



INFORMATION REPORT
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February 19, 2015

**Community Services – Customer Services
Information Report 2015-02**

TO: Mayor
Members of Council

c.c.: Operational Leadership Team
CAO & Commissioners

SUBJECT: Customer Service Department 2014 Year End Update

ORIGIN: Supervisor, Customer Service Centre

COMMENTS

In accordance with the Procedure By-law, any Member of Council may request this Information Report be placed on an upcoming Committee of the Whole agenda for discussion.

The following is a summary report of the results of the Customer Services Department for the period of January 1st to December 31st, 2014, as well as some of the highlights of the year, key trends and our goals for 2015.

When a Customer Service Associate receives an inquiry or request for service they capture the type of inquiry and, if necessary, the call is assigned to the appropriate individual for action. The information is captured in "Access Newmarket", our CRM (Customer Relationship Management) software. Through the use of this technology and our telecommunications system, we are better able to extract information. These reports provide useful information which we use to identify volumes, drivers and emerging trends. We would encourage Members of Council to direct inquires on behalf of their residents to the Customer Service Centre where staff will document the issue, determine if it's already being addressed, and update Member of Council and/or the resident as appropriate. By channeling all issues through the CSC we will better understand trends and areas of opportunity.

A total of 112, 279 customer contacts were made to the Customer Service Centre and 139,753 contacts to the Customer Service Kiosks in 2014. These contacts were made by phone, counter, e-mail, mail, social media, online self-serve inquiries and Newmarket's *My Waste* mobile application.

2014 saw an enhancement in service delivery with the introduction of many front line services to the Customer Service Kiosks in our Magna Centre and Ray Twinney Complex. These new endeavors introduced new service avenues for the residents of Newmarket. With additional service locations open during later service hours, increased opportunities for online payments, mobile applications such as *My*

Waste, and a revamped website, residents are better able to access services than before. We continue to look for ways to increase revenues, become more efficient and provide more support to other business units.

To prepare for enhanced services, Customer Service Kiosk staff were trained in tax procedures, pet tag requirements and legislations, as well as parking ticket procedures and processes. The staff also spent training hours utilizing the new knowledgebase software tool (Knowledge Garden) created for training purposes. The Customer Service Kiosk associates received training on the use of technology, soft skills and de-escalation techniques.

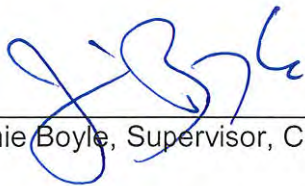
With the introduction of our call centre technology at the Customer Service kiosks we are able to route callers to either facility or to the Customer Service Centre when volumes are high.

In 2015, another Customer Service kiosk will open in the newly renovated Old Town Hall in the downtown core. This will provide residents with a 4th location to access services during various hours.

Our focus for 2015 is to continue our efforts in identifying and closing any service delivery gaps, while promoting ourselves as a strong partner for external and internal customers. The Customer Service Centre now offers expanded service hours until 8 p.m. during Council meetings as a pilot project. We will also be exploring customer service and social media as a channel for service delivery.

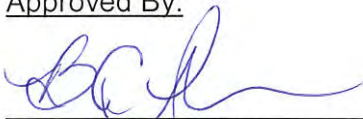
For further information, please feel free to contact the Supervisor, Customer Service Centre Jamie Boyle, at ext. 2254.

Prepared by:

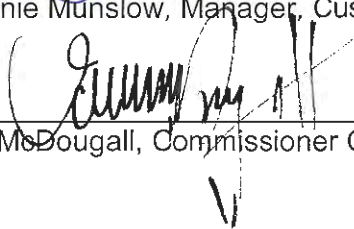


Jamie Boyle, Supervisor, Customer Service Centre

Approved By:



Bonnie Munslow, Manager, Customer Services



Ian McDougall, Commissioner Community Services

Attachments:

- Year End Summary Reports – Customer Service Centre & Customer Service Kiosks
- Total Contacts and Service Requests – 2010-2014
- Customer Service Centre - Contact Sources 2014
- 2014 Departmental Breakdown – Customer Service Centre
- 2014 Departmental Breakdown – Customer Service Kiosks
- 2014 Waste Collection Issues by Month

