

COMMITTEE OF THE WHOLE JUNE 19, 2006

ACCESS VAUGHAN OPERATIONAL UPDATE AND FUTURE PHASES

Recommendation

The Commissioner of Economic/Technology Development and Communications, in consultation with the City Manager, Senior Management Team, the CIO, the Access Vaughan Steering Committee as well as the recommends:

1. That Council receive this report and provide direction for future phases of Access Vaughan as listed in the body of this report.

Economic Impact

The approximate economic impact for future phases is detailed below. This is listed per functional group (i.e. Public Works – Roads would be one group). Staffing costs would require review once the scope of future calls being taken by Access Vaughan has been decided.

Purpose

The purpose of this report is to provide members of Council with an update on Access Vaughan's operation to date and the process to be followed in expanding Access Vaughan's services enterprise wide.

Background

To fulfill Vaughan's Mission Statement "Citizens First Through Service Excellence", Graycom (consultant) was hired to undertake a strategy for implementing a contact centre in the City of Vaughan so as to provide better telephone/walk-in service to all residents and businesses in Vaughan. The strategy was ratified by Council late in February 2005. Some of the main recommendations and areas that were developed between February and December 2005 were:

- Develop a project plan for the integration of 4 functional areas (Finance – Tax; Engineering and Public Works – Waste; Recreation and Culture; Enforcement – Parking) with Access Vaughan
- Prepare job descriptions for Co-coordinator position and Citizen Service Representatives (5 full time/4 part time)
- Prepare budget based on departmental contributions
- Post Co-coordinator and CSR vacancies, interview and hire
- Plan and prepare office space
- Identify call types for 4 functional areas
- Process mapping sessions with 4 functional areas
- Development of business requirements
- Prepare Service Level Agreements (SLA)
- Develop training program
- Develop knowledge tool incorporating appropriate technology
- Train staff
- Develop technology to support business requirements
- Soft launch occurred on January 29, 2006 (Phase One only)
- "Official" launch (attended by Council and various media) was held on March 20, 2006 to inform community of new service being offered

Operational Results To Date

Access Vaughan was soft launched on January 29, 2006 and has steadily increased number of calls answered while maintaining overall average 90% service level (our goal is to answer 80% of calls within 20 seconds or less).

Year-to-Date Weekly Performance (Appendix 1)

Weekly statistics for the first 3.5 months indicate average weekly calls of about 3,400 with a constant average service level of 90%.

During this time period, Access Vaughan experienced a peak in volumes for approximately 4 weeks due to the 2006 interim tax bill being issued. Working co-operatively with the Tax Department staff, we were able to handle the high volume of Tax-related calls properly, maintain a high service level, and not revert to our contingency plan.

Year-to-Date Monthly Performance (Appendix 2)

This report shows that March has been, by far, the busiest month mainly due to March 7th being the first tax installment due date as well as having received many calls requesting information about March break programs offered. For the month of March, Access Vaughan was able to maintain a 90% average service level.

Daily Trends by Month (February to May) (Appendices 3, 4, 5 and 6)

These reports show that volumes are fairly consistent between 600 and 900 calls per day with a couple of peaks of approximately 1,000 calls in April. April 10th, for example, we received many calls about garbage pick up prior to Passover and other calls regarding Easter weekend Recreation program schedules and activities available. As well, whenever there is an interruption to service we are busier first day after the schedule change. Another reason for increased call volumes was due to the warm weather and residents eager to clean their yards and were calling about pick up dates for leaf and yard waste.

Daily Interval Report (sample for April 18) (Appendix 7)

This sample report (for April 18) indicates that call volumes are from 20 to 50 in any 15-minute interval – fairly consistent – but we have lower volumes during the lunch time 11:45 am to 1:30 pm, around 2:15 and again around 4:15 pm.

Relationship With 4 Functional Areas

Access Vaughan works very closely with the 4 functional areas in ensuring that only those calls requiring specialized assistance are transferred to the departmental subject matter experts. The reduction in calls being transferred directly to departments has allowed departmental employees to concentrate on their work at hand and not in responding to general inquiries. This has resulted in a very good working relationship with Access Vaughan and with continued exchange of information we are both becoming more efficient and effective in the way we deliver services to our residents and businesses. Departments are very timely in providing us with up-to-date information such as the Jane/7 road repairs; tax billing and arrears notices mailing dates; Recreation and Culture program changes; On-Street Parking Pilot Project updates from Enforcement.

