

MEMORANDUM

April 14, 2023

TO: Government Operations and Fiscal Policy Committee
FROM: Dr. Costis Toregas, Council IT Adviser
SUBJECT: FY24 Operating Budget for MC311

Expected to attend:

Barry Hudson, County PIO
Brian Roberts, MC311 Manager
Gail Roper, Chief Information Officer, TEBS
Allison Dollar, TEBS
Eva Acevedo, Office of Management and Budget

Documents for Committee review:

1. Budget submission detail (©1-6)
2. Performance report YTD FY23 (© 7-19)

MC311, a program element in PIO budget

FY24 COUNTY EXECUTIVE RECOMMENDATION

MC311	FY23 Approved	FY24 CE Recommended	Change from FY23 Approved
Total Expenditures (General Fund)	\$4,546,738	\$4,939,911	8.6%
Personnel Costs	46.7 FTEs	46.7 FTEs	0
Operating Costs	N/A	N/A	

Introduction

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 from anywhere within Montgomery County. In addition, MC311 provides the County with a sophisticated ability to count, track, and respond to

resident requests. MC311 is the County's main hub for customer service and provides the general public with a higher quality of service delivery and accountability while helping the government achieve operational efficiencies. MC311 actively partners with other County departments and offices to discover process improvement opportunities that will benefit the customers' experience while simultaneously increasing operational efficiencies within the County. The County's Siebel users receive their training through MC311, as the Siebel system tracks the status of service requests throughout the County.

The total recommended FY24 Operating Budget for the MC311 is **\$4,939,911**, an increase of \$393,173 or 8.6 percent from the FY23 Approved Budget of \$4,546,738. *PIO/MC311's FY24 budget is a same services budget. Increases over FY23 are due to annualization of compensation, multi-program adjustments, and a shift in personnel costs from the Cable Fund to PIO/MC311's budget. There are no enhancements for FY24.* The recommended budget has Details of the budget submission are on @1-6.

Vacancies analysis

MC311 has 4 positions that are vacant as of March 3, 2023. One is almost 3 years old, while the balance is vacant for less than a year. The Program Manager II position may be one to consider as an elimination opportunity.

PIO	PIO 23 MC311	016684.Program Manager II.000832.FT.P.3	824	\$118,724
PIO	PIO 23 MC311	017468.Customer Service Representative II.000878.FT.P.	265	\$86,518
PIO	PIO 23 MC311	006810.Program Manager II.000832.FT.P.2	96	\$0
PIO	PIO 23 MC311	017466.Customer Service Representative Leader.100875.FT.P.1	68	\$119,426

From the analysis of the recommended budget, it appears that MC311 is ready to transition to a new phase of development. New technologies such as Cloud and artificial intelligence will give County residents new abilities to reach their government and learn about programs, services and responses to stated problems and needs. The 2022 OLO report on Points of Contact has laid the foundation to develop an integrated approach to resident information and service needs. The Technology and Business Enterprise Solutions department (TEBS) is planning to develop a new web site approach cross County government. PIO should take a leadership role in re-imagining the critical connections to County residents, and provide a strong improvement option in the FY25 budget submission.

Council staff recommends the acceptance of the MC311 budget at the level of \$4,939,911 that the County Executive has submitted.

In order to better understand the activities and changes within the recommended budget, Council staff raised a number of questions, and received the following responses from the Executive branch. It

might be helpful for the Committee to review each answer and provide suggestions and direction during the worksession.

Council staff questions and answers from Executive

1. See Council President (CP) memo on p. 27-29. This will be a restrained budget year, and the CP has initiated a strategy of putting all increases from the FY23 approved budget on the reconciliation list for the full Council to consider. Please provide detail for all increases over FY23 (exceptions: switches in funding, multi-program adjustments and inter-departmental transfers)

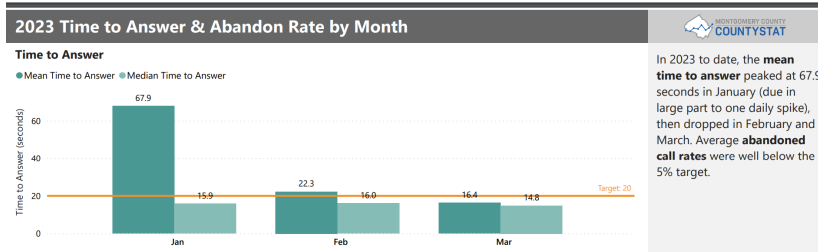
PIO/MC311's FY24 budget is a same services budget. Increases over FY23 are due to annualization of compensation, multi-program adjustments, and a shift in personnel costs from the Cable Fund to PIO/MC311's budget. There are no enhancements for FY24.

2. The number of calls per day has declined by 25%, yet the number of CSRs has remained stable around 30 this fiscal year, and average speed to answer has skyrocketed. Please explain.

Average speed of answer (ASA) increased in January, and then returned to normal/acceptable levels, because of a spike in calls on three days during the month. The last two days in Jan. 2023, MC311 received nearly 4,200 calls, many about delinquent property tax notices. This two-day spike was caused by a confluence of timing anomalies and a mismatch with customer expectations. While ASA in January was over one minute, if the data for January 30 is removed, ASA for the rest of the month was roughly 22 seconds.

