

# Toronto 2018 BUDGET



## OPERATING BUDGET NOTES



## 311 Toronto

### 2018 OPERATING BUDGET OVERVIEW

311 Toronto is a preferred first point of contact and gateway for residents, businesses and visitors, providing them with easy access to non-emergency information about City services and programs, 24 hours a day, seven days a week in over 180 languages.

### 2018 Budget Summary

The total cost to deliver these services to Toronto residents is \$18.624 million gross and \$9.826 million net as shown below:

(in \$000's)	2017 Budget	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	17,997.2	18,624.2	627.1	3.5%
Revenues	8,171.6	8,798.8	627.1	7.7%
<b>Net Expenditures</b>	<b>9,825.5</b>	<b>9,825.5</b>	<b>(0.0)</b>	<b>(0.0%)</b>

311 Toronto was able to offset \$0.120 million in opening pressures mainly from reduced salary and benefits through line-by-line expenditure reductions, and service efficiency savings, thereby maintaining the 2017 level of service while at the same time achieving 0% increase from the 2017 Net Operating Budget.

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**FAST FACTS**

- 119.5 full-time equivalent Customer Service Representatives (CSR), along with 8 coordinators, will provide services to citizens and businesses.
- Access to non-emergency City services for residents and businesses provided in over 180 languages 24/7.
- 311 anticipates handling 896,530 general inquiries and initiating 415,390 service requests for a total of 1,311,920 in 2017. Based on current trends, the 2018 planned number of total contacts to handle for 311 will be 1,338,158 or an increase of 2%.
- From November 23, 2015, 311 Toronto began handling Tier 1 Tax and Utility related calls, formerly handled by Revenue Services.
- In 2017, it is expected that the Program will handle 274,477 tax and utility related calls and the 2018 planned call volume will be 285,456 calls handled, which is a projected increase of 4%.

**TRENDS**

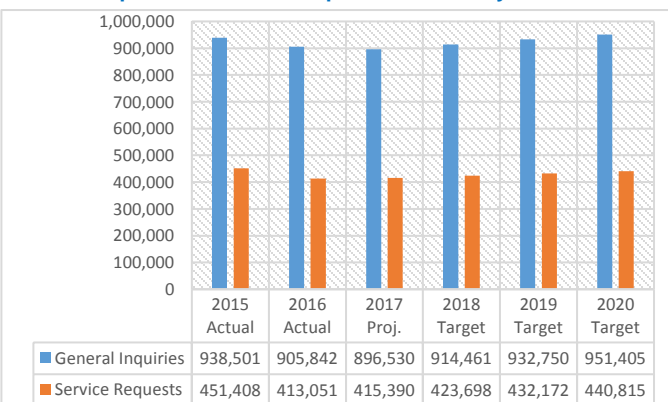
- Total contacts handled are expected to be relatively flat in 2017 when compared to prior year, but has seen a significant increase of 33% when compared to 2010 volume – the first year of 311 full operation.
- Estimated growth for customer contacts for 2018 is 2% excluding potential incremental growth due to integrations with other City Programs.
- In 2017, year-to-date, 81% of all calls were answered within 75 seconds with an average talk time of 276 seconds per call.

**KEY SERVICE DELIVERABLES FOR 2018**

311 Toronto is responsible for providing non-emergency municipal information and services on a 24/7 basis. The 2018 Preliminary Operating Budget will provide funding to:

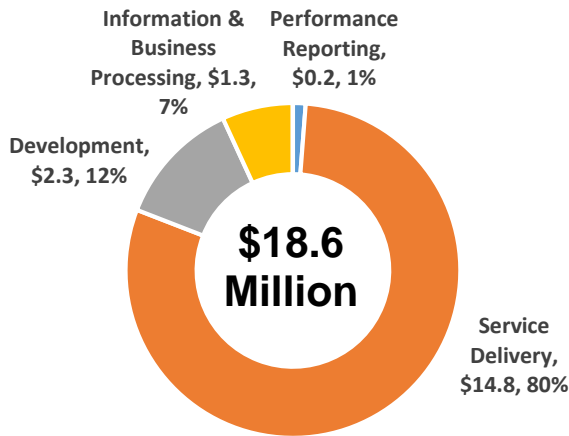
- Continue operating on a 24 hour a day, seven days a week basis to provide reliable access to non-emergency City services for all residents and businesses in over 180 languages.
- Complete 70% of contacts at first point of contact and transferring less than 30% of all contacts to other Programs and Agencies.
- Log and track 100% of all 311-initiated complaints and all service requests.
- Ensure 100% of the information by Program is posted to the 311 Knowledge Base in a timely and accurate manner.
- Enhance the use of speech analytics to drive efficiencies and increase customer satisfaction.
- Improve access to online services by moving customers to lower cost channels and continue to support the open data initiative by posting 311 reports online.
- Plan for the end of life replacement of servers, hardware and software to ensure continuity of the 311 Contact Centre Operations through the 2017-2026 Preliminary Capital Budget and Plan.

General Inquiries & Service Requests Handled by 311 Toronto

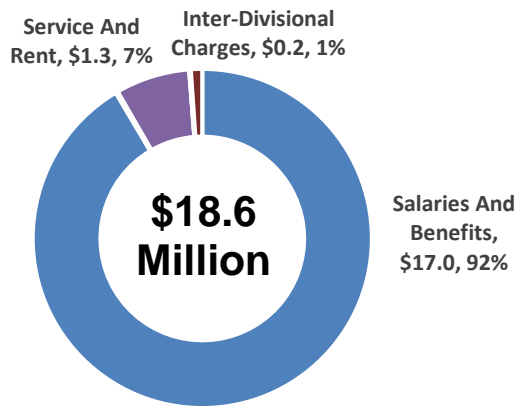


Where the money goes:

2018 Budget by Service

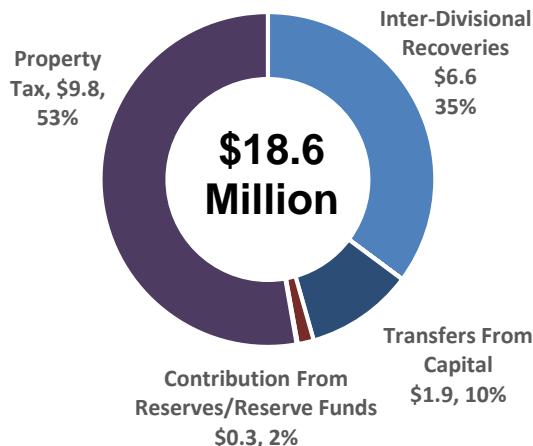


2018 Budget by Expenditure Category



Where the money comes from:

2018 Budget from Funding Source



OUR KEY ISSUES & PRIORITY ACTIONS

- **Increase in Complexity of Calls** continues to be experienced by 311.
  - ✓ 311 is implementing initiatives that better anticipate scheduling requirements, focus on quality management to coach staff in minimizing handle time, and will re-structure the call escalation process.
- **Unplanned Weather and Peak Demand Events**, with weather becoming increasingly volatile, 311 will focus on how to better prepare and respond effectively to these demands.
  - ✓ Developing a part time availability process that increases flexibility when scheduling shifts to meet increased volumes.
  - ✓ Continuing to develop partnerships with entities such as Toronto Hydro and Canada Post to ensure accurate and timely information is communicated to callers at the first point of contact.
- **Employee Development and Staff Engagement** is a focus for succession planning.
  - ✓ Continuing to emphasize a talent development program that provides employees with growth opportunities.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Preliminary Operating Budget for 311 Toronto of \$18.6 million gross and \$9.8 million net provides funding for four services:
- Performance Reporting, Service Delivery, Development and Information & Business Processing.
- The Program has achieved the Council directed budget target of 0% increase from the 2017 Approved Budget through the following actions:
  - ✓ Provided efficiency savings of \$0.120 million.
- Staff complement will increase by 2.5 from 2017 to 2018.

