

GO Committee #6
April 23 2014

Worksession

MEMORANDUM

April 21, 2014

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser

SUBJECT: FY15 Operating Budget: MC311 Customer Service Center, within Public Information Section 36 in the Executive's Recommended Budget

The following are expected to attend:

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

The relevant pages from the recommended FY15 operating budget are attached on ©1-6.

Summary of Staff Recommendations:

1. **Accept** the Executive's recommended budget of **\$3,768,135**, effectively increasing the budget from FY15 levels by \$185,087.

Overview

For FY15, the Executive recommends total expenditures of \$3,768,135, up \$185,087 or +5.2% from the FY14 approved budget of \$3,583,048. FTEs will increase by 0.4 to 36.3 from 35.9 in FY14.

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

The current performance of the center was most recently reviewed on October 9, 2013 by CountyStat; the full CountyStat presentation that provides detailed performance metrics is at:

http://www.montgomerycountymd.gov/countystat/Resources/Files/311%20SemiAnnual%2010_9_13%20D6.pdf

The next biannual review is scheduled for May 12, 2014.

The activity of the MC311 center is reviewed by the Office of Legislative Oversight, using the Siebel system. The most recent report, covering the period from March 23, 2014 to April 5, 2014, is on ©7-8.

Additional items of interest

Council staff raised a number of issues upon review of the budget information proposed by the Executive. Also reflected in the questions are issues that arose from the full Council review of the MC311 operations during the recent snowstorms. These questions, responses from the Public Information Office and, where appropriate, Council staff comments are provided below.

Are there channels other than MC311 for the general public to communicate with the government during high stress periods?

- *Online portal*
- *Twitter*
- *Facebook*
- *County Executive email*
- *Storm web page; Storm app*
- *Non-Emergency Police*
- *911*

What are procedures to increase staffing levels at the MC311 center on days of high demand? And are similar procedures in place for periods of low demand?

We staff up as needed for Emergency Response Support activations and other times of high demand, such as Property Tax bill mailings. All MC311 Customer Service Representatives are considered essential employees. During annual shift bids, they bid for both their regular shift and a 10-hour Emergency Response Shift. These shifts run from 6:00 am to 10:00 pm. If 24/7 activation is required, we first ask for volunteers. If we do not have enough volunteers, we staff by reverse seniority.

We do not decrease our staffing for periods of low demand. We utilize these periods for additional training and Team Meetings for Tier II CSRs.

Can there be modified, shortened scripts used during periods of high demand that may reduce the service time intervals, and therefore the waiting times for callers?

When we activate our Emergency Response Support function, we typically take only calls related to the event (snow, flooding, etc). Customers who call with questions that are not emergencies or related to the event are asked to call back the next business day. The types of calls we receive during emergency events such as storms are typically handled very quickly with general information, including County openings and closings, bus schedules and snow plow progress. Our call handling times during these events average about 2 – 3 minutes of talk time.

How can points of extreme stress of the system (as evidenced by long wait times) be conveyed to the general public so there is awareness of the issue?

We can easily and quickly change our Welcome announcement to include any pertinent, time sensitive information, such as longer wait times than usual, snow plow progress and other numbers that customers can call. We also notify non-Emergency Police, the Crisis Center and 911 of any issues that are impacting our ability to take calls so that they can communicate this with callers. In addition, this information is shared via the County website, Twitter and Facebook.

Please provide a staffing plan showing for each shift the positions you try to fill every day.

We currently have 46 Customer Service Representatives. All Customer Service Representatives work a set 8.5 hour shift Monday through Friday (7:00 am – 7:00 pm). We staff to peak at the MC311 Customer Service Center. The advantage of staffing to meet peak loads is high service levels at all hours of the day. The regular shifts are as follows:

*6:45am-3:15pm shift: (10) CSR
8:00am-4:30pm shift: (15) CSR
8:45am-5:15pm shift (14) CSR
10:45am- 7:15pm shift (7) CSR*

There is overlap during the day to allow for breaks, lunch and management of peak volume times.

