

# 2024 Annual Update – Customer Service Division

Committee of the Whole

March 4, 2025

# Background

- The Customer Service Division is committed to providing high-quality, accessible, and efficient service through multiple channels, ensuring residents, businesses, and visitors receive timely assistance and support.
- Council reaffirmed the importance of annual updates from the Customer Service Division in June 2023 after a temporary pause during the COVID-19 pandemic.
- Annual reporting resumed in 2024 to enhance accountability and transparency, aligning with City's commitment to service excellence.
- This presentation summarizes Report CS2025-004 and highlights divisional priorities, achievements, and key performance metrics to ensure continued service excellence.

# Customer Service Division Overview

- Operates under a centralized service model designed to provide residents, businesses, and visitors with efficient access to municipal services.
- Core responsibilities include responding to general municipal inquiries, processing financial transactions, managing service requests, and ensuring seamless coordination between Divisions to improve service efficiency.
- Services are delivered through multiple channels, including four Municipal Service Centres, the Municipal Call Centre, and various online platforms, ensuring flexible and accessible customer service options.

# Municipal Service Centres

- Locations: Bobcaygeon, Coboconk, Lindsay, Omemee.
- Services include tax and utility payments, licensing and permits, transit passes, waste tags, bulk water sales, document commissioning, and assistance with municipal inquiries and service requests.
- Coboconk Service Centre reopened in July 2024, improving accessibility and enhancing service delivery.
- Lindsay Service Centre modernization is underway, with completion expected in March 2025, focusing on improved accessibility and efficiency.

# Municipal Call Centre

- The Municipal Call Centre serves as the primary contact point for phone-based inquiries, handling a wide range of municipal services and requests.
- The Call Centre plays a key role in assisting community members with inquiries and routing calls to the appropriate City Divisions for resolution.
- In 2024, collaboration with the IT Division led to refinements in the City's call menu and Interactive Voice Response (IVR) system to improve call routing efficiency.
- These enhancements ensure more inquiries are resolved at the first point of contact, minimizing unnecessary call transfers and improving response times.

# Online Services

- The City provides a range of online services to assist customers in conducting business with the City efficiently.
- The 'Report It!' tool allows residents to submit inquiries, service requests, and provide feedback.
- Online transactions available include sales of curbside collection materials, animal tag registration, fire and fireworks permits, and road operations permits.
- Customer Service staff assist residents in navigating digital portals, including applications for Kawartha Lakes Fire Rescue Service (KLFRS) burn permits and various road operations permits.

# Online Services

## Public Access Kiosks

- Public Access Kiosks were identified as an important resource for customers needing assistance with online municipal services.
- A review of their functionality, conducted in collaboration with the IT Division, highlighted the need for improvements.
- As a result, a redesigned Public Access Kiosk model is expected to be piloted in April of this year to enhance usability, accessibility, and improve overall customer experience.
- These improvements aim to better support residents who require digital assistance and ensure equitable access to online municipal services.

# Service Request Management

- The Customer Service Division ensures service requests are accurately logged, assigned, and tracked for timely resolution across City Divisions.
- The JDE Case Management System is used to track requests in Roads Operations, Parks and Recreation, Engineering, Solid Waste, and Water and Wastewater Services, while other Divisions use their own systems.
- Customer Service directs requests to the appropriate Division, ensuring efficient coordination and follow-up.
- Customer Service provides updates to customers on their service requests, check statuses, and assist with follow-ups.

# Service Request Management

## Customer Experience Strategy and Corporate Customer Service Standards

- As part of the Customer Experience Strategy and Corporate Customer Service Standards, a key priority was identified to enhance service request management by improving tracking, aligning divisional systems, and strengthening coordination between Customer Service and operational Divisions.
- These improvements support transparency, accountability, and efficiency in response times and service request resolution.

# Customer Service Division Service Targets

- The Customer Service Division has established service targets as part of its commitment to improving performance measurement and accountability.
- These targets will be evaluated over time to ensure they align with best practices and evolving service expectations.
- Service targets focus on measuring efficiency, responsiveness, and accessibility across service channels.
- Specific targets include call handling performance, service request trends, and transaction processing at Municipal Service Centres.

