M E M O R A N D U M

April 21, 2022

TO: Government Operations & Fiscal Policy [GO] Committee

FROM: Dr. Costis Toregas, Council IT Adviser
               Carolyn Chen, Legislative Analyst

SUBJECT: **FY23 Recommended Operating Budget Worksession:**
               Public Information & MC311 [PIO]

PURPOSE: Review and make recommendations for Council consideration – vote expected.

Expected Participants:

- Barry Hudson, Director, Office of Public Information (PIO)
- Brian Roberts, Director, MC311
- Alyce Leach, Program Manager, PIO
- Derrick Harrigan, Fiscal & Policy Analyst, Office of Management and Budget (OMB)

SYNOPSIS: FY23 Recommended Operating Budget: Public Information [PIO]

About PIO & MC311. The mission of the Office of Public Information (PIO) is to provide timely, accurate, and effective communication with the public. Programmatic areas in PIO include MC311, Public Relations and Web Content and Graphic Management. Established in 2010, approximately 75% of the PIO budget is comprised of the MC311 Call Center, the County's single contact number and website for non-emergency requests for information and service requests for Montgomery County Government. PIO and MC311 served as the crisis communication hub during the 2020 COVID-19 pandemic.

Summary analysis of FY23 changes. The County Executive recommended investments in each program area in PIO: six contract MC311 positions termed at three years, two Public Information Officer positions in Public Relations and a position shift to web content and graphic management. The PIO budget also includes a dedicated Spanish language communications channel through County-based Radio America, the second oldest Hispanic radio signal in the Capital Region.

The roles and expectations of PIO program areas, especially MC311, have dominated the County's communication needs and demands since the pandemic. Similar to CEC staffing investments, the intention of the recommended FY23 PIO budget is to 'right-size' staffing and capacity. However, in the case of PIO and MC311, staffing needs are addressed during the County's budget cycle as a corrective action to meet resident needs <u>after</u> critical surge periods

have occurred. The recommendation for three-year term MC311 contract positions follows the reactionary response implemented during the pandemic and as evidenced by 11 temporary MC311 positions expiring in August 2022, is not a sustainable strategy to build upon.

County-wide vision for resident communication. On May 6, 2021, the GO Committee reviewed PIO's FY22 Recommended Operating Budget that included strategic discussion topics for future fiscal years (see page 3 of May 6, 2021 memo.) On June 23, 2021, the GO/HHS joint committees met on the coordination of call centers and governance. A resulting action from these sessions was to direct the Office of Legislative Oversight (OLO) to add Project #12: How the County Communicates to its Residents. OLO is expected to assign the report in May 2022.

Anticipatory investments that address racial equity and social justice inequities. The traditional purpose of the County's PIO services was to issue press releases to print newspapers and other legislated requirements for public notice. In 2022, communication, engagement and information sharing channels operate on a 24-hour cycle with transmittal times of milliseconds. Possible topics of discussion restructure the vision of PIO include:

- Participate in the governance structure currently in development with the County's Customer Service Initiative using human-centered civic design concepts (see CEX FY23 recommended budget memo for additional information).

- Utilizing the principles of the Racial Equity and Social Justice legislation passed in 2019 and the resulting Office of Racial Equity and Social Justice to determine who is not being served by PIO and develop metrics for resident communication that narrow targeted racial disparities.

- Engage with County departments on the findings and recommendation of the forthcoming OLO report on how the County and other jurisdictions communicate with residents post-pandemic.

Council staff recommends reviewing current and future PIO staffing needs and scenarios that may include full-time MC311 positions.

FY23 PIO Budget Notes for Discussion

PIO Program	FY23 CE Rec Changes	FY23 Expenditure & FTE Net Impact from FY22
MC311	▪ Enhance: Term MC311 Positions ▪ Shift: Customer Service Representative Supervisor ▪ Shift: Program Manager II ▪ Multi-program adjustments	+$224,660 +5.75 FTE 3-yr cliff
Public Relations	▪ Add: Public Information Officers – Communications ▪ Shift: Program Manager II ▪ Enhance: Radio America ▪ Shift: Customer Service Supervisor ▪ Multi-program enhancements	+$436558 +3.45 FTE
Web Content and Graphic Management	▪ Position Change in Program ▪ Multi-program adjustments	+$118,287 +1 FTE

- In previous fiscal years, two public information officer positions were transferred to CEX and the County Council. The CE recommendation restores these two positions for the purpose of providing in-house audio/visual and video production capacity.

- In previous fiscal years, MC311 has estimated 10 FTE Customer Service Representative positions to achieve 41 call operators online at any one time, as calculated using call center optimal capacity standards.

- The FY23 recommended investment of $259,092 for six three-year term positions is estimated to be equivalent to three FTEs.

Council Staff Comments on MC311

Council Staff Comments on Policy:

Governance of the CSI project must be strengthened, and funding centrally administered for the vision of CSI to be achieved. Neither is the case today. PIO inputs and resources are necessary in such future governance structures. If/when an MC311 IT upgrade is initiated, special care to make sure equity is preserved must be enforced in designing and operating any new system.

Council Staff Comments on Management:

Human Centered Design is an important methodology to ensure technology projects align to user needs; TEBS intends to use HCD in future technology platforms for 311 and more generally the way the County listens and responds to resident concerns and needs. An MC311 upgrade can benefit from establishing focus groups of actual users (both satisfied users and those with concerns) to ensure the ultimate system design serves the public and not only the internal departmental needs.

In addition, the SLA system negotiated between the CE and department directors who receive requests for service via MC311 should be reviewed and adjusted for today's reality. The Committee should be provided with periodic updates on performance.

Given the excellent performance of the system with current inputs of staff, technology and current community level of need, any additional staffing should not be adopted until evidence of additional, long-term need is presented. The latest system report (attached) shows no such evidence to justify increasing CSRs by the six positions requested.

Council Staff Comments on Operations:

Information regarding trash bins and bus schedules should be targeted for alternate channel provision to the public (web, mobile phone apps) and phased out of the MC311 intake system. This would provide more time to focus on more complex requests that musts find human interaction.

