



Toronto 2016 BUDGET

OPERATING PROGRAM SUMMARY



311 Toronto

2016 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.

2016 Budget Highlights

The total cost to deliver these services is \$17.301 million gross and \$8.982 million net as shown below.

| (in \$000's) | 2015 Budget | 2016 Budget | Change | |
|-------------------------|----------------|----------------|----------------|---------------|
| | | | \$ | % |
| Gross Expenditures | 17,092.7 | 17,300.6 | 208.0 | 1.2% |
| Gross Revenues | 7,844.1 | 8,318.5 | 474.4 | 6.0% |
| Net Expenditures | 9,248.6 | 8,982.2 | (266.4) | (2.9%) |

For 2016, 311 Toronto identified \$0.361 million in opening budget gross expenditure pressures arising from increases in salary, benefit and sustainment costs to maintain integrated systems. The Program was able to offset these pressures through \$0.628 million in inter-divisional recoveries and service efficiencies savings, thereby maintaining the 2015 level of service while at the same time achieving a \$0.266 million or 2.9% decrease from the 2015 Net Budget.

311 Toronto continually strives to incorporate efficiencies within its processes to ensure resources are optimally utilized.

toronto.ca/budget2016

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Fast Facts

- 101.5 full-time equivalent Customer Service Representatives, along with 8 coordinators roles, support the 311 service.
- Access to non-emergency City services for residents and businesses provided in over 180 languages 24/7.
- 311 anticipates handling 979,275 general inquiries and initiates 475,439 service requests for a total of 1,454,714 in 2015. Based on current trends, the 2016 anticipated contacts handled are 1,527,450 or an increase of 5% over 2015.

Trends

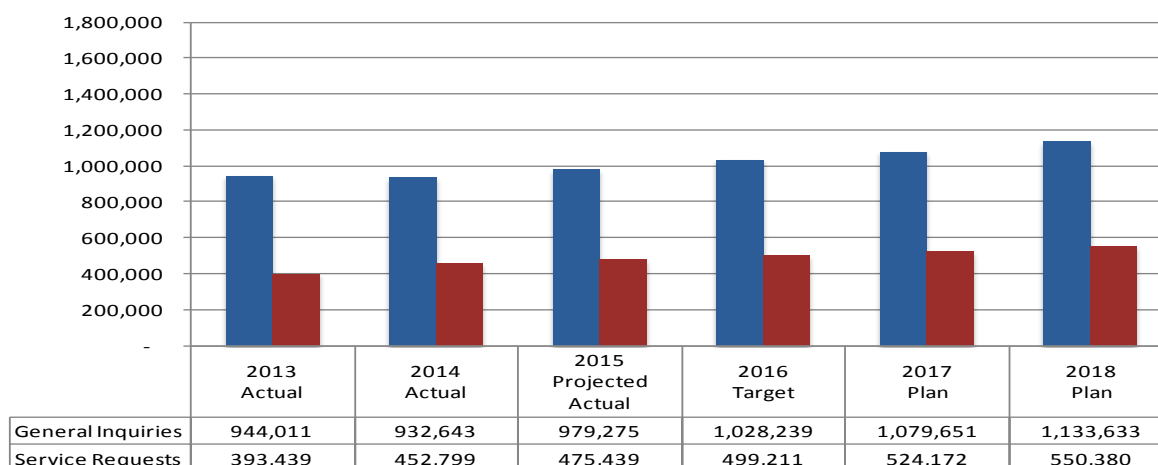
- Total contacts are expected to increase by 5% in 2015 when compared to 2014 and 40% when compared to 2010.
- Estimated growth for customer contacts for 2016 is 5% excluding potential incremental growth due to the integrations with other City divisions.
- In 2015, 82% of all calls were answered within 75 seconds with an average talk time of 279 seconds per call

Our Service Deliverables for 2016

311 Toronto is responsible for providing non-emergency municipal information and services on a 24/7 basis. The 2016 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 lifecycle replacement of servers, hardware and software to ensure continuity of the 311 Contact Centre Operations through the 2016-2025 Capital Budget and Plan.

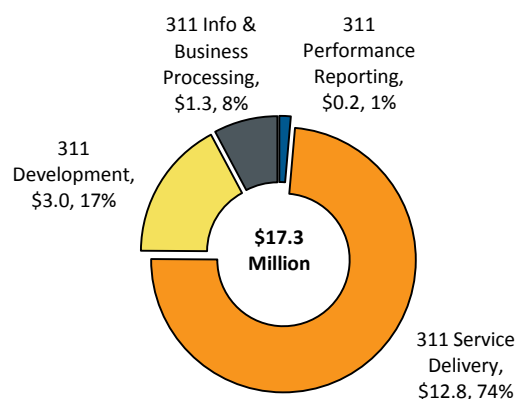
General Inquiries and Service Requests Handled by 311 Toronto



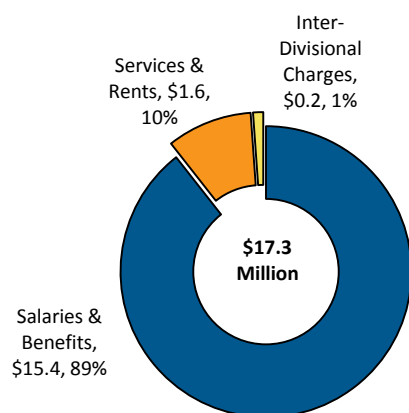
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

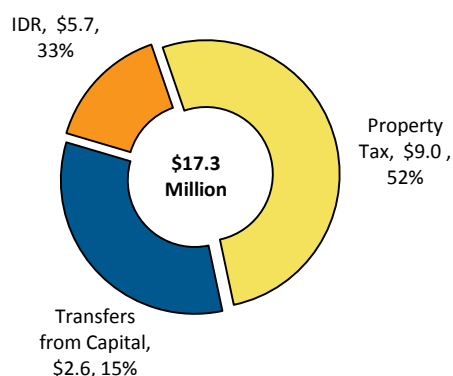


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- 311 continues to experience an increase in total contacts along with an increased complexity of calls.
 - ✓ Implementing initiatives that better anticipate scheduling requirements, focus on quality management to coach staff in minimizing handle time, and re-structure the call escalation process.
- With weather becoming increasingly volatile, 311 needs to focus on how to better prepare and respond effectively to unplanned weather and peak demand events.
 - ✓ Develop a part time availability process that increases flexibility when scheduling shifts to meet increased volumes.
 - ✓ Continue 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.
 - ✓ Working with University of Toronto to analyze data on weather related trending and how it impacts 311 call volume.
- Employee development and staff engagement is a focus for succession planning.
 - ✓ Continue to emphasize a talent development program that provides employees opportunities to grow.

2016 Operating Budget Highlights

- The 2016 Operating Budget for 311 Toronto of \$17.3 million provides funding for four service: Performance Reporting, Service Delivery, Development and Information & Business Processing.
- The Program has achieved a 2.9% net decrease from the 2015 Budget, exceeding the budget target of a 1% decrease. Measures taken to accomplish this were based on the following criteria:
 - ✓ Sustainable, on-going savings including efficiency savings of \$0.153 million net as a result of a management reorganization;
 - ✓ Stable revenue adjustments in the form of inter-divisional recoveries following a full costing analysis of services provided for Solid Waste Management Services; and,
 - ✓ Target achievement without impacting Council approved Service Levels.

Council Approved Budget

City Council approved the following recommendations:

1. City Council approved the 2016 Operating Budget for 311 Toronto of \$17.301 million gross, \$8.982 million net for the following services:

| <u>Service:</u> | Gross <u>(\$000s)</u> | Net <u>(\$000s)</u> |
|--|--------------------------|------------------------|
| 311 Performance Reporting: | 240.1 | 240.1 |
| 311 Service Delivery: | 12,752.3 | 7,058.8 |
| 311 Development: | 2,960.4 | 335.6 |
| 311 Information and Business Processing: | 1,347.8 | 1,347.8 |
| Total Program Budget | <u>17,300.6</u> | <u>8,982.2</u> |

2. City Council approve the 2016 service levels for 311 Toronto as outlined on pages 13, 15, 18 and 20 of this report, and associated staff complement of 166.3 positions.

