Committee: GO
Committee Review: Completed
Staff: Dr. Costis Toregas, IT Adviser
Purpose: To make preliminary decisions – straw vote expected
Keywords: #Call center #MC311 #Service Level Agreements #Chatbots

AGENDA ITEM #9
May 14, 2021
Worksession

SUBJECT

MC311 (within Office of Public Information) FY22 Operating Budget

EXPECTED ATTENDEES

None

FY22 COUNTY EXECUTIVE RECOMMENDATION

MC311	FY21 Approved	FY22 CE Recommended	Change from FY21 Approved
General Fund	**$4,095,802**	**$4,322,078**	**5.5%**
Personnel Costs	42.95 FTEs	43.95 FTEs	1.0 FTEs
Operating Costs	NA	NA	NA
Total Expenditures	**$4,095,802** **42.95 FTEs**	**$4,322,078** **43.95 FTEs**	**5.5%** **2.3%**

COMMITTEE RECOMMENDATIONS

The Committee reviewed the Executive's recommended budget of **$4,322,078** for MC311 and agreed on a 3-0 vote to recommend its approval by the whole Council.

SUMMARY OF KEY ISSUES

1. The Committee will hold a joint session with the Health and Human Services Committee to explore the future of 3-1-1 and departmental call centers, with the key issue being that residents should get a quick and full response whether they call 3-1-1 or the DHHS call center.
2. The Committee will request a comprehensive OLO study to encompass not only MC311 but all touch points to County residents, and how a truly end-to-end experience can be managed and perform strongly during and post-pandemic. A governance system across all departments and external organizations that receive calls for service from residents does not appear to exist today and should be encouraged. New technologies could simplify existing unconnected systems.

This report contains:

Staff Report Cover	Pages A-B
Staff Report	Pages 1-8
Attachments	©1-13

M E M O R A N D U M

May 3, 2021

TO: GO Committee

FROM: Dr. Costis Toregas, Council IT Adviser

SUBJECT: **MC311 Operating Budget**

PURPOSE: Make Committee recommendations for Council Consideration

Expected Participants:

- Barry Hudson, Director, Public Information Office (PIO)
- Brian Roberts, Director, MC311
- Gail Roper, Director, Technology and Enterprise Business Solutions, (TEBS) (formerly DTS)

Summary of FY22 Recommended Budget and Key Discussion Issues

MC311	FY21 Approved	FY22 CE Recommended	Change from FY21 Approved
General Fund	**$4,095,802**	**$4,322,078**	**5.5%**
Personnel Costs	42.95 FTEs	43.95 FTEs	1.0 FTEs
Operating Costs	NA	NA	NA
Total Expenditures	**$4,095,802** **42.95 FTEs**	**$4,322,078** **43.95 FTEs**	**5.5%** **2.3%**

Council staff has identified the following key issues/recommendations for Council discussion:

1. On April 29, 2021, the GO Committee chair asked the chair of the HHS Committee to schedule a joint session in summer 2021 after the budget is approved to explore shared and mutually-supportive strategies to accommodate the spike in human services calls in a

A

manner that takes advantage of the major investments made in MC311. The HHS Committee approved a request by HHS to set up a separate call center staffed by contract employees to accommodate pandemic spike issues. A joint session could explore the future of 3-1-1 and departmental call centers, with the key issue being that residents should get a quick and full response whether they call 3-1-1 or the DHHS call center.

2. The Council received a letter from the Commission on Aging (see ©7 (Circle A)) that also raises additional concerns regarding customer service levels; these concerns can also be addressed in the joint session.

3. The Committee should consider requesting a comprehensive OLO study to encompass not only MC311 but all touch points to County residents and how a truly end-to-end experience can be managed and perform strongly during and post-pandemic. A governance system across all departments and external organizations that receive calls for service from residents does not appear to exist today and should be encouraged. New technologies could simplify existing unconnected systems.

4. The Committee should **approve** the requested amount **of $4,322,078** for FY22. This represents an increase of 5.5 % from the FY21 approved level of $4,095,802 and an increase of 1 FTE position.

M E M O R A N D U M

May 3, 2021

TO: Government Operations and Fiscal Policy Committee

FROM: Dr. Costis Toregas, Council IT Adviser

SUBJECT: MC311Operating budget for FY22

PURPOSE: FY22 Operating Budget Decision regarding MC311

Expected to attend:
  Barry Hudson, Director, Public Information Office (PIO)
  Brian Roberts, Director, MC311
  Gail Roper, Director, Technology and Enterprise Business Solutions, (TEBS) (formerly DTS)

Recommendations

1.   On April 29, 2021, the GO Committee chair asked the chair of the HHS Committee to schedule a joint session in summer 2021 after the budget is approved to explore shared and mutually-supportive strategies to accommodate the spike in human service calls in a manner that takes advantage of the major investments made in MC311. The HHS Committee approved a request by HHS to set up a separate call center staffed by contract employees to accommodate pandemic spike issues. A joint session could explore the future of 3-1-1 and departmental call centers with the key issue being that residents should get a quick and full response whether they call 3-1-1 or the DHHS call center.

2.   The Council received a letter from the Commission on Aging (see ©7 (Circle A)) that also raises additional concerns regarding customer service levels; these concerns can also be addressed in the joint session.

3.   The Committee should consider requesting a comprehensive OLO study to encompass not only MC311 but all touch points to County residents and how a truly end-to-end experience can be managed and perform strongly during and post-pandemic. A governance system across all departments and external organizations that receive calls for service from residents does not appear to exist today and should be encouraged. New technologies could simplify existing unconnected systems.

4.   The Committee should approve the requested amount of $4,322,078 for FY22. This represents an increase of 5.5 % from the FY21 approved level of $4,095,802 and an increase of 1 FTE position.

Council Staff Remarks

1.   The department states that no demographic information is kept on callers, so program access by race or other indicators cannot be provided. However, zip code information can correlate to demographics and provide a surrogate measure to help guide Executive and Council allocations. The PIO should be encouraged to explore this avenue as a way to help guide County racial equity strategies.

2.   The Center's performance has significantly improved since the DTS-led review of systems and practices provided results that were implemented.

3.   Call-taking should be organized around the needs of residents, and not for any department; a single point to capture incoming calls should be supported, and then multiple places, well-staffed to execute is the ideal strategy for the future.

4.   There are no current plans to look at the totality of resident requests for service and develop a comprehensive management system to guide responses across organizations that many times have to collaborate. Indeed, the recent request by HHS to set up its own call center is taking the County in the opposite direction. An OLO study on the potential for integrated management of calls and a governance structure spanning departments and non-governmental organizations involved in service call intake and/or delivery should help the Committee and full Council respond to this challenge.