MC11 Responses to Council Staff Questions - Policy

1. **How does this Center relate to the CSI initiative [©7-28] that began 6 months ago? Taking a step back, is there a mechanism to measure and identify all the touch points with residents (both listening and providing information) and how much the County is spending to perform these functions? Without this, please suggest how to evaluate this one effort on its own.**

   MC311 is part of the Customer Service Initiative and has contributed co-chairs of two subcommittees: data and planning/process. MC311 is working on process improvement projects with multiple departments in support of this initiative. Projects have been completed with several divisions of the Department of Permitting Services, the Recycling and Resource Management division of the Department of Environmental Protection, and the Office of Eligibility and Support Services for the Department of Health and Human Services (HHS). We have projects in progress with the Treasury division of the Department of Finance and the Department of Housing and Community Affairs. We will soon begin work with HHS on a major customer service call center program as part of the Customer Service Initiative.

   Read about the Customer Service Initiative projects MC311 [© 29-30].

   CountyStat is collecting all the customer satisfaction survey instruments and will also identify customer touchpoints across County Government. That initiative has not yet begun.

2. **A recent article in Governing suggests that the technology of many call centers are the very reason why people who need help the most cannot get it. Indicate why MC311 does not fall in this category of hi tech, no touch systems.**

   MC311 has not had a significant website upgrade since 2015. But an upgrade is currently in the works of FY23. More self-service capabilities will be available. Further, when the Customer Service Management (CRM) platform is upgraded, a new self-service portal will likely be part of that package of features. This new technology decision could be part of the Customer Service Initiative.

   However, MC311 used to regularly reach out to underserved communities in Montgomery County and thereby improved awareness in those communities that the County and MC311 could be accessed for services and information. During the pandemic this issue was magnified, but effective promotion of various programs introduced MC311 to many new customers and they found us in record numbers, particularly for social/human services (see chart below). Many of those customers new to MC311 were introduced to the County because of HHS's Rental Relief Program, for example, and learned of other programs after contacting us. Many of those folks still call us for programs. Social services are a much larger percentage of our calls than they were before the pandemic. MC311's communications and outreach activity budget were reduced several years ago and has not been restored.

   Calls to MC311 for each fiscal year from FY18 through the first 9 months of FY22:

DEPT	FY18		FY19		FY20		FY21		FY22 (thru Mar)	
HHS	35,311	7.3%	42,331	8.7%	68,505	13.5%	101,970	21.4%	58,550	16.8%

MC11 Responses to Council Staff Questions - Management

1. **Please provide SLA levels for 5 best and 5 worst performing departments; include target levels and accomplished levels during the most current reporting period**

   Here are the SLA levels for all departments for the most current reporting period (Q3 FY22):

   ## FY 2022Q3 Percentage of SRs Meeting SLA: All Departments

   Legend: ■ High: 80% and Above ■ Medium: 50%–80% ■ Low: Below 50%

Department	Percentage
ABS (887 SRs)	99.9%
BOE (4 SRs)	75%
CCL (2 SRs)	50%
CEC (6 SRs)	100%
CEX (54 SRs)	96.3%
CUPF (9 SRs)	100%
DEP (39461 SRs)	94.6%
DGS (10 SRs)	100%
DHCA (4944 SRs)	98.2%
DOCR (1 SRs)	100%
DOT (8020 SRs)	92.2%
DPS (3667 SRs)	94.7%
FIN (1485 SRs)	99.1%
FRS (23 SRs)	91.3%
HHS (1221 SRs)	68.6%
HRC (26 SRs)	100%
MCERP (207 SRs)	98.1%
Non-MCG (43 SRs)	83.7%
OAG (2 SRs)	100%
OCA (1 SRs)	100%
OCP (24 SRs)	100%
OEMHS (23 SRs)	87%
OHR (1264 SRs)	88.6%
PIO (42 SRs)	88.1%
POL (565 SRs)	93.3%
PRO (6 SRs)	100%
REC (3 SRs)	33.3%
TEBS (149 SRs)	91.3%

2. **The most recent performance statistics are very favorable- why include 6 additional positions in the FY23 request?**

   Operational data Apr 4 – 8, 2022:

   - **Key Performance Measures:** Abandon rate – under 2%; avg. customer wait time – 16 seconds; average handle time – 4 minutes – first time all key measures are at or better than our goals in several years.
   - **Poverty Indicator:** 82% of all social service calls are for food, rental and financial assistance.
   - **Spanish language calls:** 7% were conducted in Spanish language; social services are the top request this week by far (45% of total Spanish language calls); COVID-19 related calls in Spanish is about 2%.
   - **Alternatives to calls:** 41% of fulfillment requests for services were handled online.
   - **Staffing:** Averaged 41 CSRs at peak, including temporary/contract staff.

MC311 will lose 11 FTE call taking contractors near the beginning of the new fiscal year (August). Additionally, while key performance measures are currently favorable, call volume in March was below historical levels. We expect a seasonal increase in calls in the fourth quarter of FY22 as calls about property tax, permitting services and trash and recycling increase. As calls increase, our personnel complement will decrease with the expiration of our temporary staffing model. Further, the FY23 Recommended term positions are not funded until July 1, and once hired those people will not be fully trained for about two months. Therefore, we will have a gap of up to five months between the loss of 11 contractors and the gain of six term employees.

3. **The IT system is now several years old; if ideas regarding a more modern platform are entertained, where is the budget for them? And what is included as technical parameters?**

MC311.com is going to be upgraded in stages during calendar year 2022. The project will be fully scoped and planned in a few weeks, during the month of May. The budget is handled by TEBS. No new budget has been allocated for this work, which includes a content management system upgrade and other software updates.

The Avaya phone system is in the process of being upgraded and all MC311 telephony processes will be moved to the cloud. New capabilities, such as Artificial Intelligence and other modern features will be available as soon as FY23. The budget for MC311 technology support is being handled by TEBS. All County telephony expenses are part of the NDA (Non-Departmental Accounts) to include MC311. There may be additional expenses for new as-a-service capabilities in the cloud that the County will be able to purchase for a monthly fee. These fees have not been budgeted, as the costs are unknown.

A new Customer Service Management (CRM system) is also being considered to replace Siebel. The analysis and requirement setting for the new system is planned as part of the Customer Service Initiative or could be considered separately. The budget request will be part of the County Executive's recommended budget for TEBS in FY24 or FY25.

MC11 Responses to Council Staff Questions - Operations

1. **The leading MC311 calls continue to come in areas (trash bins, bus schedules) that could be better served using other channels, allowing the call center to focus on human-centered difficulties that our residents find in their daily life. What strategies can be used to divert these calls to less expensive channels?**

Currently, nearly 40% of fulfillment service requests (requests requiring service delivery by a department) are already handled online (see chart below). MC311 is in the process of changing many knowledgebase articles to answer customer questions with a link to a website instead of creating a service request. In this way not only is a question answered by a web site instead of a staff member, but the caller has also learned where to look for their answer, hopefully eliminating a future call. In addition, many requests for trash and recycling services are handled online. The Department of Permitting Services has seen their online requests increase as a result of the implementation of eServices. The transit division of the Department of Transportation has online access to Ride On Real Time which both handle bus schedules and trip planning and Ride On Flex, a taxi-like service in Rockville and Wheaton, has an app. Other departments, including HHS and DHCA are planning to increase the customer self-service capabilities on their web sites, which will be tightly integrated with MC311 procedures.

