

Customer Service Plan General Committee Presentation

PRESENTED BY

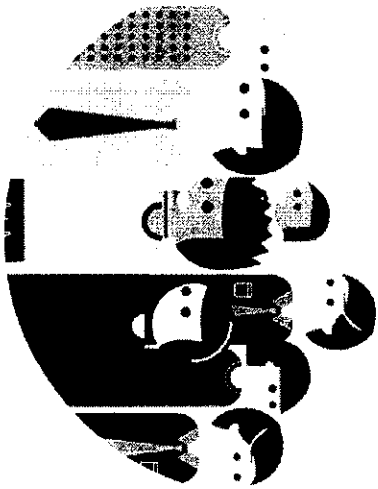
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Monique Kovacs, Manager Customer Service

September 8, 2014

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IT'S ABOUT A CITY IMPROVING FOR ITS PEOPLE



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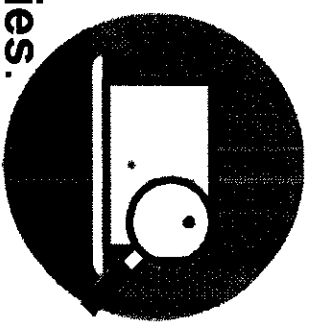
What is customer service?

Customer service includes any and all City Services that someone wants to

- *Pay for*
- *Get Information about*
- *Request service for*
- *Register for*
- *Apply for*

Whether it's by phone, email, in person, through social media or barrie.ca

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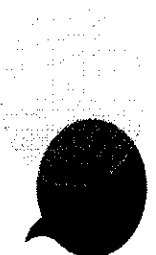


Our Journey

- Studied the customer service models of **13 municipalities**.
- Reviewed **industry best-practices** in both municipal & private sectors.
- Obtained **public feedback** from residents & businesses.
- Conducted focus groups with **40 front-line customer service staff and 19 Supervisors and Managers**.
- Observed front-line customer service staff in action across the corporation.
- Launched an internal **online Customer Service Suggestion Forum** to help identify 'quick wins' for improving customer service.
- Consultation with Partners

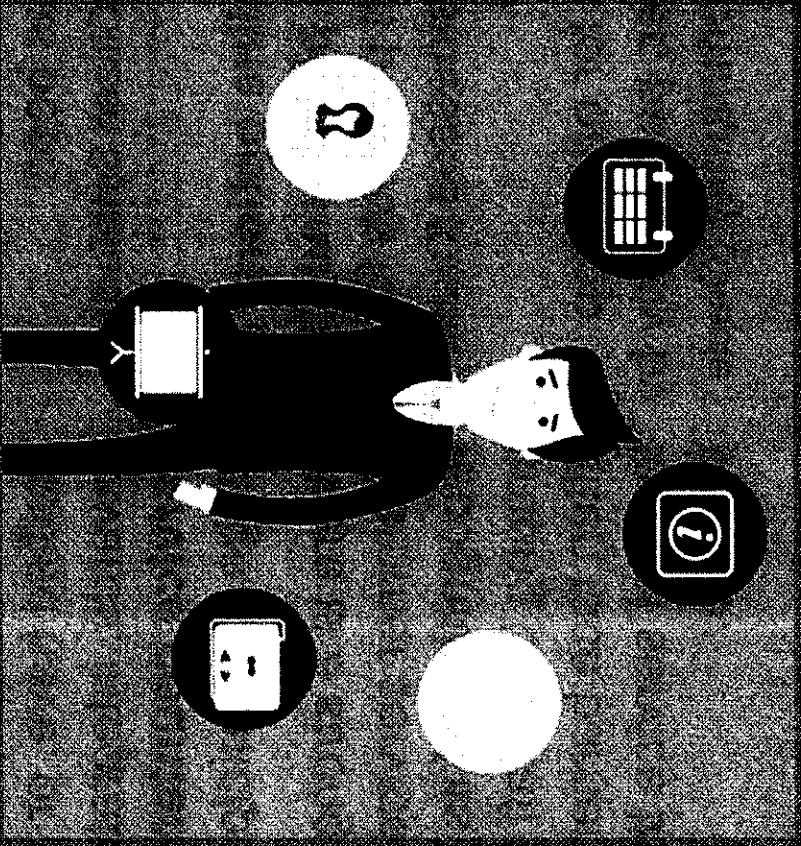
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What did we find?



