

# Customer Information Services

CORPORATE SERVICES

Branch Manager:  
Rob Klatchuk

# 2016-2018 Business Plan



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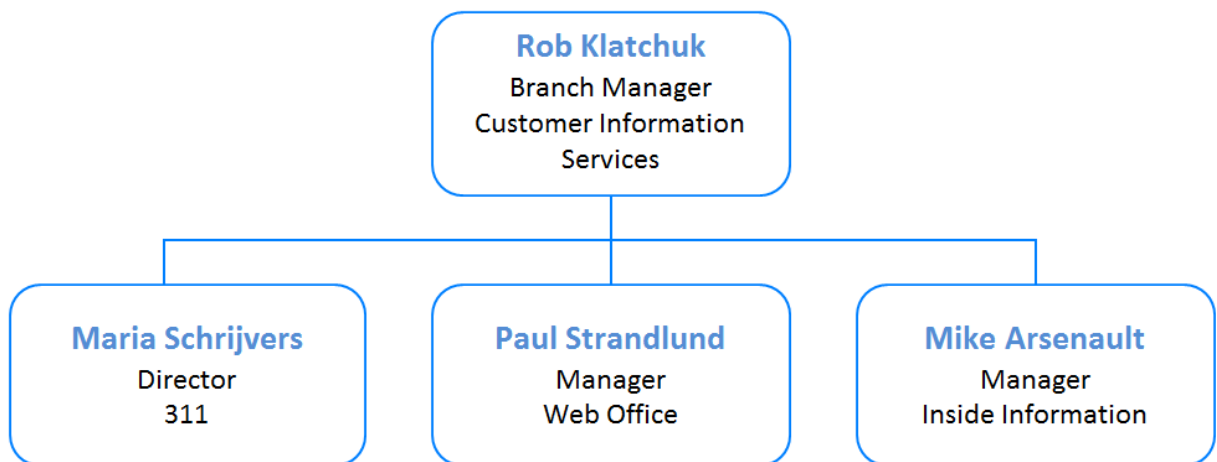
## Message from the Manager

**“We deliver a vast array of information and services through our website and 311 to ensure Edmontonians are connected to the city in which they live, work and play.”**

Customer Information Services (CIS) is the face of the City to Edmontonians through our innovative two way communication channels. CIS partners with business areas to build capacity and enable new and emerging service delivery options that align with changing citizen expectations. CIS will modernize Edmonton.ca, our primary self-service channel, with a responsive design that reflects the vibrancy of our city.

Customer Information Services is committed to delivering innovative, efficient and valued services. We are all excited to be part of building a great city!

Rob Klatchuk, Branch Manager



## Our Branch

CIS connects citizens with their City through a variety of communication channels. With over 2 million interactions with citizens annually, 311 provides 24-hour access to City of Edmonton information, programs and services. As the service continues to evolve, the Open311 channel will give residents on-line tools to make and track service requests, enabling better ways to collaborate with their neighbours to take action to improve their communities.

Citizens use **edmonton.ca** as their primary channel for information and services with over 11 million visitors annually accessing the vast array of information and tools available. The web channel continues to be enhanced to deliver a common experience that evolves with flexible technology solutions to meet the growing demands of users. Inside Information and the onecity internal website evolve and improve to provide City employees with the information and services needed to build a great city.

FOCUS AREAS	OUTCOMES	METRIC CATEGORY
Building capacity and enabling success	Customer Information Services is well managed and has the capacity to meet service goals	Efficiency/ Productivity measures
Core service delivery	Citizens leverage channels to access municipal programs and services	Effectiveness measures (e.g., service levels, client satisfaction)
Facilitating and cultivating innovation	City operations reflect innovative and modern best practices	Innovation and improvement measures (e.g., service improvements, cost savings, adoption of new business models)

# Contribution to the City's Vision

## THE WAY AHEAD

The CIS branch plays a pivotal role in the City's capacity to advance *The Way Ahead* through supporting excellence in the City's operational environment as part of the Conditions of Success.



### THE WAY WE MOVE - EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION



CIS provides citizens with 24 hour information and access to City of Edmonton programs and services via 311 and edmonton.ca website in support of increased *transit ridership*.