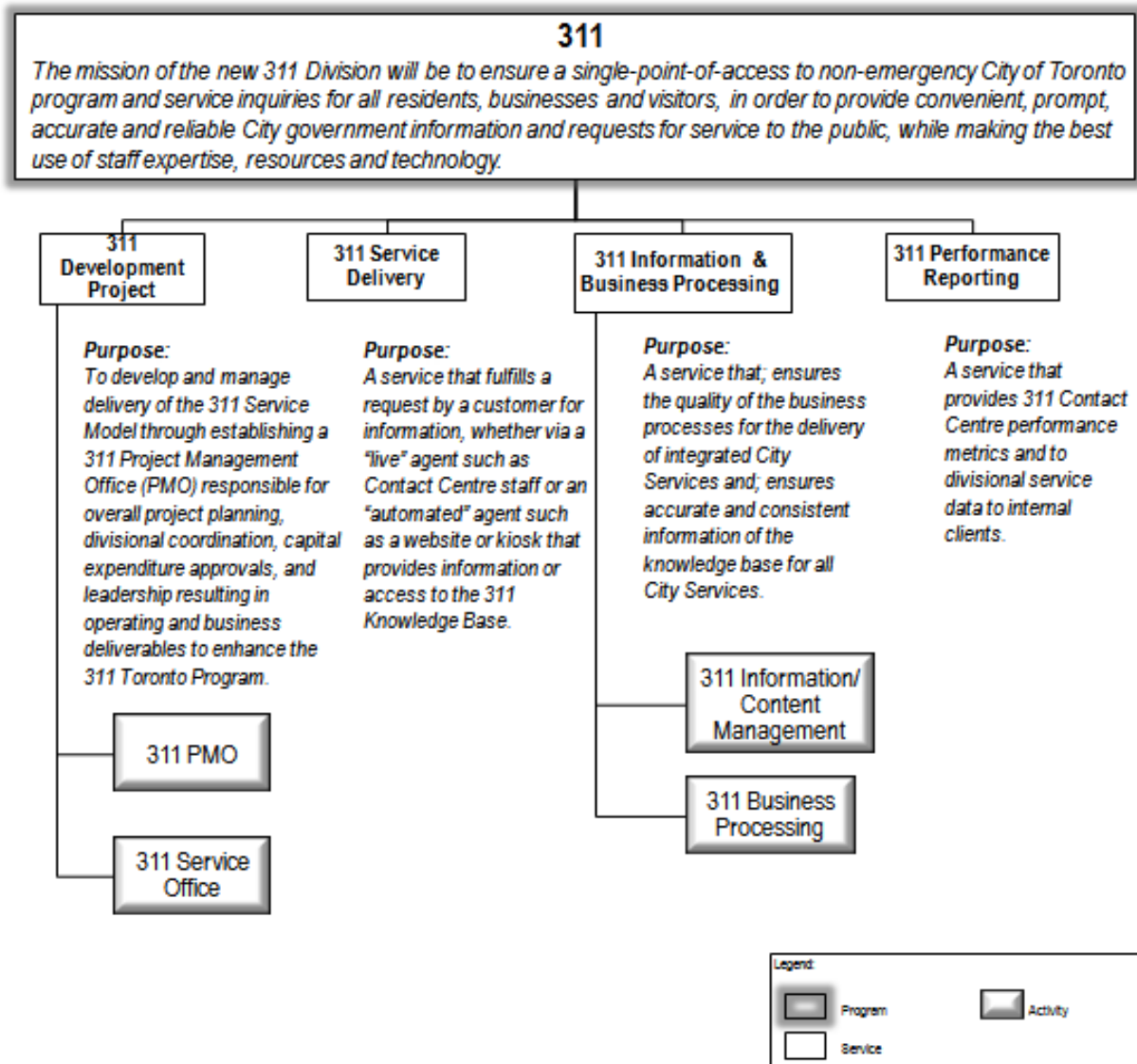


Part I:

2016 – 2018

Service Overview and
Plan

Program Map



Service Customer

311 Development Project

- City Divisions

311 Service Delivery

- Contact Customer

311 Information & Business Processing

- City Divisions
- Federal
- Provincial
- Special Purpose Bodies
- Not-for-Profit / NGOs

311 Performance Reporting

- Council
- City Manager
- City Divisions
- Toronto Water
- Solid Waste Management
- Transportation Services
- Municipal Licensing and Standards
- Urban Forestry

Table 1
2016 Operating Budget and Plan by Service

| (In \$000s) | 2015 | | 2016 Operating Budget | | | 2016 vs. 2015 Budget Changes | | Incremental Change 2017 and 2018 Plan | | | |
|--|----------------|------------------|-----------------------|-------------------|----------------|------------------------------|----------------|---------------------------------------|---------------|--------------|-------------|
| | Budget | Projected Actual | 2016 Base | 2016 New/Enhanced | 2016 Budget | | | 2017 | | 2018 | |
| By Service | \$ | \$ | \$ | \$ | \$ | \$ | % | \$ | % | \$ | % |
| 311 Performance Reporting | | | | | | | | | | | |
| Gross Expenditures | 248.9 | 204.9 | 240.1 | | 240.1 | (8.8) | (3.5%) | (0.0) | (0.0%) | 1.6 | 0.7% |
| Revenue | | | | | - | - | - | | | | |
| Net Expenditures | 248.9 | 204.9 | 240.1 | - | 240.1 | (8.8) | (3.5%) | (0.0) | (0.0%) | 1.6 | 0.7% |
| 311 Service Delivery | | | | | | | | | | | |
| Gross Expenditures | 12,438.7 | 12,355.0 | 12,752.3 | | 12,752.3 | 313.6 | 2.5% | 700.6 | 5.5% | 93.3 | 0.7% |
| Revenue | 5,293.6 | 5,293.6 | 5,693.6 | | 5,693.6 | 400.0 | 7.6% | - | | - | |
| Net Expenditures | 7,145.1 | 7,061.4 | 7,058.8 | - | 7,058.7 | (86.4) | (1.2%) | 700.6 | 9.9% | 93.3 | 1.2% |
| 311 Development | | | | | | | | | | | |
| Gross Expenditures | 2,989.2 | 1,911.0 | 2,960.4 | | 2,960.4 | (28.7) | (1.0%) | 6.9 | 0.2% | 30.9 | 1.0% |
| Revenue | 2,550.5 | 1,333.6 | 2,624.9 | | 2,624.9 | 74.4 | 2.9% | - | | - | |
| Net Expenditures | 438.7 | 577.4 | 335.6 | - | 335.6 | (103.1) | (23.5%) | 6.9 | 2.0% | 30.9 | 9.0% |
| 311 Information & Business Processing | | | | | | | | | | | |
| Gross Expenditures | 1,415.9 | 1,034.1 | 1,347.8 | | 1,347.8 | (68.2) | (4.8%) | (0.0) | (0.0%) | 8.9 | 0.7% |
| Revenue | | | | | | | | | | | |
| Net Expenditures | 1,415.9 | 1,034.1 | 1,347.8 | - | 1,347.8 | (68.2) | (4.8%) | (0.0) | (0.0%) | 8.9 | 0.7% |
| Total | | | | | | | | | | | |
| Gross Expenditures | 17,092.7 | 15,505.0 | 17,300.6 | - | 17,300.6 | 208.0 | 1.2% | 707.4 | 4.1% | 134.8 | 0.7% |
| Revenue | 7,844.1 | 6,627.2 | 8,318.5 | - | 8,318.5 | 474.4 | 6.0% | | | - | |
| Total Net Expenditures | 9,248.6 | 8,877.8 | 8,982.2 | - | 8,982.2 | (266.4) | (2.9%) | 707.4 | 7.9% | 134.8 | 1.4% |
| Approved Positions | 167.3 | 162.0 | 166.3 | - | 166.3 | (1.0) | (0.6%) | 6.0 | 3.6% | | |

The 311 Toronto's 2016 Operating Budget is \$17.301 million gross and \$8.982 million net, represents a 2.9% decrease from the 2015 Net Operating Budget and exceeds the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to salary and benefit increases relating to progression pay and step increases across all services within 311 Toronto, as well as system licensing and maintenance costs.
- These pressure have been fully offset by service efficiency savings following a deletion of one position and increased recovery for services provided for Solid Waste Management.
- Approval of the 2016 Operating Budget will result in 311 Toronto reducing its total staff complement by 1.0 position from 167.3 to 166.3.
- The 2017 and 2018 Plan increases are attributable to progression pay and step increases, as well as operating impacts of capital projects that require the addition of 6 permanent positions in 2017.
 - These positions will provide ongoing support on the 311 Contact Centre Enhancement Initiative upon completion of the Payment Module and City Booking and Scheduling Solution capital projects.