# Performance Metrics – Call Centre

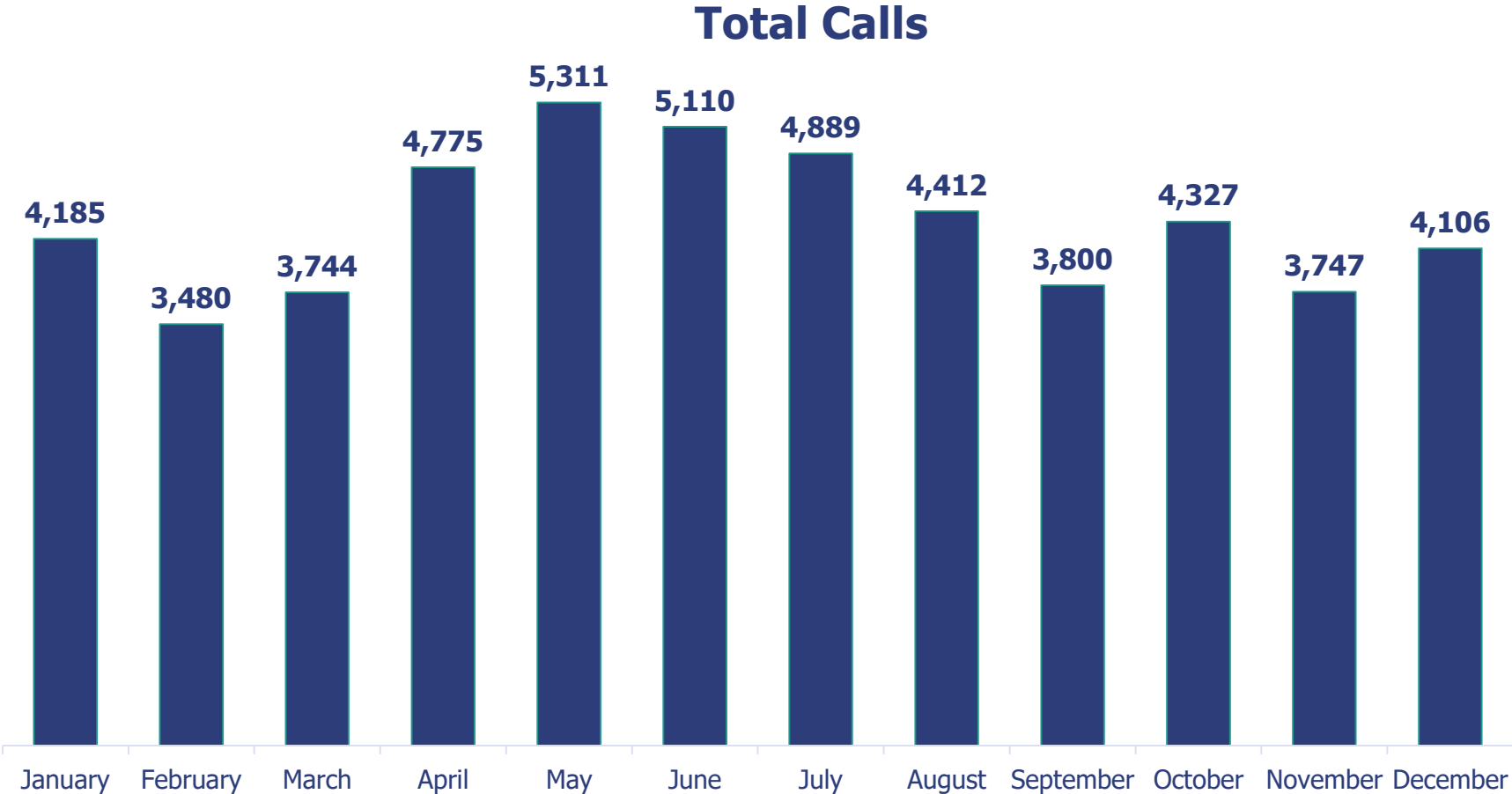
The Municipal Call Centre operates under established service targets to measure performance and ensure efficient service delivery.