There were unusually long delays from United States Postal Service or the bank. There were unusual delays getting tax bills to customers, customers paying their bank and the bank paying their taxes. This meant many customers who actually paid their bill on time were considered delinquent. This situation affected a larger number of customers than in previous years, and those customers were concerned, and they called MC311 at once. These unexpected calls took longer than usual, which also increased ASA. Once we worked with members of the Department of Finance to figure out what was going on and found a remedy, 311 agents were able to provide clear answers to customers questions. The average call handle time went down, we were able to handle the calls in a timelier manner, and customer wait time (ASA) began to drop substantially. By Wednesday, February 1, ASA was back to normal – roughly 33 seconds.

In addition, a small contributor that impacted MC311's ASA, on Jan. 2 was that we were had a skeleton crew answering call on the observed New Year's Day holiday. They handled missed trash calls, and many customers called not realizing we were closed for the holiday. Our ASA that day was also over one minute.



Here's how key performance measures tracked during Jan. 2023 (the days that increased ASA most are highlighted):

Week	Date	Total ACD Calls	Abandoned Calls	Abandoned Call Rate	Avg Handle Time (seconds)	Avg Speed to Answer (seconds)
1	01/01/2023					
	01/02/2023	410	73	15.11%	125	79.4
	01/03/2023	2122	64	2.93%	244	34.0
	01/04/2023	1802	18	0.99%	230	12.0
	01/05/2023	1664	12	0.72%	232	15.6
	01/06/2023	1430	24	1.65%	249	21.3
	01/07/2023					
2	01/08/2023					
	01/09/2023	1928	25	1.28%	246	16.3
	01/10/2023	1647	13	0.78%	238	16.9
	01/11/2023	1522	15	0.98%	240	13.4
	01/12/2023	1473	12	0.81%	233	12.6
	01/13/2023	1441	13	0.89%	231	13.1
	01/14/2023					
3	01/15/2023					
	01/16/2023		13			
	01/17/2023	2102	71	3.27%	234	32.8
	01/18/2023	1910	41	2.10%	225	17.3
	01/19/2023	1608	39	2.37%	219	14.7
	01/20/2023	1595	28	1.73%	239	17.1
	01/21/2023	59	2	3.28%	173	14.5
4	01/22/2023					
	01/23/2023	1874	34	1.78%	233	16.2
	01/24/2023	1545	20	1.28%	236	14.9
	01/25/2023	1339	26	1.90%	240	14.5
	01/26/2023	1395	22	1.55%	228	13.3
	01/27/2023	1305	24	1.81%	238	14.6
	01/28/2023		1			
5	01/29/2023		1			
	01/30/2023	2100	1705	44.81%	377	971.8
	01/31/2023	2083	145	6.51%	300	74.8
Grand Total		34354	2441	4.48%	237	66.0

In February and March ASA performance was back on track at 21 seconds and 16 seconds respectively. There was a typo in the March Performance Report. The corrected copy is below.

FY23 by MONTH	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Average Calls Per Day	2,011	1,963	1,909	1,735	1,706	1,500	1,718	1,567	1,532
% Calls Conducted in Spanish	6.3	6.9	6.1	7.0	6.7	5.9	6.3	6.3	6.6
% Abandon Rate	2.2	1.9	1.8	1.2	1.8	1.8	4.5	2.5	1.9
Average Handle Time (min:sec)	4:17	4:07	4:03	4:00	4:17	3:53	3:57	3:58	3:59
Average Speed of Answer** (min:sec)	0:23	0:23	0:19	0:14	0:22	0:18	1:08	0:21	0:16
Service Request Accuracy	97.0	96.8	97.3	97.6	97.1	97.4	97.2	97.4	97.1
% Customer Satisfaction	86	N/A	86	87	87	87	87	87	88

3. Explain degradation in Average Speed to Answer in January-March. Contrast with number of filled CSR positions for the same period.

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Average Speed of Answer	0:23	0:23	0:19	0:14	0:22	0:18	1:08	21.4	16.4

(see answer to question 2, above)

4. The Executive has announced a new, comprehensive central web site for all County functions to be developed by TEBS; detail how you are preparing for this in terms of anticipated changes in the volume of MC311 calls and synergy between web and telephone access points.

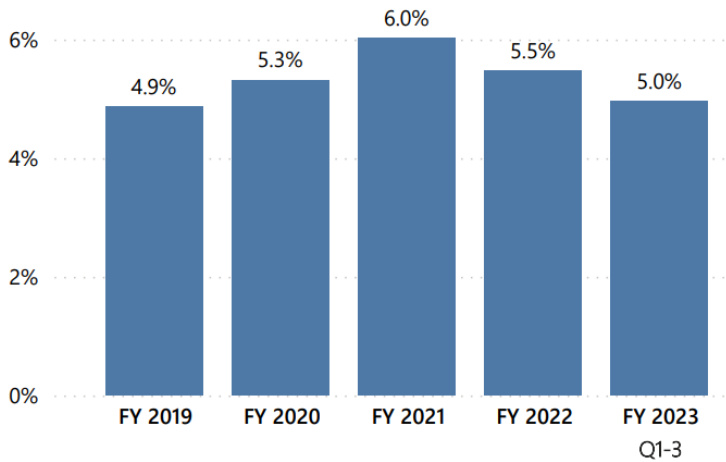
TEBS is preparing for anticipated changes by creating a working group of cross-functional members to anticipate future needs and maximizing internal and technical knowledge. The interoperability between the Next Generation 311 system will be heavily improved by the move to the Avaya Cloud. In addition, utilizing Gartner and industry experts will help ensure an improved customer experience. Specific to volume of MC311 calls, we are looking to enhance the interoperable experience between the web and 311 to improve customer satisfaction.