Table 2
Key Cost Drivers

| (In \$000s) | 2016 Operating Budget | | | | | | | | 2016 Base Budget | |
|---|---------------------------|----------|----------------------|------------|-----------------|--------------|---------------------------------------|----------|------------------|----------|
| | 311 Performance Reporting | | 311 Service Delivery | | 311 Development | | 311 Information & Business Processing | | Total | |
| | \$ | Position | \$ | Position | \$ | Position | \$ | Position | \$ | Position |
| Gross Expenditure Changes | | | | | | | | | | |
| Economic Factors | | | | | | | | | | |
| Support and Contract Services | | | 32.4 | | (0.2) | | | | 32.2 | |
| Salary & Benefit Changes | | | | | | | | | | |
| Progression Pay/Step/Benefit Increases | (1.9) | | 211.2 | 1.0 | (17.9) | (1.0) | (25.6) | | 165.7 | |
| Benefit Adjustment | (6.9) | | 80.8 | | (10.6) | | (42.6) | | 20.7 | |
| Salary Adjustment for Vacant Positions | | | 7.9 | | | | | | 7.9 | |
| Other Base Changes | | | | | | | | | | |
| Distress Calls Handling Training for CSRs | | | 37.5 | | | | | | 37.5 | |
| License and Maintenance Costs | | | 95.0 | | | | | | 95.0 | |
| Higher Inter-Divisional Cost (IDC) from I&T | | | 2.3 | | | | | | 2.3 | |
| Total Gross Expenditure Changes | (8.8) | | 467.0 | 1.0 | (28.7) | (1.0) | (68.2) | | 361.3 | |
| Revenue Changes | | | | | | | | | | |
| Full Costing Recovery from Solid Waste Management | | | 400.0 | | | | | | 400.0 | |
| Recovery from Capital Projects | | | | | 74.4 | | | | 74.4 | |
| Total Revenue Changes | | | 400.0 | | 74.4 | | | | 474.4 | |
| Net Expenditure Changes | (8.8) | | 67.0 | 1.0 | (103.1) | (1.0) | (68.2) | | (113.1) | |

Key cost drivers for 311 Toronto are discussed below:

- **Economic Factors:**
 - An inflationary increase of \$0.032 million is required for contractual service and rental agreements.
- **Salary and Benefit Changes:**
 - Step increases, progression pay and associated fringe benefits result in an increase of \$0.194 million in staff salaries and benefits across all services. COLA is not included as it is subject to the outcome of collective bargaining.
- **Other Base Changes:**
 - License and maintenance costs of \$0.095 million to acquire and implement WebMethods software is necessary to support the application and business integration of its end-to-end operations.
 - Distress Call Handling Training program costs of \$0.038 million is required. The training specializes in empowering Customer Service Representatives (CSRs) with the knowledge, training, protocols and support to manage calls of a highly distressing nature under 311 Service Delivery.
- **Revenue Changes:**
 - Inter-divisional recoveries of \$0.400 million for 311 Service Delivery will be recovered from Solid Waste Management Services following a full costing analysis performed following the recommendations of the Auditor General.
 - Additional recoveries from capital projects of \$0.074 million for 311 Development.

To further offset the above expenditure pressures, the 2016 service cost changes for 311 Toronto consist of service efficiency savings of \$0.153 million net as detailed below.

Table 3
2016 Total Service Change Summary

| Description (\$000s) | 2016 Service Changes | | | | | | | | Total Service Changes | | | Incremental Change | | | |
|--------------------------------|---------------------------|-----|----------------------|---------|-----------------|-----|---------------------------------------|-----|-----------------------|---------|-------|--------------------|------|-----------|------|
| | 311 Performance Reporting | | 311 Service Delivery | | 311 Development | | 311 Information & Business Processing | | \$ | \$ | # | 2017 Plan | | 2018 Plan | |
| | Gross | Net | Gross | Net | Gross | Net | Gross | Net | Gross | Net | Pos. | Net | Pos. | Net | Pos. |
| Service Efficiencies | | | | | | | | | | | | | | | |
| 311 Toronto Efficiency Savings | | | (153.3) | (153.3) | | | | | (153.3) | (153.3) | (1.0) | (0.0) | | (1.1) | |
| Total Changes | | | (153.3) | (153.3) | | | | | (153.3) | (153.3) | (1.0) | (0.0) | | (1.1) | |

Service Efficiencies (Savings of \$0.153 million gross & net)

- Service efficiency savings of \$0.153 million will be realized following a thorough review all of 311 Toronto services.
 - These savings arise from the reduction of one permanent position.
 - This change will not result in any reduction to approved service levels.

Table 4
2017 and 2018 Plan by Program

| Description (\$000s) | 2017 - Incremental Increase | | | | | 2018 - Incremental Increase | | | | |
|----------------------------------|-----------------------------|---------|-------------|----------|-------------|-----------------------------|---------|-------------|----------|-------------|
| | Gross Expense | Revenue | Net Expense | % Change | # Positions | Gross Expense | Revenue | Net Expense | % Change | # Positions |
| Known Impacts: | | | | | | | | | | |
| Progression Pay & Step Increases | 10.1 | | 10.1 | | | 133.6 | | 133.6 | | |
| Operating Impacts of Capital | 695.0 | | 695.0 | | 6.0 | | | | | |
| 311 Toronto Efficiency Savings | 0.0 | | 0.0 | | | (1.1) | | (1.1) | | |
| Interdepartmental Charges | 2.3 | | 2.3 | | | 2.3 | | 2.3 | | |
| Sub-Total | 707.4 | | 707.4 | | 6.0 | 134.8 | | 134.8 | | |
| Total Incremental Impact | 707.4 | | 707.4 | | 6.0 | 134.8 | | 134.8 | | |

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- Future year incremental costs include progression pay and step increases for staff salaries and benefits.
- Operating impacts of capital from completed projects will require the addition of 6 permanent positions in 2017 to provide ongoing support to the Account Look Up and Payment Module, which will be implemented in late 2016.



Part II:

2016
Budget by Service

311 Performance Reporting

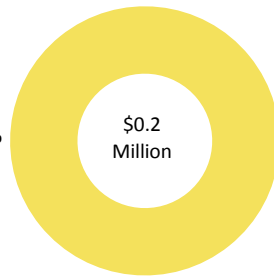
311 Performance Reporting

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.

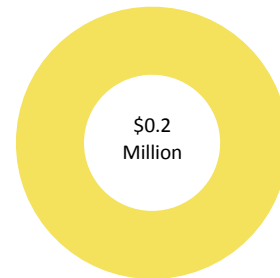
2016 Service Budget by Activity (\$000s)

311
Performance
Reporting,
\$240.1, 100%

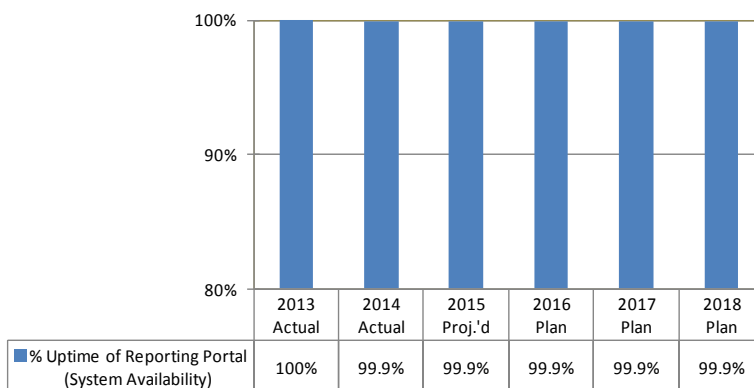


Service by Funding Source (\$000s)

Property Tax,
\$240.1, 100%



% 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.

