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October 21, 2015

TO: Lauren Kirk, Manager Customer Care, Toronto Hydro

FROM: Gary Yorke, Director, 311 Toronto

SUBJECT: Revised 311 Toronto and Toronto Hydro MOU on Power Outage Communication

Introduction:

At its meeting on October 30, 2013, Executive Committee adopted the motion that the “City Council request the City Manager and the Deputy City Manager and Chief Financial Officer to report to the Government Management Committee, no later than February 2014, on a more coordinated approach between 311 Toronto and Toronto Hydro which would assist 311 Toronto in responding to Toronto residents during Emergency Events within the City.” A review of the events that took place as a result of the July 8, 2013 storm identified opportunities to improve coordination between 311 Toronto and Toronto Hydro when responding to Toronto residents during Emergency Events.

Further, following the December 2013 Ice Storm, City Council adopted a subsequent item relating to 311 Toronto and Toronto Hydro on July 8 2014, “City Council request 311 Toronto and Toronto Hydro to expedite the development and execution of a Memorandum of Understanding that formally documents the expectations and actions of both organizations to ensure co-ordination of communications in the short term, information and requests for service related to power outages for localized and widespread events.”

Purpose:

This Memorandum of Understanding (“MOU”) formally documents the expectations and actions of 311 Toronto and Toronto Hydro (the “Parties”) to co-ordinate communications during localized and widespread power outages.

For greater certainty, this MOU does not include City Council Motion EX43.3 - Item 14. As directed by council, Item 14 is be addressed by Toronto Hydro in a report to council scheduled for Q2-2015.



HOST CITY



The Parties:

Toronto Hydro

Toronto Hydro is the City of Toronto's electricity distributor that owns the local grid within the City and that, through regulation and licensing by the Ontario Energy Board, has exclusive responsibility for the operation and maintenance of that grid, including during power outages. Through sophisticated technology and skilled professional staff, Toronto Hydro constantly monitors the grid for outages, receives information from customers about outages, provides information directly and through supporting communication channels about outages, and responds to and remediates outages. Toronto Hydro's high risk operating environment is managed by the company through skill-based hiring, extensive outage management training, meticulous outage response processes, and situation-specific safety measures and communications.

311 Toronto

311 Toronto is the City of Toronto's one stop shop for information about City operations. In the past, 311 Toronto has been unable to adequately fulfil that mandate in respect of power outages. During power outages, 311 Toronto is and should be one of the supporting communication channels utilized by Toronto Hydro as part of its outage management and risk reduction strategy. Power outages often occur at peak call times for 311 Toronto (e.g. storms, floods) due to other service interruptions. As a result, the priority for 311 Toronto is to provide the caller with information about the status of all service interruptions, including power outages. Due to the safety and other risk management considerations associated with power outages, callers should always be encouraged to address issues specific to power outages to Toronto Hydro as the primary source for outage information.

311 Toronto's Role in a Power Outage Related Event:

311 Toronto represents a single point of entry (24/7, 365 day operation) for general inquiries and/or service requests by city residents. There are channels the public may use to access 311 Toronto's service; they include a "live" agent at the contact centre, email, fax, website and mobile applications.

In the event of an Emergency Event in the city, 311 Toronto acts as a central hub for the coordination of communication, and incident trending, as well as with the alerting of key Divisions, Executives and Council of issues and risk to the City's assets and residents. The City's service agencies are required to have mechanisms that assure the delivery of accurate and timely information to 311 Toronto.

During a localized or widespread power outage it is essential that the communication processes and associated protocols are strongly aligned. 311 Toronto requires the size of the power outage, outage boundaries, estimated time of restoration (ETOR) as well as resource deployment in order to provide timely and accurate updates to the City's residents and Council upon request.

Toronto Hydro's Role in a Power Outage-Related Event:

Toronto Hydro is responsible for providing safe and reliable power to its customers in the City. Toronto Hydro's Electric Operations and Grid Management division is, among other things, responsible for grid reliability, power outage restoration and call centre management for localized short duration power outages. Typically for widespread longer duration power outage and/or Emergency Events, Toronto Hydro's Customer Care, Corporate Communications and Municipal Relations division is responsible for call centre management and external communications, including 311 Toronto coordination and City Councillors, as well as media and stakeholder management.

