Agenda - Council - November 23, 2005

Report – Executive Policy Committee – November 9, 2005

Item No. 3 Red Tape Commission Report: Recommendation 25 – 311-Based Customer Service Model
File GG-5

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On November 9, 2005, the Executive Policy Committee concurred in the administrative recommendation and submits the following to Council:

1. That a 311 Model of Customer Service be adopted for the City of Winnipeg.

2. That a detailed business plan be prepared, with the assistance of an external consultant, to address the implementation of the 311 Model of Customer Service with options regarding the scope of the initiative and associated costs and benefits.

3. That the Administration report back on the results of the business plan by June 2006 with recommendations for moving forward.

4. That the Proper Officers be authorized to do all things necessary to implement the intent of the foregoing.

Report – Executive Policy Committee – November 9, 2005

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On November 9, 2005, the Executive Policy Committee concurred in the administrative recommendation and submitted the matter to Council.

On October 19, 2005, the Executive Policy Committee laid over consideration of the matter for sixty (60) days.

On July 20, 2005, the Executive Policy Committee referred to the Chief Administrative Officer for review and recommendation the following first phase recommendation of the Red Tape Commission, said report(s) to be submitted to the Executive Policy Committee for consideration within 90 days, namely:

- Recommendation 25
  Report to Council on the merits of a full transition to a 311-based customer service model, with the goal of obtaining a final council decision on the City's 311 service objectives as soon as possible.

REPORT

Re: Red Tape Commission Report: Recommendation 25 – "311-Based Customer Service Model"

For submission to: **Executive Policy Committee**

Original report signed by: **Chief Administrative Officer**

Report date: October 21, 2005

Recommendation(s):

1. That a 311 model of customer service be adopted for the City of Winnipeg.

2. That a detailed business plan be prepared, with the assistance of an external consultant, to address the implementation of the 311 model of customer service with options regarding the scope of the initiative and associated costs and benefits.

3. That the administration report back on the results of the business plan by June 2006 with recommendations for moving forward.

4. That the Proper Officers of the City of Winnipeg be authorized to do all things necessary to implement the intent of the foregoing.

REPORT SUMMARY

Key Issues:

None

Implications of the Recommendation(s):

General implications:

	None
X	**For the organization overall and/or for other departments**
X	**For the community and/or organizations external to the City of Winnipeg**
	Involves a multi-year contract

Comment(s):

A 311 model of service delivery will alter the manner in which the community interacts with its municipal government. It will provide more open and accessible government.

Policy implications:

X	**No**
	Yes

Comment(s):

The 311 model aligns with adopted policy. See Plan Winnipeg 2B-01 Commit to Citizen Engagement, 2B-04 Provide Sound Municipal Management, and 2B-05 Meet High Standards of Service Delivery.

Environmental implications:

X	**No**
	Yes

Comment(s):

Human Resources implications:

	No
X	**Yes**

Comment(s):

An individual within the current staff complement will be required to assume the role of project manager to oversee the process of engaging the services of a consultant and ensuring the timely delivery of the business plan.

Financial implications:

X	**Within approved current and/or capital budget**
	Current and/or capital budget adjustment required

Comment(s):

A maximum of $250,000 currently designated for eGovernment initiatives will be used to fund the preparation of a detailed business plan.

REASON FOR THE REPORT:

At its meeting of July 20, 2005, Executive Policy Committee received as information the Final Report of the Mayor's Red Tape Commission dated June 28, 2005. Furthermore, EPC referred to the Chief Administrative Officer for review and recommendation a series of first phase recommendations of the Red Tape Commission, one of which was Recommendation 25, namely:

Recommendation 25
Report to Council on the merits of a full transition to a 311-based customer service model, with the goal of obtaining a final Council decision on the City's 311 service objectives as soon as possible.

The Commission describes the intent of Recommendation 25 as follows:

If Council supports the long-term goal of 311 implementation, action on this recommendation now will ensure that any ongoing customer service improvements and plans can prioritize 311-based solutions. The Chief Administrative Officer's Secretariat and other public servants have already completed much of the work necessary to act on this Recommendation.

It was directed that the report be submitted to Executive Policy Committee for consideration in October 2005.

HISTORY:

On November 23, 2004, the Mayor officially established a Red Tape Commission, chaired by Councillor Franco Magnifico, to review City operations and regulations in order to improve customer service while granting administrators more freedom to innovate.