TEBS is currently preparing the requirements for the proposed Next Generation 311 vendor. The Project Team is evaluating anticipated change and documenting insights to help ensure high adoption of the Next Generation experience.

5. 68% of all calls in FY22 were General Information calls. Can you estimate the impact of the use of Chatbot technology (especially the new capabilities of GPT within Bing and other applications) on call volume and workload metrics of CSRs?

Beginning in early 2021, MC311 has partnered with County departments to improve County customer service capabilities. MC311 staff members have trained department employees how to use and analyze service request data and have reduced business process complexity to improve customer experience for receiving County services and information. This process improvement effort helps frontline service staff deliver information and services more efficiently and effectively to customers. This work has reduced redundancies, customer callbacks and errors.

% SRs Returned by FY



This effort has also produced tangible results for customers: Average Handle Time for callers to MC311 is approximately 4 minutes, down from over 5 minutes during FY21. Customer wait time is shorter than 27 seconds for FY23 to date. MC311 has revamped and improved the training for remote operations by getting customer service representatives onboarded to handle customer calls in 3-4 weeks instead of 8 weeks. Customers have noticed the improvements, with satisfaction for MC311 reaching almost 90% since January 2022.

Our team has been testing chatbot functionality on the MC311 web portal since January 2021. Based on the data, we have found no evidence that the chatbot reduces calls to MC311. In fact, we expect that the chatbot may increase calls, because when the chatbot fails to return the answer the customer needs, the customer is often compelled to call 311 to get the information they wanted. When the new County website is built and the future CRM platform is implemented, hopefully it will have self-service features, including artificial intelligence, that will make it easier for customers to find the information they need. Also remember that customer self-service is not technology-driven alone. Departments will have to re-engineer how many services are delivered before new technology can eliminate the need for customer service phone calls. And some people will continue to want the option to call.

This continuous improvement program to simplify processes and information delivery will allow for more customer self-service opportunities. Eventually, this will lead to a need for fewer customer service representatives, but that time has not yet come. In the meantime, we have been able to maintain sufficient staff levels to meet customer needs so far in FY23 and we expect that to continue into FY24.

6. The technology platform for MC311 is aging. Are there plans to upgrade the system, and funding preparations for such an expensive, yet necessary action?

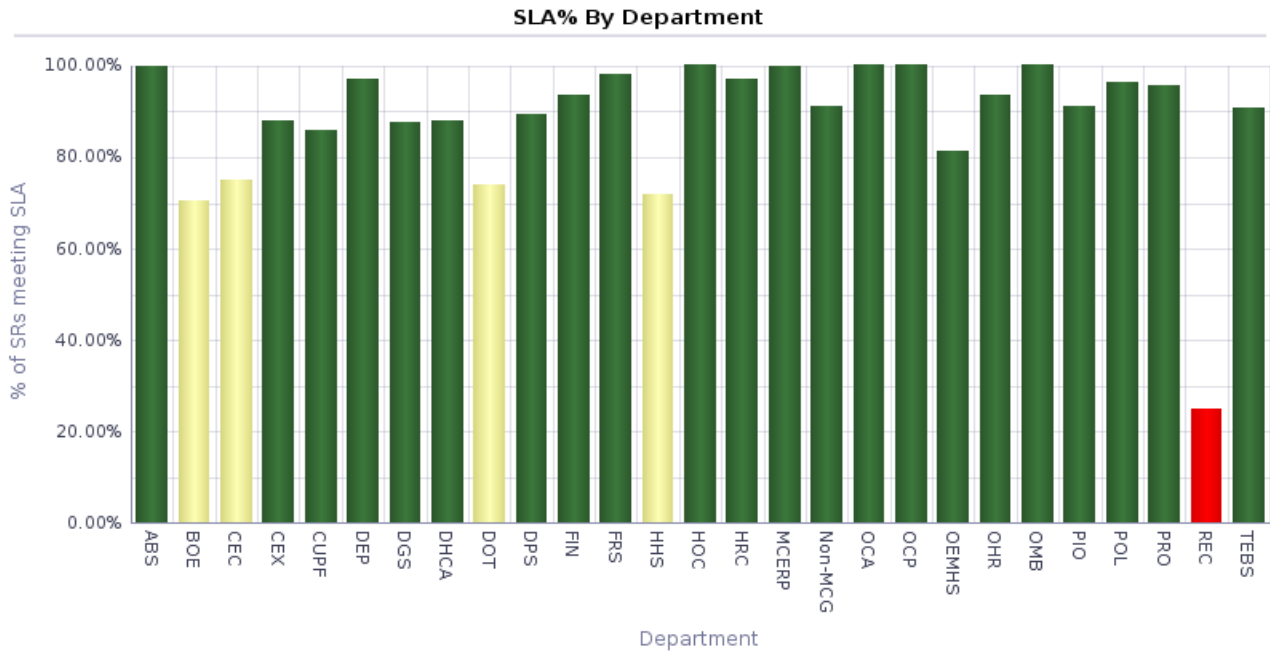
Yes, there are plans to update the system and evaluate funding needs. TEBS is currently gathering requirements for MC311 in addition to developing a Proof of Concept for a County-wide solution. Information will be provided to drive a more comprehensive understanding of the 311 system. These outcomes will be used for planning and overall goals.

