Customer Feedback
Tactical Team
Customer Service Initiative
City of Dallas
Our Mission

The Customer Feedback Tactical Team has been charged with developing a process to ensure the “Voice of the Customer” is heard in each City Service, on an ongoing basis.
Determining Best Practices for Gathering Customer Feedback

Internal Review
- Collected existing feedback/survey tools utilized by all City services/departments

External Review
- Conducted an online survey to query outside organizations to determine the best practice for gathering customer feedback
Internal Review

Finding:
- No single point for collecting the information
- No procedural standard for gathering customer feedback data and customer contact information
- Lack of consistency with the feedback tools
## City of Dallas
### Departments’ Feedback Tools

<table>
<thead>
<tr>
<th>Department</th>
<th>Voice of Customer Technique</th>
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</table>
| CODE COMPLIANCE                  | Quality Assurance phone number is provided on Web Confirmation Emails for feedback purposes:  
  - Citizens who have a system or procedure concern to contact us at 948-4176.311  
  - System: Code Personnel/Service Complaint service request captures concerns of citizens.                                                                                                                                                                                                                                                                                                                                                                               | Ongoing             |
| COURT & DETENTION SERVICES       | Comment Cards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Ongoing             |
| DALLAS FIRE & RESCUE             |  
  - 911 / 311 Call Center Open Record Feedback Form  
  - Front Desk Customer Feedback Card  
  - DFD Instructor Survey                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Ongoing             |
| DALLAS POLICE DEPARTMENT         | No customer feedback tools in place at this time.                                                                                                                                                                                                                                                                                                                                                                                                                                       | N/A                 |
| ENVIRONMENTAL & HEALTH SERVICES  |  
  - Customer Service Assessment & Surveys,  
  - Comment Cards  
  - 311  
  - Board input (MLK and SAC)                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Ongoing             |
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<tr>
<td>OFFICE OF EMERGENCY MANAGEMENT</td>
<td>Customer Service Rating Survey</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
| LIBRARY                           | ▪ Comment Cards  
▪ Needs Assessments  
▪ Customer Survey  
▪ Telephone/311                              | Ongoing  
Annual  
Ongoing |
| OFFICE OF CULTURAL AFFAIRS        | ▪ Quality of Service Survey-customer rates facility and quality of service  
▪ Comment Cards  
▪ Audience Survey                              | Ongoing             |
| SANITATION SERVICES               | ▪ Telephone/311  
▪ Mayors’ Recycling Task Force Committee  
▪ Customer Satisfaction Survey for Residential Recycling Demonstration program                               | Ongoing  
Annual |
| STREET SERVICES                   | No customer feedback tools in place at this time                  | N/A                 |
## City of Dallas

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<tr>
<td>WATER UTILITIES</td>
<td>▪ Intranet&lt;br&gt;▪ Telephone/311</td>
<td>Ongoing</td>
</tr>
<tr>
<td>PARK AND RECREATION</td>
<td>▪ Customer Feedback Cards&lt;br&gt;▪ Telephone/311&lt;br&gt;▪ Website Survey</td>
<td>On-going&lt;br&gt;Exception-2002 City-wide survey conducted for <em>A Renaissance Plan</em></td>
</tr>
<tr>
<td>ECONOMIC DEVELOPMENT</td>
<td>▪ Business Climate Survey</td>
<td>Ongoing</td>
</tr>
<tr>
<td>AVIATION</td>
<td>Customer Service in 3 different ways:&lt;br&gt;▪ Customer Survey Cards&lt;br&gt;▪ Love Field Website-allow customers to enter feedback&lt;br&gt;▪ Luv Helpers Volunteer Program-Contact Us</td>
<td>Ongoing</td>
</tr>
<tr>
<td>CONVENTION &amp; EVENT SERVICES</td>
<td>Vendor Survey</td>
<td>Ongoing</td>
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| DEVELOPMENT SERVICES             | - Comment Cards- English & Spanish  
|                                  | - Express Plan Customer Survey  
|                                  | - Brochure for Building Inspection/Permit Sections                                           | Ongoing             |
| HOUSING                          | 5 Different Customer Feedback Questionnaires  
|                                  | - 3 for Home Repair Program- Homeowner/ Contractor/ Inspector  
|                                  | - 2 Volunteer minor Home Repair Program-Homeowner /Volunteer  
|                                  | **Upon completion of construction on each project**                                        | Ongoing             |
| FAIR HOUSING                     | No customer feedback tools in place at this time.                                           | N/A                 |
| Public Works & Transportation    | Customer Satisfaction Survey                                                               | Ongoing             |
| EFFICIENCY TEAM                  | No customer feedback tools in place at this time.                                           | N/A                 |
## City of Dallas

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| EQUIPMENT & BUILDING SERVICES                   | ▪ Survey Forms  
▪ Comment Cards”                                                                 | Ongoing             |
| HUMAN RESOURCES / RISK / SAFETY                 | Exit interviews of employees departing the City of Dallas                                  | Ongoing             |
| OFFICE OF ENVIRONMENTAL QUALITY                 | ▪ Surveys conducted after every Training Session  
▪ Focus Group-Facilitator with prearranged questions for the internal customers (City Departments)  
▪ Results Report-Written up from the Focus Group. | Ongoing             |
| CIVIL SERVICE                                   | No customer feedback tools in place at this time.                                           | N/A                 |
| COMMUNICATION & INFORMATION SERVICES            | The CIS department issues Customer Satisfaction Survey.  
▪ Citywide Announcement  
▪ Survey Posted on the Intranet (as a scrolling news item).  
▪ Direct emails are planned for distribution, | Annual  
10/09/06 |
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<tr>
<td>PUBLIC INFORMATION</td>
<td>No customer feedback tools in place at this time.</td>
<td>N/A</td>
</tr>
</tbody>
</table>
| 311/STRATEGIC CUSTOMER SERVICES            | ▪ 5% Customer Concerns Survey  
▪ Mystery Shopper Program                       | Ongoing             |
| CITYWIDE CITIZEN SURVEY/BENCHMARKING        | 3rd Party Survey of City Services  
ICMA / National Citizens Survey               | Annual              |
| TRINITY RIVER                               | Trinity River Corridor Project Survey                                                         | Ongoing             |
| MAYOR & COUNCIL OFFICE                      | ▪ Comment Cards  
▪ Telephone/311  
▪ Town Hall Meetings  
▪ HOA/Crime Watch Meetings                   | Ongoing  
Specific Topic                               |
# Departmental Feedback Tools

