



Challenges & Solutions

Getting More Done With Less

Presentation to the AAMVA Conference

July, 2011

*Frank D'Onofrio, Assistant Deputy Minister,
Business Development Division, ServiceOntario*

Agenda

1

Transforming The Way We Do Business

- Ontario's Economic Climate
- ServiceOntario Footprint
- Modernizing to do More with Less
- Cost Savings Initiatives
- Service Delivery Models

2

Road Ahead

- Taking The Next Steps Forward
- Challenges Faced Within & Things To Pay Attention to



C A N A D A



Ontario, *eh!*

- ▶ Ontario challenges with \$16.7B deficit
- ▶ Currently operating at 97%, 3% reduction
- ▶ FTE cap and 5% reduction
- ▶ 2011 Ontario Budget presents a plan to accelerate the achievement of a zero deficit by 2017 -18
- ▶ Require to achieve 4B in annual savings by 2014 -15 while protecting services and improving service delivery

our service footprint...

Access to government through many channels

With over **46 million transactions** annually, accounting for **\$2.5B** in revenue, **2300 employees** we are connecting Ontarians through...



In-Person

Nearly
300 Locations

- Transactional services
- Access to information
- Government publications
- Applications and assistance with forms
- Interjurisdictional co-locations and outreach sites



Online

16 Online Service Categories

- Access to multiple online services (some with service guarantees)
- Cross-government services (such as Newborn Registration Service)
- Service Enhancements (such as online appointment bookings for Enhanced Driver's Licences and Health Card renewals)



Kiosks

71 Kiosks

- One of the largest networks in North America
- Available 7 days a week (many located at family-friendly locations – e.g. shopping malls)



Contact Centres

8 Contact Centre Locations

- Single 1-888 Business Info Line (covers over 160 existing numbers)
- Average wait time of less than a minute (to reach a customer service agent)
- Multilingual services are available upon request

1

**transforming the way
we do business**

Modernizing to do More and Reduce Costs

Pennsylvania

- Boost vehicle registration cost, cover for two years
- DL cost increase, however, renew every eight years
- Eliminate safety inspection for new vehicles for first two years
- Savings realization of \$100M

Virginia

- More than half a million signed up for notices from DMV via email, text, phone launched summer 2010
- Savings achieved almost \$300,000
- Sign up electronically by creating a DMV account

Ontario

- Channel Optimization through:
 - Services to Individuals:
 - D + V services online
 - Renewal Notices
 - Renewals
 - Integrated Address & Contact Preference to offer a Single Client View
 - Services to Businesses:
 - One Source for Business offering a one stop online shop for businesses
 - Single Business Number: Expansion to new program partner ministries
 - Contact Centre Modernization

making it easier...

For Individuals

& Families

Placing the customer at the centre of our service.

Taking the Lead

Transforming the face of in-person government service:

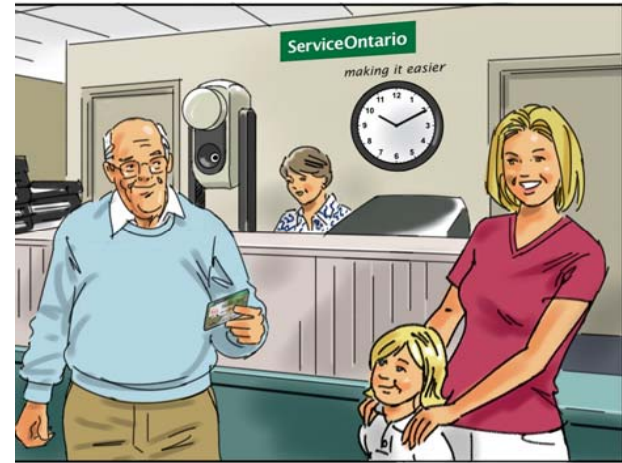
95% of Ontarians within 10Km of a ServiceOntario Centre



- Historically, separate visits to different offices were required.
- For example, customers seeking to renew health cards needed to make their way to one of 27 OHIP offices.
- Today, nearly 300 in-person locations are now in place providing Ontarians with multiple and integrated services under one roof.

- Increase efficiencies
- Reduce operating costs
- Eliminate duplication

Family Friendly Hours



Building on the integration of services achieved through Taking the Lead

Fully implement family-friendly hours on a community-based approach

- **Workforce Planning**
- **Process Re-engineering**

Cost Savings Initiatives Underway...