- **Answer Rate (AR%):** Measures the percentage of total incoming calls successfully answered, with a target of 95% to maintain accessibility and minimize abandoned calls.
- **Service Level (SL%):** Tracks the percentage of calls answered within 30 seconds, with a target of 80% to reduce customer wait times.
- **Average Speed of Answer (ASA):** Measures the average time (in seconds) a caller waits before being connected to a representative, with a target of 20 seconds.
- **Average Call Length:** Represents the typical duration of a call, displayed in minutes and seconds, providing insight into handling times and call complexity.

# Performance Metrics – Call Centre

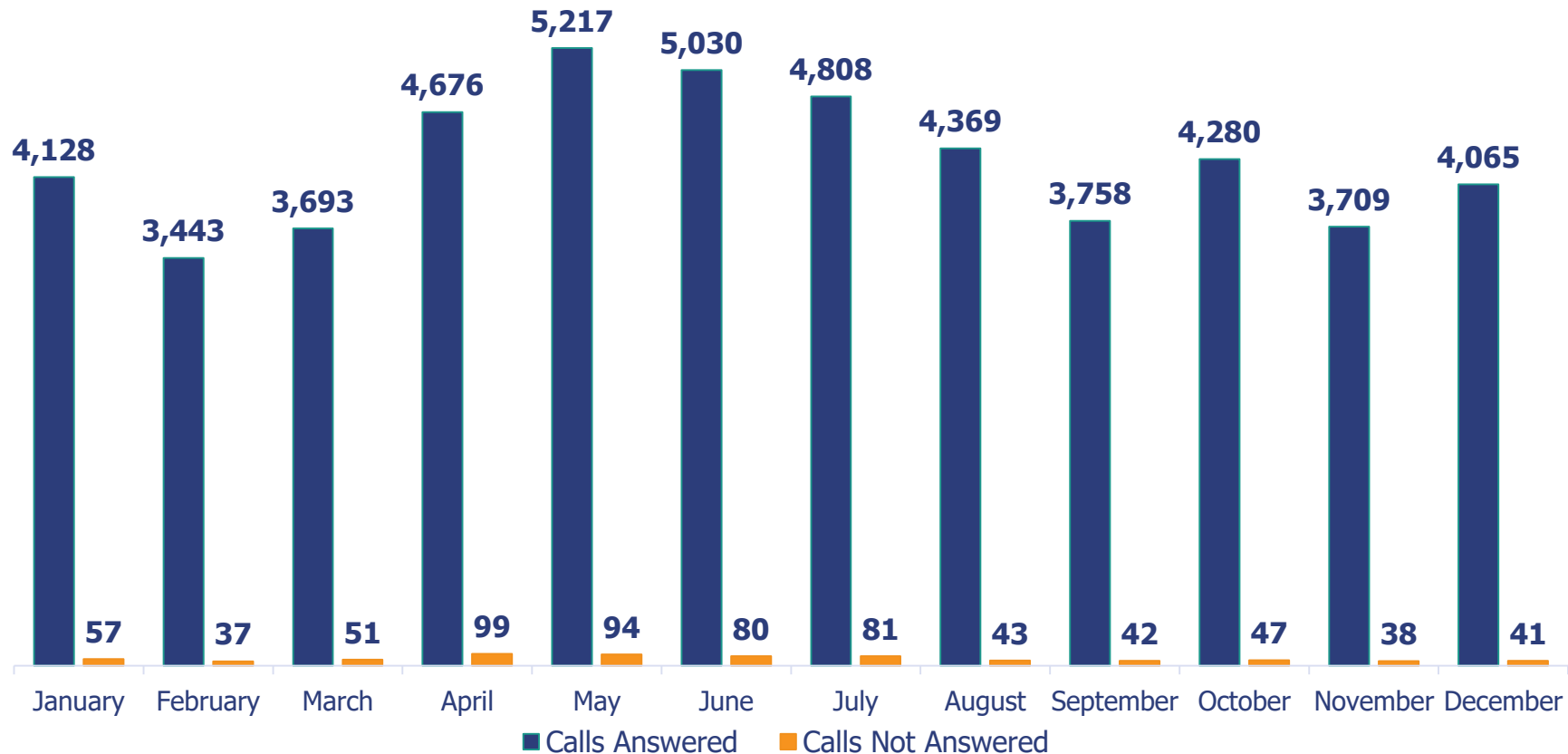
- Total Calls: 51,886
- Answer Rate (AR%): 99% of calls answered
- Service Level (SL%): 89% of calls answered within 30 seconds
- Average Speed of Answer (ASA): 14.5 seconds
- Average Call Length: 2:21

