



# City of London Parking Services Integration and Digitization

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Future State Recommendations Report

October 2021



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# Executive Summary

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# Current State Overview

## Customer Service Representatives perform similar job responsibilities; however, all CSRs are not created equal.

- Customer service is offered in person at a number of locations across the City of London.
- There are two main customer service locations (among many others): City Hall which has multiple counters for various departments, and the Provincial Offences Office which has the Parking Services counter.

## Influencing factors have transformed the way Parking Services delivers customer service.

- The implementation of AMPS resulted in the closure of the inquiries counter for in-person customers.
- Adoption of AMPS for parking infractions and now bylaws, adaption to technological advancements, trends in online vs telephone vs in-person customer service, fluctuations in workload drivers, among others are all influencing factors that contribute to service delivery model transformation.
- As a result, the Parking CSRs main responsibility is to process parking ticket payments and other related payments. Based on the analyzed workload, this translates into about 24% of the Parking CSRs job.

## Parking CSR job description is outdated and does not reflect current processes.

- The Parking CSR job description has not been updated since 2008.
- With the influencing factors transforming customer service processes and Parking Services' processes, many of the Parking CSRs job responsibilities no longer apply.
- Screening Officers are performing customer service responsibilities when their time could be more effectively and efficiently used focussing on Screening Reviews with customer service backfill opportunities.

## The Jurisdictional Review found that customer service looks different across all municipalities which indicates that there isn't just one correct way to deliver customer service.

- Customer service counters varied between "full-service" offerings or offering only "select services".
- Web portals appear to be an effective way of processing payments, disputes, and permit applications.
- Both Centralized and Decentralized Customer Service offerings were observed.
- Payment options varied and included drop boxes, cheques, money orders, in-person POS systems (cash, debit, credit), and online payment portals.

# Opportunity Assessment Overview

MNP identified a number of opportunities in the current state which we consolidated and added to, resulting in the seven opportunities listed vertically below. MNP conducted an opportunity assessment based on the evaluation criteria which is listed horizontally in the table below. The results of the opportunity assessment are summarized below. The opportunities have strengths, however they also have weaknesses. The results of this assessment formed the basis for the future state recommendations as the opportunities were combined and expanded on to balance the strengths and weaknesses and provide recommendations which maximize the benefits for the City.

Opportunity	Improve the efficiency of customer service	Improve the effectiveness of customer service delivery	Improve the accessibility of customer service	Reduce the cost of counter service	Optimize the use of technology	Improve connection to, and collaboration with, all counter services	Ease of Implementation
Update the Parking CSR job descriptions to reflect the customer service requirements for the AMPS process.							
Develop customer service kiosks that allow for broader customer accessibility to Parking Services.							
Reassign routine customer service responsibilities from the Screening Officer to the Parking CSR.							
Piggyback off of City-wide technology initiatives (e.g. POS and CRM) that lead to improvements in efficiency of Parking Services.							
Close the Parking Counter to walk-in customers and only offer customer service via phone and email. Limit in-person customer service experiences to City Hall.							
Automate the intake application form for the Screening Review and Hearing Review process.							
Drive customers to use online services rather than phone or in-person and improve online services.							



# Recommendation Overview

Building on the observations and opportunities identified in the Current State Analysis and the Opportunity Assessment, MNP developed the following recommendations. Process maps and a gap analysis were developed based on the recommended future state and are summarized in the report.

<b>Recommendation 1: Develop a revised CSR role for Parking Services.</b>	<b>Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact.</b>	<b>Recommendation 3: Leverage existing technology more effectively.</b>
<ul style="list-style-type: none"> <li>A. Update and revise the Parking CSR job description which is outdated from 2008.</li> <li>B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.</li> <li>C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.</li> <li>D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.</li> </ul>	<ul style="list-style-type: none"> <li>A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.</li> <li>B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.</li> <li>C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.</li> </ul>	<ul style="list-style-type: none"> <li>A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.</li> <li>B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.</li> <li>C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B. to expand the range of services a customer can access.</li> </ul>

## Additional Recommendation Considerations

- Create an initiative to provide management and oversight to the implementation of Recommendations 1, 2, and 3.
- Leverage these recommendations and the implementation process to rollout the modernization of customer services for other departments across the City.
- Investigate and consider the using AMPS to process camera-based offences when the Province provides the appropriate guidelines.
- Consider appointing the Parking CSR as a Screening Officer to provide an additional backfill option for Screening Reviews.

# Implementation Activities Overview

The image below summarizes the timeline of implementation activities from the implementation roadmap and the recommendations to be included in the execution process. This is a roadmap for consideration and projects with an ITS component will require approval through the technology intake process.

	2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>1. Planning</b>																
Key Management Decisions																
Performance Planning																
Budget Planning																
Create initiative to provide management and oversight o to the implementation of recommendations																
<b>2. Execution</b>																
Establish New Business Processes																
1.A. Update and revise the Parking CSR job description which is outdated from 2008.																
1.B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.																
1.C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.																
1.D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.																
2.A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.																
2.B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.																
2.C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.																
3.A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.																
3.B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.																
3.C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B to expand the range of services a customer can access.																
Clarify accountabilities to monitor performance																
<b>3. Monitoring and Management</b>																
<b>4. Communication Process</b>																
Rollout these recommendations to other departments across the City to modernize customer service.																

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# 1.0 Introduction

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This section provides an overview of the following:

- Project background;
- Project objective;
- Project purpose;
- Project approach; and,
- Information and data collection activities.



# Introduction

## Background

The City of London (“London” or “the City”) has recently undertaken digital modernization activities that could increase customer service counter capacity across a broader range of services by redirecting traffic to digital platforms. While the adoption of digital modernization remains in the planning stages, counter services continue to see large volumes of customers that would be better served by the proposed integration. Additionally, the impacts of the COVID-19 Pandemic have drastically changed municipal service delivery, requiring organizations to adopt new practices which often instigate greater technology adoption across the municipality and its citizens. Additionally, the City recently introduced Administrative Monetary Penalty System (“AMPS”) for parking ticket disputes which has changed the way citizens access parking customer service. These changes provided the City with the opportunity to review its Parking Services’ operations as it relates to customer service delivery.

## Project Objectives

The City engaged MNP to conduct a Parking Services Integration and Digital Modernization project to identify opportunities to modernize Parking Services and increase integration with other City services to improve the efficiency and effectiveness of customer service delivery. Amidst the City’s changing operational landscape, the objective of this project is to develop a roadmap that supports a fully integrated bundle of services and improves the accessibility of customer service for parking. A final report will be submitted to the Province to outline total expenditures required and total savings that could be expected from implementing the recommendations.

## Project Purpose

- Create a detailed understanding of the Parking Services organizational requirements to satisfy the City to achieve objectives in revenue generation, customer service, and operational efficiency.
- Examine elements related to people and performance through interviews, focus groups, document reviews and leading practices from other municipalities.
- Identify shortcomings in the existing design, identify opportunities for improvements, including cost savings, through digital modernization, process improvement and changing the scope of service offerings at certain service counters to create the future service organization design.
- Undertake a workflow efficiency review (process maps) to highlight process breakdowns where one service counter executes a business function differently from others, creating a different customer experience and different business results.
- Develop recommendations that address any inconsistencies in processes and address how the City can obtain the necessary skillsets, the associated costs, and go forward action steps to optimize the results for all service counters.

# Introduction (Continued)






## Project Approach

MNP's four-phase approach for the project was customized for the City and takes into consideration the objectives and requirements of the engagement. The project workplan can be found in **Appendix A**.

Phase 1: Project Planning and Initiation	Phase 2: Current State Review	Phase 3: Future State Review	Phase 4: Final Report and Presentation
<ul style="list-style-type: none"> <li>• <u>Milestone 1</u>: Conduct a project kick-off meeting to confirm project timelines and expectations.</li> <li>• <u>Milestone 2</u>: Collect and review background documentation.</li> <li>• <b>Deliverable: Project Charter.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <u>Milestone 1</u>: Conduct interviews with staff;</li> <li>• <u>Milestone 3</u>: Develop current state process maps;</li> <li>• <u>Milestone 4</u>: Analyze the current state and summarize opportunities for improvement;</li> <li>• <b>Deliverable: Current State Report.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <u>Milestone 1</u>: Host future state visioning workshop with key stakeholders;</li> <li>• Milestone 2: Design future state processes and recommendations to address opportunities;</li> <li>• <u>Milestone 2</u>: Develop an implementation plan;</li> <li>• <b>Deliverable: Draft Future State Report</b></li> </ul>	<ul style="list-style-type: none"> <li>• <u>Milestone 1</u>: Revise final report based on feedback;</li> <li>• <u>Milestone 2</u>: Develop presentation for council;</li> <li>• <b>Deliverable: Finalized Future State Report and Presentation to Council</b></li> </ul>

## Information and Data Collection Activities

MNP used the following research methods to collect relevant information and data that informed the findings, analysis, and recommendations presented in this report:

-  Documentation review (a complete list of the documents reviewed can be found in **Appendix B**);
-  Eight interviews with key stakeholders (a complete list of the interview participants can be found in **Appendix C**);
-  Future state design workshop with key stakeholders (a complete list of workshop participants can be found in **Appendix C**).
-  Development of current state process maps and redesign of future state process maps for Parking Services (the current state process map can be found in **Appendix E** and the future state process map can be found in Section 4.0 Recommended Future State Process Map and Gap Analysis );
-  A jurisdictional review to identify customer service best practices amongst seven comparator municipalities (the complete review can be found in **Appendix D**);

## 2.0 Current State Summary

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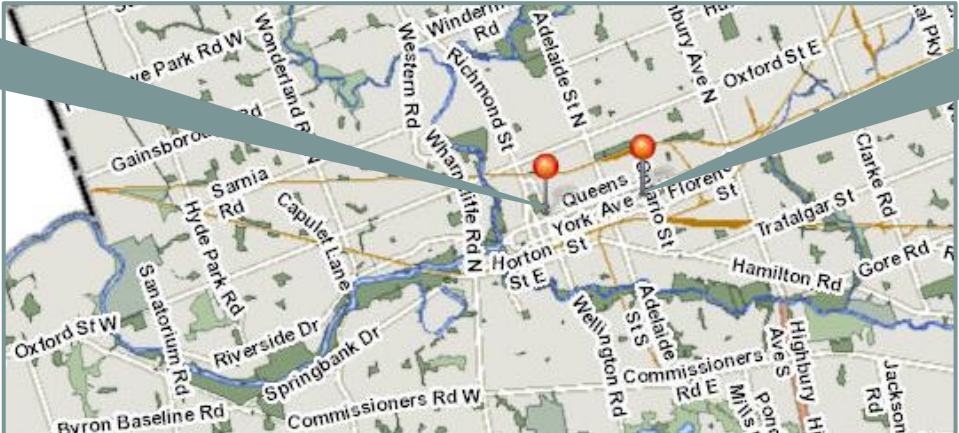
This section summarizes MNP's observations from the Current State Analysis including background information on London's customer service and customer service within the scope of the Parking counter. This includes a workload analysis, review of the summary of job duties, and key themes that were observed in the Current State Analysis.

The information presented in this section is from background research, a documentation review, key stakeholder interviews, focus groups, and current state process maps that were developed.

# Overview of London and the City's Customer Service

## London's Customer Service

Customer service is offered in person at a number of locations across the City with two main locations, which were the focus of the review. These locations include City Hall which has multiple counters for various departments and one counter at the Provincial Offences Office.



### City Hall Counters

**Department Counters:**

- Licensing
- Building Services
- Municipal Law Enforcement & Animal Services

### Provincial Offences Office

**Department Counters:**

- Parking Services – primarily for parking payments (previously had an inquiries desk as well, but this was permanently closed after transitioning to AMPS).

## London Customer Service Representatives (CSRs)

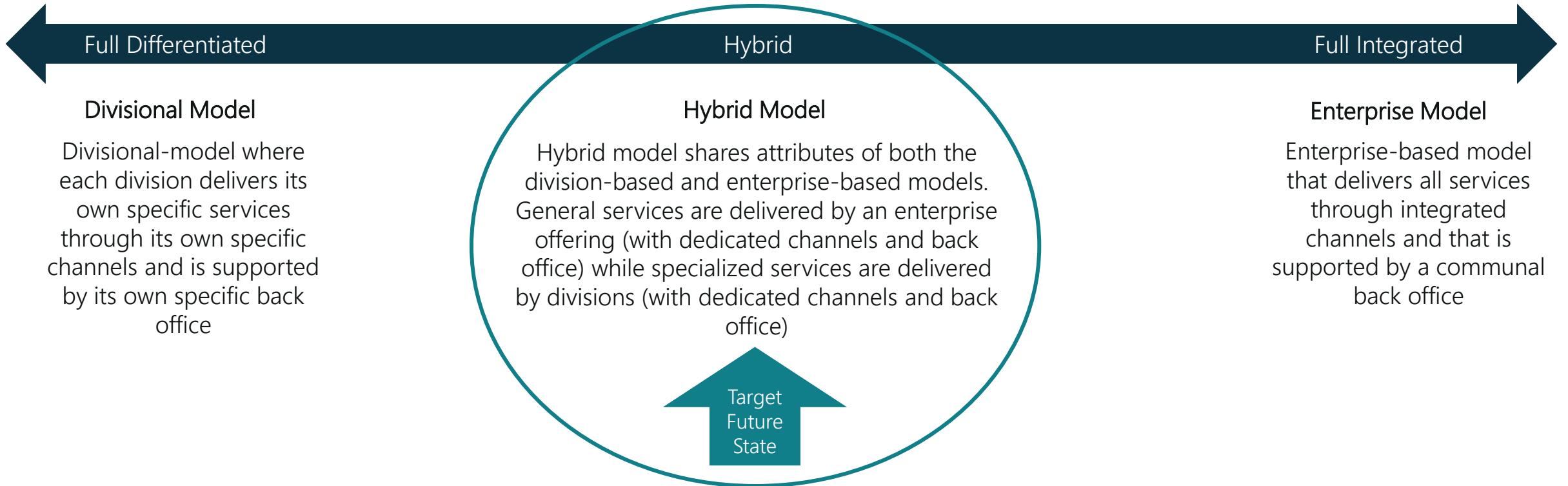
CSRs perform similar job responsibilities; however, all CSRs are not created equal. The table below summarizes a few similarities and differences.

Similarities	Differences
<ul style="list-style-type: none"> <li>• Take payments</li> <li>• Document filing</li> <li>• Take phone calls</li> <li>• Answer inquiries (rarely those related to other departments unless at a clerk's desk)</li> </ul>	<ul style="list-style-type: none"> <li>• Different pay levels and scopes of work depending on department</li> <li>• Specialized services and employee requisite knowledge for different departments</li> <li>• Specialized technology for various departments (CLASS, AMANDA, Command Centre, Microsoft Dynamics)</li> </ul>

# Overview of London and the City's Customer Service (Continued)

## City Counter Strategy

In 2015 a City-wide Counter Strategy was developed with a target future operating model which is summarized in the image below.



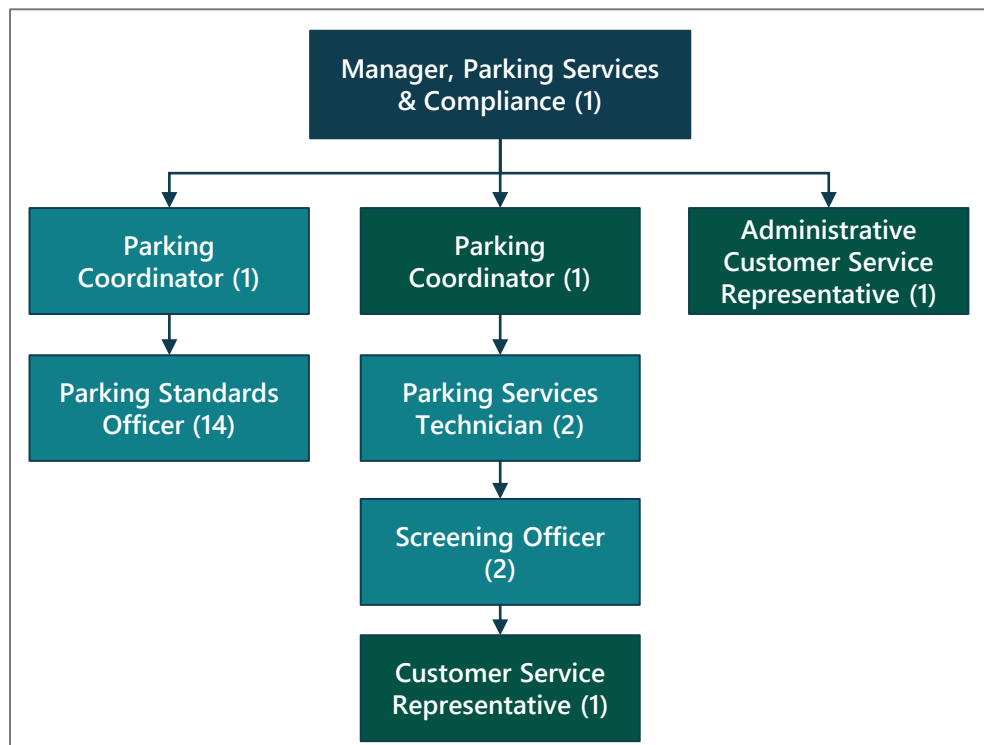
When the Counter Strategy was developed in 2015, the City was operating with a Divisional Model.