During the Access Vaughan rollout, Citizen Service Representatives, as well as frontline departmental staff from the 4 functional areas, were included in customer service training. This has proven invaluable in providing a consistent and holistic experience for our callers.

As well, monthly meetings are being held between Access Vaughan and representatives of the 4 functional areas to discuss any issues that would result in improvement (issues requiring immediate attention are dealt with on an as-needed basis), to promote communication at all times, and to identify and discuss other areas that require assistance.

Overall Access Vaughan has been able to integrate with the 4 functional groups to provide "Service Excellence" to our citizens. Access Vaughan has also been able to favourably impact departments which were not in scope for Phase I by decreasing misdirected calls and meeting its objectives of "who to call when you don't know who to call".

Next Steps

Phase I of the Access Vaughan project focused on the integration of general inquiries for the following functional areas:

- Tax (Residential and Commercial general inquiries)
- Waste (all Waste general inquiries)
- Enforcement Services (Parking and Outdoor Water Use general inquiries)
- Recreation & Culture (Program Registration and Facility Rental general inquiries)

As well, the Information Desk and Switchboard functions were fully integrated into Access Vaughan.

These functional groups were identified in the strategy document as areas which should be incorporated in Phase I. Since Access Vaughan's successful launch, this new partnership between Access Vaughan and the functional areas listed above, has provided our Citizens with exceptional service. Integrated functional areas have now been able to service our Citizens better by acting promptly to more complex inquiries/issues and better manage their "over-the-counter" service, while Access Vaughan focuses on answering general inquiries.

Suggested Expansion and Integration

Access Vaughan has been accumulating statistics on the call types and call volumes since the launch on January 29th, 2006. Staff's analysis of the new statistics has identified opportunities for Access Vaughan to proceed with expanding and integrating new services.

1. **Expand** the general inquiry call types for Phase I functional areas (including Planning),

The table below summarizes the functional areas with the heaviest call volumes.

Enhance Phase I Functional Areas	Number of Calls AV Received (January 29 th – May 18 th , 2006)
Commission	
Finance (Tax)	7,963
Eng/PW (Waste)	4,715
Comm Svcs (Rec/Culture)	3,333
Legal (Enforcement – Parking)	2,530

and

2. **Integrate** new call types from other functional groups within the organization.

Integrate New Functional Areas	Number of Calls AV Transferred (January 29 th – May 18 th , 2006)
Commission	
Legal (Enforcement – Parking Other)	592
Planning (Building Standards)	497
Eng/PW (Roads)	390
Eng/PW (Dev/Trans Eng)	371
Comm Svcs (Parks Optns)	347
Eng/PW (Water)	263
Legal (Clerks Licencing)	162
Planning (Dev Plan)	138
Eng/PW (Dispatch)	136
Legal (Clerks – Com of Adjustment/Secretariat)	111

Statistics will be reviewed in the fall prior to commencing any work to confirm the top 10 functional groups to be included.

In order to proceed with the integration of Access Vaughan and the rest of the organization, the following steps will be taken:

STEP 1 – Integration Feasibility Assessment

This step will include the process of identifying general inquiry call types for all functional groups identified in the table above. Resources from each functional group will participate in information gathering sessions. These sessions will identify general inquiry call types which can be handled by Access Vaughan, and discuss opportunities for Access Vaughan to assist the department in servicing callers. The deliverable from this step will be a feasibility assessment. This assessment will detail a list of functional groups which can be integrated and their associated call types.

This step is planned for the fall 2006, in order to accumulate more statistical information. Over the next few months Access Vaughan will experience for the first time the issuance of final tax bills, On-Street Parking Pilot Project, Access Vaughan staff summer vacation, and the communication of the "Greening Vaughan" initiative to the public (which has already precipitated calls requesting more information) as well as the November 13 municipal elections. More statistical information will allow the analysis of seasonal trends and volumes, resulting in decisions which will better help our Citizens when they call the City.

STEP 2 – Selection of Functional Groups in Scope

In Step 2 the feasibility assessment will be reviewed and functional groups will be prioritized and scoped based on the following criteria:

1. Level of readiness of the impacted department
2. Call types which have the greatest impact on caller satisfaction
3. Departmental need for Access Vaughan to handle their general inquiries
4. Level of effort to implement.

The deliverable from this step will be a list of functional groups and call types in scope for the next phase. As well, the results of this step will allow for an impact assessment on Access Vaughan's staffing requirements in order to support the increased call volume from the identified areas. There is a one-time cost of \$5,000.

