

## **Quarterly Progress Report on the 311 Project and Operations**

<b>Date:</b>	April 14, 2010
<b>To:</b>	Government Management Committee
<b>From:</b>	Sue Corke, Deputy City Manager
<b>Wards:</b>	All
<b>Reference Number:</b>	

### **SUMMARY**

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This report is for the information of Government Management Committee. It is a regular quarterly report on the progress of the 311 Project Office and 311 Operations.

### **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**

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Government Management Committee, at its meeting of January 13, 2010 when considering item GM27.19 "Status of 311 Operations", requested staff to submit quarterly reports on the progress of the 311 Project Management Office and 311 Operations.

Staff submitted the first Progress Report to Government Management Committee for consideration at its meeting of February 5, 2010 (item GM28.6.) Government Management Committee requested the following to be included in next Progress Report:

- a) a timeline of information/report improvements; and

- b) a timeline of when other divisions, such as Municipal Licensing and Standards and Forestry Services, will be added to the 311 Operations.

## **BACKGROUND**

The 311 Toronto Contact Centre provides residents, businesses and visitors with easy access to City services and programs 24 hours a day, seven days a week. Residents can reach customer service staff by phone or by email or choose to access a variety of information and online services directly through the City website.

Following several years of planning and consultations with all divisions, the 311 Contact Centre was launched to the public on September 24, 2009.

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

## **COMMENTS**

### 311 Operations Status Report:

311 Toronto officially launched on September 24, 2009 and since that time staff have worked hard to hire, train and provide ongoing coaching to Customer Service Representatives (CSRs), expand the content in the Knowledge Base and provide the division's core service of response to requests for information and services by phone and email.

In the approximate six months since its official launch (September 24, 2009 to April 4, 2010), 311 handled 445,062 calls. 311 Customer Service Representatives also responded to 25,097 email inquiries during this same period.

311 Toronto has established specific performance targets for its operations. Initially, the service standard for calls was set to respond to 80% of calls within 120 seconds (80/120). 311 is currently meeting this service standard target. (It should be noted that following approval of the 2010 311 Operating Budget, the standard will be changed to 80/75, which is to respond to 80% of calls within 75 seconds or less)

During this initial period, the average length of a call was 203 seconds. This is 52 seconds longer than the 311 performance target of 151 seconds. In addition, the average call was answered in 23 seconds, which is 7 seconds less than the 30 second target. Adding these two performance measures together provides 311 Toronto with a measure of how long a caller has to wait until their inquiry is resolved. Currently, it takes an average of 226 seconds to get a call resolved (23 seconds + 203 seconds) whereas the 311 target is 181 seconds for call resolution. System improvement, additional CSR training and experience will bring these times closer to the performance target.

Contact Centre staff were able to answer 75% of calls without a transfer, surpassing the performance target of 70%. This performance measure is referred to as First Call Resolution.

As for emails, the current 311 performance target is to respond to emails within 48 hours. Staff estimate that 90% of emails meet this standard. Email volumes have recently increased dramatically; an increase of 42% from February to March. Staff will implement a new process over the next few months to more accurately measure performance targets for emails.

The performance target for emails will also be adjusted to ensure it is more in keeping with public expectations of a 24 hour response time, as identified through research conducted by the Institute for Citizen-Centred Service. 311 Toronto initially established a standard of 48 hours due to the complexity of emails received, and because an auto-response is not used. Staff have since gained experience and a shorter time standard can be considered.

Following the public launch and up to April 4, 2010, 22% of all calls required 311 staff to initiate a service request. In total, 103,374 service requests were created by 311 CSRs, of which 62% were for Solid Waste, 24% for Toronto Water and 14% for Transportation. This data was 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 officially been in operation for only six 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.

311 Toronto further expanded its services to the public on February 1, 2010 with the official launch of its online, self-serve option for service requests. This new feature offers the public the additional option of initiating service requests on their own through the City's website. Citizens are able to select from a list of 18 online service request types. In addition, 12 new online services will be added in the second quarter of 2010. City of Toronto customers can create selected service requests for Solid Waste Management Services, Transportation Services or Toronto Water. The current service requests available online are those that were part of Phase I. During Phase II implementation, staff will assess which service requests for Municipal Licensing and Standards Division and Forestry Services are also appropriate for the self-serve option.

