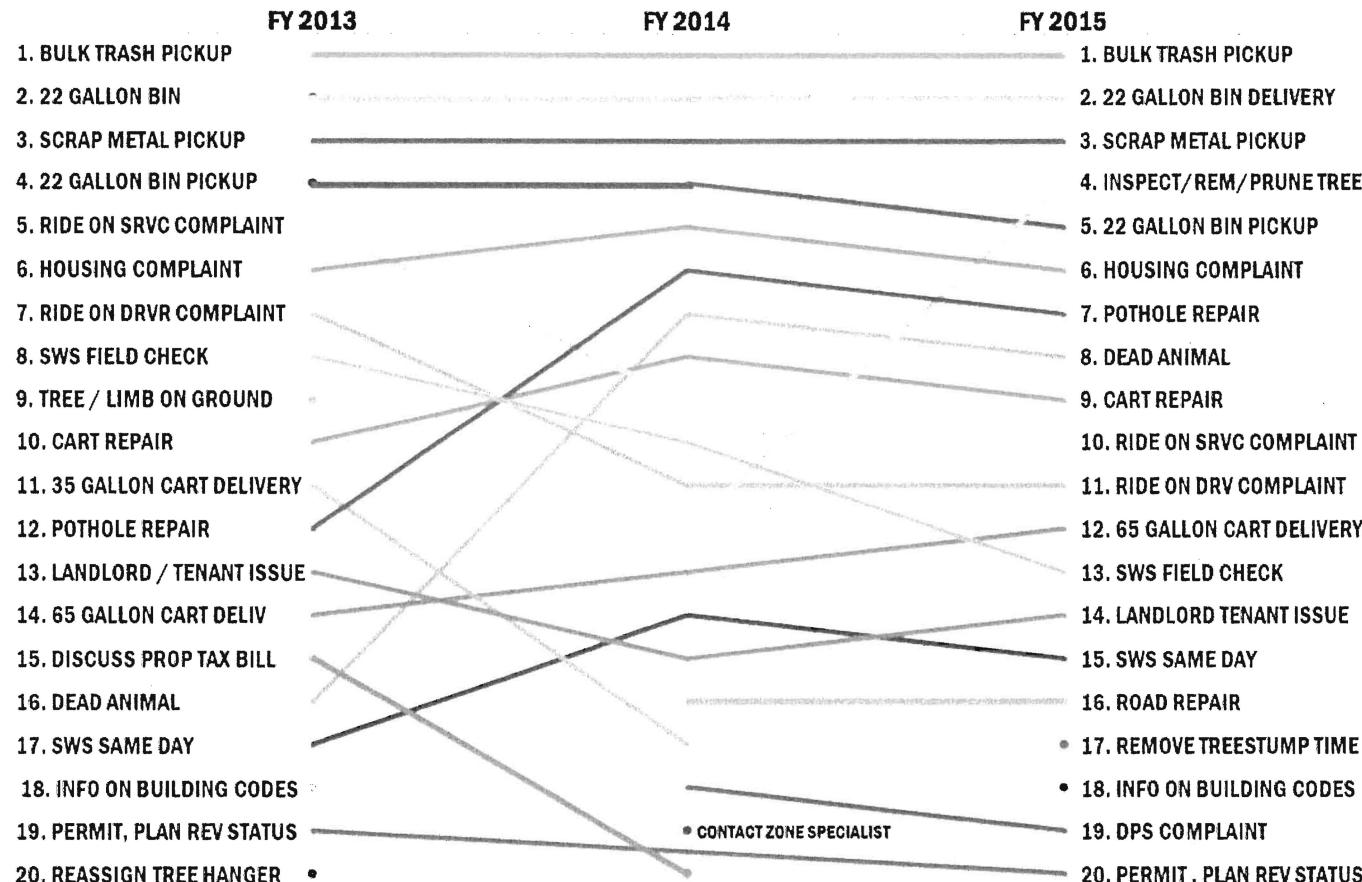
## Charges to Other Departments

Charged Department	Charged Fund	FY16	FY17	
		Total\$	FTEs	Total\$
<b>COUNTY GENERAL FUND</b>				
Health and Human Services	General Fund	68,611	0.90	149,863
Permitting Services	Permitting Services	215,361	2.90	215,875
Housing and Community Affairs	Montgomery Housing Initiative	61,203	0.90	63,364
Solid Waste Services	Solid Waste Disposal	317,623	4.65	323,024
Solid Waste Services	Solid Waste Collection	79,310	1.15	84,845
Cable Television Communications Plan	Cable TV	796,425	6.60	795,797
<b>Total</b>		<b>1,538,533</b>	<b>17.10</b>	<b>1,632,768</b>
			<b>17.90</b>	

