

# MC311

## Constituent Contact Center

Montgomery County, Maryland



A CASE STUDY

# Montgomery County, MD

Montgomery County is located in the U.S. state of Maryland, just north of Washington, D.C. The county boasts an annual budget of nearly \$6 billion and a population approaching one million residents.



Montgomery County, MD  
[www.montgomerycountymd.gov](http://www.montgomerycountymd.gov)

**Industry:**  
Public Sector

**Budget:**  
\$6 billion (approx.)

**Employees:**  
9,000 +

**Population:**  
1 million (approx.)

## Business Challenges

Montgomery County's government has 42 major departments and offices, most with sub-organizations, such as divisions or sections. The result is a large, complex operation with more than 1,500 phone numbers and more than 10,000 email accounts that served as points of contact for the counties residents.

As stated by the County Executive, the county government did not have the ability and tools to effectively communicate to the diverse community it served and was not optimizing decisions on service delivery due to the lack of data.

The configuration of disparate and "siloed" call center operations resulted in customers having significant difficulty in finding the county department that could assist them. Additionally, senior management did not have the tools and information systems to ensure timely and satisfactory disposition of service requests or to effectively communicate the disposition of a request to the constituent.

*"[Our goal was to] create greater responsiveness and accountability in meeting the needs of a very diverse county.*

*The 311 system has become an integral part of County government resulting in cost savings and enhanced customer service for our residents."*

Montgomery County Executive,  
Isiah Legget

## Solution

Opus Group provided an enterprise solution delivering a one-stop-shop customer relationship management (CRM) experience to constituents, increasing ease of interaction with the county government. The MC311 solution provides a consolidated, multi-channel contact center, featuring a single 311 phone number, interactive voice response (IVR), self-service web portal, and comprehensive knowledge base of services. The solution also incorporates robust business intelligence (BI) and analytic reporting tools to support performance measurement and decision-making of county leadership.

### Accountability

Create a higher quality of service delivery through service request tracking and traceability.

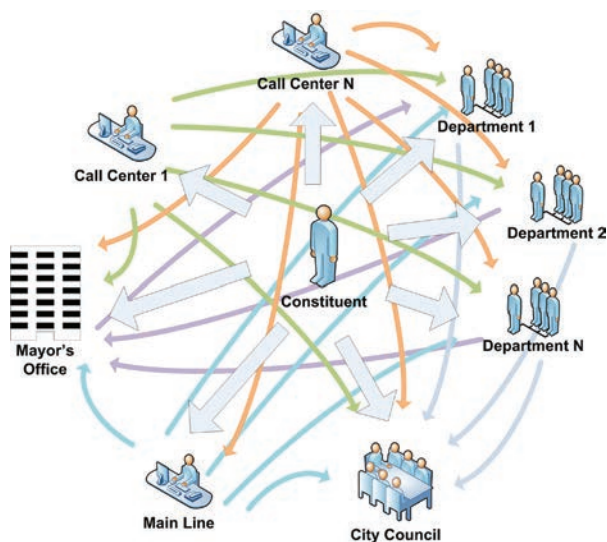
### Responsiveness

Provide constituents easy access to information and services.

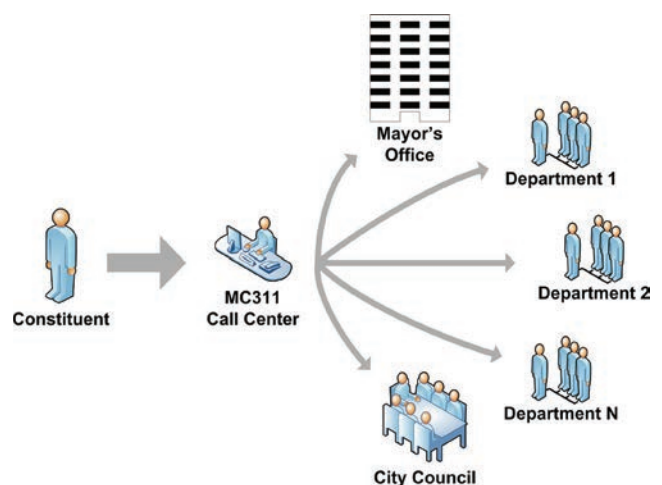
### Efficiency

Achieve operational efficiency through gathering essential information for improved planning and resource allocation.

Before: Who do I call?