State where the review of SLA levels is; Council staff understood last year that, during FY14, the CE would review the existing SLA levels with each department. Has that been completed? and were there any changes?

The window for reviewing and potentially adjusting Service Level Agreements (SLAs) begins in May and is completed by the beginning of the new fiscal year. This review is conducted to ensure consistent and accurate data reporting. Departments identify any services for which SLAs are met less than 80% of the time and recommend revisions to SLAs (with justification) or make business process changes.

The last review and revision of SLA levels was conducted in July 2013. Changes to SLAs were submitted to and approved by County Stat. Upon completion of the review, the CRM team of Business Analysts revised Department knowledge base articles (KBAs) as necessary. Overall, changes to SLAs were minimal in comparison with the previous year.

Departments that made changes to SLAs in July 2013:

- DEP (Solid Waste; Watershed; Environmental Programs and Environmental Code Enforcement)*
- DOT (Tree Maintenance and Transit)*

Beginning in May 2014, we will once again open the review of Departmental SLAs and business process changes.

Council Staff Comment: ©9 presents a graph from a recent departmental review of all departmental performance against their SLAs. Only 14 of 38 departments are currently within 80% of meeting their self-determined levels of service. This percentage suggests more progress can be made within the

departments, and acts as a reminder that the MC311 call center does not provide the actual service a resident calls in for (except for referral information). It merely documents a request and forwards it to the appropriate department for action. Departmental budget reviews should begin to incorporate statistics of SLA performance provided by the MC311 system, and resource allocation decisions should reflect the actual performance against stated goals.

Summarize in a table the SLAs for the 15 most popular 311 subjects.

Top 15 Solution Areas for Period 7/1/13 through 4/1/14

DEPT	Solution Name	# of Requests	Rank	SLA in Days	% Meeting SLA
DOT	Ride On Real Time Arrival Information	60621	1	5	98.23
DEP	Bulk Trash Pick-Up Request	18013	2	5	98.55
FIN	Requests to Discuss Property Tax Bill	15776	3	5	95.96
DPS	Schedule DPS Building Construction Related Permitting Inspections	15659	4	1	99.37
DEP	22 Gallon Bin Delivery (Glass/Metal/Plastic Recycling)	14943	5	10	99.98
DEP	Scrap Metal Pick-Up Request	13453	6	5	95.26
DOT	Ride On Trip Planning	12128	7	2	99.96
DPS	Name and Telephone Number of DPS Building Inspector	7367	8	3	99.97
PIO	Montgomery County Employee Directory Assistance	6787	9	1	99.93
DEP	22 Gallon Bin Pick-up (Glass/Metal/Plastic Recycling)	5328	10	10	100.00
Non-MCG	MANNA Food Center Referral	4613	11	1	99.76
DEP	Holiday Schedule for County Provided Trash & Recycling Collection	3848	12	1	99.92
Non-MCG	Non-MCG Directory Assistance	3841	13	1	99.69
DHC A	Landlord Tenant (LT) Complaints, Disputes or Issues	3721	14	2	97.94
DEP	How To Recycle/Dispose of Solid Waste	3619	15	1	99.92

Source: Department Detailed SR Performance Dashboard.

Are direct uploads of requests and/or photographs currently possible?

Service requests can be submitted via the web portal using any mobile device running on any platform. This does not include the ability to attach photos at this time.

Council Staff Comment: Photograph sharing is a convenient way for residents to inform departments of real time conditions of our County infrastructure or other important events. Priority should be placed on funding this additional capability.

Does the FY15 budget foresee any work in the “Web2.0” environment?

The County Executive’s FY15 recommendation is to continue operations and maintenance with Siebel O&M.

