



STAFF REPORT ACTION REQUIRED

Progress Report on the 311 Project and Operations

Date:	January 22, 2010
To:	Government Management Committee
From:	Sue Corke, Deputy City Manager
Wards:	All
Reference Number:	

SUMMARY

This report is for the information of Government Management Committee as requested during its meeting of January 13, 2010 when considering item GM27.19 "Status of 311 Operations". Deputy City Manager Sue Corke, was requested to submit a progress report on 311 Project Office operations to the next meeting of the Government Management Committee on February 5, 2010.

RECOMMENDATIONS

The Deputy City Manager recommends that:

1. The Director, 311 Toronto, provide quarterly reports to Government Management Committee on the progress of the 311 Project Management Office and 311 Contact Centre operations in 2010 and annual reports each year thereafter.
2. The Director, 311 Toronto, post 311 Contact Centre performance measures on the City of Toronto's Intranet site on a regular basis.

Financial Impact

There are no financial implications as a result of approval of this report. The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact statement.

DECISION HISTORY

There is no decision history to this report.

BACKGROUND

The 311 Toronto Contact Centre provides residents, businesses and visitors with one easy-to-remember phone number to reach non-emergency City services, programs and information 24 hours a day, seven days a week. 311 customer service representatives (CSRs) are able to answer most inquiries, or, for more detailed or specialized questions, link callers to the right person in the City.

City Council approved a phased approach for the implementation of 311 Toronto. Currently, as part of phase one, 311 CSRs are able to initiate service requests for services provided by the Transportation, Water and Solid Waste Divisions and are able to track the progress of such service requests for customers. Service requests for Municipal Licenses & Standards and Urban Forestry will be part of phase two.

The new 311 Toronto division has two programs: the 311 Project Management Office (311 PMO) and the 311 Operations.

The 311 PMO was established in 2004 to implement the 311 Customer Service Strategy. Its mandate is to establish a fully functional new 311 division with a consolidated contact centre operation at Metro Hall. The project milestones include a soft and public launch of 311 services including the capacity for staff to initiate and track service order requests electronically on behalf of Transportation Services, Toronto Water and Solid Waste Management Divisions in the first phase. The scope of the project also includes subsequent launches of self-serve service request options on the City's web site and expanding the range of services handled by 311 Toronto to include those offered by Municipal Licensing and Standards and Forestry Services as part of the second phase.

Part of the responsibility of the Project Management Office is also to provide a "Lessons Learned" report to Council once all of the approved project components are fully functional and live for the public. This report is not expected until early 2011 due to the Council break for the 2010 Election.

311 Toronto began operating the 311 Contact Centre in the former Metro Hall Council Chambers with the soft launch of the phone service on March 27, 2009. For the next six months, staff resolved problems, hired CSRs and established policies and procedures in preparation for the public launch. On September 24, 2009 the new 311 Toronto Contact Centre was officially launched to the public.

COMMENTS

The purpose of this Staff Report is to report on the progress of the 311 PMO Phase I and II milestones. In addition, to provide an early status report on the first four months of the new 311 Operations.

311 PMO:

All of the 311 PMO Phase I project deliverables have been successfully implemented or are on track to be completed in accordance with the Project Plan.

All Phase I major project deliverables are listed below with their completion dates in brackets;

- a) Retrofitted Metro Hall Council Chamber to house the consolidated 311 contact centre operation (Jan 08);
- b) Established the new 311 Toronto division (Dec 08);
- c) Recruited and trained staff to support the 311 operation (Feb 09);
- d) Completed Integrated Privacy and Security Risk Assessments Report for the 311 System (Integrated Technology Model) (Feb 09);
- e) Installed solution that enables an integrated technology model to support 311 services (Mar 09);
- f) Developed business plan, management plan and operating manuals for the new 311 division (Mar 09);
- g) Worked collaboratively with divisions to organize and ensure ongoing maintenance of information in 311 Toronto Knowledge Base (Mar 09);
- h) Implemented the electronic capacity to initiate and track service order requests to completion for the public (Apr 09);
- i) Activated the number 311 for public use (September 09);
- j) Launch of internal/external communication campaign to promote the progress and launch of 311 services (Feb 10);

In addition to the above deliverables, on June 12, 2009, a Mayor/Councillors' Orientation to 311 session was held. During the session, 311 PMO staff introduced features of the new 311 technology that will be available to Councillors in the future. These features include the 311 Toronto Web online services pages, Business Integration (BI) reporting tool and the On-line 311 Knowledge Base.

