CUSTOMER SERVICE:
A Measure of Staff Accountability

Presented to the Dallas City Council
August 3, 2005

Purpose of this Briefing

To update Council on efforts to achieve Staff Accountability and Customer Service

Staff Accountability Efforts

1. **Reorganization to align with Key Focus Areas**

2. **Performance-based appraisals**

3. **Benchmarking:**
   ICMA Service Area Survey

4. **Customer Surveys:**
   National Citizen Survey™
   Departmental Surveys

5. **Customer Service Plan**

1. Reorganization

- **Realignment of organizational structure according to KFA with an ACM assigned to each as follows:**

ACM	*KFA*
Dave Cook	Staff Accountability
Charles Daniels	Public Safety
Ryan Evans	Economic Development
Jill Jordan	Customer Service
Ramon Miguez	Neighborhood Quality of Life

- **Development of performance measures for each service provided by the City**

1. Reorganization

- Creation of the Office of Strategic Customer Service

- Creation of new Service Area Coordinator positions

- Continuing implementation of McKinsey Report recommendations

- Continuing implementation of Dallas Police Department's Management & Efficiency Study

- Development of the City's Comprehensive Land Use Plan

2. Performance-based Appraisals

- Reinstitution of performance-based appraisal system, which resulted in the following distribution pattern:

Citywide Performance Category Distribution April 2005
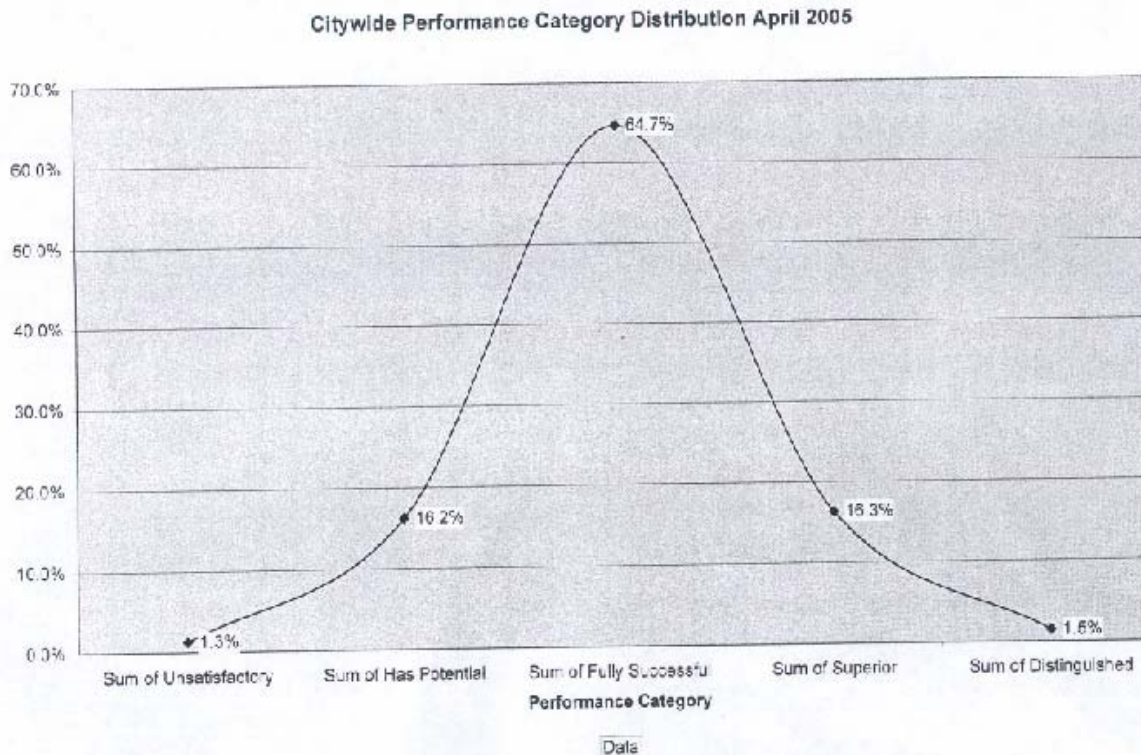
3. Benchmarking: ICMA Service Area Surveys

- **Measuring staff accountability requires good data in order to:**
  - assess current performance levels,
  - evaluate current service quality against the quality of services provided by other jurisdictions, and
  - develop performance standard goals and objectives for service delivery to track over time