### THE WAY WE LIVE - EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THE LIVE, WORK AND PLAY



CIS provides the City Departments with the ability to engage and inform citizens using 311 and the edmonton.ca website in support of *connecting citizens to the community*.

### CONDITIONS OF SUCCESS - SOUND MANAGEMENT PRACTICES AND PROCESSES

Customer Information Services plays a pivotal role in the City's capacity to advance *The Way Ahead* through the Conditions of Success for the plan. CIS provides exceptional service through a continued focus on providing efficient and effective day-to-day operations.


## COUNCIL INITIATIVES

Council Initiatives include a number of key priority projects for the City of Edmonton. The CIS branch supports these projects through day-to-day operations, supporting the corporate lead areas that are charged with leading this work.

## CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

Technological and digital trends are shaping and informing our service delivery needs. Citizens are using an array of technological devices requiring the need for a more responsive and modern digital delivery tool set.

<p><b>OPEN CITY - OPEN CHANNELS</b></p>	<p>Redesign the City website to reflect a modern self-service experience and to ensure information and services are more accessible and user friendly.</p> <p>CIS will implement new tools to support citizens who are engaging with social media and blogging to increase citizen participation.</p>
<p><b>CORPORATE OVERSIGHT - PERFORMANCE OF ORGANIZATION</b></p>	<p>Provide regular branch-related data and performance measures to assist in decision-making, and increase awareness and accountability of core operations.</p>



### OPEN CITY

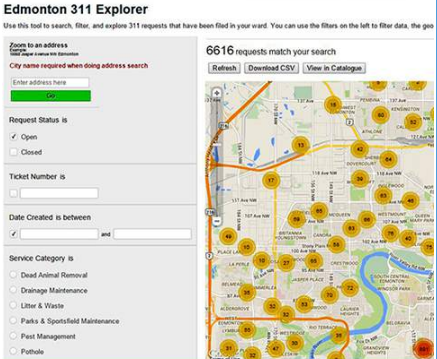
***We are more Open***

Launched in early 2015, 311 Explorer is a mapping tool that lets citizen’s search the 311 reports that have been filed near their home, ward or anywhere in Edmonton.

“311 Explorer gives individuals, businesses and community leagues easy access to information,” said Maria Schrijvers, Director of Call Centre Operations. “It is easy to use, very visual, and illustrates how open and transparent we are with 311 requests.”

With 311 Explorer, users can see details of 311 reports for 12 categories of concerns including tree maintenance, litter, and potholes. You can see which reports are open or closed, and create maps that show the concentrations of reports. 311 Explorer displays reports about public property.

311 Explorer is part of the Open City Initiative which guides the development of innovative solutions to connect Edmontonians to City information, programs, services and engagement opportunities.



**Edmonton 311 Explorer**

Use this tool to search, filter, and explore 311 requests that have been filed in your ward. You can use the filters on the left to filter data, the geo

Zoom to an address  
City name required when doing address search  
Enter address here  
Request Status is  
 Open  
 Closed  
Ticket Number is  
Date Created is between  
Service Category is  
 Dead Animal Removal  
 Drainage Maintenance  
 Litter & Waste  
 Parks & Sportsfield Maintenance  
 Pest Management  
 Potholes

6616 requests match your search  
Refresh Download CSV View in Catalogue

**Open and transparent 311**

## BRANCH INITIATIVES

CIS continues to promote self-service channels for citizens and employees to access City of Edmonton information, programs and services. Our primary channel, edmonton.ca, has significant reach with over 11 million visits. Edmonton.ca is an industry leader in site useability and effectiveness with 91 per cent of users surveyed reporting task completion.

With the expansion of City programs and services to a growing population, the focus on web self-service options allows CIS clients to offer and direct services to the lowest cost channel. The increased use of self-service channels allows CIS and the City to meet the requirements of core service delivery and to build capacity to meet increasing service demands.



## CORE SERVICES ARE DELIVERED TO MEET THE REQUIREMENTS OF THE CORPORATION

*Citizens leverage channels to access municipal programs and services.*

### Highlight Projects

- Promote increased use of online communication and innovative self-service options (e.g., 311 promotes use of SmartBus tools).
- Improve alternate channels (e.g., 311 App) to reach diverse audiences while meeting changing citizen expectations.
- Enhance the alignment of information available on the web and within 311 to deliver better customer service.