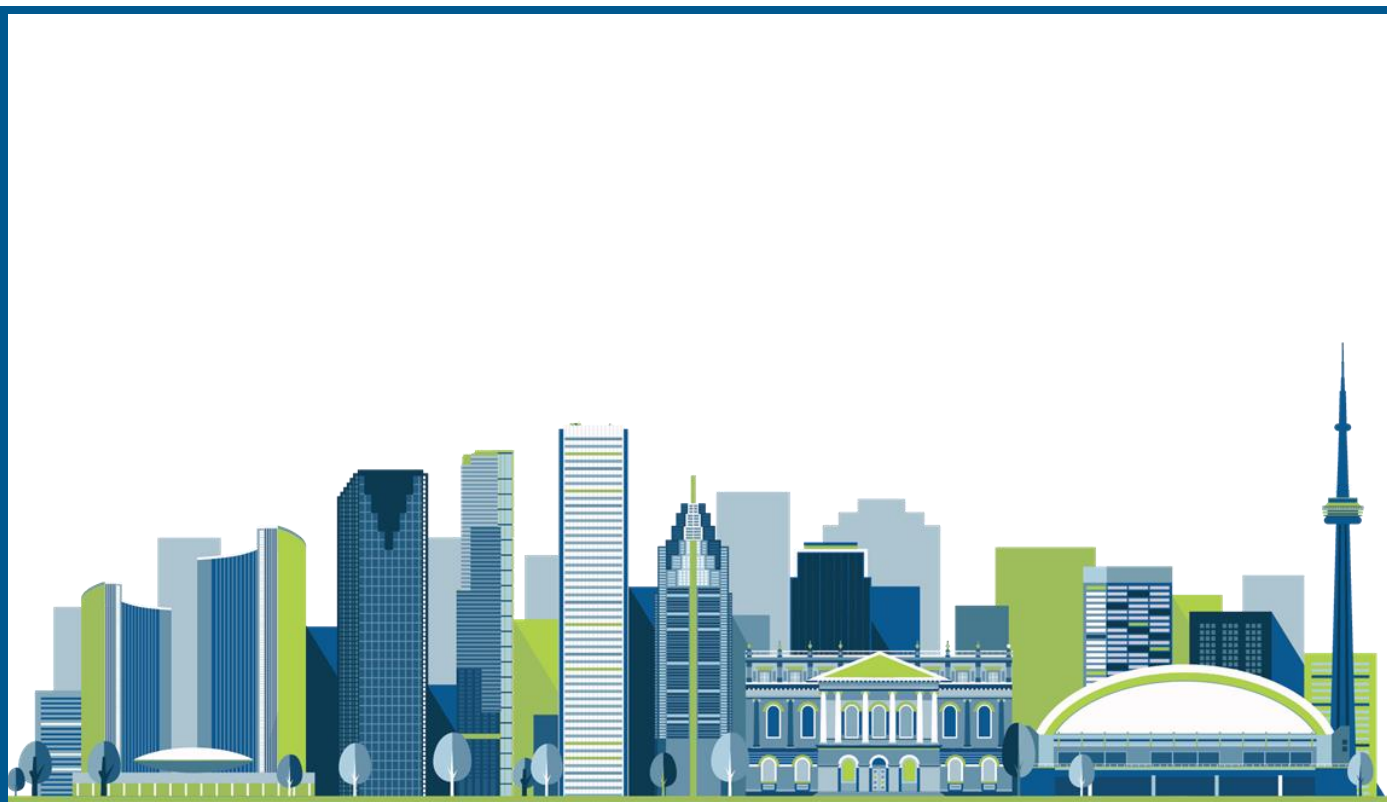
## Actions for Consideration

Approval of the 2018 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2018 Preliminary Operating Budget for 311 Toronto of \$18.624 million gross, \$9.826 million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
311 Development:	2,279.2	339.5
311 Service Delivery:	14,837.8	7,978.8
311 Information & Business Processing:	1,279.3	1,279.3
311 Performance Reporting:	<u>227.9</u>	<u>227.9</u>
Total Program Budget	<u>18,624.2</u>	<u>9,825.5</u>

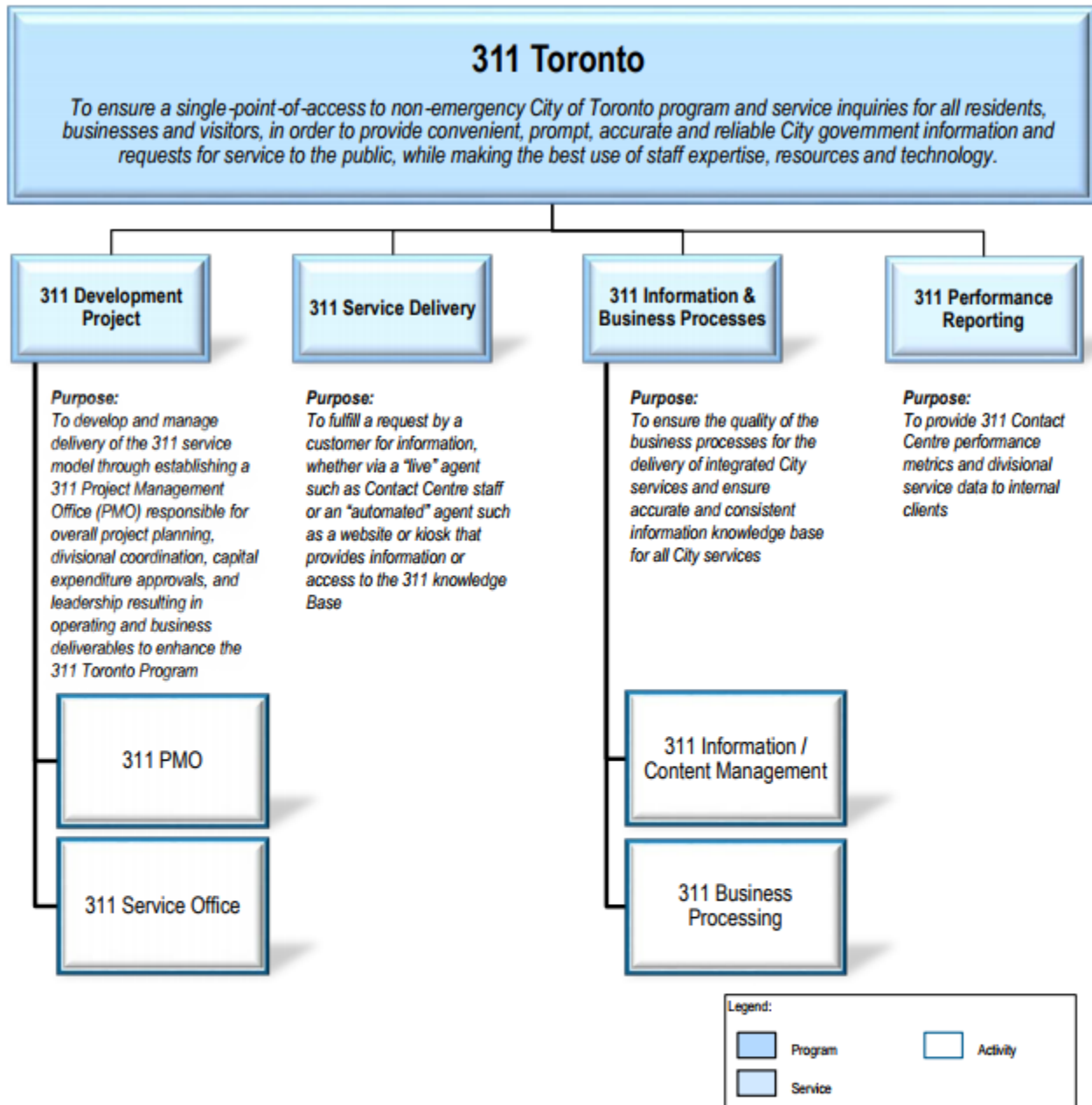
2. City Council approve the 2018 service levels for 311 Toronto as outlined on pages 14, 17, 20, and 22 of this report, and associated staff complement of 180.5 positions, comprising 19.0 capital project delivery positions and 161.5 operating service delivery positions.



# Part 1

## 2018-2020 Service Overview and Plan

### Program Map



#### Service Customer

##### 311 Development Project

- Staff - City Divisions
- Staff - Agencies and Boards

##### Indirect (Beneficial)

- Residents
- Businesses
- Visitors

##### 311 Service Delivery

- Staff - City Divisions
- Staff - Agencies and Boards
- Contact Customers

##### Indirect (Beneficial)

- Residents
- Businesses
- Visitors

##### 311 Information & Business Processing

- Staff - City Divisions
- Staff - Agencies and Boards

##### Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Provincial & Federal Governments
- Special Purpose Bodies
- Not-for-Profit / NGOs