FY22 to Date	COVID-19 Calls	ACD Calls	% COVID-19 Calls	Web SRs	% Web SRs of Total SRs	% Web SRs of Total Fulfilment SRs
MAR 22	769	37,922	2	9,064	18	38
FEB 22	793	31,580	3	7,681	18	41
JAN 22	2,180	36,745	6	8,129	18	41
DEC 21	4,253	39,202	11	8,197	17	41
NOV 21	1,751	37,823	5	7,021	15	38
OCT 21	1,948	40,928	5	6,865	14	35
SEP 21	1,957	42,023	5	9,617	18	39
AUG 21	2,555	41,052	6	10,235	19	40
JUL 21	2,429	40,846	6	10,267	19	40

2. **Describe improvements made or planned to accept information coming from mobile phones (location, imagery, etc.)**

MC311.com, like the entire County web site, is currently built on a responsive design platform, which means each page readily adapts to mobile phones, tablets, or computers - any device a customer wants to use to access it. Last year, TEBS enabled the capability for residents to include photo file attachments with service requests. We average about 75 attachments per week, mostly for bulk trash and scrap metal pickup. Over the next several months, MC311.com will be upgraded to a new content management platform and an updated responsive design. When the new CRM system is implemented, we will have even more new capabilities enabled.

Public Information

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$6,735,699	63.90

✳ BARRY HUDSON, DIRECTOR

MISSION STATEMENT

The mission of the Office of Public Information (PIO) is to provide timely, accurate, and effective communication with the public. PIO works with 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. PIO provides information through the mass media, social media, 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 FY23 Operating Budget for the Office of Public Information is $6,735,699, an increase of $779,505 or 13.09 percent from the FY22 Approved Budget of $5,956,194. Personnel Costs comprise 96.35 percent of the budget for 79 full-time position(s) and one part-time position(s), and a total of 63.90 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 3.65 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following is emphasized:

❖ **Effective, Sustainable Government**

INITIATIVES

⭐ Funding provided for Spanish language communications outreach via Radio America, communicating directly with this specific segment of the County's population.

⭐ Fund 6 new Term MC311 positions to increase the productivity of Service Center operations.

⭐ Provide funding for two new Public Information Officers due to expanded County-wide communications programming.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

✳ MC311 created a feature where customers can press "3" during the welcome message to be directed to an agent focused on trash collection and recycling, which increased customer satisfaction.

- ✳ MC311 altered training for remote operations which also accelerated training, getting customer service representatives handling calls professionally after 3-4 weeks vs. 8-10 weeks.

- ✳ During the past year, MC311 has reduced complexity and streamlined business processes to handle requests for service and information with the Office of Human Resources (OHR), Department of Health and Human Services (HHS), Department of Environmental Protection (DEP), and the Department of Permitting Services (DPS) resulting in shorter wait times for customers.

- ✳ While standardizing and simplifying Knowledge Based Articles (KBA) with plain language, to improve customer satisfaction, MC311 has reduced the number of KBAs considerably.

- ✳ MC311 continues to hire Spanish speaking customer service representatives for both permanent and contract positions. MC311 currently has 21 multi-lingual speakers on staff, including contractors.

PROGRAM CONTACTS

Contact Alyce Leach of the Office of Public Information at 240.777.6513 or Derrick Harrigan of the Office of Management and Budget at 240.777.2759 for more information regarding this department's operating budget.

PROGRAM 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 FY22 estimates reflect funding based on the FY22 Approved Budget. The FY23 and FY24 figures are performance targets based on the FY23 Recommended Budget and funding for comparable service levels in FY24.

PROGRAM DESCRIPTIONS

✳ 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of General Information Service Requests created [1]	355,104	338,329	340,000	342,000	345,000
Total number of Fulfillment Service Requests created [2]	242,792	272,507	272,507	265,000	265,000
Percent of calls classified as General Information	71.90%	70.41%	71.0%	71.2%	71.4%
Average rate of Fulfillment Service Requests created on the MC311 website and the mobile enabled portal [3]	37.53%	41.61%	40.0%	40.5%	41.0%
Average percent of callers requesting to speak Spanish	6.68%	8.38%	6%	6%	6%
Average amount of time it takes to reach an MC311 Customer Service Representative after welcome announcement (in seconds) [4]	70	241	43	40	40
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) [5]	6.15%	15.05%	4%	4%	4%

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	$5.44	$5.00	$4.95	$5.00	$5.00
Percent of MC311 survey respondents reporting satisfaction	85%	86%	85%	85%	85%

[1] *General Information Service Requests are those created, handled and closed in the Customer Service Center.*

[2] *Fulfillment Service Requests are those that are forwarded to departments for handling and completion. The numbers and types of service requests are driven by many factors including seasonal events such as tax notices, mass mailings, weather events, and global pandemics.*

[3] *The slow and steady increase in web traffic is expected to resume in FY22, after the increase experienced during the pandemic.*

[4] *Surge in social services calls related to COVID-19 in FY20 and FY21, which take more time than other call types, drove this number up.*

[5] *Target of 5% was exceeded in FY21 due in part to COVID-19 call surge. An Erlang analysis, which assists call centers with calculating staffing requirements, supports the conclusion that higher staffing drives down unanswered calls.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,322,078**	**43.95**
Enhance: Term MC311 Positions	259,092	6.00
Shift: Customer Service Representative Supervisor	70,110	0.75
Shift: Program Manager II	(123,506)	(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.	18,964	0.00
FY23 Recommended	**4,546,738**	**49.70**

✳ Public Relations

Under this program, the Public Information Office:

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

- 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 public health and emergency preparedness.

- Develops culturally competent outreach (radio programming) to inform and engage the County's Spanish speaking constituency.