7. Please provide information on the SLA achievement of individual departments for FY23 YTD?

SLA data appears in the attachment and the screen shots below.



SLA Overview
Report.xlsx



Department	# of SRs	# of SRs meeting SLA	% of SRs meeting SLA
ABS	2086	2078	99.62%
BOE	27	19	70.37%
CEC	4	3	75.00%
CEX	165	145	87.88%
CUPF	35	30	85.71%
DEP	104317	101178	96.99%
DGS	8	7	87.50%
DHCA	17976	15801	87.90%
DOT	21236	15707	73.96%
DPS	13086	11677	89.23%
FIN	3789	3535	93.30%
FRS	95	93	97.89%
HHS	5305	3810	71.82%
HOC	3	3	100.00%
HRC	69	67	97.10%
MCERP	490	488	99.59%
OCA	6	6	100.00%
OCP	136	136	100.00%
OEMHS	80	65	81.25%
OHR	3536	3305	93.47%
OMB	4	4	100.00%
PIO	165	150	90.91%
POL	2738	2637	96.31%
PRO	23	22	95.65%
REC	8	2	25.00%
TEBS	422	382	90.52%
Grand Total	175964	161491	91.78%



Public Information

RECOMMENDED FY24 BUDGET

\$7,158,807

FULL TIME EQUIVALENTS

60.11

✧ BARRY HUDSON, DIRECTOR

MISSION STATEMENT

The mission of the Office of Public Information (PIO) is to provide timely, accurate, and effective communication to 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 FY24 Operating Budget for the Office of Public Information is \$7,158,807, an increase of \$423,108 or 6.28 percent from the FY23 Approved Budget of \$6,735,699. Personnel Costs comprise 96.48 percent of the budget for 75 full-time position(s) and one part-time position(s), and a total of 60.11 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 3.52 percent of the FY24 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✧ Collaborated with TEBS, the Office of Community Partnerships, Regional Service Offices, and OMB to expand non-English speaking hybrid budget forums to improve community engagement.
- ✧ Streamlined the process for requesting graphic and website support by introducing an online work request form.
- ✧ Implemented bi-weekly meetings for Executive Branch public information officers and outreach staff to update department communicators on communication trends as well as ensure consistent messaging.
- ✧ During the past year, MC311 reduced customer pain points by changing policies in partnership with the Departments of Environmental Protection, Finance, Health and Human Services, Housing and Community Affairs, and Permitting Services and the Office of Human Resources.
- ✧ Simplified and streamlined how MC311 staff answer questions on the phone and online, with the cooperation and support of many department operations, which reduced the time customers spent on the phone getting the information they requested.
- ✧ Eliminated or minimized the need to transfer MC311 callers to internal experts in property taxes, permitting services, and trash and recycling leading to more callers who received the information they needed in one call.

- ☀ Callers to MC311 wait an average of 26 seconds, down from 36 seconds in FY22, over 60 seconds in FY21, and over 4 minutes in FY20.
- ☀ Average handle time for callers to MC311 is just under 4 minutes, down from 4.5 minutes in FY22, and down from over 5 minutes during FY21 and FY20.
- ☀ Customer satisfaction for callers to MC311 continues to hover near 90% so far in FY23.

PROGRAM CONTACTS

Contact Barry Hudson of the Office of Public Information at 240.777.6507 or Eva Acevedo of the Office of Management and Budget at 240.777.2763 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 FY23 estimates reflect funding based on the FY23 Approved Budget. The FY24 and FY25 figures are performance targets based on the FY24 Recommended Budget and funding for comparable service levels in FY25.

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 from anywhere within Montgomery County. In addition, MC311 provides the County with a sophisticated ability to count, track, and respond to resident requests. MC311 is the County's main hub for customer service and provides the general public with a higher quality of service delivery and accountability while helping the government achieve operational efficiencies. MC311 actively partners with other County departments and offices to discover process improvement opportunities that will benefit the customers' experience while simultaneously increasing operational efficiencies within the County. The County's Siebel users receive their training through MC311, as the Siebel system tracks the status of service requests throughout the County.

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Total number of General Information Service Requests created ¹	338,329	328,869	330,000	332,000	334,000
Total number of Fulfillment Service Requests created ²	272,507	270,751	220,000	220,000	220,000
Percent of calls classified as General Information	70.41%	68.38%	60.00%	60.00%	60.00%
Average rate of Fulfillment Service Requests created on the MC311 website and the mobile enabled portal	41.61%	39.44%	40.00%	40.00%	40.00%
Average percent of callers requesting to speak Spanish	8.38%	6.15%	6.00%	6.00%	6.00%
Average amount of time it takes to reach an MC311 Customer Service Representative after welcome announcement (in seconds)	241	37	30	28	26
Average rate of calls that come into 311 but are not answered by a Customer Service Representative (CSR) ³	15.05%	4.15%	3.50%	3.20%	3.00%
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	\$5.00	\$5.31	\$5.25	\$5.25	\$5.25
Percent of MC311 survey respondents reporting satisfaction	86%	88%	88%	88%	88%

¹ General Information Service Requests are those created, handled and closed within the MC311 Customer Service Center on behalf of other County departments.