Toronto Hydro has made significant enhancements to its outage management practices and procedures since the December 2013 Ice Storm and the Independent Review Panel's report on that event, which was issued June 18, 2014. Moreover, the ever increasing functionality of grid and communications technology and the ubiquitous adoption of web-based personal communications (e.g. smart phones, social media) are continuing to drive innovation and enhanced customer and public engagement.

To address City Council motions EX35.1 - Item 2 adopted October 30, 2013 and subsequent motion EX43.3 - Item 13, adopted at a council meeting held July 8, 9 and 10, 2014, Toronto Hydro and 311 Toronto staff have held joint working sessions to document the expectations and actions of each party as it relates to the coordination of communications during power outages on a localized and widespread event.

The parties have evaluated multiple ways to achieve greater coordination and improve customer awareness during power outages and Emergency Events. The resulting improvements (planned, underway and/or implemented) are outlined as follows:

Process Changes - Toronto Hydro has reviewed and enhanced its outage communication processes to ensure a single, consistent and timely message is available to all Toronto residents and stakeholders. The joint working sessions identified the information 311 Toronto requires to be effective, as well as methods to proactively provide this information to key 311 Toronto contact points. These critical steps are now embedded in 311 Toronto and Toronto Hydro's communication process, with further improvements underway.

Coordination of Message Communication - Toronto Hydro is moving to an industry best practices approach to responding to widespread power outages, that includes three distinct communication phases. During the initial phase Toronto Hydro sends crews to assess the magnitude of the event. Only once this phase has been completed is Toronto Hydro able to provide a realistic overall event restoration time and a general description of damage to the distribution system. During the second phase, Toronto Hydro evaluates the resources it has available and how best to distribute them across the city. Once completed, information related to resource deployment and ETORs for large regions of the city is available. During the third phase, Toronto Hydro deploys crews to prioritized outages and is able to provide more accurate ETORs and information related to the outages being worked on. The process changes mentioned above are specifically designed to communicate in line with the three phases described.

Technology Systems Upgrades - Toronto Hydro has recently implemented a number of related technology upgrade projects, including the implementation of a new high volume IVR system, procurement of third party IVR capacity and enhancements to its storm outage map and technology to enable individual outbound communication on a large scale.

During large scale major events in the past, 311 Toronto has received a significant volume of power outage related calls due to telephony and IVR capacity constraints at Toronto Hydro. Cognizant of the need to maintain communications with its customers during major event power outages, Toronto Hydro implemented a project to replace its current IVR system with a new system that has approximately four time's greater IVR capacity. The new IVR is now operational and will have the beneficial side-effect of reducing 311 Toronto call volumes during those peak periods.

In addition, for very large events, Toronto Hydro has contracted a third party to provide an IVR with unlimited capacity. A central requirement to this project was to provide the capacity for the 311 Toronto IVR to redirect calls to Toronto Hydro with the expectation that all calls will be answered. Both IVR systems are able to handle public safety issues, provide global and regional outage updates to help inform customers throughout the event and enable customers to report outages.

Toronto Hydro has enhanced its Outage Map to support the three phases described above, ensuring consistency with all other communication channels, while also improving its performance on mobile devices. The information presented on the Outage Map now aligns with that provided to 311 Toronto during power outages.

The 311 Toronto and Toronto Hydro joint working sessions also identified the importance of reducing the number of Toronto Hydro customers calling 311 Toronto for power outage updates. This would then allow 311 Toronto agents to focus on responding to other City related issues during an Emergency Event. To support this finding Toronto Hydro has implemented technology to email, text or phone significant portions of its customer base immediately. Toronto Hydro is able to use this capability to inform customers that their power is out, provide updates aligned with the three phases described above, and provide power restoration messages; all of which are aimed at improving customer experience and reducing the need for customers to call either party.

Resourcing - During Emergency Events, Toronto Hydro can now deploy up to 80 experienced staff trained on outage management, public safety issues and the process of capturing relevant information from customers. By the end of 2015, Toronto Hydro will be in a position where it can deploy all of its customer service and outsourced call centre staff, and in an extreme event, staff from other non-traditional areas such as Finance or Human Resources.