- Provides television and video direction/production services at no cost to the County Executive's Office, and any additional County department requesting assistance.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of press events [1]	64	90	70	75	75
Total attendance at press conferences and press events [2]	3,520	3,150	3,308	3,473	3,647
Internal County staff satisfaction with PIO services (scale of 1-4)	3.14	3.27	3.3	3.3	3.3
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions) [3]	83.9	155.2	130	120	110

[1] *The increase is due to the possibility of an updated vision of the current administration. With the addition of virtual press events, it makes it easier to hold more events within a year.*

[2] *Virtual attendance is tallied from logged-in accounts, so this total is much lower than actual participants and views.*

FY21 was an anomaly because of COVID-19. Impressions from communications are expected to reduce as the pandemic emergency transitions to a more steady state.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,472,539**	**8.75**
Add: Public Information Officers - Communications	165,324	2.00
Shift: Program Manager II	123,506	1.00
Re-align: Position Change in Program and Funding	122,166	1.20
Enhance: Radio America	48,480	0.00
Shift: Customer Service Supervisor	(70,110)	(0.75)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	47,192	0.00
FY23 Recommended	**1,909,097**	**12.20**

✳ Web Content and Graphic Management

The Web Content and Graphic Development Program has four major functions.

- 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.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of press releases and media advisories posted on website	756	1,114	1,110	850	850
Number of subscribers to county communications [1]	203,552	1,187,120	1,180,000	900,000	800,000
Average open rate for email communications [2]	20.4%	66%	55%	35%	35%

[1] *FY21 was unprecedented which contributed to the specific set of circumstances, increasing the demand for information.*

[2] *As information related to COVID-19 unfolded, information needs increased. As the pandemic's emergency status subsides, the rate of engagement is expected to reduce.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**161,577**	**1.00**
Re-align: Position Change in Program	119,067	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.	(780)	0.00
FY23 Recommended	**279,864**	**2.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,030,989	4,178,667	4,386,412	4,937,491	18.2 %
Employee Benefits	1,265,212	1,314,375	1,354,832	1,552,687	18.1 %
County General Fund Personnel Costs	**5,296,201**	**5,493,042**	**5,741,244**	**6,490,178**	**18.2 %**
Operating Expenses	821,275	463,152	463,152	245,521	-47.0 %
County General Fund Expenditures	**6,117,476**	**5,956,194**	**6,204,396**	**6,735,699**	**13.1 %**
PERSONNEL					
Full-Time	70	71	71	79	11.3 %
Part-Time	1	1	1	1	—
FTEs	52.70	53.70	53.70	63.90	19.0 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,869	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**1,869**	**0**	**0**	**0**	**—**
Operating Expenses	4,535	0	0	0	—
Grant Fund - MCG Expenditures	**6,404**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	6,404	0	0	0	—
Grant Fund - MCG Revenues	**6,404**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**6,123,880**	**5,956,194**	**6,204,396**	**6,735,699**	**13.1 %**
Total Full-Time Positions	**70**	**71**	**71**	**79**	**11.3 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**52.70**	**53.70**	**53.70**	**63.90**	**19.0 %**
Total Revenues	**6,404**	**0**	**0**	**0**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		

	Expenditures	FTEs
FY22 ORIGINAL APPROPRIATION	**5,956,194**	**53.70**

Changes (with service impacts)

Enhance: Term MC311 Positions [MC311 Customer Service Center]	259,092	6.00
Add: Public Information Officers - Communications [Public Relations]	165,324	2.00
Enhance: Radio America [Public Relations]	48,480	0.00

Other Adjustments (with no service impacts)

Increase Cost: Annualization of FY22 Personnel Costs	137,284	0.00
Shift: Program Manager II [Public Relations]	123,506	1.00
Re-align: Position Change in Program and Funding [Public Relations]	122,166	1.20
Re-align: Position Change in Program [Web Content and Graphic Management]	119,067	1.00
Increase Cost: Annualization of FY22 Compensation Increases	111,963	0.00
Increase Cost: FY23 Compensation Adjustment	87,207	0.00
Shift: Customer Service Representative Supervisor [MC311 Customer Service Center]	70,110	0.75
Increase Cost: Printing and Mail Adjustment	1,900	0.00
Increase Cost: Motor Pool Adjustment	1,653	0.00
Decrease Cost: Retirement Adjustment	(4,967)	0.00
Shift: Customer Service Supervisor [Public Relations]	(70,110)	(0.75)
Shift: Program Manager II [MC311 Customer Service Center]	(123,506)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY22	(269,664)	0.00
FY23 RECOMMENDED	**6,735,699**	**63.90**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
MC311 Customer Service Center	4,322,078	43.95	4,546,738	49.70
Public Relations	1,472,539	8.75	1,909,097	12.20
Web Content and Graphic Management	161,577	1.00	279,864	2.00
Total	**5,956,194**	**53.70**	**6,735,699**	**63.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	0	0.00	0	0.00
Health and Human Services	General Fund	144,613	1.50	153,719	1.50
Permitting Services	Permitting Services	275,558	2.90	305,352	2.90
Housing and Community Affairs	Montgomery Housing Initiative	69,408	0.90	75,942	0.90

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
Recycling and Resource Management	Solid Waste Disposal	415,289	4.75	445,804	4.75
Recycling and Resource Management	Solid Waste Collection	107,552	1.25	115,708	1.25
Cable Television Communications Plan	Cable TV	798,744	6.50	554,040	4.30
Total		**1,811,164**	**17.80**	**1,650,565**	**15.60**

FUNDING PARAMETER ITEMS
CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**6,736**	**6,736**	**6,736**	**6,736**	**6,736**	**6,736**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**44**	**44**	**44**	**44**	**44**
New positions in the FY23 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Labor Contracts	**0**	**297**	**297**	**297**	**297**	**297**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,736**	**7,078**	**7,078**	**7,078**	**7,078**	**7,078**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended Expenditures	FTEs	FY24 Annualized Expenditures	FTEs
Public Information Officer	82,662	1.00	104,848	1.00
Public Information Officer (Program Manager II) - Communications	82,662	1.00	104,848	1.00
Total	**165,324**	**2.00**	**209,696**	**2.00**

Project 12

How the County Communicates to its Residents

Principal Agencies: Montgomery County Government

When MC311 was implemented it was intended to be a one stop shop where residents would interact with County government and receive answers to questions, requests or complaints they had. Placed within the Public Information Office (PIO), MC311 is a key component of the County government's strategy to communicate with its residents in an efficient, effective and consistent way. In the years since MC311 was implemented the explosion of technology and social media platforms have fundamentally changed the way in which government officials can reach their constituents and vice versa. Councilmembers are interested in understanding how Montgomery County residents are receiving information from County government and how they are interacting with various government entities. This OLO report will:

1. Inventory the range of ways in which departments are communicating with constituents including twitter, blogs and other social media. Additionally, it will document how press releases are managed and whether departments are coordinating with a centralized location and communicating with MC311. Focus will be placed on non-emergency calls; and
2. Discuss long term citizen centric communication strategies and examine how other jurisdictions have successfully moved in this direction. This discussion will include an examination of various technology platforms that enable local governments to effectively listen and efficiently respond to resident's inquires and requests.