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 industry standard target is 5%.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	4,546,738	46.70

FY24 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	393,173	0.00
FY24 Recommended	4,939,911	46.70

☼ 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, 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of press events	90	110	100	75	75
Internal County staff satisfaction with PIO services (scale of 1-4)	3.27	3.13	3.15	3.15	3.15
Total attendance at press conferences and press events ¹	3,150	3,338	3,338	3,200	3,200
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions) ²	155.2	93.9	100.0	100.0	100.0

¹ Virtual attendance is tallied from logged-in accounts, so this total is much lower than actual participants and views.

² COVID-19 pandemic level communications were continued into FY22.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	1,909,097	12.20
Eliminate: Reduction of a Vacant Position No Longer Needed	(133,614)	(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.	111,196	0.00
FY24 Recommended	1,886,679	11.20

☼ 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 County 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of press releases and media advisories posted on website	1,114	1,154	1,185	1,215	1,245
Number of subscribers to county communications ¹	1,187,120	1,672,510	1,750,000	1,850,000	1,950,000

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Average open rate for email communications sent via the Office of Public Information	66%	32%	30%	32%	34%

¹ This number reflects the total number of subscribers to the County email distribution system.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	279,864	2.00
Shift: Personnel Costs from Cable Fund to General Fund	26,254	0.21
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	26,099	0.00
FY24 Recommended	332,217	2.21

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,320,706	4,982,220	4,692,032	5,284,519	6.1 %
Employee Benefits	1,344,012	1,507,958	1,449,611	1,622,282	7.6 %
County General Fund Personnel Costs	5,664,718	6,490,178	6,141,643	6,906,801	6.4 %
Operating Expenses	499,740	245,521	245,134	252,006	2.6 %
County General Fund Expenditures	6,164,458	6,735,699	6,386,777	7,158,807	6.3 %
PERSONNEL					
Full-Time	71	76	76	75	-1.3 %
Part-Time	1	1	1	1	---
FTEs	53.70	60.90	60.90	60.11	-1.3 %
County General Fund Revenues	0	0	0	0	---

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY23 ORIGINAL APPROPRIATION	6,735,699	60.90
Changes (with service impacts)		
Eliminate: Reduction of a Vacant Position No Longer Needed [Public Relations]	(133,614)	(1.00)
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY23 Compensation Increases	311,940	0.00
Increase Cost: FY24 Compensation Adjustment	232,493	0.00
Shift: Personnel Costs from Cable Fund to General Fund [Web Content and Graphic Management]	26,254	0.21
Increase Cost: Annualization of FY23 Lapsed Positions	24,475	0.00
Increase Cost: Printing and Mail	4,750	0.00
Increase Cost: Motor Pool Adjustment	1,735	0.00
Decrease Cost: Retirement Adjustment	(7,876)	0.00
Decrease Cost: Annualization of FY23 Personnel Costs	(37,049)	0.00
FY24 RECOMMENDED	7,158,807	60.11

PROGRAM SUMMARY

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
MC311 Customer Service Center	4,546,738	46.70	4,939,911	46.70
Public Relations	1,909,097	12.20	1,886,679	11.20
Web Content and Graphic Management	279,864	2.00	332,217	2.21
Total	6,735,699	60.90	7,158,807	60.11

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY23 Total\$	FY23 FTEs	FY24 Total\$	FY24 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	0	0.00	0	0.00
Health and Human Services	General Fund	153,719	1.50	165,325	1.50
Permitting Services	Permitting Services	305,352	2.90	322,686	2.90
Housing and Community Affairs	Montgomery Housing Initiative	75,942	0.90	84,688	0.90
Recycling and Resource Management	Solid Waste Disposal	445,804	4.75	468,907	4.75
Recycling and Resource Management	Solid Waste Collection	115,708	1.25	121,137	1.25
Cable Television Communications Plan	Cable TV	554,040	4.30	546,809	4.09
Total		1,650,565	15.60	1,709,552	15.39

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
COUNTY GENERAL FUND						
EXPENDITURES						
FY24 Recommended	7,159	7,159	7,159	7,159	7,159	7,159
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	214	214	214	214	214
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	7,159	7,373	7,373	7,373	7,373	7,373

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MC311 Performance Jul – Mar FY23

April 4, 2022





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Our Team.....	p. 13

Key Performance Measures FY23 by Month

FY23 by MONTH	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Average Calls Per Day	2,011	1,963	1,909	1,735	1,706	1,500	1,718	1,567	1,532
% Calls Conducted in Spanish	6.3	6.9	6.1	7.0	6.7	5.9	6.3	6.3	6.6
% Abandon Rate	2.2	1.9	1.8	1.2	1.8	1.8	4.5	2.5	1.9
Average Handle Time (min:sec)	4:17	4:07	4:03	4:00	4:17	3:53	3:57	3:58	3:59
Average Speed of Answer** (min:sec)	0:23	0:23	0:19	0:14	0:22	0:18	1:08	21.4	16.4
Service Request Accuracy	97.0	96.8	97.3	97.6	97.1	97.4	97.2	97.4	97.1
% Customer Satisfaction	86	N/A	86	87	87	87	87	87	88

