311 Toronto & Toronto Hydro – Outage Communications Improvements

Councillor Information Session
February, 2016
Agenda

• Background
• Customer Experience Improvements Update
• Outage Communication Tool Demonstrations
• Q&A
Challenges of a Changing Environment

Physical
- Increased intensity
- Increased volume
- Different patterns
- Different vectors

Social
- Greater expectations
- Social Media
- More interest
- More information
July 8, 2013

300,000 customers lost power
2013 Ice Storm

Credit: Toronto.CTVnews.ca

Greater than:

- 300,000 customers out
- 20x normal OMS (outage management system) events
- 100x call volume
- 800 traffic lights out
- 80 - 911 calls
- 500 wires down
- 160 locations (Police onsite)
Typical Day vs the Ice Storm peak

Icestorm Impact on Web & Call Centre Activity

- Calls into the Call Centre: 127,897
- Outage Reports via IVR: 3,985
- Website visits: 343,686
- Outage Reports via web: 36,606
- Facebook comments: 875
- Twitter inquiries: 4,444

DECEMBER 22, 2013
THE PEAK DAY OF THE ICE STORM

VS
A TYPICAL DAY
# Customer Experience Improvement Actions

## Completed

<table>
<thead>
<tr>
<th>Gap / Opportunity</th>
<th>Completed Actions</th>
<th>Status</th>
<th>Benefit(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TH IVR under capacity for significant outage events</td>
<td>TH implemented IVR - June 2015 (approx. 4x capacity)</td>
<td>Completed</td>
<td>Improved Customer Experience, Decreased waiting time for caller</td>
</tr>
<tr>
<td>Inconsistent TH IVR experience – not all customers can access IVR messaging/log an outage ticket during significant outage events</td>
<td>TH third-party IVR service procured for significant outages (unlimited capacity) All customers can access outage messages and log a ticket</td>
<td>Completed</td>
<td>No blockage when accessing TH system</td>
</tr>
<tr>
<td>TH outage map- inconsistent customer experience</td>
<td>TH new outage map – more defined boundaries, information including crew status and Estimated Time of Restore (ETOR), enhanced search functionality, and storm mode</td>
<td>Completed</td>
<td>Improved communication and customer experience</td>
</tr>
<tr>
<td>Lack of customer education/information on impacts and ways to manage during an outage event.</td>
<td>Emergency preparedness kits distributed by TH to vulnerable customers, customer newsletters, OutageTO.com launched - responsive website for customers (outage preparedness information, storm updates incl. Twitter feed, report an outage)</td>
<td>Completed</td>
<td>Improved communication and customer experience</td>
</tr>
<tr>
<td>Inconsistent customer experience due to resource/training gaps</td>
<td>TH and 311 improved staff training, scheduling, and back-end processes to proactively assess event impacts</td>
<td>Completed</td>
<td>Improved communication and customer experience</td>
</tr>
<tr>
<td>Inconsistent customer experience – gap in messaging and information available between TH and 311</td>
<td>Gaps identified, communication protocols and processes implemented to ensure consistent, timely information available to manage customer enquiries during significant outage events (e.g. ETRs and event progress) at both TH and 311</td>
<td>Completed</td>
<td>Established management framework and accountability</td>
</tr>
<tr>
<td>311 On-line reporting - Customers require assistance logging outages</td>
<td>311 now has access to TH on-line outage reporting tool and on request will report outages on customers behalf Form updates to improve accuracy of ticket information, outage report confirmations</td>
<td>Completed</td>
<td>Improved communication and customer experience</td>
</tr>
<tr>
<td>TH and 311 on-line outage reporting enhancements</td>
<td>Localized area outage communication Consistency (small day-to-day outages)</td>
<td>Completed</td>
<td>Improved communication and customer experience</td>
</tr>
</tbody>
</table>

## In Progress

<table>
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<th>Actions</th>
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<th>Benefit(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TH IVR under capacity for significant outage events</td>
<td>Integrate an IVR menu option to seamlessly connect TH’s Call Centre and Outage Management Services as part of 311’s IVR upgrade project, expected to go-live Q1 2016</td>
<td>Q4 2015 – Q1 2016</td>
<td>Improved communication and customer experience</td>
</tr>
<tr>
<td>TH IVR under capacity for significant outage events</td>
<td>Outage alerts not available to pro-actively notify customers of outage/event status</td>
<td>Q3 2016</td>
<td>Improved communication and customer experience</td>
</tr>
<tr>
<td>311 On-line enhancements</td>
<td>Investigate technology solutions that will continue to enhance the on-line communication channel to manage volumes impacts, improve customer experience and usability Phase 1 - Log 311 Service Requests to enhance reporting Phase 2 - Introduce to 311 on-line channel</td>
<td>Phase 1: Completed Phase 2: Q3 2016</td>
<td>Improved communication and customer experience</td>
</tr>
</tbody>
</table>
Communication Co-ordination Improvements