The Red Tape Commission submitted a final report, dated June 28, 2005, containing 30 general recommendations, each with numerous more detailed sub-recommendations.

DISCUSSION:

What is 311?

311 is a three-digit telephone number that provides a "gateway to all programs and services the City…provides its residents" (City of Chicago). It has been called a "fast, simple, and convenient single access point for residents to obtain information and request services from their local government."

A 311 service tends to comprise a 24-hour, centralized call centre operation, although that is not always the case. Possible applications associated with the service include:

- General inquiry information for all City services and activities;
- Service requests, including an assigned service request tracking number;
- Public concerns about City services.

Why Do It?

Plan Winnipeg: 2020 Vision, which sets out the community's vision, commits the City to pursue eGovernment opportunities, achieve service efficiencies, and meet high standards of service delivery. The administration has been researching and profiling initiatives such as 311 to support this commitment.

The municipal government sector across Canada and the United States has embraced the concept of 311 as a means of enhancing customer service and consolidating service-related operations. While a 311 system offers the potential for efficiency gains, it is not generally viewed as a cost-saving initiative but rather as a customer service strategy. The deciding factors for implementing 311 systems generally arise from a desire to improve customer service, improve access to service, and improve transparency of government processes.

Although a significant financial investment has generally been required for these projects, the scope and depth of implementation has varied significantly from municipality to municipality. This allows for a variety of implementation strategies to be considered for the City of Winnipeg.

A 311-based customer service model could help foster and promote a "culture of service" at the City of Winnipeg. A centralized 311 call centre could provide a better front door to City services and function as a "customer service nerve centre" for Winnipeg citizens and businesses.

Background

In October 2000, the Winnipeg Police Service was given direction by Council to investigate the use of a 311 number for non-emergency calls to minimize the number of non-emergency calls to the 911 emergency number.

In a 2002 City Auditor's report on 911, the auditor recommended "new models…to reduce the pressure on emergency communications services and provide better access for citizens to information and city services."

As a result of these recommendations, the City of Winnipeg began investigating the possibility of undertaking a 311 initiative as a way to improve access to City information and services through a centralized 311 number.

In October 2002 and May 2004 delegates from the City of Winnipeg conducted a number of site visits to U.S. cities with 311 operations and continued to research 311 technology and case studies.

In 2003, the City of Winnipeg supported an application made by several Canadian cities to the Canadian Radio-television and Telecommunications Commission (CRTC), an independent agency responsible for regulating Canadian broadcasting and telecommunications systems, for permission to use "311" as a standard telephone number for non-emergency city services in Canadian cities. On November 5, 2004, the CRTC formally approved the use of the 311 number for Canadian municipalities.

In 2005, City of Winnipeg staff attended a 311 Conference for Canadian municipalities.

Active 311 systems

In the United States, 311 call centre systems have been adopted in 31 small, medium, and large municipalities as a means to improve access to non-emergency city information and services. In Canada, Calgary, Gatineau, Windsor and Ottawa have launched 311 systems, to be followed by several other cities. The advances made by these cities will be able to serve as "made in Canada" models for 311.

In a July 2005 survey of 18 municipalities conducted by the City of Winnipeg (see Appendix 2), four have gone live with a 311 system, two have announced go-live dates for 311 systems or consolidation, five have not yet determined a target date for their 311 project, and at least eight (including Winnipeg) are still researching 311.

There is also a movement being led by the City of Calgary to explore a Canada-wide approach to implementing 311 systems. The Calgary proposal would see an inter-municipal working group established to share knowledge and lessons learned. As well, Canadian telecommunications companies such as Bell Canada want to apply to the CRTC to obtain permission to levy a 311 tariff.

The Current Situation in Winnipeg

Currently, the City of Winnipeg operates 10 customer service call centres and two information lines (Planning, Property and Development and Insect Control). Combined, there are approximately 214 City of Winnipeg call centre and information centre staff members (including part-time and full-time with other duties).