MC311 Update - April 11-15, 2022

April 17, 2022 - MC311 answered **1,800** calls per day this past week (Apr. 11-15); **2.5%** related to COVID-19. Most popular topics overall are typical: trash and recycling (DEP); applications for social service programs (HHS); RideOn schedules and trip planning (DOT); scheduling free deck and other residential, commercial scheduling inspections (including eServices) and status checks (DPS); property taxes (FIN); landlord-tenant issues and housing complaints (DHCA). Police Department information requests were up this week.

The six most frequent topics (82% of total calls Apr. 11 - 15):

Topic/Source	Most Popular Services	% Apr 11-15	% Apr 4-8	% Mar 28 -Apr 1	% Mar 21-25	% Mar 14-18	% Jul21-Feb22	% FY21 COVID	% FY20 PreCOVID
Trash & Recycling	bulk/scrap/bins – new, repair	26.8	25.2	24.4	25.5	23.2	22	22	20
Social Services	food/housing/financial/emergency	18.7	20.4	17.7	17.9	17.9	16	24	12
Permitting Services	construction/zoning/compliance/inspections	13.6	12.6	13.7	13.0	12.9	10	11	12
Transportation	RideOn/Tree Maintenance/leaf pick up	11.0	11.1	13.4	14.5	13.2	11	9	13
Housing	Landlord/Tenant complaints	6.6	6.3	7.2	5.9	5.5	6	5	5
Tax Issues	bills, delinquency notices	5.0	5.7	6.3	5.9	7.9	9	8	7
All Other Topics		*18.3*	*18.7*	*17.3*	*17.3*	*19.4*	*26*	*21*	*31*

- **Key Performance Measures:** Abandon rate – under **2%;** avg. customer wait time – **19 seconds;** average handle time – **4 minutes**
- **Poverty Indicator: 82%** of all social service calls are for food, rental and financial assistance
- **Spanish language calls: 6%** were conducted in Spanish language; social services are the top request this week by far
- **Alternatives to calls: 40%** of fulfillment requests for services were handled online
- **Staffing:** Averaged **38** CSRs at peak, including temporary/contract staff
- **Contract staff effectiveness:** Contract staff handled **58%** of all DEP service requests

Knowledge base articles (KBAs):
- The most up-to-date COVID-19 related KBAs are available via MC311.com
- Access to all online services available via MC311.com

MC311 Weekly Call Volume/MC311.com Traffic and Key Performance Measures, Apr 11 - 15:

Call Activity Weekly Analysis	COVID Calls	ACD Calls	% COVID Calls	Abandon Rate (%)	Avg Handle Time (sec)	Avg Speed to Answer (sec)	Spanish Language Calls	Spanish Language COVID Calls	% Spanish Language COVID Calls
Apr 11 - 15	**225**	**8,841**	**2.5**	**1.6**	**242**	**19.2**	**531**	**23**	**4.3**
Apr 4 – 8	197	8,546	2.3	1.4	240	16.2	571	13	2.2
Mar 28 – Apr 1	215	8,414	2.6	1.2	243	17.2	519	20	3.9
Mar 21-25	160	8,313	1.9	1.8	248	19.9	552	22	4.0
Mar 14-18	176	8,087	2.2	1.2	250	17.8	581	23	4.0
Mar 7 - 11	137	8,131	1.7	1.3	253	15.6	561	21	3.7

MC311.com Activity Weekly Analysis*	MC311.com Service Requests	Total Fulfillment Requests	% Total Fulfillment Requests	Avg. Daily Page Views	Avg. Daily Chatbot Utterances
Apr 11 - 15	**2,197**	**5,444**	**40.4**	**7,274**	**98**
Apr 4 – 8	2,090	5,091	41.1	8,680	93
Mar 28 – Apr 1	1,901	5,057	37.6	10,367	107
Mar 21-25	2,151	5,383	40.0	7,096	98
Mar 14-18	1,900	4,830	39.3	7,209	100
Mar 7 - 11	2,163	5,563	38.9	8,735	89

Notes on Weekly Analysis:

Figures in **RED** are above target performance; abandon rate target is 5%; avg. handle time target is 240 sec.; avg. speed to answer target is 20 seconds.

Figures include service requests handled via the web on days when the call center is closed.

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Detailed Call Topics by Category for Apr 11 - 15:

COVID-19

DEPT- TOPIC	COUNT
HHS COVID-19 Rent Relief Program Phase III, HHS	83
HHS COVID-19 Get Information about Vaccine	59
HHS COVID-19 Testing for Coronavirus	49
HHS COVID-19 Coronavirus General Information Including Orders Health Directives and Mask Guidance	8
HHS COVID-19 Accessing Services for Homeless Individuals and Families	7
HHS COVID-19 Food Access Call Center: Food Resource Links; Self-Referral Form and Text FACC	4
OCA COVID-19 Office of County Attorney Update	4
DHCA COVID-19 Renter Relief Act	2
DOT COVID-19 Ride On Temporary Free Bus Service and Boarding Changes	2
HHS COVID-19 Restaurant, Bars, Theater, Gyms and other Businesses Licensed by Public Health Services License and Regulatory	2
DOT COVID-19 Transportation Updates	1
HHS COVID-19 Emergency Assistance Relief Payment Program (EARP) Phase IV	1
HHS COVID-19 MC311 Referral to Food Access Call Center	1
Non-MCG COVID-19 Maryland Department of Health Frequently Asked Questions	1
OHR COVID-19 New Employees Enrollment Information	1
TOTAL	225

TOP 25

DEPT	TOPIC	COUNT	RANK
HHS	Apply Recertify or Check status for SNAP; TCA; TDAP; Medicaid; SLM/QMB and Other State Programs	639	1
DEP	DEP Recycling and Resource Management (R&RM) Guidelines	638	2
DEP	Bulk Trash Pick-Up Request	355	3
DOT	New and Improved Ride On Real Time Application	322	4
DEP	Scrap Metal Pick-Up Request	284	5
DEP	22 Gallon Recycling Bin Delivery	233	6