Outage Management

Toronto Hydro Control Centre

Outage Communications

TORONTO HYDRO CUSTOMER CARE

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

Customer

Outage

REPORTING

UPDATES

REPORTING

UPDATES
## Service Level Improvements: A Review of Power Outage Events

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>311 Service Level During an Event (AVG.)</td>
<td>37.6%</td>
<td>80.6%</td>
<td>80.0%</td>
</tr>
<tr>
<td>311 Call Handling Times During an Event (AVG.)</td>
<td>4:16*</td>
<td>N/A</td>
<td>**Nov – Dec = 7:31 Jan = 6:69</td>
</tr>
<tr>
<td>*311 Call Transfers only</td>
<td>N/A</td>
<td>34,000+</td>
<td>12,000</td>
</tr>
<tr>
<td>Visits to Outage TO.com (Toronto Hydro {TH})</td>
<td>N/A</td>
<td>5,150</td>
<td>275</td>
</tr>
<tr>
<td>Registered for Proactive Outage Alerts (TH)</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Proactive Communication to 311</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Process for Frequent and Routine Updates to Councillors</td>
<td>N/A</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Reporting Capability of Toronto Hydro Related Requests (311)</td>
<td>N/A</td>
<td>N/A</td>
<td>✓</td>
</tr>
</tbody>
</table>

**AHT for last 90 day period; there appears to be a downward trend occurring since the introduction of the internal service requests and the improved Toronto Hydro online form**
Power Outage Calls to 311

311 Receives Call About Power Outage

311 Reviews Outage Reports

Outage recordings received from Toronto Hydro

If Known Event, Advises Customer that Hydro Crews are Responding

If Unknown Event, Completes the Online Report on Customer’s Behalf

Call About Electrical Emergencies (e.g. downed wires)

Transfer to Toronto Hydro
Hydro Call Drivers at 311: Speech Analytics 90 Day Trend (Nov to Jan)

- During past 90 days, 5420 inquiries related to Hydro handled by 311.
  - Weekly average for 90 day period is 390 inquiries per week or 2% of 311 call volume.

- Majority of inquiries are received during the day. However, inquiries are also received during evening and night periods.

- Call duration is 6:34 mins (vs. 4:03 mins for all 311 calls in period).
  - As a result these calls are 151 seconds or 2.5 minutes longer than average 311 calls.

- Majority of Toronto Hydro related inquiries are regarding power outages.
  - If the event is known to Hydro, no Hydro online Outage Report, or 311 Service Request is submitted.
311 Service Requests

- Streetlight Outage: 137
- Power Outage: 39*
- Graffiti on Hydro Asset: 3

* A SR is not created if the Power Outage event is known (no duplication)
Outage
Communication Tool
Demonstrations
Outage Communication Tools

Report an Outage

If people or property are at risk, all efforts will be made to contact you.

For electrical emergencies (such as downed lines):

If you are unable to reach Toronto Hydro call 911 and ask for Power.

Please select customer type to begin:

- Residential
- Condominium
- Commercial

Please select the power issue you are experiencing:

- Your entire home is without power
- Only part of your home is without power
- Your lights are flickering or dimming
- A streetlight is out, dim or damaged

Outage Details

<table>
<thead>
<tr>
<th>Start Time of Outage</th>
<th>Today 11:09 am</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Restoration</td>
<td>Today 1:00 pm</td>
</tr>
<tr>
<td>Status</td>
<td>Onsite</td>
</tr>
<tr>
<td>Customers Affected</td>
<td>1-50</td>
</tr>
<tr>
<td>Last Updated Time</td>
<td>Today 11:45 am</td>
</tr>
</tbody>
</table>

DISCLAIMER: Please note that all outage data provided via this power outage map is for information purposes only. All times referenced are approximate.
Thank You
Appendix
TH Office of the President

Important VIP service for councillors/staff - Direct conduit to all things Toronto Hydro

• Dedicated ward representatives
• 1300+ issues (Jan – Oct 2015). 1700+ in 2014
• 112+ meetings with councillors/staff (Jan – Oct 2015)
• 90% acknowledgement within 24 hours
• Thousands and thousands of email and phone calls
• Quarterly reports to each councillor
• 3rd party surveys
• Constantly evolving, improving

**Overall = great vehicle for TH information and service**
Councillor Interaction during Outages

Proactive Outage management communications
- Customized outage email alerts during severe weather emergencies
- Estimated Time of Restoration (EToR) as it becomes available from Operations Centre
- Continued after hours access to Office of the President staff

Outage or other issue requiring immediate assistance

After-hours?

YES

Call 416-542-2661
After-hours representative

NO

Call/Email Ward Representative