Department/Division		2004 Call Centre Volumes
▪ Bilingual Service Centre		2,089
▪ City Clerk's		51,519
▪ Property Assessment		1,997
▪ Public Works		74,358
▪ Tax Branch		80,000
▪ Transit	(regular)*	941,550
	(Handi-Transit)*	705,026
▪ Water and Waste		250,000
▪ Winnipeg Fire Paramedic Service		104,473
▪ Winnipeg Police Service	emergency	187,000
	non-emergency	568,000
	TOTAL:	2,966,012

* some calls may be handled by automated systems such as TeleBus

Customer service (telephone) access points for City of Winnipeg services include more than 600 phone listings in the City of Winnipeg Service Guide (MTS "blue pages").

The call centre technology used at the City of Winnipeg includes a variety of systems for mapping, call tracking, customer complaint logging, interactive voice response and more (see Appendix 3). Call centres in Public Works and Water and Waste use Synergen, a work

management system; Customer Information System (CIS), a Web-based mapping system; and Advisor, a knowledge management system. These are advanced systems that many U.S. cities such as Chicago did not have when their 311 systems were built.
Current staffing costs (including benefits) for all call centre operations across the City of Winnipeg are an estimated $8.8 million. Current annual technology-related operating costs for these facilities are estimated at $1 million (see Appendix 3 – City of Winnipeg Call Centre Operations and Technology).

Not every city with a 311 system has integrated all of its existing call centres into one centralized 311 facility, but where this has occurred, there has been some advantages to this strategy from the perspective of: 1) integrating staff, facilities, and technology; 2) providing greater accountability and transparency for government services and processes; and 3) realizing operational efficiencies.

Potential Benefits of 311 for the City of Winnipeg

In a recent Canadian survey (Citizens First 3, Jan 2003), 97% of respondents said they want government service experiences to match or exceed the quality of private sector services. Based on "best practices" research regarding 311 operations such as the City of Chicago's, municipalities have been found to benefit from a 311 system in the following ways:

- Improved customer service by offering access to all city services through one number, 24 hours a day, 365 days a year;
- Integrated front-end service requests with back-end resolution processing;
- Increased government accountability and efficiency through performance tracking and reporting;
- Increased ability to respond to unanticipated events such as civic emergencies;
- Improved efficiency in service delivery by consolidating answer centres and streamlining operational processes; and
- Enhanced image of city government as transparent and accessible service provider.

Furthermore, there are other potential benefits in that a 311 system:

- May reduce non-emergency call volumes to 911; and
- May provide a backup/overflow for 911 in the event of system failures or civil emergencies.

Moving Forward

There is no single best approach to developing and implementing a 311 customer service system. A made-in-Winnipeg solution must be developed reflecting a scope and depth, including technological and financial commitments, appropriate for this City.

A survey of Canadian municipalities that have implemented a 311 customer service system or plan to implement a 311 system showed that there are a variety of ways to approach the

initiative. The following options, among others, need to be explored analytically from a cost benefit perspective.

- Most cities are operating/will be operating 24 hours a day, 7 days a week, 365 days a year, although Windsor will only operate 18/7/365.
- Most cities are offering/will be offering a Web-based service request system along with their 311 service, although Toronto is launching a Web-based service first, followed later by a 311 service.
- Some cities are using/will be using a CRM (customer relationship management) system with their 311 system, although others are using a call switching technology.
- Most cities are hosting their own technology, although some are/may be using an ASP (application service provider).
- Some cities are/will be selecting vendors through a Request for Proposals process and others through Council approval.

There is an additional consideration. As part of the Public Safety Building Cladding Replacement Project, the Winnipeg Police Service is temporarily relocating the 911 Emergency call centre to 700 Assiniboine Park Drive in 2007. Given that significant costs will be incurred to equip this building for a temporary two-year period, it may be possible to consider the facility as a future location for a permanent 311 Call Centre by 2009 or sooner.

The facilities at 700 Assiniboine Park Drive have the potential to accommodate the requirements for a 311 operations centre, and the co-location of these various activities/services allows for certain synergies to be realized (e.g. in some US Cities, 311 systems are designed to handle 911 overflow in emergency situations).

Issues and Challenges

Furthermore, if a 311 customer service system is to be implemented, planning would be required to assess:

- Project capital and operational costs — project costs are largely unknown at this stage but range widely in other municipalities based on the scope of the project (see Appendix 2);
- Technology integration — integrating existing technology systems with new 311 Customer Relationship Management systems, call centres and the Web site is a central issue;
- Space and Human Resources issues — there are logistical considerations regarding where functions would reside and how staff might be relocated;
- Union/Collective Agreement issues — there is the possibility of reductions in call centre staffing due to 311 consolidation efforts over time;
- Web integration with Winnipeg.ca — enabling self-service 311 requests through the City's Internet site at Winnipeg.ca needs to be explored;
- User fees — the use of user fees should be explored especially if it appears that MTS may be granted permission by the CRTC to levy a user fee on telephone bills.

