

VAUGHAN

C 1.1

C	1
COMMUNICATION	
FAA -	JAN 29/14
ITEM -	1

DATE: January 24, 2014

TO: Honourable Mayor and Members of Council

FROM: MaryLee Farrugia, Commissioner of Legal & Administrative Services/City Solicitor
Gus Michaels, Director of By-law & Compliance

RE: **COMMUNICATION**
Finance, Administration & Audit Committee Meeting January 15, 2014
Draft 2014 Budget and 2015 – 2017 Plan
ARR for 2 full-time Clerical/Client Service Positions

At the Finance, Administration & Audit Committee meeting on January 15, 2014, clarification was requested regarding the 2 full-time ARR Clerical/Client Services positions for the By-law & Compliance Department (B&C), for further consideration of the Finance, Administration & Audit Committee on January 29, 2014.

Recommendation:

That the request for the 2 ARR Clerical/Client Service positions for B&C be amended to provide for full-time 18 month contracts of employment as opposed to full-time permanent positions, given the on-going operational review of B&C and linkages with Access Vaughan and Engineering & Public Works to be further explored in that time period.

Existing Service Levels:

There are presently 2 functions within B&C that operate on a 24 hour, 7 day a week basis:

1. Parking & Signs;
2. Animal Services.

There are 2 additional functions operating on extended hours, 7 days a week:

1. Special Enforcement Unit (seasonal until 2:00 am);
2. Licensing Enforcement (as required).

Field officers are engaged in these **after hours** enforcement activities relating to parking, signs, noise, other nuisances, licensing, park and community centre patrols and responding to any unsafe calls that are received. As an aside, the Special Enforcement Unit responds to complaints regarding unlawful activity and conduct in City parks and community centres in concert with the York Regional Police, where required. The role of the City's third party security services provider, contracted through Parks & Forestry Operations is to patrol City parks and secure the City's physical assets, address park property issues (such as broken glass, lights left on, hazards and permit disputes), and contact B&C and York Regional Police to report any unlawful activity and conduct. Further, the security services contract does not give the service provider authority to enforce City by-laws.

In addition, the Administrative Monetary Penalty ("AMP") Program presently operates until 8:30 pm, 2 nights per week, which includes: screenings (penalty notice disputes), scheduling of hearings, payment of parking tags and issuance of parking permits.

As reflected in the B&C Business Plan for 2014-2017, logical projections based on past growth has identified a significant expected **64%** increase in service demands for B&C that have and will continue to outpace the Department's resource and service capabilities. This upward swinging trend when viewed over a 6 year period reflects a significant increase in demands for service, **from 8,920 service requests in 2011 to 13,765 by the end of 2016**. To address these demands, the B&C Department is currently undergoing a comprehensive operational review in order to seek efficiencies, identify gaps and explore opportunities to more effectively meet service demands.

Existing Administrative Support for After Hour B&C Operations:

Although these 5 B&C functions operate after normal business hours, there is virtually no administrative support provided to field officers after hours. There is an intake function being performed by other areas of the Corporation **after hours** as set out below. The following sets out the support services provided for B&C operations both during normal business hours and after hours:

