



Date: November 30, 2021
To: Mayor and Council
Author: John Norton, CAO
RE: Customer Service Review
Report No.: CAO-2021-08

RECOMMENDED ACTION

1. That the sole source hiring of Janice Forsyth, of Foresight Management Consulting, to conduct an organization-wide Customer Service Review **BE APPROVED** at the cost of \$15,000 (or \$150.00 per hour) plus applicable taxes.

BACKGROUND

In February 2021, Council identified its top priorities for the remainder of the 2018-2022 Council Term. Council identified "Customer Service" as its highest priority (ranked number one out of fifteen priorities).

Administration has deemed it appropriate to conduct a full review of Customer Service to address this priority. This Customer Service Review aims to obtain feedback on the municipality's current customer service levels, explore opportunities, and make recommendations for improvements.

Dr. Janice Forsyth is a facilitator, consultant, coach, entrepreneur and founder of Foresight Management Consulting. Janice obtained her undergraduate and Master's degree from the University of Windsor. She earned her Ph.D. in Instructional Technology from the College of Education at Wayne State University in Detroit, Michigan, focusing on the theory and practice of design, development, utilization, management and evaluation of processes and resources for learning. Janice is also a certified professional coach (ACC) through the International Coaching Federation.

Her unique background, which includes workplace learning, governance training, resource development, evaluation, strategic planning and leadership development, makes her ideal for working with leaders and organizations who need to motivate and mobilize their people to succeed in a constantly changing environment. A skilled and experienced facilitator and coach, Janice has worked with a diverse range of people in public, not-for-profit, and private sector organizations at the local, regional and national levels.

DISCUSSION

Scope and Deliverables

The scope of the review will include opportunities to:

- Develop customer service standards
- Identify staff training
- Improve levels of service
- Identify resources to meet levels of service
- Enhance the use of technology to provide citizens with improved access to services without compromising the security of transactions
- Increase efficiencies with existing staff resources

The deliverables are as follows:

1. **Project Initiation:** Meet with the Chief Administrative Officer and the management team to clarify expectations, refine lines of inquiry, methods for engaging staff, including identifying committee members and develop a work plan for the engagement.
2. **Customer Service Staff Committee:** Create a staff committee including the CAO, the consultant, management and staff, representing all five departments and levels. Develop Terms of Reference and hold biweekly meetings.
3. **Meeting with Mayor and Council:** Present a plan for review to Council and gain input through one-on-one feedback (phone calls or zoom meetings).
4. **Staff Engagement Survey:** Develop and administer a staff online survey to identify strengths and areas of improvement.
5. **Community Survey:** Develop and administer a community online survey to identify strengths and areas of improvement.
6. **Environmental Scan:** Review relevant documentation, including the 2020 Service Review; benchmark Town services and approach against comparators to identify opportunities for improved efficiencies and effectiveness; meet/focus groups with key stakeholders to understand the strengths and the current operating environment.
7. **Customer Service Standards:** Create standards that support an efficient and operationally effective approach to service delivery.
8. **Final Report and Presentation:** Develop and present a final report with recommendations on the Town's Customer Service Model to Council.

FINANCIAL CONSIDERATIONS

The total project cost is \$15,000 for an estimated 100 hours of consultant time.

ENVIRONMENTAL CONSIDERATIONS

There are no environmental considerations associated with this report.

CONSULTATIONS

Janet Forsyth, Foresight Management Consulting
Senior Management Team



John Norton
Chief Administrative Officer

LINK TO STRATEGIC PLAN

Strive to make the Town of Kingsville a more accessible community.

Promote the betterment, self-image and attitude of the community.

Improve recreational and cultural facilities and opportunities within the Town of Kingsville.

Effectively manage corporate resources and maximize performance in day-to-day operations.

Manage growth through sustainable planning.

Link to Council 2021-2022 Priorities

- ☐ COVID-19 and the health and safety of the community
- ☒ Customer Service: Training, Technology, Staff, Review Standards/Level of service
- ☐ Housing: Affordability (lot sizes, developer incentives, second dwellings, density, etc.)
- ☐ Greenhouse: lights & dark sky, odours (site plan compliance, bylaws, other tools)

- ☐ Programming Increase: Youth and Seniors
- ☐ A development plan for Downtown Kingsville / Main Street
- ☐ Financial savings: Schools closings, Migration Hall
- ☐ Economic Development: strengthen tourism/hospitality
- ☐ COVID - economic recovery
- ☐ Communications: Strategy – Policy (social media), Website refresh and other tools, Public engagement
- ☐ Housing: Migrant Worker Housing – Inspections (Building/Fire), regulate, reduce, or increase
- ☐ Committees / Boards: Review and Report
- ☐ Policy Update: Procedural Bylaw
- ☐ Economic Development: diversify the economy, create local jobs, industrial, Cottam
- ☐ Infrastructure (non-Municipal): Union Water expansion & governance
- ☐ Infrastructure (Municipal): Asset Management Plan update, the infrastructure funding deficit
- ☐ No direct link to Council priorities