Proposed Strategy

The City has spent several years exploring the concept of a 311 customer service system. It is apparent that there are compelling reasons to proceed down this path. Furthermore, a growing number of municipalities across North America have already made the commitment and are demonstrating the benefits. It is proposed that Winnipeg commit to a Coordinated 311 Customer Service Initiative and move toward the exploration of options for its implementation.
There are several variables: the scope of the project, the integration requirements for all channels of communication (phone, Web, counter, email, etc), the readiness of the city's information technology systems, and the selection of a suitable vendor(s), etc.

In order to determine options, scope requirements, develop project cost estimates, establish functional requirements, and address vendor selection and change management issues, it is recommended that a business plan be developed with the assistance of an external consulting firm that has expertise in 311 systems. This detailed plan would require funding to a maximum of $250,000, which can be found within the existing budget for eGovernment initiatives.

If the administration receives direction from Council to proceed, the Chief Administrative Officer would create a 311 Project Team which, along with any technical consulting services required from an outside agency, would be tasked with developing a Coordinated 311 Customer Service Initiative for the City of Winnipeg and presenting it to Council for consideration. A project manager would be assigned to oversee the business planning process.

Furthermore, to assist in the development of options for implementation, the advice of municipal leaders and managers would be solicited and an advisory group from Manitoba's private sector customer service/call centre leaders would be created.

Responsibility: CAO Secretariat

Timeline: Business Plan to be completed by June 2006

APPENDICES

1. Comparison of 311 Systems in the U.S.

2. City of Winnipeg 2005 National 311 Survey of Municipalities

3. City of Winnipeg Call Centre Operations and Technology

Financial Impact Statement — Date: October 12, 2005

Project Name: — **First Year of Program** 2006

Red Tape Commission Report - Recommendation 25: "311-Based Customer Service Model"

	2006	2007	2008	2009	2010
Capital					
Capital Expenditures Required	$ 250,000				
Less: Existing Budgeted Costs	250,000				
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal					
Debt - External					
Grants (Enter Description Here)					
Reserves, Equity, Surplus					
Other - Enter Description Here					
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs					
Direct Costs: Debt & Finance Charges	$ -	$ 60,159	$ 60,159	$ 60,159	$ 60,159
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ -	$ 60,159	$ 60,159	$ 60,159	$ 60,159
Less: Existing Budget Amounts	-	60,159	60,159	60,159	60,159
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments:

1. The above costs represents the funding requirement for the development of a business plan with the assistance of an external consultant. Funding is provided through capital accounts.

2. This capital expenditure is amortized over 5 years at an annual interest rate of 6.50%

3. Debt & Finance charges (principal & interest payments) beyond 2010 total $60,159.

4. A 3% Interest and Admin. charge and 7% PST is included in the capital expenditure.

(Original signed by R. Abeysekera)
Manager of Finance & Administration
Corporate Services Dept.

IN PREPARING THIS REPORT, THERE WAS CONSULTATION WITH AND CONCURRENCE BY:

THIS REPORT SUBMITTED BY:

CAO Secretariat
Division: Corporate Communications
Prepared by: Garth A. Buchholz
File #:

APPENDIX 1: Comparison of 311 systems in the United States

Comparison Criteria	Miami-Dade County	Baltimore	Chicago	New York
Population	2,313,047	651,154	2,896,016	8,008,278
Implementation Date	Nov 2004	March 2001	May 1999	March 2003
Multi-Jurisdictional Answer Center	Yes	No	No	No
Hours of Operation	Mon-Fri, 8:00 am-8:00 pm	24/7	24/7	24/7
Monthly Call Volume	80,000 (at launch)	150,000	316,000	1,000,000
Total Answer Center Staff	58	75	86	200 full-time call-takers and 150 part-time reps
Multilingual	English, Spanish, Haitian-Creole	English	English with limited Spanish	Services provided in more than 170 languages using language translation service
Knowledge Base	Yes	No	No	Yes
IVR (Interactive Voice Response)	Yes	No	No	Yes
Number of Service Requests in the System	346	300	80	37 forms – some used for more than one type of complaint
Reduction in Number of Answer Centers	To be determined with completion of full departmental integration	Approx 50 customer agents now handle same call volumes handled by equivalent of 125 positions throughout city government	Relocated 300 employees from various depts. already performing answer center-type functions, and combined them into a single answer center facility	To date, approx 20 have been consolidated, along with a variety of other public-facing function
Multi-Channel Access to Services through Web, Telephone, Postal Mail, Fax and Email	Yes	Web interface	Web interface	No