5.   Service Level agreements (SLAs) are met by departments on over 93% of calls. Most of these SLAs average 5 days, a number that should be reviewed by the Committee in a subsequent worksession and set in context of both budget *allocations* to departments and public expectations.

6.   A Chatbot experiment is still in its early stage of implementation, so it has not had a major impact on call volumes. It has the potential, if properly positioned, to do so in the future, and attention needs to continue being placed on its performance.

7.   A Committee review of performance and accomplishments in the Fall 2021 timeframe is recommended.

Council staff requested answers to the following questions; DTS answers are in *italics*.

POLICY QUESTIONS

1.   **Racial Equity is a high priority for the Council; please provide answers to the following questions (it is understood that other Executive branch entities may be asking for the same information).**

   a.   **Does your department use quantitative and qualitative data to track program access and/or service outcomes for different population groups?**

   No. We do not collect demographic information on callers to 311 or visitors to MC311.com.

   b.   **Which community residents will potentially benefit the most from your program proposal or be burdened by your program proposal?**

We do not segment our customers into groups. MC311 is obviously only available via phone, computer, tablet or other communications device. So, access is limited to those channels.

    c.   **How does the program promote racial equity?**

Before the COVID-19 pandemic, we had an active community outreach program. As much as possible we targeted activities and events where people gathered where we were not necessarily getting a lot of calls. We expect to resume that practice as soon as it is safe to do so.

2.   **Do you expect to maintain acceptable wait times throughout FY22? What gives you confidence?**

Yes. Since January our abandon call rate is at 5.3% and our average customer wait time is about a minute; nearly 150,000 calls have been handled in that time (Jan 1- Apr 20). In addition, we are working continually with key departments to slowly but surely reduce the number of knowledge-based articles (KBAs) and consolidate and refine the remaining KBAs.

Currently, we have 39 positions filled, one newly budgeted position will be filled in October 2021 (pending Council's approval of the CE's recommended FY22 budget); ten temporary positions (contractors) and 7 reassigned staff will return to their home departments at the end of FY21. There will be short term spikes with various events, including the quarterly tax notices, grant programs for families and businesses, and a dramatic rise in trash and recycling services.

There will be spikes and surges for quarterly tax bills, for specific weather events, for spring cleaning, for back to school/end of summer vacation, and for reasons we don't foresee today, such a global pandemic. There will be longer queues at different times of the day for reasons we don't understand. But for the most part, with the ability to put more than 40 people on the phone every day, we think we have it covered.

MC311 KEY PERFORMANCE MEASURES	PRE COVID	COVID		
Updated 4/18/21	JUL19-FEB20	MAR20-DEC20	JAN21	FEB21-MAR21	APR21 thru 4/16
Avg Monthly Calls - Answered	40,403	41,566	38,671	40,174	24,433
Avg Monthly Calls - Abandoned	2,306	11,292	4,210	1,475	1,448
Avg Monthly Calls - Total	42,709	52,858	41,881	41,649	25,881
Average Monthly Calls in Spanish	1,429	4,829	3,402	2,616	1,092
Abandon Rate (%)	5	21	9	3	4
Average Handle Time (min)	4:17	5:08	5:05	4:51	4:59
Average Speed of Answer (min)	0:47	4:55	1:37	0:41	1:02
Service Request Accuracy (%)	95	94	94	93	N/A
Customer Satisfaction (%)	88	84	85	N/A	87

Food, rental and financial assistance is now reported in semiweekly MC311 Updates. There were 6,596 calls in this category in January.   February: 4,733. March: 5,599.

3.   **Is there a plan to integrate all incoming calls (to include web, phone, etc.) within a transparent and visible management system so that there is a clear and inclusive way to view all resident requests?**

No. We are working with DTS to determine the future vision for MC311, the technology and the financial and other resources that are needed.

4.   **In prior years, the Committee has discussed possible organizational shifts in departments other than PIO for better management and integration fit; is that under discussion currently? And what are advantages of such different placement?**

Currently there is no discussion about shifting MC 311 to another department. However, the division has been working very closely with DTS and the CAO's Office to look at process improvement in order to develop long-term plans to address service delivery throughout the government.

In the Washington Region and Maryland, there is not a standard for the location of 311 call centers. Many 311 operations around the country are in the Mayor's office or an equivalent executive office, or the department that manages information technology.

There are numerous benefits to benefits to having MC311 under the Public Information umbrella. Since OPI is the communications arm of the County Executive's office and many County departments, information is shared with MC 311 that enables the division to handle customer inquiries efficiently. In the corporate world, customer service is often part of a sales and marketing functions. Having MC 311 as a division of OPI is in line with that type of model. 311 operations that are focused on serving constituents more effectively and efficiently with the support of technology can be highly successful.

Defining Intent of MC311:
Universal Agent v. Constituent Services

Universal Agent Model - Generalized
- "Mile wide, inch deep"
- All 311 agents can handle all calls
- General information and connections to a County service
- Shorter calls, lower hold times and abandonment rates
- MC311 would handle 75/80% of current call volume
- 311 benchmarks of similar size use Universal Agent
- Requires fewer staff, shorter training time

Constituent Service Model - Specialized
- "Mile deep, mile wide"
- Calls taken require specialized knowledge and analysis
- Higher complexity of calls
- Requires SME level response/analysis
- Longer, in-depth calls
- Negative perception related to sensitivity of calls
- Requires more staff, longer training time

MC311 is currently staffed as a universal agent shop, but in practice is expected to provide constituent services in many cases; universal agent model is recommended

MANAGEMENT QUESTIONS

1. **Discuss the impact of the additional CSR position requested on system outcomes and relate to promised Erlang analysis to show outcome relationship to system inputs and parameters.**

    Originally, when MC311 began operation in late FY10, we had 45-50 customer service representatives: 35 permanent positions and 10-15 temps. Today, we have 40 positions although we never have 40 representatives providing phone coverage due to annual leave, sick leave or long-term FMLA. Every day, 4-6 people are out; it can be as high as 8-10 (rare), which happened for a few weeks last summer. See Erlang analysis below.