## Future Fiscal Impacts

Title	FY17	FY18	CF RECOMMENDED (\$000s)					
			FY19	FY20	FY21	FY22		
<b>COUNTY GENERAL FUND</b>								
<b>EXPENDITURES</b>								
<b>FY17 Recommended</b>	<b>4,862</b>	<b>4,862</b>	<b>4,862</b>	<b>4,862</b>	<b>4,862</b>	<b>4,862</b>		
No inflation or compensation change is included in outyear projections.								
<b>Labor Contracts</b>	<b>0</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>		
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.								
<b>Subtotal Expenditures</b>	<b>4,862</b>	<b>4,942</b>	<b>4,942</b>	<b>4,942</b>	<b>4,942</b>	<b>4,942</b>		

# Top 20 Service Requests Fulfillment

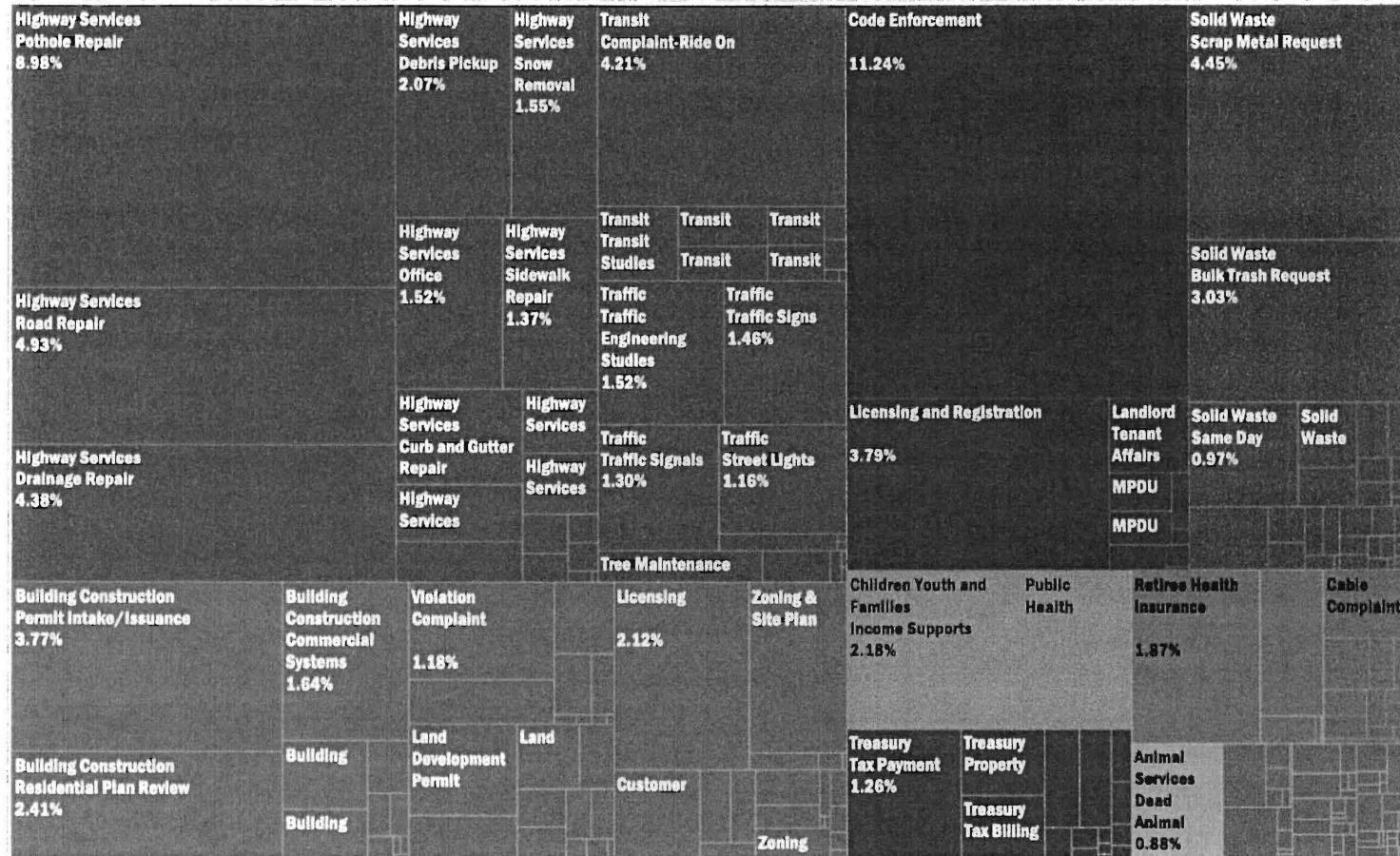


The top service requests have largely remained steady over the past three years. But note the sharp increase in tree maintenance requests (#4) as well as for pothole repair (#7).

## Source / notes

MC311 SR open data

# FY15 Missed SLA by Department and Sub-Area



DOT accounts for the most missed SLAs, followed by DPS and DHCA (Code Enforcement).

Total of missed SLA requests across departments is roughly 17,000.

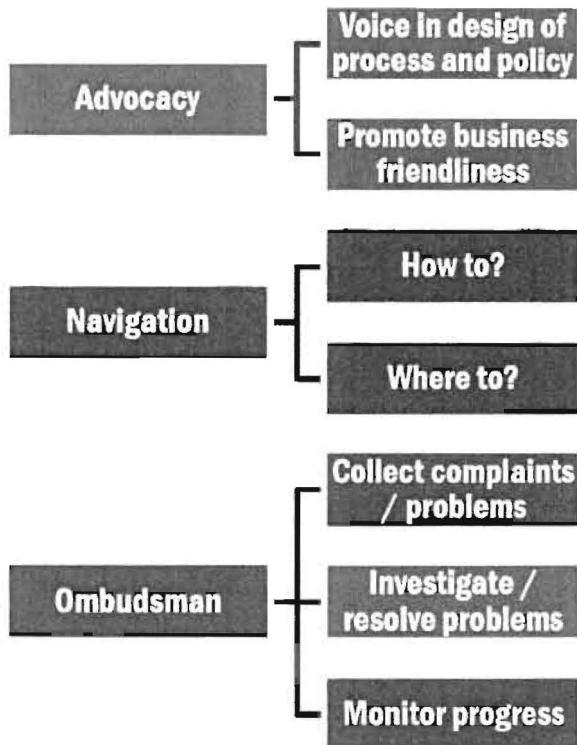
- DOT
- DPS
- DHCA
- DEP
- HHS
- FIN
- OHR
- DTS
- POL

Source / notes

MC311 SR open data

## Priority: Business Friendliness

The business community is advocating for a “Business Helpline” with 3 potential roles:



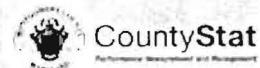
- [Light Gray Box] Out of scope for MC311
- [Medium Gray Box] Processes MC311 / Siebel can support
- [Dark Gray Box] Within scope for MC311

### POSSIBLE MC311 ACTIONS

**Option:** Review KBAs (and consider creating new “macro” KBAs) to enhance business friendliness (possibly along with training for call operators)

**Ongoing:** MC311 and CountyStat to catalog business-oriented KBAs, which can then be prominently featured online

**Option:** MC311 could create a general “business complaint” KBA, but need to identify County government actor who would follow up and take action (requires an end-to-end process with robust governance)



Feedback from the business community suggests that there are particular challenges for small businesses in navigating licensing.

MC311 and CountyStat are cataloging business-oriented KBAs (including “dual use” KBAs). This can serve as a useful precursor to a CountyStat meeting on customer service excellence for the business community.