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DEPT	TOPIC	COUNT	RANK
DEP	Cart Repair Request	188	7
DPS	Schedule Residential Building Inspections	184	8
FIN	View Property Tax Payments	150	9
DHCA	Request to Speak to a Landlord Tenant Affairs Specialist	138	10
DEP	Same Day	132	11
DEP	Field Check	127	12
DEP	22 Gallon Bin Pick-up	114	13
DPS	Free Deck Maintenance Inspections	111	14
HHS	Contact Income Support Office	110	15
DPS	Check Permit Status	101	16
DPS	eServices (Apply & ePay and ePlans (ProjectDox)	100	17
DHCA	Housing Complaints	99	18
POL	Police Department Information	91	19
DPS	Name and Telephone Number of DPS Residential Building Inspector	83	20
FIN	Check Property Tax Balance	83	21
HHS	COVID-19 Rent Relief Program Phase III, HHS	83	22
DPS	Schedule DPS Commercial Building Construction Related Permitting Inspections	79	23
DOT	Request to Inspect, Remove or Prune County Tree	68	24
DHCA	Annual Rental Facility Occupancy Survey	67	25

SOCIAL SERVICES

DEPT - TOPIC	COUNT
HHS Apply Recertify or Check status for SNAP; TCA; TDAP; Medicaid; SLM/QMB and Other State Income Programs	639
HHS Contact Income Support Office	110
HHS COVID-19 Rent Relief Program Phase III, HHS	83
HHS COVID-19 Get Information about Vaccine	59
HHS COVID-19 Testing for Coronavirus	49
HHS Eviction or Foreclosure Assistance - HHS	42
HHS Aging and Disability Resource Unit (ADRU) of the Department of Health and Human Services (HHS)	38

DEPT - TOPIC	COUNT
HHS Free Income Tax Assistance Tax Year 2021	32
HHS Maryland Health Connection	32
HHS Status of COVID Rent Relief Program Application	30
HHS Apply for office of Home Energy Programs Check Status of New Application or Recertification or for Assistance with Utility Disconnection	27
DHCA Request to Speak With a Moderately Priced Dwelling Unit (MPDU) Specialist	26
HHS Health Care Eligibility Units or County Safety Net Programs	25
HHS HIV or STD Testing Information and Resources	25
Non-MCG State of Maryland Customer Call Center for Department of Human Services	25
HHS Department of Health and Human Services Office Locations Directions and Office Hours	23
HHS Homeless Information Line and Homeless Resources for Single Adults and Families with Minor Children	23
HHS Applying or Recertifying for the Rental Assistance Program within the Department of Health and Human Services	15
HHS Electronic Benefits Transfer Card Information and Public Assistance Benefits Schedule.	15
HHS First Month's Rent or Security Deposit – HHS	12
HHS Health Care Access for Uninsured Adults (Montgomery Cares) Clinic Care	12
Non-MCG HELP Non Profit Community Groups	12
HHS TB Clinic - Montgomery County Department of Health and Human Services	11
Non-MCG City of Gaithersburg Housing and Neighborhood Services	11
Non-MCG MANNA Food Center Referral	11
DHCA How to Obtain a Moderately Priced Dwelling Unit (MPDU) Rental Apartment	10
HHS Maternity Partnership Program, Medicaid for Emergency Labor and Delivery	10
HOC Rental or Housing Assistance Eligibility	10
HHS Report Child Abuse, Neglect, Sex Abuse and Mandatory Reporting	8
HHS COVID-19 Accessing Services for Homeless Individuals and Families	7
HHS Silver Spring Health Center - Location, Hours, Offerings	7
HOC Housing Choice Voucher Program Assistance	7
Non-MCG City of Gaithersburg Community Services	7
Non-MCG How to Get Assistance with State or Federal Taxes	7
CEC The Gilchrist Immigrant Resource Center	6
HHS Montgomery County Crisis Center	6
Non-MCG Earned Income Credit EIC Refund	6

DEPT - TOPIC	COUNT
DOT Medicaid Transportation Program	5
HHS Communicable Diseases and Epidemiology Office Location and How to Contact	5
DOT Call-n-Ride Eligibility and Program Information	4
HHS COVID-19 Food Access Call Center: Food Resource Links; Self-Referral Form and Text FACC	4
HHS How to Apply for Child Care Subsidy Programs and Status of Application	4
HHS Maryland Children's Health Program Premium Payments	4
HHS Maternity Partnership Program Case Management and Education - Silver Spring	4
HHS Tdap or Tetanus-Diptheria-Acellular Pertussis Vaccination and Meningococcal or MCV4 Vaccination School Year 2019 2020	4
Non-MCG Low Cost Legal Assistance	4
HHS Abused Persons Program (APP)	3
HHS ACCESS to Behavioral Health and Crisis Services	3
HHS Assistance with Utility Disconnection – HHS	3
HHS Burial Assistance	3
HHS Child Care Subsidy Vouchers, Registration Fees	3
HHS ChildLink Early Childhood Services	3
HHS Housing Initiative Program (HIP)	3
HHS Rapid ReHousing	3
HHS Victim Assistance and Sexual Assault Program (VASAP) Offerings	3
HHS Water Assistance Program for Low Income Households	3
Non-MCG City of Rockville Emergency Assistance and Community Social Services	3
Non-MCG Contact MANNA or How to Make a Donation to MANNA	3
Non-MCG Legal Issues for Seniors	3
DHCA COVID-19 Renter Relief Act	2
DOT Apply for Call-n-Ride Service	2
DOT Connect-A-Ride Senior Transportation Programs and Services	2
HHS Adult Behavioral Health Program	2
HHS Adult Dental Care	2
HHS Adult Vaccines and Immunizations the Department of Health and Human Services	2
HHS Child Support Relating to Child Care Subsidy Program	2
HHS Complaints Regarding Child Care	2