Year End Summary Report – Customer Service Centre

For period ending December 31, 2014

Summary	<u>2012</u>	<u>2013</u>	<u>2014</u>
• Total Customer Contacts ¹	125,184	120,663	112,279
• Total Calls Answered	91,160	90,187	79,361
• Counter Interactions	26,979	25,696	27,945
• Service Requests ²	5,610	6,115	8,124
• Service Requests Percentage ³	4.5%	5.1%	7.2%
• Average call wait time (<i>seconds</i>)	0:15	0:15	0:19
• Average Length of Call (<i>minutes</i>)	1:25	1:21	1:26
• Abandonment Rate (Target Rate < 8%) ⁴	5.5%	3.9%	4.9%
• Service Levels (Target Rate 80%) ⁵	83.0%	83.0%	82.0%

1 Includes: All Phone, Counter, Mail, E-mail, Access Newmarket Self-Serve, and MY Waste APP, including York Region projects.

2 Service requests where a ticket was assigned to another department for action.

3 Service requests as a percentage of Town of Newmarket customer contacts.

4 Abandonment rate is the % of callers who hang-up before the call is answered.

5 Percentage of calls answered within 20 seconds

Key Drivers for 2014

- 2014 has shown an overall decrease (8,384) in the total contacts made to the Customer Service Centre compared to 2013. Total volume has been decreasing each year since opening in 2004 and is similar to the trends experienced in other municipalities with centralized service centres. Higher volumes in previous years also include calls taken on behalf of other municipalities as a revenue generating opportunity. Volume decrease has been a result of phone service contract with York Region ending in 2013. The Corporation has also been driving more online services, increased information online through the website and social media avenues.
- The breakdown of types of service inquiries and requests shows:
 - Tax payments or inquiries still represent the highest volume of customer contacts at 30.3%.
 - General inquires (Phone numbers requests, hours, directions, etc.) in 2014 were 13.5% of all contacts.
 - Waste management or collection inquiries combined for 8.7% of the total contacts made to the Customer Service Centre in 2014. A decrease from 11.7% in 2013
 - Counter interactions increased by 2,249 contacts in 2014.
 - Snow Removal inquiries and issues increased by 0.6% (373) in 2014, totaling 1.3% (997) of the total contacts for 2014.
 - Bylaw & Parking related issues made up 11.3% of all contacts received, an increase from 3.5% from 2013.

2014 Highlights

- **Kiosk Customer Service - Enhanced Services.** With the introduction of Customer Service at the the Magna Centre and Ray Twinney complex, payments and/or inquiries related to taxes, parking tickets, pet licensing, and complaint tracking are being provided at Newmarket's two largest Community Centres in addition to the Townhall.
- **Waste Collection Issues.** Calls related to waste collection peaked in January and have stabilized. With 1,680 tracked issues in 2014, 1,075 were logged in January 2014.
- **New Pet Licensing Process.** A new 3rd party company was introduced to assist in the licensing and registration of pets. *DocuPet* offers residents an opportunity to register their pets online, while also providing incentives to pet owners who use the service.
- **Election 2014.** The Customer Service department supported the election of 2014, by acting as the call centre for questions regarding the election. Poll locations, voter card registration, and other inquiries were the main focus of calls.

2015 Priorities

- Continue to promote the Town of Newmarket as a potential partner for service partnerships.
- To continue to develop Kiosk Customer Service into a valuable service tool for residents and patrons of the Town of Newmarket.
- Utilize the Town of Newmarket's new revamped website to offer more online services.
- Explore Social Media as a channel for service delivery.
- Revised Service Level agreements with other departments.
- Promote self-service through pre authorized payments, online pet licensing, program registrations, and other online services.
- Work more closely with staff supporting the Mayor and Councillors offices to better coordinate efforts and identify emerging issues.

