

Re: GL5.1

311 EVOLUTION & TORONTO AT YOUR SERVICE

GARY YORKE, DIRECTOR

GENERAL GOVERNMENT AND LICENSING COMMITTEE



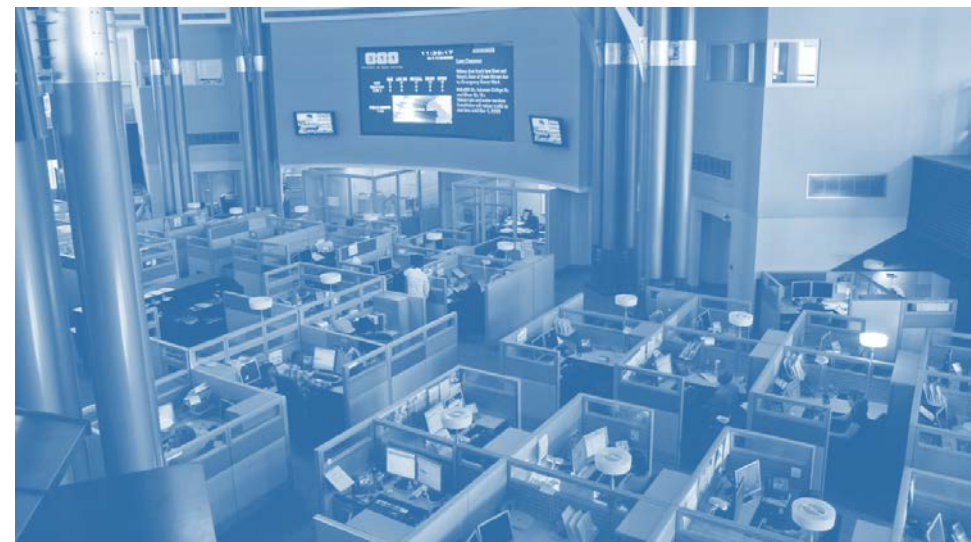
MAY 21, 2019





311 Toronto

311 Toronto is the gateway to City information, programs and services for residents, business owners or visitors. Using modern approaches, dedicated and knowledgeable staff are available 24/7 to provide a quality customer experience through multiple channels of communication in over 180 languages



Operations



Information & Business
Development



Quality &
Performance



Project Management
Office



Finance & Business
Services

311 Division

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Gross Budget \$19.3M
Net Budget \$10.1M



Operations (131 FTE)

- Provide access to non-emergency City services to residents, businesses and visitors **24 hours a day, seven days a week in 180+ Languages**
- Provide **front-line support to the public through multiple service channels**, including: a "live" agent at the Contact Centre; email; fax; mail; website; and mobile applications



Information & Business Development (13 FTE)

- Leads **content management** to ensure accurate and consistent information contained in the Knowledge Base for all City services
- Manage the **311 Knowledge Base, online staff directory, divisional directory**
- Engages in **business process reviews** with City divisions for delivery of integrated services
- Providing **analytics** to enhance the service experience/journey
- Plan and lead delivery of 311 training programs



Quality & Performance (11 FTE)

- Provide **2nd level support** for frontline staff with real-time access for guidance during calls and hand-offs for escalations
- Oversight of **workforce management** including scheduling, resource, and capacity planning in order to support the seasonality curve of call arrival patterns
- Supply Operations Team and other key stakeholders with **data & analytics**
- Lead **Quality Management** through 311 Toronto Quality Standards definitions, call evaluation and calibration, and coaching



Project Management Office (19 FTE)

- Develops and manages **delivery of the 311 Service Model**
- Provides overall leadership in **project planning, divisional coordination, & capital expenditure approvals** in order to ensure business deliverables are met and enhance the 311 Toronto Program