# Technical Infrastructure Update



MC311 encountered a relatively high number of technical / infrastructure incidents this past year, in part due to technical upgrades that resulted in unanticipated issues (such as with the call switch, upgraded on Dec 12). Some of these issues resulted in the loss of data for the call center dashboard (historical agent detail data on Nov 10 and 311 direct call statistics on Dec 15).

MC311 has undergone technical upgrades to both Siebel CRM and the call switch—and will continue to monitor performance.

## NOTABLE EVENTS

**Oct 14-17 (T-F)**

Trouble using CTI Toolbar and issues with CMS (which was upgraded on Oct 10)

**Feb 24 (T)**

Slow performance (transaction log enabled)

**Apr 14 (T)**

Network issue resulting in several brief outages

**Apr 27 (M)**

Unable to take calls at opening (7am-9am)

**May 11 (M)**

Telecom network problem

**May 6 (W)**

Siebel down for 3 hours (change to Active Directory)

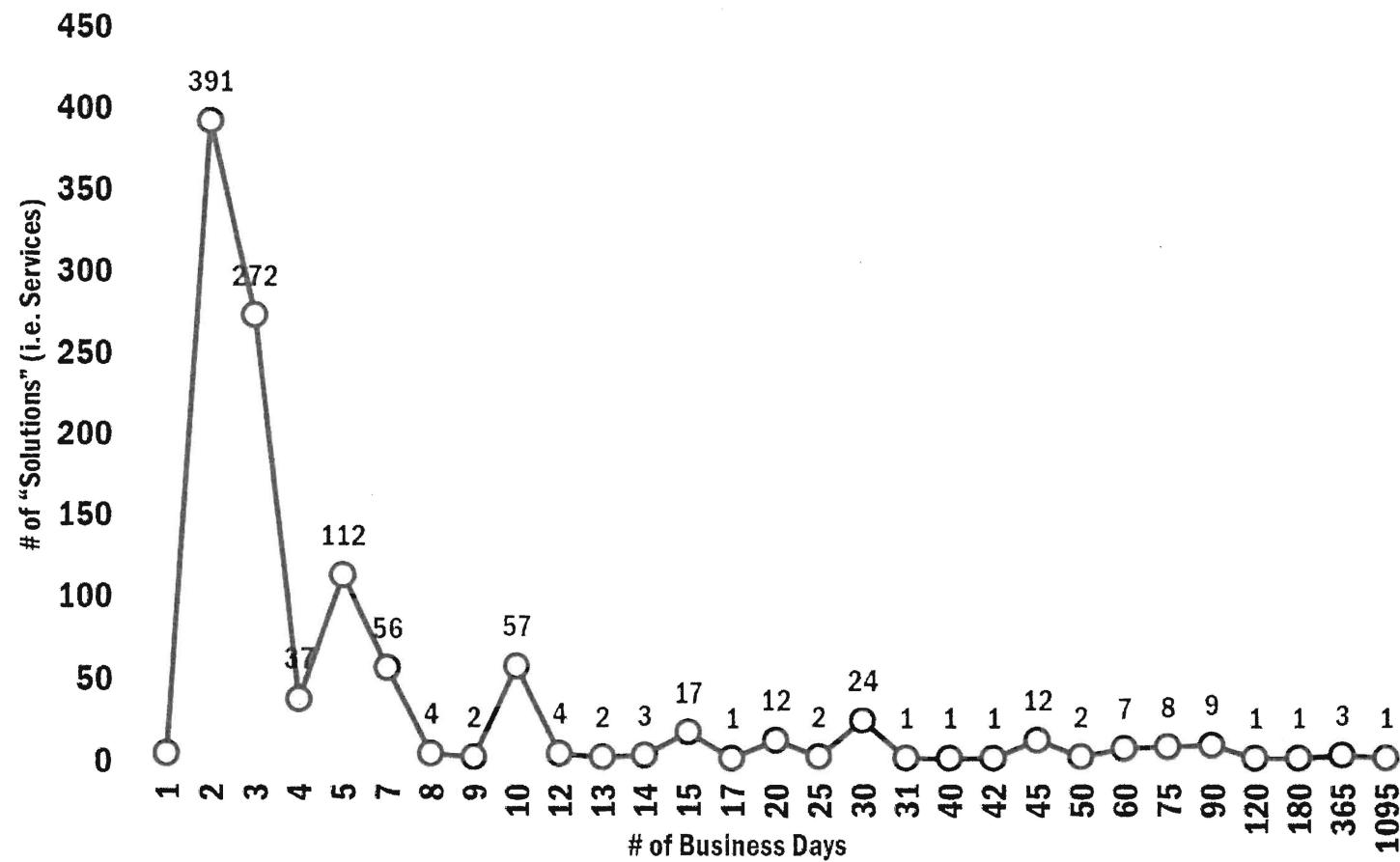
MC311 is scheduled to move to a new physical location further down the Pike. This presents some risks during the migration of the technical infrastructure.