2016 Service Levels
311 Performance Reporting

| Activity | Status | Approved Service Levels | | | 2016 |
|--|----------|-------------------------|-------|-------|-------------|
| | | 2013 | 2014 | 2015 | |
| No. of Users Trained on BI Reporting Tool | Approved | 174 | 250 | 200 | 150 |
| | Actual | 65 | 31 | 46 | |
| No. of times viewed or consulted BI Portal | Approved | 1,250 | 1,375 | 7,000 | 2500 |
| | Actual | 1,300 | 2,852 | 1,657 | |

The 2016 Service Levels for 311 Performance Reporting are not consistent with the approved 2015 Service Levels. Proposed changes to 2016 Service Levels are as follows:

- The low actual performance for the number of users trained on BI is due to a delay in rolling out Phase 2 of Internet Protocol Contact Centre (IPCC), based on an assessment that the server could potentially become unstable. This delayed the launch of new reports therefore not as many users were required to be trained as anticipated. Open access to the BI tool provides key stakeholders with the ability to analyze information and thus make informed business decisions.
- The 2016 Service Level was adjusted to reflect the impact of this delay. With Phase 2 of IPCC scheduled for 2016, training will occur once again. The number of times the BI portal is viewed and consulted is expected to be closer to 2,500 visits per year based on the revised time lines for the IPCC rollout.

Table 5
2016 Service Budget by Activity

| | 2015 | 2016 Operating Budget | | | | | | | 2016 Budget vs. 2015 Budget | | Incremental Change | | | |
|---------------------------|----------|-----------------------|-----------------|-----------|-----------------------------|----------|--------------|-------------|-----------------------------|--------|--------------------|------|-----------|------|
| | | Base Budget | Service Changes | 2016 Base | Base Budget vs. 2015 Budget | % Change | New/Enhanced | 2016 Budget | | | 2017 Plan | | 2018 Plan | |
| | (\$000s) | \$ | \$ | \$ | \$ | % | \$ | \$ | \$ | % | \$ | % | \$ | % |
| GROSS EXP. | | | | | | | | | | | | | | |
| 311 Performance Reporting | 248.9 | 240.1 | | 240.1 | (8.8) | (3.5%) | | 240.1 | (8.8) | (3.5%) | (0.0) | 0.0% | 1.6 | 0.7% |
| Total Gross Exp. | 248.9 | 240.1 | | 240.1 | (8.8) | (3.5%) | | 240.1 | (8.8) | (3.5%) | (0.0) | 0.0% | 1.6 | 0.7% |
| REVENUE | | | | | | | | | | | | | | |
| 311 Performance Reporting | | | | | | - | | | | - | | | | - |
| Total Revenues | | | | | | - | | | | - | | | | - |
| NET EXP. | | | | | | | | | | | | | | |
| 311 Performance Reporting | 248.9 | 240.1 | | 240.1 | (8.8) | (3.5%) | | 240.1 | (8.8) | (3.5%) | (0.0) | 0.0% | 1.6 | 0.7% |
| Total Net Exp. | 248.9 | 240.1 | | 240.1 | (8.8) | (3.5%) | | 240.1 | (8.8) | (3.5%) | (0.0) | 0.0% | 1.6 | 0.7% |
| Approved Positions | | | | | | - | | | | - | | | | - |

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

The 311 Performance Reporting Service's 2016 Operating Budget of \$0.240 million gross and \$0.240 million net is \$0.009 million or 3.5% under the 2015 Net Budget.

- There is minimal change to the budget for this Service in 2016 with the only expenditure change (decrease of \$0.009 million) resulting from salary and benefit adjustments based on actual expenditures.

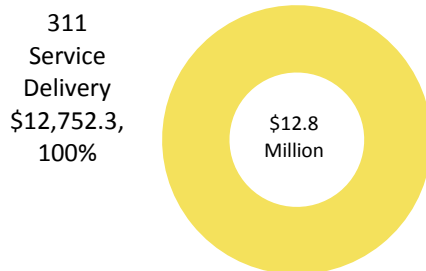
311 Service Delivery

311 Service Delivery

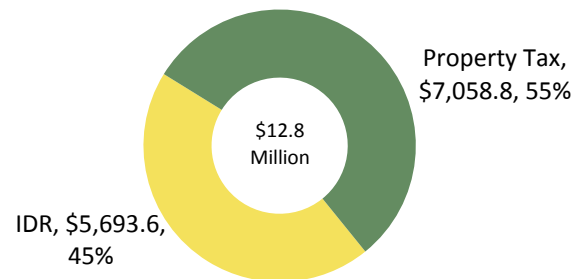
What We Do

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

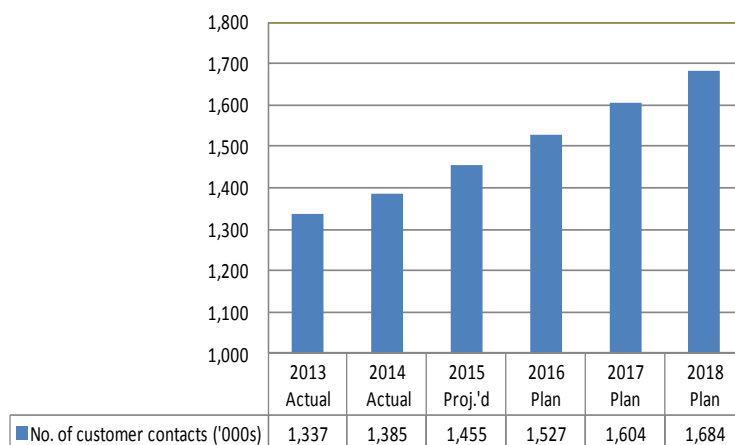
2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



Number of Customer Contacts (000s)



- Total number of contacts projected is 1,527,450 for 2016, representing a 5% increase over 2015, not including the impact of Revenue Service's tax and utilities functions integration.
- It is anticipated that the number of customer contacts to 311 Contact Centre will increase by 5% each year for 2016, 2017, and 2018, which does not include the potential increases due to integrations with other divisions such as MLS and Toronto Building.

2016 Service Levels

311 Service Delivery

| Activity | Status | Approved Service Levels | | | 2016 |
|--|----------|-------------------------|------|------|------|
| | | 2013 | 2014 | 2015 | |
| % of Calls received by 311 Toronto that have been answered within approved service standards (75 secs) | Approved | 80% | 80% | 80% | 80% |
| | Actual | 78% | 65% | 82% | |
| % of Customer Contacts resolved at first point of contact (First Contact Resolution Rate) | Approved | 70% | 70% | 70% | 70% |
| | Actual | 72% | 74% | 70% | |
| 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 | 60 | 95 | 39 | |
| Average time spent (in seconds) by a 311 Customer Service Representative on a call including both talk time and wrap up time <i>*Wrap up time was not tracked prior to 2014</i> | Approved | 270 | 270 | 270 | 270 |
| | Actual | 277 | 299 | 279 | |

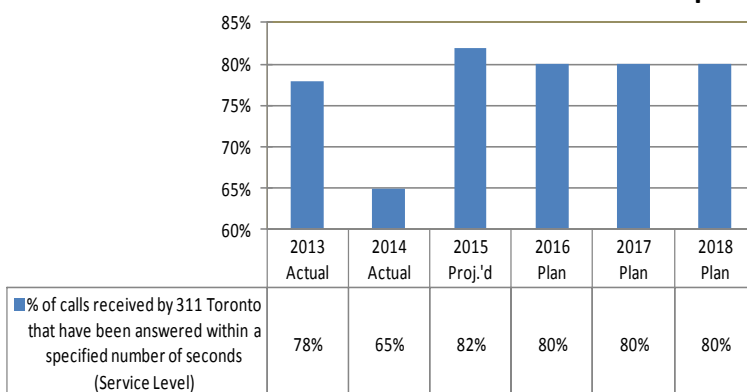
Note: The current average speed of answer is being maintained at 120 seconds, while the impacts of current and future integrations is assessed. For example, Revenue Services and Housing Connections.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for 311 Service Delivery.