# Performance Metrics – Call Centre



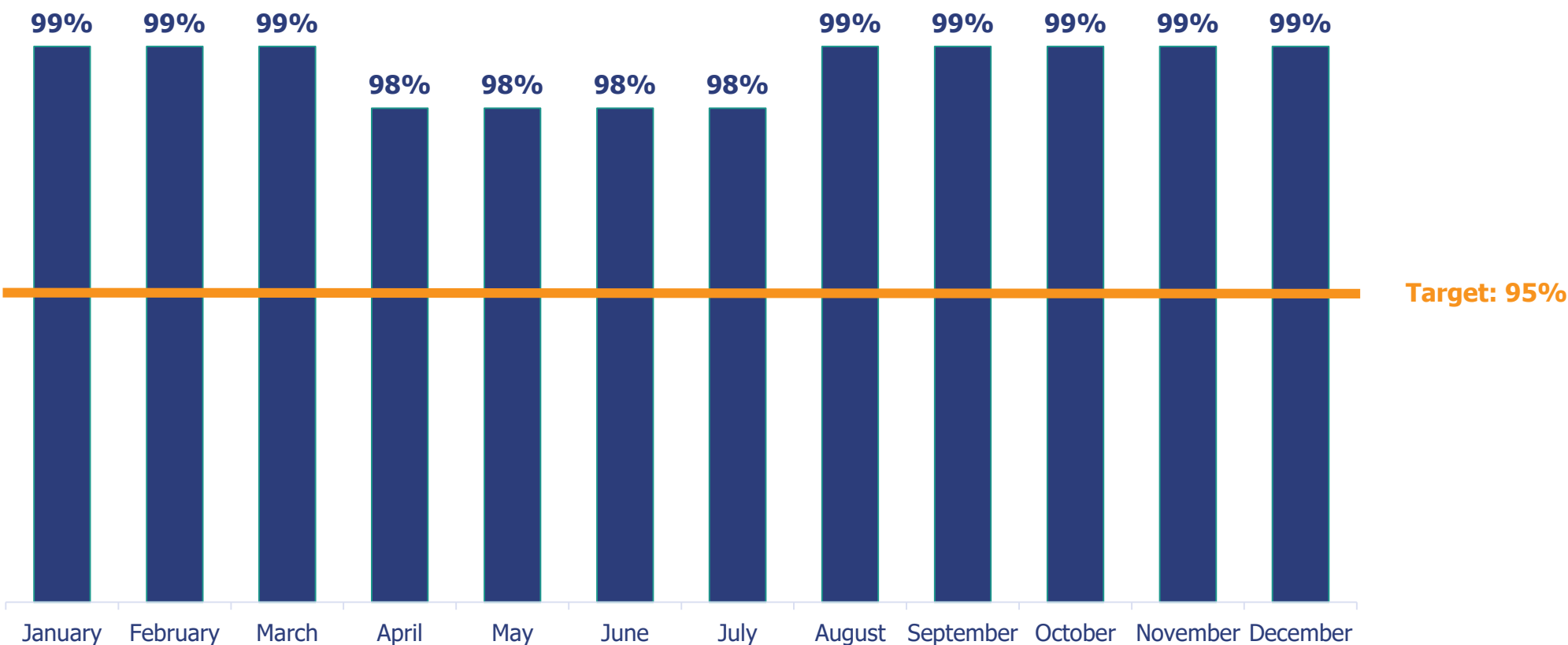
# Performance Metrics – Call Centre

## Calls