In summation, the combination of better quality and more timely information, additional IVR capacity, a larger pool of available agents, and proactive messaging, Toronto Hydro expects that its direct communications channels as well as supporting communication channels other than 311 Toronto will alleviate 311 Toronto call volumes while simultaneously putting 311 Toronto in a better position to attend to the power outage information requests it continues to receive as part of broader inquiries during Emergency Events.

Change Management:

As part of the change management process, this Memorandum of Understanding confirms that 311 Toronto and Toronto Hydro undertake:

- a) To increase and enhance the communication processes and coordination between Toronto Hydro and 311 Toronto as a valued support communication channel during power outage events. Toronto Hydro will send regular, timely updates, as per Toronto Hydro's storm communications protocol to 311 Toronto on events that may result in increased call volumes. Updates and scripted messaging, consistent with all other Toronto Hydro external messaging phases, will be communicated to the following 311 contacts (see below). In addition, when applicable, 311 Toronto will use this messaging to tweet outbound alerts and broadcast promotional messages on its upfront telephony messaging system:
 - Gary Yorke, Director 311 Toronto, g Yorke@toronto.ca
 - Esther Noboa, Manager Information and Business Development, enoboa@toronto.ca
 - Lucy Espinola-Rocha, Operations Manager, lespinol@toronto.ca
 - Julie Giagiari, Operations Manager, jgiagiari@toronto.ca
 - 311 Content Management, 311contentmanagement@toronto.ca
 - 311 Shift Supervisor, 311shiftsupervisor@toronto.ca
- b) To see that 311 Toronto will add to its IVR menu an option to connect to Toronto Hydro's Call Centre and Outage Management Services, which is an important innovation to get Toronto

Hydro experts engaged on serious calls ASAP. This will be a seamless, integrated transfer to the customer. Toronto Hydro will extend and maintain its capacity to receive all transferred calls.

- c) To recognize that since 311 Toronto may be contacted by customers wanting to report power outages, 311 will support Toronto Hydro by assessing these call types to determine if a referral to the Toronto Hydro online reporting tool is required. When applicable, 311 Toronto will assist Toronto Hydro customers by reporting these outages directly, using the existing online power outage reporting tool.

Oct 5, 2015 Update

On October 5, 2015 the Government Management Committee (GMC) issued motion GM7.11 requesting 311 Toronto and Toronto Hydro amend the Memorandum of Understanding to ensure that 311 is made aware of all minor outage emergencies that occur at the Ward or within-Ward scale.

Small/Mid-scale outage improvements:

The improved utilization of 311 Toronto by Toronto Hydro for large scale power outage emergencies has greatly improved customer experience and the consistency of information available to address customer enquiries. Committed to continuous improvement, Toronto Hydro and 311 Toronto have now identified opportunities to ensure consistency of communications and improve customer experience for small and mid-scale outages. Toronto Hydro will provide 311 Toronto with the same outage information available within Toronto Hydro to address customer calls. Outage communications will be fully integrated with a seamless flow of information, resulting in the same experience for customers contacting Toronto Hydro or 311 Toronto regarding power outages.

311 Toronto and Toronto Hydro understand that:

- a) Toronto Hydro will transmit hourly IVR outage messages (outages impacting a single transformer - approx. 10-20 customers) or greater. These messages will include outage boundaries, crew status and estimated time of restoration, if available. These messages are updated on an hourly basis (more frequently if required) and will be automatically provided to a 311 Toronto distribution list. 311 Toronto will utilize this information to effectively respond to customer calls they may receive related to power outages. See Appendix pg. 7
- b) When necessary, 311 Toronto will access the new Toronto Hydro online outage map torontohydro.com/poweroutage for additional information. This map is refreshed every 15 minutes, includes a search function by address, crew status and estimated time of restoration, when available. See Appendix pg. 8-9
- c) When applicable, 311 Toronto will assist Toronto Hydro customers by reporting outages directly, using the new online power outage reporting tool torontohydro.com/reports. This updated tool includes address validation and troubleshooting questions, improving the accuracy of ticket submission. See Appendix pg.10