STEP 3 – Planning and Rollout

Once functional areas are identified as "in scope", a project plan will be developed. The project plan will outline all activities and resource requirements to integrate the identified areas into Access Vaughan. This plan will include activities such as: process mapping; analysis of functional requirements; modifications to existing telephony and knowledge management systems; development of training materials, and Citizen Service Representative (CSR) training.

The estimated costs associated with each of the steps are as follows:

Step	Activity	Cost per Functional Area	Project Fixed Cost
1 Integration Feasibility Assessment	Facilitation of working sessions	\$2,000.00	
2 Selection of Functional Groups in Scope	Scoping and Planning of Phase II (one-time cost)		\$5,000.00
3 Planning and Rollout	Implementation Cost per Functional Areas Scoped in Phase II		
	Process mapping and Requirement Analysis	\$ 8,000.00	
	Staff Training (develop and deliver – AV and other front-line staff)	\$ 1,500.00	
	Business Knowledge Database (KT) Enhancements	\$ 3,000.00	
	Telephony - Symposium Licence	\$ 5,000.00	
	Call Pilot/Symposium Database Design and Development	\$ 7,500.00	
	Nuance - Synthia	\$ 2,500.00	
	Voice Recordings	\$1,000.00	
Total Estimate Costs per functional group		\$ 28,500.00	

Estimated Cost Assumptions:

- External resources will be used, namely Contact Centre SME and technology developers. In order to preserve continuity, and meet timelines as efficiently as possible.
- General Customer Service Training will be provided to all front-line staff
- 5 Symposium licenses will be allocated to each functional group

Relationship to Vaughan Vision 2007

Access Vaughan's services are aligned with Vaughan's Vision 2007 in two primary goals and objectives:

- 1.3 Provide effective and efficient delivery of services.
- 6.2 Develop innovative external communications initiatives

This report recommends a change from the priorities previously set by Council and the necessary resources have not been allocated.

Conclusion

In summary, Access Vaughan has proven to date that the department is an integral service required not only by external callers but also internal departments. Further analysis of call statistics and readiness of departments must be assessed before future phases can be planned and implemented. This approach will ensure "Citizens first through Service Excellence" continues to be the City of Vaughan's vision, as we enhance the services Access Vaughan will provide, in partnership with all other organizational departments.

Staff suggests that Council consider adopting both opportunities to **expand** the general enquiry call types for Phase I functional areas, including the Planning Commission which would result in Access Vaughan providing its services corporate wide; and to **integrate** new call types from other functional groups within the organization.