The City is still progressing towards the targeted future state and has made improvements by implementing CRM and bundling services where possible (e.g. offering garbage tag payments at the Parking Counter), among others.

# Overview of Parking Services Counter

The image below summarizes the organizational structure for Parking Services & Compliance. The positions that support the Parking Services' counter for ticket payments are identified in green.

- ▶ Parking previously had two counters – an Inquiry Counter and Payment Counter. The Inquiry Counter closed in 2018 when AMPS was implemented, with inquiries being answered only over the phone.
- ▶ London implemented AMPS for parking violations in 2018 and is in the process of transitioning 24 bylaws to AMPS. This would increase the workload and alter the type of work that is completed by the Parking Services & Compliance department.
- ▶ The Parking Customer Service Representative ("Parking CSR") is responsible for the Payment Counter and processes the majority of parking ticket payment transactions that occur at the counter.
- ▶ The Parking Coordinator and the Administrative Customer Service Representative occasionally preforms the CSR job responsibilities when the position is absent (lunch, vacation, sick, break, etc.).



## The Administrative CSR is responsible for:

- 1) Backfill for Parking CSR.
- 2) Backfill for Screening Officers.
- 3) Other financial reconciliation duties.

## Customers access the Parking Payment Counter through three ways:

- 1) Customer walks into POA court.
- 2) Customer calls the parking customer service phone number and speaks to a Screening Officer who will send any parking ticket payment request to the CSR.
- 3) Customer emails the parking customer service email and a Screening Officer would review the request and send parking ticket payment requests to the CSR.

The Screening Officer answer phone calls and emails for Parking Services and will transfer calls and emails to the Administrative CSR if it is payment related. The Parking CSR is responsible for in-person payments.

# Overview of Parking Counter Services

## Parking Customer Service Representative (CSR)

The Parking CSR is responsible for:

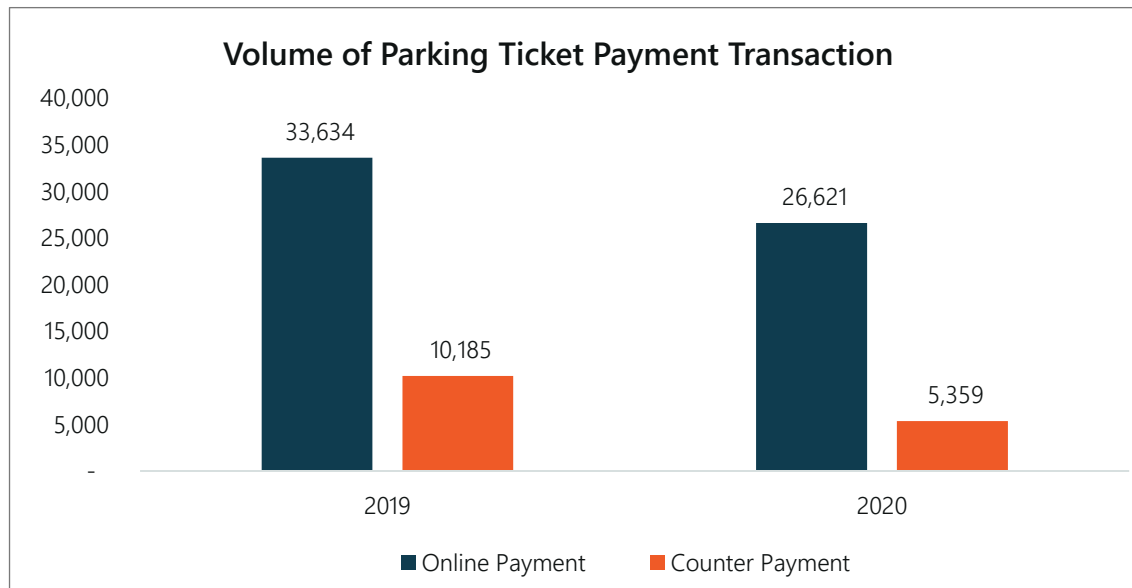
- 1) Processing payments for: parking tickets, bulk parking permits, residential parking permits, bagging request permits on street, and garbage tag payments.
- 2) Daily opening and closing of Parking Payment Counter (accounting and clerical support).

**2.5 minutes** to process each counter payment

**5 minutes** to complete the activities to open the Parking Payment Counter at the beginning of the day

**15 minutes** to complete the activities to close the Parking Payment Counter at the end of the day (accounting and clerical support)

The graph below summarizes the volume of parking ticket payment transactions for online payments compared to in person counter payments for 2019 and 2020.



- ▶ Payment volumes decreased in 2020 as a result of the pandemic.
- ▶ While online ticket payments decreased by over 20%, in person counter payment volumes decreased by almost 50%.
- ▶ Now that people are getting used to online services and payments, the Parking Payment Counter may continue to see lower volumes.
- ▶ As bylaw infractions are transitioned to AMPS and become the responsibility of Parking Services & Compliance, there could be an increase in penalty payments.
- ▶ Evidence from other municipalities have found that the volume of customer service interactions typically increases when there is a new AMPS process.

# Overview of Parking Counter Services (Continued)

## Parking Customer Service Representative (CSR)

It takes an average of 2.5 minutes to process each parking ticket payment at the counter. Assuming a 7-hour workday, processing ticket payments at the counter would have consumed 60 workdays in 2019 and 32 workdays in 2020. This does not include other job activities such as accounting and clerical support which consumes an average of 20 minutes per day.

### 60 Days of work spent processing payments in 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

### 32 Days of work spent processing payments in 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

- Approximately 24% of one person's annual job and salary would consist of payment processing at a counter in 2019.
- Approximately 13% of one person's annual job and salary would consist of payment processing at a counter in 2020.



# Overview of Parking Counter Services (Final)

## Parking Customer Service Representative (CSR)

➤ In 2018, the City implemented the AMPS for parking which resulted in the closure of the inquiries counter and an alternative process for disputing parking tickets. This impacted the Parking CSRs' responsibilities considerably..

Parking CSR's job description was created in 2008 and has not been updated since. Being over 10 years old, the job description is outdated and there have been many changes including technology advancements, the closure of the inquiries counter, and the implementation of AMPS.

The table below describes the Summary of Duties from the Parking CSR job description (2008) and highlights which responsibilities no longer apply to the current state day-to-day operations of the Parking CSR.

Parking CSR – Original Description of Duties	Still Applicable?
Provide payment histories	✓
Respond to complaints and inquiries from the general public and public officials regarding various by-laws	✗
Accountable for accurate input of revenue generated from trials; various notices and infractions	✗
Care, control; balanced; record; journal and direct deposit of corporate revenues and transmitting of fines	✓
Provides accounting and clerical support including account analysis and reconciliation, data entry and control and maintaining accounts	✓

➤ As a result, the Parking CSR's main responsibility today is to **process payments** and manage the **opening and closing of the parking counter**.

➤ The Parking CSR follows a separate process to address customers at the counter who have a request or inquiry that is out-of-scope of their responsibilities. These activities are captured in the Customer Service Process Map in **Appendix E**.

# Current State Finding Themes

The following key findings were identified throughout the Current State Analysis.

## The City has Made Efforts to Bundle and Improve Customer Service

- The City has made efforts to bundle services by offering garbage tag payments at the Parking counter which has been working effectively.
- The City has also introduced a CRM platform for Service London in a digital modernization effort to improve customer service.

## Technology Does Not Appear to be a Barrier

- There is a perceived technology barrier that limits the City in bundling counter services across numerous departments.
- However, the Clerk's counter is currently able to accept parking ticket payments which indicates that this process could be replicated across other departments.
- Stakeholders identified that there are concerns in offering parking ticket payments at other counters as some departments are moving away from the Class point of sale (POS) system which is integrated with the Parking case management system.
- However, the City is undergoing a corporate-wide POS project called "Develop Corporate Payment System & Processing Strategy". This strategy would support the integration and bundling of services as it would consolidate the POS systems offered across the City.
- The City has adopted an enterprise-wide Technology Investment Strategy (TIS). TIS is a guiding map for the City's future investments in technological equipment and software and includes a "Technology Investment Strategy Committee".
- The City's IT strategy initiatives appear to align with the counter strategy goals of integrating and bundling service offerings.

## Siloed Customer Service Structure

- Customer service across the City is siloed where each department has one more customer service phone line and email address and each department has a separate counter service. There is no central/general customer service counter/phone line/email.
- Most counter services are offered at City Hall however, the Parking Service counter is located in a different building at the Provincial Offences Office.
- Consistent processes and messages has not been put in place to provide a uniform customer service approach, which is further influenced by varying CSR job descriptions and pay levels.

## Workload Changes are Limited by Job Descriptions

- There are some similarities in the CSR activities across the City as each CSR takes payments, does filing, and answers phones and inquiries.
- There could be barriers in bundling services across departments as the CSR's job activities are limited by the scope of their job description.
- CSRs have different job descriptions and pay levels which adds complexity.

## Business Operations for Parking CSR Have Changed

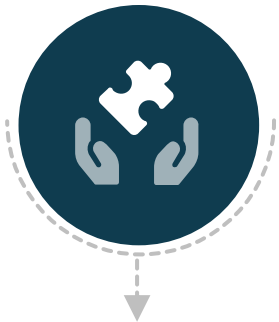
- The introduction of AMPS for parking has changed the operations of parking customer service with all inquiries being answered by the Screening Officers rather than the Parking CSR.
- The pandemic has forced the public to become more technologically savvy and there may be fewer in person payments in the future.
- Workload for the parking CSR is mainly processing payments and performing the daily activities of opening and closing the parking counter which is not a significant workload volume.

# Municipal Jurisdictional Review

A jurisdictional review was conducted which involved an analysis of customer service for London and seven other municipalities. The detailed findings of this review can be found in **Appendix D**. The following municipalities were investigated in this review:



Customer service looks different across all municipalities which indicates that there isn't just one correct way to deliver customer service.



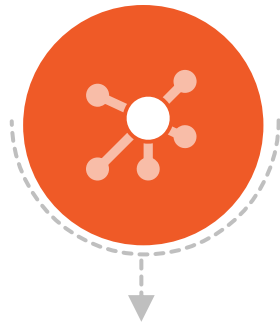
## The Type of Service Offerings Varied

Customer service counters varied between "full-service" offerings or offering only "select services"



## Web Portals are Common to Access Services

Web portals appear to be an effective way of processing payments, disputes, and permit applications.



## Both Centralized and Decentralized Customer Service

A good spread of centralized (Kitchener, Oshawa) and decentralized customer service centres (Hamilton, Kingston).



## Diversified Payment Options Were Observed

Payment options include drop boxes, cheques, money orders, in-person POS systems (cash, debit, credit), and online payment portals.



## Permit Application Options Varied

Permits may be applied for by mail, email, through an online form, in-person, or through an app.



## Ottawa Engages with the Public for Improvements

Ottawa has a Parking Stakeholder Consultation group for key stakeholders and citizens to raise concerns.

# 3.0 Opportunities Assessment

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MNP identified five emerging opportunities in the Current State Assessment which were abandoned, consolidated, and added to, resulting in seven opportunities. This section provides an overview of the methodology used to assess each opportunity and summarizes the rationale for each.

# Opportunity Assessment

## Introduction

Five initial customer service delivery opportunities were identified through MNP's Current State Analysis, which can be found in **Appendix F**. MNP reviewed these opportunities and abandoned, consolidated, and added new opportunities, resulting in a total of seven opportunities.

MNP conducted a future state visioning workshop with key internal stakeholders from the City of London which formed the basis of evaluating each opportunity. A detailed summary of the rationale for each opportunity assessment rating can be found in **Appendix G**. MNP developed evaluation criteria based on the visioning workshop, ongoing discussions with the City of London project team, and the objectives and benefits identified in the Project Charter. This criteria was used as a benchmark to determine if an opportunity would support the City of London in achieve the Project Charter objectives and the vision for Parking Customer Service.

The opportunities were assessed against the evaluation criteria to provide a systematic and data-driven approach used to help prioritize the opportunities for the development of the future state recommendations.



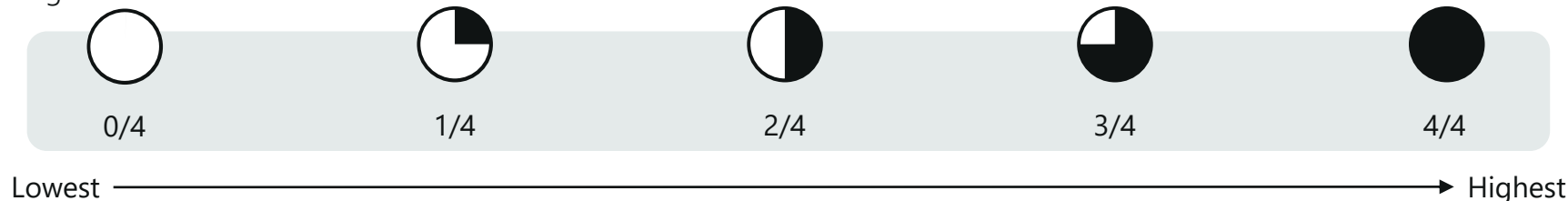
# Opportunity Assessment

## Methodology: Evaluation Criteria

The evaluation criteria is listed below.

Evaluation Criteria	Description
<b>Improve the efficiency of customer service</b>	Increasing the efficiency of customer service is intended to improve the internal processes that support customer service delivery so staff productivity may be maximized. A vital component of this criteria is the need to enhance administrative efficiencies through simplified processes.
<b>Improve the effectiveness of customer service delivery</b>	Improving customer service delivery is intended to enhance the customer experience when engaging with representatives from the City.
<b>Improve the accessibility of customer service</b>	Municipal services are increasingly being offered online and digitally, however there are some citizens of the City who may face barriers in accessing these services. This criteria is meant to assess each opportunity's ability to enable greater access of these services to those citizens.
<b>Reduce the cost of counter service</b>	Reducing the total cost of counter services considers the estimated value of cost savings that may be gained as a result of reduced time and resources. Please note this does not take into account any capital investments that may be required (IT) to find efficiency savings.
<b>Optimize the use of technology</b>	Leveraging technology often helps to streamline processes and improve efficiencies. This criteria is meant to assess each opportunity's ability to leverage new or existing technology to improve service delivery.
<b>Ease of Implementation</b>	Assesses the difficulty of implementation for each opportunity in terms of expected time, money, and resources required.
<b>Improve connection to, and collaboration with, all counter services</b>	This criteria is meant to assess whether an opportunity would improve collaboration and integration with all counter services.

Each opportunity was evaluated against the evaluation criteria using Harvey circles to provide an initial rating. An in-depth description of the rationale for each opportunity's rating can be found in the following pages. The ratings for each criteria are summarized on a scale of zero to four; one being the lowest rating and four being the highest rating.



# Opportunity Assessment (Continued)

## Opportunities

The eight opportunities listed below are the final list that were assessed against evaluation criteria and analyzed to determine the ease of implementation and impact. The assessment summary of each opportunity is described in the following slides and represents the outcome of MNP's opportunity assessment.

A

Update the Parking CSR job descriptions to reflect the customer service requirements for the AMPS process.

B

Develop customer service kiosks that allow for broader customer accessibility to Parking Services.

C

Reassign routine customer service responsibilities from the Screening Officer to the Parking CSR.

D

Piggyback off of City-wide technology initiatives (e.g. POS and CRM) that lead to improvements in efficiency of Parking Services.

E

Close the Parking Counter to walk-in customers and only offer customer service via phone and email. Limit in-person customer service experiences to City Hall.

F


















































Automate the intake application form for the Screening Review and Hearing Review process.

G

Drive customers to use online services rather than phone or in-person and improve online services.

# Evaluation Framework

This slide presents the summary of the opportunity assessment results based on the evaluation criteria. A rating was provided that described the extent to which the opportunity addressed the criteria. The rating is presented using Harvey Balls, where a full ball is the highest ranked and an empty ball is the lowest ranked. The legend is presented below the table. The table below illustrates that all the opportunities have strengths, however they also have weaknesses. The results of this assessment formed the basis for the future state direction as the opportunities were combined and expanded on to balance the strengths and weaknesses and provide recommendations which maximize the benefits for the City. A detailed summary of the rationale for each opportunity assessment rating can be found in **Appendix G**.

Opportunity	Improve the efficiency of customer service	Improve the effectiveness of customer service delivery	Improve the accessibility of customer service	Reduce the cost of counter service	Optimize the use of technology	Improve connection to, and collaboration with, all counter services	Ease of Implementation
Update the Parking CSR job descriptions to reflect the customer service requirements for the AMPS process.							
Develop customer service kiosks that allow for broader customer accessibility to Parking Services.							
Reassign routine customer service responsibilities from the Screening Officer to the Parking CSR.							
Piggyback off of City-wide technology initiatives (e.g. POS and CRM) that lead to improvements in efficiency of Parking Services.							
Close the Parking Counter to walk-in customers and only offer customer service via phone and email. Limit in-person customer service experiences to City Hall.							
Automate the intake application form for the Screening Review and Hearing Review process.							
Drive customers to use online services rather than phone or in-person and improve online services.							





# 4.0 Recommendations

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This section summarizes MNP's recommendations as it relates to Parking Services' customer service. The recommendations were developed based on documentation reviewed, feedback collected through the future state visioning workshop, stakeholder interview, MNP's analyses, best practices from other municipalities, and incorporated feedback from London.

