

COMMITTEE OF THE WHOLE – APRIL 16, 2007

ACCESS VAUGHAN SUMMARY OF YEAR 2006 & PROPOSED PHASE II INITIATIVES

Recommendation

The Commissioner of Economic/Technology Development and Communications in consultation with the Access Vaughan Steering Committee and the Access Vaughan Coordinator recommends:

That this report be received for information.

Economic Impact

The economic impact for Phase II – Integration and Expansion was detailed in the June 26, 2006 report number 31; item number 14 for Committee of the Whole, and the proposed budget for Phase II is part of the 2007 Capital Budget.

Communications Plan

Access Vaughan will continue to advertise its services through the City page, other City of Vaughan publications and banner ads. At the official opening, Access Vaughan received excellent coverage by a variety of media. Now that Access Vaughan has been in operation for a full year, with great success, a detailed work plan to promote Access Vaughan is being implemented. (Appendix 7)

Purpose

The purpose of this report is to provide a summary of Access Vaughan's operational results for Year 2006 and identify future projects and initiatives as part of a detailed work plan considered as Phase II.

Background - Analysis and Options

To fulfill Vaughan's Mission Statement "Citizens First Through Service Excellence", a detailed contact centre strategy was commissioned to help the Corporation of the City of Vaughan better meet the needs of its citizens. The strategy identified several key drivers of citizen (customer) satisfaction as:

1. Access to accurate and timely information;
2. Access to the right person with the right information; and,
3. Effective communication with internal and external clients.

Operational Results for Year 2006

Access Vaughan became operational on January 30th, 2006. Service Level Agreements, (an agreement between Access Vaughan and each individual department within the corporation) were developed to define performance objectives and expectations with regards to service level, response time objectives and escalation procedures.

Training strategy – Cross Training for Access Vaughan staff and the 4 functional areas (Tax, Waste, Enforcement, and Recreation & Culture staff). Primary drivers of call centre training: business opportunities, changes in technology, changing customer requirements/service, and management planning. Access Vaughan staff received monthly performance appraisals outlining statistical data as well as call quality feedback.

Technology – Access Vaughan Knowledge Tool (KT) was developed and introduced to Access Vaughan Citizen Service Representatives. KT is a database housing keywords linked to key services provided by each department. The database also provides primary contact, secondary contact and an escalation person for each department. New keywords/services are added

monthly and information is updated accordingly. The KT has improved Access Vaughan's ability to provide accurate and timely information to residents and colleagues.

Access Vaughan handles all incoming calls from residents that have not self-served, service at the Information Desk, and detailed inquiries for the following departments: Tax, Waste, Enforcement and Recreation & Culture.

The following is a summary of the statistical data for Access Vaughan for year 2006:

174,682 – Number of calls received in Access Vaughan. (Appendix 1)

15,770 – Average number of calls received per month. (Appendix 1)

3,943 – Average number of calls received per week. (Appendix 1)

2,416 – Average number of calls taken by each CSR per month. (Appendix 2)

604 – Average number of calls taken by each CSR per week. (Appendix 2)

120 – Average number of calls taken by each CSR per day. (Appendix 3)

Service Level (Service level is defined specifically as: "X percent of contacts answered in Y seconds", e.g., 90 percent of all calls were answered within 20 seconds).

90% - Access Vaughan maintained an average service level of 90% for the entire year. (Appendix 3)

Call volumes increased during peak times such as: Interim Tax bill, Final Tax bill, Recreation & Culture registration dates, Municipal Elections, Waste schedule changes and Greening Vaughan.

Peak periods during the day are between 8:30 am to 11:00 am and between 1:00 pm and 3:00 pm. (Appendix 4)

Peak day of the week (higher number of calls) on average is Monday. (Appendix 5)

An example of where Access Vaughan has helped communicate a specific project to the public is Greening Vaughan Phase 2 during pre-distribution of Green Bins and reduction to garbage bag allowance. Access Vaughan was an integral part of the project and assisted in delivering the message to residents prior to the launch date. The proactive approach developed by Access Vaughan was to have Citizen Service Representatives (CSRs) provide residents that called the City for an inquiry were also advised of the Green Bin Program commencing fall of 2006. This level of communication started in the spring of 2006. The results indicate that very few calls were received by residents requesting information on the program. Access Vaughan staff was part of a larger team of dedicated and service-oriented Public Works staff in developing and delivering training regarding the Green Bin Program, including escalations/complaints, and a new tracking system. The strong collaboration between the two departments proved to be very successful and the program was well delivered while Access Vaughan was able to maintain its high service levels.

Over the last year Access Vaughan has worked with Tax, Waste, Recreation & Culture and Enforcement Services departments. Customer Service training was provided to employees in

Access Vaughan as well as these functional departments ensuring quality and continuity in how we deal with callers. Communication between Access Vaughan and the functional departments is on-going and any issues are dealt with in a collaborative manner.