Attachments

Appendices 1 through 7 - Symposium statistics

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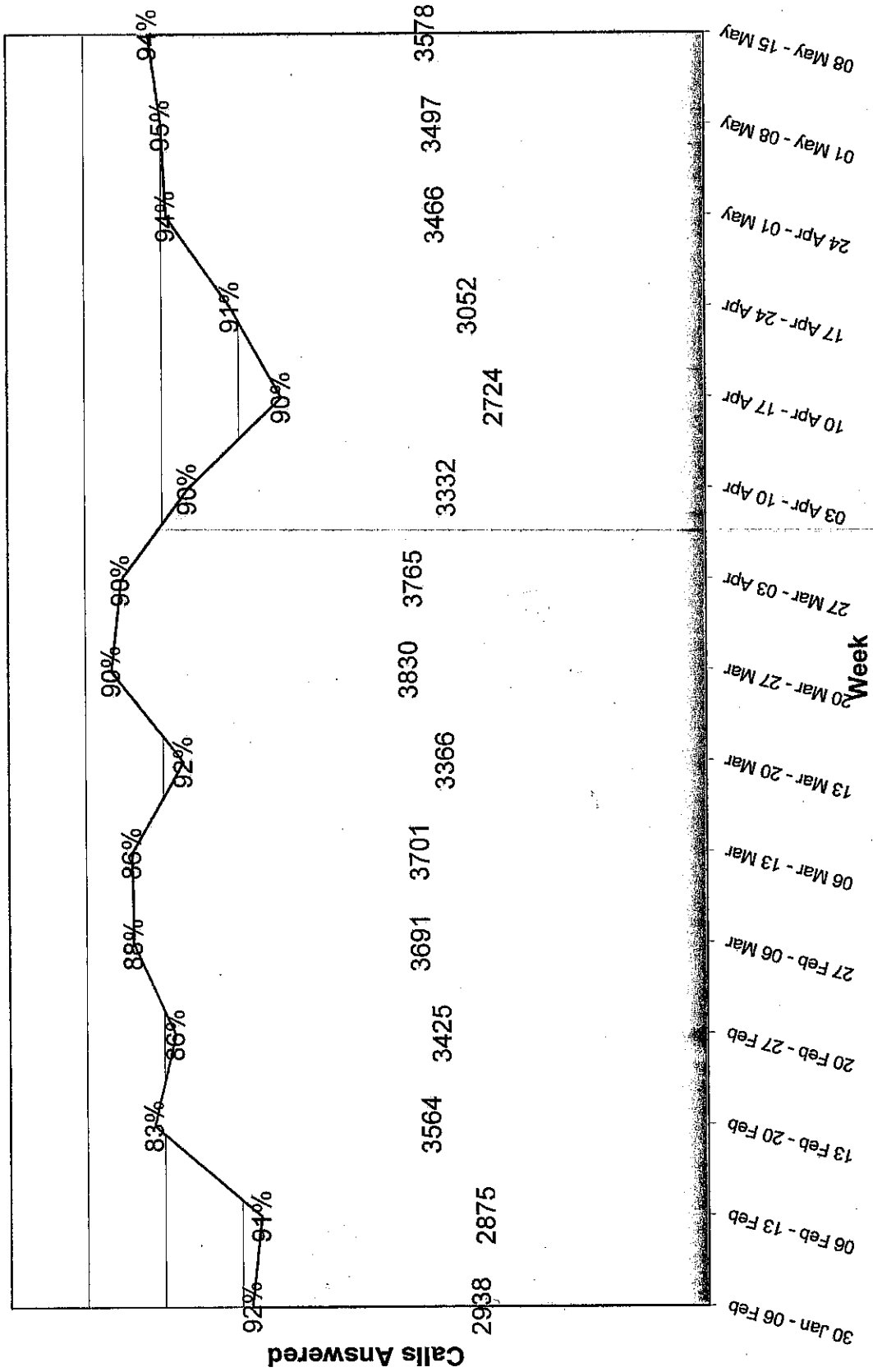
Lucy Pasianotto, Project Leader – Access Vaughan Project Team, ext. 8068

Respectfully submitted,

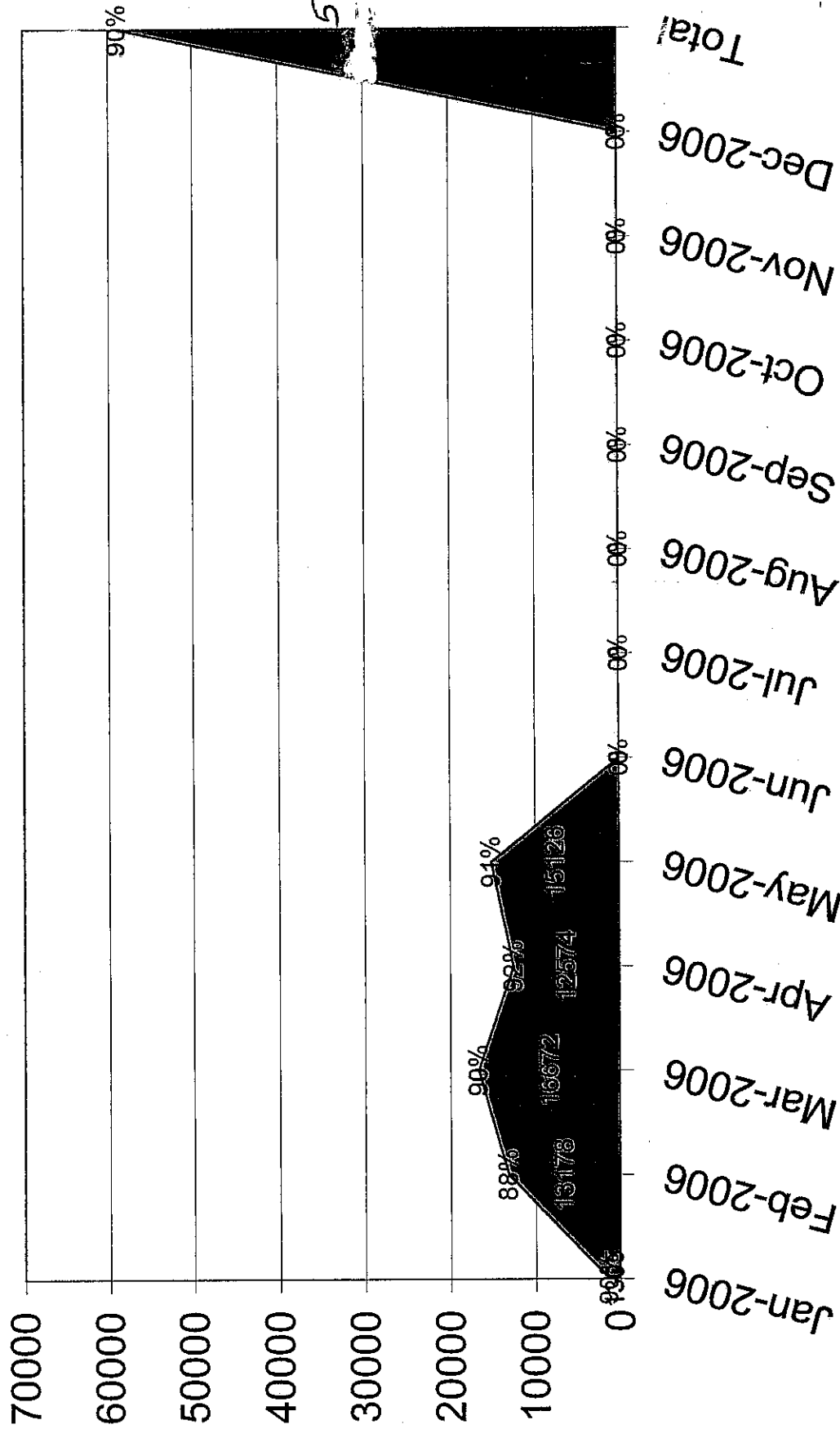
Frank Miele
Commissioner - Economic/Technology Development and Communications