- Satisfaction with City Services though high, has been declining (2013 Citizen Satisfaction survey).
- All of the 13 municipalities studied have, or are moving towards, integrated **one-stop service counters** offering a full range of municipal services.
- **Enhancing online options & providing one phone number** access are high priorities for residents & businesses (Oracle Poll phone survey).
- There is a strong focus on customer service and recognition of its importance among City staff however they often face barriers that limit the level of service they are able to provide.
- Strong support for **one-stop service counter**, particularly by the business community (Oracle Poll phone survey).

Our Current State



30+ Counters

Inconsistent processes

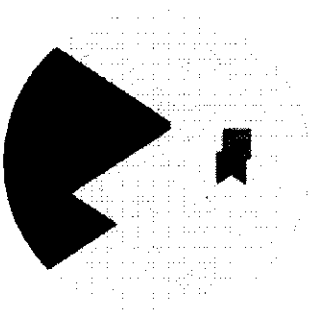
Outdated systems

10,000+ permits, licenses applications & requests

**BUT ALL
THAT'S TO
ABOUT
CHANGE**

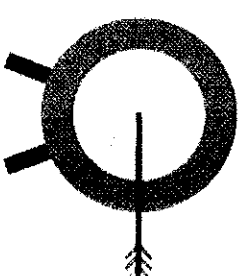
Thanks to the new Customer Service Plan

Our Mission



To build a customer focused organization responsive to the community where all staff understand and embrace their fundamental role as one of serving the Community.

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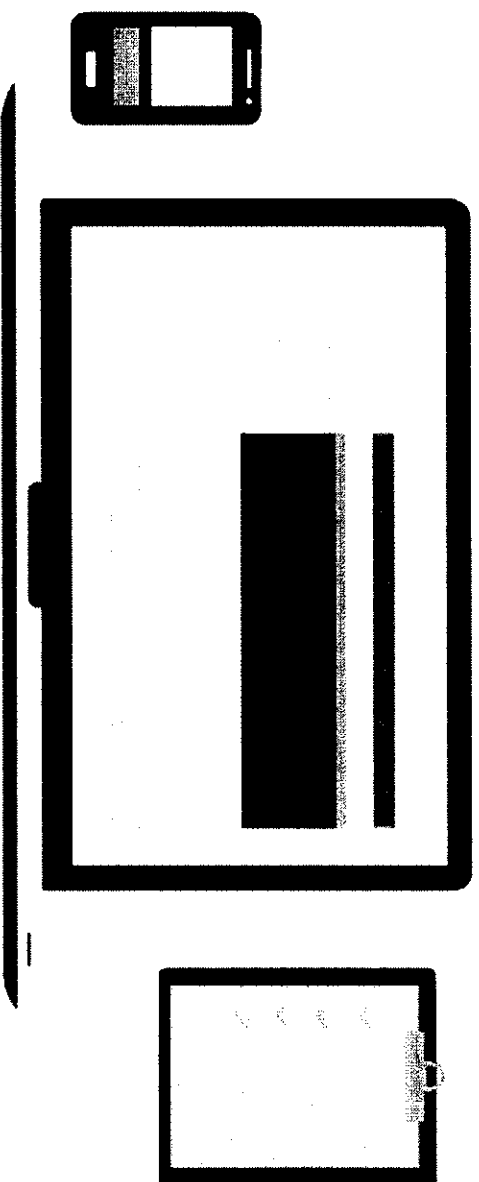
Values & Goals

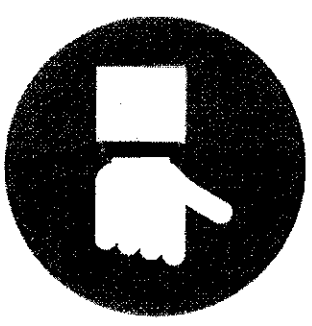
Built on the Values of Knowledge, Respect, Timely, Accessible and Adaptable.

- Enhance customer service access options
- Create a customer centred culture
- Provide easily retrievable information for staff
- Update and enhance corporate customer service guidelines
- Provide technology solutions to monitor, track and analyze customer interactions and satisfaction

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What's our solution?





We will...