After: One call to City Hall!



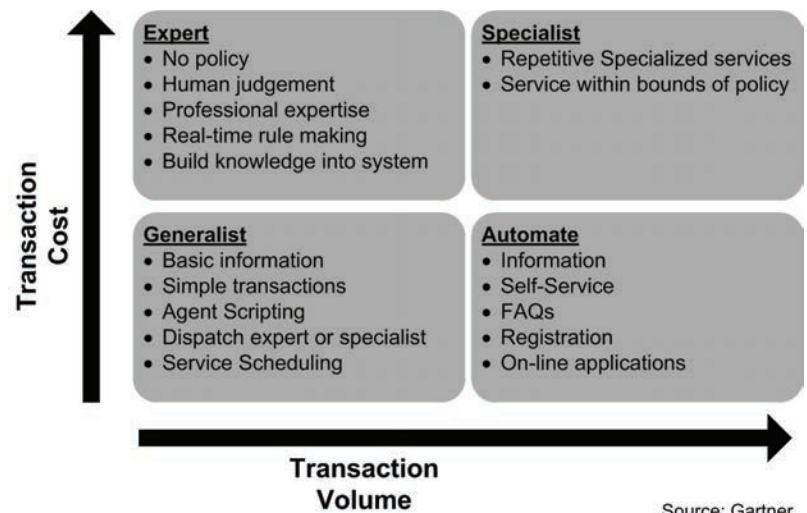
## Solution Approach

To achieve operational efficiency and deliver responsive service, Montgomery County had to standardize the service request triage process. By mapping each activity performed by the government to its level of complexity and typical occurrence schedule, Opus Group helped the county identify the best approach to meet service requests and design an organizational structure that supported delivery performance targets.

## Integrated Enterprise Services

The MC311 solution streamlined enterprise-wide business processes to drive all transactions to the least costly channels, best utilizing the limited expert and specialist resources among the county's staff. Opus Group consolidated five separate departmental call centers into a single customer service center to deliver a single point of contact for all county services, including:

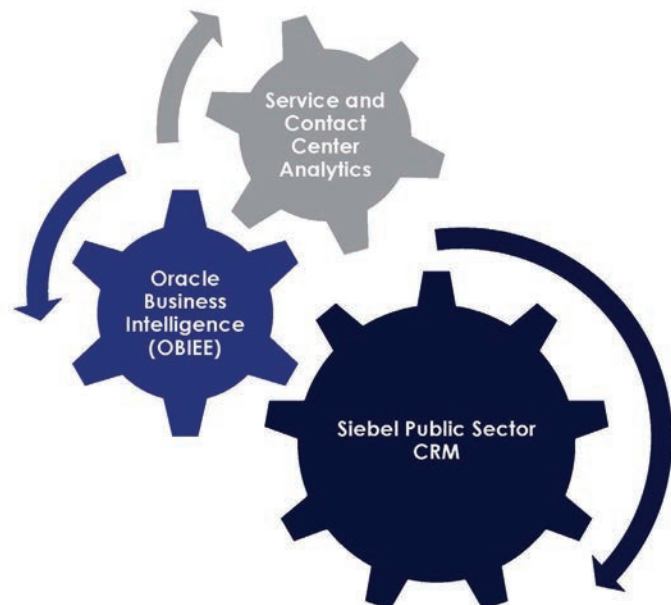
- Service Request Management
- Contact Management
- Work Order Management
- Field Service
- Incident Management
- Project Management
- Account/Tax Property Management
- Asset Management
- Customer Survey Management
- Task Management
- Knowledge Base Management
- Self Service Portal Management
- Enterprise Reporting



## Technology Model

The MC311 technology architecture consists of an innovative combination of tightly-coupled technologies to provide CRM and BI/Analytics capabilities. Key technologies included:

- Oracle Siebel 8.1.1 Public Sector
- SmartScripts
- Siebel CTI
- Oracle OBIEE 10g
- Oracle Contact Center Analytics
- Oracle Service Analytics
- Oracle Data Warehouse
- Informatica
- ESRI Arc GIS 10
- Avaya Interaction Center 7.2



## Implementation Approach

Opus Group utilized an industry leading, six-stage implementation process known as the Customer Experience Blueprint to design and implement the MC311 solution according to industry best practice. The process outlines a proven model, implementation actions, and order of completion that an organization must follow to achieve a solution that ensures measurable business outcomes and maximizes functionality of the COTS software products to reduce implementation costs. The six stages include:

1. **Understand** the business process, pain points, and identify the baseline business needs that the organization must meet to achieve measurable business outcomes and improve the customer experience.
2. **Envision** the future state of business from the customer’s perspective by creating a clear strategy for achieving business goals and metrics.
3. **Define** a solution that takes into account organizational alignment, process changes, and technology.
4. **Build & Deliver** an integrated solution—spanning people, process, and technology.
5. **Confirm** that the solution has achieved the desired outcomes and has transformed the customer experience by using pre-established metrics.
6. **Operate & Optimize** the solution to meet current and future business needs, ensuring that the business realizes its maximum value over the long term. The solution should respond to the customer’s changing needs through consistent and efficient operational support, process compliance, and reported metrics of business outcomes.

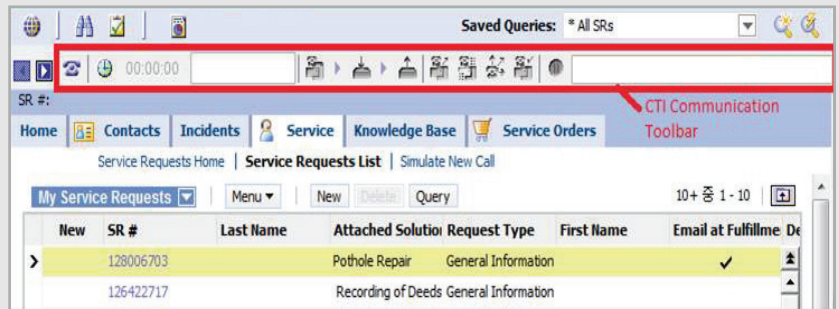


# Key Features & Functionality

MC311 incorporates features that support CRM functionality to deliver superior service, coupled with business intelligence and analytical reporting functionality that enables performance management of call center statistics and reporting on data from across the county's existing legacy systems.

## Call Center & Service Request Features

Call efficiency gains via use of the integrated **CTI Communications Toolbar**.



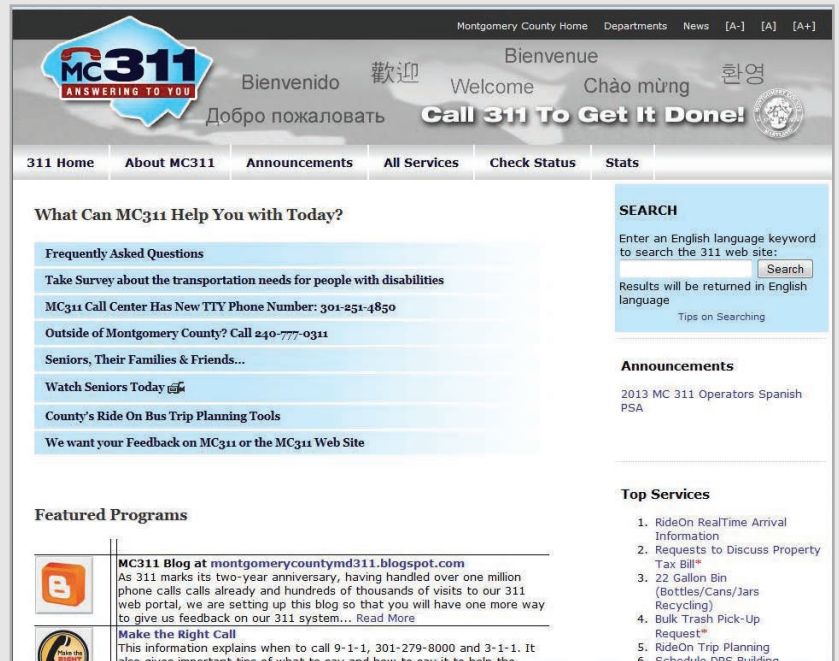
Keyword searchable knowledge base with 4,000+ articles containing FAQs, documents, and information.

**Guided Call Scripts** executed for every incoming call.



Automatic routing of service requests to relevant departments upon Knowledge Base article selection.

