

**COUNTY OF MADERA  
BUDGET UNIT EXPENDITURE DETAIL  
BUDGET FOR THE FISCAL YEAR 2012-13**

Department: **ADMINISTRATION**  
**311 CUSTOMER SVC CTR (002XX)**  
 Function: **General**  
 Activity: **Customer Service/Call Center**  
 Fund: **General**

<u>ACCOUNT CLASSIFICATION</u>	<u>ACTUAL EXPENDITURES 2010-11</u>	<u>BOARD APPROVED EXPENDITURES 2011-12</u>	<u>DEPARTMENT REQUEST 2012-13</u>	<u>CAO RECOMMENDED 2012-13</u>
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
710102 Permanent Salaries	0	0	138,531	138,531
710103 Extra Help	0	0	21,000	21,000
710200 Retirement	0	0	36,899	36,899
710300 Health Insurance	0	0	34,026	34,026
710400 Workers' Compensation Insurance	0	0	733	733
<b>TOTAL SALARIES &amp; EMPLOYEE BENEFITS</b>	<b>0</b>	<b>0</b>	<b>231,189</b>	<b>231,189</b>
<b>SERVICES &amp; SUPPLIES</b>				
720300 Communications	0	0	11,000	11,000
720600 Insurance	0	0	122	122
720800 Maintenance - Equipment	0	0	1,100	1,100
721300 Office Expense	0	0	4,500	4,500
721400 Professional & Specialized Services	0	0	88,100	88,100
721900 Special Departmental Expense	0	0	14,400	14,400
722000 Transportation & Travel	0	0	4,000	4,000
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>0</b>	<b>0</b>	<b>123,222</b>	<b>123,222</b>
<b>INTRAFUND TRANSFER</b>				
770100 Intrafund Transfer	0	0	-60,000	-60,000
<b>TOTAL INTRAFUND TRANSFER</b>	<b>0</b>	<b>0</b>	<b>-60,000</b>	<b>-60,000</b>
<b>TOTAL - 311 CUSTOMER SERVICE CENTER</b>	<b>0 *</b>	<b>0 *</b>	<b>294,411</b>	<b>294,411</b>

\*This budget is newly created for the County's 311/CRM Customer Service Center

**311 CUSTOMER SERVICE CENTER**

**COMMENTS**

In 2011-12, as approved by the Board of Supervisors, County Administration and the County's Information Technology Department worked together to develop and implement the County's new 311 Call Center /Citizen Request Management (311/CRM) system (along with assistance from all County departments) to improve customer service delivery county-wide. Originally, all of the staffing and costs associated with operating 311/CRM were to be incorporated into the Central Services budget (02100). However, while the implementation budget was incorporated into the Central Services budget during fiscal year 2011-12, it became apparent during budget preparation for 2012-13 that the ongoing operational budget for the 311/CRM system would be more appropriate as a separate, newly-created organizational unit and not incorporated within the Central Services budget.

On April 3, 2012, the staffing plan for the 311/CRM Customer Service Center was adopted by the Board of Supervisors, essentially dissolving the Revenue Services Department and reallocating three positions to the 311/CRM Customer Service Center and two positions to Probation Administration along with the previous responsibilities for Revenue Services split between Probation Administration for criminal justice related matters, and the balance of responsibilities incorporated into the 311/CRM Customer Service Center. The reallocation of staff was effective June 1, 2012.

The 311/CRM Customer Service Center began operations with on-the-job training on July 1, 2012, and officially began serving the citizens of Madera County on August 1, 2012. The 311/CRM operations are administered by the County Administrative Office.

**STAFFING**

<b><u>Permanent</u></b>	<b><u>2011-12 Authorized</u></b>	<b><u>2012-13 Recommended</u></b>
Program Assistant I/II	0	3*
Senior Program Assistant	<u>0</u>	<u>1**</u>
Total Permanent Staff	0	4

Note: Staffing of the 311/CRM Customer Service Center is derived from the reorganization of the former Revenue Services Department (as approved on April 3, 2012) and the transfer of a Program Assistant previously funded in Central Services.

\*Two Program Assistant I/II positions are underfilled by two Office Assistant II positions transferred from Revenue Services.

\*\*Senior Program Assistant is overfilled by the Collector transferred from Revenue Services.

## 311 CUSTOMER SERVICE CENTER

### SALARIES & EMPLOYEE BENEFITS

- 710102**      **Permanent Salaries** (\$138,531) are recommended based on the cost of recommended staffing.
- 710103**      **Extra Help** (\$21,000) is recommended to fund the retired Revenue Services Officer to continue with non-criminal justice collection activities.
- 710200**      **Retirement** reflects the County's anticipated contribution to Social Security and the Public Employees' Retirement System.
- 710300**      **Health Insurance** is based on the employer's share of health insurance premiums.
- 710400**      **Workers' Compensation** reflects the Department's contribution to the County's Self-Insurance Internal Service Fund.

### SERVICES & SUPPLIES

- 720300**      **Communications** (\$11,000) is recommended for the projected telephone costs (service and equipment), including a \$725 monthly reoccurring cost charged by AT&T for access to the 311 service.
- 720800**      **Maintenance - Equipment** (\$1,100) is recommended for the folding machine maintenance agreement.
- 721300**      **Office Expense** (\$4,500) is recommended based on projected need for basic office expenses, including paper and envelopes for generating utility billing statements. Also included in this account is \$3,000 for three computers for the 311 staff to effectively and efficiently operate the 311/CRM system, and will be offset with Development Impact Fees to complete the implementation of the project.
- 721400**      **Professional & Specialized Services** (\$88,100) is recommended for the collection costs in the recovery of delinquent non-criminal justice related debts, including commission fees for outside collection agency services (\$4,000); charges for use of DMV software (\$60); shared cost with Probation for a skip tracing tool called Accurant (\$800), and the computer system maintenance contract for five licenses (\$8,640). Also included in this account is \$69,600 for the remaining project implementation occurring in the first quarter of 2012-13 (funded through unused Development Impact Fees budgeted for this project in 2011-12), and \$5,000 for ongoing marketing of the new 311/CRM systems.
- 721900**      **Special Departmental Expense** (\$14,400) is recommended to fund the purchase of the remaining software licenses needed for the CRM system, and will be offset with Development Impact Fees.

## 311 CUSTOMER SERVICE CENTER

### **SERVICES & SUPPLIES (continued)**

**722000**      **Transportation & Travel** (\$4,000) is recommended for staff training related to the operations of the 311/CRM systems.

### **INTRAFUND TRANSFER/REVENUES**

\$75,000 of the operating costs for the 311/CRM system will be recovered through charges the Professional and Specialized Services accounts subvented departments. Additionally, \$78,000 in Development Impact Fees will be budgeted to complete the project phase of the customer service center.