Service Integration Providing Closed Loop Communication to Citizens	Yes	No	No	No
Cross-Jurisdictional GIS Capability	Yes	No	No	No
Customer Service Advocate	Yes	No	Yes	No

Source: http://www.cops.usdoj.gov/

APPENDIX 2: National 311 Survey of Canadian municipalities

311 SURVEY*	CALGARY	EDMONTON	GATINEAU	HALIFAX	PEEL REGION
311 GO-LIVE DATE.	**May 18, 2005**	Date undetermined – conducting a 311 Opportunity evaluation Study	**June 22, 200**5	Seeking council's approval "in principle" for 311 implementation in 2006/2007	No plans for 311, pending agreement on direction with area municipalities within Peel Region. Peel Region Call Centre Consolidation (not 311) scheduled to go live in October 2005.
311 VENDOR	Motorola's CSR, Contact Centre, CSR Mobile and CSR on the Web	Undetermined	Call routing installed by the telephone company. "Pivotal" CRM system from Bell Canada (important but not an absolute necessity)	Hansen Customer Service Module (version 7.7) for intake, tracking and reporting on performance (end-to-end) resolution of service requests. Developed knowledge directory "in-house".	Hansen CRM (already used in existing Public Works Call Centre), Symposium for ACD and Call Centre statistics. Selecting software for Workforce Management, Scheduling and Quality Monitoring. Hansen CRM decision will be re-evaluated after one year.
WEB-BASED 311	Web based CSR to be released 2006	Plan is to have Web integration to report problems and obtain status of service requests received via 311 phone, mail, Web or email.	Call centre activated first, but are increasing Web-based content daily in knowledge data base, and online request system	Currently offering online service requests and will add business lines over the coming year; using an "in house" Web front end that ties into the Hansen Customer Service System.	Not at this time. Planned for a later phase.
PROJECT COSTS* * in some cities, this figure may also include capital costs for other technology initiatives	$9.8 million (not including day to day operating costs, but licensing, capital project training etc. are included)	Approx. $10 million	$1.2 million for implementation costs , training and communications.	Costs are incremental over the past 3 years. Hansen system - less than 65K for phone system costs; Knowledge Director & staff resources costs $1.1 annually or a cost per call of $1.50	Approx $800,000
HOURS OF OPERATION	24/7/365	24/7/365	24/7/365	If approved, 24/7/365	24/7, but expect minimal call volumes outside normal business hours. (Existing Public Works call centre is already 24/7, primarily for emergency calls.)
STAFFING	47 Reps, 3 Customer Service Team leaders, 1 manager and 5 Knowledge base and technical support, 1 admin assistant	78 agents plus other staff working in the 311 center supporting the agent and performing quality assurance, knowledge management and training, and work force scheduling. In addition there will be managers and team leads/supervisors, etc.	17 persons/year. The personnel in the call-centre are all relocated employees	23 full time staff establishment positions - 2 supervisors 1 manager and 4 dispatchers plus after hours commissionaire contract at $45K annually	35
CONSOLIDATION OF CALL CENTRES & TECHNOLOGY	All the 311 operations staff are net new, and the business units who no longer are staffing their phones are to downsize as appropriate.	Reduce call center agent positions by 44 once it is fully operational - but will be adding new positions to support agents	Closed 8 point of entry and all telephone operators were transferred to 311	HRM has already centralized all Tier 1 contact to the Integrated Corporate Call Centre/dispatch service	Positions being transferred from existing stand-alone call centres. There may be some overall reduction in total positions.
311/911 CO-LOCATION	By the end of 2005 911 and 311 will be in the same building, away from City Hall	Undetermined – have not done site selection	Located in a different location — both locations can be interchanged for strategic purposes	311 centre (also the EO Centre building) will be co-located in the same facility (not floor) as 911 to utilize the system redundancy there.	No. Will be in Regional headquarters, with back-up location to be determined. (911 is located at Police HQ.)
DECIDING FACTORS	Access to service, accountability and Citizen Satisfaction Surveys	311 is viewed as having significant benefits to citizens and the administration	To improve the access for citizens and make it much easier for them since all calls are now	Customer Service (seamless to the citizen) and A driver for for Service Improvement (and accountability) for end-to end delivery - CAO's mantra is "the job isn't done till	Call Centre Consolidation was driven by Customer Service (e.g. Citizens First studies).