- d) To ensure consistency of general power outage information provided to customers, 311 Toronto will utilize OutageTo.com, a mobile friendly online outage communication tool, available in eight different languages, to access emergency/outage preparedness information, restoration protocols, available resources, and social media (Twitter) updates. See Appendix pg. 7
- e) 311 Toronto will take advantage of such other support communication channels or Toronto Hydro's direct primary communication channel in respect of power outages as may be directed by Toronto Hydro from time-to-time as the entity with principal legal responsibility for serving its customers, including during power outages. 311 Toronto will be mindful that safety and other risk management factors may heighten the urgency and importance of redirecting callers to Toronto Hydro where emergency conditions may be present.
- f) In order to promote public safety, minimize customer confusion, and limit call volumes during peak times, 311 Toronto will not promote its service as an alternative to Toronto Hydro's communication channels and will co-operate with Toronto Hydro in educating customers on the importance of contacting Toronto Hydro directly where emergency conditions may be present. Similarly, and mindful of these same considerations, Toronto Hydro will continue to invest in its direct communication channels and other support communications channels.

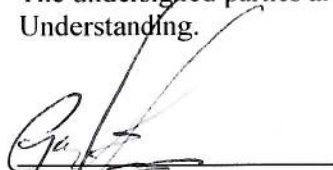
Management Framework:

311 Toronto and Toronto Hydro agree to have regular monthly meetings to review trends, activities and the impact on customer experience and explore opportunities to support continuous improvement.

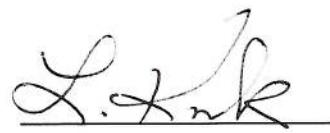
Commitment:

Through this commitment, Toronto Hydro will attempt to better position 311 Toronto to more effectively and efficiently serve as one of Toronto Hydro's support communication channels in the event of power outages and 311 Toronto will attempt to identify opportunities to increase or improve service delivery and customer experience in response to Toronto Hydro's request in that regard and reflective of the technology and process improvements by both organizations.

The undersigned parties are committed to the terms and conditions of this Memorandum of Understanding.



Gary Yorke
Director
311 Toronto



Lauren Kirk
Manager, Customer Care
Toronto Hydro

Cc Esther Noboa, Julie Giagiari, Lucy Espinola-Rocha

Communication Co-ordination Improvements

Outage Management



Outage



Outage Communications



TH IVR – outage message, providing outage boundaries, crew status and ETR
Transmitted hourly

TH Outage Map – provides # of customers out, crew status, ETR
15 minute refresh

Outage.TO.com – outage management information, Twitter feed, communication updates
Available 24/7

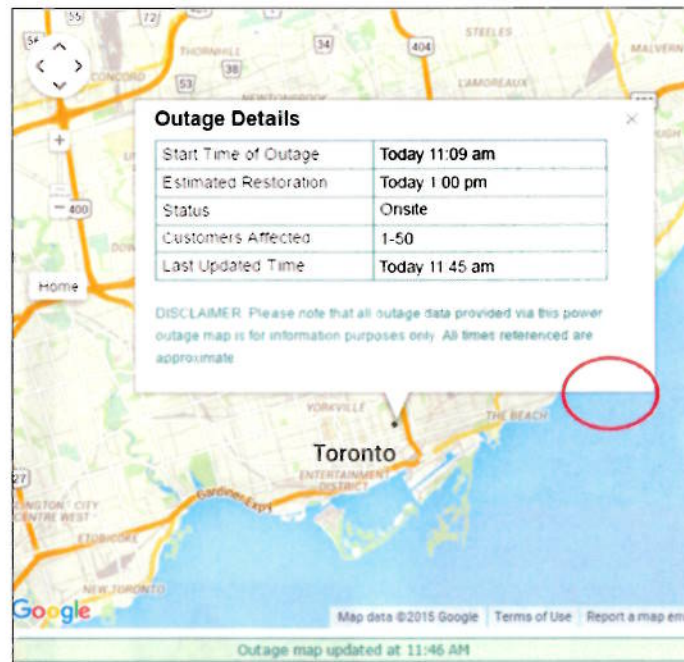
Updated "Report an Outage" On-Line Tool
Available 24/7



Outage Map Improvements

Key Improvements:

- More precise outage location
- Estimated Time of Restoration
- Crew Status
- Search by Address



