MEMORANDUM

April 20, 2015

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser

SUBJECT: FY16 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 Director
      Representative, Office of Management and Budget (OMB)

The relevant pages from the recommended FY16 operating budget are attached on ©1-6.

Summary of Staff Recommendations:

1. Continue to support the utilization of MC311 assets by other agencies and municipalities- no visible progress yet.
2. Endorse review of SLAs with departments and relevant Committees of the Council.
3. **Accept** the Executive's recommended budget **of $3,857,401**, effectively increasing the budget from FY15 level of **$3,768,135** by $89,268 or +2.4%.

Overview

For FY16, the Executive recommends total expenditures of $3,857,401, up $89,268 or +2.4% from the FY15 approved budget of $$3,857,401. FTEs will increase by 0.2 from 36.3 to 36.5 in FY16.

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 having the major portion of the changes in the MC311 budget.

The current performance of the Center was most recently reviewed on May 12, 2014 by CountyStat; the full CountyStat presentation providing detailed performance metrics is at:

http://www.montgomerycountymd.gov/countystat/Resources/Files/Semi%20Annual%20Final.pdf.

The next biannual review is not yet scheduled.

The activity and performance of the MC311 Center is tracked by the Office of Legislative Oversight, using the Siebel system. The most recent biweekly report, covering the period from March 22, 2015 to April 4, 2015, 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. These questions, responses from the Public Information Office and, where appropriate, Council staff comments are provided below:

1. **Are calls from County employees requiring access to the Office of Human Resources routed directly to OHR, or does a ticket have to be opened for the calls that require such assistance?**

   About 70% of the calls are General Information and handled here (MC311). The remaining calls require a Service Request to go over for OHR fulfillment (see ©9-11 for details on OHR calls at MC311).

   Council staff Comment: It would seem that the ticket opening process is inefficient and cumbersome, and possibly seen as intrusive on employees' personal requests for help. This issue may be taken up under the OHR budget discussions immediately following the PIO review (GO #5 on April 22, 2015).

2. **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*

   Council staff Comment: Intake of text messages would be a good addition; however, Twitter intake is not relevant, as Twitter is a one-to-many platform and MC311 is a one-to-one communication bridge.

3. **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.

4. 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.

5. State where the review of Service Level Agreement (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?

Last year the SLA changes followed this schedule:

1. *County Stat sent an email to participating offices and departments by <u>Mid May, 2014</u>, that SLA changes were forthcoming.*
2. *Business Analysts (BAs) sent department KBAs by the <u>end of May, 2014</u>, where SLAs were not met at 80%.*
3. *Departments reviewed and sent changes back by <u>June 6.</u>*
4. *BAs reviewed changes and sent updates to County Stat for approval by <u>June 11.</u>*
5. *County Stat reviewed and sent approval to BAs by <u>June 18.</u>*
6. *BAs made changes to knowledge base by <u>July 1.</u>*

As anticipated, there were fewer adjustments to SLAs in FY14.

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

Top Solutions from 7-1-14 to 3-31-15*

DEPT	Topic	# of SR	Rank	SLA in Days	% Meeting SLA
DOT	Ride On Real Time Arrival Information	53876	1	1	99.92
DEP	Bulk Trash Pick-Up Request	18570	2	5	98.12
DPS	Schedule DPS Building Construction Related Permitting Inspections	16651	3	1	
DEP	22 Gallon Bin Delivery (Glass/Metal/Plastic Recycling)	15185	4	10	99.99
DEP	Scrap Metal Pick-Up Request	13327	5	5	96.17
DOT	Ride On Trip Planning	8540	6	1	99.96
DPS	Name and Telephone Number of DPS Building Inspector	8312	7	3	100
DOT	Request to Inspect, Remove or Prune County Tree	7145	8	365	100
FIN	Requests to Discuss Property Tax Bill	6714	9	10	99.06
PIO	Montgomery County Employee Directory Assistance	6011	10	1	99.95
DEP	22 Gallon Bin Pick-up (Glass/Metal/Plastic Recycling)	5875	11	10	100
FIN	Balance of Property Tax Bill	5854	12	5	99.32
DEP	County Trash & Recycling Schedule	4784	13	1	99.96
DHCA	Landlord Tenant (LT) Complaints, Disputes or Issues	4624	14	2	98.48
DPS	Permit, Plan Review or Inspection Status; Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence or Sign Permits; Electrical or Vendor Licenses; Home Occupation Certificates	4370	15	3	92.91

* Includes both GI and Service Request Fulfillment types.