APPENDIX 2: National 311 Survey of Canadian municipalities

			centralized in one centre.	the whole job is done."	
ORG STRUCTURE	Under Customer Service & Communications	Undetermined	Staff to deputy CAO are responsible for all citizen services; also PW, Recreation, Land Development & Police/Fire services	For now it will continue in Client Services, Shared Services - but with strong championship required for accountability reporting for service delivery (intake to resolution) from all Directors to the CAO's office.	Consolidated Call Centre will be within Corporate Services department, at least in the interim. We recognize that this could change if/when we undertake 311.

APPENDIX 2: National 311 Survey of Canadian municipalities

311 SURVEY*	HAMILTON	MISSISSAUGA	OTTAWA	TORONTO	WINDSOR
311 GO-LIVE DATE.	Date undetermined – taking a recommendation to Council this fall	Undetermined	Ottawa has had a single point of phone and counter contact in place since 2001. Public launch will be **Sept 15, 2005**	**April 2007**	**August 2005**
311 VENDOR	Unknown	Currently use Hansen version 7.0,, which has a customer service module (version 8.0 is a "CRM" application, so they could either upgrade Hansen or go to RFP). Researching Motorola and SAP. Using Cisco Internet Protocol Call Centre user (IPCC), so required call routing technologies are in place.	Prairie Fyre for agent scheduling and forecasting. SAP is workorder system. Currently defining business requirements for knowledge tool.	Undetermined	Motorola version 3.10 of CSR, Contact Centre and Map Viewer
WEB-BASED 311	Introducing a new Web site in September to complement 311 services or existing consolidated Customer Contact Centre	City of Mississauga has a robust web site, currently offering several self serve transactions so it has preceded single number servicing.	Citizens email SR's today, but that requires a manual intervention, and they don't have it on a workplan for the future	Launching a Web-based 311 service page on site in the first quarter of 2006. It will be connected directly to the knowledge base and service order system in late 2007	Will complete Web-based intake in fall/2005
PROJECT COSTS	Estimates indicate $900,000 using existing technology	Projected "range" of costs is between $6.5 - $9.0 (low $6.5 - high $9)	Not possible to estimate, much of the systems integration work was done as part of the municipal amalgamation exercise.	Under review – est. $21 million	Total implementation costs $ 3.5M. Operating approx $1.0M per year
HOURS OF OPERATION	Expected to be 24/7/365	Recommending extended hours from 7:00 am-7:00 pm	Centre is already 24/7, although it only handles urgent situations after the m-f 7-7 shift.	24/7/365	Mon - Fri 7:00 am-10:00 pm, Sat 8:00 am to 4:00 pm
STAFFING	Currently staffed with 23 agents – not expected to change in 311	At full consolidation, or 72% of all calls in Year 3, they project 23 FTE agents, 1 Call Centre Manager, 2 Team Leaders, 1 Quality Analyst, 1 CRM Report Analyst/Administrator, 1 Knowledge Base Administrator, 1 Trainer, for a total of 30 FTEs.	39 today, likely to increase to 45 in the fall of 2005	120, with 100 call-takers	8 - 12 operators, 2 supervisors, 3 support staff
CONSOLIDATION	Consolidation of call taking is an ongoing process with Hamilton.	Customer Service Strategy includes call centre consolidation	Yes, 311 is a second chance to look at transit, revenue, and a few of the larger facilities. They will likely reduce calls answered everywhere, including councilors offices.	Existing positions will be transferred from other call centres.	Staffed 311 centre by eliminating equivalent number of positions in the organization - no net increase in staffing.
311/911 CO-LOCATION	No co-location. Current Customer Contact Centre is not expected to be moved.	No – 311 centre may be in another location other than City Hall, pending space availability.	No – 311 is at City Hall	No co-location – proposing a centre at Metro Hall	No – located in a city facility downtown
DECIDING FACTORS	311 is the next step in ongoing consolidation and will provide easier access for callers.	No decision yet o develop a 311 system for The City of Mississauga	3 reasons: efficiency of operations; ease of access for citizens; transparent government	Lack of accessibility for citizens to services, aggravated in part by amalgamation.	Increased customer service to citizens
ORG STRUCTURE	Corporate Services	A consolidated call centre would report	Corporate Services	Reporting directly to a Deputy City	Two 311 supervisors report to Manager