- **To obtain comparable data on other cities, the City joined ICMA's Center for Performance Measurement (CPM)**

3. Benchmarking:
ICMA Service Area Surveys

- **In December 2004, City departments submitted data covering 15 service areas as follows:**

Code Enforcement	Facilities Management
Fire and EMS	Human Resources
Police Services	Information Technology
Highway/Road Maintenance	Library Services
Housing	Parks and Recreation
Refuse and Recycling	Risk Management
Purchasing	Youth Services
Fleet Management	

3. Benchmarking: ICMA Service Area Surveys

- **Other participating jurisdictions have used CPM comparative data to:**
  - Benchmark services and track performance over time
  - Make resource allocation decisions and assess program operations
  - Align services with strategic priorities
  - Evaluate employee performance
  - Serve as a communication tool

- **CPM verified data for the 86 jurisdictions that participated in the surveys this year (see Appendix A for listing)**

3. Benchmarking:
ICMA Service Area Surveys

- Although the final report will not be available until December 2005, raw data has been made available for preliminary analysis

- Detailed results will require in-depth, department-led analysis and communication with other cities to identify best practices. However, initial analysis generally reveals:

  - Dallas performs similarly with other jurisdictions in the survey, though for some services we perform better and for other services we perform worse than other cities

  - Better data collection tools and methodology are required to answer all survey questions in the future

  - In most cases City departments lack mechanisms to gather customer feedback

3. Benchmarking: ICMA Service Area Surveys

- **Specific service area analysis reveals:**

  - <u>Code Enforcement</u> - *Induced compliance* rates for all violations initiated or opened in FY2004 were on par with other jurisdictions, while *voluntary compliance* rates were below average

  - <u>Fire and EMS</u> - Dallas experiences slightly more than average *residential structure fires* per 1,000 population and a higher than average *total fire incidents* per 1,000 population served, while the number of *fire personnel injuries* with time lost per 1,000 incidents was below average

  - <u>Police</u> – Dallas has an average *number of arrests* per 1,000 population for all responding jurisdictions, as well as compared with other million plus jurisdictions in the Southwest

3. Benchmarking: ICMA Service Area Surveys

- **Specific service area analysis reveals:**

  - <u>Highway and Road Maintenance</u> - Per square mile and per capita *expenditures on road rehabilitation* were below average, while *paved lane miles* assessed in satisfactory or better as a percentage of total lane miles assessed was above average

  - <u>Housing</u> - Dallas performed below average on number of new low-to-moderate-income housing units completed per $100,000 of public financial assistance for *new housing*, and we were on par on public assistance for *home ownership*

- **Specific service area analysis reveals:**

  – <u>Park and Recreation</u> – Customer service data gathered by Parks and Recreation shows that citizens rate our *appearance of facilities* and *overall satisfaction* as good or excellent in higher proportion than citizens in other jurisdictions, and they rate our *range of activities* and our *programs* as good or excellent about as often as citizens in other jurisdictions

  – <u>Refuse and Recycling</u> – Dallas collects an above average *amount of refuse* (in tons) per refuse collection account for all types of refuse at a lower cost per account

  Dallas is below average on the amount of *recyclable material* (in tons) collected as a percentage of all material collected

3. Benchmarking: ICMA Service Area Surveys

- **Specific service area analysis reveals:**

  - <u>Purchasing</u> – Dallas performs better than average on number of days between requisition to purchase order for *small bids*, and about average on *formal non-construction bids*

    Dallas also performs better than average on percentage of purchases made, reviewed or approved by the Central Purchasing Office from *MWBEs*

  - <u>Fleet Management</u> – Dallas has one of the youngest fleet of *medium duty vehicles*, a fleet of *heavy vehicles* that is younger than most, an fleet of *solid-waste packers* of average age, and a fleet of *light vehicles* and *police vehicles* that are older than average

3. Benchmarking:
ICMA Service Area Surveys

- Staff will provide complete data to Council after CPM publishes the FY2004 Data Report in December

4. Customer Surveys: National Citizen Survey™

- In late 2004, the City initiated an effort to collect data on citizens' opinions regarding city services