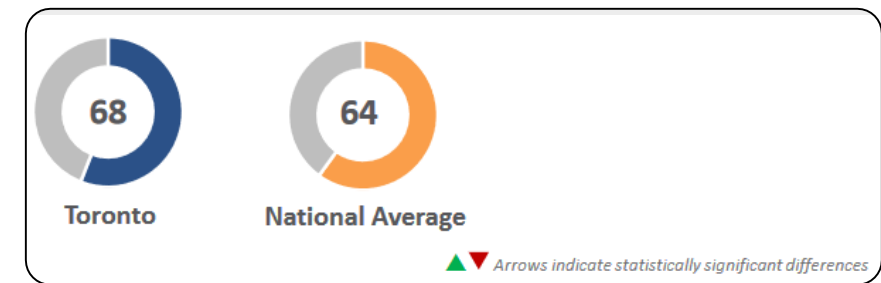
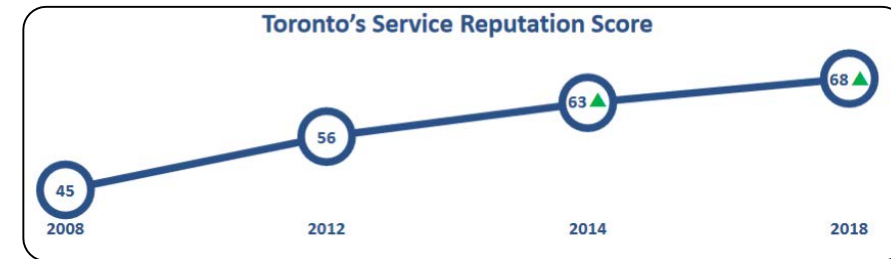


Directors Office / Finance & Business Services (9 FTE)

- Directors Office
- Provide **financial oversight, budgeting, human resources, payroll** and purchasing support for the Division

City's Service Reputation Improvement

- Service reputation is a perceptual measure of how residents feel about the services provided by their governments.
- The City's Service Reputation Has Improved Over the Past 10 Years since implementation of 311
- The service reputation score for the City of Toronto is 68. Toronto's CSI has improved significantly over the past two measures, and is currently 23 points higher than the first measure in 2008
- Toronto's 2018 service reputation score is higher than the national average.



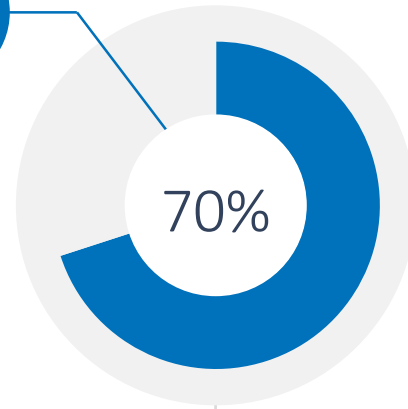
0 to 100 Scores

Source: Citizens First 8. Institute for Citizen Centred Service (2018)

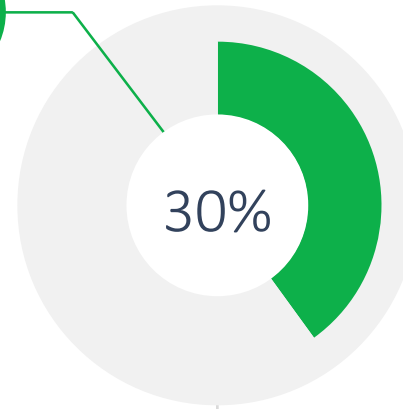
Inquiries by complexity



- Can I recycle my egg carton?
- What is the cost for the swimming class?
- Can I be exempt from disconnecting my downspout?
- What is included in the Noise by-law?