Access Vaughan Year-to-Date Weekly Performance

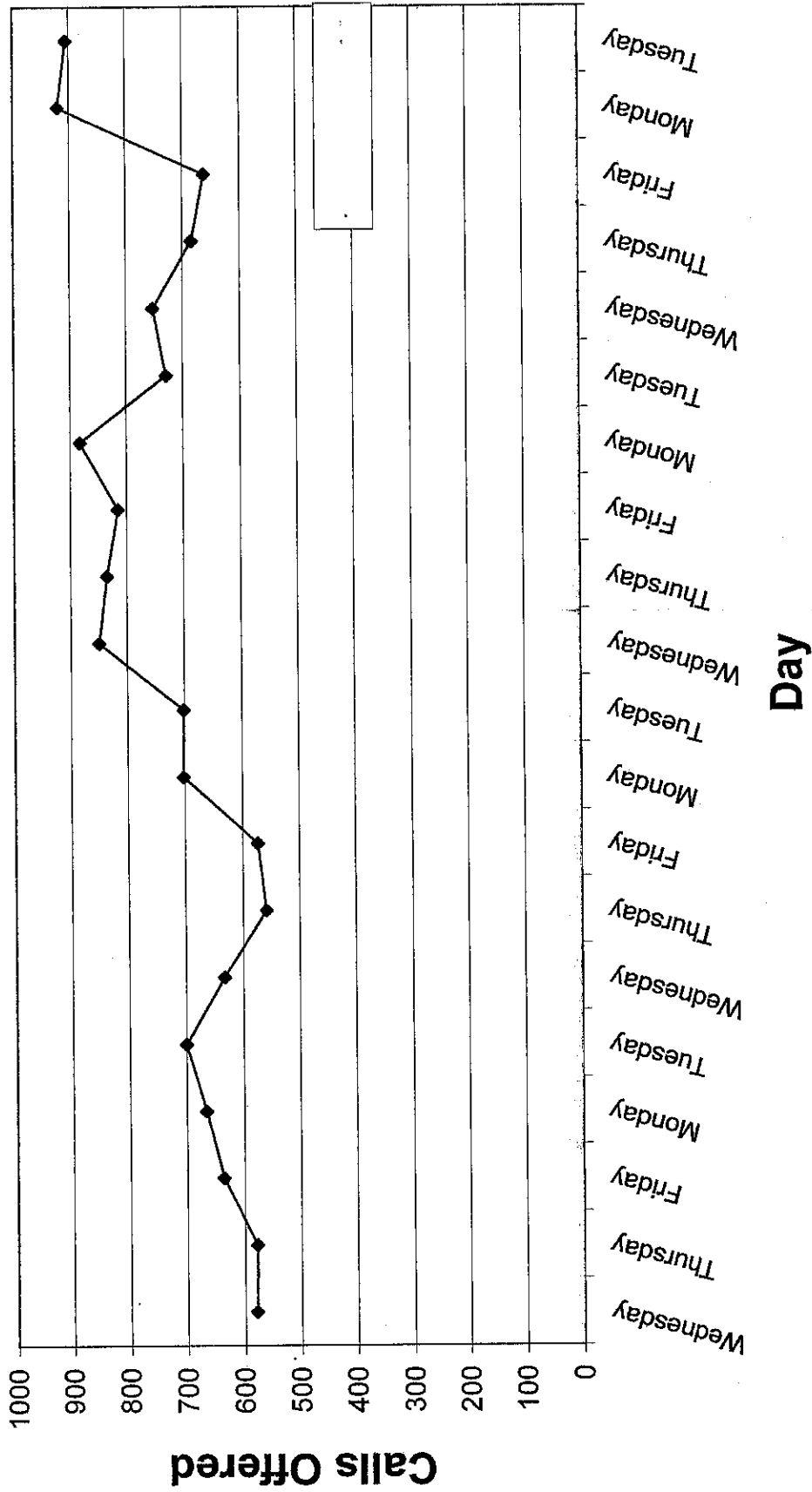
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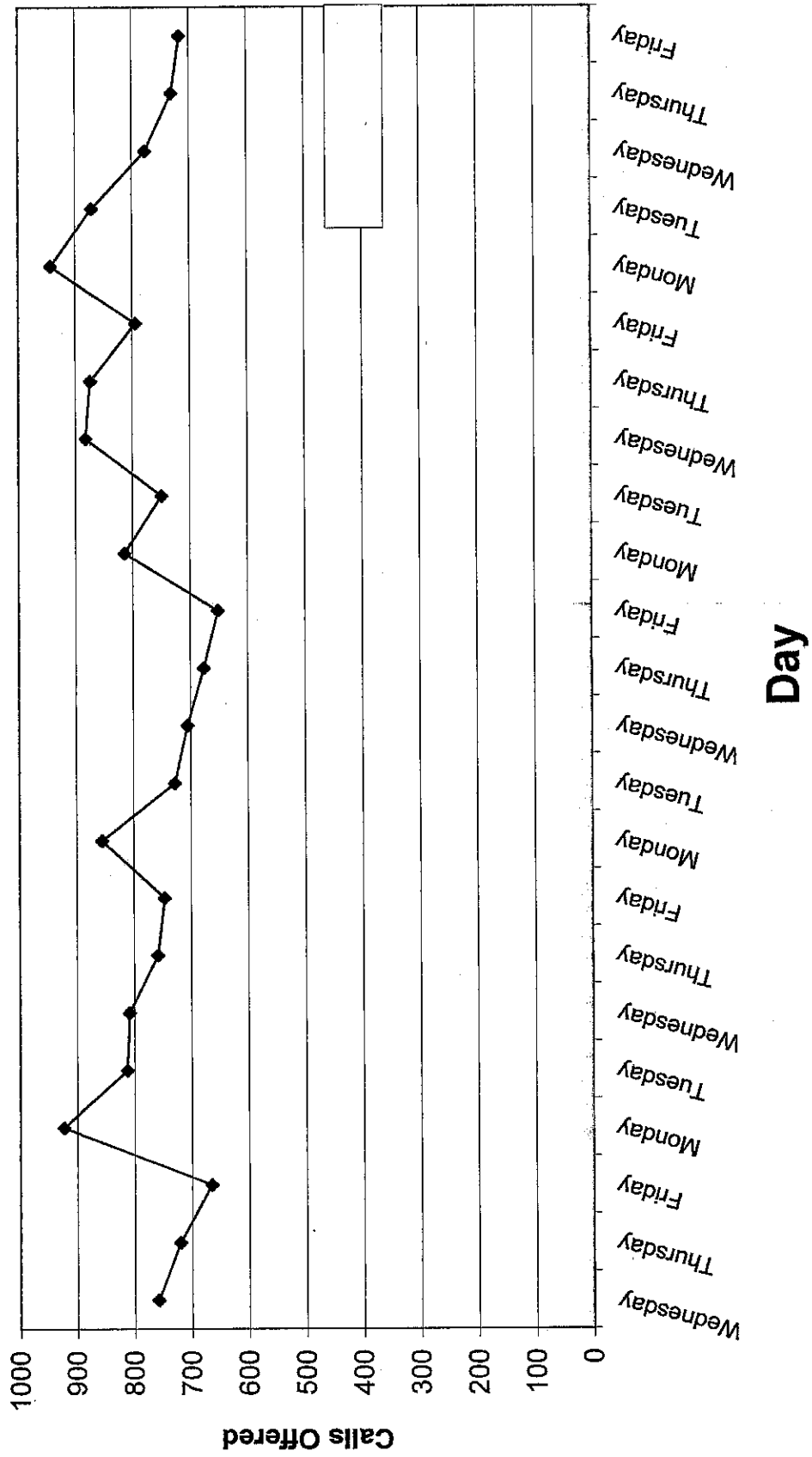
Access Vaughan Year-to-Date Monthly 2006