- National Research Center, Inc. (NRC), mailed out 8,400 surveys (600 per Council district) in February 2004 in both English and Spanish
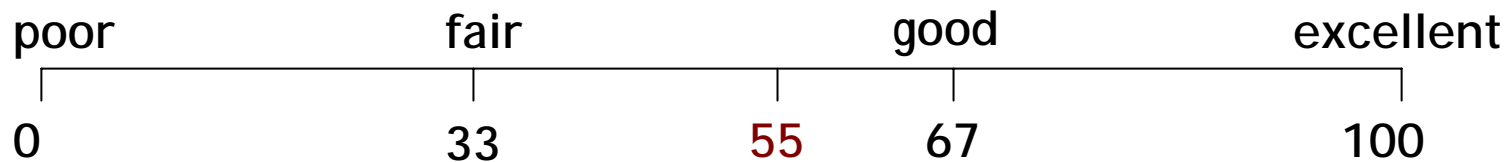
4. Customer Surveys: National Citizen Survey™

- Questions covered perceptions of Dallas' overall characteristics, service areas and other variables, and solicited demographic information

- 1,919 completed surveys were returned

  - 25% response rate when undeliverables are subtracted

  - Response rate resulted in a +/- 2% margin of error at a 95% confidence interval

  - An independent statistician was consulted to confirm validity

4. Customer Surveys: National Citizen Survey™

- Results were tabulated and responses converted from 'excellent', 'good', 'fair' and 'poor' to a 100-point scale ('don't know' was removed statistically). For example, for a given question, results might show:

Response Option	Total		Scale Value		Average Rating
Excellent	11%	X	100	=	11
Good	50%	X	67	=	33
Fair	34%	X	33	=	11
Poor	6%	X	0	=	0
Total	100%				55

poor   fair   good   excellent

0   33   55   67   100

4. Customer Surveys: National Citizen Survey™

- **NRC analysis reveals:**

  - Overall, Dallas citizens told us that our services were generally fair to good

  - 47% of respondents rated the overall quality of life in Dallas as good or excellent

  - Fire Services, EMS and Libraries were rated highest by Dallas citizens among city services measured
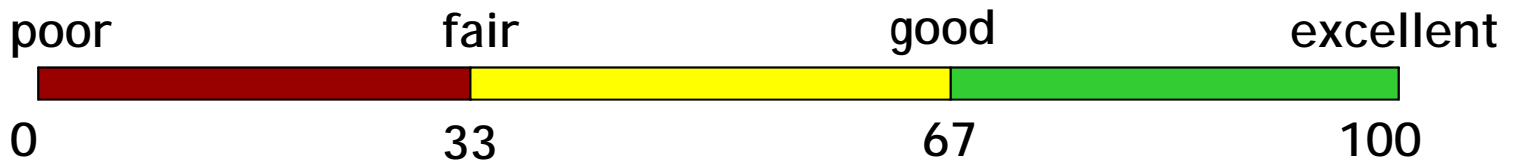
4. Customer Surveys: National Citizen Survey™

Public Safety KFA services:

Characteristic	Avg. Rating
Police Services	46
Fire Services	70
EMS Services	66
Crime Prevention	28
Municipal Courts	43

Characteristic	Avg. Rating
Fire Prevention/Ed.	50
Traffic Enforcement	43
Code Enforcement	29
Animal Control	37

poor   fair   good   excellent

0   33   67   100

4. Customer Surveys: National Citizen Survey™

Neighborhood Quality of Life KFA services:

Characteristic	Avg. Rating
Street Repair	21
Street Cleaning	30
Street Lighting	37
Alley Maintenance	28
Traffic Signal Timing	41
Amount of Public Parking	36

Characteristic	Avg. Rating
Garbage Collection	55
Recycling	36
Bulk Trash Pick-up	46
Storm Drainage	44
Drinking Water	46
Sewer Services	50

poor   fair   good   excellent

0   33   67   100
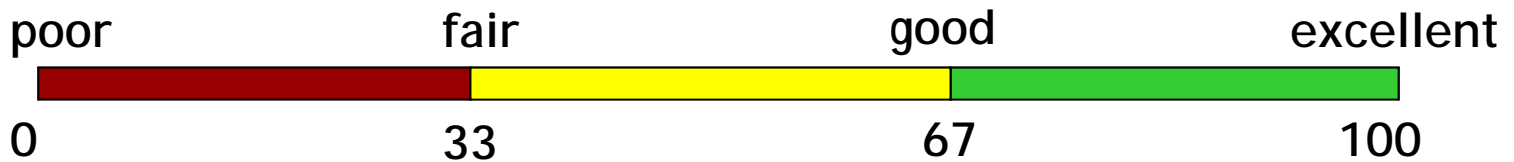
4. Customer Surveys: National Citizen Survey™