##### 311 Performance Reporting

- Council
- City Manager's Office
- Staff - City Divisions

##### Indirect (Beneficial)

- Residents
- Businesses
- Visitors

**Table 1**  
**2018 Preliminary Operating Budget and Plan by Service**

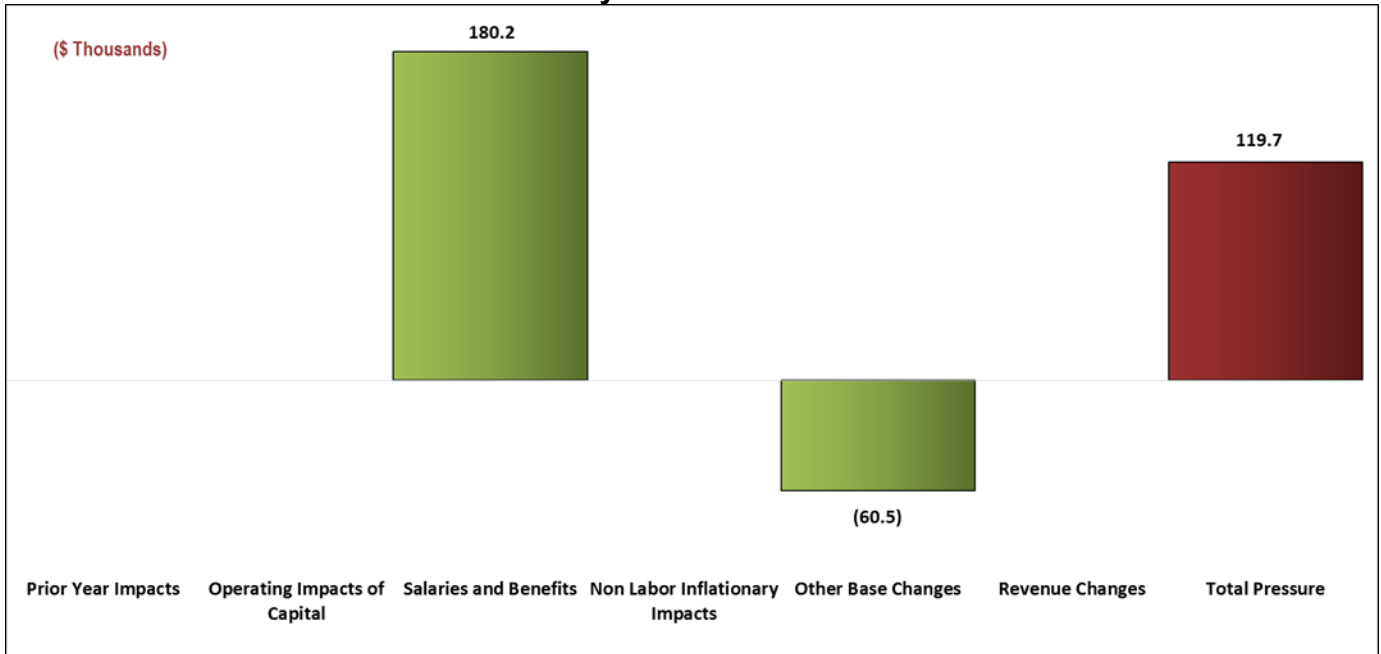
(In \$000s)	2017		2018 Preliminary Operating Budget			2018		Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget	Preliminary vs. 2017 Budget		2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Performance Reporting</b>											
Gross Expenditures	222.8	146.1	227.9	0.0	227.9	5.2	2.3%	5.1	2.2%	5.1	2.2%
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0		0.0	
<b>Net Expenditures</b>	<b>222.8</b>	<b>146.1</b>	<b>227.9</b>	<b>0.0</b>	<b>227.9</b>	<b>5.2</b>	<b>2.3%</b>	<b>5.1</b>	<b>2.2%</b>	<b>5.1</b>	<b>2.2%</b>
<b>Service Delivery</b>											
Gross Expenditures	14,590.2	14,770.6	14,547.3	290.5	14,837.8	247.5	1.7%	118.5	0.8%	(173.0)	(1.2%)
Revenue	6,568.5	6,429.4	6,568.5	290.5	6,859.0	290.5	4.4%	3.7	0.1%	(286.7)	(4.2%)
<b>Net Expenditures</b>	<b>8,021.7</b>	<b>8,341.2</b>	<b>7,978.8</b>	<b>0.0</b>	<b>7,978.8</b>	<b>(43.0)</b>	<b>(0.5%)</b>	<b>114.8</b>	<b>1.4%</b>	<b>113.7</b>	<b>1.4%</b>
<b>Development</b>											
Gross Expenditures	1,934.2	1,360.2	2,279.2	0.0	2,279.2	345.0	17.8%	222.0	9.7%	56.8	2.3%
Revenue	1,603.1	1,117.3	1,939.8	0.0	1,939.8	336.6	21.0%	171.4	8.8%	12.7	0.6%
<b>Net Expenditures</b>	<b>331.1</b>	<b>242.9</b>	<b>339.5</b>	<b>0.0</b>	<b>339.5</b>	<b>8.4</b>	<b>2.5%</b>	<b>50.7</b>	<b>14.9%</b>	<b>44.1</b>	<b>11.3%</b>
<b>Information &amp; Business Processing</b>											
Gross Expenditures	1,250.0	816.4	1,279.3	0.0	1,279.3	29.3	2.3%	28.6	2.2%	28.4	2.2%
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0		0.0	
<b>Net Expenditures</b>	<b>1,250.0</b>	<b>816.4</b>	<b>1,279.3</b>	<b>0.0</b>	<b>1,279.3</b>	<b>29.3</b>	<b>2.3%</b>	<b>28.6</b>	<b>2.2%</b>	<b>28.4</b>	<b>2.2%</b>
<b>Total</b>											
Gross Expenditures	17,997.2	17,093.3	18,333.7	290.5	18,624.2	627.1	3.5%	374.3	2.0%	(82.7)	(0.4%)
Revenue	8,171.6	7,546.7	8,508.3	290.5	8,798.8	627.1	7.7%	175.1	2.0%	(274.0)	(3.1%)
<b>Total Net Expenditures</b>	<b>9,825.5</b>	<b>9,546.6</b>	<b>9,825.5</b>	<b>0.0</b>	<b>9,825.5</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>199.3</b>	<b>2.0%</b>	<b>191.3</b>	<b>1.9%</b>
<b>Approved Positions</b>	<b>178.0</b>	<b>167.0</b>	<b>180.5</b>	<b>0.0</b>	<b>180.5</b>	<b>2.5</b>	<b>1.4%</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>0.0</b>	

311 Toronto's 2018 Preliminary Operating Budget is \$18.624 million gross and \$9.826 million net, representing a 0% increase from the 2017 Approved Net Operating Budget and achieves the reduction target as set out in the 2018 Operating Budget Directions approved by Council.

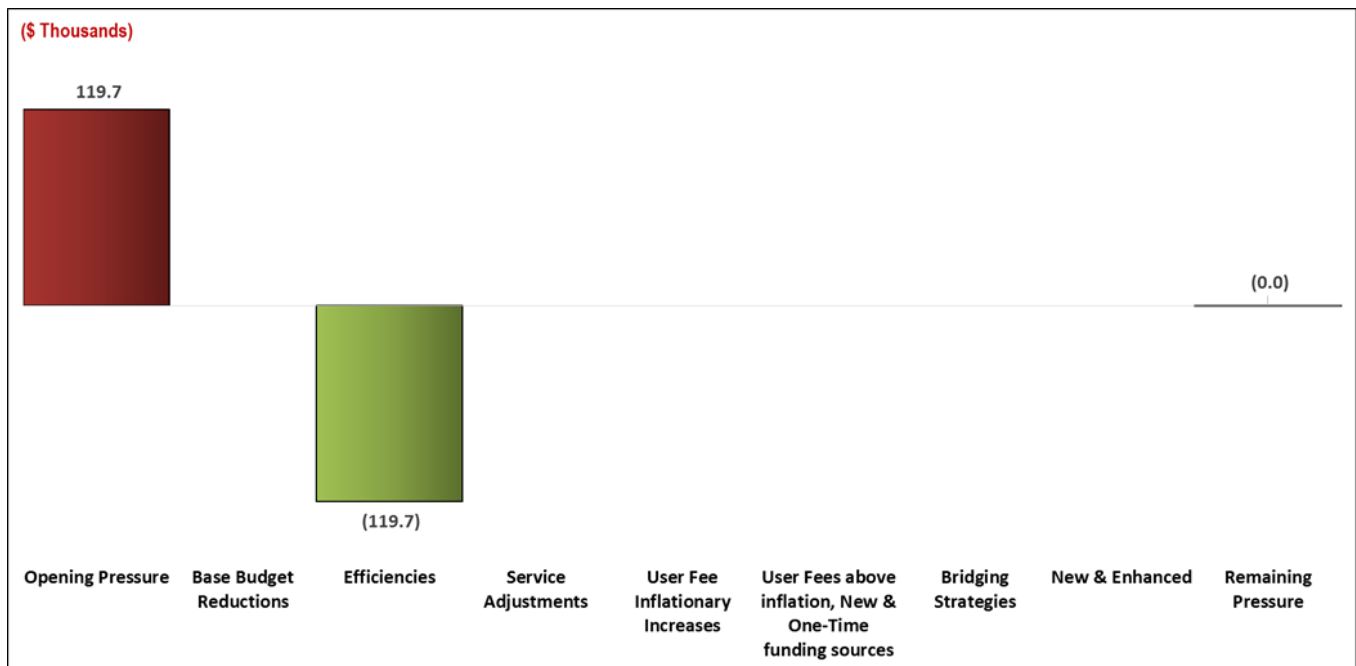
- Base pressures are mainly attributable to salary and benefit increases relating to progression pay and step increases across all services within 311 Toronto.
- To help mitigate the above pressures, the Program will achieve service efficiency savings through the reduction of 1.5 vacant 311 Contact Centre Customer Service Representative (CSR) positions without impacting the 80% Service Level Agreement (SLA) target mandated by City Council. In addition, savings will be realized from favourable negotiations on vendor agreements and reductions in conferences and staff training.
- Approval of the 2018 Preliminary Operating Budget will result in 311 Toronto increasing its total staff complement by 2.5 positions from 178.0 to 180.5 positions.

The following graphs summarize the operating budget pressures for 311 Toronto and the actions taken to offset/reduce these pressures to meet the budget reduction target.

### Key Cost Drivers



### Actions to Achieve Budget Reduction Target





**Table 2  
Key Cost Drivers**

(In \$000s)	2018 Base Operating Budget				Total	
	311 Performance Reporting	311 Service Delivery	311 Development	311 Information & Business Processing		
	\$	\$	\$	\$	\$	
<b>Gross Expenditure Changes</b>						
<b>Operating Impacts of Capital</b>						
4.0 New Temporary Capital Positions Required to Implement Customer Relationship Management (CRM) Tool						4.0
<b>Salaries and Benefits</b>	0.5	80.0	7.5	2.8	90.9	
COLA						
Progression Pay/Step/Benefit Increases	3.2	42.3	2.6	17.9	66.0	
Gapping (maintain the 2017 Approved level)	(5.0)	8.7	(6.3)	(3.0)	(5.7)	
Other Salary & Benefit Adjustments		29.0			29.0	
<b>Other Base Expenditure Changes</b>						
I&T License Payments Reduction		(64.6)			(64.6)	
Conference and Seminar Expense Reduction		(2.0)			(2.0)	
Interdivisional Cost (IDC) Increases - New I&T Charges for Hardware/ Software Maintenance		6.1			6.1	
<b>Total Gross Expenditure Changes</b>	<b>(1.3)</b>	<b>99.4</b>	<b>3.8</b>	<b>17.8</b>	<b>119.7</b>	<b>4.0</b>
<b>Net Expenditure Changes</b>	<b>(1.3)</b>	<b>99.4</b>	<b>3.8</b>	<b>17.8</b>	<b>119.7</b>	<b>4.0</b>

Key cost drivers for 311 Toronto are discussed below:

### Gross Expenditure Changes

- Operating Impacts of Capital:
  - Addition of 4.0 temporary capital positions to aid in implementation of a Customer Relationship Management (CRM) Tool. The 2018 Preliminary Operating impact is \$0.311 million gross and is fully funded from 2018 – 2027 Preliminary Capital Budget & Plan.
- Salaries and Benefits
  - COLA, step increases, progression pay and associated fringe benefits result in an increase of \$0.186 million in staff salaries and benefits across all services.
- Other Base Expenditure Changes
  - The re-assessment of I&T license fees and revised estimates of conference and seminar expenditures will generate savings of \$0.061 million in 2018.