- During normal business hours up until 4:30 pm from Monday to Friday only, Access Vaughan provides a first single point of contact with the public for general inquiries. Inquiries that are not complex are answered by Access Vaughan without a referral to B&C. Access Vaughan integration with B&C includes Access Vaughan providing education and information for 24 call types, 10 of which Access Vaughan has the ability to open files for B&C. More specific or complex inquiries regarding by-laws and complaints that require any follow-up are referred by Access Vaughan to B&C for assessment, triage and assignment to an officer for response/action. In the case of B&C, only 30% of the calls are dealt with by Access Vaughan without a referral to B&C due to the nature of the types of calls received. Further, callers often request to be transferred as they wish to speak directly with B&C from whom they have received correspondence or notices. Presently Access Vaughan does **not** provide any services in support of B&C on weekends or after hours. However, there is an ARR request by Access Vaughan to extend its operation until 8:30 pm on weekdays and could support B&C until 8:30 pm by providing first point of contact with the public for general inquiries only. After 8:30 pm there would still be no intake for calls from the public or Councillors for nuisance, noise, parking etc. by Access Vaughan. Access Vaughan has advised that with the addition of its ARR requests, it could offer services up until 10:30 pm if there is call demand for B&C matters;
- Presently Access Vaughan calls are routed to an "automated" Case Tracking System (CTS) and phone queuing system, reviewed by B&C staff for assessment, prioritization and dispatch by B&C support staff to officers in the field until 4:30 pm. Even if Access Vaughan were extended beyond 4:30 pm, there would be no B&C staff to liaise with for this triage function. Hence, the processing and response would not be made by B&C until the next business day at the earliest. In December 2013, 1,025 calls were transferred from Access Vaughan to the B&C phone queue for response;
- Engineering & Public Works ("EPW") provides dispatch of calls directly to field officers after hours *until midnight*. This function is an add-on to EPW's core function of dispatching for road works etc. Therefore, there is no automation, tracking or reporting of B&C calls taken through this service. Dispatched calls from the previous evening are forwarded via fax the following business day to B&C for creation and assignment of case files by B&C clerical support staff. After midnight, all incoming calls to the City's general phone line are routed to the "after hours

C 1.3

answering service", an external company who conduct a similar support function to that provided by EPW for B&C. In addition, the scope for the functional review being completed for EPW includes an assessment of consolidating dispatch (or part thereof) with Access Vaughan;

- There is presently no after hours in-field support for in field officers to verify license plates, overnight parking etc.;
- There is limited counter services in B&C up until 8:30 pm, twice weekly, in support of the Administrative Monetary Penalty Program ("AMP"), including but not limited to, supporting the screening process, scheduling of dispute hearings and payment of tags;
- There is limited creation of case files until 4:30 pm by Access Vaughan for B&C and no creation of case files by P&PW dispatch for B&C after hours.

Duties of Proposed B&C ARR Positions:

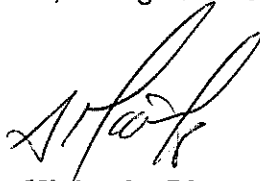
The proposed positions are intended to provide a level of B&C departmental service more in line with current operating hours and service demand expectations. It is proposed that these 2 additional positions will provide administrative support coverage to field officers up until midnight. The following specific duties will be provided by these 2 ARR positions **after hours**:

- Respond to incoming calls from the public and Councillors for health & safety, nuisance (e.g. noise), priority parking complaints, etc.;
- Provide detailed subject matter information regarding by-laws and related enforcement activities to public inquiries and complaints;
- Monitor CTS and phone queues;
- Triage calls in order of importance for creation of case file, assignment and dispatch;
- Dispatch calls to officers in the field for follow-up;
- Provide direct support by searching databases and relaying information in a timely manner to officers in the field, such as license plate data;
- Support the AMP program as required in the evenings (2x week);
- Update various databases, including creation of Notices and Orders for mailing or service;
- Assist in gathering information and preparation of court documents and files;
- Monitor, assess and respond to departmental email inquiries from the public;
- Prioritize other calls for assignment the following day to B&C officers;
- Input field officers' reports into multiple databases and IT systems;
- Any additional clerical support functions as required.

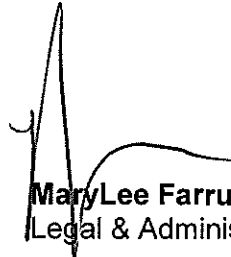
C 1.4

Conclusion:

Approval of these 2 proposed B&C full-time contract positions for 18 months, in lieu of permanent positions as reflected within the ARR's, will allow for the conclusion of the Departmental operational review, assessment of service calls and demands over this period, followed by a staff report to the Finance, Administration & Audit Committee, reflecting findings and possible options of continuing the service, through the 2015/2016 Budget process.



Gus Michaels, Director
By-law & Compliance Department



MaryLee Farrugia, Commissioner/City Solicitor
Legal & Administrative Services