Neighborhood Quality of Life KFA services:

Characteristic	Avg. Rating
Overall City Parks	48
Accessibility of Parks	51
Park Appearance	47
Variety of Rec Progs.	44
Rec. Facilities	45

Characteristic	Avg. Rating
Access to Rec. Centers	48
Rec. Programs/Classes	47
Rec. Ctr. Appearance	45
Public Library Serv.	61
Variety of Library Materials	58

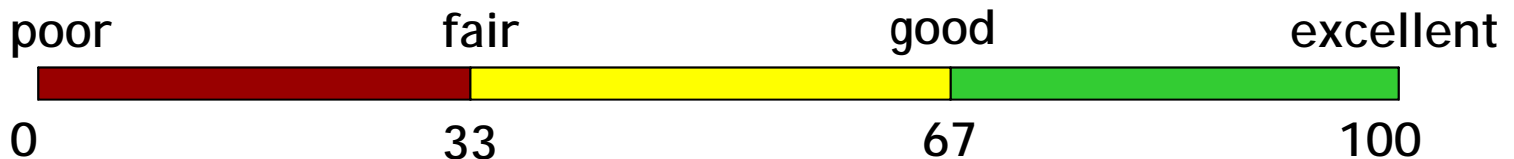| poor	fair	good	excellent
0	33	67	100

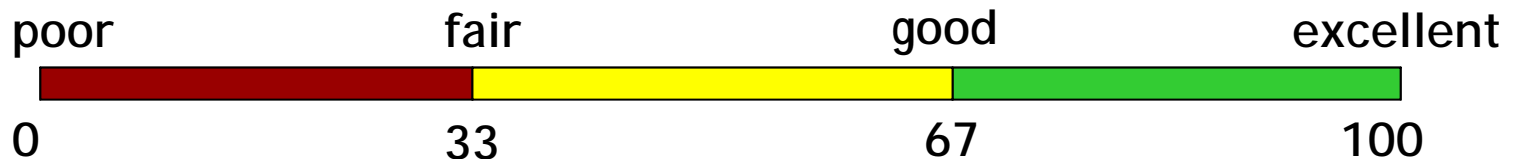# 4. Customer Surveys: National Citizen Survey™

Neighborhood Quality of Life KFA services:

Characteristic	*Avg. Rating*
Health Services	43
Services to Seniors	39
Services to Youth	34
Services to low-income people	32

poor	fair	good	excellent
0	33	67	100

4. Customer Surveys: National Citizen Survey™

Economic Development KFA services:

Characteristic	Avg. Rating
Land Use, Planning and Zoning	35
Economic Development	40

poor	fair	good	excellent
0	33	67	100
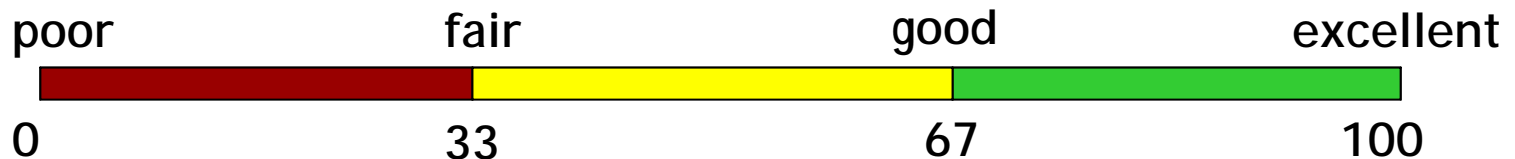
4. Customer Surveys: National Citizen Survey™

Staff Accountability KFA services:

Characteristic	Avg. Rating
3-1-1 Services	48
Employee Knowledge	54
Employee Responsiveness	47
Employee Courtesy	52
Overall impression employee	48

poor	fair	good	excellent
0	33	67	100

4. Customer Surveys:
National Citizen Survey™

- Results were also compared on a percentile basis with how citizens in other jurisdictions rated their services (see National Research Center, Inc. "Report of Normative Comparisons")

4. Customer Surveys:
National Citizen Survey™

- **NRC analysis reveals:**
  - Dallas citizens rated certain aspects about the city <u>higher</u> in comparison with how other citizens felt on average about the same aspects in their cities:

    Shopping opportunities

    Ease of bus travel

  - For certain aspects of the city, Dallas citizens felt <u>about the same</u> in comparison with how other citizens felt on average about the those aspects in their cities:

    Job opportunities

    Opportunities to attend cultural events

    Bus transit services

4. Customer Surveys: National Citizen Survey™

- **NRC analysis reveals:**

  - Dallas citizens rated certain aspects about the city <u>lower</u> in comparison with how other citizens felt on average about the same aspects in their cities:

    - Neighborhood as a place to live

    - City as a place to raise children

    - City as a place to retire

    - Sense of community

    - Overall quality of life

    - Overall appearance of the City

    - Ease of mobility

4. Customer Surveys: National Citizen Survey™

- **NRC analysis reveals:**

  - Dallas citizens rated certain aspects about the city <u>lower</u> in comparison with how other citizens felt on average about the same aspects in their cities:

    - Overall direction that the City of Dallas is taking

    - City government welcomes citizen involvement

    - The City government listens to citizens

    - City Services

4. Customer Surveys: National Citizen Survey™

- Both of the most recent customer surveys of Dallas citizens share consistent results on the question of 'quality of life':

  - Comprehensive Plan ForwardDallas! (October 2004): 67% responded that Dallas is "still one of the best cities in the world"

  - National Citizen Survey™ (March 2005): 61% responded good or excellent to the question "rate Dallas as a place to live"

- The identification of priorities, concerns and service rankings through data collection presents an opportunity to benchmark progress toward improvement. We recommend annual city-wide surveys.

4. Customer Surveys: Departmental Surveys

- **Dallas staff is gathering customer satisfaction data through several means, including:**

    – Web-based 311 service feedback

    – 5% Service Request Customer Satisfaction Program

    – City website feedback

    – Other Departmental customer surveys

    – Comprehensive Plan feedback

4. Customer Surveys: Departmental Surveys

- **311 Service Request Web Feedback Program**

  – Began December 2004

  – Responses are reviewed weekly to identify issues and needed improvements

  – 946 responses have been received as of July 25, 2005

  – Responses/recommendations are forwarded to the appropriate department directors for their review, analysis and resolution plans

4. Customer Surveys: Departmental Surveys

311 SR Web Feedback Program: Customer said…	December 2004	July 2005
…the 311 Request a City Service was 'easy to find' or 'acceptable'	88%	92%
…the service request required could be found on-line	88%	88%
…entering service request data was 'easy' or 'acceptable	88%	91%
…overall, they were 'satisfied', 'very satisfied' or 'extremely satisfied' with the 311 Request a City Service	78%	86%
…they were a first-time user of the site	34%	48%
…they used the site at least twice in the last	66%	52%

4. Customer Surveys: Departmental Surveys

- **5% Service Request Customer Satisfaction Feedback Program**

  – Designed to gather customer satisfaction feedback from 5% of the closed Service Request cases

  – Performed quarterly: from October 2004 – March 2005, staff obtained feedback from customers who provided contact information and had their SR closed at the end of first or second quarter FY2004-05

  – Of 1,480 contacts attempted by mail, e-mail or telephone, 321 respondents provided feedback

4. Customer Surveys: Departmental Surveys

5% SR Customer Satisfaction Feedback Program: Customer said…	December 2004	March 2005
…they were 'satisfied' or 'very satisfied' with treatment when contacting 311	87%	89%
…they felt the time until service request was resolved was reasonable	59%	66%
…they asked to be contacted and were actually contacted	40%	55%
…they experienced a delay in resolve of service request and was notified of delay	23%	34%

4. Customer Surveys: Departmental Surveys

5% SR Customer Satisfaction Feedback Program: Customer said…	December 2004	March 2005
…they were please with their overall experience with the Service Request System	68%	63%
…they would use the 311 Service Request System in the future	83%	97%
…they would refer others to use the 311 Service Request System	78%	96%
…the were satisfied with the resolution of their service request	63%	69%

4. Customer Surveys: Departmental Surveys

- **City Website Feedback Program**

  – Began November 2004

  – 407 responses submitted via the city's website as of July 2005

  – Responses/recommendations are forwarded to the appropriate department directors for their review, analysis and resolution plans