    ### Call History and Erlang Staffing

Fiscal Year	Calls/ Month (000)	Abandon Rate (%)	Avg Speed to Answer (sec)	Avg Handle Time (min)	Avg CSRs	Erlang CSRs	CSR needs	NOTES
'13	47.8	2.1%	12.7	3.6	36	36	0	
'14	45.2	2.4%	15.4	4.1	38	38	-1	
'15	46.2	4.5%	17.1	4.1	36	40	-4	
'16	46.1	4.5%	21.5	4.1	35	40	-5	
'17	43.8	N/A	N/A	4.1	35	38	-3	
'18	43.1	N/A	N/A	4.3	30	39	-9	lost temp contract
'19	45.2	10.4%	87.3	4.3	28	41	-13	call complexity ↑
'20	45.5	7.4%	70.2	4.5	33	42	-9	COVID-19*
'21 thru 1/31	52.2	25.9%	372.7	5.3*	32	56	-24	COVID-19*
'22 est.	42.0	5.0	120	5.5*	32	47	-15	economic stress
'23 est.	40.0	5.0	60	5.0**	32	42	-10	economic stress

    *increase in social service, Spanish language, call complexity   **process improvement to reduce Avg Handle Time

2. **Are County staff calls for service still routed to MC311? Or are HR and other important staff requests able to be made to the departments involved?**

    The only County staff calls for service handled by MC311 are for OHR. In 2020 we streamlined the process, eliminating Tier 2 for OHR, reducing KBAs from 72 to 16, and we now directly transfer calls to OHR requiring expertise, mainly in health insurance. We still handle general information calls for OHR. OHR has asked that we continue this practice until they can increase staff to handle these tasks.

3. **What are mechanisms that can encourage (or sanction) departments who do not meet their SLAs? And is there a process to review and adjust SLAs that are not performing well?**

    Regardless of departments' overall high level of performance, there is an annual review of all 3,000+ SLAs. In advance of each fiscal year (late May/early June), CountyStat produces a series of reports for the prior years' Service Requests, highlighting the closure rates as well as the volume of requests and other information.

    The focus is on service requests that are either low performers, meeting their respective SLAs less often than desired, and on service requests that meet their SLA all or nearly all the time. The review process is collaborative and involves the operating departments, the MC311 Business Analysts, and CountyStat. Options that are part of this process include investigation of poor performers, justification from the departments, and insights from MC311. In some rare cases we may lengthen an SLA when there is reason to do so, but more often over the years we have

tightened SLAs to calibrate them to actual performance and reasonable public expectations. By 2020, after at least a decade of this calibration, for most Service Requests tightening the SLA (most of which, as we saw, are already five days or fewer) generally won't result in meaningful performance gains. It is our understanding that in 2021 this process will add a step in which the CAO will be able to review and sign off on SLAs as well. (Answered by David Gottesman, CountyStat Manager)

MC311 normally responds to poor or slow closure of service request by working with the department to identify and address the pain points or other issues causing the poor performance. However, it's important to put "poor performance" in context. As of April 19, 2021, there are 3,358 unique types of Service Requests across all of County Government. Some might be considered "General Information" meaning the value provided to the customer is knowledge about an MCG program, service, or amenity, and others might be classified as "Fulfillment" meaning that the value provided to the customer entails an operating department such as DOT, DEP, or others actively following up to deliver the service in-person (such as filling a pothole, conducting an inspection, etc.).

Out of 3,358 service requests, approximately 3,143 (or 93.6%) have an SLA of five business days or fewer. Of note is that all five service request types that have an SLA greater than 90 days are all related to trees (pruning, planting, removing) or tree stumps, and these activities managed by DOT are tied to budget levels and the volume of related work these dollars permit, or have other mitigating factors, such as the seasonal nature of planting work, or the need to schedule an arborist for inspection work.

More importantly however, as a County Government over the past few years, as a single enterprise all MCG departments combined meet or beat their SLAs between 93% and 96% every reporting period (fiscal quarter). When we can identify a real underlying issue, we work with the department to address and resolve it, generally through some form of business process review, then development and implementation of recommendations. Often, we find that service requests that do not consistently meet their SLAs are lower-volume requests that entail work not performed on a regular routine basis, or at least not as routinely as high-volume requests.

4. **What are plans for Tier II responses? And if they are pushed to departments, are there commensurate increases in departmental budgets?**

   MC311 call center continues to support County government. Multiple departments share some of the costs associated with the call center and the allocation of some of those costs is reflected in PIO's charges to other departments. The Office of Public Information made process improvements to address the way it handles MC311 Tier II HHS calls; reducing the amount of time that CSRs will handle HHS specific calls. The Tier II calls will be handled by HHS. HHS is in the process of standing up support for MC311 Tier II calls and details of that process will be discussed within the HHS worksession.

   We are collaborating with multiple business units within the departments of Permitting Services, Health and Human Services, Finance, and Human Resources to: reduce call handling complexities by reducing and simplifying Knowledge Based Articles; eliminate internal call transfers within MC311 and non-value additional contacts with customers (abolish Tier 2); change Department websites to be more self-service oriented (IT involvement); and increase customer CSR ability to recognize calls that need to be answered by departmental experts (training). We aim to reduce call
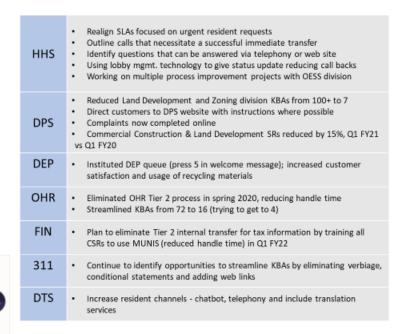
handling time by 20% for at least these departments. Eliminating Tier 2 will mostly get customer inquiries to department experts more quickly. The other principal benefit is the customer spends less time on the phone. We intend to increase customer satisfaction by eliminating low value internal call transfers and more quickly getting callers to the experts who can answer their questions. We would like to reduce handle time from 5 minutes to 4 minutes (the 20% decrease referenced above),

Working with Departments to Improve customer satisfaction by improving customer service :

-redesign process
-reduce calls/SRs
-reduce handle time

HHS	• Realign SLAs focused on urgent resident requests • Outline calls that necessitate a successful immediate transfer • Identify questions that can be answered via telephony or web site • Using lobby mgmt. technology to give status update reducing call backs • Working on multiple process improvement projects with OESS division
DPS	• Reduced Land Development and Zoning division KBAs from 100+ to 7 • Direct customers to DPS website with instructions where possible • Complaints now completed online • Commercial Construction & Land Development SRs reduced by 15%, Q1 FY21 vs Q1 FY20
DEP	• Instituted DEP queue (press 5 in welcome message); increased customer satisfaction and usage of recycling materials
OHR	• Eliminated OHR Tier 2 process in spring 2020, reducing handle time • Streamlined KBAs from 72 to 16 (trying to get to 4)
FIN	• Plan to eliminate Tier 2 internal transfer for tax information by training all CSRs to use MUNIS (reduced handle time) in Q1 FY22
311	• Continue to identify opportunities to streamline KBAs by eliminating verbiage, conditional statements and adding web links
DTS	• Increase resident channels - chatbot, telephony and include translation services