# Overview of Recommendations

Building on the observations and opportunities identified in the Current State Analysis and the Opportunity Assessment, MNP developed the following recommendations.

## Recommendation 1: Develop a revised CSR role for Parking Services.

- A. Update and revise the Parking CSR job description which is outdated from 2008.
- B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.
- C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.
- D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.

## Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact.

- A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.
- B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.
- C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.

## Recommendation 3: Leverage existing technology more effectively.

- A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.
- B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.
- C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B. to expand the range of services a customer can access.

## Additional Recommendation Considerations

- Create an initiative to provide management and oversight to the implementation of Recommendations 1, 2, and 3.
- Leverage these recommendations and the implementation process to rollout the modernization of customer services for other departments across the City.
- Investigate and consider the using AMPS to process camera-based offences when the Province provides the appropriate guidelines.
- Consider appointing the Parking CSR as a Screening Officer to provide an additional backfill option for Screening Reviews.

# Recommendation 1: Develop a revised CSR role for Parking Services (1/4)

## 1.A. Update and revise the Parking CSR job description which is outdated from 2008.

<b>Description</b>	The Parking CSR job description was created in 2008 and has not been updated. Since then, the City has undergone technological changes with the addition of new technologies and most notably with the implementation of AMPS and the closure of the inquiries counter. As a result, many of the work performance requirements do not reflect current processes.
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Review current Parking CSR job description and identify the work duties that no longer apply and/or that require a desired change.</li> <li>ii) Assess the required qualification and specialized training and licences to determine if these are still applicable.</li> <li>iii) Share the review of work duties and qualifications/training assessment with Employee Relations.</li> <li>iv) Work with Employee Relations to go through the Job Evaluation process.</li> <li>v) Provide the Parking CSR with any additional training that may be required to support the changes that result from the updated job description.</li> </ul>

Operational Benefits/Efficiencies	Barriers/Limitations
<ul style="list-style-type: none"> <li>• Parking CSR responsibilities would be reflective of current state processes.</li> <li>• Provides an opportunity to revise the scope of this role.</li> <li>• Parking CSRs time could be used more efficiently and effectively as current workload for parking payment processing in minimal.</li> <li>• Other departments could leverage this job description to implement the revised CSR role at other counters across the City.</li> </ul>	<ul style="list-style-type: none"> <li>• Job description changes require a review by the Joint Job Evaluation Committee through the Job Evaluation process.</li> <li>• Collaboration with, and approval from, CUPE Local 101 – would need to provide adequate justification for the change.</li> <li>• Resistance from the staff currently performing the Parking CSR role.</li> </ul>

Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
<b>Staff time: Low</b> <ul style="list-style-type: none"> <li>• Employee Relations, Parking Services</li> <li>• To complete the Job Evaluation process</li> </ul> <b>Investment (\$): N/A</b>	<b>Low</b> <ul style="list-style-type: none"> <li>• Possible indirect cost savings as the Parking CSRs time would be used more efficiently.</li> </ul>	N/A	Low	Low

Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✗	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✗	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Recommendation 1: Develop a revised CSR role for Parking Services (2/4)

## 1.B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.

<b>Description</b>	London's Screening Officers perform customer service responsibilities including, answering calls, emails, and logging complaints into CRM. Evidence from other municipalities suggest that the AMPS process is most efficient and effective if the Screening Officers main responsibilities are Screening Reviews.
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Review current Screening Officer job description and identify all customer service work duties listed.</li> <li>ii) Share the identified customer service work duties with HR.</li> <li>iii) Work with HR to go through the Job Evaluation process to reduce the emphasis on customer service activities.</li> <li>iv) Provide the Parking CSR with any additional training that may be required to support these changes.</li> <li>v) Review the City's AMPS bylaws and policies to determine if any updates are required based on these changes.</li> <li>vi) Investigate implementing a phone tree to give customers to option to select who to speak to.</li> </ul>

Operational Benefits/Efficiencies	Barriers/Limitations
<ul style="list-style-type: none"> <li>• Screening Officers would be focussed on value-added work based on their expertise.</li> <li>• Shorter wait times for the public to receive a Screening Review.</li> <li>• The City may not require as many Screening Officer FTEs.</li> </ul>	<ul style="list-style-type: none"> <li>• Job description changes require a Job Evaluation with the Joint Job Evaluation Committee.</li> <li>• Collaboration with, and approval from, CUPE Local 101 – would need to provide justification for the change.</li> <li>• Resistance from staff either from Parking CSR or Screening Officers.</li> <li>• Possible updates/changes to AMPS bylaws and policies.</li> <li>• Dependent on Recommendation 1.A and 1.C.</li> <li>• Increased Screening Officer capacity to address expected increase in workload when bylaws are processed through AMPS.</li> <li>• Screening Officers would still be required to perform customer service responsibilities to provide backfill support.</li> </ul>

Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
<b>Staff time: Low</b> <ul style="list-style-type: none"> <li>• Employee Relations &amp; Parking Services to complete the Job Evaluation process</li> </ul> <b>Investment (\$): N/A</b>	<b>Medium: \$27,500 (shared savings with recommendation 1.C.)</b> <ul style="list-style-type: none"> <li>• Screening Officer salary is \$55,000 with 2.0 FTE. Assuming that 25% of their job is customer service related, \$27,500 of 2.0 FTE salaries could be allocated to more valuable work (i.e. Screening Reviews).</li> </ul>	<ul style="list-style-type: none"> <li>• Length of time between customer submitting a request to when the screening review occurs</li> </ul>	High	Low

Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✗	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✓	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Recommendation 1: Develop a revised CSR role for Parking Services (3/4)

## 1.C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.

<b>Description</b>	The current process is highly inefficient as the Screening Officers are the first point of contact for customers and act almost as a customer service representative, either transferring customers calls or emails to the correct individual, answering customer inquiries, or logging complaints into CRM. The Parking CSR should be performing these functions as they are aligned with CSR responsibilities, not Screening Officers who are specially trained to manage AMPS disputes.			
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Leverage customer service responsibilities resulting from Activity i) in Recommendation 1.B, to determine key changes for the Parking CSR's job description.</li> <li>ii) Assess the required qualification and specialized training and licences to determine if these are still applicable.</li> <li>iii) Share the review of work duties and qualifications/training assessment with HR.</li> <li>iv) Work with HR to go through the Job Evaluation process.</li> <li>v) Provide the Parking CSR with any additional training that may be required to support the changes that result from the updated job description.</li> <li>vi) Investigate implementing a phone tree to give customers to option to select who to speak to and ensuring Parking CSR is first priority on the phone line.</li> </ul>			
<b>Operational Benefits/Efficiencies</b>		<b>Barriers/Limitations</b>		
<ul style="list-style-type: none"> <li>• Optimizes the use of technology as CRM will become more broadly and widely used.</li> <li>• The Parking CSR would be doing the job of customer service representatives.</li> <li>• Supports the City in ensuring they have the right people, in the right job, performing the right work duties.</li> </ul>		<ul style="list-style-type: none"> <li>• Job description changes require a review by the Joint Job Evaluation Committee through the Job Evaluation process.</li> <li>• Collaboration with, and approval from, CUPE Local 101 – would need to provide adequate justification for the change.</li> <li>• Resistance from staff either from Parking CSR or Screening Officers.</li> <li>• Screening Officers would still be required to perform customer service responsibilities as backfill.</li> </ul>		
<b>Required Resources</b>	<b>Cost Savings</b>	<b>KPIs</b>	<b>Implementation Benefit</b>	<b>Implementation Complexity</b>
<b>Staff time: Low</b> <ul style="list-style-type: none"> <li>• Employee Relations, Parking Services</li> </ul> To complete the Job Evaluation <b>Investment (\$): N/A</b>	<b>Medium: \$27,500 (shared savings with recommendation 1.C.)</b> <ul style="list-style-type: none"> <li>• Screening Officer salary is \$55,000 with 2.0 FTE. Assuming that 25% of their job is customer service related, \$27,500 of 2.0 FTE salaries could be allocated to more valuable work (i.e. Screening Reviews).</li> </ul>	N/A	High	Low
<b>Ability to Improve the Customer Service Criterion*</b>				
Improve the efficiency of customer service	✔	Improve the accessibility of customer service	✘	Optimize the use of technology
Improve the effectiveness of customer service delivery	✔	Reduce the cost of counter service	✔	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Recommendation 1: Develop a revised CSR role for Parking Services (4/4)

## 1.D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.

<b>Description</b>	Having generalized customer service job descriptions would eliminate areas of job descriptions that are no longer relevant and ensure that every CSR is being used to their maximum capacity.			
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Investigate CSR roles that would be most/least compatible to merge</li> <li>ii) Work with HR to go through the Job Evaluation process.</li> <li>iii) Design new CSR job descriptions</li> <li>iv) Enter into negotiations with CUPE 101 to implement job description and pay level changes as required</li> </ul>			
<b>Operational Benefits/Efficiencies</b>		<b>Barriers/Limitations</b>		
<ul style="list-style-type: none"> <li>• Customer service would be delivered more efficiently as the CSR would be able to perform more services.</li> <li>• Customers would be able to have a broader range of inquiries and requests resolved with one CSR which would improve the accessibility of customer service.</li> <li>• Improve efficiencies as there is a greater chance that customers could have their request resolved in the first instance, which would indirectly reduce costs and improve the customer's experience.</li> </ul>		<ul style="list-style-type: none"> <li>• Generalizing roles may compromise expertise in certain areas ("jack of all trades master of none").</li> <li>• Bottlenecks in service delivery may become more common if all complaints are coming through the same area.</li> <li>• Training may be an obstacle if CSRs have to learn new standard operating procedures.</li> </ul>		
<b>Required Resources</b>	<b>Cost Savings</b>	<b>KPIs</b>	<b>Implementation Benefit</b>	<b>Implementation Complexity</b>
<b>Staff time: Low</b> <ul style="list-style-type: none"> <li>• Employee Relations and Parking Services</li> </ul> <b>Investment (\$): N/A</b>	<b>Low</b> <ul style="list-style-type: none"> <li>• Indirect cost savings associated with the Parking CSR being able to perform more duties and greater opportunities to share the workload and bundle services.</li> </ul>	<ul style="list-style-type: none"> <li>• Difference in pay from new negotiated job description</li> </ul>	High	Medium
<b>Ability to Improve the Customer Service Criterion*</b>				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✓	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✓	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact.

## 2.A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.

<b>Description</b>	The Parking Services' inquiries counter has been closed for in-person customers since AMPS was implemented in 2018, which demonstrates that customer service can still operate efficiently and effectively with this structure. Parking Services should close the payments counter to in person customers, similar to the inquiries counter. This way, it reduces the number of in-person locations that customers can access to limit the points of contact a customer may have.
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Update all public websites about the closure and provide supplemental communications to the public about this change.</li> <li>ii) Update the instructions and wording on the backside of parking tickets.</li> <li>iii) Provide additional training to the Parking CSR and City Hall CSRs (i.e. Clerks Counter who already takes Parking Services payments) to support the closure of in-person customer interactions at the Provincial Offences Office.</li> </ul>

Operational Benefits/Efficiencies	Barriers/Limitations
<ul style="list-style-type: none"> <li>• Modernizes customer service for the City by reducing the number of in-person locations.</li> <li>• Would improve the efficiency and effectiveness of customer service delivery as customers would not have to travel between multiple counters for in-person customer service.</li> <li>• Streamline costs, including reduced overhead, cleaning services, etc.</li> <li>• Lessons from COVID-19 pandemic with eliminating in-person interactions: improved safety and health of staff and citizens, ensures the resiliency and continuation of service in the event of another pandemic or disaster requiring the closure of in-person counters.</li> </ul>	<ul style="list-style-type: none"> <li>• Managing public expectations and complaints of the demographic that prefers in-person services.</li> <li>• The Parking Services' payments counter is within the Provincial Offences Office and it may be challenging to turn away customers who are in the building without providing the CSR with a more enclosed office.</li> <li>• Dependent on customer service kiosks (recommendation 2.B) or City Hall CSRs to process payments to address in-person requests for Parking Services.</li> </ul>

Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
<b>Staff time: Medium</b> <ul style="list-style-type: none"> <li>• Employee Relations, Parking Services, and Clerk CSRs</li> </ul> <b>Investment (\$): N/A</b>	<b>Medium: \$595 labour costs (shared cost savings with recommendation 2.B.)</b> <ul style="list-style-type: none"> <li>• 5 minutes per day is spent setting up the counter for customers.</li> <li>• This translates into ~\$595 of the Parking CSRs salary annually (shared cost savings with recommendation 2.B.)</li> <li>• Indirect cost savings associated with only virtual service offering (i.e. office supplies, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• % of customers accessing online services vs phone services</li> </ul>	High	Low

Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✗	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✓	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact

## 2.B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.

<b>Description</b>	Customers will be able to access Parking Services through a tablet terminal that will be installed in City Hall. For basic engagements (e.g. paying a parking ticket, purchasing a parking permit) customers will no longer consume capacity of CSRs who may otherwise be required to address more complicated requests.
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Submit a request through the Technology Investment Strategy project for review by TIS and collaborate with Service London and ITS.</li> <li>ii) Create a Parking Service web portal with a tied-in POS terminal for customers to complete Parking Service-related payments and requests.</li> <li>iii) Integrate other key Parking Services' information with the web portal (i.e. Parking Services' news and general information on the website).</li> <li>iv) Install kiosk stations near desk locations or central locations.</li> <li>v) Deploy signs in City Hall that direct customers to kiosk stations.</li> <li>vi) Create a rating option for customers to grade their kiosk experiences at the end of their engagement(s).</li> </ul>

Operational Benefits/Efficiencies	Barriers/Limitations
<ul style="list-style-type: none"> <li>• Less demand for a CSR to be sitting at a desk available to resolve basic customer engagements.</li> <li>• Less reliance on qualified substitutes if Parking CSR reps are away/sick.</li> <li>• Customers may feel that the kiosk is more convenient.</li> <li>• Customers may have their issues resolved in fewer iterations as they are not being transferred from department-to-department.</li> <li>• Offers integrated services for customer service.</li> <li>• Improves accessibility of services for citizens who have barriers to accessing online services.</li> </ul>	<ul style="list-style-type: none"> <li>• Not all customers will be able to easily navigate these kiosks without assistance.</li> <li>• Cannot address complex cases that may require attention from a CSR.</li> <li>• Ensuring the payments portal with Gtechna is optimized for tablets.</li> <li>• Subject to ITS capacity and existing ITS projects.</li> <li>• Should be submitted to TIS as a single project with Recommendation 3.C.</li> </ul>

Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
<b>Staff time: Medium</b> <ul style="list-style-type: none"> <li>• ITS, Service London, and Parking Services</li> </ul> <b>Investment (\$): Medium \$12,500 to \$25,000</b> <ul style="list-style-type: none"> <li>• Cost of 2 tablets and security stands ~\$2,500</li> <li>• Development cost of kiosk landing page and web portal ~\$10,000</li> </ul>	<b>Medium: \$595 annual labour costs (shared cost savings with recommendation 2.A.)</b> <ul style="list-style-type: none"> <li>• 5 minutes per day spent setting up in-person counter or ~\$595 of the Parking CSRs salary.</li> </ul>	<ul style="list-style-type: none"> <li>• Daily kiosk session</li> <li>• Fully completed kiosk sessions</li> <li>• Average length of kiosk session</li> </ul>	High	High

Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✓	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✗	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix



# Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact (Continued)

## 2.C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.

<b>Description</b>	Some customers may find new technology systems challenging to use. The CSRs in City Hall should be trained on how to support customers trying to use the customer service kiosks. The CSRs should encourage the use of the kiosk and other online modes of customer service by directing customers towards kiosk terminals to complete their actions themselves. By having CSRs trained to support customers using the kiosk, should increase the use – freeing up CSRs to focus on resolving engagements that require the more attention.			
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Develop training plan and materials or seek out a third-party company who could provide the training.</li> <li>ii) Schedule and administer official training for each of the City Hall CSRs.</li> <li>iii) Have the CSRs practice using the kiosk.</li> </ul>			
<b>Operational Benefits/Efficiencies</b>		<b>Barriers/Limitations</b>		
<ul style="list-style-type: none"> <li>• Ensures that the benefits from the City’s investment in this technology solution are maximized.</li> <li>• Improves the efficiency and effectiveness of customer service as CSRs would be able to support customers to streamline the process and improve the customer experience.</li> </ul>		<ul style="list-style-type: none"> <li>• Customers that are frustrated may feel neglected and that CSRs are trying to offload their complaints to a computer. Some customers just want to speak to a live person</li> <li>• Not everyone can use technology to resolve their complaints</li> </ul>		
<b>Required Resources</b>	<b>Cost Savings</b>	<b>KPIs</b>	<b>Implementation Benefit</b>	<b>Implementation Complexity</b>
<b>Staff time: Medium</b> <ul style="list-style-type: none"> <li>• Parking Services and CSRs at City Hall</li> <li>• Time spent developing training and training the CSRs</li> </ul> <b>Investment (\$): Low</b> <ul style="list-style-type: none"> <li>• Cost of implementing training – would be an addition to existing training programs</li> </ul>	<b>N/A</b> <ul style="list-style-type: none"> <li>• Ensures that the benefits from the City’s investment in this technology solution are maximized.</li> </ul>	<ul style="list-style-type: none"> <li>• Kiosk sessions per day / regular counter visits per day pre-kiosk</li> </ul>	Medium	Low
<b>Ability to Improve the Customer Service Criterion*</b>				
Improve the efficiency of customer service	✔	Improve the accessibility of customer service	✘	Optimize the use of technology
Improve the effectiveness of customer service delivery	✔	Reduce the cost of counter service	✔	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Recommendation 3: Leverage existing technology more effectively.