In order to achieve the budget target, the 2018 service changes for 311 Toronto consists of service efficiency savings of \$0.120 million net as detailed below.

**Table 3  
Actions to Achieve Budget Reduction Target  
2018 Preliminary Service Change Summary**

Description (\$000s)	Service Changes								Total Service Changes			Incremental Change				
	311 Performance Reporting		311 Service Delivery		311 Development		311 Information & Business Processing		\$	\$	#	2019 Plan		2020 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.	
<b>Service Efficiencies</b>																
Reduction of 1.5 Customer Service Representative (CSR) Positions			(119.7)	(119.7)					(119.7)	(119.7)	(1.5)	(3.1)			(3.5)	
<b>Sub-Total</b>			<b>(119.7)</b>	<b>(119.7)</b>					<b>(119.7)</b>	<b>(119.7)</b>	<b>(1.5)</b>	<b>(3.1)</b>			<b>(3.5)</b>	
<b>Total Changes</b>			<b>(119.7)</b>	<b>(119.7)</b>					<b>(119.7)</b>	<b>(119.7)</b>	<b>(1.5)</b>	<b>(3.1)</b>			<b>(3.5)</b>	

### Service Efficiencies (Savings of \$0.120 million gross & \$0.120 million net)

Reduction of Customer Service Representative (CSR) Positions

- Service efficiencies identified by 311 Toronto will result in a reduction of 1.5 CSR positions at the Call Centre based on a review of current scheduling processes and call volumes. This reduction will not impact the 80% Service Level Agreement (SLA) target mandated by City Council.

**Table 4  
2018 Preliminary New & Enhanced Service Priorities**

Description (\$000s)	New/Enhanced								Total			Incremental Change				
	311 Performance Reporting		311 Service Delivery		311 Development		311 Information & Business Processing		\$	\$	Position	2019 Plan		2020 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.	
<b>New Services Priorities</b>																
Staff Initiated:																
Customer Service Representative (CSR) Training on Tax & Utility Calls			290.5						290.5							
<b>Sub-Total Staff Initiated</b>			<b>290.5</b>						<b>290.5</b>							
<b>Total New Services</b>			<b>290.5</b>						<b>290.5</b>							
<b>Total New / Enhanced Services</b>			<b>290.5</b>						<b>290.5</b>							

### New Service Priorities (\$0.291 million gross & \$0 million net)

Customer Service Representative (CSR) Training on Tax & Utility Calls

- 311 Toronto's CSRs are currently undergoing training on how to handle tax and utility calls. In order to maintain current service levels, backfilling of CSRs currently in training is required and has generated a cost of \$0.291 million gross and \$0 million net and again in 2019. This requirement will be fully funded from the Tax Stabilization Reserve.

Approval of the 2018 Preliminary Operating Budget for 311 Toronto will result in a 2019 incremental net cost of \$0.199 million and a 2020 incremental net cost of \$0.191 million to maintain 2018 service levels, as discussed in the following section.

**Table 5**  
**2019 and 2020 Plan by Program**

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross	Revenue	Net	% Change	Position	Gross	Revenue	Net	% Change	Position
<b>Known Impacts:</b>										
<b>Prior Year Impact</b>										
Transfer of 5.0 positions from Revenue Services for Increase Tax & Utility Call Support	7.9	3.7	4.2	0.0%		8.0	3.8	4.3	0.0%	
<b>Step &amp; Benefit Increases</b>	198.1	0.0	198.1	2.0%		190.5	0.0	190.5	1.9%	
<b>Other Base Changes</b>			0.0	0.0%				0.0	0.0%	
Interdivisional Cost and Recoveries (IDC/IDR)	0.6		0.6	0.0%		0.6	0.0	0.6	0.0%	
<b>Revenue</b>			0.0	0.0%				0.0	0.0%	
Revenue Adjustment to align PEP Projections under PMO office	0.0	0.5	-0.5	0.0%		0.0	0.5	-0.5	0.0%	
<b>Service Efficiencies</b>										
Reduction of 1.5 Customer Service Representative (CSR) Positions	-3.1	0.0	-3.1	0.0%		-3.5	0.0	-3.5	0.0%	
<b>New &amp; Enhanced</b>										
New Temporary Capital Positions to Implement Customer Relationship Management (CRM)	170.9	170.9	(0.2)	0.0%		12.2	12.2		0.0%	
Customer Service Representative (CSR) Training on Tax & Utility Calls				0.0%		-290.5	-290.5		0.0%	
<b>Sub-Total</b>	<b>374.3</b>	<b>175.1</b>	<b>199.3</b>	<b>2.0%</b>		<b>-82.7</b>	<b>-274.0</b>	<b>191.3</b>	<b>1.9%</b>	
<b>Total Incremental Impact</b>	<b>374.3</b>	<b>175.1</b>	<b>199.3</b>			<b>-82.7</b>	<b>-274.0</b>	<b>191.3</b>		

Future year incremental costs are primarily attributable to the following:

### Known Impacts:

- Incremental increases to COLA, progression pay and step increases for staff salaries and benefits based on current estimates.
- Prior year impact of the transfer of 5.0 Revenue Services positions to 311 Toronto in 2017, as part of the transfer of service support for Tier 1 Tax and Utility calls. The incremental increase relates to the revised salary and benefit projections compared to the estimated forecast at the time the positions were transferred in 2017.
- A reduction in 2018 of 1.5 CSR positions at the Call Centre based on a review of current scheduling processes and call volumes leads to incremental savings of salary and benefit projections in 2019 and 2020. This reduction does not have an impact on the 80% Service Level Agreement (SLA) target mandated by City Council.
- Completion of Customer Service Representatives (CSR) training on handling Tax & Utility calls ends in 2019, with one-time funding for backfilling hours for all remaining CSRs while attending training.
- The incremental cost of the addition of 4.0 temporary capital positions to aid in implementation of Customer Relationship Management (CRM) Tool.



# Part 2

## 2018 Preliminary Operating Budget by Service

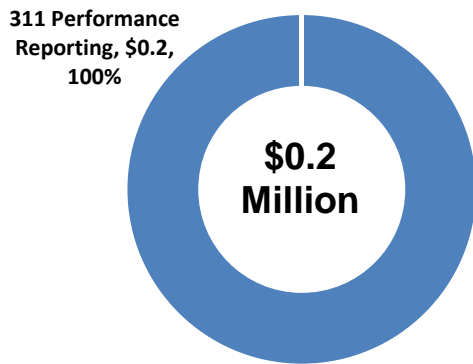
### 311 Performance Reporting



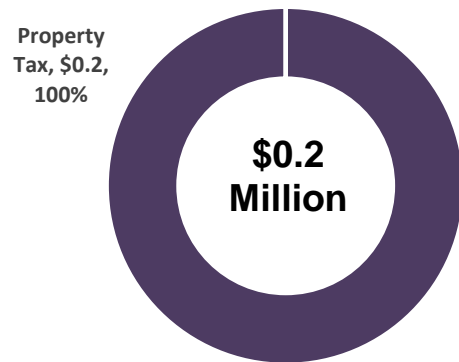
### What We Do

- Provide 311 performance metrics and divisional service data to internal clients.
- Enable service planners to measure availability of the Business Intelligence (BI) system by measuring system uptime and downtime during regular business hours, (i.e. Monday to Friday 8:30 am to 4:30 pm) and assess whether the BI system is able to fully meet the demand of end users.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



### 2018 Service Levels 311 Performance Reporting

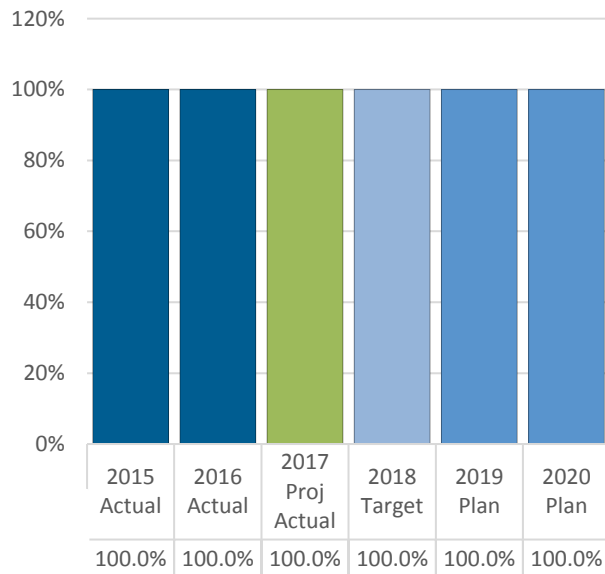
Type	Service Level Description	Status	2015	2016	2017	2018
Knowledge Inquiries (KPS)	No. of Users Trained on BI Reporting Tool	Approved	200	150	40	48
		Actual	46	19	34	
	No. of times viewed or consulted BI Portal	Approved	7000	2500	3000	2000
		Actual	1657	1958	1800	

The 2018 Service Levels for 311 Performance Reporting are not consistent with the approved 2017 Service Levels. Proposed changes to 2018 Service Levels arise from the following factors:

- 311 currently provides training on the Business Information (BI) portal to all councillors, staff and others as the need arises. For 2017, this measure is on track.
- The 2018 Service Level for BI portal views was adjusted to reflect the figure that best reflects the anticipated views based on past usage. The number of times the BI portal is viewed and consulted is expected to be closer to 2,000 visits per year.