Year End Summary Report – Kiosk Customer Services

For period ending December 31, 2014

<u>Summary</u>	<u>2014</u>
• Total Customer Contacts ¹	139,753
• Total Calls Answered	16,855
• Counter Interactions ²	122,027
• Service Requests ³	182
• Service Requests Percentage ⁴	0.13%
• Average call wait time (<i>seconds</i>)	0:13
• Average Length of Call (<i>minutes</i>)	1:24
• Abandonment Rate (Target Rate <8%) ⁵	5.0%
• Service Levels (Target Rate 80%) ⁶	92%

1. Total contacts includes all counter interactions, calls answered and CLASS accounts manually activated

2. Includes counter questions, transactions and memberships entries at Magna and RJT

3. Service requests where a ticket was assigned to another department for action

4. Service requests as a percentage of total customer contacts

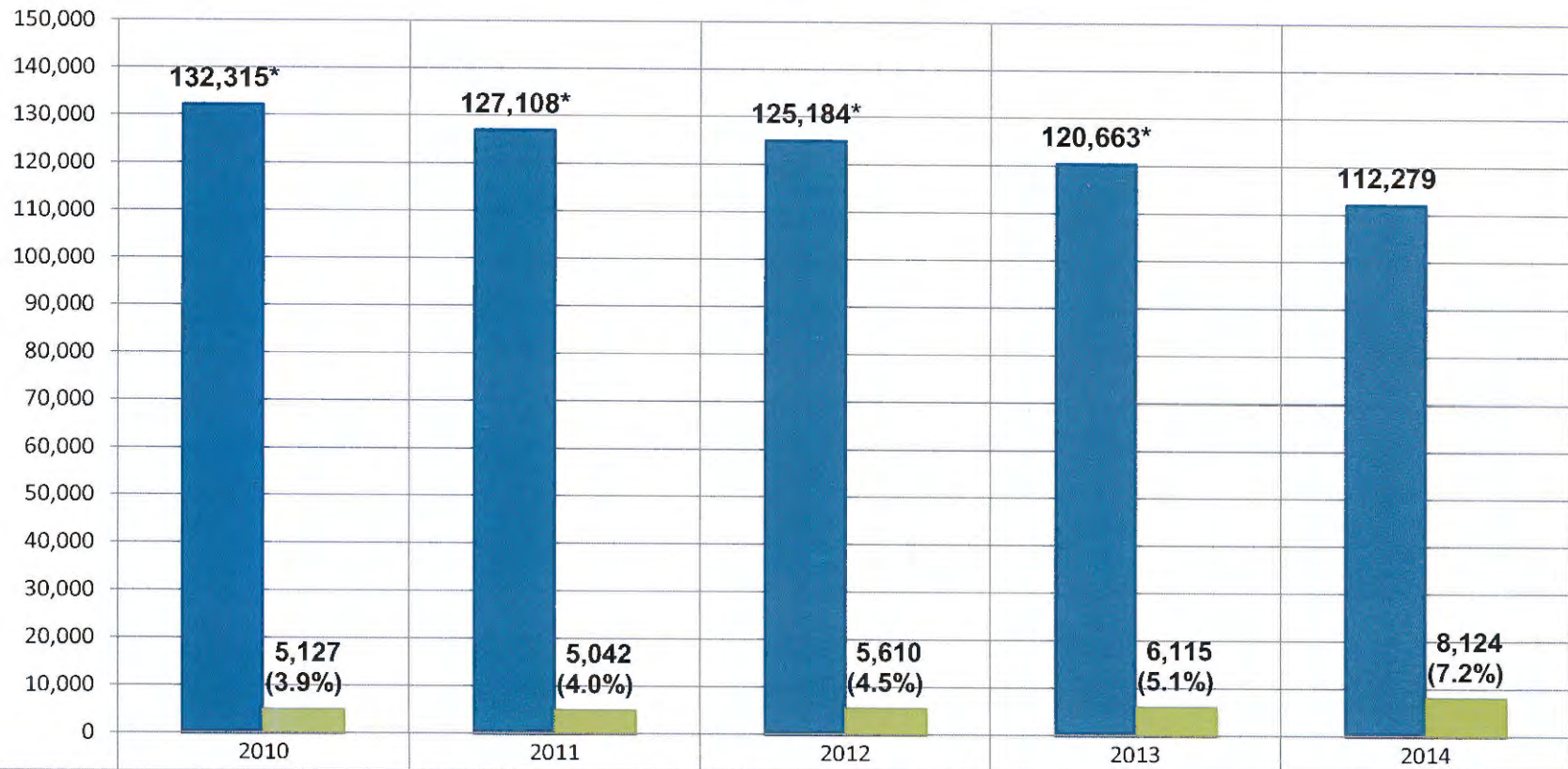
5. Abandonment rate is the % of callers who hung up before the call was answered