## 3.A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.

<b>Description</b>	Customers would be able to go to a web portal to fill out their screening or hearing review request form, and submit complaints or inquiries. Customers would be able to access information about the decision of the screening and/or hearing review.			
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Submit a request through the Technology Investment Strategy project for review by TIS and collaborate with Service London and ITS.</li> <li>ii) Investigate and identify the technology solution that would work best (e.g. CRM module or Gtechna module)</li> <li>iii) Convert the current screening and hearing review forms to an online, fillable form.</li> <li>iv) Develop a customer-facing web portal through for Parking Services to support the following. Note: if the web portal is to go through Service London portal, a redesign is occurring in 2022 and this would need to be submitted as part of an Enhancements Project. <ul style="list-style-type: none"> <li>o An automated intake process for screening and hearing review request forms;</li> <li>o An alternative way to submit complaints; and,</li> <li>o An alternative way to submit inquiries.</li> </ul> </li> <li>v) Integrate the technology solution with Command Centre so data is automatically uploaded to Command Centre, and information from Command Centre (i.e. screening/hearing review decisions) are automatically uploaded to the web portal.</li> <li>vi) If Recommendation 2.C is implemented, include the customer-facing web portal as an option for customers to access on the customer service kiosk.</li> </ul>			
<b>Operational Benefits/Efficiencies</b>	<b>Barriers/Limitations</b>			
<ul style="list-style-type: none"> <li>• More efficient customer service process as data does not have to be re-entered.</li> <li>• Reduces the cost of customer service with less manual data entry by optimizing the use of technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Not all customers will be able to navigate digital platform to complete forms.</li> <li>• Need to determine where the source of truth is (i.e. where the client files will live).</li> <li>• CRM may not have integration capabilities with Command Centre – if this is the case, it would be more advantageous to investigate the Gtechna solution.</li> </ul>			
<b>Required Resources</b>	<b>Cost Savings</b>	<b>KPIs</b>	<b>Implementation Benefit</b>	<b>Implementation Complexity</b>
<b>Staff time: Medium</b> <ul style="list-style-type: none"> <li>• ITS, Service London, Parking Services</li> </ul> <b>Investment (\$): Medium \$25,000- \$40,000</b> <ul style="list-style-type: none"> <li>• Cost of establishing the data model in Dynamics and building the web portal.</li> </ul>	<b>Medium: \$28,600</b> <ul style="list-style-type: none"> <li>• Eliminates manual data entry. Assuming 10 minutes to input data for ~5,400 screening requests and ~15 hearing requests per year.</li> <li>• 10 minutes multiplied by 5,415 documents equals 129 work days (7 hour day) of data entry. This is ~52% of a Screening Officers job, or \$28,600.</li> </ul>	N/A	High	Low
<b>Ability to Improve the Customer Service Criterion*</b>				
Improve the efficiency of customer service	✔	Improve the accessibility of customer service	✘	Optimize the use of technology
Improve the effectiveness of customer service delivery	✘	Reduce the cost of counter service	✔	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Recommendation 3: Leverage existing technology more effectively

## 3.B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.

<b>Description</b>	There are a number of recommendations presented in this report that would modernize customer service delivery for Parking Services, in addition to online services that already exist. To drive customers to use the online services identified in these recommendations, in addition to increasing the use of current online services, London should develop communications that educate the public of the online services that are available to customers. Additionally, these communications should outline how and where users can access these services.
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Identify where the City could publish communications about the new services (i.e. City website, newspaper, online news, etc.).</li> <li>ii) Determine the key technology changes to highlight in the communications.</li> <li>iii) Develop the communications to education the public of the online services available.</li> <li>iv) Publish the communications.</li> </ul>

Operational Benefits/Efficiencies	Barriers/Limitations
<ul style="list-style-type: none"> <li>• Would reduce the volume of customers who will call an inquire about the new online services.</li> <li>• Drives more customers to use the online services</li> <li>• Ensures that the efforts to implement the recommendations in this report and modernize customer service for Parking Services results in fewer people handling customer service over the phone and in-person.</li> </ul>	<ul style="list-style-type: none"> <li>• Some of the technological changes (i.e. the customer service kiosk) are intended to service citizens who may experience barriers to accessing internet or technology. It could be challenging to find ways to communicate changes to this demographic – hanging posters in community centres and recreational centres could mitigate this.</li> </ul>

Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
<b>Staff time: Low</b> <ul style="list-style-type: none"> <li>• Parking Services</li> </ul> <b>Investment (\$): N/A</b>	<b>N/A</b> <ul style="list-style-type: none"> <li>• Ensures that time and money invested implementing the other recommendations results in cost savings.</li> </ul>	<ul style="list-style-type: none"> <li>• % of online vs phone customer service</li> <li>• Volume of phone calls inquiring about technology changes</li> </ul>	Medium	Low

Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✓	Optimize the use of technology
Improve the effectiveness of customer service delivery	✗	Reduce the cost of counter service	✗	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Recommendation 3: Leverage existing technology more effectively (Continued)



London  
CANADA

*3.C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B. to expand the range of services a customer can access.*

<b>Description</b>	The customer service kiosk that was identified in Recommendation 2.B would provide great benefits for Parking Services' customer service. The City could leverage this technology solution by including modules for general information and online services from other departments to support the bundling of service offerings.
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Identify key information and online services that could be added to the customer service kiosk.</li> <li>ii) Submit a request through the Technology Investment Strategy project for review by TIS and collaborate with Service London and ITS.</li> <li>iii) Coordinate with Service London and ITS to support this implementation.</li> <li>iv) Coordinate implementation with the activities listed in Recommendation 2.B.</li> <li>v) Consider any feedback from the Immigration Portal iPad kiosk pilot in City Hall lobby (i.e. who owns it, who puts it away at night, security, etc.).</li> </ul>

Operational Benefits/Efficiencies	Barriers/Limitations
<ul style="list-style-type: none"> <li>• Supports the bundling of service offerings.</li> <li>• Having additional services available at the kiosk would reduce the volume of in-person and phone customer inquiries which improves the efficiency of customer service and indirectly reduces the cost of counter service.</li> <li>• Provides a broader range of service offerings for customers to access in one location which should improve the customer service experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Dependent on the implementation of Recommendation 2.B.</li> <li>• Subject to ITS capacity and existing ITS projects.</li> <li>• Should be submitted to TIS as a single project with Recommendation 2.B.</li> <li>• By expanding the kiosk tablets to include more services, more tablets/kiosk setups may be required.</li> </ul>

Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
<b>Staff time: Medium</b> <ul style="list-style-type: none"> <li>• ITS, Service London, and Parking Services</li> </ul> <b>Investment (\$): Low</b> <ul style="list-style-type: none"> <li>• Already invested in the kiosk so this would be a small addition unless purchasing more tablet kiosks.</li> </ul>	<b>Low</b> <ul style="list-style-type: none"> <li>• Indirect cost savings associated with more customers accessing online services rather than in person.</li> <li>• Would provide cost savings for other departments counter services.</li> </ul>	N/A	High	Low

Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✓	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✓	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Additional Recommendation Considerations

## Create an initiative to provide management and oversight to the implementation of Recommendations 1, 2, and 3 using internal or external resources.

<b>Description</b>	These changes are strategically-important enough that they should not be deployed as a “side project”. A project manager should be hired/assigned to manage a project team that has been identified to have the knowledge-base and operational bandwidth to implement the recommendation(s). Additionally, change management will be key to support the implementation of these recommendations.		
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Create a project charter that includes objectives, timelines, investment requirements (operational and capital), and change management considerations.</li> <li>ii) Consider whether project team and project manager would be resourced from within the City or contracted out.</li> <li>iii) Establish a project team to provide oversight and assign a project manager.</li> <li>iv) Monitor and track performance of the initiative.</li> </ul>		
<b>Operational Benefits/Efficiencies</b>	<b>Barriers/Limitations</b>	<b>Required Resources</b>	
<ul style="list-style-type: none"> <li>• Ensuring that the recommendations are going to be implemented as efficiently and effectively as possible so the City maximizes the value it gets out of its investment.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a potential staffing concern – current staff may not have capacity to take this on given current workload.</li> <li>• Staff could be resistant to change – an effective change management plan will be necessary in insuring the City maximizes the value out of its investment.</li> </ul>	<ul style="list-style-type: none"> <li>• Project sponsor</li> <li>• Project manager</li> <li>• Project analyst</li> <li>• Change management expertise</li> </ul>	

## Leverage these recommendations and the implementation process to rollout the modernization of customer services for other departments across the City.

<b>Description</b>	If the rollout of new initiatives is successful in achieving the goals set out for Parking Services improvement, then these same recommendations may be valuable to apply to other departments at the City of London. The new instance of Parking Services may serve as a model for other departments on improvements that can be made city-wide.		
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Schedule a 6 and 12 month review of the implemented recommendations and evaluate success of new initiatives &amp; applicability to other departments.</li> <li>ii) Prepare a Lessons Learned report and an Integration Playbook to outline best-practices for service upgrades that other departments may use if/when upgrading their own service lines.</li> <li>iii) Use the Playbook as a guide for rolling-out changes that have been identified as potential value-creators for other departments.</li> </ul>		
<b>Operational Benefits/Efficiencies</b>	<b>Barriers/Limitations</b>	<b>Required Resources</b>	
<ul style="list-style-type: none"> <li>• Best practices may be employed in further implementation across other departments to result in each iteration learning from and improving upon the previous</li> </ul>	<ul style="list-style-type: none"> <li>• Full value and best practices may not be clear within a 6–12-month timeline</li> <li>• Departments may be too dissimilar to apply same practices and expect same results</li> </ul>	<ul style="list-style-type: none"> <li>• Lessons Learned report</li> <li>• Integration Playbook</li> </ul>	

\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Additional Recommendation Considerations (Continued)

## Investigate and consider the using AMPS to process camera-based offences when the Province provides the appropriate guidelines.

<b>Description</b>	Currently, AMPS is not an option for processing camera-based charges however, the Province is committed to building a regulatory framework for Highway traffic Act (HTA) offences, including camera-based offences such as automated speed enforcement (ASE) and red light cameras (RLC), to be administered under AMPS. The Province has committed to developing this regulatory framework by mid-2022. If allowed, London could use an AMPS process to administer its current RLC and ASE offences.		
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Monitor Provincial AMPS regulations for changes that enable the use of AMPS for camera-based HTA offences.</li> <li>ii) Consider the use of automated speed enforcement to improve road safety.</li> <li>iii) Consider transitioning red light camera offences and automated speed enforcement offences under the AMPS regime.</li> <li>iv) Develop a business case to determine the benefits and capacity requirements of processing these offences with AMPS.</li> </ul>		
<b>Operational Benefits/Efficiencies</b>		<b>Barriers/Limitations</b>	<b>Required Resources</b>
<ul style="list-style-type: none"> <li>• Improved road safety as more ASE and RLC offences could be processed ensuring more vehicles are compliant of traffic laws.</li> <li>• AMPS is a far more efficient process than POA courts.</li> </ul>		<ul style="list-style-type: none"> <li>• Provincial government providing enabling regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Parking Services</li> </ul>

## Consider appointing the Parking CSR as a Screening Officer to provide an additional backfill option for Screening Reviews.

<b>Description</b>	London has a number of individuals appointed as Screening Officers where Screening Reviews are not their main job function. This is to provide backfill opportunities when the main Screening Officers are unavailable. Given that there may be an increase in Screening-workload with bylaws being administered through AMPS and the possibility of ASE and RLC offences being administered through AMPS, London should consider appointing the Parking CSR as a Screening Officer. This would provide an additional backfill opportunity to manage varying workload volumes for the Screening Officers.		
<b>Activities</b>	<ul style="list-style-type: none"> <li>i) Receive approval from individual authorized to appoint Screening Officers.</li> <li>ii) Negotiate with CUPE Local 101 and work with Employee Relations to update job description.</li> <li>iii) Provide the Parking CSR with any additional training that may be required to support these changes.</li> </ul>		
<b>Operational Benefits/Efficiencies</b>		<b>Barriers/Limitations</b>	<b>Required Resources</b>
<ul style="list-style-type: none"> <li>• Could improve efficiency of Screening Review process as there would be fewer "bottlenecks" with more backfill options</li> </ul>		<ul style="list-style-type: none"> <li>• Collaboration with, and approval from, CUPE Local 101 – would need to provide adequate justification for the change.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Relations</li> <li>• Parking Services</li> </ul>

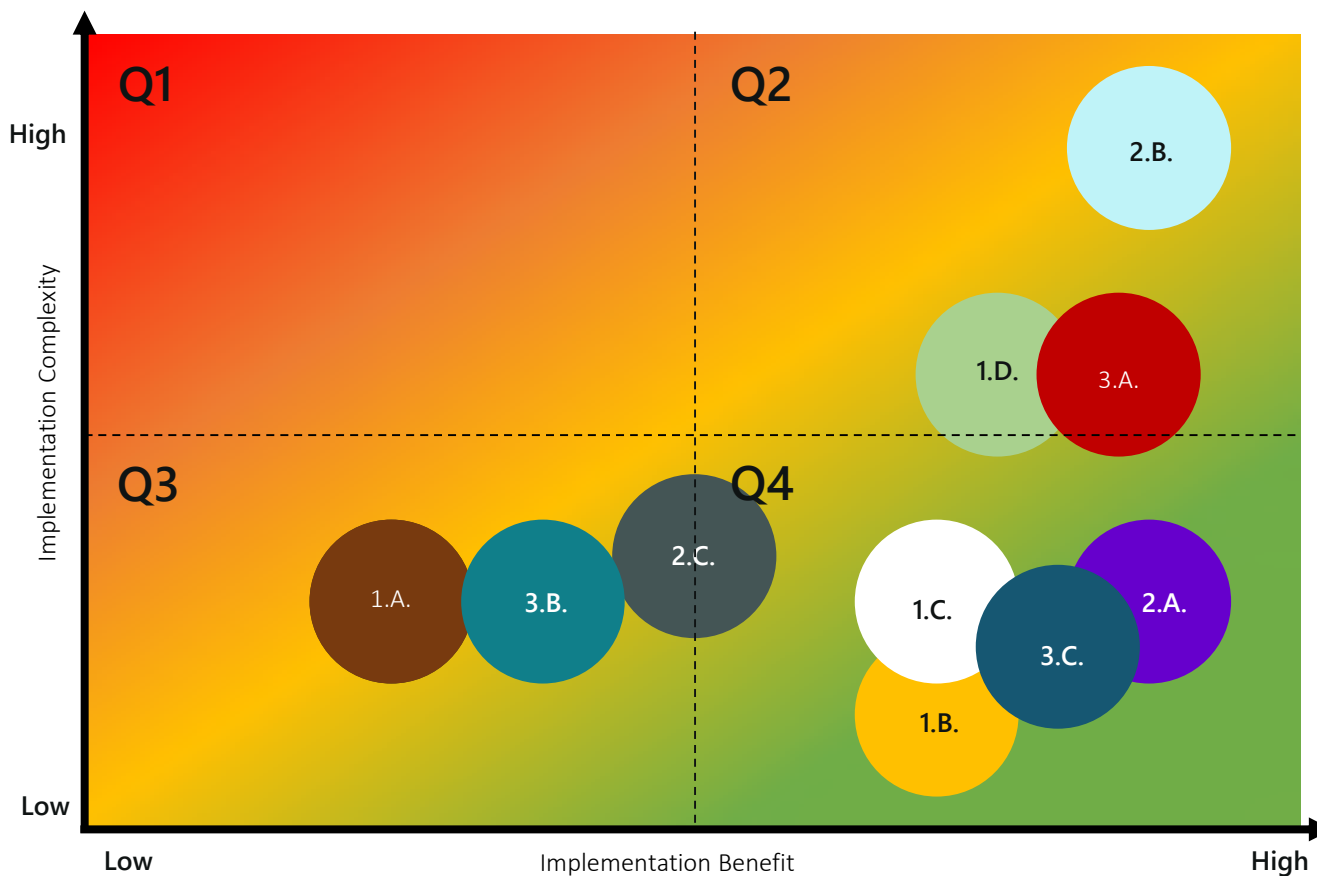
\*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

# Recommendation Summary

## Benefit/Complexity Matrix

Below is a benefit/complexity matrix that illustrates the implementation complexity and implementation benefit for each sub-recommendation. The green quadrants indicate an opportunity would be relatively easy to implement and would provide a benefit to the City. As opportunities move closer to the red quadrants, the level of impact decreases and implementation becomes more complex. These scores correlate with the description for each sub-recommendation on the previous pages.

Recommendation Prioritization Matrix



Recommendation Legend	
1.A.	Update and revise the Parking CSR job description which is outdated from 2008.
1.B.	The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.
1.C.	The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.
1.D.	Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.
2.A.	Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.
2.B.	Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.
2.C.	Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.
3.A.	Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.
3.B.	Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.
3.C.	Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B. to expand the range of services a customer can access.

# Recommendation Summary (Continued)

## Net Cost Efficiencies

The table below summarizes the required investment, the annual costs savings, and the net cost savings for each recommendation. Additionally, key performance indicators (“KPIs”) are provided in the table for each recommendation to monitor performance. Note: the net cost savings was calculated to illustrate the ability of the cost savings to pay for the required investment, however these are annual cost savings.