Benefits & Opportunities for Phase II

The expansion and integration of Phase II will allow the integrated departments to focus on more complex inquiries/issues and better manage their "over-the-counter" service, while Access Vaughan will focus on answering more general inquiries.

Access Vaughan will focus on resolving problems more quickly and will be better able to provide first call resolution. The productivity and quality of service that is provided to callers will improve. Caller satisfaction should increase based on the fact that callers will receive first call resolution for an increased number of call types. There will be a decrease in the necessity to transfer callers to other departments for general inquiries.

By integrating and expanding departments with Access Vaughan the communication between departments will be enhanced, hence providing callers with access to efficient and knowledgeable Citizen Service Representatives (CSRs) and improving the overall image of the City of Vaughan.

An opportunity to determine where the City can enhance its service corporate wide is to review the service levels through Symposium (a telephone software) reports. By including this action into a Service Level Agreement between the integrated departments and Access Vaughan, it would identify response time across the departments, pinpoint any process bottlenecks and better understand the staffing (counter staff) requirements for each department.

To ensure a successful implementation of Phase II, diligent planning must take place before determining how best to expand the functional areas (Tax, Waste, Enforcement and Recreation & Culture) and how best to integrate other departments. (Appendix 6)

Phase II – Step 1 would require an Integration Feasibility Assessment. This step will include the process of identifying general inquiry call types for all functional groups. 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 will take approximately 2 months, costing \$2,000 per functional area.

Phase II – Step 2 is the selection of functional groups in scope. In this step 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. After completion of Step 2 Access Vaughan will have a more conclusive picture of the staffing requirements. Assessment of staffing requirements will need to take place after additional call

types are added to Access Vaughan's responsibilities. Review of statistical data such as call volumes and service level will help identify any possible needs for additional staffing. This step will take approximately 1 month, costing \$5,000.

Phase II – Step 3 is the 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; and CSR training. Estimated time frame for completion of this step is approximately 4 months for each newly integrated department. This time would allow for process mapping and business requirements gathering as well as technology building, creation of training material, training rollout and SLA (Service Level Agreement) negotiation. For already integrated departments the estimated time frame for completion would be 3 months for each department. The estimated cost per functional area is \$28,500.

If all resources are available, once reviewing the scope of the project plan we may be able to use economies of scale, whereby if the technology building is similar for departments and the departments are grouped accordingly there may be a saving in implementation time.

Appendix 6 summarizes the three steps in Phase II in terms of actions, responsibilities, resources and timing.

Some estimated cost assumptions are:

- External resources will be used, namely Contact Centre Subject Matter Expert 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.

Access Vaughan has proven to date that the department is an integral service required not only by external callers but also internal departments. In depth analysis of call statistics and readiness of departments must be assessed. Some considerations that need to be evaluated are:

- Greatest impact on customer satisfaction.
- Level of effort to implement.
- Departmental need to assist with workload.
- Political sensitivity.
- Level of readiness of the impacted department.
- Capacity restrictions.

Allowing for proper planning and analysis will help ensure greater success and that "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.

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.

Regional Implications

N/A

Conclusion

Access Vaughan has had a very successful year, proving to be an integral service required not only by external callers but also internal departments. Access Vaughan has been able to maintain an average service level of 90%, hence providing callers accurate information in a timely fashion and improving the caller's experience.

The projects & initiatives for 2007 are:

Telephony Integration Reporting

PBX, Call Pilot & Symposium Upgrade

Voice Recorder – Quality Monitoring

Greening Vaughan – Phase 3

Phase II – Expansion and Integration – expand the general inquiry call types for Phase I functional areas, including the Planning Commission and to integrate new call types from other functional groups within the organization. (Pending budget approval) (Appendix 6)

Attachments

Appendices 1 through 5 – Symposium Statistics

Appendix 6 – Work Plan for Phase II

Appendix 7 – Communications Strategy Internal/External

Report prepared by:

Frank Miele – Commissioner of Economic/Technology Development and Communications
Brigid LaManna – Coordinator – Access Vaughan