OPERATIONS QUESTIONS

1. **The telephony element of the MC311 center using Avaya is being improved - describe efforts and desired end result of new scrutiny.**

   It is anticipated that DTS will be moving the core Avaya CM3 and CM6 systems to the cloud by the end of FY21. It will enable MC311 to take advantage of many enhancements to the current system of time. Those enhancements include, but are not limited to, workforce optimization, virtual agent/artificial intelligence and more. These enhancements are not yet priced nor funded. These enhancements aren't even possible until the MC311's operation is connected to the cloud. It has not been determined when that will happen, but probably within FY22. We will provide updates as we learn more. We are working with DTS to develop a new strategic implementation plan for a new technology platform, to include business requirements, best technology options, business process change required including cooperation from departments, funding and timing.

2. **Please describe experiences with Chatbot and indicate impact on volume of calls that go to CSRs (if any).**

   We are in experiment and test mode with the Chatbot. Since the chatbot is connected to our website, not our phone system, there is no direct relationship between Chatbot usage and call volume. What we know is that, the MC311 portal (MC311.com) gets more traffic and more SRs are created on the web site as calls to MC311 rise. Our phone welcome message encourages

callers that they can submit service requests via MC311.com and do not have to wait to speak to a representative.

Currently, the Chatbot receives about 700 questions per week. We have created 38 questions and answer sets, focusing currently on the most current topics (such as rent relief, evictions, and vaccines) and on the top services that can be requested online via MC311. We are learning that many customers are getting appropriate answers, and some are not. As we experiment and learn, we have to continue providing different versions of each question to improve the Chatbot's ability to answer. This process will take time. At this moment the same people who are tackling this issue are also the people leading our process improvement efforts and keeping our KBAs up to date.

Attachments	**© pages**
Budget pages	©1-6
Circle A COA concerns	©7
Circle B Latest weekly performance statistics of MC311	©8-13

Public Information

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$5,956,194	53.70

✳ 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 FY22 Operating Budget for the Office of Public Information is $5,956,194, an increase of $491,426 or 8.99 percent from the FY21 Approved Budget of $5,464,768. Personnel Costs comprise 92.22 percent of the budget for 71 full-time position(s) and one part-time position(s), and a total of 53.70 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 7.78 percent of the FY22 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

★ Progression of MC311's customer-centric business approach for improving service delivery. Plans focus on deepening the collaboration with multiple business units within the departments of Permitting Services, Health and Human Services, Finance, and Human Resources to: reduce call handling complexities by streamlining the database of information about County services (Knowledge Based Articles - KBA - reduction); eliminate internal call transfers within MC311 and non-value additional contacts with the customer (abolish Tier II's and transfers to Department voicemail); change Department websites to be more self-service oriented (IT involvement); and increase CSR's ability to recognize calls that need to be answered by departmental experts (training). Measurable Goal: 20% reduction in call handling time for these departments.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

✳ MC311 moved all business functions and approximately 50 employees to 100% telework status on March 17, 2020. This seamless transition at the onset of the COVID-19 pandemic was only possible due to prior years of emergency preparedness planning and simulations that mirrored public safety agency readiness/contingency planning. This process included redesigning the Customer Service Representative (CSR) training program and implementing new technologies.

- In early 2021, MC311 implemented early in 2021 a phone-based messaging option that informs callers inquiring about Medicaid and the Supplemental Nutrition Assistance Program (SNAP) information about online resources. This self-service feature on MC311's welcome message diverted more than 750 calls from the queue during the first month.

- MC311 early in 2021 implemented an online chatbot pilot to answer the top 24 services requested at MC311.com. This feature will soon be multi-lingual. Usage is starting at roughly 50 interactions a week, and this number is expected to increase.

- Service requests handled via MC311.com increased 22% per month so far in FY21 (from 7,600 to 9,250) and an upward trend is expected to continue.

- FY22 Recommended Budget provides for one new Merit Full-Time Customer Service Representative I (Grade 13) position; and funding for temporary contractors for six months. MC311 Management plans to hire multi-lingual candidates with an emphasis on Spanish speaking call takers. These personnel hours are expected to decrease the average call wait time, increase the number of answered calls, and decrease the call abandonment rate.

PROGRAM CONTACTS

Contact Ohene Gyapong of the Office of Public Information at 240.777.6537 or Jane Mukira of the Office of Management and Budget at 240.777.2754 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 FY21 estimates reflect funding based on the FY21 Approved Budget. The FY22 and FY23 figures are performance targets based on the FY22 Recommended Budget and funding for comparable service levels in FY23.

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Average amount of time it takes to reach an MC311 Customer Service Representative after welcome announcement (in seconds) [1]	94	267	230	40	40
Percent of MC311 survey respondents reporting satisfaction	83%	85%	85%	85%	85%
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter) [2]	$3.72	N/A	$5.44	$5.44	$5.44
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	37.41%	37.53%	40.00%	40.00%	40.00%
Total number of Fulfillment Service Requests created [3]	233,941	242,792	245,000	250,000	255,000
Total number of General Information Service Requests created [4]	352,409	355,104	366,000	366,000	366,000
Percent of calls classified as General Information	73.93%	71.90%	72.00%	72.00%	72.00%
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) [5]	9.90%	6.15%	18.00%	10.00%	10.00%
Average percent of callers requesting to speak Spanish	3.54%	6.68%	8.00%	8.00%	8.00%

[1] *A surge of lengthy social services calls in FY20 and 21 related to COVID-19 is driving this number up.*

[2] *For FY19 there were 564,778 customer contacts where source equals phone, web, and Twitter. Actual salary costs were: $2,098,582.*

[3] *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.*

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

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,095,802**	**42.95**
Increase Cost: Customer Service Representative and Funding for Temporary Staff for Six Months	341,431	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.	(115,155)	0.00
FY22 Recommended	**4,322,078**	**43.95**

✸ 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, and Twitter;

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

- Develops promotional campaigns to increase awareness of critical issues such as pedestrian safety and emergency preparedness.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of press events	41	64	50	45	45
Total attendance at press conferences and press events	6,279	3,520	4,000	4,000	4,000
Internal County staff satisfaction with PIO services (scale of 1-4)	3.30	3.14	3.20	3.20	3.30
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions) [1]	58.9	83.9	62.4	64.1	65.8