COMPILED BY GARTH A. BUCHHOLZ, CITY OF WINNIPEG, JULY 2005

APPENDIX 2: National 311 Survey of Canadian municipalities

		to the Corporate Services Department under the Director, Communications.		Manager as a standalone division.	of Customer service/311, who reports to Executive Director of Council Services/City Clerk

** 311 project being researched but not planned yet for Pickering, York, Kingston, Regina, Vancouver, Halton Region, Brampton, Winnipeg*

APPENDIX 3: City of Winnipeg Call Centre Operations and Technology

DEPARTMENT	STAFF COMPLEMENT	CALL VOLUME 2004	OPERATING HOURS	CALL CENTRE TECHNOLOGY AND COSTS	STAFFING COSTS *
Bilingual Service Centre	2 CSRs (Clerk "B"s)	Approx. 2,089 calls (50% in French)	8:30 am-4:30 pm Mon-Fri	▪ Advisor for program/service information and Call Tracker for call centre statistics[1]	$88,000
City Clerks	5 staff members (1 Supervisor, 4 Information Clerks who also have other duties)	51,519 calls	8:30 am-4:30 pm Mon-Fri	▪ Automatic Call Distribution Queue (ACD Queue) on 986-2171 costs $100.00 per month for the queue itself. There are five agent positions or call taker positions associated with this queue. Each of these call taker positions has a multi line business set with an in-calls line for the queue and an outbound calling line as well. ▪ The cost for each of the sets above is $24.95 for the incalls line (queue calls only, no outbound calling on this line), $4.30 for the secondary line on the set, $8.00 agent position charge. (also uses Maximizer for call tracking)	$219,313
Planning, Property and Development	PP & D Line was set up in June 2000 to provide a single number for access into the department. It has a 7- line UCD queue capability.	Call volumes have not been tracked; majority of calls to PP&D go directly to the Zoning and Permits line (986-5140).	8:30 am-4:30 pm Mon-Fri	▪ 2 UCD queues (Universal Call Distribution Centres): 1) 986-3500: central Departmental Customer Service line 2) 986-5140: Zoning and Permits Office line (receives the most calls) ▪ The cost for each of these UCD's is $4.30/month ▪ Have not been using Call Tracker or Advisor	Not available
Property Assessment	4 FTE plus 1 supervisor	Avg. 1,997/year (annualized based on 7,986 ÷ 4 years)	8:30 am– 4:30 pm Mon-Fri, during Oct 2004-Feb 2005 and June 1-15, 2005	▪ Call Tracker and Property Information Tracking Application (PITA), which was an application developed in-house to integrate and extract data from own internal applications ▪ Costs for both applications not available	$8,145 (annualized based on total incremental salaries of $28,334 ÷ 4 years)
Public Works	7 CSRs, plus 1 team leader and 1 supervisor for escalated/threatening calls	74,358 plus 1,474 from Web-based "Report-a-Problem"	8:30 am – 4:30 pm Mon-Fri After hours: 986.2626	▪ Synergen (CWMS) - 10 users @ $613.00 per annum $6,130.00 ▪ PWD CIS Map – In House Program N/C ▪ PWD Advisor – In House Program N/C ▪ PWD Call Tracker – In House Program N/C ▪ Perimeter System – MTS Product not available ***Permit System – In House Program*** ***N/C*** ***PWD CIS Map – In House Program*** ***N/C*** ▪ *Amanda (PP&D)* *$20,000.00*	$420,502
Tax Branch	12 FTEs at the supervisory level	80,000 telephone enquiries	8:30 am – 4:30 pm Mon-Fri	▪ Perimeter System was purchased outright several years ago; therefore, there are no associated annual costs. Also, there is no additional support for this system from Corporate IT.	$550,000

