

COMMITTEE OF THE WHOLE – JUNE 20, 2005

SERVICE DELIVERY STANDARDS FOR DEPARTMENTS INTEGRATING WITH ACCESS VAUGHAN

Recommendation

The Commissioner of Economic/Technology Development and Communications in consultation with the City Manager and the Senior Management Team recommends:

1. That Council receive this report for information.

Economic Impact

There is no economic impact.

Purpose

The purpose of this report is to provide Council with an information package consisting of the Service Delivery Standards (SDS) for the following functional areas for Access Vaughan integration:

- Economic / Technology Development and Communications :
 - Switchboard
 - Information Desk
- Community Services:
 - Recreation and Culture Civic Centre general inquiry
- Engineering and Public Works:
 - Public Works Solid Waste general inquiry
- Finance and Corporate Services:
 - Residential General Tax inquiry and billing information
- Legal and Administrative Services
 - By-Law Enforcement general inquiry
 - Meeting Hot Line

Background - Analysis and Options

To achieve one of Vaughan Vision's primary objectives to provide service excellence to its residents and business community, Council had mandated staff to re-think how The City provides information and services. As its community becomes more sophisticated and expectations change, so should the municipal service delivery.

A detailed contact centre strategy "A Strategy and Work Plan for Access Vaughan" was commissioned and later approved by Council on February 28, 2005 to help the Corporation of the City of Vaughan better meet the needs of its citizens. The strategy was to identify opportunities to consolidate information by establishing a service standards/knowledge database. Recommendation number nine of the Strategy states that "A 'Service Delivery Standards Manual' be provided to Access Vaughan for full integration in the Knowledge Database/Content Management System".

The City of Vaughan is committed to launching Access Vaughan, a single point of contact for its residents, businesses and visitors. In an effort to move forward with Access Vaughan, staff has engaged a Consultant (Rhonda Bosch) who greatly contributed to the creation of the SDS for the first phase of the contact centre. Each department identified a key contact that assisted in the creation of SDS and relevant departmental information to form our knowledge database.

A core team consisting of Paolo Mancini, Project Manager E-Services, Rita Zuccaro, Manager of Access Vaughan and Rhonda Bosch of RBosch Consulting met with a representative from each of the aforementioned departments in mid to late April to discuss the Departmental Profiles and Business Processes templates (see attachments B & C).

During the first week of May all departments submitted their standards after working in conjunction with the core team. RBosch Consulting then amalgamated all the information into a centralized resource incorporating a high-level summary page as well as mapping the standards into processes.

On May 11, 2005, the first iteration of the SDS was presented to the Senior Management Team (SMT). A subsequent meeting with SMT was held on May 20, 2005. During this time the core team continued to meet with departmental representatives to revise the SDS. A deadline of June 1, 2005 was issued to obtain from the departments any additional revisions to their SDS.

The SDS is key corporate information and not only privy to Access Vaughan. The Access Vaughan contact centre will, through service level agreements with the departments, determine which of the services outlined in the manual will be handled by the contact centre.

A key deliverable of the Access Vaughan contact centre project is the centralization of knowledge in an electronic format. All information acquired in the creation of the contact centre will be managed in a centralized search-able repository. This Knowledge Management tool can be made available to the entire corporation. Updating the information will be managed through a maintenance framework thereby ensuring that the entire corporation, and not just Access Vaughan, will have real time accurate information.

SMT is currently investigating the possibility of working with the balance of the corporation in terms of co-coordinating, collecting and centralizing a corporate wide SDS.