Following the orientation session, on September 28, 2009, 311 Toronto made 18 online service requests available to Councillors. These online service requests are available through the Intranet as part of a pilot project. These service requests will be available to the public via the Internet in February 2010. Additionally, in November –December 2009, 311 project staff trained all interested Councillors' staff on the use of the BI Reporting tool and portal. The release of the first three BI reports is expected in February 2010.

311 project staff continue to work on the web based application that will make the content of the 311 Knowledge Base available to the Councillors. This is targeted to be completed as part of a pilot project at the end of 2010. This application will be made available to the public as part of 311 Toronto's Phase III later in 2010.

One of the outstanding issues raised at the Mayor/Councillors' Orientation session was the ability of Councillors to obtain information about constituents who contact 311 Toronto for service.

In order to provide this information to Councillors, 311 Toronto would first have to ensure the constituent gave his/her consent to do so. 311 Project staff have confirmed with the Corporate Access Privacy office a process to gather this consent and 311 operations staff have been able to add this consent process to operations. 311 Technical staff are now investigating a database application that will be able to report out separately on those service requests for which consent has been given to share personal information from those that have not. Developing this new database application is fairly complex, but staff have completed a preliminary list of options which require a detailed analysis of requirements, impacts, resources and sustainment. Once this analysis has been completed, the solution can be implemented. Available key technical resources are currently focused on implementing online service requests, preparing for the Phase II integration of MLS and Forestry and the Phase 1 report development. It is anticipated that completion of the analysis, requirements and recommendations for selecting an option will occur in the third quarter of 2010.

Next Steps:

The 311 project staff continue to work on a number of deliverables in 2010 and 2011. Work will continue on the consent for Councillors' access to personal information and the ability for 311 to report those service requests with consent separately.

311 Project staff will continue to work on Phase II deliverables including the integration of the service request function for Municipal Licenses & Standards and Urban Forestry with the 311 solution. This work is well underway and will be delivered as part of Phase II in the second quarter of 2010.

In addition to the integration activities with MLS and Forestry, 311 staff are working on the subsequent launches of additional self-serve service requests for the remaining Phase I service requests that are appropriate for a Web application. Enhancements to the 311 service order menu and Web design in Phase II will also include assessing the appropriate on-line service requests for Municipal Licensing and Standards Division and Forestry Services.

Planning work will begin in the second quarter of 2010 on 311's Phase III. The 311 Phase III deliverables include: integration of two more work order systems, online Knowledge Base and the implementation of the Counter and Kiosk Strategy. All deliverables are currently on schedule.

311 Operations:

311 Toronto officially launched on September 24, 2009 and since that time operational staff have been working hard to hire and train Customer Service Representatives (CSRs), expand the content in the Knowledge Base and provide the division's core service of responding to requests for information and services by phone and email. During the time period from the official launch until December 31, 2009, 311 Toronto handled more than 300,000 calls of which 82% were answered in 120 seconds or less. This exceeded the target service level of 80/120 (answering 80% of all calls within 120 seconds) for 2009.

Even though 311 aims to answer majority of all calls in less than 120 seconds, currently, calls are answered in an average of 52 seconds. This is 22 seconds more than the 30 second average speed to answer performance target. At the same time, the average length of a call is 208 seconds, which is 67 seconds longer than our target of 151 seconds. Adding these two performance measures together provides 311 with a measure of how long a caller has to wait until their inquiry is resolved. Currently, it takes an average of 260 seconds to get a call resolved (52 + 208) whereas the 311 target is 181 seconds. System improvement and CSR training and experience will bring these times closer to the performance target.

The 311 operations were able to answer 73% of all the calls without a transfer, surpassing the performance target of 70%. In the first quarter of 2010, this information will be available monthly on the intranet. In addition, during this same period 311 CSRs responded to over 12,000 e-mails.

All of the above data was produced using the Cisco IPCC reporting tool.

Following the public launch and up to the end of the year, 23% of all calls required 311 staff to initiate a service request. In total, 51,244 service requests were created by 311 CSRs, of which 59% were for Solid Waste and 24% for Toronto Water. This data has been produced using the Lagan ECM Business Intelligence reporting tool.

Following the September 24, 2009 launch of 311, the system has been collecting data. As 311 has only been officially in operation for four months, the amount of data acquired to date is limited, as is its usefulness for measuring overall performance. 311 Toronto will require a full year's data in order to critically analyze performance.