## BUILDING CAPACITY AND ENABLING SUCCESS

*CIS is well managed and has the capacity to meet service goals.*

### Highlight Projects

- Modernize knowledge tools, training and coaching practices to maintain and enhance the already high levels of customer service.
- Enhance reporting and performance dashboards to support corporate oversight.
- Coordinate with IT and client departments in the introduction of new technology and systems to ensure minimal impact while maintaining service standards.
- Partner with Corporate Communications and Office of Emergency Management to provide support for activations of the Emergency Operation Centre.
- Support the increased demand for getting more program and service information online to drive increased use of the web self service channel. Demand for web office services is increasing as business areas take advantage of the lower cost channel. (Requires Additional Resource)





## BUILDING A GREAT CITY

### FACILITATING AND CULTIVATING INNOVATION

The Customer Information Services Branch facilitates continuous improvement and innovation efforts through ambitious customer service modernizations, and includes the following initiatives:

<p><b>MODERNIZE WEB ENVIRONMENT</b> (2017 - 2018)</p>	<p>Service Improvement/Potential Cost Savings - Implement edmonton.ca website redesign to ensure content is more accessible and user friendly by reorganizing content; updating look and feel; and providing a modern search platform. The redesign will provide a responsive design to improve the mobile formatting and reflect the citizen's changing preferences on how they want to be served.</p>
<p><b>MODERNIZE CALL CENTRE TOOLS</b> (2016 - 2017)</p>	<p>Service Improvement - Update call centre tools and Customer Relationship Management (CRM) technologies to maintain industry leading performance and functionality that reflects the growing service expectations in a multi-channel environment. Use tools to drive towards greater use of reporting, metrics and analytics to understand performance and trends.</p>
<p><b>CLASS REPLACEMENT</b> (2017 - 2018)</p>	<p>Service Improvement - Led by Community Recreation Facilities the CLASS program booking system will be replaced in the coming years. CIS will partner with the project so that the new online services will improve 311 and web channel experience.</p>

Please see Appendix I – Summary Alignment of Outcomes & Performance Measures for more information.

City Services - 311 Online

- Available Online
- Activities, Sports & Recreation
- Assessment & Taxes
- Attractions & Events
- Bylaws
- Cemeteries & Memorials
- ETS (Edmonton Transit System)

From pet licences to assessment details, 311 Online provides over 150 self-service options

## CUSTOMER INFORMATION SERVICES CULTURE ACTION PLAN

CIS is proud to say that “we make a difference everyday” in serving the public and our clients! Our success is through our people and it is through their hard work, dedication and working together that we strive to deliver service excellence. CIS has been on a journey to build a strong culture and are pleased with our progress. We have focused on hearing from our staff and our participation in the survey has increased to 91 per cent in 2014 from 76 per cent in 2010. While we are pleased with their willingness to share, it is their overall approval ratings in Engagement, Culture and Workplace that are trending positively.

We will continue to focus on a number of areas to maintain and improve our Engagement and Culture within CIS.

<p><b>Areas of Focus</b></p> <p>(based on results from the Employee Engagement and Diversity Survey)</p>	<ul style="list-style-type: none"> <li>● "I see a clear linkage between my work and the City's long-term vision"</li> <li>● "I have trust and confidence in my Department's leadership team's ability to achieve the City's goals"</li> <li>● "In the last six months, my immediate supervisor has talked to me formally about my performance"</li> <li>● "In general, information in the City is communicated well."</li> </ul>		
<p><b>Actions to be Taken</b></p>	<ul style="list-style-type: none"> <li>● Branch and Department Strategic Coordinators to work together to create and deliver presentations on linkage between day-to-day Branch operations and The Ways Implementation Plans.</li> <li>● Implement ways to share information more widely and develop new communication channels within the Branch.</li> </ul>		
<p><b>Measures</b> (% favourable survey response)</p>	<p><b>2012</b> (Actual)</p>	<p><b>2014</b> (Actual)</p>	<p><b>2016</b> (Target)</p>
<ul style="list-style-type: none"> <li>● Overall Engagement</li> <li>● Overall Culture</li> <li>● Overall Workplace</li> <li>● Overall Immediate Supervisor</li> </ul>	<p>69.2</p> <p>70.7</p> <p>71.2</p> <p>76.4</p>	<p>77.4</p> <p>78.6</p> <p>78.1</p> <p>82.9</p>	<p>maintain/ increase</p>