	Investment	Cost Savings	Net Cost Savings	KPIs
<b>Recommendation 1: Develop a revised CSR role for Parking Services.</b>				
1.A. Update and revise the Parking CSR job description which is outdated from 2008.	\$0	\$0	\$0	N/A
1.B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.	\$0	\$27,500	\$27,500	- Length of time between customer submitting a request to when the screening review occurs
1.C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.				
1.D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.	\$0	\$0	\$0	- Difference in pay from new negotiated job description
<b>Total Recommendation 1</b>	<b>\$0</b>	<b>\$27,500</b>	<b>\$27,500</b>	
<b>Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact.</b>				
2.A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.	\$12,500-\$25,000	\$595	(\$11,905)- (\$24,405)	- % of customers accessing online services vs phone services
2.B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Service digitally.				- Kiosk sessions per day - Fully completed kiosk sessions - Average length of kiosk session
2.C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.	\$0	\$0	\$0	- Kiosk sessions per day / regular counter visits per day pre-kiosk
<b>Total Recommendation 2</b>	<b>\$12,500-\$25,000</b>	<b>\$595</b>	<b>(\$11,905)- (\$24,405)</b>	
<b>Recommendation 3: Leverage existing technology more efficiently.</b>				
3.A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.	\$25,000-\$40,000	\$28,600	(\$11,400)-\$3,600	N/A
3.B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.	\$0	\$0	\$0	- % of online vs phone customer service - Volume of phone calls inquiring about technology changes
3.C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B to expand the range of services a customer can access.	\$0	\$0	\$0	N/A
<b>Total Recommendation 3</b>	<b>\$25,000-40,000</b>	<b>\$28,600</b>	<b>(\$11,400)-\$3,600</b>	
<b>Grand Total</b>	<b>\$37,500-\$65,000</b>	<b>\$56,695</b>	<b>(\$8,305)-\$19,195</b>	



# 5.0 Recommended Future State Process Map and Gap Analysis

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In the current state assessment, MNP developed current state process maps which can be found in **Appendix E**. MNP used the future state design and recommendations in the previous section to develop future state process maps for London. This section outlines the recommended future state process maps and summarizes the results of a gap analysis that was conducted to identify the major gaps between the current and future state process.

# Customer Service Processes

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The following slides summarize the future state customer service processes for Parking Services. These process maps were developed based on the recommendations that were described in the previous section. The customer journey follows two processes:

- **In-Person Customer Service**, and
- **Customer Service by Phone and Email**.

A gap analysis was conducted to assess the key differences between the current and future state customer service processes. The gaps are identified on the process maps on the following pages.

# Parking Customer Service - Future State Process Map (1/2)

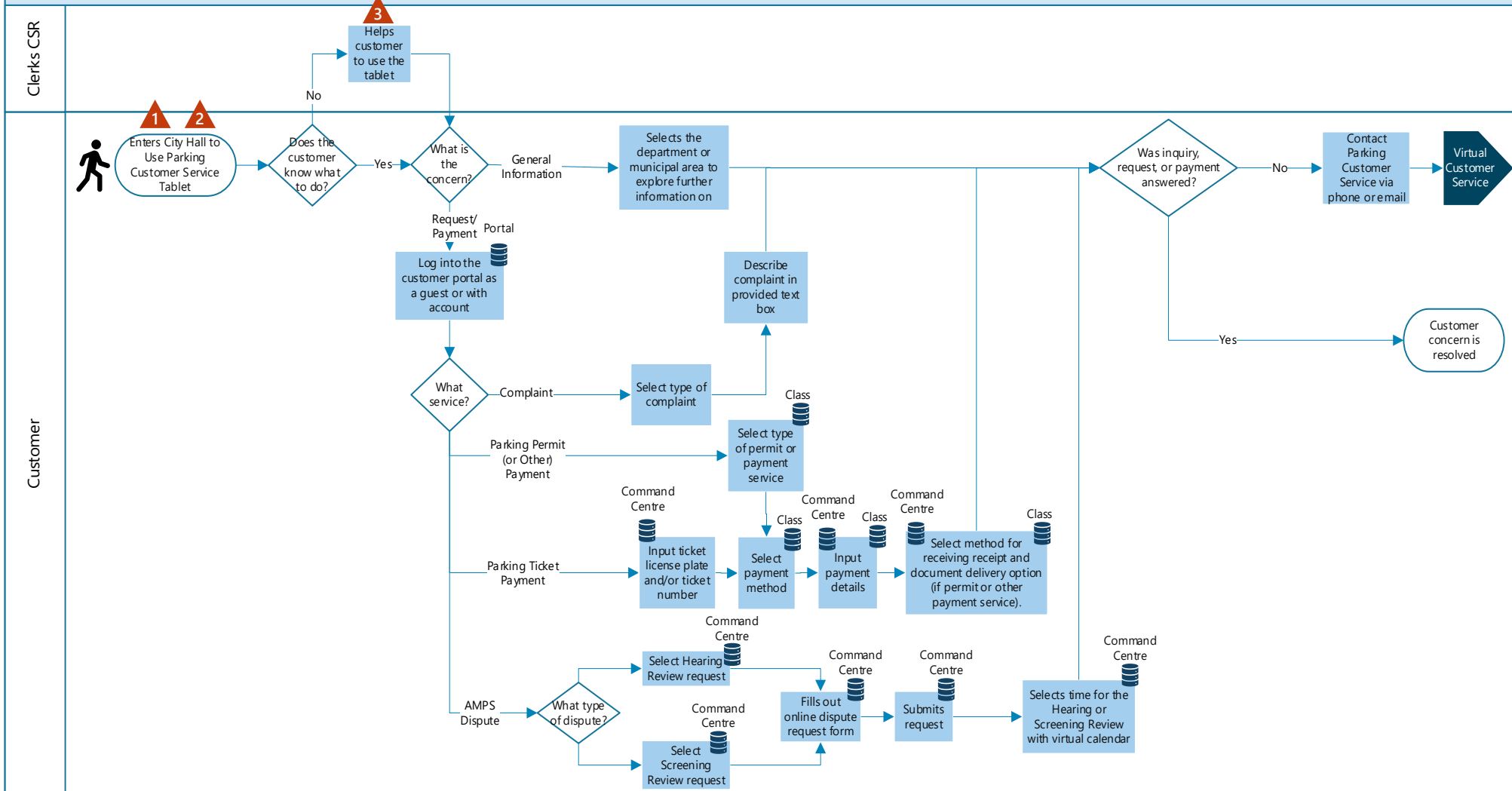


## Legend

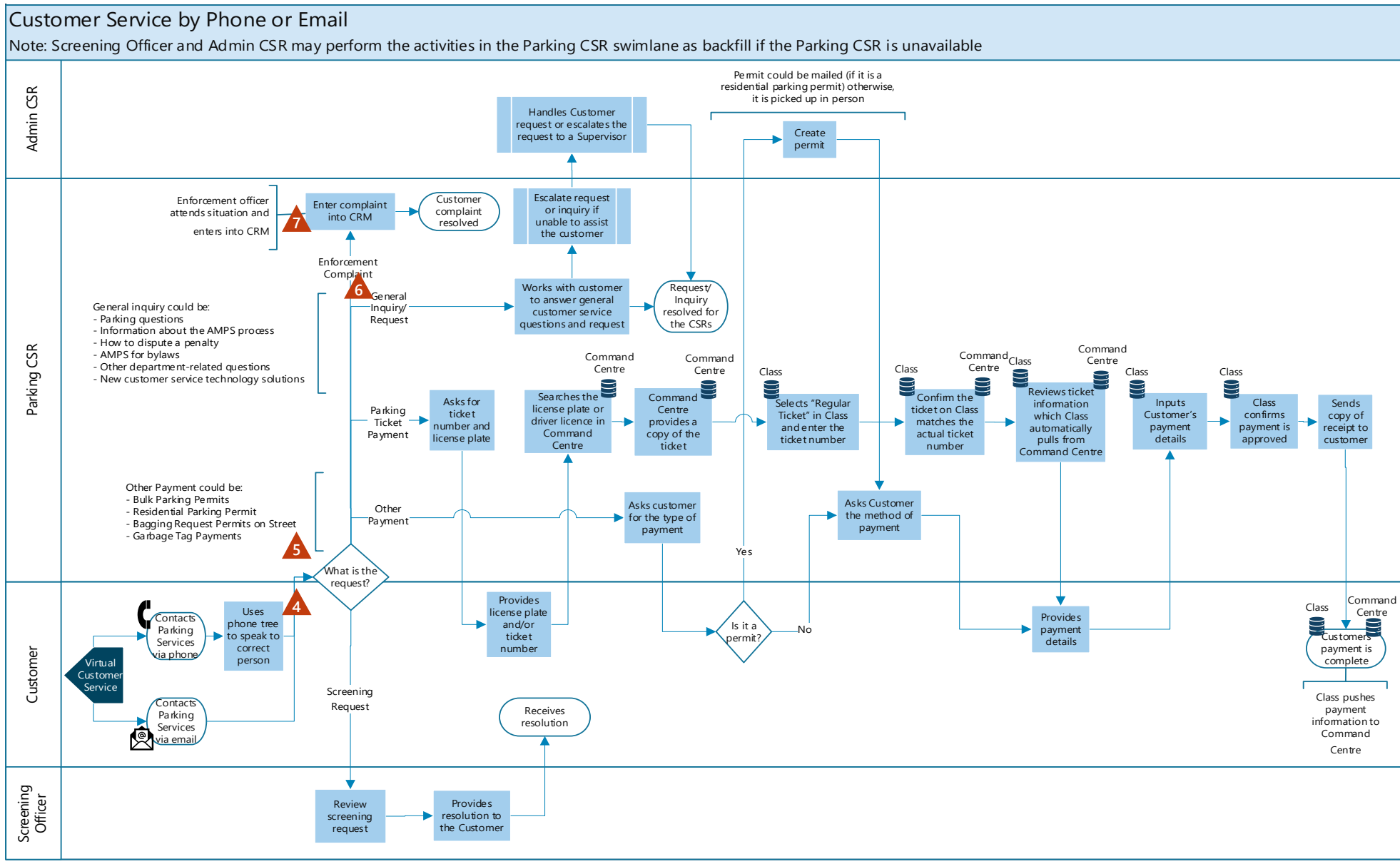
- Beginning/End of process
- Process Activity
- Sub-Process Activity
- Decision
- Off-Page Reference
- Identified Gap
- Database

### In-Person Customer Service

Note: Customers would follow a similar process if they are accessing these services remotely through a computer. In this case, the customer would not be there in person and the Clerks CSR would be removed from the process.



# Parking Customer Service - Future State Process Map (2/2)



**Legend**

- Beginning/End of process
- Process Activity
- Sub-Process Activity
- Decision
- Off-Page Reference
- Identified Gap
- Database

# Parking CSR Daily Activities Processes

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The following slides summarize the future state Parking Services daily activities for the Parking CSR. These process maps were developed based on the recommendations that were described in the previous section to illustrate the daily opening and closing of the customer service desk that is only accessible by phone and email.

A gap analysis was conducted to assess the key differences between the current and future state daily activity processes. The gaps are identified on the process maps on the following pages.

# Parking CRS Daily Activities - Future State Process Map

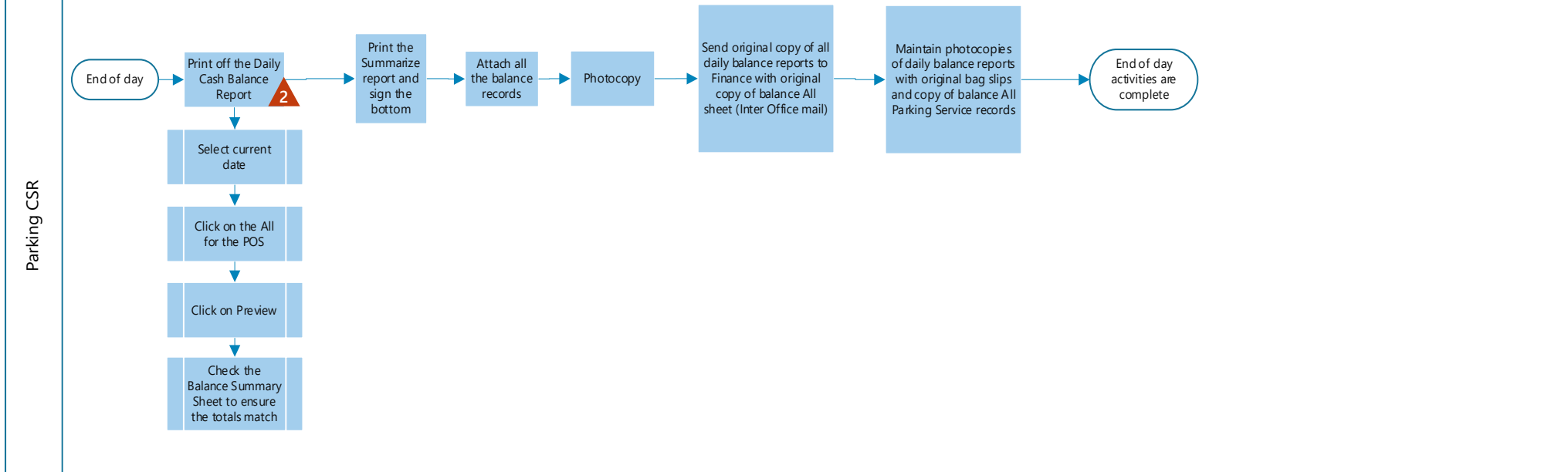
## 1. Beginning of the Day Activities\*

\*Refer to the SOP for further details on each step in the process



## 2. End of Day Activities

\*Refer to the SOP for further details on each step in the process and instructions on balancing throughout the day



### Legend



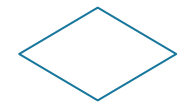
Beginning/End of process



Process Activity



Sub-Process Activity



Decision



Off-Page Reference



Identified Gap



Database

# Gap Analysis

## Parking Customer Service Process

A gap analysis was conducted to assess key differences and changes as London transitions to the desired future state. While, gaps have been identified throughout this report and are imbedded in the recommendations, gaps between the current and future state processes were identified on the previous pages. The gap analysis is summarized below.

▲	Identified Gap	Required Change
1	<b>Customer Service Kiosk Tablet</b> – currently London does not have a customer service kiosk tablet option for customers to access.	Purchasing 1 to 2 tablets with security systems that customers can access. Customer facing web portals will also need to be developed. <b>See Recommendation 2.B.</b>
2	<b>Closure of In-Person Parking Counter</b> – currently customers can access Parking Services in-person at the provincial offences office to pay for parking tickets and parking permits.	The in-person counter will need to be closed to the public. Citizens could access customer service for Parking Services at City Hall using the customer service kiosk tablet. <b>See Recommendation 2.A.</b> <i>Note: Recommendation 2.C. will help to address this identified gap and supports the implementation of Recommendation 2.A.</i>
3	<b>Clerk CSR Supporting Parking Customer Service Process</b> – currently only Parking Service representatives support the Parking customer service process.	The Clerk CSR (or another CSR within City Hall) will be required to support the Parking customer service process in terms of walking customers through how to use the customer service kiosk tablet. These CSRs will have to be trained on the processes to support the customer service kiosk tablet. <b>See Recommendation 2.C.</b>
4	<b>Parking CSR is the First Point of Contact for Customer Service</b> – the Screening Officer is the first point of contact for customers in the current process.	The Parking CSR will be responsible for being the first point of contact for customer service. <b>See Recommendation 1.B and 1.C.</b> <i>Note: Recommendation 1.A. and 1.D. will help to address this identified gap by providing an opportunity to revise job descriptions to enable a broader range of responsibilities.</i>
5	<b>Expanded the Role of Parking CSR</b> – currently the Parking CSR only takes payments in person.	The Parking CSR role will expand to include responsibilities that are effectively aligned with the current Parking Services process and will include customer inquiries, complaints and other requests. <b>See Recommendation 1.A and 1.D.</b>
6	<b>Parking CSR Responsible for General Inquiries</b> – currently the Screening Officers answer general inquiries.	The Parking CSR will be responsible for answering general inquiries to the best of their ability. <b>See Recommendation 1.B and 1.C.</b> <i>Note: Recommendation 1.A. and 1.D. will help to address this identified gap by providing an opportunity to revise job descriptions to enable a broader range of responsibilities.</i>
7	<b>Parking CSR Responsible for Handling Complaints</b> – currently the Screening Officers input complaints into the CRM.	The Parking CSR will be responsible for handling customer complaints and inputting the complaints into CRM. <b>See Recommendation 1.B and 1.C.</b> <i>Note: Recommendation 1.A. and 1.D. will help to address this identified gap by providing an opportunity to revise job descriptions to enable a broader range of responsibilities.</i>

# Gap Analysis (Continued)

## Parking CSR Daily Activities Processes

A gap analysis was conducted to assess key differences and changes as London transitions to the desired future state. While, gaps have been identified throughout this report and are imbedded in the recommendations, gaps between the current and future state processes were identified on the previous pages. The gap analysis is summarized below.

