



SYNOPSIS

Committee: Health, Environment, and Technology

City Council Resolution: 21-0010R

Informational Hearing - Getting on the Same Page: Clarifying 311 Services' Approach to Resolving Requests

Sponsor: Councilmember Middleton, et al

Introduced: January 25, 2021

Purpose:

For the purpose of inviting representatives from 311 Services, the Department of Public Works, the Department of Transportation, the Department of Housing and Community Development, the Department of Recreation and Parks, the Office of the City Administrator, the Baltimore Development Corporation, BGE, and the Mayor's Office of Performance and Innovation to appear before the City Council to discuss how to improve the status classifications within the 311 to make them better understandable, more transparent, and more reliable for the citizens of Baltimore.

Effective: Upon enactment

AGENCY REPORTS

City Administrator	
Department of Health	
Department of Housing and Community Development	
Department of Public Works	
Department of Recreation and Parks	
Department of Transportation	
Environmental Control Board	Comments
Office of Information Technology	
3-1-1 One Call and Dispatch Center	
Mayor's Office of Performance and Innovation	
Baltimore Development Corporation	No Position
City Solicitor	Favorable

ANALYSIS

The resolution invites representatives from 311 Services and other City agencies to appear before the City Council to discuss how to improve the status classifications within the 311 centralized complaint system to make them better understandable, more transparent, and more reliable for the citizens of Baltimore. Instances of “closed” service requests when the issue is clearly not resolved are of particular concern for citizens and the Council. The resolution also includes the following specific questions for the reporting agencies:

- How many service requests are satisfactorily resolved and how many instead go unanswered or are “closed” by the system but then require follow-up requests by residents who aren’t satisfied by the initial response?
- When service requests are referred to other City agencies, are customers connected to the proper people at those agencies to follow-up on their requests?
- Does 311 Services make repeated efforts, if necessary, to determine whether agencies have fulfilled service requests?
- If 311 Services directs a service request to the wrong agency, does it have a system in place so that similar service requests will be reported to the correct agency in the future?

The 311 Call Center is part of the Office of Information and Technology. Residents can use 311 to request non-emergency services, general information, and answers to questions. The 311 Call Center serves as the intake center for service requests and maintains a centralized Customer Service Request (CRS) System, but refers the requests to the responsible agencies for resolution. Staff at the individual agencies are then responsible for responding to, tracking, and ultimately closing each service request in the CRS System.

The 311 Call Center’s Fiscal 2021 budget detail and performance measures are attached.

ADDITIONAL INFORMATION

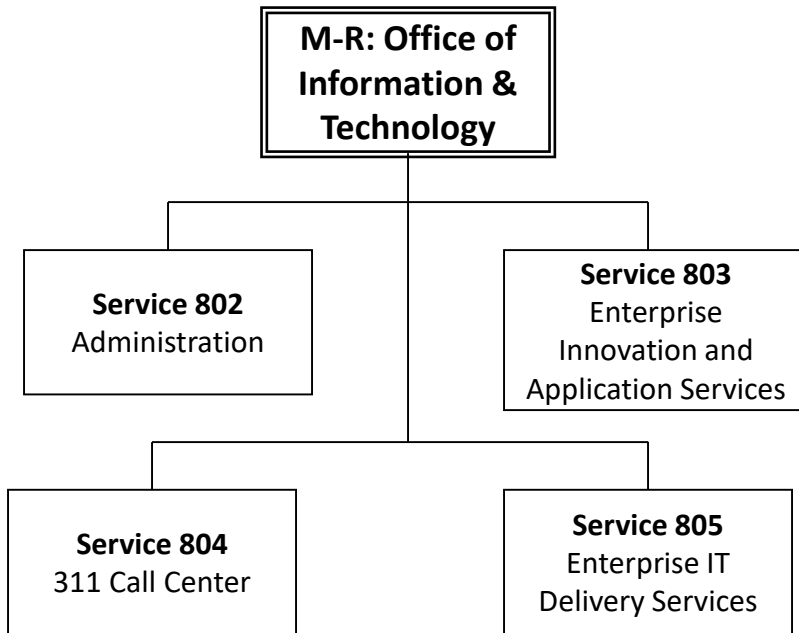
Fiscal Note: None

Information Source(s): Fiscal 2021 Agency Budget Detail, Reporting Agencies, Resolution 21-0010R



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Analysis Date: February 26, 2021

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Service 804: 311 Call Center

The 311 call center is the city's call intake system branded as a customer's "One Call to City Hall" to request services, get general information and answer non-emergency questions, diverting non-emergency calls from 911. 311 is also responsible for the development, implementation, and continuing support of the Customer Service Request (CSR) System which provides universal, standardized, inter-agency call intake and work order management. The information gathered from 311 is utilized by all city agencies to access and measure customer responsiveness and satisfaction.