6. Percentage of calls answered within 20 seconds

2014 Highlights – Kiosk Customer Services

- **Customer Service Kiosks begin to offer Enhanced Services:** Enhanced services were launched at the Magna Centre and Ray Twinney Complex Customer Service Kiosks in May 2014. Numbers have been steadily climbing since, with most transactions occurring outside of business hours.
- **York Region Transit Partnership:** YRT tickets and passes are now available at the Magna Centre as a pilot project.
- **CS Kiosk Associates Utilize “Access Newmarket”:** Kiosk Associates have been trained on Access Newmarket (Our Customer Relationship Management Software or “CRM”) and are tracking interactions and issues to identify patterns and trends.
- **Staffing at Gorman Pool:** Customer Service Kiosk staff working at Gorman Pool during the summer season.

Total Contacts & Service Requests
Customer Service Centre
2010 - 2014



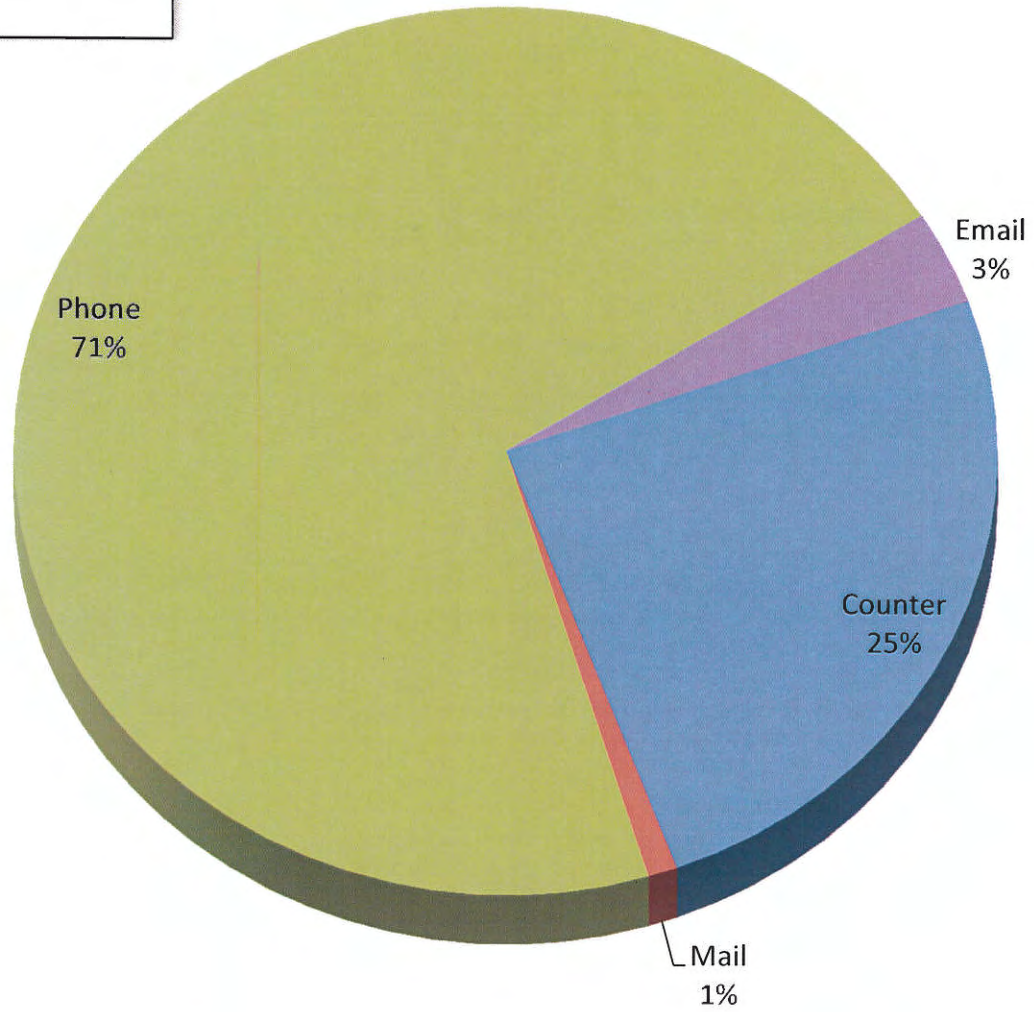
■ Total Contacts	132,315	127,108	125,184	120,663	112,279
■ Service Requests	5,127	5,042	5,610	6,115	8,124