Answered vs. Not Answered

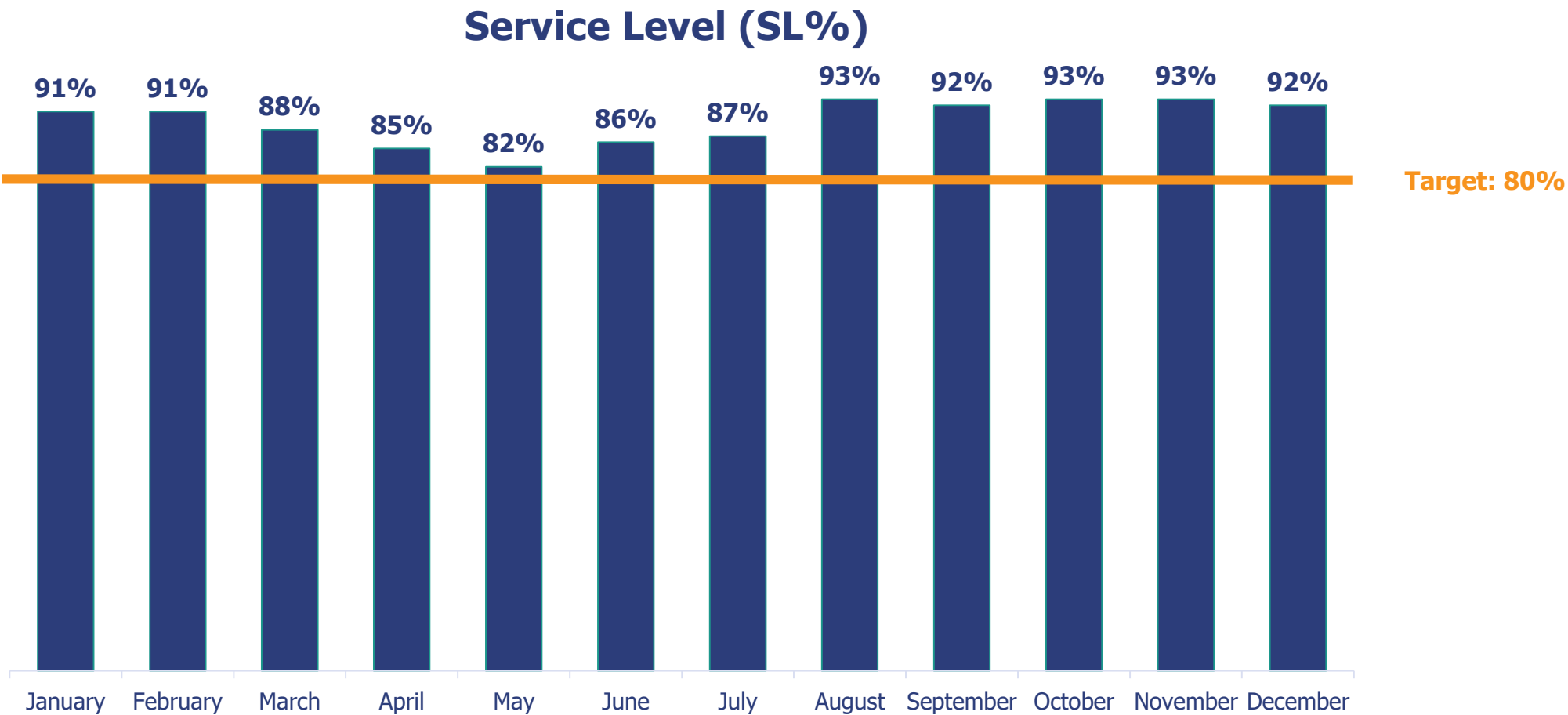


# Performance Metrics – Call Centre

Answer Rate (AR%)