### Source / notes

MC311 technical log

> 100 abandoned calls | > 5% abandoned call rate | > 20 sec Avg Speed to Answer

## Solutions (SR-Fulfillment): Distribution of SLA Times



Most Solutions (SR Fulfillment) – over 80% – have an SLA of 5 business days or fewer.

6 Solutions have an SLA over 100 days:

- **120 days (1):** DOT Connect Sump Pump to Street Drain
  - **180 days (1):** Tree Selection to Replant in the ROW
  - **365 days (3):** Request to Inspect, Remove or Prune County Tree; Plant a Tree, Replace Tree that was removed from ROW
  - **1095 days (1):** Remove Tree Stump Timeframe
- Source / notes**  
MC311 SR open data (FY15 only)

## MC311 Request Trends 3/20/2016 – 4/16/2016

- Requests for business license application or renewal information increased from 33 requests made during the prior month to 239 requests made during the current month. All business licenses expire on April 30<sup>th</sup>.
- Requests for assistance with 2015 income tax preparation increased from 72 requests made during the prior month to 239 requests in the current month. MC311 CSRs can schedule appointments for eligible customers directly with the Montgomery Community Action Agency VITA Partnership. Tax preparation assistance is also provided by area nonprofits and the Retired and Senior Volunteer Tax Aide Program.
- The number of requests for a visit or call from a Solid Waste Services staff member increased 31% from 462 requests made during the prior month to 607 requests in the current month. Resident may request a field check for a variety of reasons, including courtesy pick-ups, complaints about partial-pickup or container placement, or reports of inadvertent items collected by County contractors.

## MC311 Spotlight: 22-Gallon Recycling Bin Requests

From April 1, 2015 through March 31, 2016, the MC311 Call Center received 22,665 requests for 22-gallon blue recycling bins. Residents who receive County-provided curbside recycling collection are eligible to receive up to 5 bins per year. DEP staff deliver bins the week they are ordered if the order is received by 2 PM Friday. The table below shows the total number of requests for each Council District during this twelve-month period and the percentage of requests submitted through the MC311 website and Call Center. The table also shows the average number of days it took to close requests and the percentage of requests that were closed within the Service-Level Agreement (SLA), which is the target maximum for the number of days it should take to close requests. The SLA for bin requests is 10 days.

**22-Gallon Blue Bin Delivery Requests by Council District  
Received from Apr. 1, 2015 – Mar. 31, 2016**

Council District*	Total No. of Requests	No. of Complaints Resolved	Average Days to Close	% of Requests Meeting SLA	Source of Requests**	
					MC311 Website	MC311 Call Center
1	5,570	5,570	6.32	99.9%	60.6%	38.7%
2	5,730	5,729	6.43	99.9%	58.4%	41.0%
3	1,625	1,625	6.27	100.0%	59.1%	40.7%
4	5,172	5,172	6.10	99.9%	51.5%	47.9%
5	4,093	4,093	6.06	100.0%	72.6%	25.3%

\*475 requests made during the past month were not assigned to a Council District by MC311 and are excluded from the table.

\*\* Does not include internal customer requests or requests received by Twitter or during walk-in hours.