- Create a Call Centre that merges 40+ existing phone numbers into **ONE** number.
- Enhance **Barrie.ca** and the number of online services.
- Provide a “one stop” customer **Contact Centre**.
- Provide enhanced City Services at **Community Centres**.
- Focus on **1st contact resolution**.
- Expand **mobile solutions** and leverage technology.
- Introduce a consistent **corporate-wide tracking** method.
- Create a **centralized knowledge base**.

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Current Successes

- Enhanced services offered at recreation centres. Waste Diversion and Parking Permits
- The launch of the City's free mobile app, PingStreet.
- The Downtown & Waterfront Ambassador Pilot Program.
- Redesigned customer areas on the first floor of City Hall with enhanced directional signage.
- Front-line Legislated & Court Services staff are now commissioning court related documents.
- ROWA employees are moving to the first floor at the Operations Centre so they are more accessible to customers.
- The ability for customers to leave voicemails after-hours.

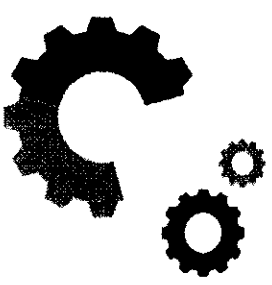
Customers will experience

- ✓ Improved efficiency
- ✓ Improved quality
- ✓ Timely, responsive, consistent, easy service
- ✓ Convenience

= Increased Customer Satisfaction

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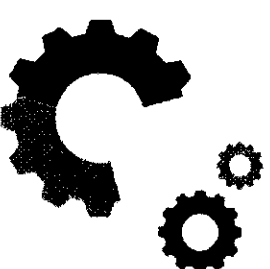
Putting the Plan in motion



The Customer Service Plan will be implemented in phases over the next 5 years.

2014

- Develop high Level Business Cases for resource identification
- Begin in-depth planning of individual components
- Customer Service Week celebration
- Implementation of “Quick Wins”

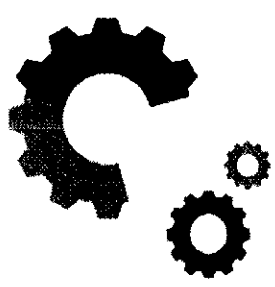


Putting the plan in motion

2015

- Detailed Business Cases developed
- Enhance website & online services
- Implement Call Centre start-up – staffing plan, process design, KPI's
- Implement enhanced services pilot at Holly Centre
- Design new process for after-hours calls
- Develop customer service standards & guidelines

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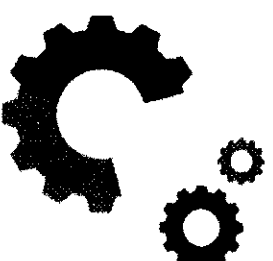
Putting the plan in motion

2016

- Development & start-up of Contact Centre
- Introduce Customer Management Solution
- Introduce new channels of contact (web chat, texting etc.)
- Expand KPI's and track for performance
- Expand Community Centre pilot
- Increase online and mobile services

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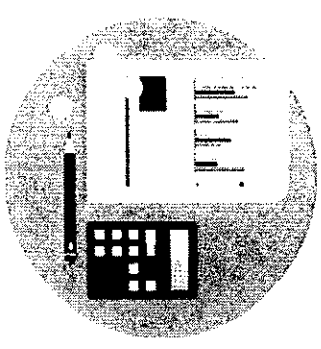
Putting the plan in motion



2017 and beyond

- Introduce and develop new services to be offered through the Contact Centre
- Continued enhancement of online and mobile services
- Explore partnership opportunities

