



Program: ServiceOakville
Program Based Budget
2016 – 2018

Program: ServiceOakville

Vision Statement:

To deliver citizen focused services that combine people, processes and technology to maximize value to the public.

Mission Statement:

To help the town achieve its goals and objectives by delivering services valued by the organization and the community; providing leadership in the implementation of the town's customer service strategy by working with other departments; and delivering accessible, integrated customer service solutions to the public.

Program Description

The ServiceOakville program provides a one-window approach to customer service that tracks and handles walk-in, email and telephone inquiries on behalf of the Roads and Works department, Parks and Open Space department, Parking Enforcement and for the Tourism section. In addition, ServiceOakville provides reception and switchboard services for all departments at the town. The ServiceOakville contact centre opened in 2012. Staff are equipped and trained to answer inquiries on behalf of partner departments and log all service requests through the town's customer relationship management application. This provides seamless customer service, improves the effectiveness and efficiency of service request distribution and provides service level reporting.

Program Services

The program is divided into two areas:

- ServiceOakville contact centre provides customer service in the form of telephone and email handling, main reception, and payment services at Oakville Town Hall.
- The program office is responsible for definition and execution of the customer service strategy and consolidation of new programs and departments.

ServiceOakville enhances the customer experience by:

- Providing a live answer during the town's business hours.
- Ensuring timely and accurate delivery of service requests to responsible business areas.
- Providing residents with a tracking number if a service request is issued.

ServiceOakville is efficient and avoids additional costs through:

- Multi-skilled Customer Service Representatives (CSRs) who are able to respond to calls on behalf of diverse departments, reducing the need for every department to have staff available to respond to routine calls.
- The use of an enterprise Customer Relationship Management (CRM) application to create requests to go directly to the correct business owner responsible for completing the service.
- Leveraging the CRM to automatically escalate outstanding work to responsible managers, avoiding the need for residents to call back to get action.

Staffing Overview

Program: ServiceOakville	2014 Approved FTE	2015 Approved FTE	2016 Capital Impact	2016 Service Level Change	2016 Reallocation of Staff	2016 Total FTE	Net Change 2016 vs 2015
ServiceOakville	8.3	8.5		0.4	1.0	9.9	1.4
Total ServiceOakville	8.3	8.5	0.0	0.4	1.0	9.9	1.4

Overall, staff complement for ServiceOakville has increased by 1.4 FTE. During 2015, a position was reallocated from Parking. In addition, 0.4 part-time hours were added to the budget in order to meet staff coverage needs for training, sick leave, on call and vacations as ServiceOakville takes on additional call handling.

Program Services Budget Overview

Services/Activities:	2015 Restated		2016 Requested		Net Change 2016 vs 2015	Net Change 2016 vs 2015 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
ServiceOakville	801,900	789,900	908,300	816,400	26,500	3.4%
Total	801,900	789,900	908,300	816,400	26,500	3.4%

Overall ServiceOakville has increased \$26,500 or 3.4% mainly as a result of personnel costs due to inflationary, compensatory and contractual obligations and the slight increase in part-time staffing required. In 2016, ServiceOakville will be first response for Parking calls and ticket payments, as a result one FTE has been reallocated to ServiceOakville and a recovery from Parking has been included to off-set the cost of this service.

Key Performance Indicators

1. Percentage of gross operating budget

2011	2012	2013	2014	2015
0.3%	0.3%	0.4%	0.4%	0.4%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2011	2012	2013	2014	2015
0.4%	0.4%	0.6%	0.5%	0.5%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Percentage of calls answered within 30 seconds ***Note:** Telephone system target is currently set with 70% of calls answered within 30 seconds. In 2016, this setting will be changed to 80% of calls answered within 30 seconds.

2011	2012	2013	2014	2015
n/a	94% (Nov/Dec)	88%	85%	81% (end of Sept)
Why Important: This metric provides an accurate representation of the customers' experience. Set appropriately, it will meet callers' expectations for service, will keep the abandon rate less than 5%, and will minimize expenses.				
How Calculated: Service level = [Number of calls answered within the service level threshold] / [Number of calls offered] * 100. Excluded are any calls where the caller hung up before waiting in queue for 6 seconds or less as well as those calls that were handled by a ServiceOakville CSR in less than 20 seconds.				

4. Abandon rate

2011	2012	2013	2014	2015
n/a	2% (Nov/Dec)	4%	4%	5% (end of Sept)
Why Important: This measures the rate of callers' hanging up prior to reaching a customer service representative. Generally, the longer callers have to wait to be answered, the higher this number is. This is a good performance indicator of being appropriately staffed to handle call volume.				
How Calculated: Abandonment rate % = [Number of Calls offered – Number of Calls handled] / [Number of Calls offered] * 100. Excluded are any calls where the caller hung up before waiting in queue for 6 seconds or less.				