Council staff comment: Note that Service Level Agreements between the County Executive and department directors range from one day to 365 days (the latter having to do with requests on county trees)! The achievement rate exceeds 90% in all popular categories above. A question this raises is whether the SLAs are challenging enough for the operating departments, a question that cannot be answered in the MC311 budget review but might be explored in the operating budget discussions with departments that deal with customer work requests.

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 FY16 Operating Budget for the Office of Public Information is $4,932,519, an increase of $116,390 or 2.4 percent from the FY15 Approved Budget of $4,816,129. Personnel Costs comprise 80.9 percent of the budget for 60 full-time positions, and a total of 42.90 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 19.1 percent of the FY16 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 FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Multi-Program Measures					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.25	3.25	3.25	3.25	3.25

ACCOMPLISHMENTS AND INITIATIVES

❖ **Continue to receive ongoing feedback through an MC311 Customer Satisfaction Survey sent to customers by email to ensure timely feedback on MC311 performance and appropriate response to issues raised in the feedback.**

❖ **Created and implemented new marketing strategy to increase awareness of MC311 in the County including special efforts targeting seniors and Spanish speakers.**

❖ **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 County Youth on "Youth Montgomery"; 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.**

❖ **Continue to work closely with departments and agencies on communication strategies in order to ensure that the County Executive's priorities are promoted clearly and accurately, including: economic development priorities; the State School Construction Funding campaign; senior issues; panhandling; public safety; emergency communications; pedestrian safety and open government transparency and accessibility.**

❖ **Provide more 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.**

❖ **Productivity Improvements**

- *Continue to monitor and use MC311 data to improve operations and service delivery in all County Departments.*

- *Updated the "I Want To" link on the County home page which links directly to the MC311 website, pointing residents to specific knowledge base articles related to their request.*

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.

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	**105,702**	**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.	9,124	0.00
FY16 CE Recommended	**114,826**	**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 emergency preparedness.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Number of press events	160	78	120	120	120
Number of press requests under the MPIA	100	25	25	25	25
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days	75	N/A	90	90	90
Total attendance at press conferences and press events[1]	2,807	N/A	1,200	1,200	1,200
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions)	11	30	26	27	28

[1] FY14 data not available

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	**942,292**	**5.40**
Increase Cost: Contract producer	83,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-65,000	0.00
FY16 CE Recommended	**960,292**	**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 FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Average rate of callers requesting to speak Spanish	N/A	4.6%	5.0%	6.0%	7.0%
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR)	5%	5%	5%	5%	5%
Average rate of first call resolution (customer requests closed in one call divided by total calls answered at the call center)	N/A	N/A	75%	82%	84%
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	N/A	9.5%	10.0%	15.0%	18.0%
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	N/A	3.6	3.5	3.3	3.3
MC311 - Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement (in seconds)	18.8	19.7	18.0	18.0	18.0
MC311 - Customer satisfaction rating	86%	79%	85%	85%	85%

FY16 Recommended Changes	Expenditures	FTEs
FY15 Approved	**3,768,135**	**36.30**
Decrease Cost: Motor Pool Rate Adjustment	-1,208	0.00
Decrease Cost: Printing and Mail	-5,955	0.00
Reduce: Operating Expenses: Advertising expenses	-80,627	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.	177,056	0.20
FY16 CE Recommended	**3,857,401**	**36.50**

BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,743,782	2,833,786	2,872,415	2,929,292	3.4%
Employee Benefits	1,015,480	1,034,634	1,026,932	1,060,308	2.5%
County General Fund Personnel Costs	*3,759,262*	*3,868,420*	*3,899,347*	*3,989,600*	*3.1%*
Operating Expenses	1,016,322	947,709	913,071	942,919	-0.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	*4,775,584*	*4,816,129*	*4,812,418*	*4,932,519*	*2.4%*
PERSONNEL					
Full-Time	60	60	60	60	—
Part-Time	0	0	0	0	—
FTEs	42.30	42.70	42.70	42.90	0.5%

FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY15 ORIGINAL APPROPRIATION	**4,816,129**	**42.70**
Changes (with service impacts)		
Reduce: Operating Expenses: Advertising expenses [MC311 Customer Service Center]	-80,627	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY16 Compensation Adjustment	155,114	0.00
Increase Cost: Contract producer [Public Relations]	83,000	0.00
Increase Cost: Retirement Adjustment	18,830	0.00
Increase Cost: Group Insurance Adjustment	12,484	0.00
Decrease Cost: Motor Pool Rate Adjustment [MC311 Customer Service Center]	-1,208	0.00
Decrease Cost: Printing and Mail [MC311 Customer Service Center]	-5,955	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-65,248	0.20
FY16 RECOMMENDED:	**4,932,519**	**42.90**

PROGRAM SUMMARY

	FY15 Approved		FY16 Recommended	
Program Name	Expenditures	FTEs	Expenditures	FTEs
Web Content and Graphic Management	105,702	1.00	114,826	1.00
Public Relations	942,292	5.40	960,292	5.40
MC311 Customer Service Center	3,768,135	36.30	3,857,401	36.50
Total	**4,816,129**	**42.70**	**4,932,519**	**42.90**

CHARGES TO OTHER DEPARTMENTS

		FY15		FY16	
Charged Department	Charged Fund	Total$	FTEs	Total$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	774,432	6.60	796,425	6.60
Health and Human Services	County General Fund	76,449	1.10	68,611	0.90
Housing and Community Affairs	Montgomery Housing Initiative	57,995	0.90	61,203	0.90
Permitting Services	Permitting Services	206,487	2.90	215,361	2.90
Solid Waste Services	Solid Waste Collection	73,968	1.15	79,310	1.15
Solid Waste Services	Solid Waste Disposal	292,778	4.65	317,623	4.65
Total		**1,482,109**	**17.30**	**1,538,533**	**17.10**

FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	($000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						

COUNTY GENERAL FUND

Expenditures

FY16 Recommended	**4,933**	**4,933**	**4,933**	**4,933**	**4,933**	**4,933**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**32**	**32**	**32**	**32**	**32**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Subtotal Expenditures	***4,933***	***4,965***	***4,965***	***4,965***	***4,965***	***4,965***

(9)

The MC311 Data Summary

Data from 3/22/2015 – 4/4/2015 (two weeks)

Top 15 Service Requests

Rank	Dept.	Service Request	#	Previous Period	Council District* 1	2	3	4	5
1	DEP	Bulk Trash Pick-Up	1114	962	334	22	69	301	371
2	DEP	22 Gallon Bin Delivery	981	1054	227	223	81	226	197
3	DEP	Scrap Metal Pick-Up	832	698	257	76	46	204	239
4	DPS	Schedule DPS Building Inspections	808	712	110	37	23	52	65
5	DOT	Pothole Repair	505	800	154	40	23	148	126
6	DOT	Inspect, Remove or Prune County Tree	460	810	78	36	80	239	23
7	DEP	22 Gallon Bin Pick-up	403	466	126	68	34	91	74
8	FIN	Discuss Property Tax Bill	343	306	30	20	27	21	17
9	DHCA	Landlord Tenant Issues	233	245	26	45	12	30	43
10	DPS	Permit, Plan Review or Inspection Status	221	224	49	15	8	30	37
11	DEP	Cart Repair (Paper Recycling)	195	224	76	14	20	41	40
12	DHCA	Housing Complaints	194	214	12	35	16	54	63
13	DEP	Unacceptable for Collection	188	147	9	2	17	99	60
14	DOT	Road Repair	169	162	42	36	6	48	31
15	POL	Report Dead Animal Along Roadway	151	219	47	19	14	35	18

*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.	2460	2480
2	DPS	DPS Building Inspector Contact Info.	453	336
3	DOT	Ride On Trip Planning	424	442
4	PIO	MCG Employee Directory Assistance	322	325
5	FIN	Balance of Property Tax Bill	295	248
6	HHS	Health Care Reform	256	173
7	DEP	How To Recycle/Dispose of Solid Waste	246	182
8	--	Non-MCG Directory Assistance	230	207
9	FIN	Payments on a Property Tax Account	223	197
10	--	Business License Application/Renewal	191	86
11	DEP	Transfer Station Questions	157	129
12	POL	Police Department Info.	157	176
13	DPS	DPS Location and Hours	135	107
14	DOT	Remove Tree Stump Timeframe	132	30
15	--	Washington DC 311	128	130

Call Center Performance

| Calls and Requests		Abandoned Calls		Call Times	
Total calls received during call center hours	19,297	Abandoned call rate (target: <5%)	3.02%	Average seconds to answer (target: <20)*	15.4
Total requests (inc. phone, web, walk-in)	22,135			Average call duration, seconds (target: <240)	255

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

- Individuals made 191 requests for information regarding business license applications or renewals, an increase from 86 requests made during the prior two-week period. The deadline for renewal is April 30th.