▲	Identified Gap	Required Change
1	<b>Elimination of Opening Counter Activities</b> – currently the Parking CSR is required to complete a number of opening counter activities at the start of each work day.	There are a number of opening counter activities that will not be required under the new model including: grabbing the float, changing stamp days, pulling out post-dated cheques, preparing brinks bag, and preparing deposit slips. Since the future state design recommends that the Parking counter be closed to in-person customers, there will be no physical cash or documents collected. <i>See Recommendation 2.A.</i>
2	<b>Elimination of Closing Counter Activities</b> – currently the Parking CSR is required to complete a number of closing counter activities at the end of each work day.	There are a number of closing counter activities that will not be required under the new model including: recording cash and cheques on the ScotiaBank deposit book, removing the top two slips and placing into the brown envelop, placing brown envelopes into the Brinks bag, recording the total slip amount into the Brinks bag, depositing Brinks bag into the Vault, recording key information in the Brinks book, and attaching copies of deposit slips. Since the future state design recommends that the Parking counter be closed to in-person customers, there will be no physical cash collected and therefore no cash or cheques to deposit at the end of the day. <i>See Recommendation 2.A.</i>



# 6.0 Implementation Roadmap

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This section outlines the implementation roadmap for the recommendations included in this report.

# Implementation Road Map Elements

The Implementation Road Map for these recommendations consists of the following **four elements** common to a Plan-Do-See-Adjust approach to designing and implementing new business rules and behaviours.



## 1. Planning Process

**A process of management decision-making and performance planning** that is integrated into the annual budget process.



## 2. Execution (DO)

**Taking action on the established plan** will require specific actions of ownership, performance management, and key representatives cyclically over time.



## 3. Monitoring & Management Process (Check/Adjust)

**Operational data encompassing all key metrics deemed appropriate is regularly collected and consolidated into management reports** that are reviewed regularly and shared with members of Parking Services. Where necessary, course corrections can be made and new or revised action steps taken.



## 4. Communications Process

**Excellent communication of targeted key messages, key metrics and success stories** are a key contributor to creating long-term buy-in to the recommendations.

# Implementation Road Map: Planning



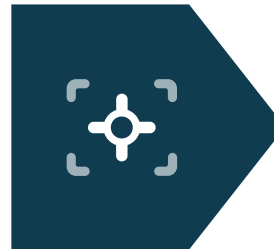
## 1. Planning Process

A process of management decision making and performance planning that is integrated into the annual budget process.



### Key Management Decisions

- **Setting the performance parameters** is key.
- The project manager should determine the key metrics and targets to assess the implemented recommendations on a monthly, quarterly, and/or annual basis.
- The project manager should also **determine the desired outcomes** resulting from the recommendations.



### Performance Planning

- **ITS, Parking Services and Service London should work collaboratively** to establish an Implementation Team.
- Determine outcomes and metrics for the team to monitor performance.



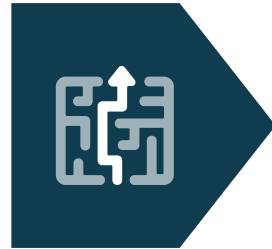
### Budget Planning

- The investment and budget for implementing the recommendations should be planned out and pre-determined.
- The Implementation Team should plan for monthly, quarterly, and/or annual budget targets and assessments and track against the KPIs identified in each recommendations.



## 2. Execution (DO)

**Taking action on the established plan** will require specific actions of ownership, performance management, and key representatives cyclically over time.



### Establish New Business Processes

- **Using the recommended future state process maps, establish new business processes** related to customer service.
- Measure and manage the collection of key metrics and reporting leveraging the KPIs identified in each recommendation.



### Clarifying Accountabilities to Monitor Performance

- **Revise role accountabilities within the Implementation Team** to ensure that there is a single accountable individual that can manage the tactical organizational, process, and technological changes occurring.

# Implementation Road Map: Monitoring and Management



## 3. Monitoring & Management Process (Check/Adjust)

**Operational data encompassing all key metrics deemed appropriate is regularly collected and consolidated into management reports** that are reviewed regularly and shared with members of Parking Services. Where necessary, course corrections can be made and new or revised action steps taken.



### Use of Data

- **Defining clear performance metrics and timely collection of data** from different systems is a significant responsibility.
- **Data quality** must be regularly checked and trust in the data is a key to successful implementation of recommendations.



### Monthly and Quarterly Management Reporting

- **Development and Circulation of Role and Team-specific reports** to maintain a level of awareness of the progress and performance of the recommendation implementation.



### Adjustment or Course Correction

- In a volatile municipal environment, economics and other business conditions can change very quickly with dramatic impacts on profitability and performance.
- Sound management practice involves using the results of regular monitoring to **assess progress against plan and determine if course corrections are required**.

# Implementation Road Map: Communications



## 4. Communications Process

Excellent communication of targeted key messages, key metrics and success stories are a key contributor to creating long-term buy-in to the recommendations.



### Development of Key Messages

- **Key messages** are succinct statements that help keep communication clear and focused on the concerns of the sales team.
- They are focused on conveying specific changes, timing of changes, progress on implementation and reinforcing the “We” focus.



### Generate Conversations

- **Create the conditions that allow for conversation-driven processes to lead the team to a better understanding the changes.**
- **Authentic conversations** occur most often when a team understands the facts and trusts the results being presented on performance against plan



### Maintain Awareness

- Regular messaging and reporting **maintains a level of awareness that performance matters.**

# Timeline of Implementation Activities

The image below summarizes the timeline of implementation activities from the implementation roadmap and the recommendations to be included in the execution process. This is a roadmap for consideration and projects with an ITS component will require approval through the technology intake process.

	2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>1. Planning</b>																
Key Management Decisions																
Performance Planning																
Budget Planning																
Create initiative to provide management and oversight o to the implementation of recommendations																
<b>2. Execution</b>																
Establish New Business Processes																
1.A. Update and revise the Parking CSR job description which is outdated from 2008.																
1.B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.																
1.C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.																
1.D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.																
2.A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.																
2.B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.																
2.C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.																
3.A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.																
3.B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.																
3.C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B to expand the range of services a customer can access.																
Clarify accountabilities to monitor performance																
<b>3. Monitoring and Management</b>																
<b>4. Communication Process</b>																
Rollout these recommendations to other departments across the City to modernize customer service.																

# 7.0 Appendices



# Appendix A: Project Workplan

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# Appendix B: Documents Reviewed

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# Client Submitted Documents Reviewed (1/3)

The following documents were reviewed and for this report:

1. Business Plan Update 2016 - 2019 Parking Services.docx
2. C0699 Customer Service Representative - City Clerk's Office.pdf
3. C0771 Customer Service Representative.pdf
4. C0852 Customer Relations Representative.pdf
5. Cashier Payments and End of Day\_SOP.docx
6. Copy of Channel Assessment Tool Package.xls
7. Counter Assessments.zip
8. Counter strategy presentation - 2014.pptx
9. CURRENT Counter Strategy Revised.pptx
10. Downtown Parking Strategy.pptx
11. March 31 15 Counter Strategy.docx
12. Online Payments with amounts by date 2019.pdf
13. Parking 2020-2023.xlsx
14. Payments Online 2020.pdf
15. Payments Over Counter 2020.pdf
16. Planning Economic Development Org Structure - May 4 2021 - Municipal Compliance.pdf
17. Position Management - Customer Service Rep (B Morck).docx
18. Service London Counter Strategy Evaluation Criteria.docx
19. ServiceCounterLocations.pdf
20. Transactions Over the Counter 2019.pdf
21. ~\$PS Schedule Break Out COL.docx
22. 10-Revenue-Disbursement-Lot#21.pdf
23. 20160414 Gtechna Agenda.pdf
24. 4 Municipalities screening.docx
25. AMPS aging triggers.docx
26. AMPs flow chart wording.docx
27. AMPs outstanding items.xlsx
28. AMPS Schedule Break Out COL.docx
29. Asset Management SOW Dec 2015.pdf
30. Banking fees tops.xls
31. DRAFT report.docx
32. Follow up meeting 20180322.docx
33. Gtechna SOW London TOPS with comments.pdf
34. gTechna\_OFFICERCC\_v6.31\_Appealguide.pdf
35. High level Requirements \_Parking Replacement Addendum.docx

# Client Submitted Documents Reviewed (2/3)

The following documents were reviewed and for this report:

36. HonkMobile PCI.pdf
37. HonkMobile PIC.pdf
38. HonkMobile-City of London-FINAL.pdf
39. HonkMobile-London Draft Agreement (02-09-2016) (003).docx
40. HonkMobile-London Draft Agreement LEGAL.docx
41. INV16089.pdf
42. London letter.pdf
43. Meter Parking Automation.pdf
44. Online Appeal Process quote.pdf
45. Overnight Parking Municipality Comparisons.docx
46. Overnight Parking Wording.docx
47. Parking - Meter Parking Requirements Addendum.doc
48. Parking Sign 1.docx
49. PARKING TICKET INFORMATION signage and phone ideas.docx
50. Purchase Receiver 166661.pdf
51. Quote for AMP Adjudication process.pdf
52. Quote-SN-21102014-London-RFP-V05 1.pdf
53. Quote-SN-21102014-London-RFP-V05.pdf
54. RFP13-08 Shopping Basket Review.docx
55. SOW - Asset and Operations Module.docx
56. TSD Service Request Upgrade.pdf
57. Visitor Pass wording.docx
58. Buy Permit page.PNG
59. LOGIN PORTAL PAGE.PNG
60. Thumbs.db
61. Business Plan Update 2016 - 2019 Parking Services.docx
62. C0699 Customer Service Representative - City Clerk's Office.pdf
63. C0771 Customer Service Representative.pdf
64. C0852 Customer Relations Representative.pdf
65. Cashier Payments and End of Day\_SOP.docx
66. Copy of Channel Assessment Tool Package.xls
67. Counter Assessments
68. Counter strategy presentation - 2014.pptx

# Client Submitted Documents Reviewed (3/3)

The following documents were reviewed and for this report:

69. CURRENT Counter Strategy Revised.pptx
70. Downtown Parking Strategy.pptx
71. March 31 15 Counter Strategy.docx
72. Online Payments with amounts by date 2019.pdf
73. Parking 2020-2023.xlsx
74. Payments Online 2020.pdf
75. Payments Over Counter 2020.pdf
76. Planning Economic Development Org Structure - May 4 2021 -  
Municipal Compliance.pdf
77. Position Management - Customer Service Rep (B Morck).docx
78. Service London Counter Strategy Evaluation Criteria.docx
79. ServiceCounterLocations.pdf
80. Transactions Over the Counter 2019.pdf

# Appendix C: Key Stakeholders

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# Key Stakeholder

The following stakeholders participated in **interviews**:

1. John Nolan, Service London
2. Maggie Nelligan, Licensing Area
3. Joanna Carreiro, Parking Services
4. Chantal Maxwell, Building Area
5. Heather Chapman, Municipal Law Enforcement and Animal Services
6. Pat McKellar, Information Technology Services (ITS)
7. Yehia Ibrahim, Information Technology Services (ITS)
8. Mat Daley, Information Technology Services (ITS)
9. Lori Kolodiazny, Information Technology Services (ITS)
10. Moira Barnes, Employee Relations & Recruitment

The following stakeholders participated in a **future state visioning workshop**:

1. John Nolan, Service London
2. Stephen Miller, Parking Services
3. Sean Steenbergen, Parking Services
4. Murzeena Shemsedeen, Parking Services
5. Pat McKellar, Information Technology Services (ITS)



# Appendix D: Jurisdictional Review

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# Jurisdictional Review

	London	Hamilton	Oshawa	Ottawa
Population	404,699	579,200	170,071	994,837
Services Offered at Counters (Q1)	Parking services has its own office (Ontario Court of Justice, Provincial Offenses Court)	Municipal Service Centers handle property taxes, parking ticket payments, traffic ticket payments, blue boxes, animal licensing, composters, PRESTO, taxi scripts, marriage licenses, burn permits, well water test kits etc.	Service Oshawa CSRs may provide information on City services and programs, respond to questions/concerns,	Three service locations are available, ranging from “full service” to “select services”
Accessing Parking Customer Service Virtually (Q2)	May dispute tickets by phone or online	May pay tickets online using Gtechna portal	Service Oshawa offers a phone number, email, and live chat during regular business hours Mon-Fri	Online parking ticket review is available through the city website, and a response is expected within three business days Parking services may also be accessed through 3-1-1 online
Accessing Parking Customer Service In Person (Q3)	May visit POA counters	6 locations to visit (Municipal Service Centres). Typically Mon-Fri, 8:30am-4:30pm	Service Oshawa is located in the Oshawa City Hall	City of Ottawa Client Service Centre services are available in-person by appointment only
Paying Parking Ticket Fines (Q4)	<ol style="list-style-type: none"> <li>1) Pay online (Gtechna)</li> <li>2) Pay by mail (cheque or money order)</li> <li>3) Pay in-person at Parking Services Office (including drop box)</li> </ol>	<ol style="list-style-type: none"> <li>1) Online (fees of 1.75% ticket cost, max \$1.50)</li> <li>2) In-person (cheque or money order through drop box, cash, debit, credit in-person)</li> </ol>	<ol style="list-style-type: none"> <li>1) Paying online through city’s website</li> <li>2) In-person (cash in envelope, cheque or money order, credit card) at Oshawa City Hall or Service Oshawa</li> <li>3) By mail</li> <li>4) By phone (through Service Oshawa)</li> </ol>	<ol style="list-style-type: none"> <li>1) Paying online</li> <li>2) Paying by telephone (special number, call 311 for other court-related inquiries)</li> <li>3) By mail</li> <li>4) By drop-off box</li> </ol>
Purchase Parking Permits (Q5)	Municipal lots: pay at pay-and-display master meter or through HONK	Parking permits may be applied for by mail or email	Occasional use permits can be obtained online or over the phone and monthly parking downtown permits have to be done in person.	All permit types may be found through an online application found on the city’s website. Client Service Centres are currently closed but may be used for residential permits.
Other (Q6)				A Parking Stakeholder Consultation Group exists as a forum for key stakeholders and the city to discuss policy and services administered by the Municipal Parking Management Program

# Jurisdictional Review (cont.)

	Barrie	Kitchener	Kingston	Windsor
Population	153,356	242,368	136,685	233,763
Services Offered at Counters (Q1)	Service Barrie desks offer everything from animal control services to business development and water treatment	Pay tickets at City Hall's Revenue Desk or at the City's Bylaw Enforcement Office	Transportation and Public Works department at City Hall handles transit and transportation services	Traffic operations division may be found at the Public Works building
Accessing Parking Customer Service Virtually (Q2)	Services available through email or by phone at Enforcement Services number	City's website allows for virtual dispute and payment of tickets, as well as applying for permits and paying for passes	May call a 211 number to access non-emergency services. Citizens may also submit a request or question using a link found on City website and receive response within two business days	Parking enforcement services are available through Commissionaires of Ottawa-Windsor Division dispatch or through the Parking Enforcement office (by phone, Mon-Fri)
Accessing Parking Customer Service In Person (Q3)	Service Barrie is open for in-person appointments Mon-Fri 8am-5pm	Citizens may visit City Hall to be directed to the appropriate desk, or may visit the bylaw enforcement office	Transportation and public works desk offers service for public works, water treatment, fleet management, engineering services, and solid waste	Parking Enforcement is available at a Public Works office in the city in the Parking Enforcement Office
Paying Parking Ticket Fines (Q4)	<ol style="list-style-type: none"> <li>1) By mail (cheque or money order)</li> <li>2) In-person (Service Barrie Office or Enforcement Services Office)</li> </ol>	<ol style="list-style-type: none"> <li>1) Prompted to pay online first</li> <li>2) May also pay in-person (cash, cheque, debit) at City Hall's Revenue Desk</li> <li>3) Cheque drop-off outside of City Hall</li> <li>4) Mailing a cheque</li> </ol>	<ol style="list-style-type: none"> <li>1) Pay online</li> <li>2) By mail</li> <li>3) Through a 24h collection box</li> <li>4) In-person (City Hall)</li> </ol>	<ol style="list-style-type: none"> <li>1) in-person (8am-4:30pm @ PEO)</li> <li>2) By mail (cheque or money order)</li> <li>3) Online</li> <li>4) Through Customer Care Centres</li> </ol>
Purchase Parking Permits (Q5)	<p>Passes may be purchased through HotSpot (\$0.20 convenience fee charged, or \$20 annually to avoid this)</p> <p>Two residential parking passes mailed to all residents with no expiration date (for waterfront)</p>	<p>May be applied for through City of Kitchener website</p> <p>Monthly permits/transponders (depending on location) must be picked-up by appointment at City Hall</p>	Permit applications are filled-out through an online application form and then through a service request or email	Must be purchased through the Windsor Public Works office
Other (Q6)		Modern website with an easy-to-access UI	Difficult UI, tricky for users to navigate	