Today: Our customers visit **one office to conveniently renew both drivers' licences and health cards**, saving time by getting the services they need, when and where they need them."

Example: **Photo Health Card Drivers Licence. Renewals**



- Whether renewing a vehicle permit, customizing licence plates or ordering government publications, we back our services with a bold promise to deliver – **guaranteed!**

Example: Accessible Parking Permit : Reduced delivery to 3 weeks , down from 4 – 6 weeks



In addition to Newborn Registration Service, we're introducing **new online offerings such as our mobile service location finder, online organ-donor registration, vehicle registration and a new Interac Online payment option.**



Our new **ONeSource for Business** feature allows Ontario businesses to keep track of multiple interactions with various government programs through one simple online interface.

We're also helping businesses to navigate the complexities of government through the introduction of **our new single toll-free Business Info Line**, covering 164 different phone numbers from multiple levels of government. In short, we're making it easier to do business in Ontario.

Driver & Vehicle Initiatives

		<i>ELEMENTS</i>	<i>DESCRIPTION</i>
<i>APPLICATIONS</i>	1. Electronic Notifications	<ul style="list-style-type: none"> ■ Ability to sign up & receive electronic notices through email, SMS, etc ■ 9M paper notices sent/year for Vehicle License Registration Application, Drivers License 	
	2. Online, Integrated DL Renewal	<ul style="list-style-type: none"> ■ Ability to conduct an online, non-photo renewal every 10 years ■ Single notice, authentication, data capture, photo and signature 	
	3. Online Replacements	<ul style="list-style-type: none"> ■ Ability to order replacement of high-volume services online, such as Vehicle License Registration Application, permit, plate, Drivers Licenses, etc (> 1.5M trans/year) 	
	4. Integrated Address & Contact Preference Changes	<ul style="list-style-type: none"> ■ Redesign Integrated Address Change to include contact preference and have single authentication 	

Today's Service Delivery Models

ServiceOntario functions using a successful mix of service delivery models.

Publicly Delivered

Delivers services directly to the public on **behalf of the Ontario Government** (e.g. driver & vehicle services, health cards, vital stats) – **87 public in-person locations**

Private Partnerships

TERANET: Modernize the way customers conduct electronic transaction (e.g. real property, title and write searches and registrations)

SERCO: Mainly responsible for driver testing and administering the graduated licensing program

(3 companies) - Cyberbahn Inc, Oncorp Direct Inc., ESC Corp Service Ltd. conduct electronic transactions for business registrations (ONBIS)

ServiceOntario

Inter-Jurisdictional Partnerships

Delivers in collaboration with **other levels of government** (e.g. BizPal services for business, integrated newborn registration bundle, etc.)

Privately Delivered

Operates a successful **hybrid public-private in-person network** (e.g. 2/3 of delivery through private-sector partners – **206 private in-person locations**)

2

the road ahead

Taking the Next Step Forward...



approach →

- ServiceOntario's **Strategic Plan – Beyond 2011** will expand on ***simple, seamless and personalized services***
- **2011 Ontario Budget** announced that ServiceOntario will:
 - explore **alternative service delivery** models, including leveraging private-sector investments through a competition; and
 - explore opportunities to expand ServiceOntario's **one-stop delivery network**, including delivering services on behalf of **other governments** through partnerships.
- Over the **next 6 months**, ServiceOntario has committed to **undertake a competitive review** of its business (current and future operating models) while focused on implementing its **strategy** for the **next 3 to 5 years**

Challenges faced within & things to pay attention to:

- **Legislative challenges to meet “ One Client One View” Strategic Initiative**
 - **Program Development:** Building on Program Evaluation, guiding principles and corresponding test questions to support the rationale new programs
 - Relevance**
 - Is the program aligned with government priorities?
 - What public interest is served?
 - What is the justification of the role of government
 - Best Delivery Method**
 - Is there any overlap/duplication?
 - Which level of government is most appropriate?
 - What role can other sectors play?
 - Effectiveness**
 - What evidence will be used to demonstrate achievement of intended outcomes?
 - How will performance be tracked?
 - How will customer satisfaction be established?
- **Privacy and Fraud consideration around delivering services on behalf of ministries**
- **Information Technology Architecture**
 - in offering service delivery on behalf of Ontario government ministries and private sector partners from a data integrity, personal information confidentiality perspective
- **Streamline processes**
 - Service Integration
 - Harmonizing photo cycle