Service Performance

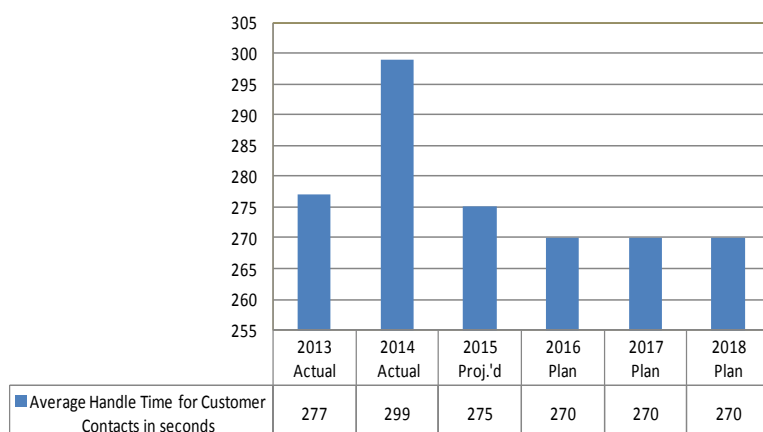
Efficiency Measure - % of calls received by 311

Toronto that have been answered within a specified number of seconds (Service Level)



- 311 answers 80% of incoming calls within 75 seconds, which is approved by City Council as a target service level.
- Another key driver is that calls continue to become increasingly complex by spanning over a multitude of services that 311 Toronto provides. With services provided by 311 Toronto continuing to rise, the complexity will also increase.

Efficiency Measure – 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
2016 Service Budget by Activity

| (\$000s) | 2015 | 2016 Operating Budget | | | | | | | 2016 Budget vs. 2015 Budget | | Incremental Change | | | |
|----------------------|----------|-----------------------|-----------------|-----------|-----------------------------|--------|--------------|-------------|-----------------------------|--------|--------------------|------|-----------|------|
| | Budget | Base Budget | Service Changes | 2016 Base | Base Budget vs. 2015 Budget | | New/Enhanced | 2016 Budget | | | 2017 Plan | | 2018 Plan | |
| | | | | | | | | | | | | | | |
| | | | | | \$ | \$ | | | \$ | \$ | | | | |
| GROSS EXP. | | | | | | | | | | | | | | |
| 311 Service Delivery | 12,438.7 | 12,905.7 | (153.3) | 12,752.3 | 313.6 | 2.5% | | 12,752.3 | 313.6 | 2.5% | 700.6 | 5.5% | 93.3 | 0.7% |
| Total Gross Exp. | 12,438.7 | 12,905.7 | (153.3) | 12,752.3 | 313.6 | 2.5% | | 12,752.3 | 313.6 | 2.5% | 700.6 | 5.5% | 93.3 | 0.7% |
| REVENUE | | | | | | | | | | | | | | |
| 311 Service Delivery | 5,293.6 | 5,693.6 | | 5,693.6 | 400.0 | 7.6% | | 5,693.6 | 400.0 | 7.6% | | | | |
| Total Revenues | 5,293.6 | 5,693.6 | | 5,693.6 | 400.0 | 7.6% | | 5,693.6 | 400.0 | 7.6% | | | | |
| NET EXP. | | | | | | | | | | | | | | |
| 311 Service Delivery | 7,145.1 | 7,212.1 | (153.3) | 7,058.8 | (86.4) | (1.2%) | | 7,058.8 | (86.4) | (1.2%) | 700.6 | 9.9% | 93.3 | 1.2% |
| Total Net Exp. | 7,145.1 | 7,212.1 | (153.3) | 7,058.8 | (86.4) | (1.2%) | | 7,058.8 | (86.4) | (1.2%) | 700.6 | 9.9% | 93.3 | 1.2% |
| Approved Positions | | | (1.0) | (1.0) | (1.0) | - | | (1.0) | (1.0) | - | | 0.0% | | |

The **311 Service Delivery Service** represents 74% of the 2016 Operating Budget for 311 Toronto and provides customer service through various channels including "live" Customer Service Representatives at the Contact Centre, email, fax, mail, website and smart phone.

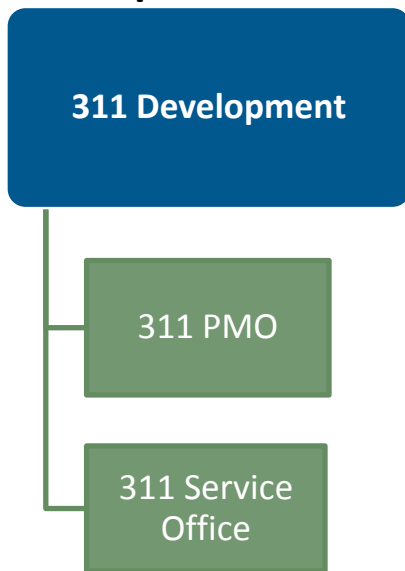
The 311 Service Delivery Service's 2016 Operating Budget of \$12.752 million gross and \$7.059 million net is \$0.086 million or 1.2% under the 2015 Net Budget.

- Base budget pressures in 311 Service Delivery are primarily due to \$0.300 million in progression pay and associated benefit increases, as well as system license and maintenance costs of \$0.095 million.

In order to offset the above pressures, the 2016 Operating Budget for 311 Service Delivery includes:

- Inter-divisional recoveries from Solid Waste Management Services of \$0.400 million; and
- Service efficiency savings of \$0.153 million resulting from a reduction of one permanent filled management position with no impact on service level.

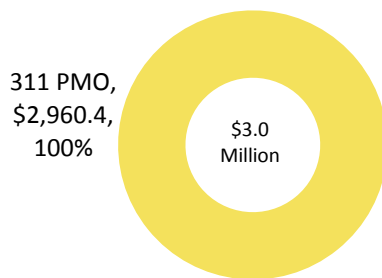
311 Development



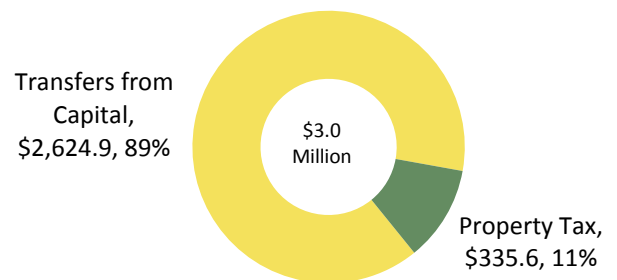
What We Do

- Develop and manage delivery of the 311 Service Model through the 311 Project Management Office (PMO) on time, on budget and within scope.
- Responsible for 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.
- Provides stakeholder insight on the number of new initiatives that are being planned for implementation through the Capital Budget.

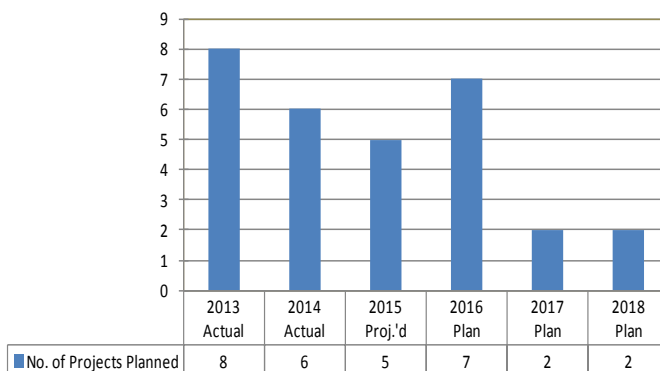
2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



Number of Projects Planned



- 2015/16 includes the final phase of technology that allows for accepting payments for various city programs, such as City recreation classes.
- Municipal Licensing & Standards and Toronto buildings service improvements and integrations are included in the 2016-2025 Capital Budget and Plan.
- A plan for future integrations beyond 2017 is currently being developed.

**2016 Service Levels
311 Development**

| Activity | Status | Approved Service Levels | | | 2016 |
|--|----------|-------------------------|------|------|------|
| | | 2013 | 2014 | 2015 | |
| % of Projects Completed on Time (Schedule) | Approved | 100% | | | 100% |
| | Actual | 58% | 59% | 71% | |
| % of Projects Completed within Budget | Approved | 100% | | | 100% |
| | Actual | 100% | | | |

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for 311 Development.