MAP LEGEND	
•	< 5000
•	1001-5000
•	501-1000
•	51-500
•	1-50

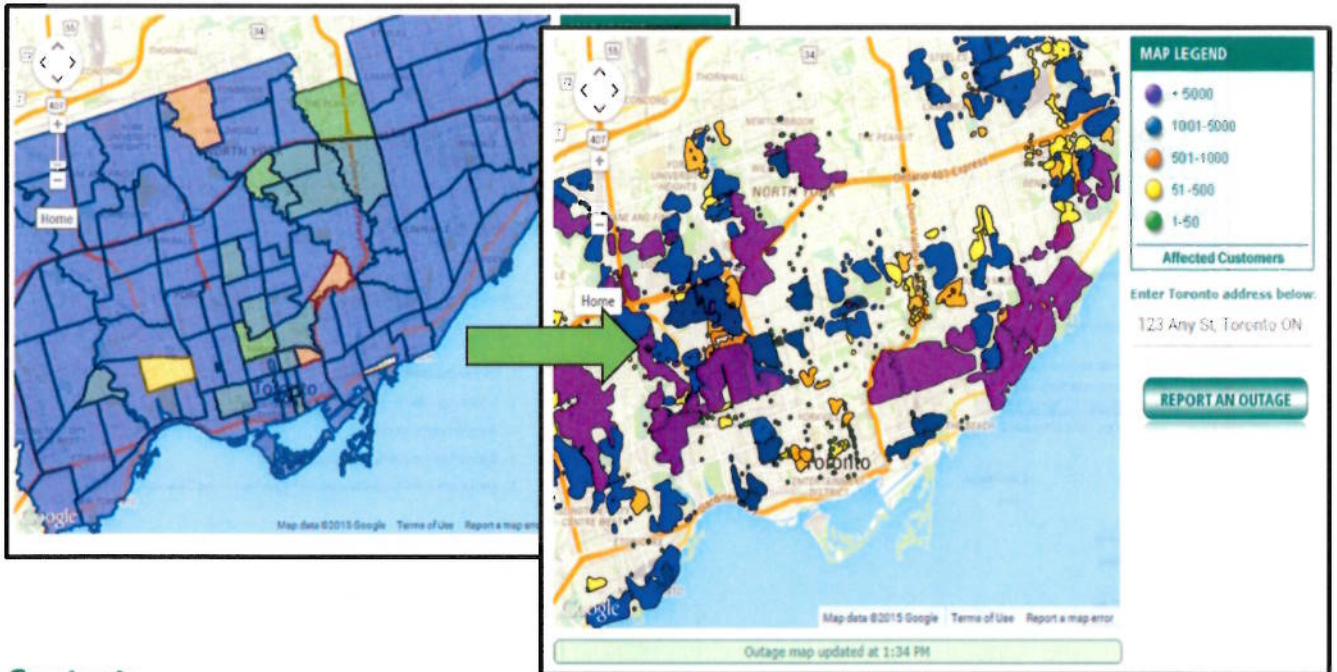
Affected Customers

Enter Toronto address below:

123 Any St, Toronto ON

REPORT AN OUTAGE


Outage Map Improvements – High Volume Event



Context:

Above screenshots illustrate ~ 250K customers out, about 280 events

Updated On-Line Outage Reporting

 TORONTO HYDRO HOME [OUTAGE MAP](#)

Report an Outage

456, MAIN ST. TORONTO, UNIT 1

Please select the correct address below


- 456, MAIN ST. TORONTO, UNIT 1
- 456, MAIN ST. TORONTO, UNIT 2
- 456, MAIN ST. TORONTO, UNIT 3**
- 456, MAIN ST. TORONTO, UNIT 4

First Name
Jane

Last Name
Doe

Phone Number
905 - 888 - 8888

Email Address
JaneDoe@jane.com

 TORONTO HYDRO HOME [OUTAGE MAP](#)

Report an Outage

Please provide additional outage information below:

	YES	NO
1. Do your neighbours have power?	<input type="checkbox"/>	<input type="checkbox"/>
2. Is the outage affecting the entire house?	<input type="checkbox"/>	<input type="checkbox"/>
3. Are your streetlights out?	<input type="checkbox"/>	<input type="checkbox"/>
4. Did you hear a loud bang or see a flash of light?	<input type="checkbox"/>	<input type="checkbox"/>
5. Are you able to safely reset your breaker? If yes did it resolve the issue?	<input type="checkbox"/>	<input type="checkbox"/>