Total Contacts includes: calls (after transfers), counter interactions, e-mail, mail, *My-Waste App*, self-serve and social media.

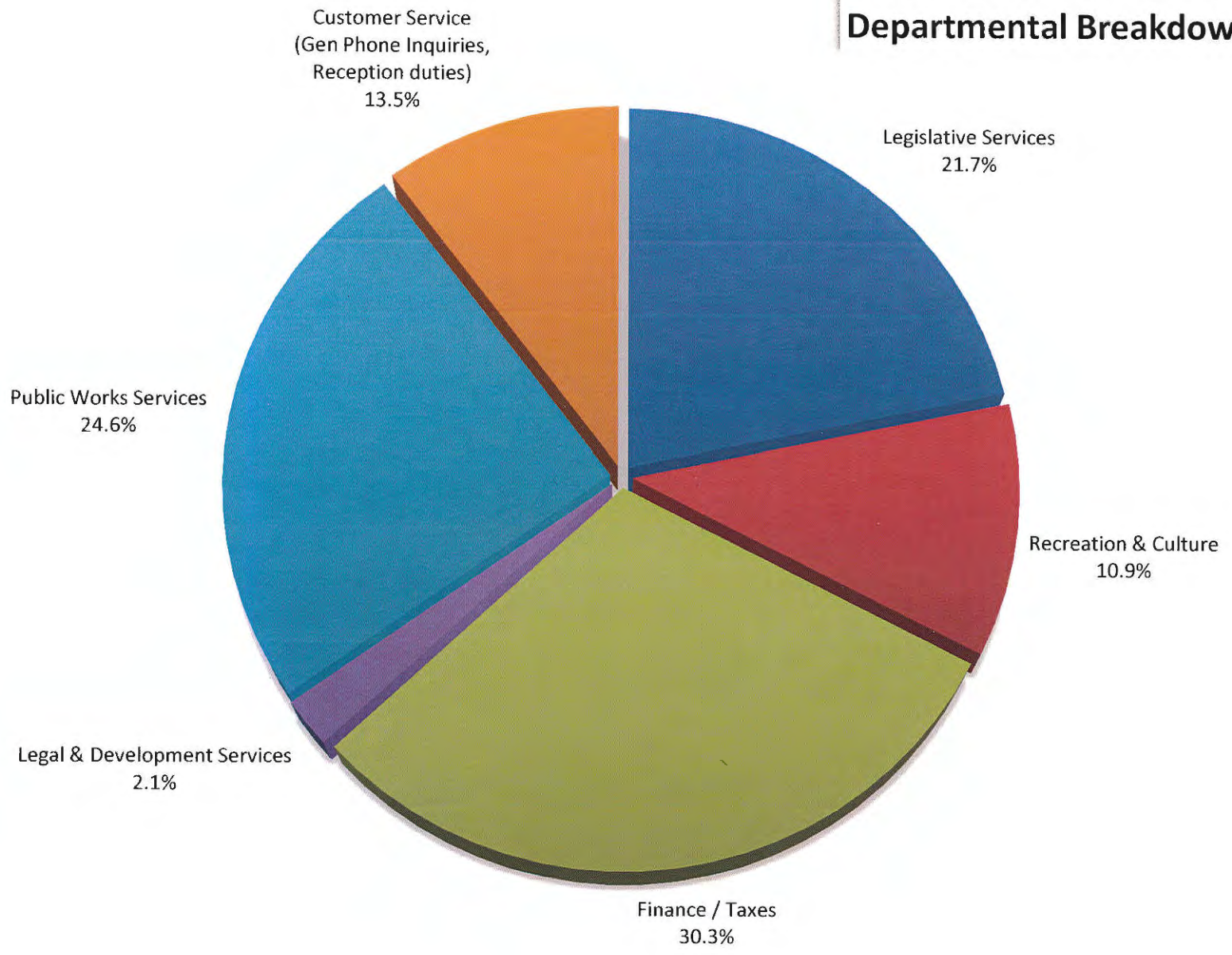
Service Requests: All contacts (after transfers) that require a 3rd party to provide a service or additional information.

