



Automated Customer Feedback System

Presented to the Quality of Life Committee
January 22, 2007



Purpose of this Briefing

To present Quality of Life Committee members with an update regarding implementation of the Customer Feedback Tactical Team's recommendation to automate the collection, analysis and reporting of customer satisfaction data.

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Customer Service Trend in Local Government

Local governments across the country have begun to recognize the benefits of staying in open contact with their customers to gauge satisfaction levels with service delivery.

Such data assists in assessing service performance, setting goals and budgeting effectively. The City of Dallas is on the leading edge of this trend.

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Customer Service Milestones

- June 2004:** City Manager establishes customer service as an organizational priority
- March 2005:** First annual citywide Citizen Survey
- Summer 2005:** Executive Staff reorganized; Department Directors craft the Customer Service Initiative (CSI) Dallas which includes the creation of 5 Tactical Teams
- January 2006:** First annual Customer Service Rally; Level I Customer Service training begins
- April 2006:** Second annual citywide Citizen Survey
- December 2006:** Customer Feedback Tactical Team presents findings and recommendations to Council for capturing and using customer satisfaction data

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Customer Feedback Tactical Team

- Mission:** To develop a process to ensure the "Voice of the Customer" is heard in each City Service on an ongoing basis.
- Activities:** Performed internal review of departmental techniques and external review of best practices in other organizations.
- Findings:** No single point for collecting customer feedback;
No procedural standard for gathering customer feedback data and customer contact information;
Lack of consistency with the feedback tools.

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Customer Feedback Tactical Team

Recommendations related to the use of instruments to obtain customer feedback:

1. Continue the National Citizen Survey
2. Conduct Focus Groups on topics of special concerns
3. Conduct an annual survey of customer satisfaction for internal City services

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Customer Feedback Tactical Team

Recommendations related to improving processes and use of customer feedback:

1. Standardize customer feedback procedures across departments
2. Purchase a flexible software for customer surveys
3. Automate existing customer feedback programs

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Automated Customer Feedback System: Current challenges to address

1. A large volume of disparate data comes into the organization at multiple entry points.
2. Use of paper surveys alone, without automation, is labor intensive, time consuming and not easily replicated.
3. Satisfaction levels are not compared across departments, nor are they reported out in a comprehensive manner.
4. The survey target population can vary widely depending on the service provided.

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Automated Customer Feedback System: Proposed requirements

1. Survey software must allow for data capture from a variety of input points, including phone, web/email, comment cards/surveys and eventually Interactive Voice Response (IVR).
2. Automation will allow for more timely, and continuous data analysis.
3. Standardization of feedback tools, including a 'data library' for departments to select appropriate questions will allow for cross-department analysis, data aggregation and customized reporting.
4. Appropriate interfaces may allow for easy selection of target populations for internal services.

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Automated Customer Feedback System: Benefits and uses of data

Performance measurement: A good system includes some measure of customer satisfaction, not currently captured for all services. Customer feedback data will help in setting service performance goals.

Budgeting: Budgeting for Outcomes requires that departments detail how their services help achieve Results. Customer feedback data will assist in the allocation of resources.

Gap analysis: Benchmarking shows that sometimes actual service performance data and customer perception do not align. Customer feedback data will help determine where gaps exist.

Communication: Two-way communication is required between service providers and customers to ensure that the 'right' level of service is provided. Customer feedback data will provide departments with the ability to educate customers on service improvements.

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Automated Customer Feedback System: Other potential benefits

Depending on the capabilities of the survey software purchased, additional applications may include:

- Employee testing and performance evaluations
- Training registration tracking and course evaluations
- Other opinion surveys, such as employee climate surveys
- Interface with performance measurement software allowing automatic updates of performance data

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Automated Customer Feedback System: Proposed timeline

Strategic Customer Services is currently researching the survey software market and developing business requirements; CIS is responsible for developing technical specifications of a proposed system

RFCSP timeline

Develop business and technical requirements/SOW	15 days
Promote	30 days
Select	15 days
Contract negotiation	15 days
Council agenda approval	30 days
Acquisition of product/services	30 days

Implementation timeline

Technology Construction (includes testing)	45 days
End-User Training (train-the-trainer)	30 days

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Automated Customer Feedback System: Estimated costs

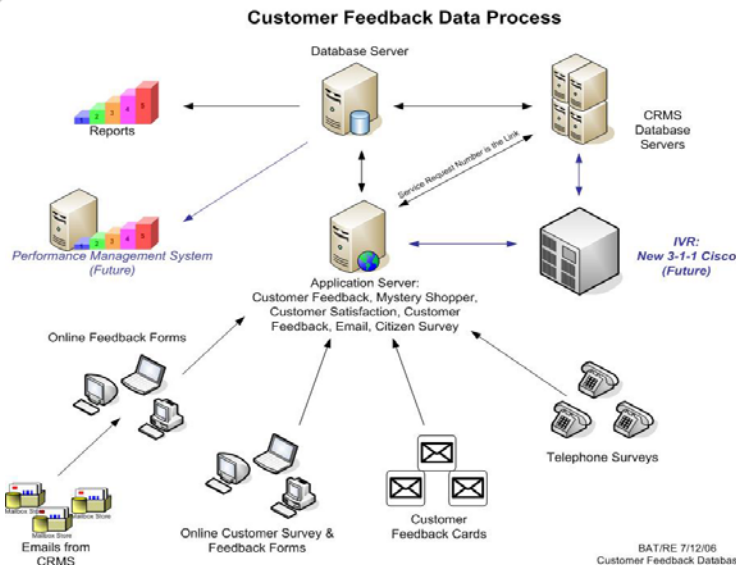
Hardware:

Application Server/OS	\$7,000
Database Server/OS	\$9,500
Storage (included in cost of servers)	N/A
Network to Connect Servers	\$250 each
Survey Software/Licensing (500 Users)	\$65,000
System Backup Software/Licensing	\$1,000
Annual Software Maintenance	\$3,600
Project Management	\$4,000
Technology Installation/Setup	\$2,500
Annual Application/Database/Web Support (estimate based on 200 hrs of an FTE annually)	\$6,500
Annual Technical Services Support (estimate based on 100 hrs of an FTE annually)	\$2,500

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Automated Customer Feedback System: Potential structure



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Automated Customer Feedback System: Next Steps

Gather data collection, analysis and reporting requirements from City departments

Develop standards for customer feedback tools to be used citywide

Return to Quality of Life Committee with quarterly update