4. Customer Surveys: Departmental Surveys

City Website Feedback Program: Customer said...	*December 2004*	*July 2005*
...they visit the City's website frequently (weekly or 5 or more times per month)	58%	30%
...they were first-time visitors	14%	30%
...they found the City website 'somewhat' or 'very' useful	88%	80%
...they found navigation of the City website 'good' or 'excellent'	46%	43%
...their overall experience with the City Website was 'good' or 'excellent'	54%	42%

4. Customer Surveys: Departmental Surveys

- **Departmental customer surveys**

  - <u>Sanitation Services</u>: Sent out 1,469 surveys in February 2005 to households participating in the Residential Recycling Demonstration Program; received 326 responses

  - Results include:

    15% to 28% of them believed that once-a-week garbage service is not adequate

    96% believed that a 96-gallon roll cart is adequate for recycling

    71% to 96% agrees to a citywide program

    74% found less truck traffic in their area

4. Customer Surveys: Departmental Surveys

- **Departmental customer surveys**
  - <u>Environmental & Health Services</u>:
    - *Child Health and Immunization Programs Survey*

      100% reported that all of their child's needs were met,

      99.4% said they were treated with courtesy and respect by all,

      99.4% indicated that the staff made them feel important, and

      100% would recommend the clinic to a friend.

4. Customer Surveys: Departmental Surveys

- **Departmental customer surveys**
  - <u>Environmental & Health Services</u>:
    - *Customer satisfaction survey*:

      A total of 783 back-to-school patrons participated in the survey. 87.4% of participants said that they were extremely satisfied with the fair.

    - *Service provider survey*:

      100% of the service providers who participated in the survey were extremely satisfied with the response from customers for their services at the back-to-school fair. 96% percent believed the services offered at the fair were adequate to fulfill customer needs.

4. Customer Surveys: Departmental Surveys

- **Comprehensive Plan feedback**

  - In conducting the Comprehensive Plan ForwardDallas! survey, citizens indicated the following:

    66.9% agreed that Dallas is "still one of the best cities in the world"

    61% gave an excellent or good response to the question "Rate Dallas as a place to live."

    When asked whether respondents agreed or disagreed with the statement "I don't feel included in the planning process. People like me are always left out." 50.1 % agreed.

4. Customer Surveys: Departmental Surveys

- **Comprehensive Plan feedback**

  – In expressing hopes for the comprehensive planning process,

    68.5% indicated that "I am personally enthusiastic and want to participate"

    63.5% "Believe the city can balance needs of all citizens"

    53.6% indicated that they are "Confident the city can carry out plan successfully."

    91.3% responded "If people like me participate and the city does the plan well, Dallas will change for the better."

5. Customer Service Plan

Our goals for customer service are as follows:

1. Promote a culture of quality customer service throughout the organization in which every employee consistently provides quality customer service

2. Communicate frequently & directly with our customers in a meaningful and courteous way

3. Listen to our customers to understand their expectations and to be sure we are delivering the services & programs they want

4. Invest in comprehensive training for all employees city-wide, and tailored to the City's customer service needs

CUSTOMER SERVICE: The only reason you and I are here is to serve the citizens of Dallas

5. Customer Service Plan

- **Additional customer service efforts include:**

  - Reducing late SR volume

  - Quality assurance on 1% of open SRs

  - Mystery Shopper program

  - CRMS Migration

  - Interactive Voice Response (IVR) improvements

  - Other action items and Departmental improvements

5. Customer Service Plan

- **Reduced late SR volume from 89,849 (October 2004) to 2,451 (July 2005)**

- **Quality Assurance Program**
  - Began in June 2005 and performed monthly
  - Internal review process that assesses how service delivery departments are addressing and documenting activities on open SRs
  - SR information is collected, reviewed and analyzed
  - Directors are provided QA analysis to evaluate their service delivery activities and procedures and take corrective actions or make modifications as appropriate

CUSTOMER SERVICE: The only reason you and I are here is to serve the citizens of Dallas

5. Customer Service Plan

- **Mystery Shopper Program**

  - Monthly program designed for mystery shoppers to function as typical customers who access and make legitimate requests for city services via the 311 Call Center or 311 web Service Request system

  - Mystery shoppers will indicate how well they were treated and rate the level of service received from various city departments

  - Completed 4 cases that involved: Code Compliance, Public Works and Police Department

  - 24 cases in progress: Code Compliance, Environmental and Health Services and other city departments

5. Customer Service Plan

- **CRMS Migration**

  – Replaced outdated and under capacity hardware: migrated Motorola's 311 Citizen Request Management System from version 3.08 to 3.10.1 in June 2005