** customer wait time

Takeaway: Call volume has declined during FY23, due to reductions in calls for HHS, COVID-19, and calls for services offered by agencies outside Montgomery County government (PEPCO, WSSC, municipalities, etc.). (9)

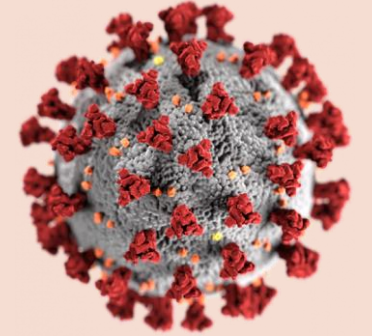
Key Performance Measures FY18-23 by Year

Takeaway:
Calls take a slight seasonal dip each winter

MC311 KEY PERFORMANCE MEASURES	PRE COVID		COVID			
			Pre-Vax	Post-Vax		
	FY18	FY19	FY20	FY21	FY22	FY23*
Average Calls Per Day	1,927	1,946	2,007	1,901	1,920	1,787
Average Monthly Calls in Spanish (%)	3	3	6	6	6	6
Abandon Rate (%)	5	10	15	6	4	2
Average Handle Time (min:sec)	4:24	4:24	5:10	5:18	4:30	4:03
Average Speed of Answer (min:sec)	1:12	1:34	4:14	1:07	0:36	0:25
Service Request Accuracy (%)	98	98	96	96	97	97
Customer Satisfaction (%)	85	83	86	86	89	87
Average Number of Permanent CSRs	30	29	32	32	33	31
Erlang Number of CSRs Needed	N/A	N/A	37	43	37	27
Difference between Permanent CSRs and Erlang	N/A	N/A	-5	-11	-4	4
*July 2022 - Mar 2023						

Impact of COVID FY23

- Calls & Web Service Requests (SRs)



Month	COVID-19 Calls	Calls Handled	% COVID-19 Calls	Web SRs	% Web SRs of Total	% Web SRs of Total Fulfilment SRs
Mar23	147	33,710	0.4	7,842	17	37
Feb23	568	30,555	0.6	6,403	15	36
Jan23	568	34,354	1.6	7,748	17	40
Dec22	545	31,502	1.7	9,984	16	36
Nov22	501	34,110	1.5	6,650	16	40
Oct22	698	36,434	1.9	7,330	16	37
Sep22	832	40,155	2.0	8,041	16	36
Aug22	1,010	44,011	2.3	8,651	16	34
July22	702	40,130	1.8	9,984	19	40

Takeaways:

- COVID dipped well below 1% in February & March
- Majority of Web SRs are trash/recycling requests

Top 6 Departments by Call Volume

Takeaway:

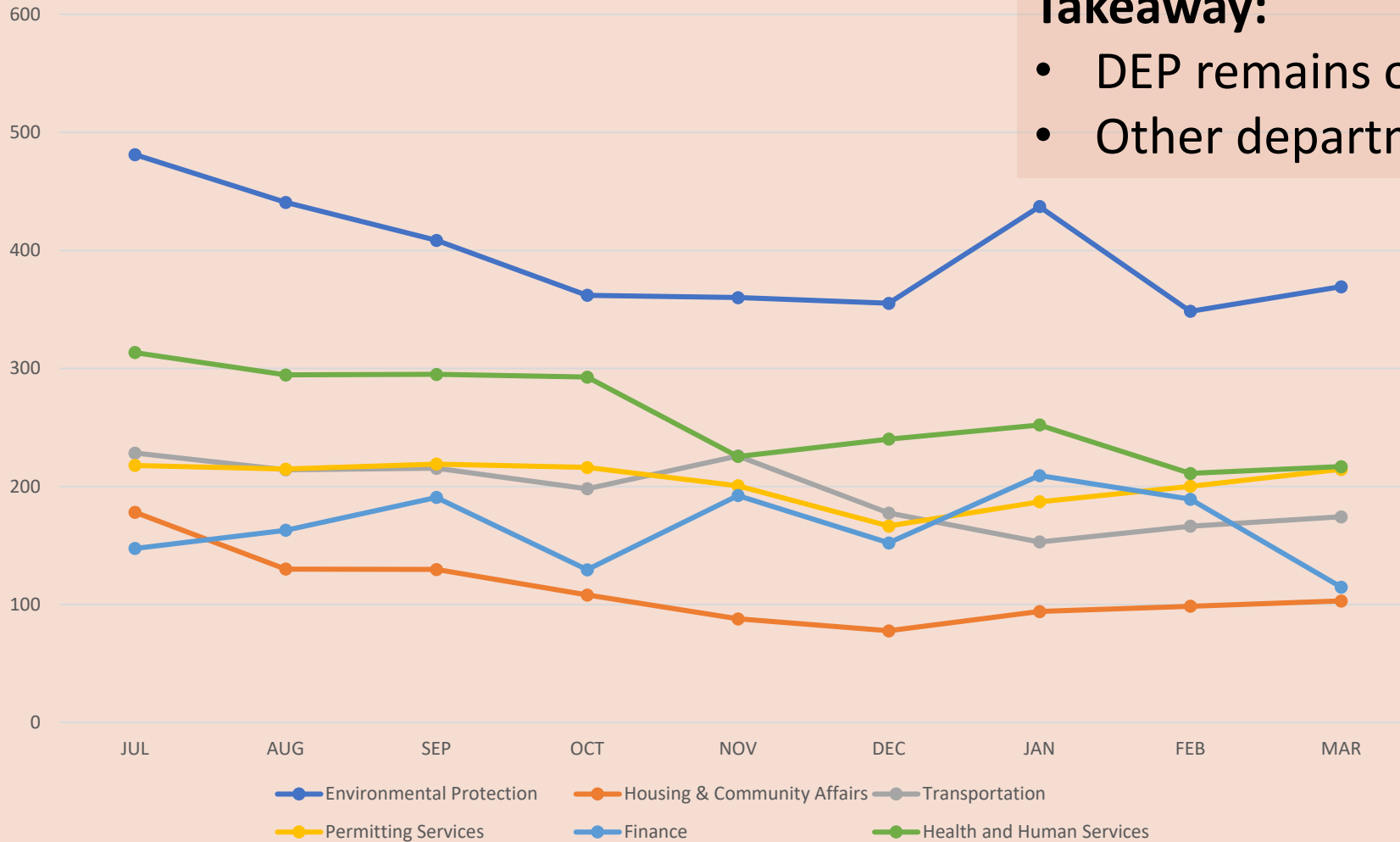
- Seasonal surge in calls for permitting services