Respectfully submitted,

Frank Miele
Commissioner of Economic/Technology Development and Communications

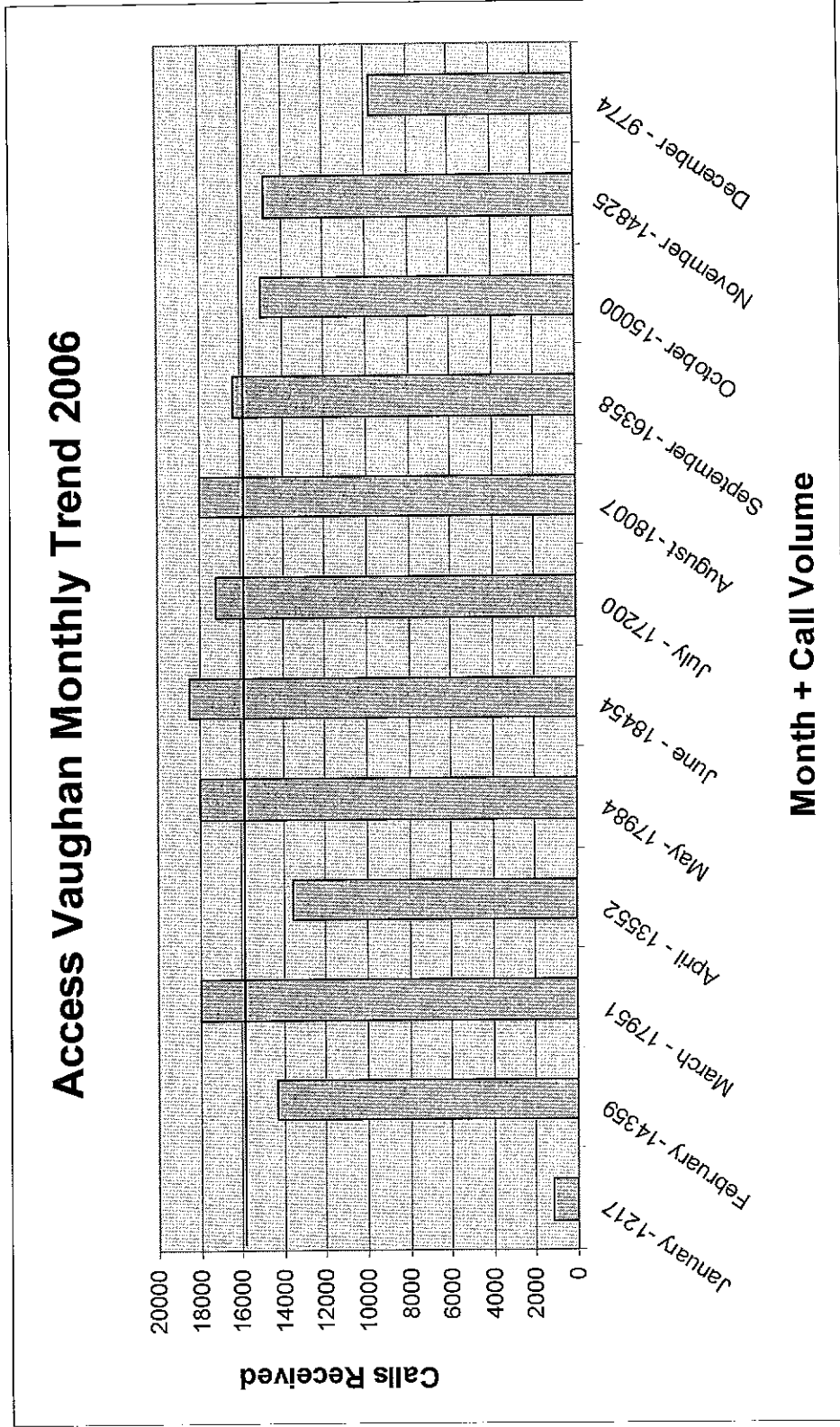
Appendix # 1

174,682 calls received in Access Vaughan for Year 2006.

15,770 – Average Calls received per month in Access Vaughan.

3,943 – Average number of calls received per week.

Increased call volume in certain months due to : Interim Tax bill, Final Tax bill, Tax due dates, Leaf & Yard Waste schedule changes and Greening Vaughan Inquiries.