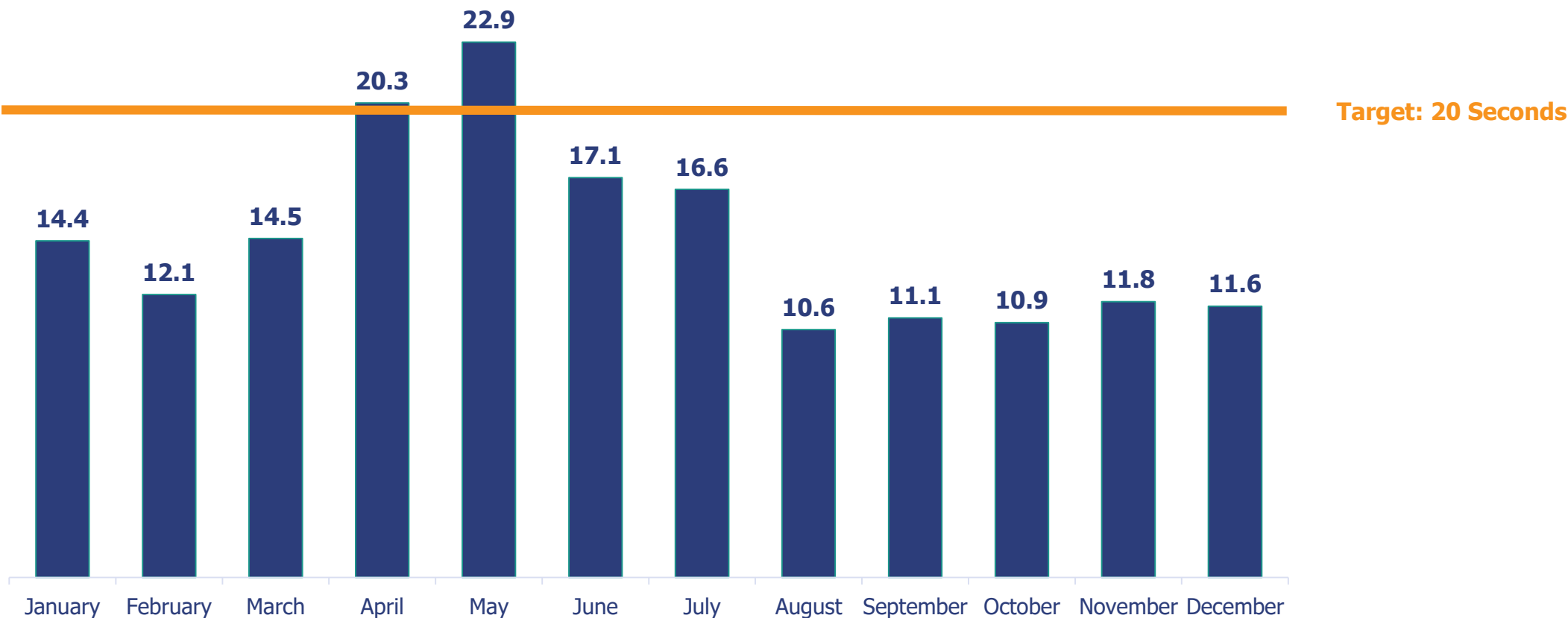


# Performance Metrics – Call Centre