### Service Performance Measures

**% of Uptime of Reporting Portal  
(System Availability)**



- 311 Toronto has not experienced unplanned downtime in the Business Intelligence System since the launch of Phase 1 in late 2012.
- When maintenance and software patches are performed, they are carried out overnight, to minimize the impact on system availability.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

(\$000s)	2017		2018 Preliminary Operating Budget						Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017		New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					Budget	% Change			\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
311 Performance Reporting	222.8	227.9		227.9	5.2	2.3%		227.9	5.2	2.3%	5.1	2.2%	5.1	2.2%
<b>Total Gross Exp.</b>	222.8	227.9		227.9	5.2	2.3%		227.9	5.2	2.3%	5.1	2.2%	5.1	2.1%
<b>REVENUE</b>														
311 Performance Reporting						-				-		-		-
<b>Total Revenues</b>						-				-		-		-
<b>NET EXP.</b>														
311 Performance Reporting	222.8	227.9		227.9	5.2	2.3%		227.9	5.2	2.3%	5.1	2.2%	5.1	2.2%
<b>Total Net Exp.</b>	222.8	227.9		227.9	5.2	2.3%		227.9	5.2	2.3%	5.1	2.2%	5.1	2.1%
<b>Approved Positions</b>	2.1	2.1		2.1				2.1				0.0%		

The **311 Performance Reporting** Service provides 311 performance metrics and divisional service data to internal clients.

The 311 Performance Reporting Service's 2018 Preliminary Operating Budget of \$0.228 million gross and \$0.228 million net is \$0.005 million or 2.3% above the 2017 Approved Net Budget.

- There is minimal change to the budget for this service in 2018, with the only expenditure change resulting from salary and benefit adjustments based on actual workforce needs.

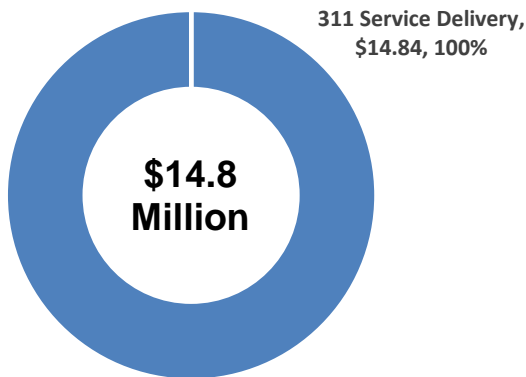
### 311 Service Delivery

### What We Do

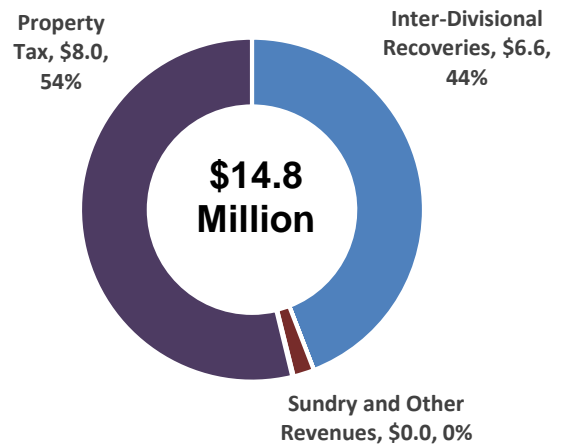


- Provide quality customer service to residents, businesses and visitors requesting information on programs and services provided by City Divisions. The public can access 311 through a variety of channels such as "live" agent at the Contact Centre, email, fax, mail, website and Mobile App. The types of requests can be classified as general inquiries or service requests.

**2018 Service Budget by Activity (\$Ms)**



**2018 Service by Funding Source (\$Ms)**





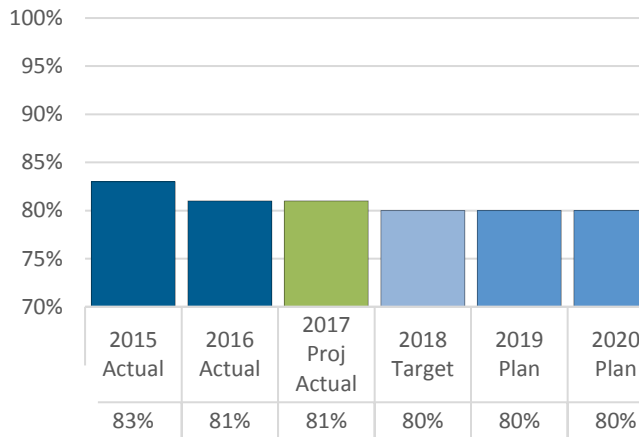
### 2018 Service Levels 311 Service Delivery

Type	Service Level Description	Status	2015	2016	2017	2018
311 General Enquiry Service Request Service Processing	% of calls received by 311 Toronto that have been answered within approved service standards (75 secs)	Approved	80%	80%	80%	80%
		Actual	83%	81%	81%	
	% of customer contacts resolved at first point of contact (First Contact Resolution Rate)	Approved	70%	70%	70%	70%
		Actual	71%	74%	82%	
	Average speed of answer - the average time it takes (in seconds) before a call is answered before the up-front recording / IVR	Approved	120	120	120	120
		Actual	37	42	43	
Average time spent (in seconds) by a 311 Customer Service Representative on a call including both talk time and wrap up time	Approved	270	270	270	270	
	Actual	276	267	276		

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for 311 Service Delivery

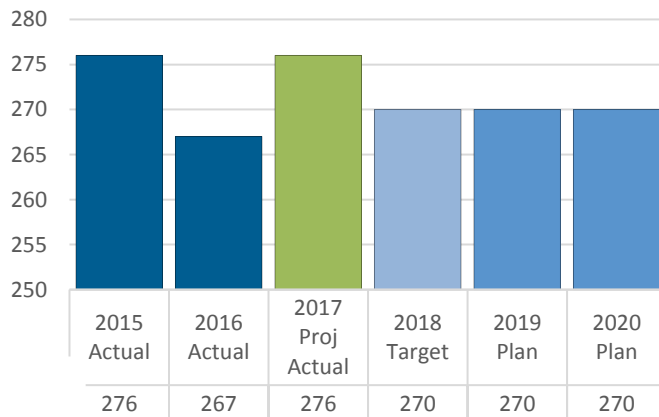
### Service Performance Measures

#### % of calls received by 311 Toronto that have been answered within a specified number of seconds



- 311 answers 80% of incoming calls within 75 seconds, which is approved by City Council as a target service level
- Calls continue to increase in complexity by spanning over the increasing number of services that 311 Toronto provides.

#### Average Handle Time for Customer Contacts in seconds



- The average handle time is affected by the complexity of general inquiries and service requests. Generally, service requests take double the time of general inquiries to resolve.
- Increased email volumes are more costly and time consuming to resolve as it usually takes multiple correspondences, requiring clarifications, which can be up to three times longer than a general inquiry.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

(\$000s)	2017	2018 Preliminary Operating Budget							Incremental Change					
	Approved Budget \$	Base Budget \$	Service Changes \$	Preliminary Base \$	Prelim. Base Budget vs. 2017 Budget		New/Enhanced \$	Prelim Budget \$	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					\$	%			\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
311 Service Delivery	14,590.2	14,666.9	(119.7)	14,547.3	(43.0)	(0.3%)	290.5	<b>14,837.8</b>	247.5	1.7%	118.5	0.8%	(173.0)	(1.2%)
<b>Total Gross Exp.</b>	14,590.2	14,666.9	(119.7)	14,547.3	(43.0)	(0.3%)	290.5	<b>14,837.8</b>	247.5	1.7%	118.5	0.8%	(173.0)	(1.2%)
<b>REVENUE</b>														
311 Service Delivery	6,568.5	6,568.5		6,568.5			290.5	<b>6,859.0</b>	290.5	4.4%	3.7	0.1%	(286.7)	(4.2%)
<b>Total Revenues</b>	6,568.5	6,568.5		6,568.5			290.5	<b>6,859.0</b>	290.5	4.4%	3.7	0.1%	(286.7)	(4.4%)
<b>NET EXP.</b>														
311 Service Delivery	8,021.7	8,098.4	(119.7)	7,978.8	(43.0)	(0.5%)		<b>7,978.8</b>	(43.0)	(0.5%)	114.8	1.4%	113.7	1.4%
<b>Total Net Exp.</b>	8,021.7	8,098.4	(119.7)	7,978.8	(43.0)	(0.5%)		<b>7,978.8</b>	(43.0)	(0.5%)	114.8	1.4%	113.7	1.4%
<b>Approved Positions</b>	147.3	147.3	(1.5)	145.8	(1.5)	(1.0%)		<b>145.8</b>	(1.5)	(1.0%)	0.0%			

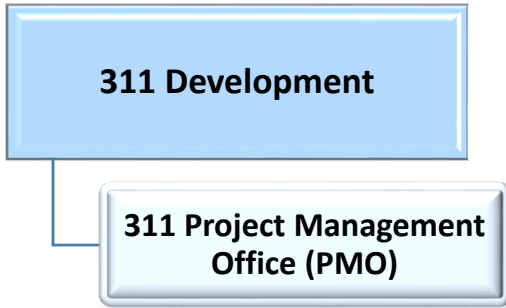
The **311 Service Delivery** Service for 311 Toronto provides customer service through various channels including "live" Customer Service Representatives at the Contact Centre, email, fax, mail, website and smart phone.