[1] *FY20 was an anomaly because of COVID-19. Impressions from communications expected to go back to normal.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,207,383**	**8.75**
Increase Cost: Mid-Year Action - Create Manager II Term Position	65,938	1.00
Technical Adj: Workforce Adjustment	0	(1.00)
Decrease Cost: Motor Pool Adjustment	(15)	0.00
Decrease Cost: Print and Mail Adjustment	(48)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	199,281	0.00
FY22 Recommended	**1,472,539**	**8.75**

✸ 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of press releases and media advisories posted on website	718	756	710	710	710
Number of subscribers to county communications [1]	8,471	203,552	205,000	205,000	205,000
Average open rate for email communications	20.4%	20.4%	20.5%	20.5%	20.5%

[1] *FY20 was unprecedented which contributed to the specific set of circumstances, increasing the demand for information.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**161,583**	**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.	(6)	0.00
FY22 Recommended	**161,577**	**1.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,109,340	3,994,815	4,032,200	4,178,667	4.6 %
Employee Benefits	1,348,618	1,276,402	1,296,875	1,314,375	3.0 %
County General Fund Personnel Costs	**5,457,958**	**5,271,217**	**5,329,075**	**5,493,042**	**4.2 %**
Operating Expenses	184,474	193,551	238,084	463,152	139.3 %
County General Fund Expenditures	**5,642,432**	**5,464,768**	**5,567,159**	**5,956,194**	**9.0 %**
PERSONNEL					
Full-Time	70	70	70	71	1.4 %
Part-Time	1	1	1	1	----
FTEs	52.60	52.70	52.70	53.70	1.9 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**5,464,768**	**52.70**
Other Adjustments (with no service impacts)		
Increase Cost: Customer Service Representative and Funding for Temporary Staff for Six Months [MC311 Customer Service Center]	341,431	1.00
Increase Cost: FY21 Compensation Adjustment	134,662	0.00
Increase Cost: Mid-Year Action - Create Manager II Term Position [Public Relations]	65,938	1.00
Increase Cost: FY22 Compensation Adjustment	58,767	0.00
Increase Cost: Retirement Adjustment	4,968	0.00
Technical Adj: Workforce Adjustment [Public Relations]	0	(1.00)
Decrease Cost: Motor Pool Adjustment [Public Relations]	(15)	0.00
Decrease Cost: Print and Mail Adjustment [Public Relations]	(48)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(114,277)	0.00
FY22 RECOMMENDED	**5,956,194**	**53.70**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
MC311 Customer Service Center	4,095,802	42.95	4,322,078	43.95
Public Relations	1,207,383	8.75	1,472,539	8.75
Web Content and Graphic Management	161,583	1.00	161,577	1.00
Total	**5,464,768**	**52.70**	**5,956,194**	**53.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	0	0.00	0	0.00
Health and Human Services	General Fund	145,611	1.50	144,613	1.50
Permitting Services	Permitting Services	272,832	2.90	275,558	2.90
Housing and Community Affairs	Montgomery Housing Initiative	69,262	0.90	69,408	0.90
Recycling and Resource Management	Solid Waste Disposal	412,048	4.75	415,289	4.75
Recycling and Resource Management	Solid Waste Collection	106,883	1.25	107,552	1.25
Cable Television Communications Plan	Cable TV	832,128	6.50	798,744	6.50
Total		**1,838,764**	**17.80**	**1,811,164**	**17.80**

FUNDING PARAMETER ITEMS
CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**5,956**	**5,956**	**5,956**	**5,956**	**5,956**	**5,956**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY22	**0**	**(270)**	**(270)**	**(270)**	**(270)**	**(270)**
Items recommended for one-time funding in FY22, including funding for 10 temporary staff for six months and operating expenses for one new staff, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**112**	**112**	**112**	**112**	**112**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**5,956**	**5,798**	**5,798**	**5,798**	**5,798**	**5,798**

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April 30, 2021

Honorable Sidney Katz
Montgomery County Council

I wanted to thank you for meeting with our Commissioners – Wayne Berman, Neal Brown, and Katie Smith, on April 23, 2021. I heard it was a robust discussion on issues of importance to the Commission on Aging. I also understand the problem of accessing information on affordable housing was discussed when using the County's 311 and 7-3000 phone services. You asked about the details of our informal inquiry of these services to access information on affordable housing. Below is the scenario and results of one Commissioner's testing of the phones services.

> On March 3, I called 311 and was referred to Aging and Disability Services (ADS). My scenario was to play the part of a 72-year-old male currently renting a condo for a low cost from a friend. The condo is going to be sold and this person must be out of the condo in 2 months. His income is $1200/month (Social Security) and he can't find any affordable housing. He is already on the HOC wait list.

> The woman who answered the 311phone said, "We have no affordable housing in Montgomery County, it's a problem." When I called ADS at 240-777-3000, I got the same answer from a different operator.

> This is exactly as we feared… each operator even mentioned there are no county case managers to help with this problem. If this person was at risk, the operator could have called Adult Protective Services (APS), or he could be directed to call the Crisis Center to see if they could put him in a shelter or a temporary hotel.

The answers provided on the 311 and 7-3000 numbers test point to the larger issue of the need for preserving the County's existing affordable rental units. DHCA's roll-out of its Housing Marketplace will improve access to existing units but the County's efforts to fund both the preservation and new development continue to be critical to meet the challenges we face in providing residents with affordable and accessible housing. Supporting the funding of the County Executive's new Affordable Housing Opportunity Fund within the HIF will benefit the County's continually growing older population.

We hope that it is useful to you in upcoming committee hearings, as you and the Council work to make the "311" and "7-3000" phone services more effective. Thank you again for the opportunity to meet with you. We look forward to an ongoing partnership.

Sincerely,

Barbara Selter sb

Barbara Selter, Chair
Montgomery County Commission on Aging

(7)

April 25, 2021 – MC311 has answered **1,900** calls per day so far in April (Apr. 1-Apr. 23); **249** per day related to COVID-19 (**13%**). The Rent Relief Program was the top COVID-19 related call this month, accounting for 43%; vaccines accounted for 36%. There were well over 800 calls for Rent Relief last week alone.

Most frequent topics this month so far: trash & recycling – **31%;** social services – **21%**; permitting services – **12%**; transportation – **9%**; tax issues – **8%**; housing – **5%**. Trash and recycling calls, driven by missed recycling collections, were very high this month.

Alternatives to calls: About **14%** of all service requests were handled via the MC311 web portal last week. A small number of social services calls are being diverted to the web.