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DEPT - TOPIC	COUNT
HHS Finding a physician for Medicaid or Healthchoice MCO Recipients	2
HHS Health Care Resources for Seniors	2
HHS Housing for Seniors or Persons with Disabilities	2
HHS Housing Stabilization Emergency Services Caseworker Complaint	2
HHS Immunization Clinic Schedule for Children 2020 2021 School Year	2
HHS Income Support Case Manager; Supervisor or Office Complaint All Offices	2
HHS Local Behavioral Health Authority, Behavioral Health Planning and Management	2
HHS Long Term Care Ombudsman	2
HHS Maternity Partnership Program Case Management and Education – Germantown	2
HHS Senior Dental Program	2
HHS Women's Cancer Control Program	2
HOC Rental Supplement Program	2
Non-MCG Food Assistance On Line Resource Directory	2
Non-MCG Interfaith Works	2
Non-MCG MetroAccess Reduced Fare Program	2
Non-MCG Salvation Army of Montgomery County	2
Non-MCG Specialized Medical Care Montgomery Cares	2
Non-MCG Women, Infants and Children's Program or WIC	2
DHCA Description of the Moderately Priced Dwelling Unit (MPDU) Program	1
DHCA Renting Out a Moderately Priced Dwelling Unit (MPDU)	1
DHCA Summons from Court for Failure to Pay Rent, Tenant Holding Over or Breach of Lease	1
DOT Medicaid Transportation Program Eligibility	1
HHS 1095-A Tax Form for Affordable Health Care	1
HHS Child and Adolescent Assessment Services (formerly called SASCA)	1
HHS Child and Adolescent Behavioral Health Outpatient Clinic	1
HHS Child Care LOCATE - How to Find Child Care Providers in Maryland	1
HHS Child Foster Care and Adoptive Services	1
HHS Childhood Lead Prevention Program	1
HHS Children's Dental Services - Healthy Smiles	1
HHS COVID-19 Emergency Assistance Relief Payment Program (EARP) Phase IV	1
HHS COVID-19 MC311 Referral to Food Access Call Center	1

DEPT - TOPIC	COUNT
HHS Family Caregiving Program for Seniors	1
HHS Fax Numbers for HHS Income Supports and Health Care Eligibility Offices	1
HHS Food, Nutrition, Meals on Wheels (MOW), Senior Lunch Program	1
HHS Group or Nursing Homes, Assisted Living or Domiciliary Care Facilities	1
HHS Harm Reduction Services	1
HHS Head Start and Educational Opportunities for Children	1
HHS Health and Human Services (HHS) Employee Information Line	1
HHS HealthChoice Adult Dental Services	1
HHS Latino Health Initiative System and Interpreter Program	1
HHS Medicaid Hotline Number for Complaints Billing Health Choice Enrollment Pharmacy Access and Coverage Questions Hotline	1
HHS Mental Health Medications or Prescriptions	1
HHS Mental Health Treatment	1
HHS Mobile Crisis Team	1
HHS Moving Assistance or Storage - HHS	1
HHS Rental Assistance Programs (RAP) Location and Drop Box for Application and Documentation	1
HHS Report the Abuse, Neglect, or Financial Exploitation of a Vulnerable Adult or Disabled Person to Adult Protective Services	1
HHS School Based Health Wellness Centers	1
HHS School Health Services	1
HHS Travel Vaccines for Children	1
HOC Affordable Housing for the Elderly or Disabled	1
HOC Housing Choice Voucher Program	1
HRC Landlord's Refusal to Accept or Take Housing Voucher	1
Non-MCG A Wider Circle Non-Profit Organization	1
Non-MCG Bethesda Cares	1
Non-MCG COVID-19 Maryland Department of Health Frequently Asked Questions	1
Non-MCG Family Center of Catholic Charities	1
Non-MCG Maryland Department of Juvenile Services	1
Non-MCG Maryland Medicaid or Medical Assistance	1
Non-MCG Montgomery County Service Consolidation HUBS	1

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DEPT - TOPIC	COUNT
Non-MCG Nourish Now	1
Non-MCG Office of Health Care Quality Licensing and Exempt Building Issues	1
Non-MCG Rebuilding Together	1
Non-MCG Reduced Cost Dental Care for Low Income Adults and Children	1
TEBS Emergency Broadband Benefit	1
TOTAL	**1654**

SPANISH LANGUAGE

DEPT - TOPIC	COUNT
HHS Apply Recertify or Check status for SNAP; TCA; TDAP; Medicaid; SLM/QMB and Other State Income Programs	59
DEP Bulk Trash Pick-Up Request	36
DEP DEP Recycling and Resource Management (R&RM) Guidelines	30
DPS Schedule Residential Building Inspections	21
PIO Hang Up or Dropped Call at the MC311 Customer Service Center	18
HHS COVID-19 Rent Relief Program Phase III, HHS	16
HHS Maryland Health Connection	13
DEP 22 Gallon Recycling Bin Delivery	12
HHS Health Care Eligibility Units or County Safety Net Programs	12
Non-MCG Prince George's County 311	11
DOT New and Improved Ride On Real Time Application	10
DHCA Request to Speak to a Landlord Tenant Affairs Specialist	9
HHS Contact Income Support Office	9
HHS Status of COVID Rent Relief Program Application	9
DEP Scrap Metal Pick-Up Request	8
DHCA Housing Complaints	8
HHS Health Care Access for Uninsured Adults (Montgomery Cares) Clinic Care	8
DEP Cart Repair Request	7
HHS Maternity Partnership Program, Medicaid for Emergency Labor and Delivery	7
DPS Name and Telephone Number of DPS Residential Building Inspector	6

DEPT - TOPIC	COUNT
DPS Permit Required for Fence, Deck or Shed	6
HHS Free Income Tax Assistance Tax Year 2021	6
Non-MCG MANNA Food Center Referral	6
DEP 22 Gallon Bin Pick-up	5
HHS Birth Death Marriage or Divorce Certificates	5
CEC The Gilchrist Immigrant Resource Center	4
DEP Literature Items - Residential Trash and Recycling	4
DPS Permit Requirements for Residential Alterations	4
HHS HIV or STD Testing Information and Resources	4
HHS Maternity Partnership Program Case Management and Education - Silver Spring	4
POL Police Department Information	4
POL Report a Parking Complaint to the Montgomery County Police	4
HHS Aging and Disability Resource Unit (ADRU) of the Department of Health and Human Services (HHS)	3
HHS COVID-19 Testing for Coronavirus	3
HHS Eviction or Foreclosure Assistance - HHS	3
Non-MCG Business License Application or Renewal	3
Non-MCG HELP Non Profit Community Groups	3
Non-MCG Miss Utility	3
Non-MCG Non-MCG Directory Assistance	3
Non-MCG Washington DC 311	3
DEP 35 Gallon Cart Delivery	2
DEP Field Check	2
DEP Same Day	2
DHCA Annual Rental Facility Occupancy Survey	2
DHCA Request to Speak With a Moderately Priced Dwelling Unit (MPDU) Specialist	2
DOT Ride On Lost and Found	2
DOT Traffic Study	2
DPS Request to Speak to a DPS Electrical/Mechanical Specialist	2
DPS Request to Speak to a DPS Residential Construction Intake Specialist	2
FIN Check Property Tax Balance	2
FIN How to File Claim Against the County	2