**Table 7
2016 Service Budget by Activity**

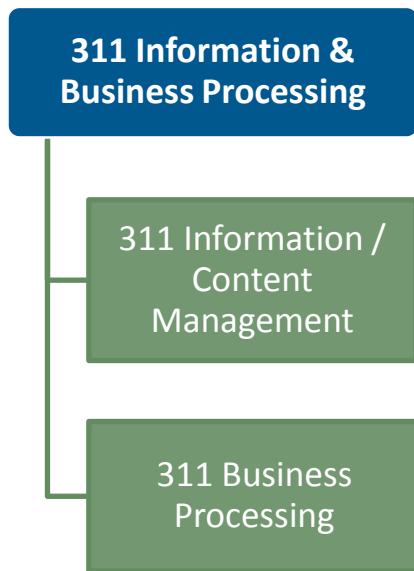
| (\$000s) | 2015 | 2016 Operating Budget | | | | | | | Incremental Change | | | | | |
|-------------------------------|---------|-----------------------|-----------------|-----------------------------|-----------------------------|----------|--------------|-------------|-----------------------------|---------|-----------|------|-----------|------|
| | Budget | Base Budget | Service Changes | Base Budget vs. 2015 Budget | | | New/Enhanced | 2016 Budget | 2016 Budget vs. 2015 Budget | | 2017 Plan | | 2018 Plan | |
| | | | | 2016 Base | Base Budget vs. 2015 Budget | % Change | | | \$ | % | \$ | % | \$ | % |
| GROSS EXP. | | | | | | | | | | | | | | |
| 311 Project Management Office | 2,989.2 | 2,960.4 | | 2,960.4 | (28.7) | (1.0%) | | 2,960.4 | (28.7) | (1.0%) | 6.9 | 0.2% | 30.9 | 1.0% |
| Total Gross Exp. | 2,989.2 | 2,960.4 | | 2,960.4 | (28.7) | (1.0%) | | 2,960.4 | (28.7) | (1.0%) | 6.9 | 0.2% | 30.9 | 1.0% |
| REVENUE | | | | | | | | | | | | | | |
| 311 Project Management Office | 2,550.5 | 2,624.9 | | 2,624.9 | 74.4 | 2.9% | | 2,624.9 | 74.4 | 2.9% | | | | |
| Total Revenues | 2,550.5 | 2,624.9 | | 2,624.9 | 74.4 | 2.9% | | 2,624.9 | 74.4 | 2.9% | | | | |
| NET EXP. | | | | | | | | | | | | | | |
| 311 Project Management Office | 438.7 | 335.6 | | 335.6 | (103.1) | (23.5%) | | 335.6 | (103.1) | (23.5%) | 6.9 | 2.0% | 30.9 | 9.0% |
| Total Net Exp. | 438.7 | 335.6 | | 335.6 | (103.1) | (23.5%) | | 335.6 | (103.1) | (23.5%) | 6.9 | 2.0% | 30.9 | 8.3% |
| Approved Positions | | | | | | - | | | | - | | - | | - |

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

The 311 Development Service's 2016 Operating Budget of \$2.960 million gross and \$0.336 million net is \$0.103 million or 23.5% under the 2015 Net Budget, attributable to:

- Salary and benefit adjustments based on actual expenditures resulting in a net decrease of \$0.029 million; and
- Additional capital recoveries of \$0.074 million to offset salary, merit and step pressures.

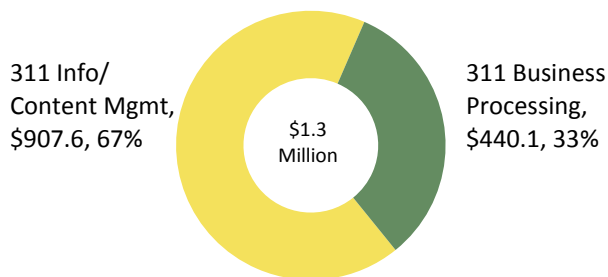
311 Information & Business Processing



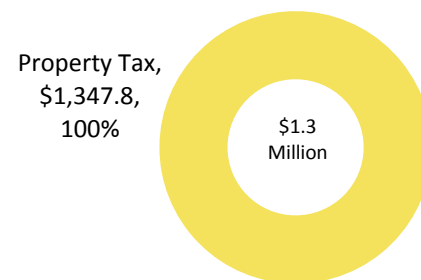
What We Do

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

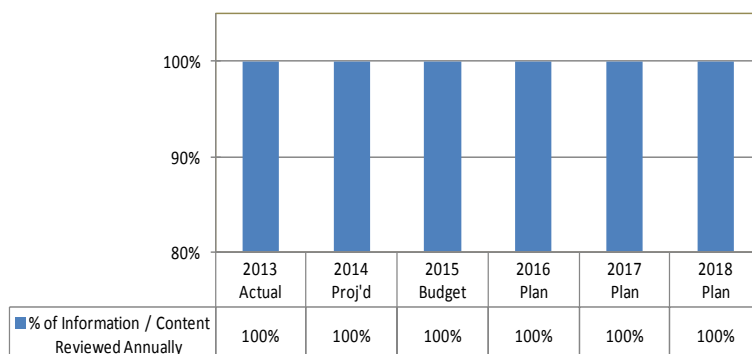
2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



% of Information / Content Reviewed Annually



- The 311 Knowledge Base is a centralized repository for content about the City of Toronto's services and programs. This is the location for over 15,000 questions and answers that 311 has documented with collaboration from other City 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.

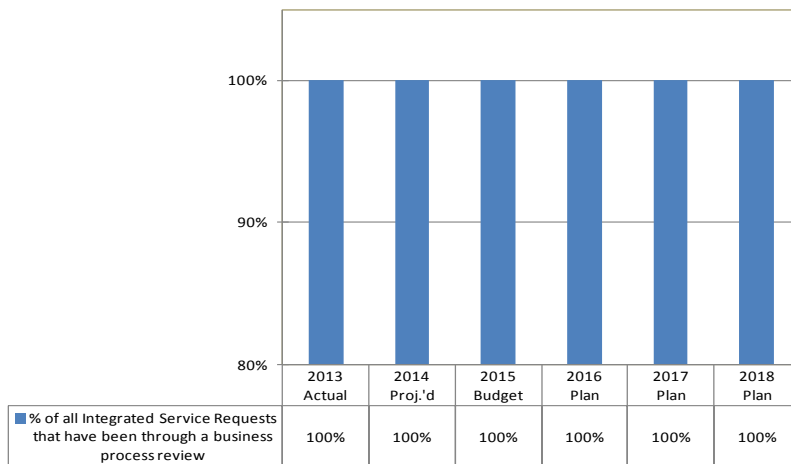
2016 Service Levels
311 Information and Business Processing Service

| Activity | Status | Approved Service Levels | | | 2016 |
|---|----------|-------------------------|------|------|------|
| | | 2013 | 2014 | 2015 | |
| No. of days to fulfill knowledge base solution content update request | Approved | 5 | | | 5 |
| | Actual | 5 | | | |
| % of Information / Content Reviewed Annually | Approved | 100% | | | 100% |
| | Actual | 100% | | | |

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for 311 Information and Business Processing Services.

Service Performance

Effectiveness Measure – % of All Integrated Services Requests that have been through a business process review



- Business process reviews ensure that all service requests available through 311 have been through a formal business process review exercise to ensure service quality with the applicable integrated division. Currently, over 684 types of service requests can be generated.

Table 8
2016 Service Budget by Activity

| (\$000s) | 2015 | 2016 Operating Budget | | | | | | | 2016 Budget vs. 2015 Budget | | Incremental Change | | | |
|-------------------------------|---------|-----------------------|-----------------|-----------|-----------------------------|--------|--------------|-------------|-----------------------------|--------|--------------------|------|-----------|------|
| | Budget | Base Budget | Service Changes | 2016 Base | Base Budget vs. 2015 Budget | | New/Enhanced | 2016 Budget | | | 2017 Plan | | 2018 Plan | |
| | | | | | % Change | | | | \$ | % | | | | |
| GROSS EXP. | | | | | | | | | | | | | | |
| 311 Information/ Content Mgmt | 950.6 | 907.6 | | 907.6 | (42.9) | (4.5%) | | 907.6 | (42.9) | (4.5%) | (0.0) | 0.0% | 6.0 | 0.7% |
| 311 Business Processing | 465.4 | 440.1 | | 440.1 | (25.3) | (5.4%) | | 440.1 | (25.3) | (5.4%) | (0.0) | 0.0% | 2.9 | 0.7% |
| Total Gross Exp. | 1,415.9 | 1,347.8 | | 1,347.8 | (68.2) | (4.8%) | | 1,347.8 | (68.2) | (4.8%) | (0.0) | 0.0% | 8.9 | 0.7% |
| REVENUE | | | | | | | | | | | | | | |
| 311 Information/ Content Mgmt | | | | | | - | | | | - | | | | - |
| 311 Business Processing | | | | | | - | | | | - | | | | - |
| Total Revenues | | | | | | - | | | | - | | | | - |
| NET EXP. | | | | | | | | | | | | | | |
| 311 Information/ Content Mgmt | 950.6 | 907.6 | | 907.6 | (42.9) | (4.5%) | | 907.6 | (42.9) | (4.5%) | (0.0) | 0.0% | 6.0 | 0.7% |
| 311 Business Processing | 465.4 | 440.1 | | 440.1 | (25.3) | (5.4%) | | 440.1 | (25.3) | (5.4%) | (0.0) | 0.0% | 2.9 | 0.7% |
| Total Net Exp. | 1,415.9 | 1,347.8 | | 1,347.8 | (68.2) | (4.8%) | | 1,347.8 | (68.2) | (4.8%) | (0.0) | 0.0% | 8.9 | 0.7% |
| Approved Positions | | | | | | - | | | | - | | - | | - |

The **311 Information and 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 and Business Processing Service's 2016 Operating Budget of \$1.348 million gross and \$1.348 million net is \$0.068 million or 4.8% under the 2015 Net Budget.