Staffing: Averaged **40** customer service representatives (CSRs) at peak this month; customer wait times averaged **1.5 minutes**, and the abandon rate was **7%**.

Note on Spanish language: We are still unable to produce a detailed report on Spanish language calls. Contractor begins work this week to resolve the issue.

KBAs: The most up-to-date COVID-19 related MC311 knowledge base articles (KBAs) are at this link:
https://www3.montgomerycountymd.gov/311/Search.aspx?SearchKey=covid
Detailed Call Data follows (COVID-19 calls/topics highlighted):

Summary: Monthly Call Volume with Web Portal Page Views and Key Performance Indicators

Date	Day	COVID-19 Calls	ACD Calls	% COVID-19 Calls	Abandon Rate (%)	Avg Handle Time (sec)	Avg Speed of Answer (sec)	Web SRs	Calls to Spanish Queue	Press 4 for HHS	Diverted Calls	% Diverted Calls	Page Views
4/23/2021	Fri	207	1,806	11.46	3.47	310	38.8	234	101	34	7	20.59	19,622
4/22/2021	Thu	250	1,869	13.38	4.64	324	56.5	397	143	39	7	17.95	25,061
4/21/2021	Wed	277	2,077	13.34	4.94	311	59.4	388	159	36	2	5.56	22,987
4/20/2021	Tue	348	2,295	15.16	6.9	327	75.3	422	206	43	16	37.21	23,385
4/19/2021	Mon	321	2,417	13.28	15.84	346	220.4	503	203	112	24	21.43	25,320
4/16/2021	Fri	277	1,870	14.81	11.21	318	129.9	282	141	37	7	18.92	22,801
4/15/2021	Thu	224	2,097	10.68	9.46	319	110.5	312	133	29	13	44.83	27,609
4/14/2021	Wed	235	2,193	10.72	9.34	309	105.0	343	121	39	11	28.21	27,563
4/13/2021	Tue	237	2,348	10.09	4.9	301	44.3	411	117	38	4	10.53	32,712
4/12/2021	Mon	295	2,440	12.09	5.5	303	59.2	443	143	50	8	16.00	35,614
4/9/2021	Fri	266	1,748	15.22	7.02	292	69.0	274	113	19	12	63.16	39,700
4/8/2021	Thu	232	2,009	11.55	2.9	284	33.2	262	129	53	8	15.09	43,627
4/7/2021	Wed	237	1,965	12.06	2.72	288	23.1	409	108	53	4	7.55	42,577
4/6/2021	Tue	297	2,085	14.24	2.57	299	31.4	443	142	46	6	13.04	53,133
4/5/2021	Mon	341	2,364	14.42	4.45	292	47.8	508	137	47	9	19.15	50,394
4/2/2021	Fri	226	1,598	14.14	2.86	287	35.3	242	94	46	3	6.52	96,134
4/1/2021	Thu	218	1,716	12.70	1.78	298	33.7	282	109	52	6	11.54	44,251

COVID-19

TOPIC	COUNT
HHS COVID-19 Rent Relief Program Phase III, HHS	1935
HHS COVID-19 Vaccine	1600
HHS COVID-19 Coronavirus General Information Including Orders and Health Directives	127
HHS COVID-19 Testing for Coronavirus	99
HHS COVID-19 Health Care Eligibility Units or County Safety Net Programs	89
Non-MCG COVID-19 Vaccination in Maryland	89
DOT COVID-19 Ride On Changes Effective September 27, 2020	70
HHS COVID-19 Emergency Assistance Relief Payment Program (EARP) Phase IV	69
Non-MCG COVID-19 Maryland Department of Health Frequently Asked Questions	48
CEX COVID-19 Phase Two Reopening	35
DHCA COVID-19 Impact on Evictions	33

HHS COVID-19 Restaurant, Bars, Theater, Gyms and other Businesses Licensed by Public Health Services License and Regulatory office	30
OEMHS COVID-19 Closures, Service Modifications and Cancellations in Montgomery County	29
DHCA COVID-19 Renter Relief Act	28
CEX COVID-19 Resources for Businesses	26
HHS COVID-19 Food Access Call Center: Food Resource Links; Self-Referral Form and Text FACC	24
Non-MCG COVID-19 Internal Revenue Service (IRS) Filing Modifications and Stimulus Updates	17
HHS COVID-19 MC311 Referral to Food Access Call Center	15
HHS COVID-19 Accessing Services for Homeless Individuals and Families	12
Non-MCG COVID-19 Evictions and Utility Disconnections Suspended	12
DOT COVID-19 Ride On Temporary Free Bus Service and Boarding Changes	11
HHS COVID-19 Report a Business or Restaurant Violation	11
HHS COVID-19 Maryland Health Connection Special Enrollment Period Through July 15, 2020	9
HOC COVID-19 Rental Assistance Program - HOC	9
DHCA COVID-19 2021 Rental Housing Licensing Renewal and Common Ownership Communities (COC) Annual Registration on Hold	7
Non-MCG COVID-19 Governor Hogan Executive Orders for Maryland	6
OHR COVID-19 New Employees Enrollment Information	6
DOT COVID-19 Transportation Updates	3
HHS COVID-19 School Age Subsidy Grant Program	3
Non-MCG COVID-19 FEMA Funds for Funeral Assistance	3
POL COVID-19 Report Violations of Maryland Governor's Emergency Orders to the Montgomery County Police	3
DOT COVID-19 Residential Permit Parking Suspended	2
Non-MCG COVID-19 Contact Tracer Volunteer Information	2
OCA COVID-19 Office of County Attorney Update	2
ABS COVID-19 Waiver for Alcohol Sales after 10:00 PM	1
DHCA COVID-19 DHCA MPDU Program	1
DOT COVID-19 Call-N-Ride Essential Delivery Services	1
HHS COVID-19 Quarantine Hotel	1
Non-MCG COVID-19 Mortgage Relief and Foreclosure Prevention	1
OHR COVID-19 Families First Coronavirus Response Act (FFCRA)	1
REC COVID-19 County Pools Daily Admission	1
TOTAL	**4488**