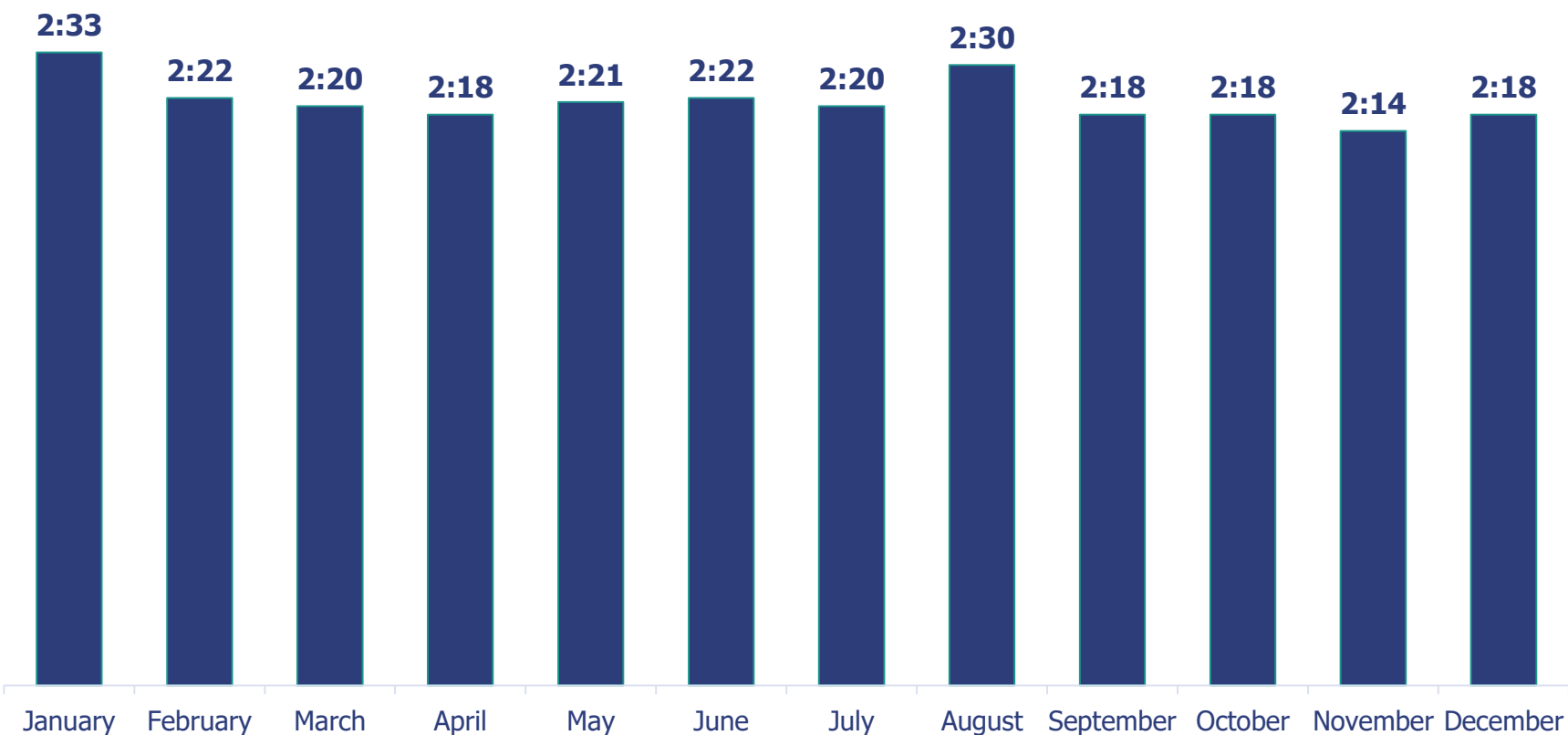
# Performance Metrics – Call Centre

Average Speed of Answer (ASA)