General Inquiries



Service Request*



- I'd like to downsize my garbage bin
- I'd like to get my water turned off
- Please prune the City tree on my boulevard
- Please fix pothole at corner of my street

2018 Contact Centre Volumes



1,500,947*

Contacts Handled By Contact Centre



2,112,394

Public Online Knowledge Base Views



1.04M 311 Calls



225K Tax & Utility Calls



22K Facility Booking Calls



127K 311 Emails



45K Online Requests



26K Facility Booking Emails



1.7K Mobile App Requests



11K Tweets Responded To

Service Levels & Key Performance Results

Service Level

80% of calls received by 311 Toronto that have been answered within approved service standards (75 secs)

2016 = 81%
2017 = 81%
2018 = 75%

Call Handle

270 sec Average time spent by a 311 CSR on a call including both talk time and wrap up time

2016 = 267 sec
2017 = 288 sec
2018 = 299 sec

Speed of Answer

120 sec Average time it takes before a call is answered before the up-front recording / IVR

2016 = 42 sec
2017 = 42 sec
2018 = 66 sec

First Call Resolution

70% of customer contacts resolved at first point of contact (First Contact Resolution Rate)

2016 = 74%
2017 = 81%
2018 = 81%

Benchmarks

City*	Phone Service Level Target	Phone Service Level Actual	Avg. Speed of Answer
Chicago, IL	90% / 45 sec	84% / 45 sec	60 sec
Dallas, TX	70% / 90 sec	72% / 90 sec	106 sec
Los Angeles, CA	80% / 100 sec	50% / 100 sec	73 sec
New York, NY	80% / 30 sec	84% / 30 sec	18 sec
San Francisco, CA	60% / 60 sec	58% / 60 sec	118 sec
Calgary, AB	80% / 30 sec	69% / 30 sec	74 sec
Montreal, QC	80% / 100 sec	80% / 100 sec	132 sec



Collaboration & Partnerships

311 Comparative Survey

Benchmarking survey designed to provide data on call centre volume, operations, staffing, training, recognition, and performance metrics from 311 call centres across North America.



311 Technology Survey

Identifying and assessing technological needs and trends for 311 Call Centres across North America.



311 Awareness Survey

Measure awareness and usage of Toronto 311 and its online services. Explore preferred methods of contact with 311.



Online KB Feedback Form

Online form allowing the public to provide qualitative feedback on a 311 knowledge base article.



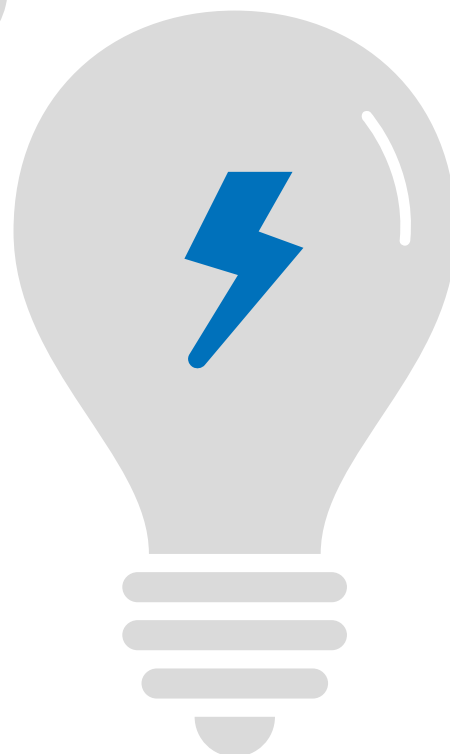
University of Toronto

Working with the University of Toronto to establish common language, methods and techniques in identifying/selecting critical KPIs and use 311 open data to analyze call trends and patterns (e.g.. Impact of weather).



Ad hoc benchmarking and scanning

Routinely conduct various ad hoc surveys of 311 contact centres across north America for environmental scanning to assist in business process re-engineering, roll-out of new technologies, operations model to support various business processes etc.



Accomplishments & Partnerships



Launched Phase 1 of the Salesforce Enterprise Customer Relationship Management (CRM) with Toronto Water.



Collaborated with Shelter, Support and Housing Administration (SSHA) to clean up the housing waitlist.



Provided after-hours service intake for I&T Help Desk, Toronto Public Health, and Toronto Building.



Collaborated with MLS and Toronto Police Service to redirect noise complaints and non-emergency 911 calls to 311.



Successfully manage "Music On Hold", which showcases local musical talent and promotes local artists.