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 FY15 Operating Budget for the Office of Public Information is \$4,816,129, an increase of \$156,068 or 3.3 percent from the FY14 Approved Budget of \$4,660,061. Personnel Costs comprise 80.3 percent of the budget for 60 full-time positions, and a total of 42.70 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 19.7 percent of the FY15 budget.

LINKAGE TO COUNTY RESULT AREAS

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

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

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 recommended budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Multi-Program Measures					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest]) ¹	3.25	3.16	3.23	3.25	3.25

¹ Value for FY14 is actual.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Provide more direct communication with residents through social media sites, YouTube, Facebook and Twitter - - expanded the Twitter site to nearly 16,000 followers and expanding distribution lists for electronic publications such as "The Paperless Airplane."**
- ❖ **Continue to work closely with departments and agencies on communications strategies in order to ensure that the County Executive's priorities are promoted clearly and accurately, including the State School Construction Funding campaign, panhandling, reusable bag law, Emergency Medical Services Transport Reimbursement Program, pedestrian safety, and open government transparency and accessibility.**
- ❖ **Expanded Executive Branch communications through a new half-hour radio show broadcast on WOL 1450 AM, "Montgomery Mosaic," and new cable television shows that feature the Police Chief; the "My Green Montgomery" environmental show; a show of special interest to African Americans, "Mosaic: An African American Perspective"; and several new Spanish language offerings -- a television version of the new "Montgomery Al Dia" Spanish language talk show which is done weekly on Spanish language radio, a Spanish version of "County Report This Week," and "Perfiles" (or Profiles) which features interviews with Hispanic employees.**
- ❖ **Developing strategies to utilize social media, including Facebook and Twitter, as an alternate method of contacting MC311 to make requests for information or services.**
- ❖ **Creating enterprise-wide Siebel CRM training to ensure Department users are current on using the system to handle assigned requests for service in order to continually improve service to residents.**

- ❖ **Created and implemented new marketing strategy to increase awareness of MC311 in the County.**
- ❖ **Included link to brief Customer Satisfaction Survey in Service Request Confirmation email to ensure timely feedback on MC311 performance.**
- ❖ **Productivity Improvements**
 - **Implemented automated email notifications to departments that typically receive service requests infrequently from MC311. This allows departments that do not monitor their service request queues daily to be as responsive as those departments that do.**
 - **Redesigning MC311 website www.mc311.com to ensure ease of use by customers looking to obtain information or create requests for County Government programs and services. Users can access the system 24/7 and requests created on the website are routed directly to the Department responsible for fulfillment. Adding regular monthly alerts to important, time sensitive information, expanded highlighted Featured Programs and Announcements.**
 - **Continue to monitor and use MC311 data to improve operations and service delivery in all County departments.**
 - **Media relations, graphics, and web management staff continue to handle requests from departments.**

PROGRAM CONTACTS

Contact Leslie Hamm of the Office of Public Information at 240.773.3565 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 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.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	99,767	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.	5,935	0.00
FY15 CE Recommended	105,702	1.00

Public Relations

Under this program, the Office of Public Information:

Educates and informs residents about County issues, programs, and services through press releases, media advisories, news and public events, the county website, e-mail and online newsletters, YouTube, Facebook, and Twitter.

Works directly with media organizations to ensure that reporters and editors have accurate and timely information about County issues, programs, and services.

Develops promotional campaigns to increase awareness of critical issues such as pedestrian safety and code enforcement.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days ¹	46	75	80	90	90
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions) ²	2.2	2.5	2.5	2.6	2.7
Number of press events ³	174	160	120	120	120
Total attendance at press events	3,134	1,700	1,200	1,200	1,200
Number of press requests under the MPIA ⁴	121	100	80	52	48

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

² Number of residents reached through direct communication systems

³ Number of press events conducted.