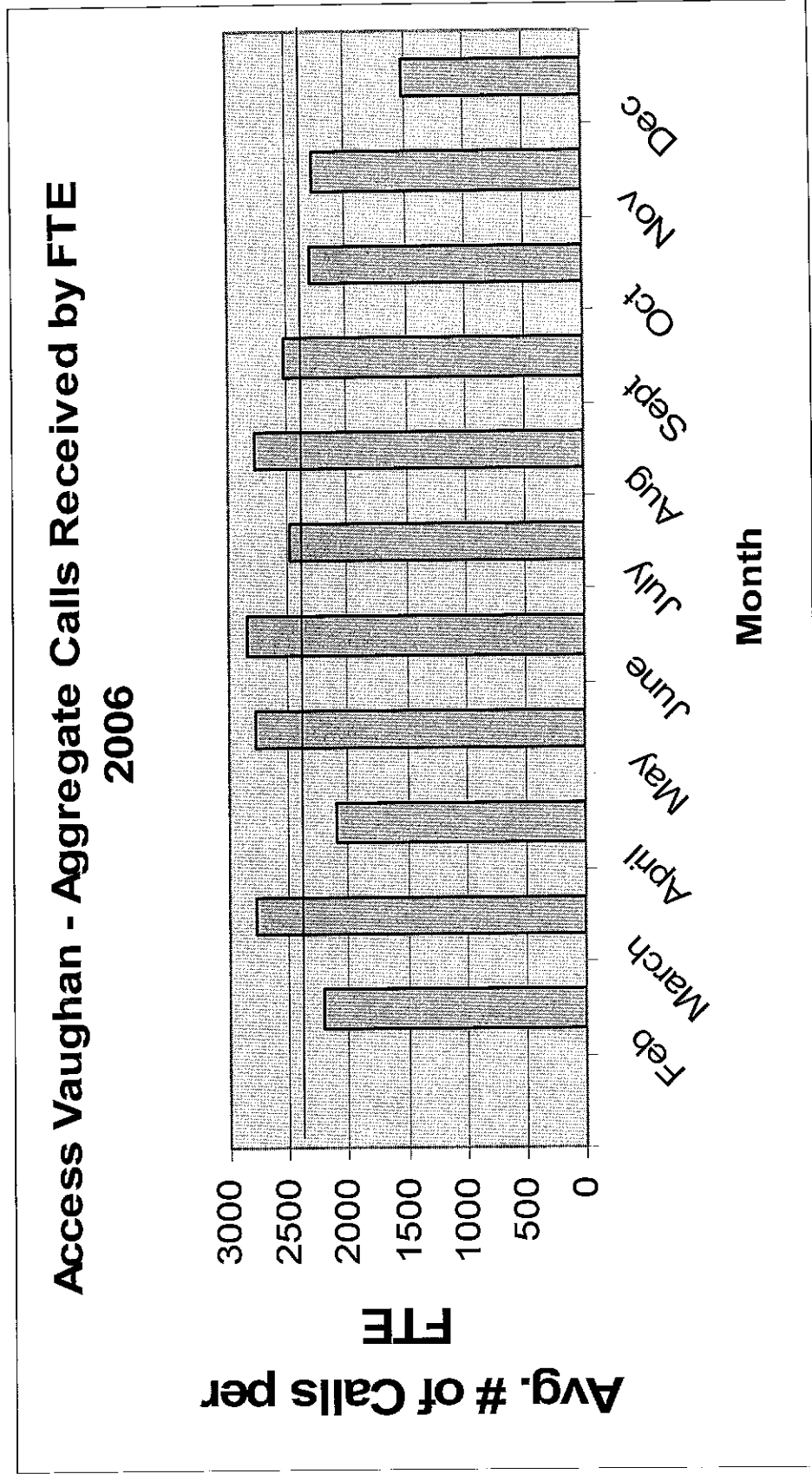
Appendix # 2

2,416 – Average number of calls taken by each CSR per month.

604 – Average number of calls taken by each CSR per week.

120 – Average number of calls taken by each CSR per day.

Each CSR works approximately 5 hours in the Call Centre and 2 hours at the Information Desk.