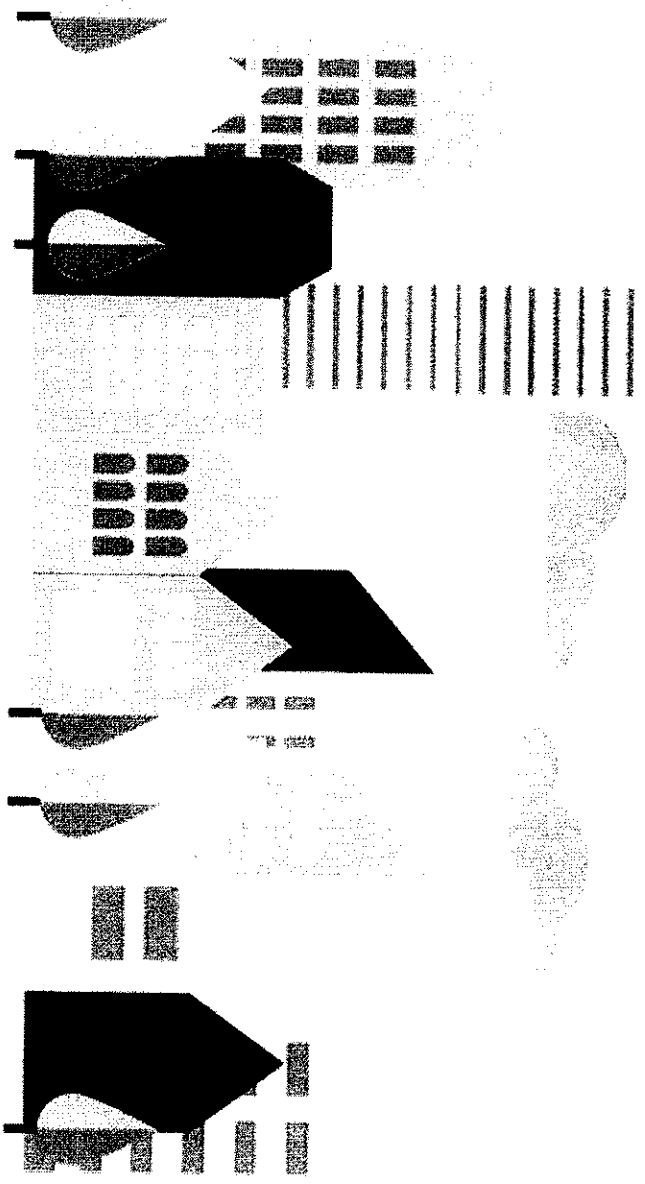
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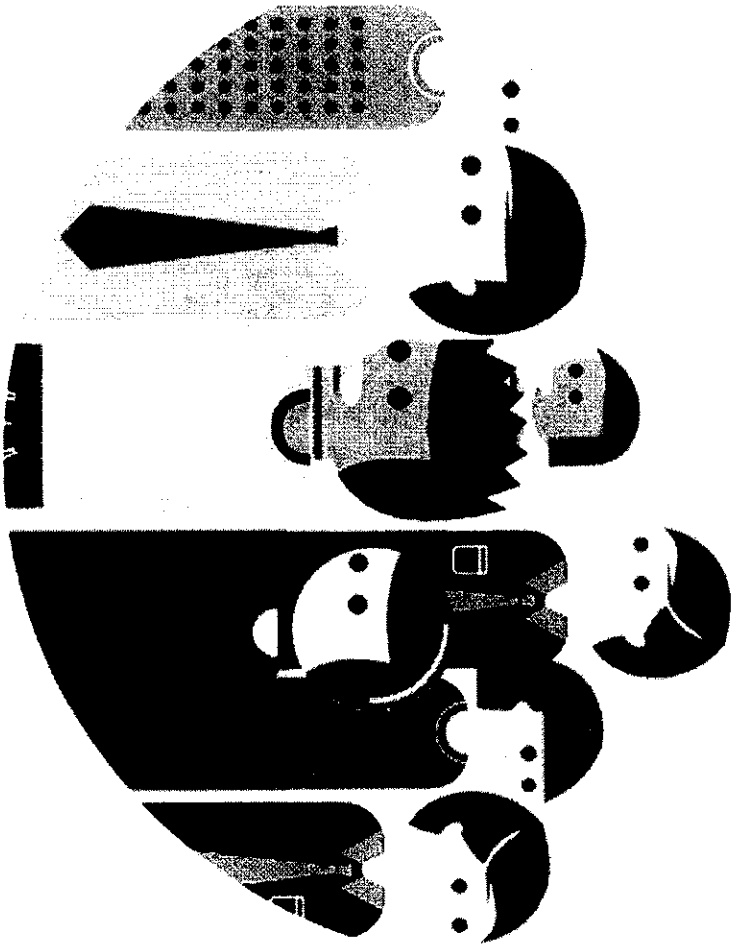
Financial Implications

- Many competing projects & initiatives may impact timelines and phasing
- High Level Business Case for Dedicated Funding in 2015 Business Plan
- Detailed Implementation Plan(s) for initiatives identified as 2015 phase will be presented to Council for approval in 2015
- Future funding requests will be through the Annual Business Planning process

**IT'S NOT
JUST ABOUT
IMPROVING
THE CITY...**



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BARRIE.CA/ACCESSBARRIE