Relationship to Vaughan Vision 2007

Service Delivery Standards support several key Vaughan Vision 2007 goal statements. They are as follows:

1.2 Establish and communicate service level standards that are affordable and sustainable.

1.2.1 Develop service levels that are attainable and measurable.

1.2.2 Review current customer service practices and implement enhanced and consistent customer service standards. (Representative team from across the organization)

1.2.3 Communicate established service levels to the community.

1.3 Provide effective and efficient delivery of services.

1.3.1 Develop and implement innovative alternatives for service delivery.

1.4 Develop an effective service measurement system.

1.4.1 Review and implement benchmarks and standards to manage and measure service delivery.

1.4.2 Communicate service measurement results to the community.

6.2.1 Communicate established service levels and results to the community.

Conclusion

This report provides a summary of the required Service Delivery Standards of the five departments that will integrate their information and services with the Access Vaughan contact centre.

Attachments

Attachment A - Summary of each department's Service Delivery Standards. Entire Service Delivery Standards Manual (Summary listed above along with complete business process documentation) available upon request through Clerk's Department.

Attachment B - Departmental Profile Instructions

Attachment C - Business Process Documentation Instructions

Report prepared by:

Frank Miele, Commissioner of Economic/Technology Development and Communications

Paolo Mancini, Project Manager, E-Services

Rita Zuccaro, Manager, Access Vaughan

Respectfully submitted,

Frank Miele

Commissioner of Economic/Technology Development and Communications

Service Delivery Standards Summary
Departments Integrating with Access Vaughan – Phase 1

Business Unit Name: Enforcement Services

Service Name	Service Description	Service Level		Escalation Protocol	
		Minimum	Maximum	Level 1	Level 2
Zoning complaints	Resolve zoning complaints as received from the customer	14 days	Variable	Administrator/Supervisor	Senior manager
Property standards complaints	Resolve property standards complaints as received from the customer	30 days	Variable	Administrator/Supervisor	Supervisor/Senior Manager
General Bylaw complaints	Resolve general bylaw complaints	14 days	Variable	Administrator/Supervisor	Supervisor/Senior Manager
Licensing complaints / Enforcement	Resolve or enforce licensing	5-7 days	Variable	Administrator/Supervisor	Supervisor/Senior Manager
Sign complaints	Resolve sign complaints as received from the customer	5 days	Variable	Administrator/Supervisor	Supervisor/Senior Manager
Confiscated Sign retrieval	Retrieve signs	20 min	45 min	Administrator	Supervisor
Parking control	Enforce parking laws based on customer complaints	10 min	Variable	Administrator	Supervisor
Parking permits	Issue parking permits	5 min	30 min	Administrator	Supervisor
First attendance	Respond to first attendance requests	12 min	30 days	Administrator/Supervisor	Supervisor/Senior Manager
Private security companies	Register and training for tags on private property	10 days	3 months	Supervisor	Senior Manager
Special enforcement	Park and community centre patrol	6 months	Variable	Supervisor	Senior Manager

Business Unit Name: Information Desk

Service Name	Service Description	Service Level		Escalation Protocol	
		Minimum	Maximum	Level 1	Level 2
Council Calendar of Events	Compile, maintain and circulate Calendar of Events to Council/SMT/Directors on a weekly basis	35 min	35 min	NA	NA
Meeting Hotline Update	Provide residents with recorded telephone message regarding information on all Council Committee, and Ward meetings.	10 min	10 min	NA	NA
Stock Information Pamphlet Kiosk	Replenish community information kiosk with pamphlets.	5 min	7 min	NA	NA
Facility maps	Provide maps to satellite City of Vaughan locations.	2 min	2 min	NA	NA
Display minutes and agendas	Put out minutes/agendas provided by mailroom for public information and access.	10 min	10 min	Mail room	Clerks
Delivery of newspapers	Delivery of the Lo Specchio, Liberal/Citizen and Vaughan Weekly on scheduled delivery dates.	N/A	N/A	For Lo Specchio - Clerk D, Purchasing. For all others it is the newspaper agency	NA
Management & Distribution of Bulletin Board Material	Post approved material for information purposes.	7 min	7 min	NA	NA
Post Meetings	Post Ontario Municipal Board Hearings/Assessment Review Board meetings for public information.	N/A	N/A	Legal Department for ON Municipal Board Hearings. Finance Department for Assessment Review Board	NA
Customer Service	Hand out various community profiles/information/maps as requested by residents.	4 min	4 min	NA	NA
Security liaison	Check the VIBE for any meetings that are not included in the clerks schedule as	NA	NA	NA	NA