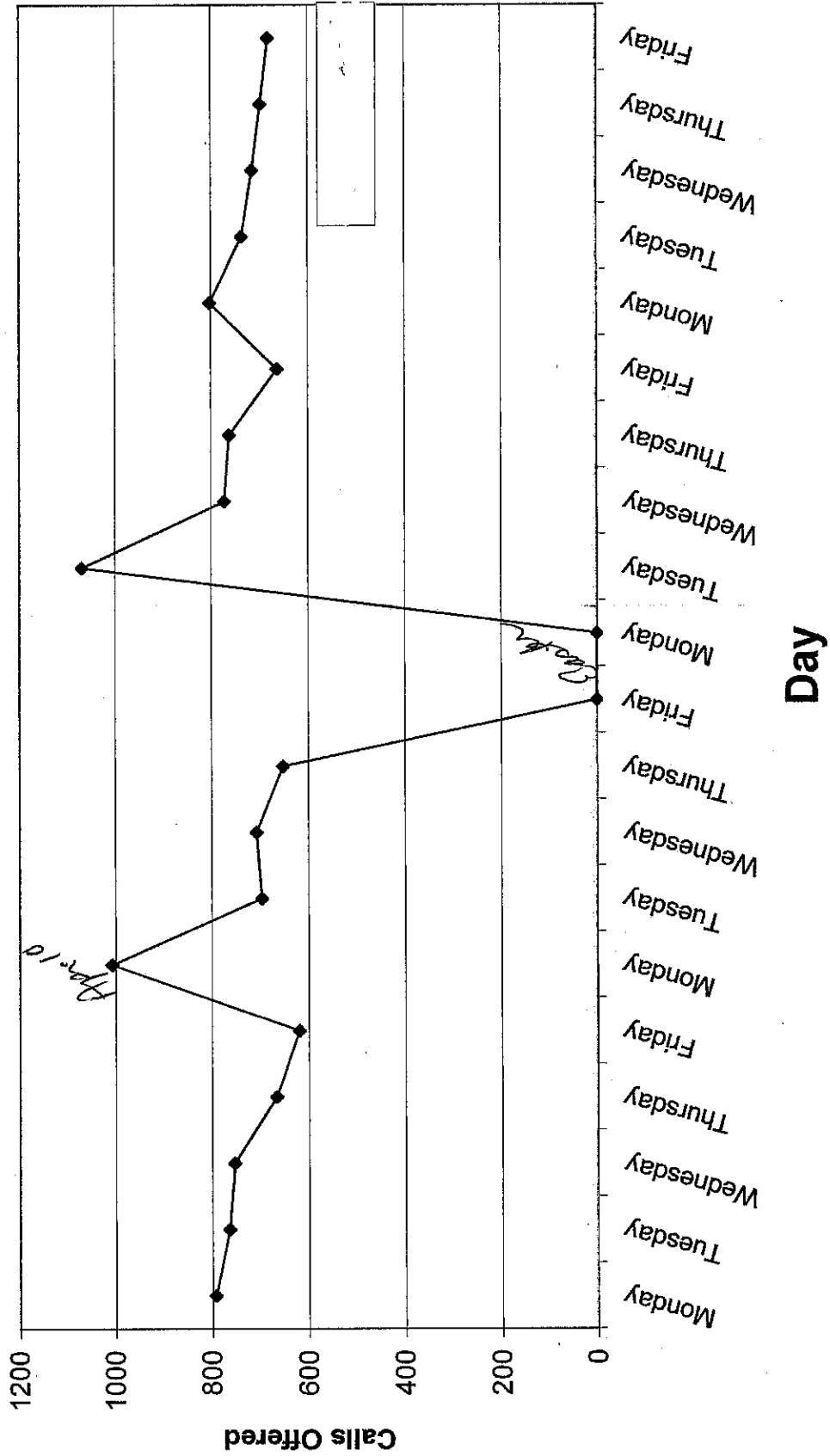
Access Vaughan February Daily Trends 2006