# The MC311 Data Summary

April 20, 2016

Data from 3/20/2016 – 4/16/2016 (four weeks)

## Top 15 Service Requests

Rank	Dept.	Service Request	#	Previous Period	Council District*				
					1	2	3	4	5
1	DEP	Bulk Trash Pick-Up Request	2391	2282	739	44	131	654	794
2	DEP	Scrap Metal Pick-Up Request	2161	1789	610	222	126	583	613
3	DEP	22 Gallon Bin Delivery	1964	1863	441	480	150	480	349
4	DPS	Schedule DPS Building Inspections	1856	1752	183	59	27	84	74
5	DOT	Inspect, Remove or Prune County Tree	952	495	387	77	174	151	140
6	DEP	22 Gallon Bin Pick-up	862	815	242	159	83	190	154
7	DEP	Field Check for Solid Waste Services	607	462	194	76	40	128	159
8	DEP	Unacceptable for Collection	568	272	101	5	72	248	140
9	DHCA	Landlord Tenant Issues	559	394	78	99	29	65	99
10	DHCA	Housing Complaints	482	456	46	105	26	124	141
11	DPS	Permit, Plan Review or Inspection Status	439	484	79	37	17	45	57
12	DEP	Cart Repair (Paper Recycling)	429	377	158	38	23	113	94
13	DOT	Pothole Repair	427	746	142	29	30	111	108
14	FIN	Requests to Discuss Property Tax Bill	310	300	28	9	16	10	8
15	DEP	Same Day (For Use by SWS Staff Only)	255	160	103	20	5	60	65

\*Location data are not consistently available for all requests

## Top 15 General Information Requests

Rank	Dept.	Information Request	#	Previous Period
1	DOT	Ride On Real Time Arrival Info.	3744	3576
2	DPS	DPS Building Inspector Contact Info.	1055	909
3	FIN	Payments Made on a Property Tax Account	716	854
4	FIN	Balance of Property Tax Bill	684	947
5	DOT	Ride On Trip Planning	648	633
6	DEP	How To Recycle/Dispose of Solid Waste	612	609
7	PIO	MCG Employee Directory Assistance	457	503
8	--	Non-MCG Directory Assistance	393	400
9	POL	Police Department Info.	358	334
10	HHS	Maryland Health Care Connection	342	413
11	DEP	Transfer Station Questions	312	234
12	DHCA	State Lead Poisoning Prevention Program	305	923
13	DEP	Curbside Recycling Program Questions	246	254
14	--	Business License Application or Renewal	246	33
15	HHS	Free Income Tax Assistance Tax Year 2015	239	72

## Call Center Performance

Calls and Requests		Abandoned Calls		Call Times	
Total calls received during call center hours	36,357	Abandoned call rate (target: <5%)	1.57%	Average seconds to answer (target: <20)*	13.9
Total requests (inc. phone, web, walk-in)	44,039			Average call duration, seconds (target: <240)	244

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

# MC311 Monthly Call Center Data Summary

March 20<sup>th</sup>, 2016 – April 16<sup>th</sup>, 2016

Data from 3/20/2016 to 4/16/2016 (2016) and 3/22/2015 to 4/18/2015 (2015) (four weeks)

## Call Center Summary

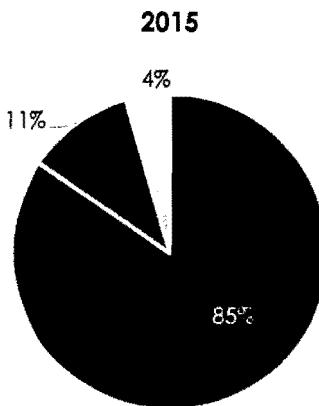
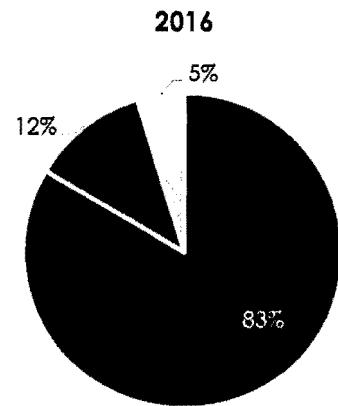
Year	Total Phone Requests	No. of CSRs* Average/Day	Abandoned Call Rate
2016	36,357	34	1.57%
2015	38,322	39	3.04%