# Appendix E: Parking Services Current State Process Maps

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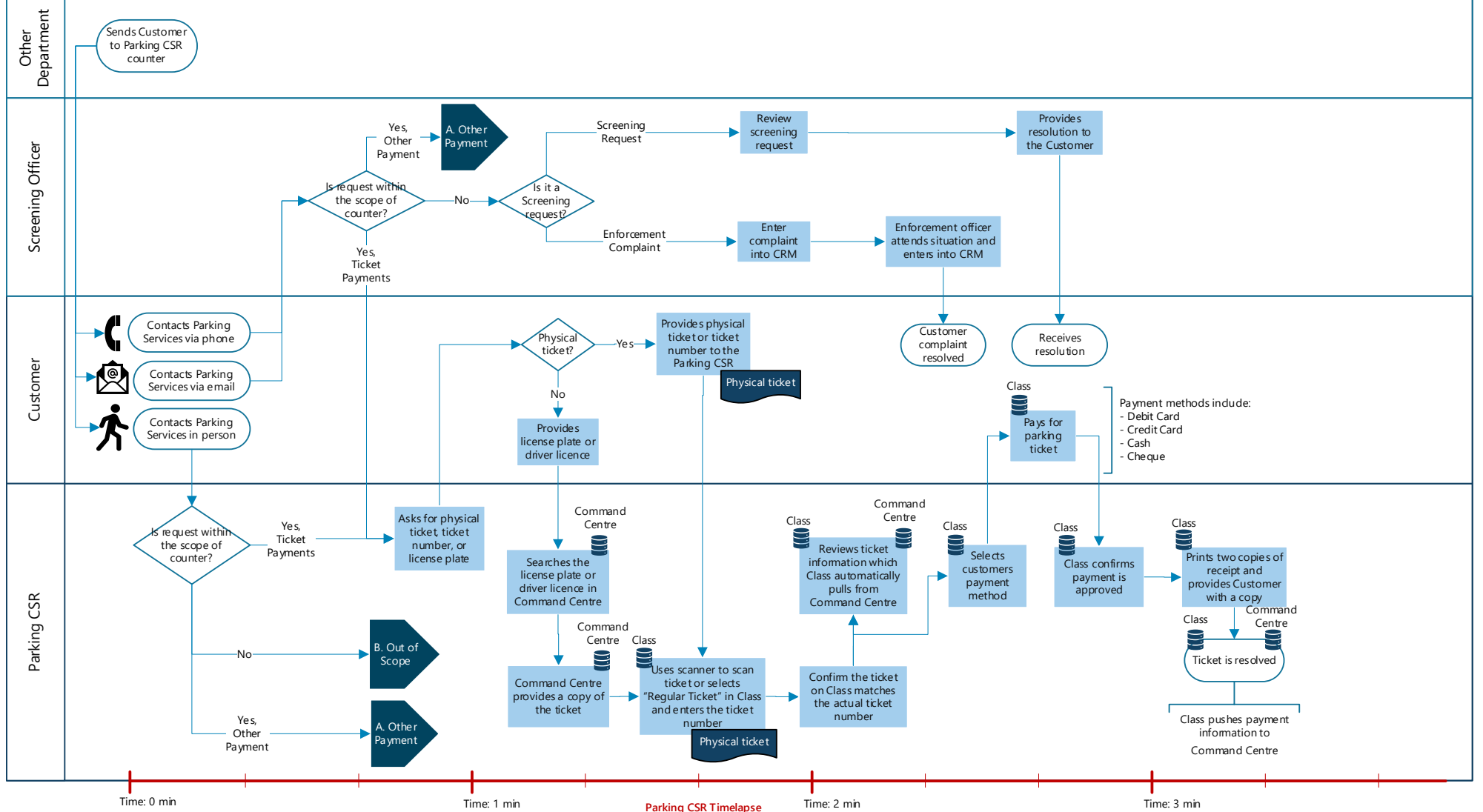
The following section summarizes two current state process maps for the Parking Service Counter:

1. Customer Service Process
2. Daily Activities Process

# Customer Service Process (1/3)

## Parking Counter Service – Current State Process Map

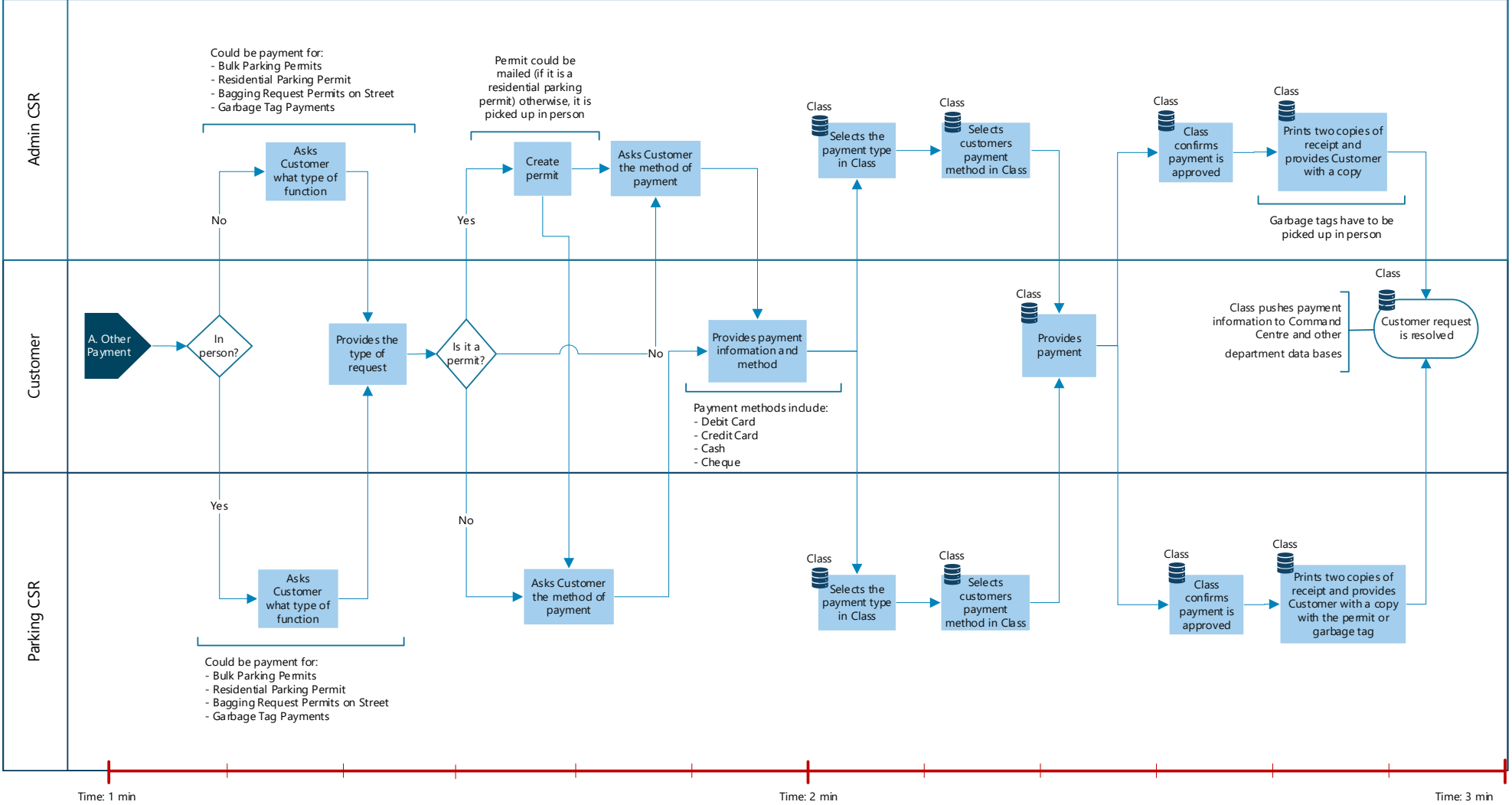
### 1. Parking Ticket Payments



# Customer Service Process (2/3)

## Parking Counter Service – Current State Process Map

### 2. Other Payments



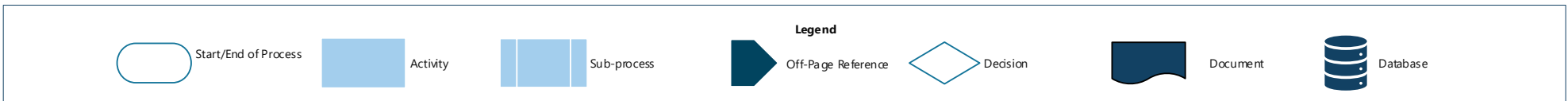
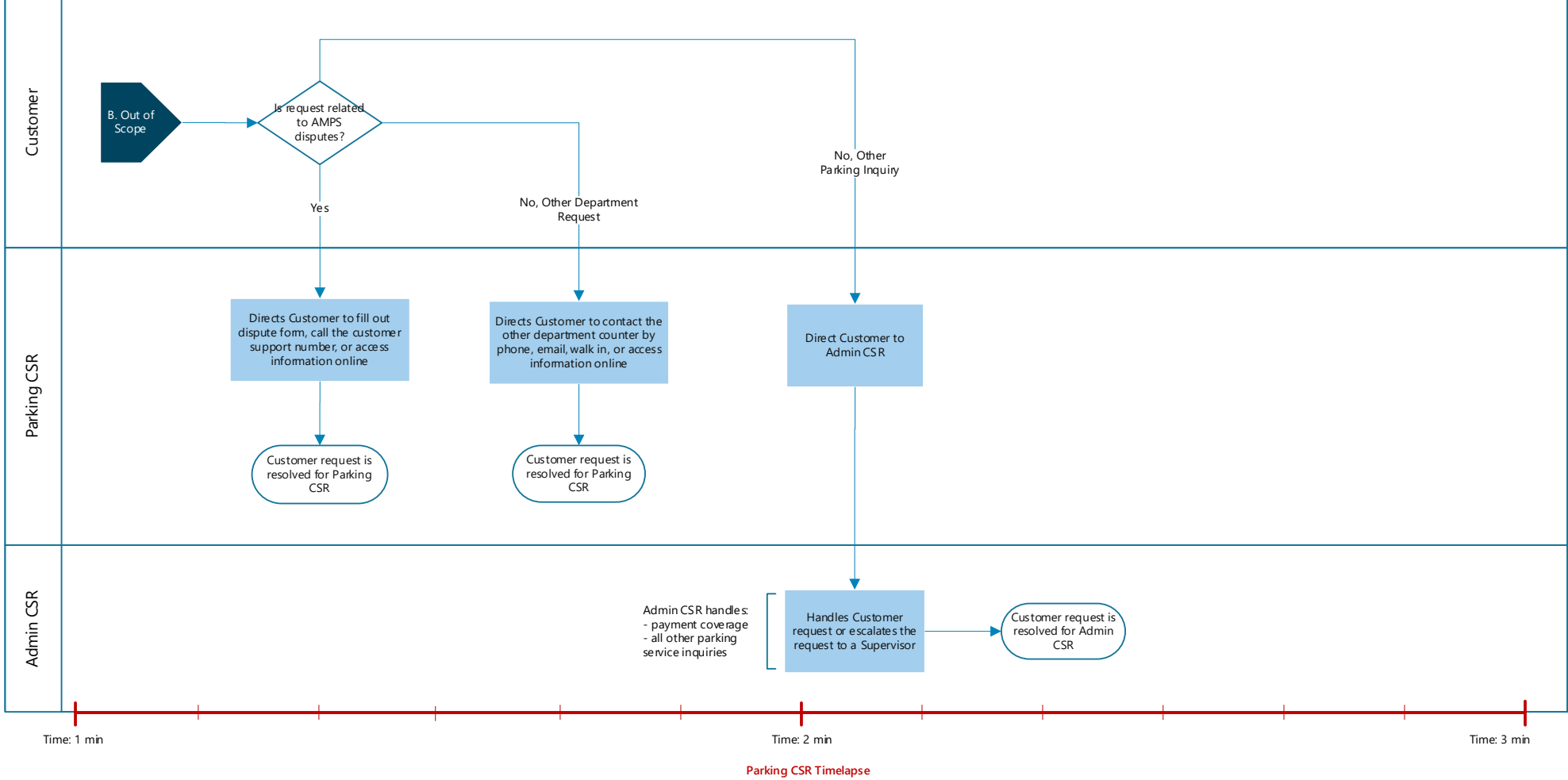
Parking CSR Timelapse



# Customer Service Process (3/3)

## Parking Counter Service – Current State Process Map

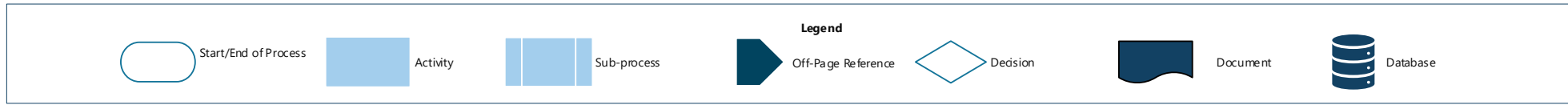
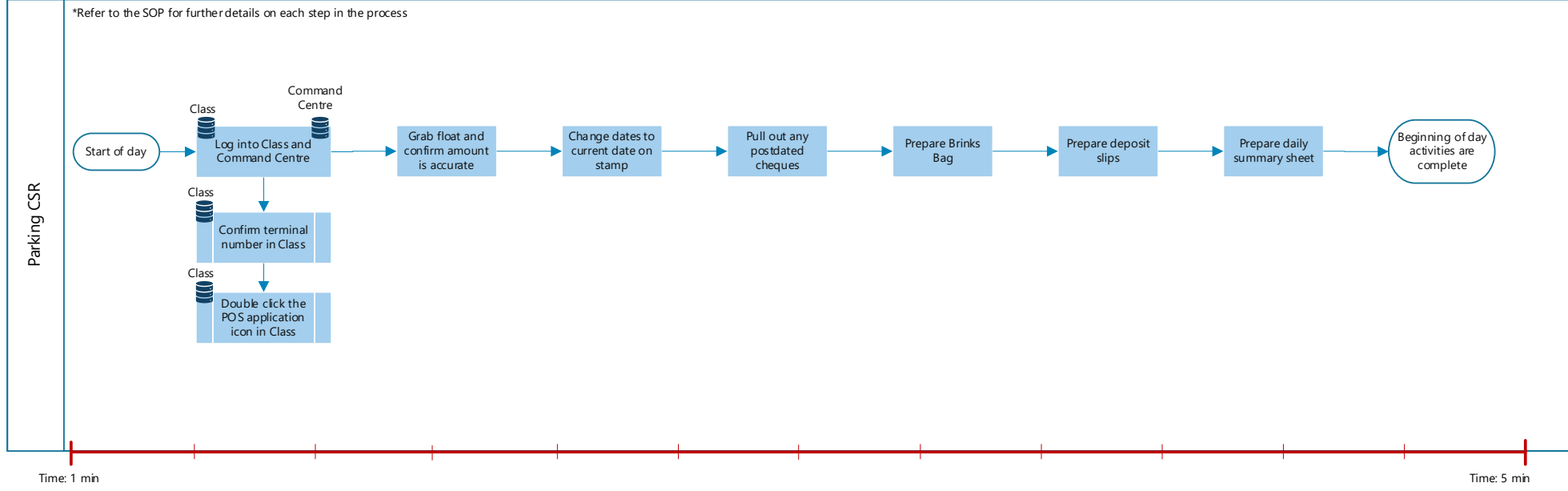
### 3. Out of Scope Request



# Daily Activities Process (1/2)

## Parking Counter Service – Current State Process Map

### 1. Beginning of the Day Activities\*



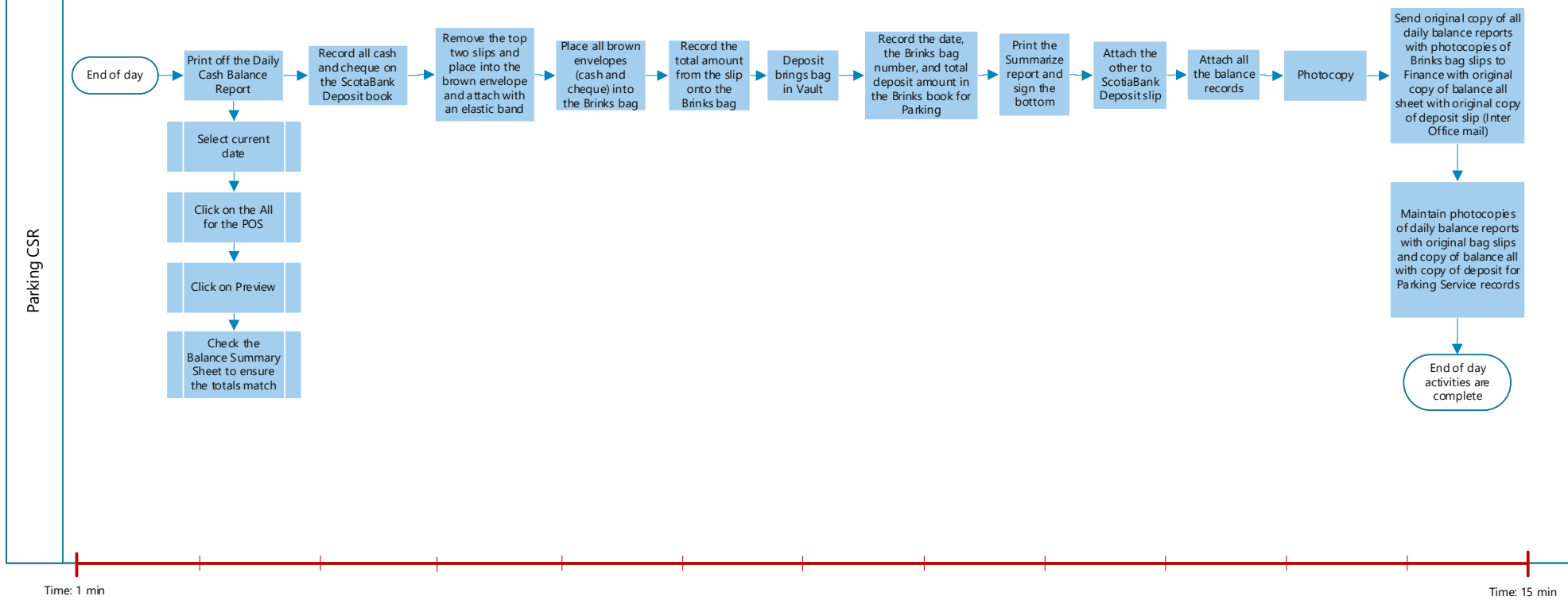


# Daily Activities Process (2/2)

## Parking Counter Service – Current State Process Map

### 2. End of Day Activities

\*Refer to the SOP for further details on each step in the process and instructions on balancing throughout the day



# Appendix F: Emerging Opportunities from the Current State Review

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# Emerging Opportunities from the Current State Review

The opportunities presented on this page represent emerging ideas and areas to explore in the next stage of this project. MNP will assess and evaluate the emerging opportunities throughout the development of future state process flows and the gap analysis to identify a go forward strategy for Parking Customer Service. Please note, these are initial opportunities discovered in the Current State Analysis however, these opportunities may be updated, revised, removed, and/or additional opportunities may be added as further information is gathered in the Future State Analysis phase.