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	information for security guard.				
Phone/ Counter Reception	Fielding telephone & walk in queries.	3 min	12 min	NA	NA
Faxing	Faxing resident requests for information.	4 min	4 min	NA	NA
Internet Research	Research and update current phone numbers/addresses of public agencies for public information.	3 min	15 min	NA	NA

Business Unit Name: Recreation & Culture

Service Name	Service Description	Service Level		Escalation Protocol	
		Minimum	Maximum	Level 1	Level 2
Advertising Sales & Service	Advertisements in Market Place and in the back of the Fall/Winter and Spring/Summer brochure	5 days	40 days	Manager	Director
Program Registration (incl. subsidy)	Patron registers for a city program (Clients that have obtained subsidy and want to register in programs)	60 min	90 min	Customer Service Supervisor	Customer Service & Admin Manager
Fitness Membership	Fitness membership	55 min	75 min	Fitness Coordinator	Fitness Supervisor
Youth, pool, aquafit, skate-shinny, bocce memberships	Other membership pkgs	40 min	50 min	Admin. Assistant	Supervisor
Permit Indoor/outdoor facilities	Booking of Facilities-one-time only booking of indoor/outdoor facilities	7 days	14 days	Customer Service Supervisor	Customer Service & Admin Manager
Community Groups-Facility Bookings	Seasonal/group/Community Service Organization indoor/outdoor facility bookings	7 days	14 days	Customer Service Supervisor	Customer Service & Admin Manager
Services-In-Kind bookings	Services-in-Kind booking of outdoor equipment for events and community groups (policy)	4 hrs	6 hrs	Customer Service Supervisor	Customer Service & Admin Manager
Credit Card payment declines	Payment declines	5 days	20 days	NA	NA
NSF	Cheque-no funds in account to pay for request	20 days	30 days	NA	NA
Pay-as-you-Go programs	Purchase one time service for recreation programs at community center	10 min	20 min	Customer Service Supervisor	Customer Service & Admin Manager
Transit Ticket Purchase	Customer purchases tickets from center	15 min	20 min	Customer Service Supervisor	Customer Service & Admin Manager
Refunds	Assist customer in getting refunds for services	20 days	60 days	NA	NA
Credit Card/City payment incorrect	Customer calls credit card company and claims the payment charged from the City is incorrect	1 day	20 days		Supervisor

Business Unit Name: Taxes

Service Name	Service Description	Service Level		Escalation Protocol	
		Minimum	Maximum	Level 1	Level 2
Residential Property Tax Billing	Calculate, print and mail interim, final and supplementary property tax bills.	5 times/year	6 times/year	NA	NA
Collections	Notification of overdue balances.	Immediate	Immediate	NA	NA
Walk-in and Telephone General Inquiries	Answer all in-person inquiries	Immediate	Immediate	Supervisor, Property Tax	Manager, Property Tax & Assessment
Tax Reduction Programs	Administer various programs that may reduce the amount of taxes to be paid.	NA	NA	Property Tax, Supervisor	Manager, Property Tax & Assessment
Provide Assessment Information	Provide information relating to assessed values, legal descriptions, zoning and owner information on parcels of property.	Immediate	Immediate	Manager, Property Tax & Assessment	Director, Finance
Property Tax Sales	Administer the process of selling properties for tax arrears	1 day	1 day	Manager of Property Tax & Assessment plus Supervisor of Purchasing	Director of Finance and Purchasing
Mortgage Companies	Accept and process requests from Mortgage companies regarding property tax accounts	5 days	10 days	Supervisor, Property Tax	Manager, Property Tax & Assessment
Tax Certificates	Process requests for Tax Certificates	3 days	10 days	Supervisor, Property Tax	Manager, Property Tax & Assessment
Account Status Information	Provide verbal or written information to property owners regarding their accounts.	Immediate	5 days	NA	NA
Property Tax General Information	Process changes to the property tax account, such as names, addresses etc.	Immediate	5 days	Supervisor, Property Tax	Manager, Property Tax & Assessment
Process Returned Payments	Adjust property tax accounts when payments are returned, charge a fee and issue a letter	10 days	10 days	Supervisor, Property Tax	Manager, Property Tax & Assessment
Process assessment change	Receive and process assessment changes from MPAC	120 days	120 days	Manager, Property Tax & Assessment	Director, Finance
Pre-Authorized Payment Plan	Administer a monthly pre-authorized payment plan for property taxes.	2 weeks	2 weeks	Supervisor, Property Tax	Manager, Property Tax & Assessment