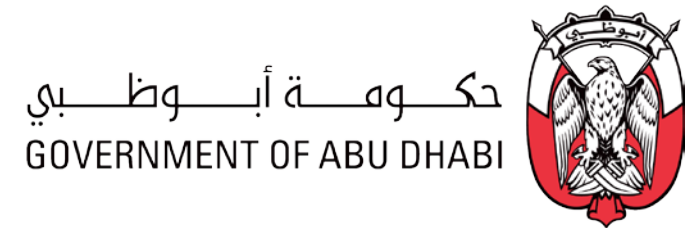
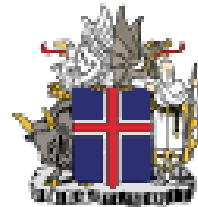


Set up 3 new Internal Service Requests for Toronto Hydro to track reports of power outage, streetlight out, and graffiti complaints.



Enhanced 311's open data set service request (process automation to ensure data quality, efficiency and transparency).

Hosted International and local delegations & seen as a leader and best in class in contact centres



Planned Projects (2019-2020)



CRM

Implementation of Salesforce Enterprise Customer Relationship Management (CRM)



EWMS

Integration with the Enterprise Work Order Management System (Maximo)



Verint/Cisco Upgrade

Upgrade of the Verint Impact 360 workforce management suite and the Cisco UCCE platform



IVR

Modify the existing IVR to offer more options and increase flexibility



Symon Board

Replacement of the digital signage (Symon Board) as it is at end of life



Business Intelligence

Modify the existing 311 BI platform to offer enhancements and repair defects

CRM Driving Forces

Customer Expectations

- Demand for convenient service, ease of use & channel of choice

Digital Evolution

- Growing digital centric service delivery and consumption

Forward Thinking

- Proper architect for future citizen needs

Operational Effectiveness

- Reduce transaction cost & promote self-service (e.g. digital first)

311 Phase 1 Digital Transformation Implementation

Phase 1 (Q4 2018)

Four Toronto Water services and offered the ability to book an appointment for service either online or through 311

Preliminary Pilot Results

↓47%

% Reduction in Number of Clicks to Create Service Requests

↓26%

% Reduction in Handle Time to Create Service Requests

↓50%

Reduced customer effort to schedule work, 2 calls to 1

↓100%

Appointment is booked at time of call (no wait time for a call back)

Phase 1 Additional Benefits

- Reduction on Call Handling Time
- Pro-Active Channel Deflections – to lower cost channels
- New Channels – Email, Web and Chat
- Reduction of Calls
- More Effective Experience – time spent navigating Knowledge
- Master Data – ability to create multiple cases to a single location / asset / address
- Real Time Analytics
- Reduction on Time Required to Onboard
- Channel of Choice – Options
- Scalability



GOOD TO GREAT

CRM Implementation

Phase 2 (Summer 2019)

Release the second set of services focused on various types of noise complaints with MLS

311 Toronto Migration to CRM

Migration of ~600 service requests delivered by 311 on behalf of existing divisional partnerships (Transportation, Toronto Water, Solid Waste Management, Urban Forestry and Municipal Licensing & Standards, Court Services, Toronto Hydro, Toronto Public Health After Hours, I&T Service Desk After hours) from Lagan to the Enterprise CRM Solution

Phased Integration of Divisional Services on CRM

Prioritization and business readiness assessment

Evolution of Customer-centric Focus and Culture



- Online Service Requests
- Multi-Channel
- Analytics, Reporting
- Open Data
- Division-Centric Focus
- Fractured Customer Experience and Brand

- Online Service Requests
Mobile Applications
- **Multi-Channel Strategy**
- Lower Cost Channels
- Customer-Centric Focus
- Enhanced Customer Experience

- **Digitized Services - OMNI**
- Centralized Tier 1 and 2
- Closing the Loop with the Customer
- Increased Customer Touch Points (data)
- End to End Experience
- Equal Access to Services (Channel of Choice)
- Established Brand and Trust

Enterprise Customer Service Framework

Customer Service Vision

The City of Toronto will **improve the lives** of its residents, businesses, and visitors by providing **simple, reliable, and connected** services that **anticipate changing customer needs**.