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

## Top Five Departments Receiving the Highest Number of Requests

2016				
DEP (11,839)	DOT (8,850)	DPS (5,673)	Non-MCG (3,986)	FIN (3,254)
2015				
DOT (10,941)	DEP (10,314)	DPS (5,400)	Non-MCG (4,703)	FIN (3,559)

## Source of Requests

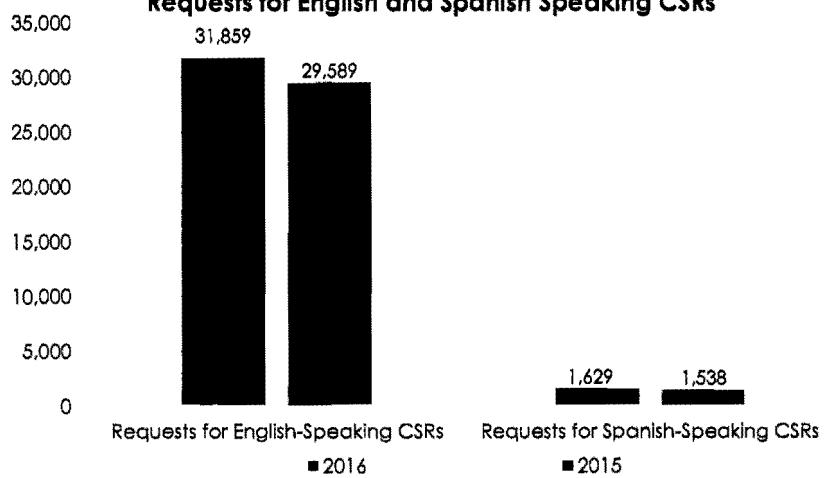


■ Phone   ■ Web   ■ Internal

■ Phone   ■ Web   ■ Internal

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

## Requests for English and Spanish Speaking CSRs



## Top Three Requests: English- Speaking CSRs

Year	Top Three Requests: English- Speaking CSRs	Top Three Requests: Spanish- Speaking CSRs
2016	Permit Intake (3,575), Trip Planner (3,419), General Information (1,393)	Permit Intake (201), Bulk Trash Pickup (109), HHS Office of Eligibility & Support Services (89)
2015	Trip Planner (3,279), Permit Intake (2,812), General Information (1,306)	Permit Intake (135), Income Supports (118), Medicaid Assistance Eligibility Program (92)



**PROJECT #8****MC311, PERFORMANCE MEASUREMENT AND PERFORMANCE-BASED BUDGETING**

**Principal Agency:** County Government

MC311, established in June 2010, provides the public with a single point of contact for non-emergency information and requests related to County Government services and programs. MC311 aims to ensure accountability, responsiveness and efficiency of County Government through: (1) a single access point for the public; (2) allowing the customer to track the status of a service request; and (3) recordation and monitoring of the number and nature of requests and the timeliness of service delivery.

MC311 uses Siebel, a customer relationship management system that integrates web-based information, a phone system, and a service database, to track and monitor MC311 requests. The majority of MC311 requests (68% in FY15) are “general information requests,” which typically can be answered immediately by MC311 customer service representatives (CSRs). The remaining requests are “service requests,” which are forwarded to departments for fulfillment.

MC311 considers a service request “closed” when the relevant department closes the request in Siebel. MC311 measures performance on the fulfillment of service requests using Service-Level Agreements or SLAs, which define the standards for the maximum length of time it should take to close particular types of requests.

The purpose of this OLO report is to review how MC311 uses data to measure the timeliness of service delivery and provide status information to customers, and investigate whether and how MC311 data may be used to inform the County’s budget process. To this end, OLO will:

- Review recommended practices for collecting and using data to improve the 311 customer experience as well as case studies on performance measurement and performance-based budgeting in 311 systems in other jurisdictions;
- Identify a sample of common service requests and review MC311’s and receiving departments’ processes for responding to and tracking data on the fulfillment of these requests and providing status information to customers; and
- Examine the applicability of data on specific service requests to the County’s budget process.