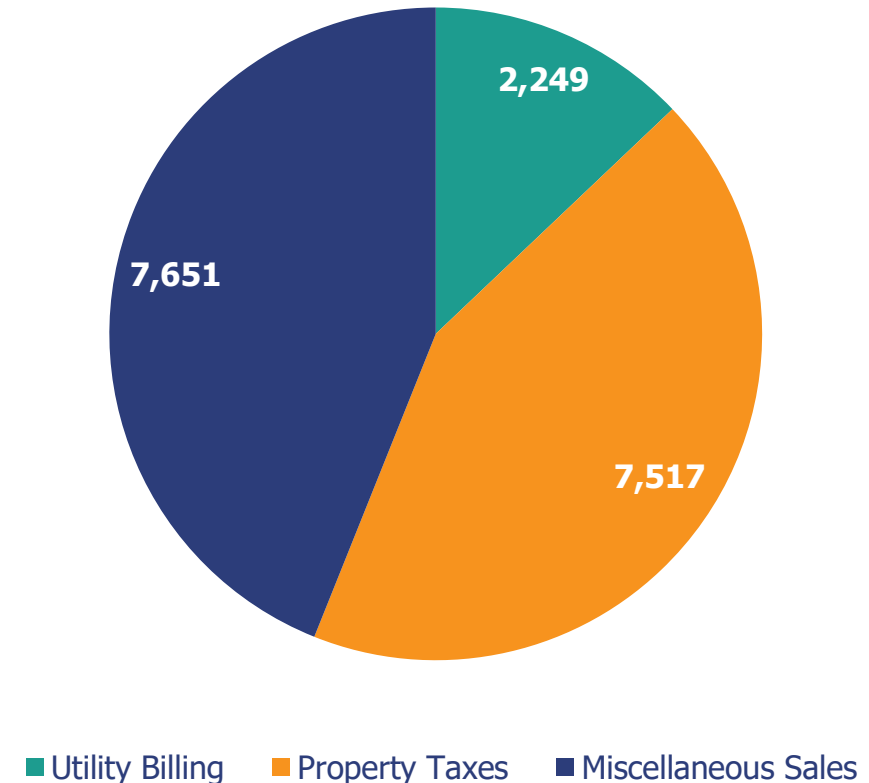
# Performance Metrics – Call Centre

Average Call Length



## Performance Metrics – Service Centres

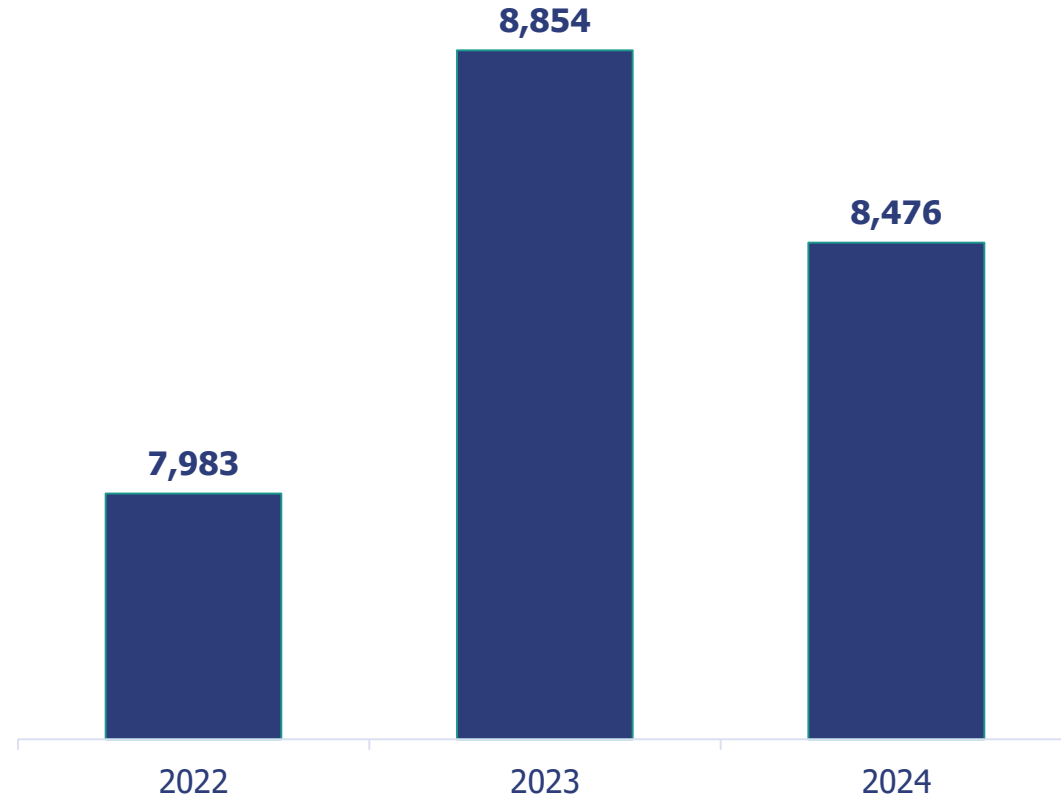
- Total transactions processed 17,417.
- Payments for animal tags, permits, property taxes, utility bills, accounts receivable, licenses, waste tags, transit passes and tokens, bulk water, and document commissioning.
- Sale of merchandise such as composters, digesters, and rain barrels.



# Performance Metrics – Service Requests

## Service Requests

- Total service requests 8,476
  - Roads Operations
  - Parks and Recreation
  - Engineering
  - Solid Waste
  - Water and Wastewater
  - Customer Service



# Priorities for 2025

- Self-service kiosk expansion and improvement.
- Customer Relationship Management (CRM) system evaluation.
- Process improvement and standardization.
- Implementation of the Corporate Customer Service Standards and Customer Experience Strategy.
- Performance and data tracking.
- Service channel expansion.
- Opening of the modernized Lindsay Service Centre.

# Questions