- MC311 received 132 requests regarding the timeframe for removing a tree stump. This is an increase from the prior two week period when 30 requests were made. The bi-weekly average for the year is 16 requests.

- Requests for pothole repairs fell 37% from 800 requests made during the prior two-week period to 505 requests made during the current two-week period. However, repair requests remain high compared to the beginning of March when MC311 received 250 requests.

- Requests to inspect, remove, or prune County trees fell for a second bi-weekly period in a row from 810 requests to 460 requests, resulting in a 41% decrease in requests.

MC311 Spotlight: Bulk Trash & Scrap Metal Pick-Up Requests

From April 2013 through March 2015, MC311 received 52,133 bulk trash pick-up requests and 40,536 scrap metal pick-up requests. Over the two-year time period a cyclical pattern emerges, with requests for both bulk trash and scrap metal increasing during the spring and summer months and decreasing during the fall and winter months. For both 2014 and 2015, the lowest numbers of requests were received in February. Requests peaked in July of 2013 and May of 2014.

Bulk Trash and Scrap Metal Pick-Up Requests
April 2013 - March 2015

OLOFFICE OF LEGISLATIVE OVERSIGHT
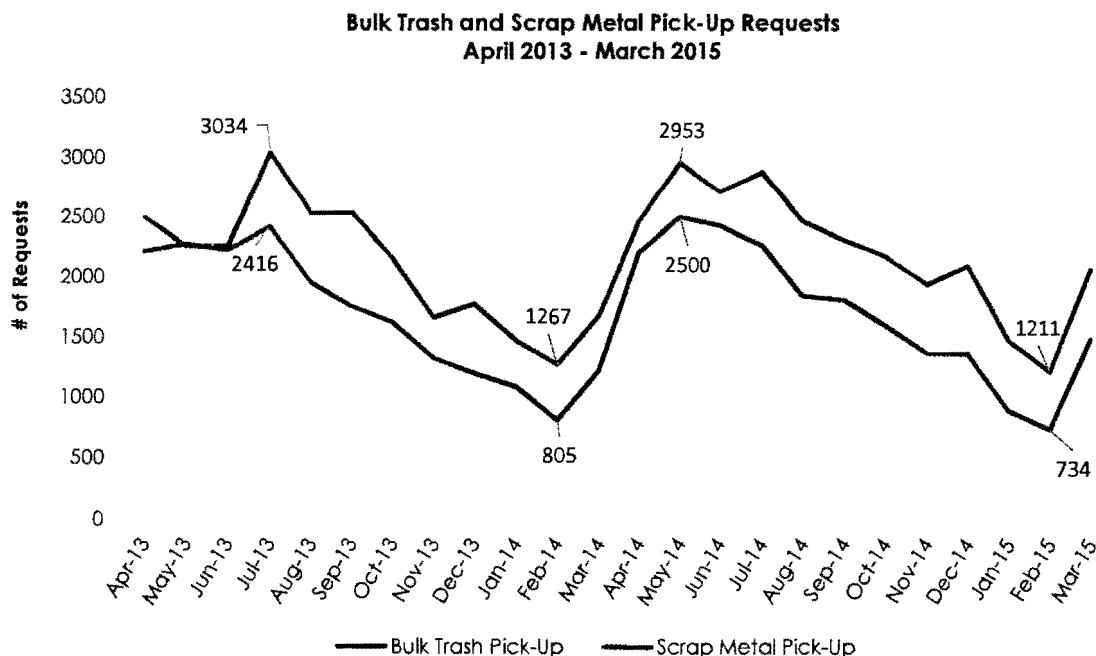
Analysis of 311 Calls related to OHR between October 2014 and March 15, 2015

The Office of Human Resources began participating in MC311 in January 2010. The following Areas are in the Oracle Siebel CRM system:

- Complaint Resolution/EEO
- Employee/Retiree/Participating Agency Health Insurance
- Information Requests for:
  - Recruitment and Selection
  - Employment Verification
  - Labor/Employee Relations
  - Records Management
  - Occupational Medical Services
  - Training and Organizational Development

MC311 handles intake and triage for all these areas. Between October 2014 and March 15, 2015, 5,698 OHR requests were created either by phone through the Customer Service Center or on www.mc311.com. Of this total, 2,953 General Information (GI) requests were handled and closed in the Customer Service Center **(52%)** and 2,745 requests for service were assigned to OHR for handling **(48%).**
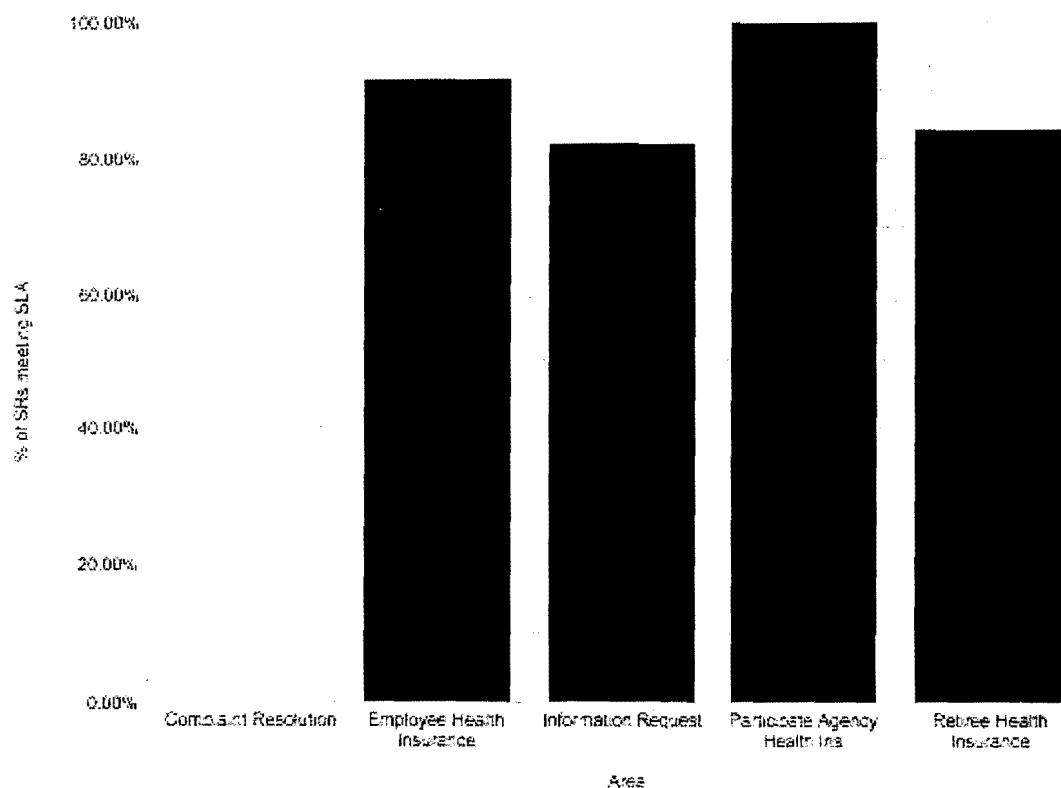
Employee/Retiree Benefits SLA Performance