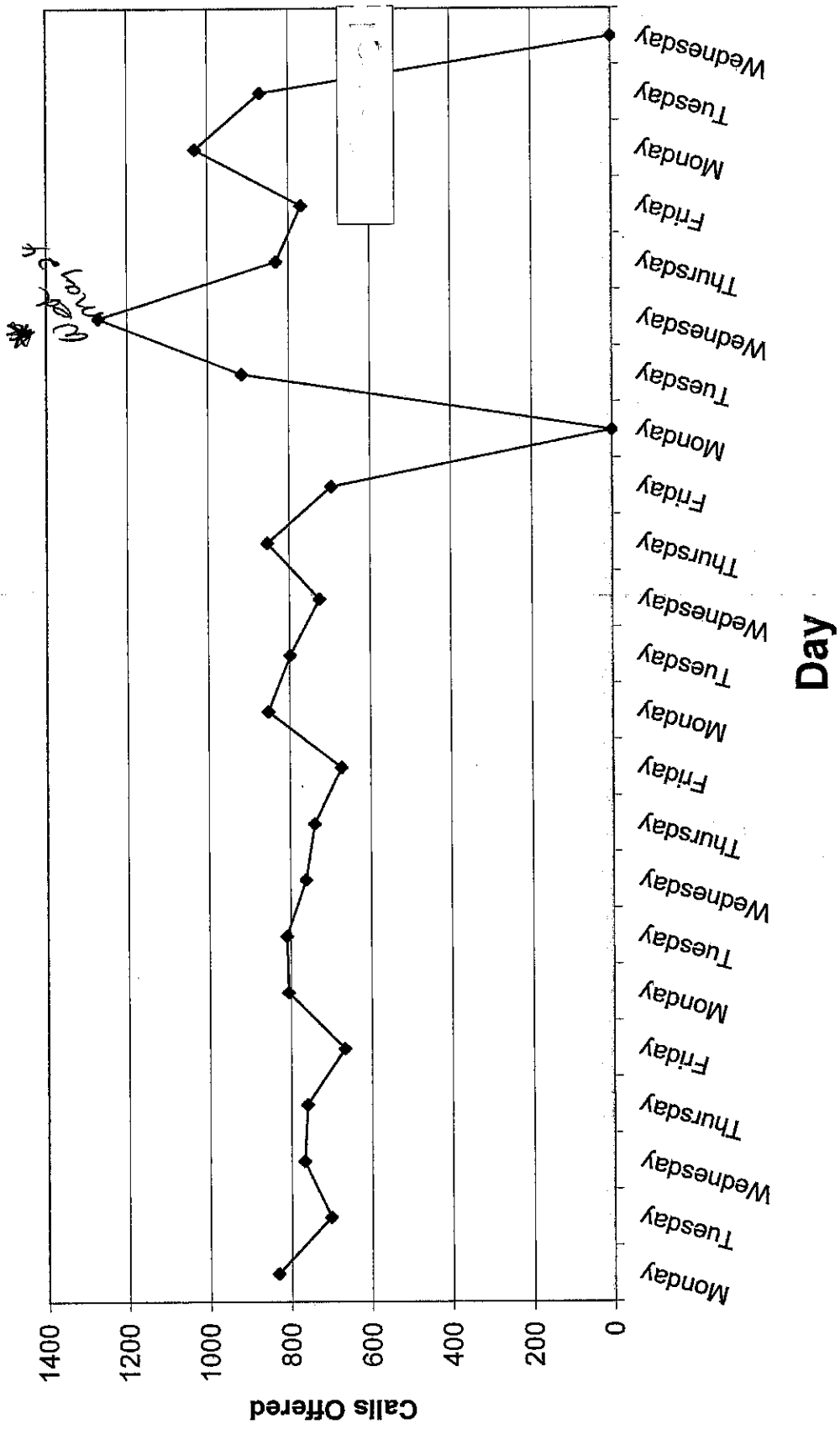
Access Vaughan March Daily Trends 2006



Access Vaughan April Daily Trends 2006



Access Vaughan May Daily Trends 2006



Access Vaughan Daily Interval Report - Tuesday April 18