The 311 Service Delivery Service's 2018 Preliminary Operating Budget of \$14.838 million gross and \$7.979 million net is \$0.043 million or 0.5% under the 2017 Approved Net Budget based on the below factors:

- Reduction of 1.5 CSR positions generated efficiency savings of \$0.120 million from review of current scheduling processes and call volumes. Elimination of these will not impact delivery of the 80% Service Level Agreement (SLA) target mandated by City Council.
- New cost of \$0.291 million gross represents backfilling of Customer Service Representatives (CSR) while attending tax and utility calls training, and is fully funded by the Tax Stabilization Reserve.
  - This training will take place over 2 years and then will be completed.

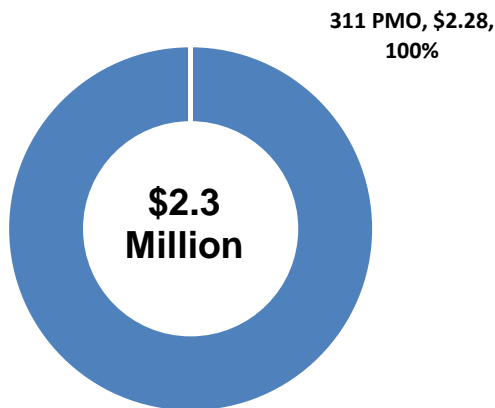
## 311 Development

## What We Do

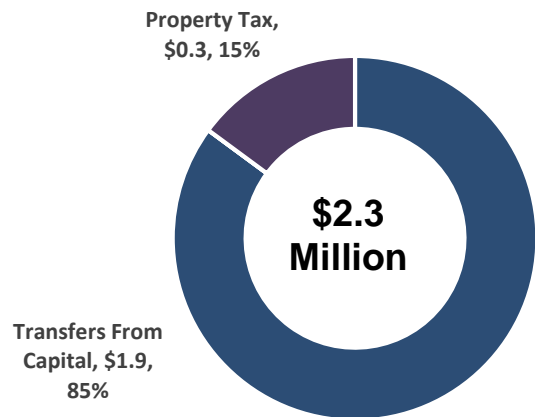


- Develop and manage delivery of the 311 Service Model through the 311 Project Management Office (PMO) on time, on budget and within scope.
- Provide overall leadership in project planning, divisional coordination, and capital expenditure approvals in order to ensure business deliverables are met and enhance the 311 Toronto Program.
- Provide stakeholders insight on the number of new initiatives that are being planned for implementation through the Capital Budget.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



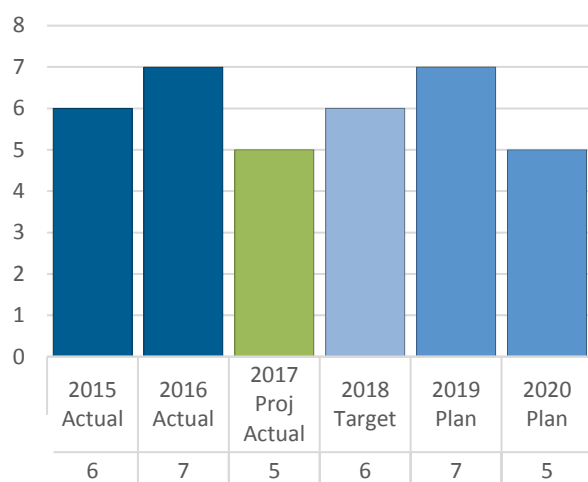
## 2018 Service Levels 311 Development

Activity	Type	Service Level Description	Status	2015	2016	2017	2018
311 PMO	311 Project Plan	% of Projects Completed on Time (Schedule)	Approved	100%	100%	100%	100%
			Actual	64%	49%	65%	
		% of Projects Completed within Budget	Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for 311 Development

### Service Performance Measure

#### Service Performance Measure - Number of Projects Planned



- A major capital project planned for 2018 is the *Customer Relationship Management (CRM) Implementation* subsequent to the pilot program launched in 2017.
- 311 Toronto's 2018 -2027 Preliminary Capital Budget and Plan mainly consists of State-of-Good-Repairs (SOGR) projects.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

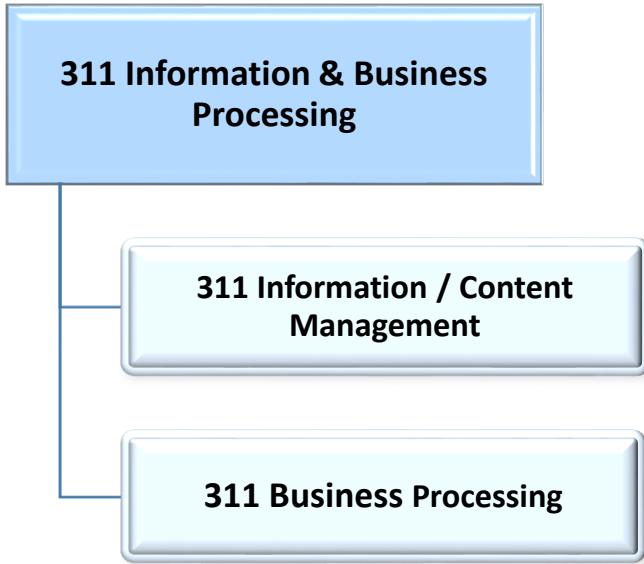
(\$000s)	2017		2018 Preliminary Operating Budget						Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget		New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					\$	%			\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
311 PMO	1,934.2	2,279.2		2,279.2	345.0	17.8%		2,279.2	345.0	17.8%	222.0	9.7%	56.8	2.3%
<b>Total Gross Exp.</b>	1,934.2	2,279.2		2,279.2	345.0	17.8%		2,279.2	345.0	17.8%	222.0	9.7%	56.8	2.2%
<b>REVENUE</b>														
311 PMO	1,603.1	1,939.8		1,939.8	336.6	21.0%		1,939.8	336.6	21.0%	171.4	8.8%	12.7	0.6%
<b>Total Revenues</b>	1,603.1	1,939.8		1,939.8	336.6	21.0%		1,939.8	336.6	21.0%	171.4	8.8%	12.7	0.6%
<b>NET EXP.</b>														
311 PMO	331.1	339.5		339.5	8.4	2.5%		339.5	8.4	2.5%	50.7	14.9%	44.1	11.3%
<b>Total Net Exp.</b>	331.1	339.5		339.5	8.4	2.5%		339.5	8.4	2.5%	50.7	14.9%	44.1	10.2%
<b>Approved Positions</b>	16.6	20.6		20.6	4.0	24.1%		20.6	4.0	24.1%	(0.0)	0.0%		

The **311 Project Management Office** Service manages and implements the capital projects that are being planned for through the Capital Program of 311 Toronto.

The 311 Development Service's 2018 Preliminary Operating Budget of \$2.279 million gross and \$0.340 million net is \$0.008 million or 2.5% over the 2016 Approved Net Budget, attributable to:

- There are few changes to the budget for this Service in 2018 with the only expenditure change (increase of \$0.008 million) resulting from salary and benefit adjustments based on actual workforce needs.

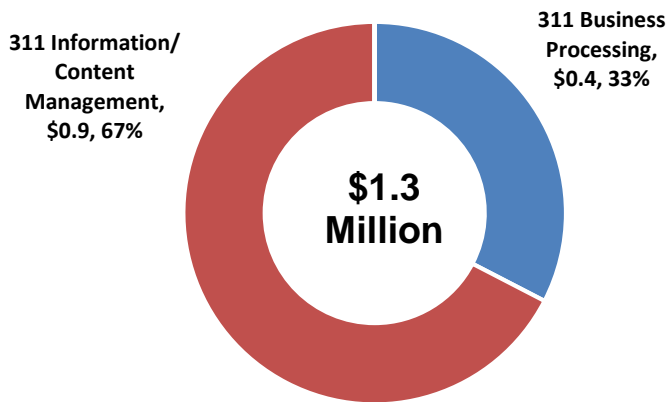
### 311 Information & Business Processing



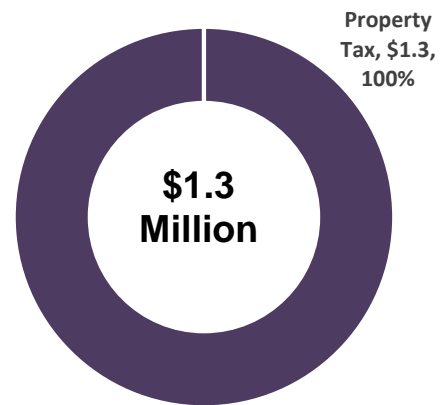
### What We Do

- Ensure accurate and consistent information contained in the Knowledge Base for all City services.
- Ensure the quality of business processes for the delivery of integrated City services.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



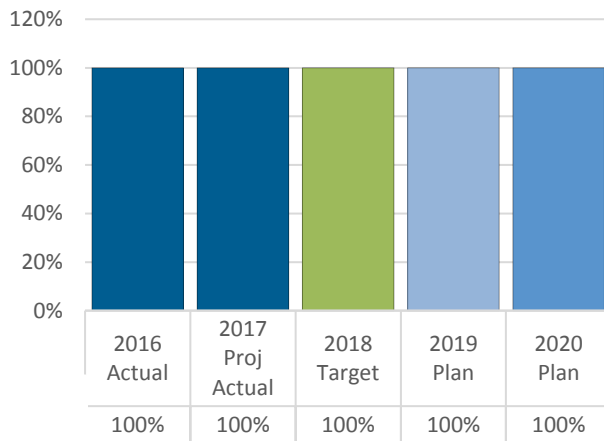
### 2018 Service Levels 311 Information & Business Processing

Activity	Type	Service Level Description	Status	2015	2016	2017	2018
311 Information / Content Management	Service Information Updates	No. of days to fulfill knowledge base solution content update request	Approved	5	5	5	5
			Actual	5	5	5	
311 Business Processing	Business Process Managed	% of Information / Content Reviewed Annually	Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for 311 Information and Business Processing Services.