DEPARTMENT	MOST POPULAR SERVICES	% Mar 23	% Feb 23	% Jan 23	% FY 23*	% FY 22	% FY 21	% FY 20
Environmental Protection	Trash & Recycling	24.1	21.7	25.5	22.9	25	22	20
Health & Human Services	food/housing/financial/emergency	14.1	13.1	14.7	15.1	17	21	14
Permitting Services	construction/zoning/compliance	14.0	12.4	10.9	11.8	12	12	13
Transportation	transit/tree maintenance/highway	11.4	10.3	8.9	11.3	10	8	13
Finance	bills, delinquency notices	7.5	11.8	12.2	9.5	9	9	8
Housing & Community Affairs	Licensing/regulation, landlord/tenant complaints	6.7	6.1	5.5	6.7	6	5	5

Top 6 Departments by Call Volume

Takeaway:

- DEP remains on top all year
- Other departments move seasonally



Top 20 Knowledgebase Articles Used

Mar. 2023
Overall

DEPT	TOP 25 CALLS MARCH 2023	# SRs	RANK
DEP	Recycling and Resource Management (R&RM) Guidelines	1978	1
HHS	Apply Recertify or Check status for SNAP; TCA; TDAP; Medicaid; SLM/QMB and Other State Income Programs	1647	2
DOT	New and Improved Ride On Real Time Application	1437	3
DEP	18 Gallon Recycling Bin Delivery	1046	4
DEP	Bulk Trash Pick-Up Request	857	5
DPS	Schedule Residential Building Inspections	759	6
DEP	Scrap Metal Pick-Up Request	748	7
DHCA	Request to Speak to a Landlord Tenant Affairs Specialist	628	8
DEP	Cart Repair Request	609	9
FIN	Check Property Tax Balance	565	10
FIN	View Property Tax Payments	489	11
DEP	Field Check	450	12
POL	Police Department Information	397	13
DPS	Schedule DPS Commercial Building Construction Related Permitting Inspections	388	14
DHCA	Housing Complaints	364	15
DEP	22/18 Gallon Bin Pick-up	357	16
PIO	How to Reach Montgomery County Government Offices, Services and Employees	354	17
DPS	Name and Telephone Number of DPS Residential Building Inspector	348	18
DPS	Request to Speak to a DPS Residential Construction Intake Specialist	332	19
DEP	Same Day (missed collection)	325	20

Takeaways:

- Trash & recycling generate the largest volume of requests
- HHS income support programs, property tax (FIN), and DOT transit follow

Top 20 Knowledgebase Articles Used

Mar. 2023
Spanish
Language

DEPT	TOP KBAs – Spanish Language	# SRs	Rank
HHS	Apply Recertify or Check status for SNAP; TCA; TDAP; Medicaid; SLM/QMB and Other State Income Programs	236	1
DEP	Bulk Trash Pick-Up Request	90	2
DHCA	Schedule Residential Building Inspections	78	3
DEP	18 Gallon Recycling Bin Delivery	73	4
DEP	Recycling and Resource Management (R&RM) Guidelines	73	5
HHS	Maryland Health Connection	73	6
HHS	Maternity Partnership Program, Medicaid for Emergency Labor and Delivery	72	7
HHS	Health Care Access for Uninsured Adults (Montgomery Cares) Clinic Care	49	8
HHS	Health Care Eligibility Units or County Safety Net Programs	48	9
DHCA	Request to Speak to a Landlord Tenant Affairs Specialist	48	10
DHCA	Housing Complaints	46	11
HHS	Eviction or Foreclosure Assistance	41	12
Non-MCG	MANNA Food Center Referral	37	13
Non-MCG	Prince George's County 311	36	14
DEP	Scrap Metal Pick-Up Request	33	15
DPS	Name and Telephone Number of DPS Residential Building Inspector	27	16
Non-MCG	Directory Assistance	23	17
HHS	Aging and Disability Resource Unit (ADRU) of the Department of Health and Human Services (HHS)	22	18
DPS	Schedule DPS Commercial Building Construction Related Permitting Inspections	22	19
DPS	Request to Speak to a DPS Residential Construction Intake Specialist	20	20