**Totals include Region project calls*

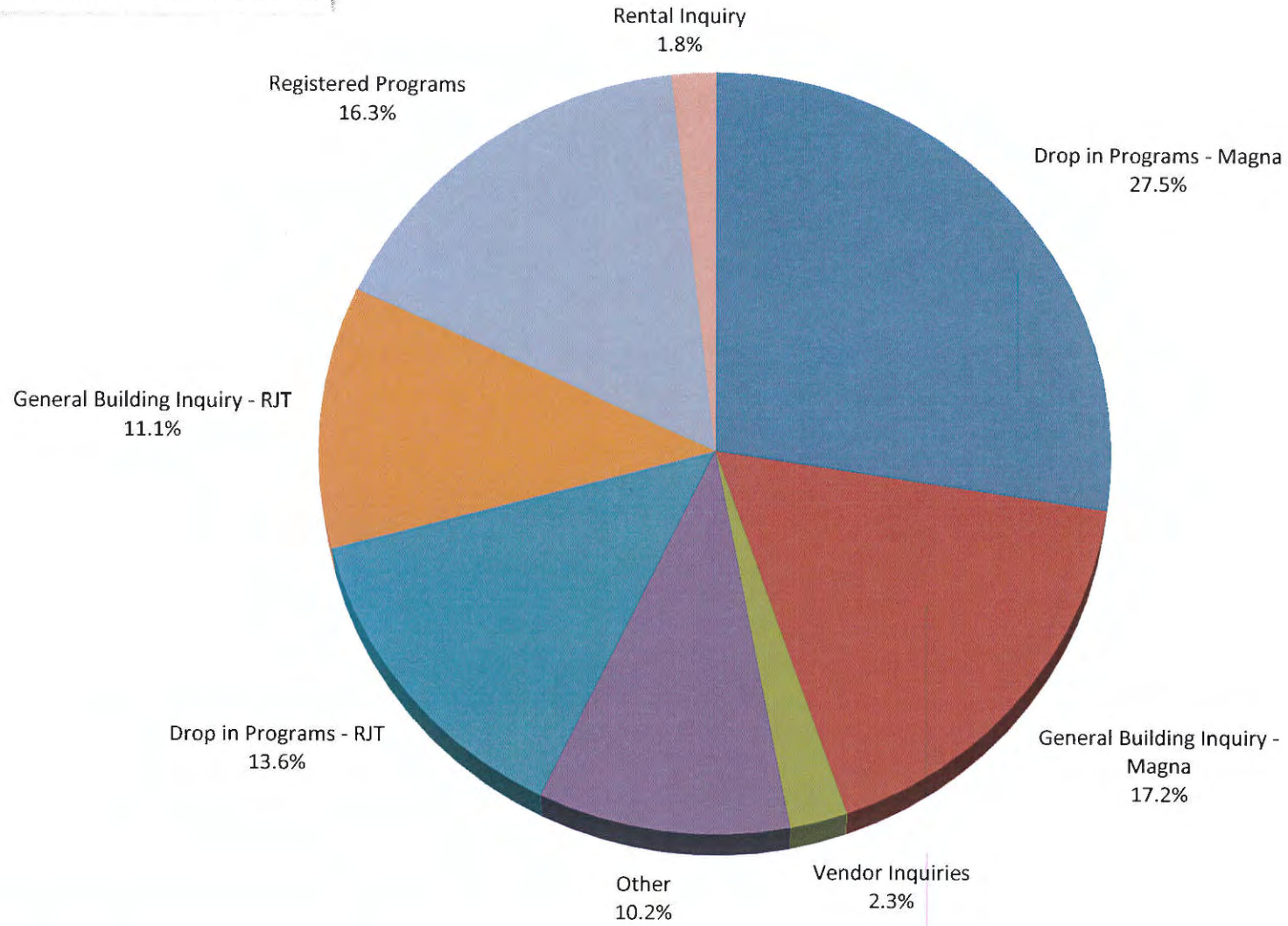
**Customer Service Centre
Contact Sources
2014**