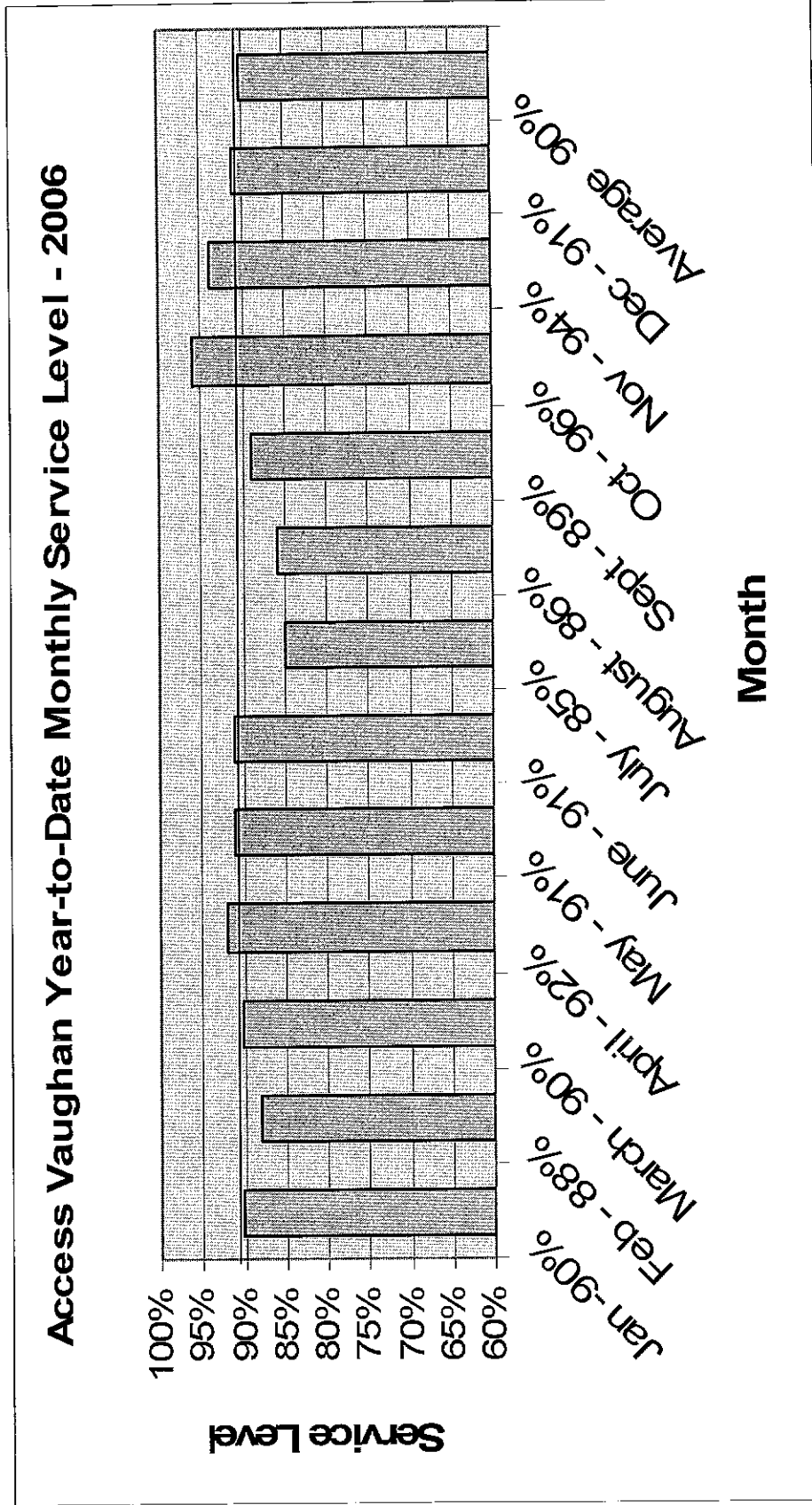


Prepared by Brigid LaManna

Appendix # 3

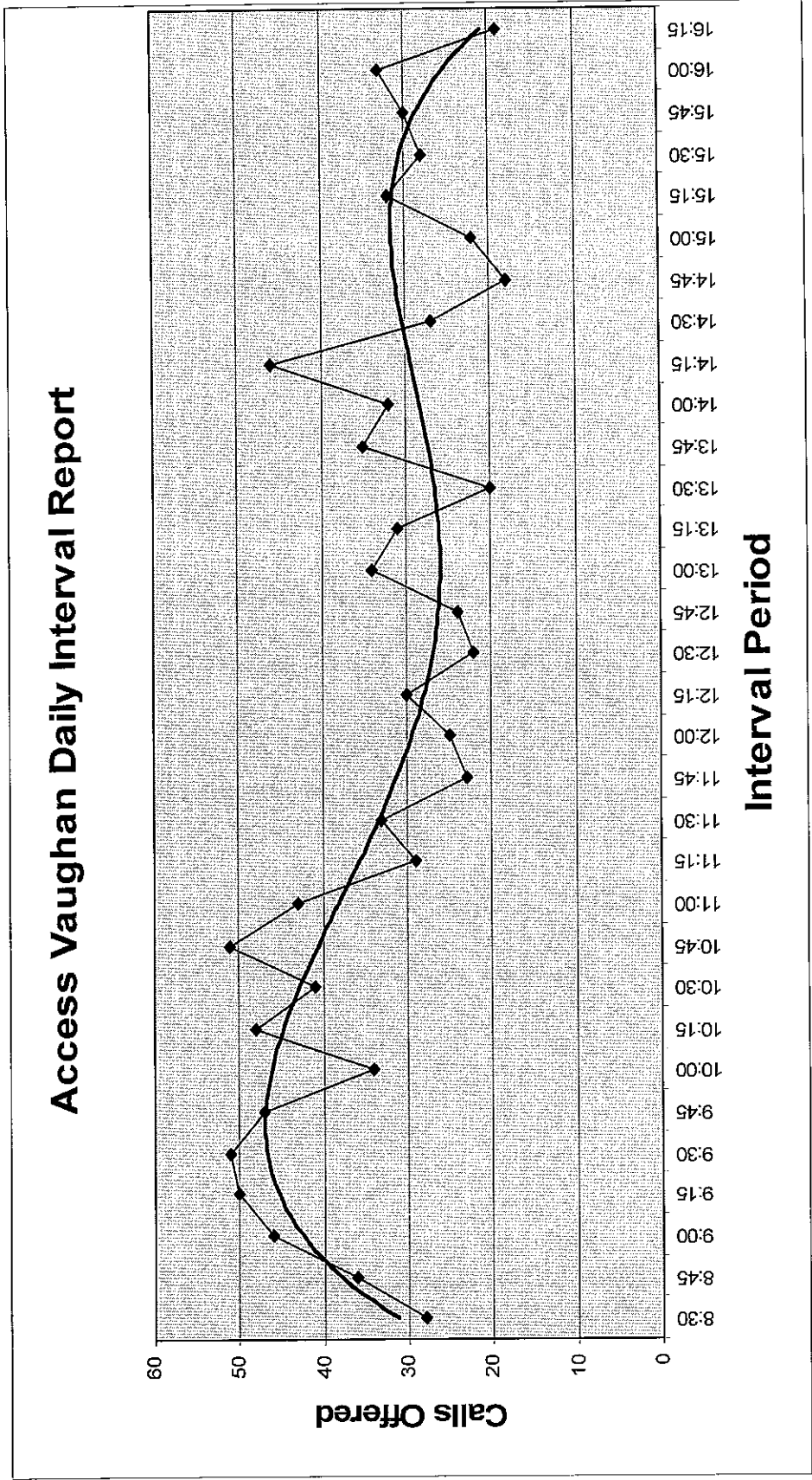
90% Service Level - Access Vaughan exceeded the service level goal of 80/20.