# Risk Identification and Emerging Opportunities

## RISK IDENTIFICATION

The following table identifies the operational risks associated with the Branch. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Service demands from unpredictable events (eg. severe weather impact)	4	2	Use variable staffing model (mix of full time, part time and temporary resources) to adjust resource and to limit impacts.	Branch Manager
Workforce Retention	3	2	Focus on engagement action plans, workforce planning and training/documentation.	Branch Manager
Call Centre Technology could become unstable or obsolete	2	2	Software renewal and upgrade process	Branch Manager

## EMERGING OPPORTUNITIES

1. **Demographics:** Based on many different demographics factors, citizens have a vast array of communication needs resulting in citizens looking for detailed and timely information services.
2. **Customer Service Trends:** Customer Service expectations and standards continue to be shaped by other industries and sectors and advancing trends in social connectedness.

The City's ability to be agile and to understand this changing landscape will be critical to our success as we continue to modernize how we deliver services.

## Branch Structure and Programs

The following table identifies the Branch Programs and the functions within the Programs:

311	Corporate Web Office	Inside Information
Citizen Contact Centre Services	Web Publishing	Corporate ID Cards and Driver Permits
City Hall Information Counter	Web Development Consultation	Employee Contact Centre Services
		IT Helpdesk & Telephony Services



## Program 1: 311

311 provides citizens with a single point of contact for City of Edmonton information, programs, and services 24-hours a day, every day of the year. 311 agents offer personalized services for citizens including program registrations, transit trip planning, and inspection bookings.

The 311 business model is a proven industry best practices in the delivery of these services. The 311 brand is firmly established with Edmontonians as one of the preferred methods of obtaining information about the City's programs and services.

### SERVICE STANDARDS

311 provides efficient, effective, quality and accessible services to citizens. Our key service standards are:

- Citizen satisfaction - providing helpful and timely assistance to citizens through responsive service which is measured through periodic surveys on caller satisfaction.
- 311 Call Response Time - average speed of answer which is measured through our telephone system.

### BUSINESS / COST DRIVERS

- Total contacts to 311 - which includes number of calls, emails, and in person visits. 311 handles over 2 million contacts per year.
- Unplanned events, program additions and changes in services.



## Program 2: Corporate Web Office

The Corporate Web Office is responsible for the governance, publishing, and continuous improvement of all of the City's websites. The office coordinates the design, structure, and content for the city's websites including the main site [edmonton.ca](http://edmonton.ca), which provides citizens with self-serve access 24 hours a day, 7 days a week 365 days per year. The Corporate Web Office has two functional areas: Web Publishing and Web Development Consultation.

### SERVICE STANDARDS

Web office supports the organization in communicating City program and services in a timely and accurate manner. Ensuring that the site is up to date and current is a key to the success of the website. The key service standards are:

- Citizen Satisfaction - providing accurate, timely, and helpful information about the City of Edmonton through the City's websites. Overall satisfaction is measured through periodic surveys on user experience with the website.
- Timely Publishing - publishing new or changed content for the web site in a timely manner.

### BUSINESS / COST DRIVERS

- Events, program additions and changes in the scope of services can drive increased changes to our web properties. The web office supports over 9,200 web pages and over 35,000 updates per year.



### Program 3: Inside Information

Inside Information is the employee contact centre and provides employees with information and services needed to carry out their job requirements. From obtaining a city identification card or a city driver permit to fixing a computer issue, Inside information provides a wide range of services to City employees. Inside information has three functional areas: Front Counter services; Employee contact centre services; IT Helpdesk & Telephony services.

#### SERVICE STANDARDS

Using industry best practices, Inside Information provides efficient, effective, quality and accessible services to employees. Our key service standards are:

- Client satisfaction - providing helpful and timely assistance and service to employees which is measured through transaction feedback survey.
- 311 Call Response Time - average speed of answer which is measured through our telephone system.

#### BUSINESS / COST DRIVERS

- Number of city employees, staff movement and temporary staff utilization. Inside Information handles 200,000+ contacts from employees per year.
- Unplanned events, program additions and changes in scope of services can also drive increased volumes.