Customer Service Centre Departmental Breakdown 2014

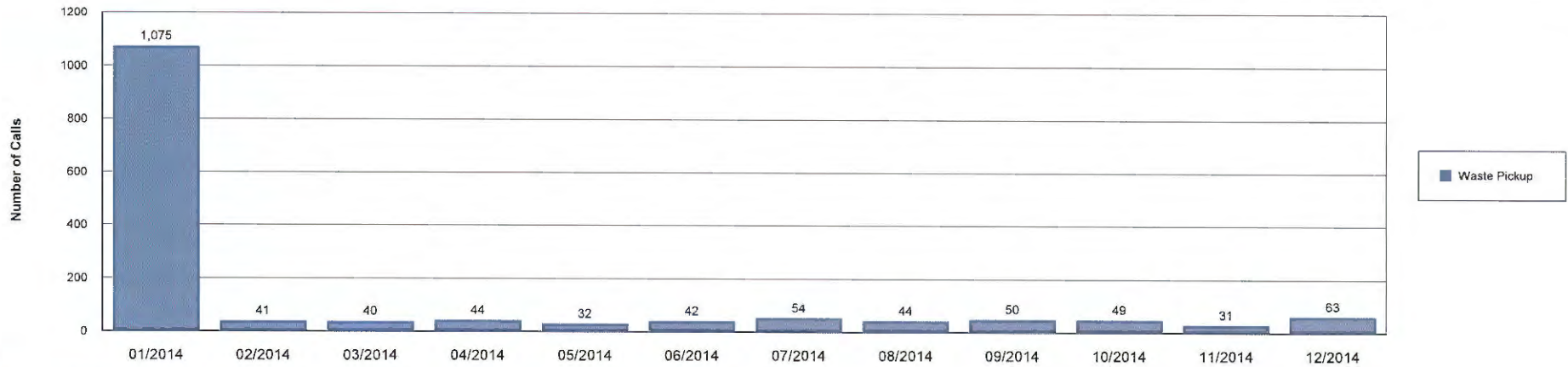


**2014 CS Kiosk
Counter / Phone
Contact Breakdowns**



GFL - Waste Collection Issues Received between 2014-01-01 and 2014-12-31

Call Type: Waste Pickup



Calls Received Month of 01/2014	Subtotal of Call ID: 1075
Calls Received Month of 02/2014	Subtotal of Call ID: 41
Calls Received Month of 03/2014	Subtotal of Call ID: 40
Calls Received Month of 04/2014	Subtotal of Call ID: 44
Calls Received Month of 05/2014	Subtotal of Call ID: 32
Calls Received Month of 06/2014	Subtotal of Call ID: 42
Calls Received Month of 07/2014	Subtotal of Call ID: 54
Calls Received Month of 08/2014	Subtotal of Call ID: 44
Calls Received Month of 09/2014	Subtotal of Call ID: 50
Calls Received Month of 10/2014	Subtotal of Call ID: 49
Calls Received Month of 11/2014	Subtotal of Call ID: 31
Calls Received Month of 12/2014	Subtotal of Call ID: 63