In late March, 311 Toronto launched its online Knowledge Base on the City's intranet in order to make this valuable information resource available to Councillors and City staff. 311 Toronto is soliciting feedback from all staff and users so that the application can be improved over in the coming months. This application will be made available to the public as part of 311 Toronto's Phase III later in 2010.

During the first few months of 2010, 311 Toronto worked with Strategic Communications staff to increase public awareness of the 311 service. Along with media relations activities, a number of different posters were created and displayed on transit shelters throughout the city. Additionally, a series of online advertisements were developed, and advertising in ethnic media began in early April.

#### Status of 311 Data Development

In February, three data sets were released to service divisions and Council members through the 311 Intranet site. There may be instances where a City division or a Council member will need access to additional 311 data sets. Based on feedback gained through the training sessions and the ongoing use of the data sets, 311 staff are in the process of developing a new customized data set. The new data set will provide Councillors and staff details on 311 Toronto-initiated service requests based on location, such as property address and street intersection. This data set information will be made available to Councillors and staff on July 29, 2010.

In addition, as 311 Toronto continues to develop the capability to provide data, 311 Toronto staff will solicit user feedback and input into the development of further new customized data sets. 311 Toronto will work with Councillors and staff in order to determine their needs, interests and expectations from 311 system generated data. On April 30, 2010, 311 staff will issue a survey to Councillors and staff. This survey will assist 311 staff to understand data needs and requirements for future data sets.

311 staff will hold a follow-up workshop for a sample of Councillors and staff in early July. This workshop will provide 311 Toronto a vehicle to better understand data set requirements and provide 311 Toronto an opportunity to exchange information, share feedback and clarify data set requirements. The feedback gained through the survey and workshop will be used to provide input on what features, functions and data will enhance future data sets available through the 311 Service Request Data Portal.

In the first quarter of 2010, 311 Toronto began publishing monthly performance data on the 311 intranet site. These metrics provide aggregate data on the volumes of interactions received by the 311 contact centre as well as other performance measures. 311 will continue to use the intranet to publish contact centre performance data. The data available will soon include information on the most popular general information and service requests received from the public.

#### Status of the addition of Municipal Licensing and Standards and Forestry Services to 311

311 Project staff continue to work on Phase II deliverables, which include:

- integration of the 311 solution with Urban Forestry and TMMS

- integration of the 311 solution with Municipal Licensing & Standards (MLS) IBMS
- development of new services for online self serve

Business Process Review (BPR) sessions were conducted in January 2010 to complete the “To Be” business processes for MLS and Urban Forestry. There were a total of 30 new services that will result in a Service Request being created by a 311 CSR. Of these new services, 17 will be created for Urban Forestry and 13 will be created for MLS (see appendix A for a list of Service Requests). Design and development for the integration for both divisions has been completed and testing is ongoing.

Training for 311 CSRs will be conducted throughout April and May, as the soft launch for MLS and Urban Forestry is scheduled for May 31, followed by hard launch on June 30, 2010.

### Status of Phase III

As approved in the 2010-2015 capital plan, the 311 Project Management Office will proceed with the implementation of the 311 Phase III, including:

- Integration of two more work order systems into the 311 Technology
- Counter Service Strategy
- Kiosk Strategy and Implementation
- On-line Public Access to the 311 Knowledge Base.

311 Project staff are evaluating the City’s customer facing work order systems for appropriate integration with the 311 solution. Once selected, the fourth and fifth 311 system integration will occur in Q2 and Q3 2011 respectively.

The Counter Service Strategy will establish a roadmap for the City’s future counter service delivery to achieve similar success as the 311 phone, email and web services by improving service delivery efficiencies, effectiveness, standards and satisfaction.

In the first quarter of 2010, 311 project staff began the first stage of the Counter Services Strategy by reviewing the volumes and types of contacts being handle by 311 CSRs at the former Access Toronto counters located at Scarborough, North York, East York, Etobicoke and City Hall. Highlights of this review illustrated that City Hall handled 44% of all the contacts while East York handled only 8%. The outcome of this review identified that 50% of all the contacts at these counters were for way finding. Only 34% of the contacts were for general inquires. The remaining contacts were for non City services. This initial review provided 311 staff with an opportunity to evaluate the impact on customer service by replacing the in person counter service for general information with a direct person to person 311 phone line and improved way-finding signage.