## A Harmonize CSR Job Descriptions

With consistent and harmonized CSR job descriptions, it would enable greater opportunities for bundling of customer service.

## B Offer Parking Ticket Payments at Other Departments

Stakeholders identified that there are capabilities within the City to accept parking ticket payments at other department's counters.

## C Evaluate and Compare Workloads Across All CSRs

The Screening Officers may have heavier workloads than other CSRs as they conduct screening reviews and manage customer service through answering phones and emails. Depending on AMPS dispute volumes, other municipalities will occasionally have a dedicated customer service support representative to allow Screening Officers to focus on screening reviews. There could be an opportunity to distribute some of the customer service responsibilities (such as answering phone calls and emails) to the Parking CSR to create a hybrid role that processes payments and answers inquiries.

## D Align Parking Service to the Broader City IT Strategy

The City is undergoing a number of great initiatives in terms of digital modernization that could support the broader counter service strategy and the Parking Services Counter and it is important to ensure there is alignment between the two areas. Additionally, the Technology Investment strategy Committee is required to review and approve any changes to technology systems in the future.

## E Consider Expanding the Use of CRM

CRM is currently being used by the City in some departments and is largely focussed on customer complaints. There could be an opportunity to broaden the use of the CRM to more departments to further build out the knowledge management capabilities. This could enable and support further bundling of customer service offerings and contribute to the broader City-wide strategies.








# Appendix G: Opportunity Assessment

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# Opportunity Assessment A

## A Update the Parking CSR job description to reflect the current customer service requirements for the AMPS process.

Parking customer service used to have two counters: one for processing payments and one for answering inquiries. In 2018, the City implemented AMPS for parking infractions. After which, the customer service processes changed significantly, resulting in the closure of the inquiries counter. The current state assessment identified that the Parking CSR's current job description and responsibilities are not reflective of current Parking Services' processes. As a result, there are a number of responsibilities outlined in the job description which are not being performed. There is an opportunity to update the Parking CSR job description to encompass the customer service requirements of the AMPS process for Parking Services.








Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	The current customer service structure within Parking Services occasionally requires customers to speak to multiple staff. The parking counter could operate more efficiently if the job description is updated because it would streamline the process. The Parking CSR would be able to provide more parking-related customer services and customers may not have to speak with multiple staff to resolve their inquiry.	
Improve the effectiveness of customer service delivery	Updating the Parking CSR job description will improve the effectiveness of customer service delivery as it would enable the Parking CSR to take on additional responsibilities that are reflective of current processes and customer needs. This would improve the customer experience as customers may not have to interact with multiple staff to have their inquiry resolved.	
Improve the accessibility of customer service	This opportunity would not directly improve the accessibility of customer service, however, if the Parking CSR is able to offer customer service that is reflective of the current process, customers would find it easier to access key information.	
Reduce the cost of counter service	This opportunity would likely not provide significant cost reductions in counter service, however, it would ensure that the Parking CSR's time is being use efficiently and effectively which results in more streamlined costs.	
Optimize the use of technology	This opportunity does not reflect any changes in technology.	
Improve connection to, and collaboration with, all counter services	This opportunity is focussed on internal job descriptions for Parking Services, and any changes to reflect the current AMPS process will not impact the connection to or collaboration with other departments. However, the opportunity would align the Parking CSR with the AMPS process and thus would improve the connection to and collaboration with the Screening Officers.	
Ease of Implementation	Clauses exist in the collective agreement that address change in job descriptions due to technological changes. Based on London's relationship with CUPE 101, a proposal of this change would not present hurdles.	



# Opportunity Assessment B

## B Develop customer service kiosks that allow for broader customer accessibility to Parking Services.

Some citizens may face barriers in accessing online services which drives them to visit the City's customer service counters in person. Installing tablet kiosks for customers to access services and general information as a supplement to physical counter interactions could alleviate this challenge. Citizens would be able to access an online portal that processes payments, provides general information, and displays outstanding tickets. The purpose of the kiosk should be to reduce strain on physical counter services and increase CSR capacity.

Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	This opportunity should improve the efficiency of customer service as it would drive customers to use the online services rather than speaking to the Parking CSR at the counter. This would free up the Parking CSR's time to focus on other activities and responsibilities.	
Improve the effectiveness of customer service delivery	Tablet kiosk would provide customers with a virtual experience that is tailored to their needs and does not require customers to speak to a person. Additionally, these kiosks could be accessed outside of typical business hours of operation and could provide customers with a positive experience if they are looking to access a broad range of services in one location.	
Improve the accessibility of customer service	Some citizens may face barriers in accessing online services which results in more customers who walk-in to the customer service counter. This opportunity would greatly improve the accessibility of customer service as it would enable access to online services for citizens who face technology barriers. Additionally, if multiple tablet kiosks are installed across the City, more customers would find it easier to access these services without travelling large distances or having to visit multiple City locations.	
Reduce the cost of counter service	This opportunity would likely not provide significant cost savings for counter service. However, it would increase the Parking CSR capacity as less customers would be at the counter. This would free up the Parking CSR's time which results in more streamlined costs.	
Optimize the use of technology	The City has a number of services (including payment portals and general information) offered online. While this opportunity would require purchasing a new technology solution as the physical kiosk, it would also leverage and optimize technology solutions that already exist through the current online service offerings.	
Improve connection to, and collaboration with, all counter services	A customer service kiosk could include services and general inquiry information from other departments and resources across the City. While this opportunity would not improve the connect between all counter services, it would support the bundling of service offerings in one location which would improve collaboration with counter services.	
Ease of Implementation	This opportunity may require some development of a user interface, but the technology is not complicated and integration could happen within a reasonable timeline at a reasonable cost.	



# Opportunity Assessment C

## C Reassign routine customer service responsibilities from the Screening Officer to the Parking CSR.

Currently, the Parking CSR processes payments for walk-in customers and performs the opening and closing responsibilities of the payment counter. The Screening Officer completes screening reviews and answers customer phone calls and emails, including handling general inquiries, inputting complaints into CRM, and transferring customers to the correct phone line or email if they cannot handle their request. There is an opportunity to reassign these routine customer service responsibilities from the Screening Officer to the Parking CSR. Reassigning customer service responsibilities will compensate for a misalignment in job description that has resulted in the Screening Officer completing routine standard operating procedures that should fall under the responsibilities of a customer service representative.

Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	This opportunity would improve the efficiency of customer service for Parking Services as it would streamline customer service processes by ensuring that the right people are performing the right tasks for their skillset. Additionally, customers would likely have their concerns addressed in a shorter time frame as the Parking CSR could focus on customer issues and resolving issues in the first occurrence, whereas the Screening Officer's workload is focussed on addressing screening reviews.	●
Improve the effectiveness of customer service delivery	Reassigning customer service responsibilities from the Screening Officer to the parking CSR could improve the effectiveness of customer service delivery as the Parking CSR would be able to handle a broader range of customer inquiries. This would improve the customer experience as customers may not have to interact with multiple staff to pay a parking ticket and have their inquiry resolved.	◐
Improve the accessibility of customer service	This opportunity would not directly improve the accessibility of customer service, however, if the Screening Officers capacity increases as a result, customer's disputes could be heard and resolved in a shorter timeline, which indirectly improves the accessibility of customer service.	◑
Reduce the cost of counter service	Screening Officers are municipal employees who have the authority to cancel or confirm a customers parking infraction penalty, reduce the amount owed or extend payment terms for a parking infraction penalty. These staff require specialized skillsets and training which results in a level 9 pay scale whereas a Parking CSR is a level 7 pay scale. Reassigning customer service responsibilities will provide cost savings by refocussing the Screening Officers job on screening review activities to increase their capacity and enable them to complete more screening reviews each day.	●
Optimize the use of technology	This opportunity does not reflect significant changes in technology however, it could result in the Parking CSR using the CRM tool for customer complaints and possibly a broader use of this tool.	◐
Improve connection to, and collaboration with, all counter services	This opportunity is focussed on internal job responsibilities for Parking Services which would not impact the connection to or collaboration with other departments. However, the opportunity could improve the connection to, and collaboration with the Screening Officers.	◐
Ease of Implementation	Clauses exist in the collective agreement that address change in job descriptions due to technological changes. Based on London's relationship with CUPE 101, a proposal of this change would likely not present major hurdles.	◐



# Opportunity Assessment D

**D Piggyback off of City-wide technology initiatives (e.g. POS and CRM) that lead to improvements in efficiency of Parking Services.**

The City has a number of technology initiatives currently underway and there is an opportunity to leverage these solutions to improve the efficiency of Parking Services. One project currently underway is the Develop Corporate Payment System & Processing Strategy which seeks to update and consolidate the POS system solution for all the departments in the City. Another key initiative is the rollout and expansion of the CRM solution. The CRM currently has limited use with select departments to log and track work orders for complaints, including Parking Services. An opportunity exists to further leverage these initiatives to optimize Parking Services' use of technology to improve the efficiency and effectiveness of service delivery.

Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	This opportunity would greatly improve the efficiency of customer service as the City-wide technology initiatives could allow for more streamlined processes, greater data insights and information sharing, and more integration capabilities with other departments. This would improve the efficiency of customer service by automating processes and reducing the time it may take to complete tasks.	●
Improve the effectiveness of customer service delivery	This opportunity could improve the effectiveness of customer service delivery if the City-wide technology initiatives are able to provide an improved experience for the customer.	◐
Improve the accessibility of customer service	This opportunity does not directly improve the accessibility of customer service. However, there could be accessibility benefits if the technology initiatives in the City provide new and unique means of accessing customer service.	◑
Reduce the cost of counter service	This opportunity could reduce the cost in the long-run when the efficiencies are realized. Additionally, by piggybacking off of other City-wide technology initiatives, it would result in cost avoidance as Parking Services would not need to go through the hassle and cost of technology solution selection and implementation.	◒
Optimize the use of technology	This opportunity addresses the goal of optimizing the use of technology as its focus is to better leverage the existing technology solutions to improve the efficiency of Parking Services.	●
Improve connection to, and collaboration with, all counter services	By piggybacking off of other City-wide technology initiatives, it ensures there are greater integration capabilities between Parking Services and other departments. When departments technology solutions have integration capabilities, it expands the ability for data and information sharing and allows for greater collaboration between various counter services locations across the City.	◑
Ease of Implementation	This opportunity would likely be easy to implement as Parking Services would piggyback off of technology initiatives that are already underway and already have implementation experience.	◒












# Opportunity Assessment E

**E Close the Parking Counter to walk-in customers and only offer customer service via phone and email. Limit in-person customer service experiences to City Hall.**

Replace counter services with a remotely-offered service delivery model that includes teleservice and online service through email or website portal. Aim to remove the need for CSRs to be present in-person to deliver services, thus removing the need for administrative tasks relating to the running of an in-person desk (i.e. Opening and closing desk daily, manual filing, cleaning).

Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	If the customer service counter is closed for in-person inquiries, it could result in more people accessing Parking Services online which would reduce the volume of workload for the Parking CSR and improve the efficiency. However, it may result in more customers calling the counter for inquiries and requests which may be more challenging to resolve over the phone, rather than in person.	
Improve the effectiveness of customer service delivery	Closing the Parking Service counter for in-person customers could improve the effectiveness of customer service delivery for the City. This is because it would reduce the number of customer service locations, and the challenges customers may face when they have to travel between locations to have their request resolved. However, many of the customers who visit the counter, often prefer to have their inquiries and concerns resolved in-person, and this opportunity could reduce the effectiveness of customer service delivery for those individuals.	
Improve the accessibility of customer service	Customers will no longer have to worry about finding the correct counter at the correct address – all services may be accessed online. Additionally, with more customers accessing the services online, it would improve customers awareness in their ability to access services remotely outside of standard working hours. Accessibility may be limited by customers' access to technology, but the use of kiosks or the suggestion of accessing the portal through free computers at public libraries may mitigate this. Services may be more effective for customers overcoming a language barrier (easier access to translation) or for those with physical mobility issues.	
Reduce the cost of counter service	Elimination of costs associated with in-person service offerings by delivering all service remotely. CSRs' time is now 100% utilized for delivery of service while no time is spent on administrative tasks associated with running the brick-and-mortar delivery model.	
Optimize the use of technology	The City already has online and phone customer services options in place for the Parking Service counter. This opportunity aims to optimize the use of technology by leveraging these solutions and requiring customers to use online services rather than the in-person. This ensures that the use of existing technologies are maximized.	
Improve connection to, and collaboration with, all counter services	This opportunity likely would not impact the connection to, and collaboration with, counter services as it focusses on internal processes for Parking Services.	
Ease of Implementation	Although this opportunity would be fairly easy to implement, the City could face some organizational resistance with staff and public resistance from citizens who prefer receiving customer service in-person.	



# Opportunity Assessment F

## F Automate the intake application form for the Screening Review and Hearing Review process.

Currently, customers are directed to fill out screening and hearing request forms and submit them through email or by dropping the form off in person. An opportunity exists to develop an online, fillable form for Screening Reviews and Hearing Reviews to automate this part of the process and eliminate the redundancy of customers filling in their information and London employees manually entering the data into the system.








Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	Automating the intake application form would greatly improve the efficiency of customer service delivery as it would eliminate the duplicated effort resulting from having to manually re-enter data into systems. Additionally, automating this part of the process would eliminate the need for holding paper copies of themes forms on file, which tend to be inefficient.	●
Improve the effectiveness of customer service delivery	This could improve the effectiveness of customer service delivery as an online, fillable form would be more streamlined as it could be submitted through a portal, rather than customers having to download the file and attach it to an email or drop it off in person.	◐
Improve the accessibility of customer service	Some individuals who are less technologically savvy may not understand the online, fillable form and could still want to drop off their forms in person. While this opportunity could improve the accessibility of customer service for those who are technologically adept, it may not be effective for those who find technology challenging to navigate.	◑
Reduce the cost of counter service	There are costs associated with maintaining paper-copies of documents and with manually entering data into systems. Automating the intake application form for screening and hearing requests could reduce the cost of customer service by eliminating or reducing some of those costly processes.	◐
Optimize the use of technology	This opportunity is focussed on a technological change that would optimize Parking Service's current use of technology. By implementing an online, fillable form – technology is being leveraged to reduce and eliminate manual and repetitive tasks.	●
Improve connection to, and collaboration with, all counter services	Automating the intake application form for screening and hearing requests does not directly impact the other counter services.	○
Ease of Implementation	Creating a form, linking it to internal systems, and posting it online is a simple process that could be live in a very short amount of time.	●



# Opportunity Assessment G

**G Drive customers to use online services rather than phone or in-person and improve online services.**

Online self-service reduces workload for CSRs and allows them to focus more on offering support than receiving information through processes that could otherwise be digitized. There is an opportunity to identify strategies and tools to drive customers to use the online services. Digitization delivers cost-savings and removal of redundancy in work roles.

Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	Mobile delivery of customer service means that customers will not have to initiate customer service during regular business hours, and may complete some processes through automated portals. This increases efficiency due to higher capacity and lower strain on department resources. Additionally, more online services provides a mechanism for data collection which London could use to support decision making and improving the efficiency of customer service and Parking Services.	
Improve the effectiveness of customer service delivery	Online services can provide a highly transparent customer service process as feedback and key information could be viewable at every step of the customer journey. Customers would be able to select the customer service delivery model that they prefer.	
Improve the accessibility of customer service	Services may be more effective for customers overcoming a language barrier (easier access to translation) or for those with physical mobility issues.	
Reduce the cost of counter service	Counter service still must maintain average staffing hours to accommodate customers that are unable to use technology which suggests that costs may not change significantly. Capacity is increased (possibly eliminating any overtime) but staffing levels remain constant.	
Optimize the use of technology	This opportunity would greatly impact the optimization of technology as more people would be using the existing online services.	
Improve connection to, and collaboration with, all counter services	This opportunity would not have a significant impact on the connection to, and collaboration with, other counter services.	
Ease of Implementation	The City already has a number of online self-service options for customer service however additional technology solutions could modernize Parking Services further to improve the online service offering. This could be challenging to implement as there may be competing priorities with other initiatives. Phone systems are already in place, any work surrounding telephones would involve routing calls to different desks. Improving online services may be a larger task.	



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