Top **25**

Org	Topic	# of SR	Rank
HHS	COVID-19 Rent Relief Program Phase III, HHS	1935	1
HHS	COVID-19 Vaccine	1600	2
DEP	Bulk Trash Pick-Up Request	1432	3
DEP	Scrap Metal Pick-Up Request	1228	4
DEP	Missed Collection	1084	5
DEP	22 Gallon Bin Delivery	958	6
DEP	Field Check	927	7
DEP	How To Recycle or Dispose of Solid Waste	834	8
DEP	Same Day	821	9
DOT	New and Improved Ride On Real Time Application	731	10
DPS	Schedule Residential Inspections	716	11
FIN	Payments Made on a Property Tax Account	703	12
DEP	Cart Repair	674	13
DEP	22 Gallon Bin Pick-up	640	14
DPS	Permit Status	631	15
DEP	Transfer Station Questions	476	16
DHCA	Request to Speak to a Landlord Tenant Affairs Specialist	436	17
FIN	Balance of Property Tax Bill	422	18
DPS	eServices (ePermit and ePlans)	420	19
HHS	How to Apply for Public Assistance Programs, and Obtain and Application: Medicaid or Medical Assistance, Food Stamps, Cash	377	20
HHS	Status of Income Support Benefits Case - New Application or Recertification	373	21
HHS	Eviction or Foreclosure Assistance - HHS	315	22
DEP	Unacceptable for Collection - Recycling & Refuse Services	307	23
DOT	Request to Inspect, Remove or Prune County Tree	300	24
DPS	Name and Telephone Number of DPS Residential Building Inspector	276	25

Social Services

TOPIC	COUNT
HHS COVID-19 Rent Relief Program Phase III, HHS	1935
HHS COVID-19 Vaccine	1600
HHS How to Apply for Public Assistance Programs, and Obtain and Application: Medicaid or Medical Assistance, Food Stamps, Cash	377
HHS Status of Income Support Benefits Case - New Application or Recertification	373
HHS Eviction or Foreclosure Assistance - HHS	315
HHS Apply for office of Home Energy Programs Check Status of New Application or Recertification or for Assistance with Utility Disconnection	225
Non-MCG State of Maryland Customer Call Center for Department of Human Services	173
HHS Maryland Health Care Connection	150
HHS Contact Income Supports Case Manager Germantown	138
HHS Aging and Disability Resource Unit (ADRU) of the Department of Health and Human Services (HHS)	137
HHS Contact Income Supports Case Manager Rockville	110
HHS COVID-19 Testing for Coronavirus	99
HHS HIV or STD Testing Information and Resources	91
HHS COVID-19 Health Care Eligibility Units or County Safety Net Programs	89
HHS Contact Income Supports Case Manager Silver Spring	74
HHS COVID-19 Emergency Assistance Relief Payment Program (EARP) Phase IV	69
HHS Electronic Benefits Transfer (EBT) Card Information for Public Assistance Benefits	62
HHS Free Income Tax Assistance Tax Year 2020	57
Non-MCG HELP Non Profit Community Groups	54
Non-MCG COVID-19 Maryland Department of Health Frequently Asked Questions	48
HHS Applying for the Rental Assistance Program or Status of an Application	45
HHS First Month's Rent or Security Deposit - HHS	45
Non-MCG MANNA Food Center Referral	35
DHCA COVID-19 Impact on Evictions	33
HHS Homeless Information Line and Homeless Resources for Single Adults and Families with Minor Children	32
HHS Health Care Access for Uninsured Adults (Montgomery Cares)	30
DHCA COVID-19 Renter Relief Act	28
HHS Contact Case Manager 7300 Calhoun Place Income Support Office	27
CEX COVID-19 Resources for Businesses	26
HHS Senior Dental Program	26
HHS Maternity Partnership Program Case Management and Education - Silver Spring	25
HHS COVID-19 Food Access Call Center: Food Resource Links; Self-Referral Form and Text FACC	24
HHS Pregnant Woman In Need of Health Care	22
HHS Immunization Clinic Schedule for Children 2020 2021 School Year	21
HHS Montgomery County Crisis Center	21
HHS Reconsideration Recertification or Redetermination for Public Assistance Benefits	21
HHS How to Apply for Child Care Subsidy Programs and Status of Application	20
Non-MCG Assistance with State or Federal Taxes	20
Non-MCG Contact MANNA and How to Make a Donation to MANNA	20
HHS TB Clinic - Montgomery County Department of Health and Human Services	19
HOC Housing Choice Voucher Program Assistance	19
Non-MCG City of Gaithersburg Housing and Neighborhood Services	19
HHS Department of Health and Human Services Office Locations Directions and Office Hours	18
Non-MCG Montgomery Cares Clinics for Low Income Adults	17
HHS Adult Dental Care	16
HHS Patient Navigator Program to Assist the Low Income Latino and French Communities	16
Non-MCG Low Cost Legal Assistance	16
HHS COVID-19 MC311 Referral to Food Access Call Center	15
HHS Maternity Partnership Program Case Management and Education - Germantown	15
HHS Rental Assistance Program (RAP) Check or Benefit	15
HHS Silver Spring Health Center - Location, Hours, Offerings	15
Non-MCG Earned Income Credit EIC Refund	15
HHS Specified Low Income Medicare Beneficiary or Qualified Medicare Beneficiary SLMB or QMB for all Public Assistance Offices	14
HHS Status of Health Care Eligibility Units Application or How to Apply All Three Office Locations	14
HHS Care for Kids Health Care Eligibility Offices	13
HHS COVID-19 Accessing Services for Homeless Individuals and Families	12
Non-MCG COVID-19 Evictions and Utility Disconnections Suspended	12
HHS Adult Behavioral Health Program	10
HHS ACCESS to Behavioral Health and Crisis Services	9
HHS Burial Assistance	9
HHS Child Care Subsidy Vouchers, Registration Fees	9
HHS Communicable Diseases and Epidemiology Office Location and How to Contact	9