- There are few changes to the budget for this Service in 2016 with the only expenditure change (decrease of \$0.068 million) resulting from salary and benefit adjustments based on actual expenditures.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2016 Budget

Contact Volume and Complexity in Relation to the Service Level

- A key Council approved Service Level for 311 Toronto is to answer 80% of calls within 75 seconds. The actual Service Level achieved in 2015 as at the end of Q3 was 82%, which is above the Council approved target.
- The increased service level is being achieved while at the same time 311 Toronto is continuously experiencing an increase in contact volume, while the calls are increasingly becoming complex in nature.
 - The increased complexity of calls will be managed through a quality management framework that will monitor, coach, and train staff on how best to improve handling time for complex calls. Call escalations will go through a dedicated line attended by staff that will be primarily focused on the escalation process.
 - To cope with unplanned events, 311 Toronto will focus on scheduling flexibility to assist in meeting peak demand when unplanned events occur. By reaching out to partners such as Toronto Hydro (MOU), Toronto Water, Transportation Services and Canada Post, and establishing clear and open lines of communication when events do occur, callers will receive accurate information with an increase in first point of contact resolution.
 - By working collectively with Local 79 on the introduction of a part-time availability form and a modified call out list that enhances flexibility, 311 Toronto will be able to generate staff reports much quicker when an unplanned event occurs.
 - 311 Toronto is focusing on migrating users to more efficient channels when it comes to handle times.
 - By creating awareness for users that online self-serve options are available for certain service requests, the Program will focus on channel migration where feasible.
- 311 has been exploring options to be more proactive with social media, Interactive Voice Response (IVR) and other online channels to broadcast information about service outages and other disruptions to potentially decrease calls to the Contact Centre.
- 311 Toronto has undertaken a reorganization that will provide a clear framework of responsibility for communicating with internal partners, quality of information and updates along with corrective action required, and the management of service level agreements with our integrated divisions. The change in structure is cost neutral with a focus on Quality Management and expected outcome of continuous improvement.

Integration with Revenue Services

- As of November 23rd, 2015, 311 Toronto assumed responsibility of handling Revenue Services' Tier 1 tax and utility related calls as part of the customer service integration with Revenue Services. As the result of integration, 19 positions will be transferred from Revenue Services to 311 Toronto in Q1 of 2016. No additional funding will be required for the integration of Revenue Services staff.
- Revenue Services will benefit from leveraging 311 Toronto's customer service expertise, as well as utilizing the sophisticated infrastructure, technology and systems used to support their highly complex contact centre. It is expected that this integration will result in significant benefits and operational efficiencies including:
 - Extended hours of operation (Monday to Friday 8:00am-6:00pm), eventually becoming 24/7 in Q2 of 2016;
 - Enhanced holistic customer service;
 - Enhanced Key Performance Indicator (KPI) reporting;
 - Improved internal reporting capabilities;
 - Improved service level metrics:
 - Reduced call wait times;
 - Increased customer satisfaction;
 - Greater service support functionality (e.g. Full call recordings); and
 - Greater breadth of training and support for staff.
- The integration of Tier 1 Revenue Services' call regarding tax and utility bills, will increase overall customer satisfaction for City residents and businesses as 311 Toronto will provide a more holistic customer service experience.



Appendices:

Appendix 1

2015 Service Performance

2015 Key Service Accomplishments

In 2015, 311 Toronto accomplished the following:

- ✓ Tested and implemented a redundancy site at North York Civic Centre (NYCC). 311 Toronto is now able to provide uninterrupted services in the event of an emergency at Metro Hall.
- ✓ The mayor supported SWAT initiative between 311 Toronto and Toronto Water to provide homeowners with frozen pipes escalated service to ensure clarity and quick resolution.
- ✓ Providing after hours support to the IT Help Desk in logging certain service requests.
- ✓ Office dress code with new name badges was implemented, which will promote a professional work environment and team building spirit
- ✓ New approach for scheduling part time customer service representatives' time was developed. This initiative improves staff morale and relationship with the Union.
- ✓ The format and content of the internal periodical newsletter, 311 on 311, have significantly been redesigned with the focus on celebration and performance of the division.
- ✓ Set up 28 new Service Requests for Municipal Licensing and Standards (ML&S) and Parks & Waste Enforcement.
- ✓ Set up 14 new Service Requests related to Solid Waste park litter bins collection.
- ✓ Prepared and set up a designated Pan Am and call centre initiative during the 2015 Pan Am and Para Pan Am games.
- ✓ Created and implemented a balanced scorecard to monitor quality assurance and ensure a continued focus of customer service.
- ✓ Provided integrated support and a planned takeover of the Tier 1 function of all Revenue Services property tax, account lookup, and water billing calls.
- ✓ Finalized a memorandum of understanding between 311 Toronto and Toronto Hydro to ensure open lines of communication in the event of power outages.
- ✓ Refined the call escalation process to provide an enhanced customer service experience.
- ✓ Stabilized the technology infrastructure with a telephony audit and subsequent UCCE upgrade.
- ✓ An internal re-organization to establish clear lines of roles, responsibilities, and reporting relationships.
- ✓ Establishment of an organized management framework along with the creation of a Quality Assurance and Performance Management Unit to enhance quality control and ensure uniformity across the customer service spectrum.
- ✓ Created 8 new Coordinator roles to provide coaching and succession management planning, with no additional funding.
- ✓ Developing and strengthening partnerships with our City divisions.
- ✓ "Lunch and Learn" initiative in the form of open dialogue between 311 senior management and staff has successfully been launched.
- ✓ "Music On Hold" successfully launched, which showcases local musical talent and promotes local artists.
- ✓ Mayor and Council escalation pilot line was launched successfully.

Appendix 2

2016 Operating Budget by Expenditure Category

Program Summary by Expenditure Category

| Category of Expense (\$000's) | 2013 Actual | 2014 Actual | 2015 Budget | 2015 Projected Actual * | 2016 Prelim Budget | 2016 Change from 2015 Approved Budget | | Plan | |
|---|-----------------|------------------|-----------------|-------------------------------|--------------------------|---|---------------|-----------------|-----------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | % | 2017 \$ | 2018 \$ |
| Salaries and Benefits | 14,583.2 | 15,145.6 | 15,371.8 | 14,280.9 | 15,412.8 | 41.0 | 0.3% | 16,017.9 | 16,150.4 |
| Materials and Supplies | 17.9 | 10.7 | 16.3 | 14.3 | 9.6 | (6.7) | (41.0%) | 9.6 | 9.6 |
| Equipment | 18.4 | 34.6 | 25.4 | 23.6 | 25.4 | | | 25.4 | 25.4 |
| Services & Rents | 1,022.3 | 1,226.4 | 1,461.3 | 966.2 | 1,632.7 | 171.4 | 11.7% | 1,732.7 | 1,732.7 |
| Contributions to Capital | | | | | | | - | | |
| Contributions to Reserve/Res Funds | 22.5 | 22.5 | 25.9 | 25.9 | 25.9 | | | 25.9 | 25.9 |
| Other Expenditures | | | | | | | - | | |
| Interdivisional Charges | 217.9 | 184.8 | 192.0 | 194.1 | 194.3 | 2.3 | 1.2% | 196.6 | |
| Total Gross Expenditures | 15,882.3 | 16,624.6 | 17,092.7 | 15,505.0 | 17,300.6 | 208.0 | 1.2% | 18,008.1 | 17,944.0 |
| Interdivisional Recoveries | 5,046.3 | (5,046.3) | 5,293.6 | 5,293.6 | 5,693.6 | 400.0 | 7.6% | 5,693.6 | 5,693.6 |
| Provincial Subsidies | | | | | | | - | | |
| Federal Subsidies | | | | | | | - | | |
| Other Subsidies | | | | | | | - | | |
| User Fees & Donations | | | | | | | - | | |
| Transfers from Capital Fund | 1,823.5 | (1,296.7) | 2,550.5 | 1,333.6 | 2,624.9 | 74.4 | 2.9% | 2,624.9 | 2,624.9 |
| Contribution from Reserve/Reserve Funds | 133.8 | | | | | | - | | |
| Sundry Revenues | 0.1 | (0.2) | | | | | - | | |
| Total Revenues | 7,003.6 | (6,343.2) | 7,844.1 | 6,627.2 | 8,318.5 | 474.4 | 6.0% | 8,318.5 | 8,318.5 |
| Total Net Expenditures | 8,878.7 | 22,967.8 | 9,248.6 | 8,877.8 | 8,982.2 | (266.4) | (2.9%) | 9,689.6 | 9,625.5 |
| Approved Positions | 157.0 | 179.5 | 167.2 | 162.0 | 166.3 | (1.0) | (0.6%) | 172.3 | 172.3 |