The new system has been collecting data through a number of new applications provided by the new 311 Technical Solution:

- **Cisco IPCC** (Internet Protocol Contact Centre): This application collects real time and historical data about contact centre channel volumes and performance (Ex. Contact Volumes, Handle Time, Service Level)
- **Lagan ECM** (Enterprise Case Management): This is the 311 CRM (Customer Relationship Management tool) used to initiate and track service requests. This is the

application that has been integrated with the Phase I divisional work management systems of TMMS & HANSEN used by Transportation, Solid Waste and Toronto Water. This application captures data attributes on service requests and tracking status. This application has a reporting tool called Business Intelligence (BI) that is used to generate reports on the data captured in the Lagan ECM application. (Ex. Number of pot hole repairs)

- **Lagan Knowledge** (Knowledge Base): A centralized repository for content about the City of Toronto's services and programs. This is the location for the over 15,000 questions and answers that the 311 staff documented on behalf of City divisions. The application captures data attributes about the frequent general information requests from the public. (Ex. Number of inquiries on H1N1)
- **Witness:** This application is used for workforce management by the contact centre for quality monitoring, performance management and speech analytics. (Ex. The number of times WinterCity Festival is mentioned).
- **Symon:** This application provides real time reporting on the Display board in the Contact Centre. Internal 311 use only.

The ability to retrieve meaningful data from these applications is dependent on a number of events occurring: knowledge is transferred from the vendors to appropriate city staff; staff develop the required skills; ability to hire skilled staff to sustain the application; and accumulating sufficient data in the application to make reports meaningful.

Currently, 311 Toronto staff are developing skills in all five of the above applications. Skills are required in the technical and analytical environments in order to extract the data from the application and in some cases to interpret it so that it is useful to its audience. Work is well underway in all of these areas.

311 Toronto operations staff are currently most advanced in working with the Cisco IPCC application and therefore have developed the most mature reporting tool providing the largest breadth and volume of data used the IPCC data. It is this data that is used, for the press releases produced one week and one month following the 311 launch, for example. As part of the 311 commitment to share performance data with the public, 311 is currently preparing a year end report that is similar to the previous first week and first month press releases.

The ability to report data on service requests out of the Lagan ECM using the BI tool is not as developed as the Cisco IPCC application. This is a powerful reporting tool that is dynamic in nature allowing the user to "pull down" reports that are selected to meet their requirements. Because of the complexity of the supporting technology there is a significant learning curve for both technical and business staff that has created delays in the launch of these reports. 311 Project staff are currently working with divisional staff to put the finishing touches on the first three standard reports coming out of BI. Access to these reports will be available through the Intranet. Councillors' and Mayor's staff have

been trained in the use of this tool and on the format of the first three standard reports. Release of the first three reports is expected during February 2010.

311 project staff have just begun to work within the Lagan Knowledge applications to draw information that would provide insight into the volumes and trends associated within requests for general information. Requests for general information account for over 70% of all contacts received by 311. The initial pilot to generate data out of Lagan Knowledge was to prepare a report of Toronto Public Health on the number of inquiries received about H1N1. The data was helpful in understanding the demand associated with call volumes during that time.

The Witness application has tools that have an internal and an external focus. Internally, Witness will provide Quality Management (call recording) and performance management (CSR Scorecard). 311 management operations staff have recently completed their training in the Witness application for the quality management and performance management tools. Witness also has a tool that provides speech analytics. Speech Analytics converts voice to text allowing 311 management staff to analyse the content of calls. Training will begin shortly on the Speech Analytics. The application requires a significant level of data (20,000 calls) before the system can be useful in the analysis. Results out of the Witness speech analytics will be available in the third Quarter of 2010.

The display board has been in operations in the 311 Contact Centre since March 2009 providing real time status on many factors of the operations. The display provides CSRs with Contact Centre attributes such as: number of callers waiting to speak to a CSR, how long callers have been in the queue and the overall service level per half hour. It also provides timely information on watermain breaks, road closers and Solid Waste issues. This data is valuable to assist the CSRs to more efficiently manage calls and their time.

Next Steps:

Early results from these applications are promising. There is significant work ahead to complete before the applications are fully operational. That being said, it should be noted that work on reporting is never complete as the Contact Centre is not a static environment, the data requirements and analysis continue to evolve and the data is continuing to grow.

Significant work needs to continue on the integration of data applications. There can be even greater results when 311 takes the separate data applications and integrates them, therefore creating new “data sets”. For example, the Lagan ECM application will be able to provide information on the number and type of services requests that 311 initiates.

Integrating the Lagan ECM with the Cisco IPCC 311 will provide details of the time and day each of the service requests comes in to 311. 311 will also be able to report on the length of call for type of service request or general inquiry. This information will be valuable for making services and operations more effective. Initial results are expected in late 2010.

311 Toronto staff are planning to make data from the IPCC and Lagan ECM applications available on the 311 intranet site for staff and Councillor to access. Once the intranet site has been tested and improved, the appropriate data will be moved to the internet for the public to view.

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