5. Percentage of inquiries answered at first contact on behalf of partnered departments

2011	2012	2013	2014	2015
n/a	96% (Nov/Dec)	89%	89%	91% (end of Sept)
Why Important: A critical driver of customer satisfaction is having their issue addressed in a “one-and-done” capacity.				
How Calculated: The total number of CRM requests logged as “FCR” (First Call Resolution) / Total number of cases handled (both FCR and SR – Service Requests)				

Key Objectives (Initiatives) for 2016 - 2018

The Program Office will:

- Work jointly to develop a “Digital by Default” framework for service delivery.
- Work will continue in 2016 to migrate additional department inquiries to the ServiceOakville contact centre. Service transition requires the following activities:
 - Review and revise front office and back office processes as required.
 - Work with consolidating departments to define their service levels.
 - Configure the Customer Relationship Management (CRM) system to handle all new inquiry types.
 - Train ServiceOakville Customer Service Representatives (CSRs) on all business inquiries of the consolidating department.
 - Provide training to consolidating department staff on handling of CRM requests received from ServiceOakville.
- Expand performance reporting tools for ServiceOakville department clients.
- Identify areas where there is a large volume of voicemail messages and redirect those inquiries to ServiceOakville for live answer and capture in the CRM
- Replace current CRM in 2016-17. Develop CRM and knowledgebase requirements for RFP process.
- Create an Internal Service Hub that will focus on the creation of a town-wide customer service strategy. This hub will:
 - Work with internal and external stakeholders to develop the vision of town-wide customer service
 - Provide training to staff on customer service standards and principles
 - Provide training and expertise on CRM and telecom data analysis

ServiceOakville’s contact centre will:

- Work with other programs to establish 24/7 live call answer for town service requests. Phase two will focus on calls relating to parking.
- Implement telephone system back-up to ensure continuity of service in the event of network failure.
- Implement a new CRM and knowledgebase
- Increase efficiency of call centre operation by reaching a target of 85% occupancy for CSRs in ServiceOakville
- Review the ownership and process efficiency of the Accessible Customer Feedback Form.

2016 Program Budget Drivers

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change From 2015	% Change From 2015
Expenses:							
Personnel Services & Benefits	767,500	850,200	0	22,900	873,100	105,600	13.8%
Materials & Supplies	6,600	6,600	0	0	6,600	0	0.0%
Capital Out Of Operations	0	0	0	0	0	0	0.0%
Purchased Services	27,800	28,600	0	0	28,600	800	2.9%
Internal Expenses & Transfers	0	0	0	0	0	0	0.0%
Total Expenses	801,900	885,400	0	22,900	908,300	106,400	13.3%
Revenues:							
External Revenues	4,000	4,000	0	0	4,000	0	0.0%
Internal Recovery & Fund Trsfs	8,000	87,900	0	0	87,900	79,900	998.8%
Total Revenues	12,000	91,900	0	0	91,900	79,900	665.8%
Tax Levy	789,900	793,500	0	22,900	816,400	26,500	3.4%

In 2016, the ServiceOakville Program has increased \$26,500 or 3.4%. The main drivers for the increase are the following:

- Personnel Services & Benefits increased \$105,600 as a result of inflationary and compensation increases and the addition of part-time staff to provide back-up coverage when staff are incurring training hours, sick time, vacation, etc. Also, due to an adjustment to service delivery an FTE was reallocated from Parking to ServiceOakville.
- Internal Recoveries and transfers have increased by \$79,900 for the recovery of the Parking services.

2017 - 2018 Expenditure Summary

	2016 Requested Budget	2017 Forecast Requested Budget	2016-2017 Change (%)	2018 Forecast Requested Budget	2017-2018 Change (%)
Gross Expenditures					
Service Oakville	908,300	929,500	2.3%	1,067,300	14.8%
Total Gross Expenditures	908,300	929,500	2.3%	1,067,300	14.8%
Tax Levy					
Service Oakville	816,400	837,600	2.6%	975,400	16.5%
Total Tax Levy	816,400	837,600	2.6%	975,400	16.5%
Gross Expenditures By Type					
Personnel Services & Benefits	873,100	894,300	2.4%	1,032,100	15.4%
Materials & Supplies	6,600	6,600	0.0%	6,600	0.0%
Purchased Services	28,600	28,600	0.0%	28,600	0.0%
Internal Charges	0	0	0.0%	0	0.0%
Other Expenditures	0	0	0.0%	0	0.0%
Minor Capital & Transfer To Reserves	0	0	0.0%	0	0.0%
Total Expenditures	908,300	929,500	2.3%	1,067,300	14.8%
Revenues By Type					
Activity Revenue	4,000	4,000	0.0%	4,000	0.0%
Internal Recoveries	87,900	87,900	0.0%	87,900	0.0%
Grants	0	0	0.0%	0	0.0%
Other Revenue	0	0	0.0%	0	0.0%
Total Revenues	91,900	91,900	0.0%	91,900	0.0%
Tax Levy	816,400	837,600	2.6%	975,400	16.5%

2017 - 2018 Budget Forecast Highlights

- The 2017 Budget reflects inflationary increases only. In 2018, in addition to inflationary increases, Service Oakville has included 1.0 FTE for the Supervisor of Performance.