The next stage of the Strategy will:

- Review City wide counters services to create an inventory of customer facing counter services.
- Review the York Civic Centre (YCC) counter services as an opportunity to; establish a pilot project to recommend improvements to counter services at that location; to test the channel strategy assessment tool; and inform the ongoing implementation of the counter strategy based on the experience of the pilot.
- Leverage the experience from the YCC pilot and apply these learnings to a review of the City Hall Rotunda counter services in partnership with Facilities Management.
- Examine the feasibility of using kiosks as an alternative/complementary channel to counter services

The on-line public access to the 311 Knowledge Base is well underway. The first step of this implementation was the March 2010 launch to City staff of the on line Knowledge Base located on the City's intranet. This initial implementation is a valuable tool which will enable the 311 Knowledge Base content to be available to the public in a future launch. Based on feedback from City staff, the 311 PMO will use the feedback to create a public online Knowledge Base by the fourth quarter in 2010.

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## **SIGNATURE**

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## **ATTACHMENTS**

Appendix A, 311 Phase II Urban Forestry and Municipal Licensing & Standards Service Requests

## APPENDIX A

### 311 Phase II Urban Forestry and Municipal Licensing & Standards Service Requests

#### Urban Forestry:

There are a total of 17 services (problem codes) identified for Urban Forestry that would result in a Service Request being created by a 311 CSR. The following table depicts the list of problem codes available.

Problem Code Name	Description
Permit Inspection	Complaint of a possible unauthorized City tree removal or injury.
Private Tree Inspection	Complaint of a possible unauthorized Private tree removal or injury.
IPM Inspection	Request to inspect the health of City-owned tree.
Ravine Inspection	Complaint regarding a person injuring or removing a tree or altering the grade in an area that is ravine protected.
Ravine Clearance Park Access Permit	Request to occupy city parkland to access own property.
General Tree Maintenance	Request for general maintenance other than pruning is required.
Storm Clean Up	Request for clean up due to tree failure (i.e. broken branches, tree down, cracked limbs) that is causing a safety hazard. Often as a result of a storm.
Pit Cover/Paver Maintenance	Request for the repair or replacement of City owned pit covers, pavers and containers.
Misc: Non-Forestry Activity	A general code used for various items (lights, debris, birds or animals) caught in trees or for special requests (i.e. Urban Forestry vehicle to be in a parade).
Bees/Wasp	Request for the removal of wasp, bee or hornet nests from City trees
Parks Ravine Safety	Request for safety and maintenance inspection within ravine or naturalized area in City-owned or maintained Park.
Tree Planting	Request for a new or replacement tree.
Tree Planting (11+)	Request to plant 11 or more trees in Park or open spaces.
Mulching	Request for a new or replaced tree to be mulched as part of the tree planting process.
General Pruning	Request for maintenance (pruning) of City trees to provide moderate clearance from structures and to address structural weaknesses.
Block Pruning	Request for maintenance (pruning) for a group of City trees on the same block or street to provide moderate clearance from structures and to address structural weaknesses.
Stemming	Request to remove a tree because it is dead, dying or structurally hazardous.

#### Municipal Licensing & Standards:

There are a total of 13 services or investigation requests (problem codes) identified for Municipal Licensing & Standards that would result in a Service Request being created by a 311 CSR. The following table depicts the list of problem codes available.

Problem Code Name	Description
Adequate Heat	A tenant of a residential property calls to report in-adequate heat within their dwelling unit.
Appliance (Emergency)	An abandoned appliance is placed on private or public property without first removing all its locks and doors.
Election Signs	Residents have complaints or concerns regarding election signs on private property or public property.

Fence	A resident complains about the material of a fence, fence height or a swimming pool enclosure on private property that does not comply with the fence by-law requirements.
Graffiti	Residents complain about the existence of graffiti on a property.
Long Grass and Weeds	A resident complains about long grass and weeds on private property.
Noise	A resident complains about noise that is audible from their residence which disturbs them.
Property Standards	This service is used when a resident/occupant/ the public/ other division/agency complains about maintenance and occupancy standards related to property
Road Allowance	A customer files a complaint related to use of City property by a business or person related to a permit or conditions of a permit (e.g. Outdoor patios, cafes, Marketing, Hot Dog carts).
Rooming House	A resident files a complaint related to rooming houses within the former City of Toronto (i.e. illegal rooming houses or non-compliance with required rooming housing licensing standards/by-law).
Signs	A resident complains regarding a sign on private property or temporary signs on road allowances.
Waste	A resident complains of litter and dumping, accumulation of refuse/debris or standing water on private property.
Zoning	A resident complaint about issues regarding the permitted use of a property.