APPENDIX 3: City of Winnipeg Call Centre Operations and Technology

DEPARTMENT	STAFF COMPLEMENT	CALL VOLUME 2004	OPERATING HOURS	CALL CENTRE TECHNOLOGY AND COSTS	STAFFING COSTS *
Transit Regular Transit:	REGULAR TRANSIT 11 full time shifts and 80 hrs per week of part time work	REGULAR TRANSIT* 941,550 calls	6:00 am-0:00 pm Mon-Sat 6:30 am-10:00 pm Sundays, 365 days/year	▪ Perimeter for call tracking and statistics ▪ WordNet for taping calls ▪ in-house Web applications for various online services. ▪ ContactView: Web access to on-street incident information from control centre Response: ▪ Integrated customer complaint/commendation data ▪ management and operational incident ▪ management workflow. Costs: $50,420 (Note: these costs are a proportional allocation - as there are many other internal and external users of these systems, these costs would remain with transit regardless of whether they were in use by the call centre or not. As well as the above, the figure above includes approximately $3,670 per year to operate the Automatic Call Distribution through MTS, which sorts and assigns calls to representatives.	$730,768 (includes shift premiums, training, etc)
Transit Handi Transit	HANDI-TRANSIT 1 “Senior” Clerk, 5 “C” Clerks 9 “A” Clerks (permanent), 8 “A” Clerks (casual-temp)	HANDI-TRANSIT* 434,382 calls (booking) 39,075 calls (cancellation) 231,569 calls (confirmation)	HANDI-TRANSIT Weekdays, 6:00 am-12:00 am Saturdays 7:00 am-12:00 am Sundays & Holidays 8:00 am -10:00 pm	▪ The Customer Complaint System and IVR for confirming trips was developed “in house” and is supported by Transit’s IT staff. ▪ ACD phone system and Perimeter for Call statistics—costs depend on the features. Perimeter licence is about $1,000 and the City no longer pays for maintenance because the costs so high. ▪ A message on hold system will be added to their phone system in 2005, which will cost about $3,000 per year with approximately $600 or so start up costs from MTS. Maintenance is included in the yearly costs. * some calls handled by automated systems	$576,265
Water and Waste	30 FTEs: 2.2 temporary Positions and a part-time position	250,000 calls plus 25 to 30 emails per day	8:30 am-4:30 pm Mon-Fri.	▪ Technology currently used is Synergen, Call Tracker, CSR Map (GIS), and Citizen Advisor. ▪ CWMS (Synergen): $613.00 per user/annum. This covers off all software and hardware. (This would be x 29 for the Customer Service Centre) ▪ $39,500 per annum programming support (.5 FTE WAPSO III programmer) ▪ CSR MAP/Call Tracker/Citizen Advisor: Public Works charge us $18,190 per annum (collective charge to maintain these 3 programs). ▪ Not clear if there is any cost to the CSC related to the current billing system. Other than the cost of applications and/or systems they have costs for: replacement of telephone sets, headsets and amplifiers ($7,000) budgeted in 2005, (soon to be ergonomic) work stations ($18,000) budgeted in 2005	$1.53 million
Winnipeg Fire Paramedic Service	29 full-time staff	104,473 calls	24/7/365	▪ Computer aided dispatch system is a custom system designed and maintained under contract by Lynx Graphics. Telephone system is a Meridian SL1 Option 11E switch owned by the WFPS. Cost for Lynx system is $250,335.24. Total annual with Radios, Data Consoles etc. is $450,000.	$1.9 million
Winnipeg Police	65 full-time staff;	186,852 calls	24/7/365 for emergency	▪ Note: Corporate IT does not support any Police Service applications.	$2.7 million

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Service Emergency 911	20 casual staff		911 and Police Non-emergency	▪ Computer-aided dispatch (CAD) system vendor is Intergraph Public Safety headquartered out of Huntsville, Alabama. The maintenance contract for the combined Intergraph CAD and Niche records management system (RMS) is $400,000 per year.	
Winnipeg Police Non-Emergency 986.6222	(see above)	567,593 calls	24/7/365		

COMPILED BY GARTH A. BUCHHOLZ, CITY OF WINNIPEG, JULY 2005 **** Staffing costs provided by department staff have had 15% added to include benefits***