HHS COVID-19 Maryland Health Connection Special Enrollment Period Through July 15, 2020	9
HHS Moving Assistance or Storage - HHS	9
HHS Report the Abuse, Neglect, or Financial Exploitation of a Vulnerable Adult or Disabled Person to Adult Protective Services	9
HOC COVID-19 Rental Assistance Program - HOC	9
HHS Fax Numbers for HHS Income Supports and Health Care Eligibility Offices	8
HHS Health Care Eligibility Units (formerly MAGI and SEU units) Request All Offices	8
HHS Report Child Abuse, Neglect, Sex Abuse and Mandatory Reporting	8
Non-MCG Family Center of Catholic Charities	8
HHS How to Apply for Care for Kids	7
HHS Long Term Care Ombudsman	7
Non-MCG Interfaith Works	7
Non-MCG Reduced Cost Dental Care for Low Income Adults and Children	7
DOT Call-n-Ride Eligibility and Program Information	6
HHS Filing an Appeal for the Office of Eligibility and Support Services (OESS) for State of Maryland Programs	6
HOC Housing Choice Voucher Program	6
HHS Child Care Subsidy Provider Payments	5
HHS Documentation for Food Stamps, Temporary Cash Assistance (TCA), Medicaid and Temporary Disability Assistance Program	5
HHS Housing for Seniors	5
Non-MCG City of Gaithersburg Community Services	5
Non-MCG Gaithersburg HELP	5
Non-MCG Payment Assistance for a Hospital or Medical Bill	5
DOT Connect-A-Ride Senior Transportation Programs and Services	4
DOT Medicaid Transportation Program	4
HHS Adult Vaccines and Immunizations the Department of Health and Human Services	4
HHS Re-Determination Letter for Health Care Eligibility Units (formerly MAGI and Service Eligibility Units) All Locations	4
HHS Transportation Guide for Seniors and Persons with Disabilities (cost, locations, fare card)	4
HHS Victim Assistance and Sexual Assault Program (VASAP) Offerings	4
Non-MCG A Wider Circle Non-Profit Organization	4
Non-MCG Legal Issues for Seniors	4
Non-MCG MetroAccess Reduced Fare Program	4
CEC The Gilchrist Immigrant Resource Center	3
HHS Contacting Staff Member at the Office of Home Energy Program or Rental Assistance Program	3
HHS Food, Nutrition, Meals on Wheels (MOW), Senior Lunch Program	3
HHS Furnace Repair or Replacement - HHS Energy Assistance Office	3
HHS Medical Assistance Long Term Care (LTC-MA)	3
HHS Mobile Crisis Team	3
HHS Pregnancy Test - Silver Spring Health Center	3
HHS Services for an Adult or Child with Developmental Disabilities	3
HHS Women's Cancer Control Program	3
Non-MCG COVID-19 FEMA Funds for Funeral Assistance	3
Non-MCG Rebuilding Together	3
Non-MCG State of Maryland Department of Housing and Community Development	3
HHS Abused Persons Program (APP)	2
HHS Assisted Living Facilities, Group Homes, Nursing Homes for Seniors or People with Disabilities	2
HHS Child and Adolescent Behavioral Health Outpatient Clinic	2
HHS Child Foster Care and Adoptive Services	2
HHS Children's Dental Services - Healthy Smiles	2
HHS Finding a physician for Medicaid or Healthchoice MCO Recipients	2
HHS Flu Clinic Appointments 2020 2021 Season	2
HHS Health and Human Services Check Billing Invoice Inquiry or Contact the Fiscal Office	2
HHS Health Care Resources for Seniors	2
HHS Housing Initiative Program (HIP)	2
HHS Income Support Case Manager; Supervisor or Office Complaint All Offices	2
HHS Medicaid Hotline Number for Complaints Billing Health Choice Enrollment Pharmacy Access and Coverage Questions Hotline	2
HHS MMR Hepatitis B Varicella Vaccine or Titer	2
HHS Public Assistance to Adults	2
HHS Required Immunizations for Children to Attend School for International or Income Qualifying Individuals 5 to 18 Years of Age	2
HHS Respite Care for Parents	2
HHS Tdap or Tetanus-Diptheria-Acellular Pertussis Vaccination and Meningococcal or MCV4 Vaccination School Year 2019 2020	2
HOC Housing Opportunities Commission (HOC) Rental Supplement Program	2
Non-MCG Adventist Community Services	2
Non-MCG Anger Management	2
Non-MCG Employment Assistance	2
Non-MCG Food Assistance	2

Non-MCG Food Assistance On Line Resource Directory	2
Non-MCG Salvation Army of Montgomery County	2
CEC Family Law or Women's Rights legal Questions	1
FRS File of Life Program	1
HHS 1095-A Tax Form for Affordable Health Care	1
HHS Asian American Health Initiative (AAHI) Community Outreach and Health Education	1
HHS Child Care Resource and Referral Center	1
HHS ChildLink Early Childhood Services	1
HHS Commission on Aging	1
HHS Court Ordered Supervised Visits with Child	1
HHS COVID-19 Quarantine Hotel	1
HHS Department of Health and Human Services (HHS) Staff Compliment or Other Issues for HHS Director's Office	1
HHS Disability Services	1
HHS Family Caregiving Program for Seniors	1
HHS Family Medicaid Appeal Process - All Three Health Care Eligibility Units (formerly MAGI and SEUs)	1
HHS Food Stamps and Cash Assistance Availability in Account	1
HHS Groceries on Line with SNAP or Food Stamp Benefits	1
HHS Head Start Program	1
HHS Health and Human Services Guide to the Community or Request HHS Presence at a Health Fair or Event	1
HHS Hearing and Vision Screening for Children	1
HHS HIV testing	1
HHS Home Weatherization	1
HHS Long Term Care, Assessment, Evaluation for a Senior or Person with a Disability	1
HHS Medical Assistance for Newborns	1
HHS Medical Assistance or Medicaid, Dental Issues for Children	1
HHS Minimum State Supplement Benefits and Food Stamps	1
HHS Neighborhood Opportunity Network Sites	1
HHS Office of Home Energy and Rental Assistance Program Complaints	1
HHS Parenting Classes	1
HHS Pregnancy Test - Germantown Health Center	1
HHS Rental Assistance Programs (RAP) Location	1
HHS Resource Guides for Seniors	1
HHS School Based Health Wellness Centers	1
HHS Screening and Assessment Services for Children and Adolescents SASCA	1
HHS Work Place Mental Health Support	1
HOC Affordable Housing for the Elderly or Disabled	1
HOC How to Buy a House Using the Housing Opportunities Commission (HOC) Mortgage Program	1
HOC Supportive Housing/Shelter Program	1
Non-MCG City of Rockville Emergency Assistance and Community Social Services	1
Non-MCG COVID-19 Mortgage Relief and Foreclosure Prevention	1
Non-MCG Family Service Agency	1
Non-MCG Homeless Services for Progress Place	1
Non-MCG Maryland Department of Health and Mental Hygiene	1
Non-MCG Maryland Department of Juvenile Services	1
Non-MCG Meals on Wheels (MOW)	1
Non-MCG Metro Disability ID Card	1
Non-MCG Montgomery Cares Administrative or Funding Question or Complaint	1
Non-MCG Resources for Pregnant Women Including Counseling and Pregnancy Testing	1
Non-MCG Rockville Pregnancy Clinic	1
Non-MCG Specialized Medical Care Montgomery Cares	1
Non-MCG Taxpayer Assistance Programs on Tax Bills	1
Non-MCG Women, Infants and Children's Program or WIC	1
REC Eligibility Requirements for Montgomery County Recreation Financial Assistance	1
TOTAL	**7338**

Steve Heissner (240) 773-3561
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