Customer Service Objectives

Maximize self-service

Provide consistent customer service experience

Build trust and confidence in City Services

Optimize customer service delivery in a cost-effective manner

Guiding Principles



Service Access



Digital Ready

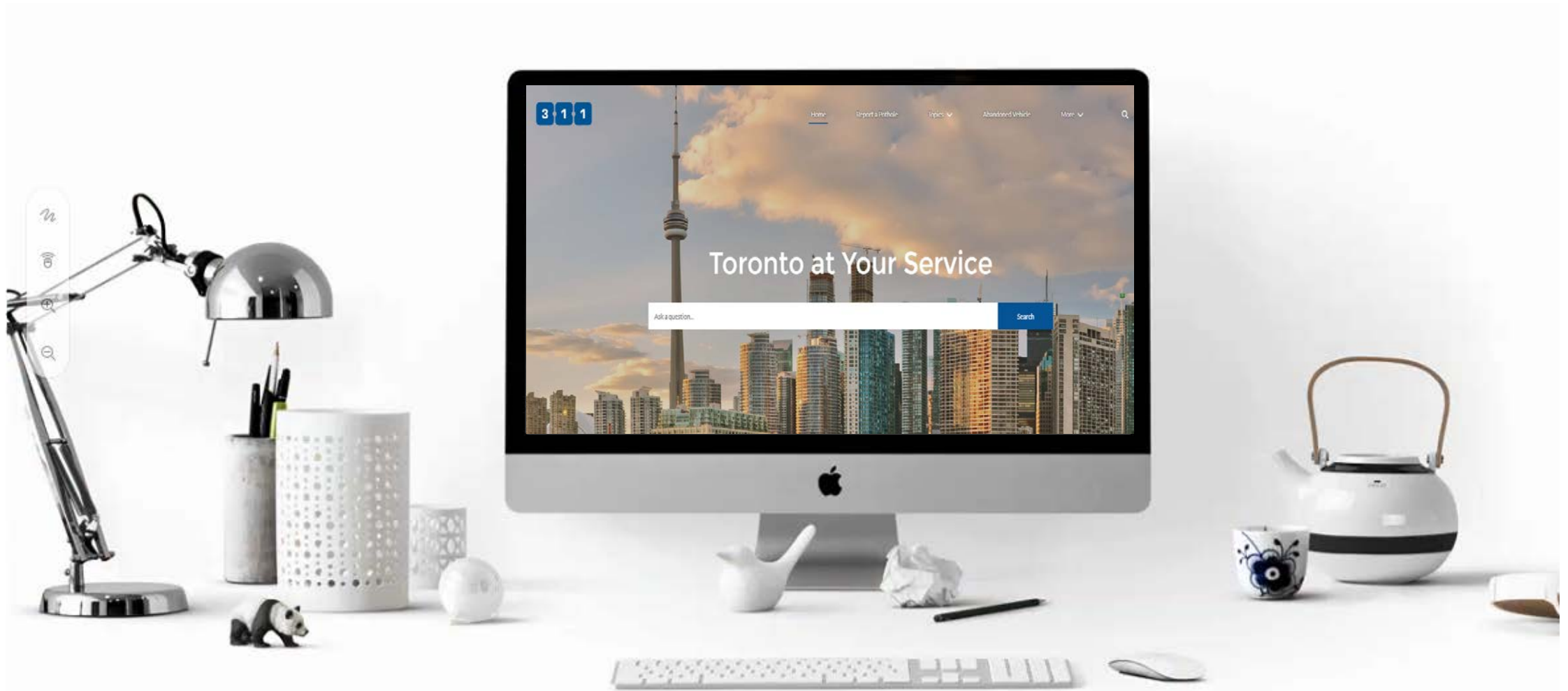


Responsive & Agile



One Toronto

Overview of Toronto at Your Service Portal



Questions?