90% of all incoming calls are answered within 20 seconds.



Appendix # 4

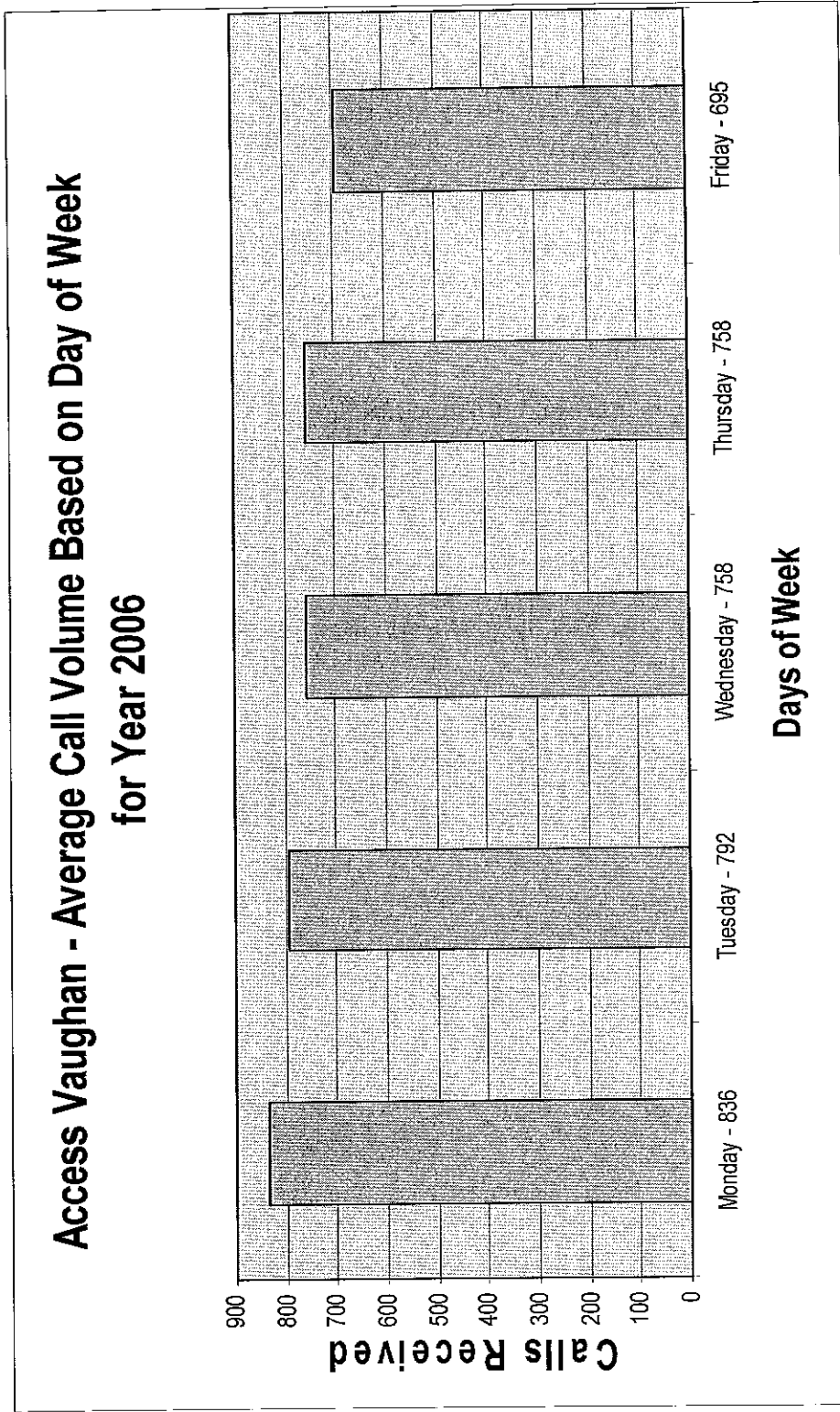
15 minute interval demonstrates that morning and early afternoon are busiest.
Peak periods during the day are between 8:30 am to 11:00 am and between 1:00 pm to 3:00 pm.