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

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	977,246	5.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-34,954	0.00
FY15 CE Recommended	942,292	5.40

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 FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Customer satisfaction rating of 85% or higher ¹	78%	85%	85%	85%	85%
Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement ²	16.3	20.0	20.0	18.0	18.0
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) ³	1.37%	5.00%	5.00%	5.00%	5.00%
Average rate of Service Requests created on the MC311 web portal	N/A	N/A	8%	10%	15%
Average rate of First Call Resolution ⁴	N/A	N/A	80%	82%	84%

¹ Based on quarterly surveys sent to customers who provided an email address.

² in seconds.

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

⁴ When customer's inquiry is resolved during the first contact by phone

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	3,583,048	35.90
Increase Cost: Reduced Health and Human Services Chargeback	24,227	0.40
Decrease Cost: Hire Customer Service Representative Trainees at Entry-Level	-68,382	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	229,242	0.00
FY15 CE Recommended	3,768,135	36.30

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,947,200	2,730,850	2,699,155	2,833,786	3.8%
Employee Benefits	990,126	984,502	1,012,210	1,034,634	5.1%
County General Fund Personnel Costs	3,937,326	3,715,352	3,711,365	3,868,420	4.1%
Operating Expenses	1,229,129	944,709	944,709	947,709	0.3%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	5,166,455	4,660,061	4,656,074	4,816,129	3.3%
PERSONNEL					
Full-Time	60	60	60	60	—
Part-Time	0	0	0	0	—
FTEs	42.70	42.30	42.30	42.70	0.9%

FY15 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	4,660,061	42.30
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment	176,795	0.00
Increase Cost: Reduced Health and Human Services Chargeback [MC311 Customer Service Center]	24,227	0.40
Increase Cost: Retirement Adjustment	12,315	0.00
Increase Cost: Group Insurance Adjustment	8,113	0.00
Increase Cost: Printing and Mail	2,489	0.00
Increase Cost: Motor Pool Rate Adjustment	511	0.00
Decrease Cost: Hire Customer Service Representative Trainees at Entry-Level [MC311 Customer Service Center]	-68,382	0.00
FY15 RECOMMENDED:	4,816,129	42.70

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Web Content and Graphic Management	99,767	1.00	105,702	1.00
Public Relations	977,246	5.40	942,292	5.40
MC311 Customer Service Center	3,583,048	35.90	3,768,135	36.30
Total	4,660,061	42.30	4,816,129	42.70

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	733,498	6.60	774,432	6.60
Health and Human Services	County General Fund	97,513	1.50	76,449	1.10
Housing and Community Affairs	Montgomery Housing Initiative	54,643	0.90	57,995	0.90
Permitting Services	Permitting Services	187,129	2.90	206,487	2.90
Solid Waste Services	Solid Waste Collection	75,424	1.05	73,968	1.15
Solid Waste Services	Solid Waste Disposal	342,319	4.75	292,778	4.65
Total		1,490,526	17.70	1,482,109	17.30

FUTURE FISCAL IMPACTS

Title	CE REC.	(5000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	4,816	4,816	4,816	4,816	4,816	4,816
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	53	53	53	53	53
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-3	-3	-3	-3	-3
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	4,816	4,866	4,866	4,866	4,866	4,866

MC311 Data Summary

April 8, 2014

Data from 3/23/2014 – 4/5/2014 (two weeks)

Top 15 Service Requests

Rank	Dep't.	Service Request	#	Previous Period	Council District*				
					1	2	3	4	5
1	DEP	Bulk Trash Pick-Up	980	797	303	23	53	301	283
2	DPS	Schedule DPS Inspections	977	773	103	37	17	33	43
3	DEP	22 Gallon Bin Delivery	942	988	206	248	60	241	175
4	FIN	Discuss Property Tax Bill	888	1007	100	64	76	49	69
5	DEP	Scrap Metal Pick-Up	770	593	227	81	34	217	201
6	DOT	Pothole Repair	716	265	218	65	53	154	212
7	DEP	22 Gallon Bin Pick-up	339	323	95	62	30	76	72
8	FIN	Property Tax Delinquent Notice	317	642	51	34	34	26	24
9	DHCA	Landlord Tenant Issues	281	235	28	48	16	37	38
10	DPS	Permit, Plan Review or Inspection Status	237	174	53	20	4	16	26
11	DHCA	Housing Complaints	202	148	21	44	11	59	53
12	DEP	Unacceptable for Collection	169	167	36	3	17	64	49
13	DEP	Field Check for Solid Waste Services	154	139	36	20	7	47	38
14	—	MANNA Food Center Referral	149	137	3	29	29	55	25
15	DEP	Cart Repair (Paper Recycling)	143	161	47	11	6	36	41