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DEPT - TOPIC	COUNT
FIN Request Refund Due to Overpayment of Tax Account	2
HHS Apply for office of Home Energy Programs Check Status of New Application or Recertification or for Assistance with Utility Disconnection	2
HHS Burial Assistance	2
HHS COVID-19 Get Information about Vaccine	2
HHS Department of Health and Human Services Office Locations Directions and Office Hours	2
HHS First Month's Rent or Security Deposit - HHS	2
HHS Food Service Facility Licensing and Inspections	2
HHS Food Service Facility or Restaurant Manager License	2
HHS Maryland Children's Health Program Premium Payments	2
HHS Silver Spring Health Center - Location, Hours, Offerings	2
HOC Housing Choice Voucher Program Assistance	2
HRC Office of Human Rights Intake Complaint and Inquiry	2
Non-MCG City of Gaithersburg Housing and Neighborhood Services	2
Non-MCG Family Cases at Montgomery County Circuit Court	2
Non-MCG Immunization for Out of the Country Travel	2
Non-MCG Maryland Department of Transportation, State Highway Administration (SHA)	2
Non-MCG Montgomery County Public Schools Contact Information	2
Non-MCG State of Maryland Customer Call Center for Department of Human Services	2
Non-MCG Women, Infants and Children's Program or WIC	2
OHR Employment Verification Request (Current Employee)	2
ABS Food or Entertainment License	2
CUPF Contact Specific Community Use of Public Facilities Scheduler or Staff Member	1
DEP 65 Gallon Cart Delivery	1
DEP Cancel Recycling & Resource Management Service Request	1
DEP Missed Collection	1
DEP Multi-Family Recycling Questions and Complaints	1
DHCA Air Conditioning Requirements in Rental Townhome or Multi-Family Dwelling Unit	1
DHCA Checking Status of a Housing Code Enforcement Complaint or Inspection	1
DHCA Condominium or Homeowners Association Complaints	1
DHCA Dead Tree or Branches on Private Property	1

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DEPT - TOPIC	COUNT
DHCA Department of Housing and Community Affairs, Office of Landlord-Tenant Affairs - Location and Business Hours	1
DHCA How to Apply to the Moderately Price Dwelling Unit (MPDU) Purchase Program and Required Classes to obtain an MPDU Certificate of Eligibility	1
DHCA How to Obtain a Moderately Priced Dwelling Unit (MPDU) Rental Apartment	1
DHCA Landlord's Notice to their Tenant to Vacate at Expiration of Initial Lease Term or in Month-to-Month Tenancy	1
DHCA Neighbor's Lights Shining Into Windows	1
DHCA Renting Out a Moderately Priced Dwelling Unit (MPDU)	1
DHCA Request to Speak With a Licensing and Registration Specialist	1
DOT COVID-19 Transportation Updates	1
DOT Debris Pickup	1
DOT Parking Meter - Handicap Cost	1
DOT Pothole Repair	1
DOT Request New Streetlights to be Installed	1
DOT Ride On Complaint - Driver Behavior	1
DOT Ride On Complaint - Service	1
DOT Ride On Insufficient Information	1
DOT Sidewalk Repair	1
DPS Check Permit Status	1
DPS Contact the Montgomery County Fire Marshal's Office or Fire Code Compliance Section	1
DPS Electrical Licenses	1
DPS eServices (Apply & ePay and ePlans (ProjectDox)	1
DPS Fire Code Compliance Inspection Request	1
DPS Free Deck Maintenance Inspections	1
DPS Permit Requirements for Construction of Fence	1
DPS Request to Speak to a DPS Zoning Specialist	1
DPS Residential Inspection Status	1
DPS Schedule DPS Commercial Building Construction Related Permitting Inspections	1
DPS Submit a Complaint to the Department of Permitting Services	1
FIN Personal Property Tax Bills	1
FIN Redeem Property From Tax Lien	1
FIN Status of Real Property Tax Refund	1

DEPT - TOPIC	COUNT
FIN View Property Tax Payments	1
HHS ACCESS to Behavioral Health and Crisis Services	1
HHS Child and Adolescent Assessment Services (formerly called SASCA)	1
HHS Child Care LOCATE - How to Find Child Care Providers in Maryland	1
HHS Child Care Subsidy Vouchers, Registration Fees	1
HHS ChildLink Early Childhood Services	1
HHS Children's Dental Services - Healthy Smiles	1
HHS Complaints Regarding Child Care	1
HHS Electronic Benefits Transfer Card Information and Public Assistance Benefits Schedule.	1
HHS Finding a physician for Medicaid or Healthchoice MCO Recipients	1
HHS How to Apply for Child Care Subsidy Programs and Status of Application	1
HHS Latino Health Initiative System and Interpreter Program	1
HHS Local Behavioral Health Authority, Behavioral Health Planning and Management	1
HHS Long Term Care Ombudsman	1
HHS Maternity Partnership Program Case Management and Education - Germantown	1
HHS Mental Health Treatment	1
HHS Mobile Food Service Unit License or Complaint	1
HHS School Based Health Wellness Centers	1
HHS Senior Dental Program	1
MCPL Library - Branch Hours and Location, Ask-A-Librarian	1
MCPL Volunteer Opportunities at the Library	1
Non-MCG 311 Call Centers Outside Maryland	1
Non-MCG City of Gaithersburg Public Works	1
Non-MCG City of Gaithersburg Solid Waste and Recycling	1
Non-MCG Contact MANNA or How to Make a Donation to MANNA	1
Non-MCG Homeowner Property Tax Credit	1
Non-MCG Maryland Legal Aid	1
Non-MCG Metro Contact Information	1
Non-MCG M-NCPPC General Information	1
Non-MCG Mosquito Control	1
Non-MCG PEPCO	1

DEPT - TOPIC	COUNT
Non-MCG Personal Property Tax Information	1
Non-MCG State Department of Assessments and Taxation Office	1
Non-MCG Washington Suburban Sanitary Commission (WSSC)	1
OCP Office of Consumer Protection Location and Contact Information	1
OCP Physician, Dentist or Medical Provider Bills Complaint	1
PIO CSC Solution Not Found	1
PIO How to Reach Montgomery County Government Offices, Services and Employees	1
POL Report an Untagged, Abandoned, Dysfunctional, or Inoperable Vehicle on the Public Street, Commercial, or Private Parking Lot	1
TOTAL	531

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