Takeaway: Applications for social services, trash/recycling and permitting services top this list

Quarterly Customer Survey Results (Q3 FY23)

	Satisfied	Dissatisfied	Percentage Satisfied	Response rate
DPS	83	14	86%	
DPS Web	12	3	80%	
HHS	24	5	83%	
HHS Web	2	1	67%	
DHCA	51	8	86%	
DHCA Web	16	7	70%	
FIN	32	6	84%	
FIN Web	6	2	75%	
DOT	78	11	88%	
DOT Web	87	14	86%	
DEP	238	15	94%	
DEP Web	357	32	92%	
OTHER	69	14	83%	
WEB	20	2	91%	
TOTAL	1075	134	89%	
PHONE	575	73	89%	
WEB	500	61	89%	11%

Takeaways:

- Overall score of 89% is consistent with previous performance
- Customer Satisfaction increased by meeting or exceeding customer expectations – both external (callers, web site visitors) and internal (DHCA, FIN, and HHS)

A Few Recent Compliments

This is so easy. I have never gotten information so easy. In two days time I asked Phyllis for an assessment of my smoke alarms and I now have all the information I need. Thank you so very much. – Ms. Bowen



Thank you for the great service, Chonta! - Ms. Mrimi



I was most impressed with the handling of my service request for missed recycling pickup. Candice, the customer service agent, was very professional and took down my info immediately. She was courteous and so pickup of my recycling. Within 15 minutes, someone came by in picked up my recycling! My problem was solved in 15 minutes. I have been very pleased with County recycling. Keep up the great work. - Mr. Kelleher



Chiquita is so nice. She helped me to find a laundromat on a bus route and now I can do my laundry and go to lunch! She was plain great and I am so excited. I am very happy and want her to receive a raise! – Ms. Collen

I recently made a call to your 311 customer service hotline. Our recycling had not been picked up so I was requesting a pick up. I will tell you Candice was probably the best customer service representative I've ever spoken with anywhere. She was pleasant, polite, attentive, and got everything taken care of very quickly. I couldn't have been happier, and she certainly deserves acknowledgment for doing a job well done. - Mr. Keefe



This is a second request for a recycle bin. The first was canceled when the workers did not see the bin. This is a second attempt. The call taker of this request, Candice was great!! She had a great customer service manner! – Ms. Ellis



MONTGOMERY COUNTY MARYLAND EXECUTIVE OFFICE BUILDING

Welcome to the Montgomery County
Executive Office Building

Office/Department	EOB Floor
County Attorney	3
County Attorney - Collections Division	4
County Executive	2
Environmental Protection - Solid Waste Services	6
Finance - Controller's Office	8
Finance - Risk Management	15
General Services - Building Design & Construction	11
Human Resources - Business Operations & Performance	12
Human Resources - Health & Employee Welfare	7
Human Resources - Information Management	12
Human Resources - Labor & Employee Relations	7
Human Resources - Recruitment & Selection	7
Legislative Oversight	4
Management & Budget	14
Montgomery County Employee Retirement Plans	15
Public Information	4
Revenue Authority	4
Technology Services	13
Transportation - Director's Office	10
Transportation - Transit Division	5

Call 311 to Get It Done
@311MC311 or www.MC311.com

Keep it Going! Recycle More Now. RECYCLE 70% BY 2020

Montgomery County has a goal to reduce waste and recycle 70 percent by 2020. Do your part by recycling all mixed paper including:

- Handbook, paperboard, and telephone books
- Manufactured paper and oriented paper
- Uncoated mail and envelopes
- Magazines, catalogs, newspapers, and inserts
- Uncoated cardboard and paperboard boxes
- Wax lined cartons, egg boxes, and produce/foam food boxes

No oil need to wait! For more information, contact the Montgomery County Maryland Office of Solid Waste Services, Public Education and Recycling Services, via www.montgomerycountymd.gov/recycling or call 311 or 240-777-0311.

MC311 @MCSOTNow

MCDOT @MCDOTNow
Tonight: Tuckerman Lane pedestrian & bicycle improvements public meeting. Wilson Churchill High School Cafeteria, 7:15 - 9:15 pm

ROCKVILLE STATION BUS BAY - WEST

63	Rockville	1
46	Medical Center	6
56	Rockville	16

MONROE ST & MONROE PL NORTH

63	Rockville	1
46	Medical Center	6
56	Rockville	16

MONROE ST & MONROE PL SOUTH

63	Rockville	1
46	Medical Center	6
56	Rockville	16

ROCKVILLE STATION BUS BAY - EAST

55	Rockville	1
59	Montgomery College	4
50	Compass	6
Q4	Silver Spring Station	8
46	Rockville via DC	10
45	Rockville via DC	14
48	Shady Grove	16

Rockville Metro 2

zipcar 7 AM WALK

Rockville Metro 2

Questions?

Steve Heissner
Brian Roberts

Steve: Teams or 3-3561

Brian: Teams or 7-6527

MC311



311 or 240-777-0311



@311MC311



MC311.com