*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.	2943	2809
2	DOT	Ride On Trip Planning	549	697
3	HHS	Health Care Reform	376	205
4	DPS	DPS Building Inspector Contact Info.	370	340
5	PIO	MCG Employee Directory Assistance	320	293
6	—	Non-MCG Directory Assistance	229	192
7	—	Business License Application or Renewal	218	118
8	DEP	How To Recycle/Dispose of Solid Waste	209	176
9	DPS	DPS Location and Hours of Operation	175	112
10	FIN	Tax Payment Methods	135	124
11	—	Washington DC 311	135	115
12	—	State Highway Administration	128	60
13	POL	Police Department Information	127	171
14	DEP	Transfer Station Questions	118	103
15	DEP	Curbside Recycling Questions	116	192

Call Center Performance

Calls and Requests		Abandoned Calls		Call Times	
Total calls received during call center hours	19,781	Abandoned call rate (target: <5%)	2.52%	Average seconds to answer (target: <20)*	21.3
Total requests (inc. phone, web, walk-in)	22,905			Average call duration, seconds (target: <240)	246

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

MC311 Request Trends 3/23/2014 – 4/5/2014

- On Monday, March 24th, the MC311 call center experienced an abandoned call rate of 5.62%, exceeding the target maximum of 5%, and the average speed to answer was 47 seconds, compared with a target maximum of 20 seconds.
- Individuals made 376 calls regarding health care reform or the Affordable Care Act during this two-week period, which is over twice the number of similar calls received on average every two weeks so far this year. 101 of those calls were received on March 31st, which was the deadline for signing up for insurance via the Maryland Health Connection, the State-run health insurance exchange.
- MC311 received 716 requests for pothole repair during this two-week period, compared with 265 similar requests during the previous period and an average of 78 pothole repair requests made every two weeks during 2013.
- Individuals made 128 requests to MC311 related to the State Highway Administration during this two-week period, compared with 60 similar requests made during the previous period and an average of 48 requests every two weeks during 2013.

MC311 Spotlight: Web Requests

Most MC311 requests are made by phone. However, about 8% of all MC311 requests over the past year were submitted via the web. The following table shows the percentage of all requests submitted via the web for the ten departments with the highest numbers of requests overall over the past year.