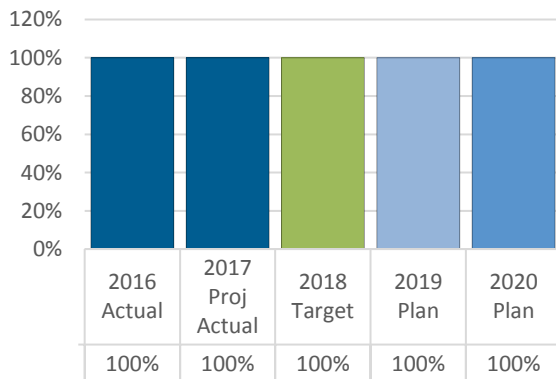
### Service Performance Measures

**% of information and content reviewed annually**



- The 311 Knowledge Base is a centralized repository for content about the City of Toronto’s services and programs.
- On average approximately 110 changes are made to the Knowledge Base in a day. Changes are made as new information is received from City Programs.

**% of all Integrated Service Requests that have been through a business process review**



- Business process reviews ensure that all service requests (SR) available through 311 have been through a formal business process review exercise to ensure service quality with the applicable integrated division.
- There are currently over 659 Service Request types that are available with 311.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

(\$000s)	2017		2018 Preliminary Operating Budget						Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget		New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					\$	%			\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
311 Business Processing	406.7	417.0		417.0	10.3	2.5%		417.0	10.3	2.5%	9.1	2.2%	9.2	2.2%
311 Information/ Content Management	843.2	862.3		862.3	19.0	2.3%		862.3	19.0	2.3%	19.5	2.3%	19.2	2.2%
<b>Total Gross Exp.</b>	<b>1,250.0</b>	<b>1,279.3</b>		<b>1,279.3</b>	<b>29.3</b>	<b>2.3%</b>		<b>1,279.3</b>	<b>29.3</b>	<b>2.3%</b>	<b>28.6</b>	<b>2.2%</b>	<b>28.4</b>	<b>2.1%</b>
<b>REVENUE</b>														
311 Business Processing						-				-		-		-
311 Information/ Content Management						-				-		-		-
<b>Total Revenues</b>						-				-		-		-
<b>NET EXP.</b>														
311 Business Processing	406.7	417.0		417.0	10.3	2.5%		417.0	10.3	2.5%	9.1	2.2%	9.2	2.2%
311 Information/ Content Management	843.2	862.3		862.3	19.0	2.3%		862.3	19.0	2.3%	19.5	2.3%	19.2	2.2%
<b>Total Net Exp.</b>	<b>1,250.0</b>	<b>1,279.3</b>		<b>1,279.3</b>	<b>29.3</b>	<b>2.3%</b>		<b>1,279.3</b>	<b>29.3</b>	<b>2.3%</b>	<b>28.6</b>	<b>2.2%</b>	<b>28.4</b>	<b>2.1%</b>
<b>Approved Positions</b>	<b>12.0</b>	<b>12.0</b>		<b>12.0</b>				<b>12.0</b>			<b>0.0%</b>			

The **311 Information & Business Processing** Service ensures the quality of the business processes for the delivery of integrated City services and ensure accurate and consistent information of the Knowledge Base for all City services.

The 311 Information & Business Processing Service's 2018 Preliminary Operating Budget of \$1.279 million gross and \$1.279 million net is \$0.029 million or 2.3% above the 2017 Approved Net Budget.

- There are few changes to the budget for this Service in 2018 with the only expenditure change (increase of \$0.029 million) resulting from salary and benefit adjustments based on actual workforce needs.



# Part 3

## Issues for Discussion



## Issues Impacting Future Years

### **Future Resource Needs to Support Potential Transfer of 911 Non-Emergency Calls from Toronto Police Services**

- Toronto Police Services Board is in discussion with 311 Toronto to re-route 911 non-emergency calls to the 311 Toronto Contact Centre to alleviate unnecessary call congestion experienced by the Toronto Police Service’s Communications Centre.
  - In August 2017, TPS conducted a review of a two-year sample of 56,000 non-emergency calls and estimated 9,000 of these calls could have been diverted to 311 for follow-up support and assistance through various City Divisions and Programs.
  - The 911 emergency line is intended for situations where the safety of people or property are at risk, however many of the calls received from Toronto residents do not fit this criteria, but are rather valid concerns and issues that are not urgent or life-threatening in nature.
  - In recent discussions with 311 Toronto, TPS has indicated that the initial estimate of 9,000 calls per year is significantly understated, and has yet to determine the true volume of non-emergency contacts 311 would be required to handle on top of its existing volume of 1.3 million.
- Currently, 311 Toronto has been able to handle the higher volumes, while maintaining its approved service levels without additional resources. However, sustainability of internally managing these increasing cost pressures while expanding future services to potentially include 911 non-emergency calls will need to be addressed in 2018 and future years, should additional resources and support be required.

### **Implementation of new Customer Relationship Management (CRM)**

- The 2018 – 2027 Capital Budget and Plan includes funding of \$6.134 million for 311 Toronto to upgrade the CRM technology to allow a greater focus on customer service delivery.
- Under the current system, integration of data with other City divisions is highly complex, time consuming, and constrained by technological limitations.
- The new CRM Cloud Solution will be able to reduce technical complexity, lower integration costs and time, as well as, expand the scope of City services available through 311 Toronto.
- It will also act as a major platform to complete technology and digital migration roadmaps, which will eventually be utilized in the evolution of "Toronto at Your Services" and be implemented across the City as an enterprise wide solution.

### **New & Enhanced Not Included in the 2018 Preliminary Operating Budget**

The following initiative has not been included in the 2018 Preliminary Operating Budget. It is included for Council's consideration as part of the 2018 Budget Process.

New / Enhanced Service Description (\$000s)	2018 Impact				Incremental Change			
	Gross	Revenue	Net	Positions	2019 Plan		2020 Plan	
					Net	Positions	Net	Positions
Staff Initiated:								
Day 2 Support Required for UCCE Technology Infrastructure	95.0		95.0					
<b>Sub-Total Staff Initiated</b>	<b>95.0</b>		<b>95.0</b>					
<b>Total New / Enhanced Services (Not Included)</b>	<b>95.0</b>		<b>95.0</b>					

**Day 2 Support Required for Unified Contact Centre Enterprise (UCCE) (\$0.095 million gross and net)** - For an on-site technician to support the UCCE technology in order to reduce the risk of an overall telephony system outage by proactively monitoring system performance.

- This proposal will improve customer service for users of the 311 Toronto service. This particular initiative will see a reduction in the risk of an overall telephony system outage by proactively monitoring system performance.
- Cisco Unified Contact Centre Enterprise (UCCE) version 10.5 was deployed to the 311 Contact Centre in 2016. This contains a full suite of components that comprise the overall telephony solution as well as supporting the email channel. The technology is mission critical for 311 Toronto to deliver services to its residents.



# Appendices

## Appendix 1

### 2017 Service Performance

#### Key Service Accomplishments

In 2017, 311 Toronto accomplished the following:

- ✓ Successfully completed an RFP process for the new Customer Relationship Model (CRM) tool.
- ✓ Implemented, first ever in the City, Tomcat, as the system platform replacing WebSphere, to support the case management system.
- ✓ Stabilized the technology infrastructure with a telephony audit and subsequent Unified Contact Centre Enterprise (UCCE) upgrade.
- ✓ Shared collaboration between 311 and SSHA to clean up the housing wait list.
- ✓ New approach for scheduling part time customer service representatives' time was developed. This initiative improves staff morale and relationship with the Union.
- ✓ Created and implemented a balanced scorecard to monitor quality assurance and ensure a continued focus of customer service.
- ✓ Enhanced integrated support of the Tier 1 function of all Revenue Services property tax, account lookup, and water billing calls.
- ✓ Set up 3 new Internal Service Requests for Toronto Hydro to track reports of power outage, streetlight out, and graffiti complaints.
- ✓ Successfully completed the 311 Knowledge Base upgrade with improved user friendliness features as well as enhanced stability, and ease of use in creating, editing, and organizing content. End users will be able to perform searches more efficiently.
- ✓ Upgraded the contact centre case management system to Verint Engagement Management version 15.1.1 in June. This case management upgrade enhanced case search, security features including security permissions based on roles, and synchronized system log in with Novell ID and password.
- ✓ Refined the call escalation process to provide an enhanced customer service experience.
- ✓ Delivered training to over 175 end-users with 311 and Court Services.
- ✓ An internal re-organization to establish clear lines of roles, responsibilities, and reporting relationships.