Business Unit Name: Waste

Service Name	Service Description	Service Level		Escalation Protocol	
		Minimum	Maximum	Level 1	Level 2
Garbage collection	Curbside residential weekly household pickup	As per scheduled collection	NA	Front office staff	Manager of Solid Waste
Bulky Item pick up at Multi unit residential establishments	Property Manager calls into the waste department requesting bulky item pick up	Within week of request	NA	Waste Co-ordinator	Manager of Solid Waste
Leaf and yard waste collection	Occurs April-November and lasts 34 weeks - Weekly (Spring & fall) /Bi-weekly (Summer)	As per scheduled collection	NA	Front office staff	Waste Co-ordinator
Collection of Recycling Material	Residential: weekly collection Multi-residential: Weekly carts pick up	As per scheduled collection	NA	Public Works Front office staff	Waste Co-ordinator
Appliance pick-up	Pickup appliances as per customer request	Collected once per week per scheduled appointments.	NA	Public Works front office staff	Waste Co-ordinator
Backyard composters	Backyard composters by customer request	NA	NA	Public Works front office staff	Waste Co-ordinator
Blue Box	Purchase of Blue Box	NA	NA	Public Works front office staff	Waste Co-ordinator
Recycling Carts (toters) (Multi-unit residential)	Multi-unit residential purchase recycling toters from the City	NA	NA	Waste Co-ordinator	Manager of Solid Waste
Complaints about contractor	Process a complaint against a contractor by a customer	Immediate	24-72 hours (working days)	Public Works front office staff	Waste Co-ordinator
Complaints about policy & programs	Residents question or need information about policy & programs	Immediate	24-72 hours (working days)	Public Works front office staff	Waste Co-ordinator
General inquiries	General inquiry about waste/recycling	Immediate	24-72 hours (working days)	Public Works front office staff	Waste Co-ordinator
Collection in new construction area	Calls into City inquiring about waste collection in a new area	NA	NA	Waste Co-ordinator	Manager of Solid Waste
Waste pickup	Residents claims that their garbage /	24-72 hours	Next scheduled	Public Works	Waste Co-ordinator

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missed	recycling/yard waste were missed		collection day	front office staff	
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Business Unit Name: Switchboard

Service Name	Service Description	Service Level		Escalation Protocol	
		Minimum	Maximum	Level 1	Level 2
Call transfer - General	Transfer Request to speak to Functional Area	1 min	2 min	Client Support Analyst	CSS Manager
Call transfer – Specific Staff	Transfer Request for Staff Member	1 min	2 min	Client Support Analyst	CSS Manager
Staff telephone lists	Maintain VIBE Staff Telephone lists	½ day	1 day	CSS Manager	NA
Staff Telephone Directory	Maintain F: Drive Staff Telephone Directory	1 min	2 min	Client Support Analyst	CSS Manager

Instructions- Department Profile Form

Purpose

The purpose of the Department Profile Form (DPF) is to gather information about a department and the services it offers to both internal and external clients. It is meant to provide a snap-shot of the department as well as help identify customer-facing services. This information will be used to prepare Access Vaughan to be the single contact point for information and managing service delivery for the citizens, residents, and businesses of the City. This is only an information gathering process which will help in creating an overall picture of service delivery of the City.