General Information (Handled by 311)
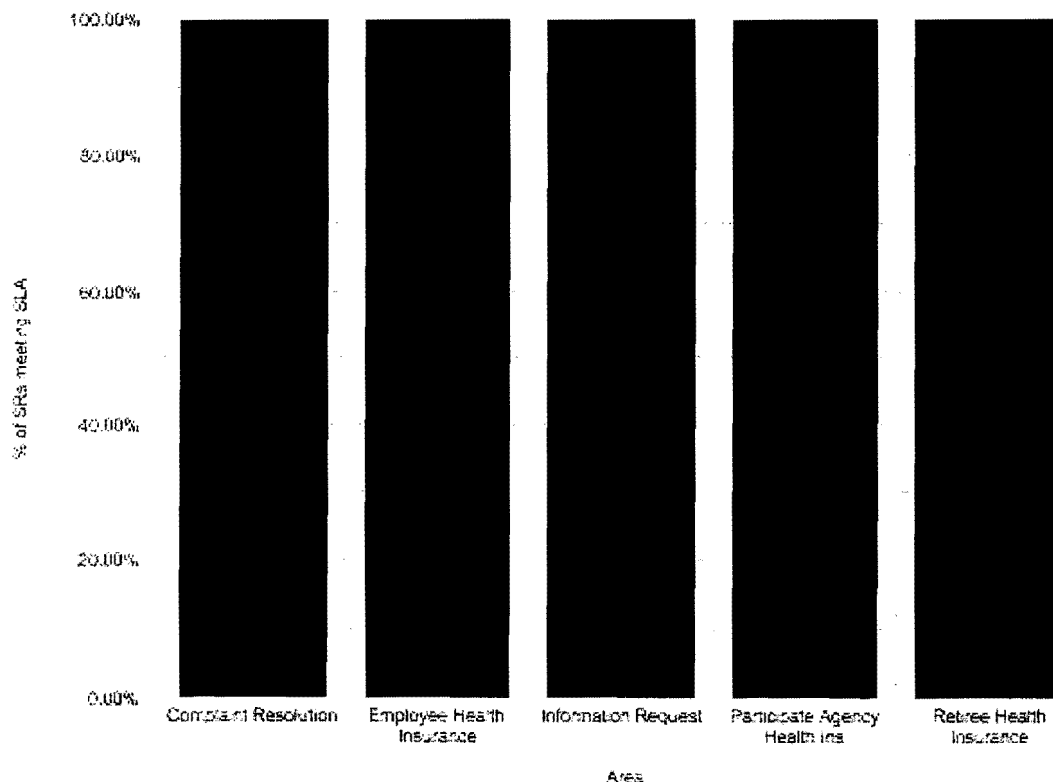
Department	Area	Sub Area	# of SRs	# of SRs meeting SLA	% of SRs meeting SLA	Oldest Open SR
	Complaint Resolution	EEO & Diversity Management	3	3	100.00%	
	Employee Health Insurance		680	679	99.85%	
		Employment Verification	405	405	100.00%	
		Labor/Employee Relations	2	2	100.00%	
		Occupational Medical Services	128	128	100.00%	
		Records Management	81	81	100.00%	
		Recruitment & Selection	720	720	100.00%	
		Training and Organization Dev	56	56	100.00%	
	Information Request		394	393	99.75%	
	Participate Agency Health Ins		1	1	100.00%	
OHR	Retiree Health Insurance		483	482	99.79%	
Grand Total			**2953**	**2950**	**99.90%**	

Fulfillment at Department (Assigned by 311 to OHR)

Department	Area	Sub Area	# of SRs	# of SRs meeting SLA	% of SRs meeting SLA	Oldest Open SR
	Complaint Resolution	EEO & Diversity Management	0	0	0.00%	21
	Employee Health Insurance		1185	1082	91.31%	52
		Employment Verification	2	2	100.00%	
		Labor/Employee Relations	1	0	0.00%	99
		Occupational Medical Services	1	0	0.00%	
		Records Management	22	17	77.27%	
		Recruitment & Selection	105	93	88.57%	4
	Information Request		3	1	33.33%	
	Participate Agency Health Ins		23	23	100.00%	
OHR	Retiree Health Insurance		1403	1191	84.89%	31
Grand Total			**2745**	**2409**	**87.76%**	**99**

Emergent calls transferred to Health Insurance Team

SLA	Topic	# of SRs	# of SRs meeting SLA	Oldest Open SR	Avg +- Days	% of SRs meeting SLA
2	Employee - Group Insurance Coverage Denial	29	29		-0.93	100.00%
2	Employee - Group Insurance Coverage Denial - GI	6	6		-1	100.00%
2	Retiree - Group Insurance Coverage Denial	51	40	1	0.13	78.43%
2	Retiree - Group Insurance Coverage Denial - GI	24	24		-0.92	100.00%
		110	**99**	**1**		

311 Performance (Accuracy Goal=95%)

OHR Health Insurance	OCT14	NOV14	DEC14	JAN15	FEB15	MAR15
# of Phone Fulfillment OHR SRs	725	537	580	485	321	112
# of Phone SRs Returned to CSC*	10	20	10	10	11	5
% SRs Returned	1.38%	3.72%	1.72%	2.06%	3.43%	4.46%
% Accuracy	98.62%	96.28%	98.28%	97.94%	96.57%	95.54%