Online or in person, Inside Information is employees' help desk to get what they need to do their jobs

## Planned Changes 2016 - 2018

### Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

#### Customer Information Services 2016-2018 Plan - Branch Summary

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
<b>Revenue &amp; Transfers</b>				
User Fees, Fines, and Permits	-	-	-	-
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	-	-	-	-
<b>Expenditure &amp; Transfers</b>				
Personnel	14,200	14,900	15,300	15,800
Non-Personnel	1,300	1,300	1,300	1,300
Intra-municipal Recoveries	(1,800)	(1,800)	(1,900)	(1,900)
<b>Total Expenditure &amp; Transfers</b>	<b>\$13,700</b>	<b>\$14,400</b>	<b>\$14,700</b>	<b>\$15,200</b>
<b>Net Operating Requirement</b>	<b>\$13,700</b>	<b>\$14,400</b>	<b>\$14,700</b>	<b>\$15,200</b>
<b>Full-time Equivalents</b>	192.1	192.1	192.1	192.1



## **CHANGES TO MAINTAIN CURRENT SERVICE LEVELS**

### **Personnel Inflation**

*Personnel inflation includes settlements of union contracts, benefit adjustments, and step/merit increases.*

### **Vacancy Rate**

*Reduction in salary discount to align with actual vacancy rate.*

### **Intra-Municipal Recoveries**

*Inflationary increases of Shared Service recoveries from Utilities and Enterprises.*

# Appendix

## APPENDIX I - SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures. The performance measures are intended to provide a summary of the measures that the Branch is currently monitoring and are identified throughout this business plan.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
The Way Ahead							
<b>Edmontonians use public transit and active modes of transportation</b>	Citizens leverage Customer Information Services channels to access transit information and services	Transit Ridership Annual total ridership / population  Units: # / capita	-	103	104	105	Delivery of transit information through use of Edmonton.ca channel and 311
<b>Edmontonians are connected to the city in which they live, work and play</b>	Citizens leverage Customer Information Services channels to access City information and services	Edmontonians' assessment: connected to community % of Perception Survey respondents who report feeling connected to their community Units: %	48%	45%			Delivery of information and services through use of Edmonton.ca channel and 311
CLT Focus Area							
<b>Open City</b>	Citizens utilize self service web channels to access information and services	Edmonton.ca user survey - Satisfaction Ease of Access Positive Experience Accomplish Tasks Overall Experience	87% 87% 91% 87%	>85%	>85%	>85%	Refresh website look and feel to improve website's mobile formatting to ensure content is more accessible and user friendly

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
Conditions of Success							
<b>Core service delivery</b>	Citizens leverage channels to access municipal programs and services.	Utilization of 311 - citizen contacts 311 Utilization of edmonton.ca - visits  311 call response time  % overall satisfied - user survey  TRANSIT: Utilization of 311 for Transit Info - citizen contacts  Utilization of edmonton.ca for Transit-visits	2.19 M 11.2 M  18 sec  87%  1.1 M  3.9 M	2.19 M 11.9 M  <25 sec  >85%  1.10 M  4.1 M	2.15 M 12.3 M  <25 sec  >85%  1.08 M  4.3 M	2.10 M 12.7 M  <25 sec  >85%  1.05 M  4.4 M	Delivery of information and services through use of Edmonton.ca channel and 311
<b>Building capacity and enabling success</b>	Customer Information Services is well managed and has the capacity to meet service goals	Staff turnover rate  Call Abandon rate Average handle time for calls Average response time for emails Citizen Satisfaction with 311 311 Cost per Call  Web visits per 311 contact (ratio) Citizen Satisfaction with the WEB  Utilization of Inside Information - Employee contacts  IT Helpdesk Tickets Resolved	10%  4% 206 sec 6.5 hours 87% \$5.42  5.1:1 87%  196,000  67,000	<10%  <5% 180-220 sec <24 hours >85% \$5 - \$6  >5.4:1 >85%  200,000  72,000	<10%  <5% 180-220 sec <24 Hours >85% \$5 - \$6  >5.9:1 >85%  205,000  74,000	<10%  <5% 180-220 sec <24 hours >85% \$5 - \$6  >6.0:1 >85%  210,000  76,000	Performance Reporting/Dashboard