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</tr>
</thead>
<tbody>
<tr>
<td>INTERGOVERNMENTAL SERVICES</td>
<td>No customer feedback tools in place at this time.</td>
<td>N/A</td>
</tr>
</tbody>
</table>
| OFFICE OF FINANCIAL SERVICES                   | • E Mail  
• Telephone/311                                                                 | Ongoing             |
| BUSINESS DEVELOPMENT & PROCUREMENT SERVICES    | • Email  
• Telephone/311                                                                 | Ongoing             |
| CITY SECRETARY                                  | • Comment Cards  
• Customer Feedback Website, Telephone                                                        | Ongoing             |
| EXPRESS BUSINESS CENTER                         | • E Mail  
• Telephone/311                                                                 | Ongoing             |
External Review

Survey Participants

Invitations to participate in the online survey were sent to:

- Over 100 ICMA participants via the ICMA list serve
- 30+ NCTCOG cities
- 14 private industry leaders
- 3 top ranked cities from National Citizen Survey
External Review (continued)

Survey Response

23 entities responded to the online survey

- 21 municipalities
- 2 private corporations
  - Tuesday Morning
  - Children’s Medical Center, Dallas
Survey Questions

Participants rated the effectiveness of:

- Comment Cards
- Customer Feedback Websites
- Telephone/311
- 3rd Party Surveys
- Mail Surveys
- Town Hall Meetings
- Focus Groups
### Survey Results

Scale of 1 to 5, 5 being the most effective:

<table>
<thead>
<tr>
<th>Method</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd Party Surveys</td>
<td>4.50</td>
</tr>
<tr>
<td>Focus Groups</td>
<td>4.09</td>
</tr>
<tr>
<td>Telephone/311</td>
<td>4.00</td>
</tr>
<tr>
<td>Customer Feedback Websites</td>
<td>3.82</td>
</tr>
<tr>
<td>Mail Surveys</td>
<td>3.42</td>
</tr>
<tr>
<td>Comment Cards</td>
<td>2.94</td>
</tr>
<tr>
<td>Town Hall Meetings</td>
<td>2.89</td>
</tr>
</tbody>
</table>
Current Challenges

Existing Process

- The Organization has data coming in from numerous sources.

- Use of paper surveys alone, without automation, is labor intensive.

- The City lacks the ability to compare departments' service level outputs on an ongoing basis.
Tactical Team Recommendations

1. Continue the National Citizen Survey
   - Benchmarks City performance relative to other cities
   - Allows monitoring of City progress in improving service delivery
   - Annual cost of $52,000

2. Conduct Focus Groups on Topics of Special Concerns
   - Obtain more detailed feedback from citizens on specific issues
   - $15,000 for a citywide focus group
     - Five per (6) Service Areas, to cover (14) Council Districts
     - 30 focus group sessions
     - 10 people per session to include a total of 300 attendees
     - Incentives will be provided
3. Standardize Customer Feedback procedures across departments:
   - Ensure the “Voice Of the Customer is heard in all City services.
   - All City departments will, at a minimum, have Feedback Cards, Feedback Form on City Website.
   - Departments’ may conduct surveys on behalf of their individual department.
   - All departments’ customer feedback tools and surveys must fall within established procedures and standards defined for each technique.

4. Purchase a flexible software for Customer Surveys to be used to:
   - Conduct a wide variety of Customer Surveys.
   - Consolidate and store customer data in a centralized database system.
Tactical Team Recommendations
(continued)

5. Conduct an annual survey of customer satisfaction for internal City service, to include HR, /CIS, Fleet, etc, using data survey software to be purchased as outlined in (#4):

6. Automate the following Customer Feedback programs through use of the software to be purchased as outlined in (#4):
   - Mystery Shopper Program
   - 5% Customer Feedback
   - 1% Quality Service Requests
The Need for Automation of Customer Feedback Tools

Purchase Software Packages that will have the ability to:

- Create comprehensive customized surveys
- Set up a survey or data collection mechanism in any combination of a website, email, local network, and paper version.
- Store survey results for the creation of reports.
- Analyze the data or survey when the collection process is completed.
- Generate reports, graph, maps and charts.
Annual 3rd Party Survey
Compared with
Customer Feedback System

Why Should the City Invest In Both Tools?

YES
## Comparison of Feedback Tools

### Annual 3rd Party Survey
- ICMA National Citizen Surveys allows benchmarking to other jurisdictions
- 3rd Party promotes perception of being unbiased survey
- Allows comparison of performance from year to year
- Provides general information about overall quality of City services

### Customer Feedback System
- Allows more detailed, customized surveys to focus on particular issues
- Can go into more depth
- Does not have to be repeated if the issue is resolved
- Provides great flexibility
Next Steps


2. Purchase Survey Software
   - Council awards the purchase of the Survey Software in Spring/Summer ‘07

3. Implementation Phase:
   - Strategic Customer Services Team oversees the functionality of all City departments’ surveys tools to ensure compliance with standards, procedures and the generating of reports beginning February 2007