Fund Name	Fiscal 2019 Actual		Fiscal 2020 Budget		Fiscal 2021 Recommended	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	7,427,232	65	5,163,500	68	5,287,451	69
TOTAL	7,427,232	65	5,163,500	68	5,287,451	69

Performance Measures

Type	Measure	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019		Fiscal 2020	Fiscal 2021
		Actual	Actual	Actual	Target	Actual	Target	Target
Effectiveness	# of calls received in 311	870,523	748,439	709,276	890,000	578,083	890,000	N/A
Effectiveness	% of calls answered within 60 seconds in 311	92%	92%	91%	90%	95%	90%	90%
Effectiveness	Average time to answer a call in 311 (in seconds)	16	26	26	30	22	30	30

- The service discontinued targets for "# of 311 calls" based on audit findings since the service cannot control call volume. Actual call volume will still be collected for internal use.

Major Budget Items

- This service is partially funded by transfers from the Water Utilities to reflect the percentage of 311 calls for water-related issues.
- The Call Center is currently undergoing a consolidation study. The study will assess the costs, benefits, and implementation requirements. Call center consolidation is a nationwide best practice, which would result in 311, Police, Fire, and agency-specific dispatch utilizing the same space and infrastructure and opportunities for cross-training.
- BCIT has recently finished implementing a new Customer Relationship Management (CRM) system with self-serve options to allow callers to check requests and perform other tasks independently.

Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2020 Adopted Budget	5,163,500
Adjustments without service impacts	
Transfer IT Specialist II BCIT position from Service 803: Enterprise Innovation and Application Services	120,523
Change in transfer from utility funds for allocated 311 Call Center costs	195,907
Reallocate contractual personnel funds for other agency priorities	(178,947)
Change in employee compensation and benefits	(14,041)
Adjustment for active employee health benefit savings	(18,823)
Change in allocation for workers' compensation expense	9,088
Decrease in contractual services expenses	(8,103)
Increase in operating supplies and equipment	18,347
Fiscal 2021 Recommended Budget	5,287,451

Service 804 Budget: Expenditures

Object	FY19 Actual	FY20 Budget	FY21 BOE
0 Transfers	0	-1,120,540	-924,633
1 Salaries	2,961,008	3,635,803	3,758,336
2 Other Personnel Costs	1,253,354	1,343,163	1,308,289
3 Contractual Services	1,327,578	373,758	186,708
4 Materials and Supplies	16,938	37,529	38,276
5 Equipment - \$4,999 or less	1,844,855	873,205	890,805
7 Grants, Subsidies and Contributions	23,499	20,582	29,670
TOTAL	7,427,232	5,163,500	5,287,451

Activity	FY19 Actual	FY20 Budget	FY21 BOE
001 311 Service	7,336,622	5,163,500	5,287,451
002 Dispatch	90,610	0	0
TOTAL	7,427,232	5,163,500	5,287,451

Fund	FY19 Actual	FY20 Budget	FY21 BOE
1001 General	7,427,232	5,163,500	5,287,451
TOTAL	7,427,232	5,163,500	5,287,451

Service 804 Budget: Salaries and Wages for Permanent Full-Time Funded Positions

Civilian Positions	Fiscal 2020 Budget		Fiscal 2021 Budget		Changes	
	Count	Amount	Count	Amount	Count	Amount
General Fund						
10188 IT Division Manager BCIT	0	0	1	128,460	1	128,460
10241 IT Division Manager	1	126,305	0	0	-1	-126,305
31109 Operations Officer I	1	78,550	1	79,890	0	1,340
33109 IT Specialist II BCIT	1	83,857	2	171,905	1	88,048
33361 Call Center Agent I	53	2,094,363	53	2,096,847	0	2,484
33362 Call Center Agent II	2	77,748	2	78,915	0	1,167
33365 Call Center Supervisor	7	380,759	7	392,351	0	11,592
33366 Call Center Operations Manager	1	71,502	1	72,722	0	1,220
33672 Trainer Officer	2	134,975	2	137,078	0	2,103
FUND TOTAL	68	3,048,059	69	3,158,168	1	110,109
CIVILIAN POSITION TOTAL						
CIVILIAN POSITION TOTAL	68	3,048,059	69	3,158,168	1	110,109