Prepared by Brigid LaManna

Appendix # 5

Peak day of week (higher number of calls) on average is Monday.



Prepared by Brigid LaManna

Appendix 6 - Expansion & Integration - Phase II Access Vaughan				
Item	Action	Resources Required & Estimated Timing	Cost Per Functional Area	Project Fixed Cost
Integration Feasibility Assessment	<p>Facilitation of working sessions</p> <ul style="list-style-type: none"> * Information Gathering Sessions * Analyze and identify systems/resources/training and requirements * Detailed list of services/call types AV can take over * Organize best roll-out plan and methods 	<p>PMO Office / ITM Consultant</p> <p>Access Vaughan Manager & Coordinator from respective departments</p> <p>Note: ITM will require feasibility assessment to scope and plan for Phase II</p> <p>Estimated Timing: 2 months</p>	\$2,000	
Selection of Functional Groups in Scope	<p>Scoping and Planning of Phase II (one-time cost)</p> <ul style="list-style-type: none"> * In-depth analysis to determine which services for AV to handle to provide service excellence to residents/businesses. * Level of readiness of the impacted department * Level of effort to implement * Call types which have the greatest impact on caller satisfaction. * Deliverable: list of functional groups/call types. 	<p>Access Vaughan Manager & Coordinator</p> <p>Manager & Coordinator from respective departments</p> <p>PMO Office / ITM Consultant</p> <p>Note: ITM will require feasibility assessment to scope and plan for Phase II</p> <p>Timing: 1 month</p>		\$5,000.00

Appendix 6 - Expansion & Integration - Phase II Access Vaughan				
Item	Action	Resources Required & Estimated Timing	Project Fixed Cost	
			Cost Per Functional Area	
Detailed Planning & Rollout	Process Mapping & Requirement Analysis	PMO Office / ITM Consultant Access Vaughan Manager & Coordinator	\$8,000	
	* Project Plan developed	Manager & Coordinator from respective departments		
	Staff Training (Develop and deliver to Access Vaughan and other front-line staff)	ITM Telephony Bell Technician Nuance - Cynthia BCE - Elix ITM - Developers	\$1,500	
	Business Knowledge Database (KT) enhancements	Human Resources (if additional staffing required for Access Vaughan)	\$3,000	
	Telephony Symposium Licence	<i>Note: ITM will require feasibility assessment to scope and plan for Phase II</i>	\$5,000	
	Call Pilot/Symposium Database Design and Development	<i>Timing: 4 months per newly integrated departments 3 months per already integrated departments</i>	\$7,500	
	Nuance - Synthia		\$2,500	
	Voice Recordings		\$1,000	
	Total Estimate Costs per Functional Group			\$28,500

TITLE: ACCESS VAUGHAN: INTERNAL COMMUNICATIONS STRATEGY

DATE: UPDATED MARCH 16, 2007

Internal Launch: Monday, January 30, 2006

PROJECT OVERVIEW

Access Vaughan is a multimedia contact centre offering City of Vaughan citizens access to information and referral through the telephone, email, fax, postal mail and an information desk located in the Civic Centre.

The Internal Communications strategy will:

1. Promote Access Vaughan's services to the internal stakeholders.
2. Communicate the status of Access Vaughan and the go-live date to City staff.
3. Communicate to staff Access Vaughan's functional responsibilities within the organization.
4. Communicate how Access Vaughan will integrate into the current City structure of operations.

GOALS AND OBJECTIVES

1. To position the Access Vaughan Project as a priority project in the City.
2. To define Access Vaughan's role within the corporation.
3. To inform all City Staff on the status and go-live date of the new department.
4. To inform City Staff about Access Vaughan's responsibilities, including:
 - functions Access Vaughan will be taking on
 - when calls should be directed to Access Vaughan
 - new policies created to better serve local stakeholders
5. To ensure City Staff review and update information about department services and programs in order to facilitate the communication of service standards to all stakeholders.