## Appendix 2

### 2018 Preliminary Operating Budget by Expenditure Category Program Summary by Expenditure Category

Category of Expense (\$000's)	2015	2016	2017	2017	2018	2018 Change from		Plan	
	Actual	Actual	Budget	Projected	Preliminary	2017 Approved		2019	2020
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries And Benefits	14,010.1	15,417.8	16,349.4	15,872.8	17,037.0	687.6	4.2%	17,410.8	17,327.5
Materials & Supplies	10.4	7.5	12.4	12.4	12.4			12.4	12.4
Equipment	33.3	69.1	25.3	25.3	25.3			25.3	25.3
Service And Rent	942.1	1,084.1	1,386.9	959.7	1,320.3	(66.6)	(4.8%)	1,320.3	1,320.3
Contribution To Reserves/Reserve Funds	25.9	25.9	27.8	27.8	27.8			27.8	27.8
Inter-Divisional Charges	179.4	183.6	195.3	195.3	201.4	6.1	3.1%	202.0	202.6
<b>Total Gross Expenditures</b>	<b>15,201.4</b>	<b>16,788.0</b>	<b>17,997.2</b>	<b>17,093.3</b>	<b>18,624.2</b>	<b>627.1</b>	<b>3.5%</b>	<b>18,998.6</b>	<b>18,915.9</b>
Inter-Divisional Recoveries	5,293.6	6,355.2	6,550.5	6,411.5	6,550.5			6,554.2	6,558.0
Transfers From Capital	1,190.0	1,228.8	1,603.1	1,117.3	1,939.8	336.6	21.0%	2,111.1	2,123.9
Sundry and Other Revenues	0.0	0.0	18.0	18.0	18.0			18.0	18.0
<b>Total Revenues</b>	<b>6,483.6</b>	<b>7,584.0</b>	<b>8,171.6</b>	<b>7,546.8</b>	<b>8,798.8</b>	<b>627.1</b>	<b>7.7%</b>	<b>8,973.8</b>	<b>8,699.9</b>
<b>Total Net Expenditures</b>	<b>8,717.7</b>	<b>9,204.0</b>	<b>9,825.5</b>	<b>9,546.5</b>	<b>9,825.5</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>10,024.7</b>	<b>10,216.0</b>
<b>Approved Positions</b>			178.0	167.0	180.5	2.5	1.4%	180.5	180.5

\* Based on the 9-month Operating Variance Report

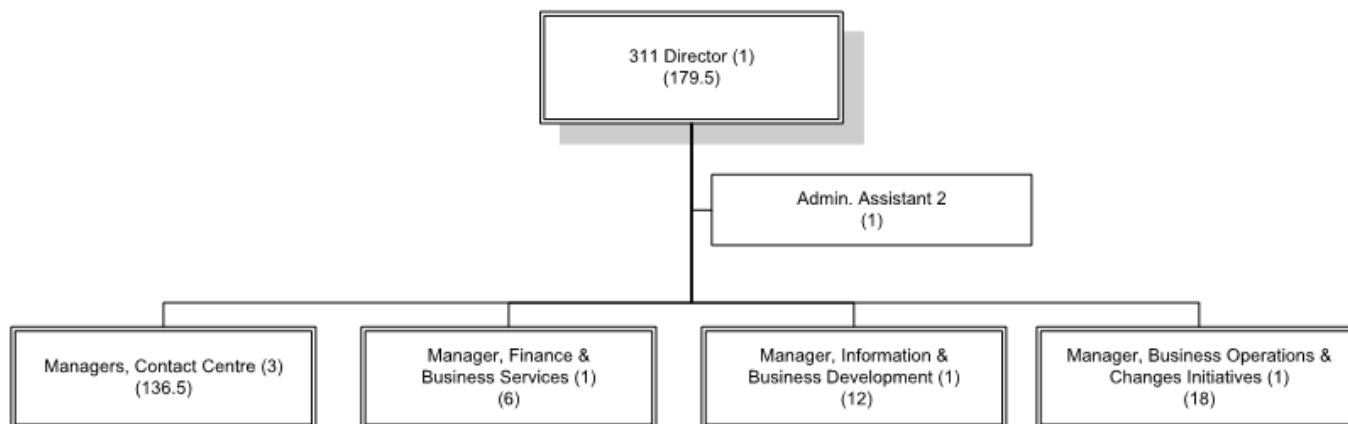
Projections to year-end indicate that the minor net favourable variance is mainly driven by the expected favourable contract negotiation results with vendors for Contact Centre infrastructure support and maintenance, and the modification of Contact Centre staff hours via the optimized scheduling implementation.

For additional information regarding the 2017 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2017" considered by City Council at its meeting on December 6, 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.2>

### Appendix 3

#### 2018 Organization Chart



#### 2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	16.0	8.0	119.0	144.0
	Temporary				17.5	17.5
	<b>Total Operating</b>	1.0	16.0	8.0	136.5	161.5
Capital	Permanent		1.0	1.0		2.0
	Temporary		-	12.0	5.0	17.0
	<b>Total Capital</b>	-	1.0	13.0	5.0	19.0
<b>Grand Total</b>		1.0	17.0	21.0	141.5	180.5

## **Appendix 4**

### **Summary of 2018 Service Changes**

## 2018 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Internal Corporate Services  Program - 311 Toronto	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2018 Preliminary Base Budget Before Service Changes:</b>			18,453.4	8,508.3	9,945.1	182.00	202.4	194.8
14898		Reduction of 1.5 FTEs (CSR 311 Contact Centre)						
51	No Impact	<b>Description:</b>						
<p>With optimized forecasting and scheduling practices, the current service level of 80% of calls answered within 75 seconds can be achieved with a reduction of 1.5 CSR FTEs in the 311 Contact Centre.</p> <p><b>Service Level Impact:</b> The Service Level will not be impacted.</p> <p><b>Equity Statement:</b> There are no equity impacts.</p> <p><b>Service:</b> 311 Service Delivery</p>								
		Preliminary Service Changes:	(119.7)	0.0	(119.7)	(1.50)	(3.1)	(3.5)
		<b>Total Preliminary Service Changes:</b>	<b>(119.7)</b>	<b>0.0</b>	<b>(119.7)</b>	<b>(1.50)</b>	<b>(3.1)</b>	<b>(3.5)</b>
<hr/>								
<b>Summary:</b>								
		<b>Total Preliminary Service Changes:</b>	<b>(119.7)</b>	<b>0.0</b>	<b>(119.7)</b>	<b>(1.50)</b>	<b>(3.1)</b>	<b>(3.5)</b>
		<b>Total Preliminary Base Budget:</b>	<b>18,333.7</b>	<b>8,508.3</b>	<b>9,825.5</b>	<b>180.50</b>	<b>199.3</b>	<b>191.3</b>



## **Appendix 5**

### **Summary of 2018 New / Enhanced Service Priorities**

**2018 Operating Budget - Preliminary New and Enhanced Services  
Summary by Service (\$000's)**

Form ID		Internal Corporate Services  Program - 311 Toronto	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
14557		CSR Training on Tax & Utility Calls						
74	No Impact	<b>Description:</b>						

311 Toronto commenced handling Tax and Utility related calls effective November 2015. Currently, one third of Customer Service Representatives (CSRs) are trained to handle such calls. To complete the remaining two thirds of the training, one-time funding will be provided over 2018 and 2019 for backfilling hours for all remaining CSRs while they are away from the call centre attending training. Training cost will be funded from the City's Tax Stabilization Reserve. The training will be conducted in 2 phases and is split over 2 years (2018 and 2019).

**Service Level Impact:**

With all CSRs trained to handle tax and utility calls, there will be greater flexibility in scheduling and forecasting to ensure greater customer service satisfaction.

**Equity Statement:**

There are no equity impacts resulting from this service change.

**Service:** 311 Service Delivery

Preliminary New / Enhanced Services:	290.5	290.5	0.0	0.00	0.0	0.0
<b>Total Preliminary New / Enhanced Services:</b>	<b>290.5</b>	<b>290.5</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

**Summary:**

<b>Total Preliminary New / Enhanced Services:</b>	<b>290.5</b>	<b>290.5</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
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**Category:**

## Appendix 6

### Inflows/Outflows to/from Reserves & Reserve Funds

#### Corporate Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
		\$	\$	\$	\$
<b>Projected Beginning Balance</b>		25,981.1	25,981.1	26,008.9	26,036.7
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			27.8	27.8	27.8
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		25,981.1	26,008.9	26,036.7	26,064.5
<b>Balance at Year-End</b>		25,981.1	26,008.9	26,036.7	26,064.5

\* Based on 9-month 2017 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
		\$	\$	\$	\$
<b>Projected Beginning Balance</b>		40,414.2	40,414.2	40,123.7	39,833.2
Tax Stabilization Reserve	XQ0703				
<i>Proposed Withdrawals (-)</i>			(290.5)	(290.5)	
<i>Contributions (+)</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		40,414.2	40,123.7	39,833.2	39,833.2
<b>Balance at Year-End</b>		40,414.2	40,123.7	39,833.2	39,833.2

\* Based on 9-month 2017 Reserve Fund Variance Report