**24x7 Self-Service Web Portal** is compatible with mobile devices and serves as the lowest cost of interaction channel.



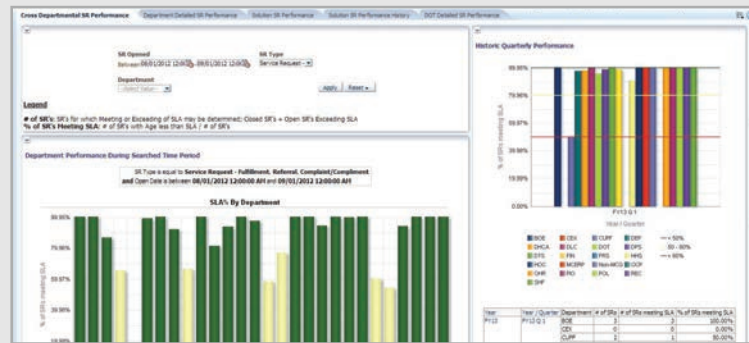
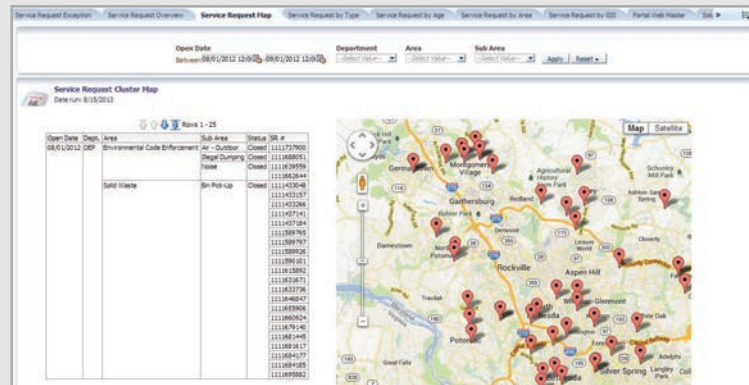
Capture of request and asset history for property accounts.

## Business Intelligence & Analytics Features

Real-time integration with Geographical Information System (GIS) to verify request location and retrieve Geo-coded and jurisdictional data.

Service and Contact Center Telephony Analytics for the warehousing and mining of statistical and trend data from the CRM system and legacy systems.

Business Intelligence (BI) Dashboards for measuring performance and service intake and deposition.



## Results-based Outcomes

The MC311 solution achieved unprecedented success, garnering broad industry recognition, including the first Gartner award ever bestowed on a public-sector organization. The final solution achieved the following outcomes for the county:

- A **single point of contact** for the general public to access government information and services
- **Multi-channel access** for constituents: phone, web, mobile, and IVR
- Increased **transparency and accountability** to constituents through a closed-loop service request status and feedback mechanism
- Tracking of all customer requests and enforces accountability for quick and accurate resolution
- **Robust reporting capabilities** for call center agent performance, service request fulfillment, and customer satisfaction through business intelligence and data warehouse analytics.
- Empowers management to proactively make program resource allocation and reallocation decisions
- **Results exceeding key performance indicators (KPIs)**: 98% accuracy rate for service requests, average call time of 2.5 minutes, 95% of calls answered within 20 seconds, and an abandon rate of less than 3%.
- **\$10 million in cost savings** during the first year of operation, as documented by CountyStat.



Opus Group, LLC  
8251 Greensboro Drive Suite 300  
McLean, VA 22102  
Phone: (703) 677-9810  
Fax: (703) 677-9811  
Email: [opusgroup@opusgroupllc.com](mailto:opusgroup@opusgroupllc.com)  
Web: [opusgroupllc.com](http://opusgroupllc.com)

Opus Group, LLC is a Small Business Administration (SBA) certified 8(a) firm that provides customer relationship management (CRM), Business Intelligence (BI), and Data Warehouse (DW) strategy, technology, and governance consulting services to public sector, commercial, and non-profit clients.

## Awards and Recognition for MC311

<b>Oracle Titan Award</b>	2011 Titan Award Honorable Mention in the Public Sector category
<b>Gartner &amp; 1to1 Media</b>	MC311 Wins Gartner Award for Customer Analytics
<b>Public Technology Institute (PTI)</b>	Technology Solutions Award for Telecommunications & Information Technology; Recognized as 2012-2014 "citizen-engaged community" for MC311
<b>National Association of Counties (NACo)</b>	Recognized for MC311 web portal application to centralize customer service; 2013 Achievement Award for MC311 customer service center and web portal
<b>Oracle CRM Blog</b>	Recognized Opus Group's contribution to the success of the MC311 solution