KEY MESSAGES

1. Access Vaughan is committed to Vaughan's Vision of providing service excellence through effective and efficient delivery of services to staff and residents (Vaughan Vision 1.3) by providing easier access to information about City services.
2. Access Vaughan, with the cooperation of every City department, will maximize efficiency by communicating the most up-to-date information about City services and programs.
3. Access Vaughan has hired staff who have a "passion for people" and are committed to providing the best possible services to the citizens of Vaughan.

TARGET AUDIENCES (Internal)

- √ Internal Stakeholders
- √ Mayor and Members of Council

ACTIVITIES/TACTICS/TOOLS

ACTIVITY (Internal)	RESPONSIBILITY	DATE	RESULTS
Prepare an Information sheet to explain the goals and objectives of Access Vaughan.	Access Vaughan Corporate Communications	Process can begin November 2005	Completed
An internal Open House to be held for Council and staff on either January 24 or 25, with informal information sessions.	Access Vaughan Corporate Communications	January 30, 2006	Completed
Promote on The VIBE the project launch and updates (stories).	Access Vaughan Corporate Communications	November 2005 January 26, 2006 January 30, 2007	Completed
A " Suggestion Box " for comments and feedback on The VIBE for staff; or, a " How Are We Doing " survey. Budget permitting, focus groups could also provide valuable feedback on the centre's performance.	Access Vaughan Corporate Communications	TBD	Not implemented
Update on The VIBE with testimonials from staff whose departments are directly involved in initial stage (Public Works, Tax, Recreation & Culture, and Enforcement Services).	Access Vaughan Corporate Communications	March 2006	Completed
Ongoing communication with City staff and Councillors incorporating performance measurement and updates on number of call, etc.	Access Vaughan Corporate Communications	April 2006 June 2006 February 2007	On-going

ACCESS VAUGHAN
EXTERNAL COMMUNICATIONS STRATEGY

PROJECT OVERVIEW

Access Vaughan is a contact centre offering City of Vaughan residents and businesses access to information and referral through the telephone and an information desk located in the Civic Centre.

The External Communications strategy will:

1. Inform residents and the business community about the services provided by Access Vaughan.
2. Establish a marketing/advertising program to promote Access Vaughan to residents and the business community.

GOALS AND OBJECTIVES

1. Promote Access Vaughan's Official Launch on March 24, 2006
2. Promote "seamless service" to Vaughan residents and the business community.
3. Disseminate contact information for Access Vaughan.

KEY MESSAGES

1. Access Vaughan is committed to Vaughan's Vision of providing service excellence through effective and efficient delivery of services to residents and the business community (Vaughan Vision 1.3) by providing easier access for residents and businesses to information on City services.
2. Access Vaughan staff have a "passion for people" and are committed to providing the best possible services to the residents and businesses of Vaughan.

TARGET AUDIENCES

- √ External Stakeholders – Residents and Business Community
- √ Ratepayers Associations
- √ Vaughan Chamber of Commerce
- √ Media - Local
- √ Other levels of government (specify)
- √ External agencies (specify) York Region, Neighbouring Municipalities, Schools, School Boards, etc.

ACTIVITES/TACTICS/TOOLS

ACTIVITY	RESPONSIBILITY	DATE	RESULTS
Prepare presentation to Council on the launch	Access Vaughan Corporate Communications	Council Meeting prior to official launch date	Completed
Prepare Media Event and Advisory for launch, including Press Tour (open house/photo opportunity) of Access Vaughan; prepare News Release	Access Vaughan Corporate Communications	March 20, 2006	Completed
Prepare Backgrounder and pictures for media	Access Vaughan Corporate Communications	March 20, 2006	Completed
Post to website – include information and updates on its progress. Access Vaughan's telephone number, currently 905-832-2281, should be prominently posted on all main pages of the website	Access Vaughan Corporate Communications ITM	March 20, 2006	Completed
Advertising: <i>City Page in Vaughan Citizen/Liberal, Vaughan Weekly, Corriere/Tandem</i>	Access Vaughan Corporate Communications	On-going	On-going
Insert in Tax Bill	Corporate Communications Finance	February 2007	City Main Number Provided and Department Number

ACTIVITY	RESPONSIBILITY	DATE	RESULT
Bell Canada and Telephone directories: entries regarding Access Vaughan to be listed in the white and blue pages, with communications to other directory publishers	Access Vaughan Corporate Communications	May 2007	To be implemented in new directory
Fridge Magnet: Produce and distribute a fridge magnet as a promotion piece – piggy-back on EMT distribution of their fridge magnet	Corporate Communications		Not implemented
Fall/Winter Recreation Guide: book outside back page to advertise launch of Access Vaughan	Corporate Communications Recreation & Culture	May/June 2006 March 2007	Completed
A customer survey to be mailed out or posted on the website for resident and business feedback	Access Vaughan ITM	TBD	To be reviewed in next Phase.