* Based on the 9-month Operating Variance Report

For additional information regarding the 2015 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, 2015*" approved by City Council at its meeting on December 9, 2015.

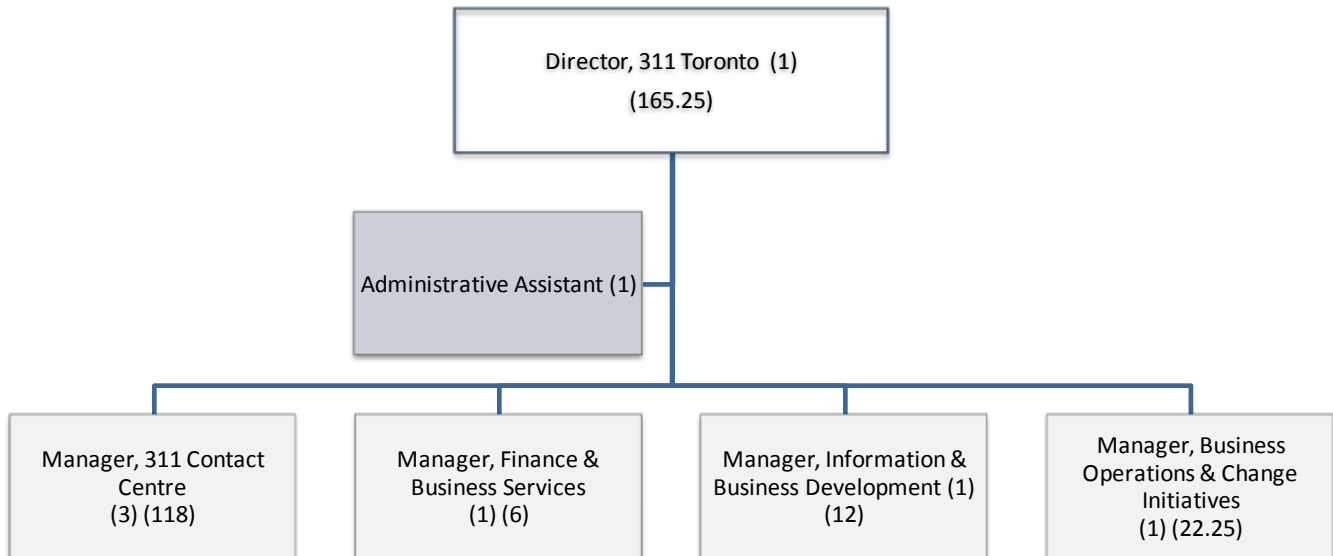
<http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-85887.pdf>

Impact of 2015 Operating Variance on the 2016 Budget

- 311 continues to experience an increase in total contacts along with an increased complexity of calls.
- Through implementing initiatives that better anticipate scheduling requirements and improved flexibility to meet increased volumes, 311 has been able to achieve 82% of calls answered within 75 seconds year-to-date compared to the Council approved target and service level of 80%.

Appendix 3

2016 Organization Chart



2016 Complement

| Category | Senior Management | Management | Exempt Professional & Clerical | Union | Total |
|-----------|-------------------|------------|--------------------------------|--------|--------|
| Permanent | 1.00 | 24.00 | 1.00 | 99.00 | 125.00 |
| Temporary | | 13.25 | | 28.00 | 41.25 |
| Total | 1.00 | 37.25 | 1.00 | 127.00 | 166.25 |

Appendix 4

Summary of 2016 Service Changes

2016 Operating Budget - Council Approved Service Changes Summary by Service (\$000's)

| Form ID | | Internal Focused Services Program - 311 Toronto | Adjustments | | | | 2017 Plan Net Change | 2018 Plan Net Change |
|---|----------|--|----------------------|---------|---------|-----------------------|-------------------------|-------------------------|
| Category | Priority | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 2016 Council Approved Base Budget Before Service Changes: | | | 17,454.0 | 8,318.5 | 9,135.5 | 167.25 | 707.4 | 135.9 |

| | |
|------|--|
| 8785 | 311 - Management Team Efficiency Savings |
|------|--|

| | | |
|----|---|---------------------|
| 51 | 1 | Description: |
|----|---|---------------------|

Management team efficiency savings has been identified and will be carried out by 311 Toronto. Savings of \$0.153 million gross and net are expected by reducing one position.

Service Level Impact:

There will be no impact on service level

Service: 311 Service Delivery

| | | | | | | |
|--|----------------|------------|----------------|---------------|------------|--------------|
| Preliminary: | (153.3) | 0.0 | (153.3) | (1.00) | 0.0 | (1.1) |
| BC Recommended Change: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| EC Recommended Change: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| CC Recommended Change: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Total Council Recommended | (153.3) | 0.0 | (153.3) | (1.00) | 0.0 | (1.1) |
| <hr/> | | | | | | |
| Preliminary: | (153.3) | 0.0 | (153.3) | (1.00) | 0.0 | (1.1) |
| Budget Committee Recommended: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Executive Committee Recommended: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| City Council Approved: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Total Council Approved Service Changes: | (153.3) | 0.0 | (153.3) | (1.00) | 0.0 | (1.1) |

Summary:

| | | | | | | |
|---|----------------|------------|----------------|---------------|------------|--------------|
| Preliminary: | (153.3) | 0.0 | (153.3) | (1.00) | 0.0 | (1.1) |
| Budget Committee Recommended: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Executive Committee Recommended: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| City Council Approved: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |

2016 Operating Budget - Council Approved Service Changes

Summary by Service (\$000's)

| Form ID | | Internal Focused Services Program - 311 Toronto | Adjustments | | | | 2017 Plan Net Change | 2018 Plan Net Change |
|-------------------------------------|----------|--|----------------------|---------|---------|-----------------------|-------------------------|-------------------------|
| Category | Priority | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| Council Approved Service Changes: | | | (153.3) | 0.0 | (153.3) | (1.00) | 0.0 | (1.1) |
| Total Council Approved Base Budget: | | | 17,300.6 | 8,318.5 | 8,982.2 | 166.25 | 707.4 | 134.8 |

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2015 * | Prelim Withdrawals (-) / Contributions (+) | | |
|---|-------------------------------|---|--|----------|----------|
| | | | 2016 | 2017 | 2018 |
| | | \$ | \$ | \$ | \$ |
| Projected Beginning Balance | | 25,335.2 | 25,335.2 | 25,361.1 | 25,387.0 |
| <i>Contributions (+)</i> | | | | | |
| Insurance Reserve Fund | XR1010 | | 25.9 | 25.9 | 25.9 |
| Total Reserve / Reserve Fund Draws / Contributions | | 25,335.2 | 25,361.1 | 25,387.0 | 25,412.9 |
| Other Program / Agency Net Withdrawals & Contributions | | | | | |
| Balance at Year-End | | 25,335.2 | 25,361.1 | 25,387.0 | 25,412.9 |

* Based on 9-month 2015 Reserve Fund Variance Report