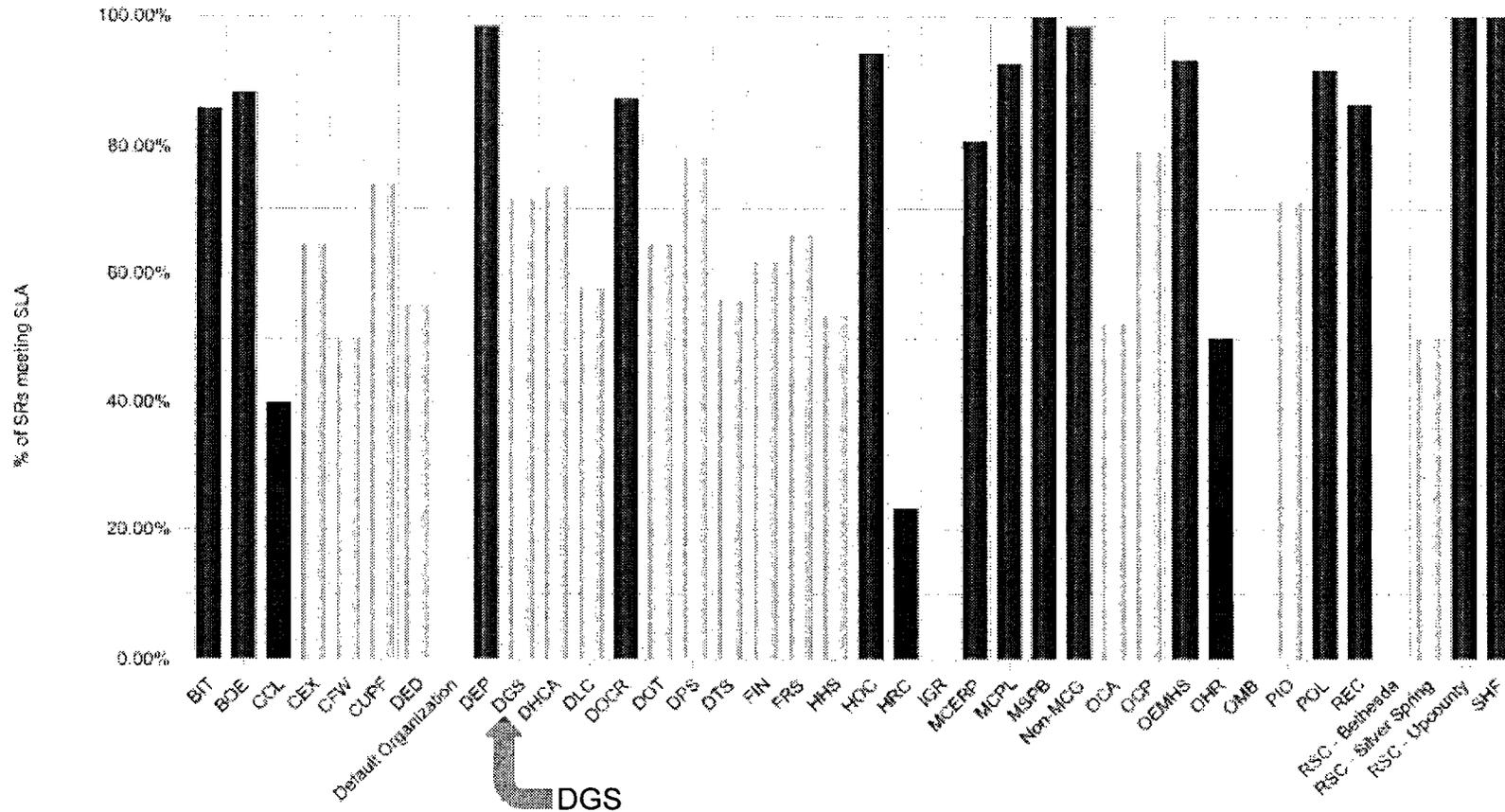
Percent of MC311 Requests Submitted Via the Web, April 2013 – March 2014

Dept.	Total Requests	% Web Requests
DOT	149,969	3%
DEP	115,630	30%
DPS	66,235	1%
Non-MCG	55,987	0%
FIN	45,395	1%
HHS	33,463	0%
DHCA	22,214	11%
POL	15,850	6%
PIO	12,989	0%
OHR	8,387	0%

78% of all web requests were for the Department of Environmental Protection, and the most common requests submitted via the web were for recycling bin deliveries or pick-ups, bulk-trash pick-ups and scrap metal pick-ups. Other common requests submitted via the web were for pothole repair, housing complaints, Ride-On complaints, and reporting a dead animal along the roadway.

MC311 SLA Performance (July 2012 through Dec 2013)

SLA% By Department



DGS met 71.83% of its SLAs for Service Request – Fulfillments.



Source: Seibel

DGS Performance Review