Form field definitions

Field	Description
Department name	Type the name of the department. Example: Public Works, Economic Development, etc..
Department mission	Type the department mission statement if one exists. If you don't have one then leave this blank
Director name	Type the name of the director or department head
Total number of staff	Type the total number of employees in this department
Total number of services offered	Type the total number of services (internal and external) offered by the department. A "Service" is defined as an activity or work done for people outside of the department.
Organization Chart	Attach the latest organizational chart for the department
Service #	Do not type anything in this field
Service name	Type the name of each of the services (internal and external) that the department offers.
Service description	For each service name, briefly describe what the service delivers
Request type	Type " <i>Internal</i> " if the service is requested by and delivered to the people within the City offices Type " <i>External</i> " if the service is requested by and delivered to the residents and businesses of Vaughan Type "NA" if the service is operational in nature and is routine
# of requests per month	Type the number of requests you receive each month for the service
Service level	If you have a service level for each service name, type it here. A service level can be defined as the time duration it takes to deliver a service once a request has been received
Software used	If some type of an IT system is used to manage service requests, type in the name of the system here. Example: AMANDA, JD Edwards, GIS, etc.
Comments	If you have any comments or information you think might be useful, type it here

Comments

☪ Provide as much as information as possible

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- ✿ Keep the “Service description” simple. Ask yourself: “What does the service do?”
- ✿ You may not know the exact “# of requests per month”. That is fine; just try to make an educated guess.
- ✿ If there is more than one “Software used”, list them all

Instructions – Business Process Documentation Form

Purpose

The purpose of the Business Process Documentation Form is to document how each **customer facing service** is delivered from start to finish. This is important because it ensures that everyone understands that process and aids in effectively communicating to the rest of the organization on how things work. The intent is not to re-create the existing process, but rather to take a snap-shot of the process as it is today. Each of the services will be decomposed into individual high-level activities that will show how the service is delivered, within what time frame, and who does the work.

Form field definitions

Field	Description
Service name	Type the name of the service that is being delivered. Every service name should be a customer facing service only. A customer facing service is defined as one that is “external” in nature. This can be determined by looking the “Request type” column in the “Department Profile Form”
Department name	Type the name of the department
Responsibility (Title)	Type the role that is ultimately responsible to make sure that the service is delivered effectively. The question you want to ask is: “What if the service is not delivered or something goes wrong, who is called?”
Process input	Provide information on what is required to start the process? Is just a phone call enough? Does the requestor have to have specific documents?
Process output	Provide information on what the requestor receive when the service is delivered completely
Activity description	Activities represent work that is done to take process inputs and deliver the process output. List each activity that is required to be completed in order for the service to be delivered. Example: Dog licenses – the question you want to ask is: “what are all the activities that need to be completed so that a dog license can be issued to a dog owner?”
Completion time	For each activity, type in the time it takes to complete the activity. If you don’t have an exact number, then type is a rough estimate.
Responsibility	For each activity, type in who is responsible to get it done. Stick to roles (Inspector, manager, supervisor, etc.) and not people.
Escalation (Level 1)	For each activity or for the complete service, type in the role (next level) that gets notified when work is not complete. Example: When a field worker does not complete work, then the supervisor is notified so that the work can be managed effectively. If nothing like this exists, then leave it blank
Escalation (Level 2)	If the next level is notified and still nothing is done, type in the final layer of management that gets notified that work is incomplete
Comments	Type in any additional information you think would be helpful in this exercise.

Comments

☞ The key to success in this is to think about how a service is delivered to the requestor at a high-level, keeping it simple, and not try to deal with every

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exception. Strive to document the “rule” and not the “exception”

- ✦ If you don't know how the escalations happen, then leave the fields blank
- ✦ Completion time is an estimate unless you have specific information about the time it takes to complete an activity

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