  – CIS and the vendor are monitoring and refining system performance and new features to address issues encountered during implementation

5. Customer Service Plan

- ## IVR Improvements

  - Implementation of the IVR project began with Water Customer Services as a three phases project

    Phase 1: Provides customer information regarding amount due, due date, cut-off date and minimum amount due. Customer can also request a duplicate of latest bill or up to last 12 months consumption on account. This phase was implemented successfully in June of 2005 and has exceeded expectations, resolving as much as 25% of all calls

    Phase 2: By November 2005, customers will have the opportunity to pay their bill with a credit/debit card over the phone

5. Customer Service Plan

- **IVR Improvements**

  Phase 3: December 2005, outbound calling with a courtesy reminder to customers of upcoming discontinuation of service and with an option to make payment with a credit/debit card over the phone

  – Other departmental IVR improvements are planned for next fiscal year

5. Customer Service Plan

- **Other action items and Department improvements**

  - Standard reports are being developed

  - Call takers provide service delivery time frames for key Service Requests

  - CRMS web SRs now provide an e-mail confirmation message with SR number/location/type, departmental contact person name and telephone number

  - SR types that exceed a service level agreement of 100 days will receive status updates from the service delivery department, if the customer provided contact information

  - Updated the 311 City Services Training manual for the 911/311 Call takers

CUSTOMER SERVICE: The only reason you and I are here is to serve the citizens of Dallas

5. Customer Service Plan

- **Other action items and Department improvements**

  <u>Court Services</u>: Implemented a customer service program hot line. Decals are placed in the windows at 2014 Main, Lew Sterrett and the Marshal's Office to direct customers to call 670-1605 if they have comments or concerns they may have with service

  As part of next year's work plan the E-Team will assess the customer service process to enhance service delivery and efficiency

  <u>Dallas Water Utilities</u>: Adding to the 311 Web site two service requests for customers that need to request Water sewer services and general services from the Water Department

CUSTOMER SERVICE: The only reason you and I are here is to serve the citizens of Dallas

5. Customer Service Plan

- **Other action items and Department improvements**

   <u>Dallas Police Department</u>: Implemented a mediation program earlier this year to provide an alternative method of addressing citizen complaints involving police employees. The intent of the program is to achieve a satisfactory resolution to complaints without determining fault regarding the employee's or citizen's actions.

   <u>Dallas Fire-Rescue</u>: Created a new SR type: Lock/unlock - Knox (key) Box or Lock which allows customers to notify the Fire Department when there's a need to install or change a key that permits fire rescue staff to access high-rise buildings or gain access through security gates (commercial or residential properties)

CUSTOMER SERVICE: The only reason you and I are here is to serve the citizens of Dallas

5. Customer Service Plan

- **Other action items and Department improvements**

  CIS: Planned enhancements to the City's Web site include navigation and content improvements, as well as a greater number of interactive features

  Code Compliance: Annual code summit of key citizens and neighborhood associations to obtain feedback on Code's operations and service delivery begins September 2005

  Administering a competency test to gauge inspectors understanding of the 311 system and Code's SOP

5. Customer Service Plan

- **Other action items and Department improvements**

  Environmental & Health Services: Will begin posting restaurant scores within 2 business days of the inspections on the City's website during first quarter of FY 2005-06

  Sanitation Services: Providing customers via community outreach efforts and the city's website with linkages to agencies that are participating in e-waste recycling (electronic items such as computers, cell phones, and other electronic products)

  Cultural Affairs: Will post an arts and cultural events calendar on the city's web by October 2005

5. Customer Service Plan

- **Briefing to Public Safety Committee on August 16, 2005 will further detail staff work products**

Conclusion

- Performance measurement data suggests that we do a fair to good job in most services

- Customer satisfaction surveys and other forms of feedback are important tools for understanding how we can enhance our service delivery

- Much of the feedback we have received indicate a need for citywide training

Conclusion

Message to staff from City Manager, May 2005:

"Improving customer service is a crucial component of the changes necessary at Dallas City Hall. Exceptional customer service must be every employee's job!"

Jurisdiction	State	Population	Jurisdiction	State	Population	Jurisdiction	State	Population	Jurisdiction	State	Population
Austin	TX	678,769	Hall County	GA	169,966	Oakland	CA	382,369	Sarasota County	FL	348,761
Bellevue	WA	116,500	Hamilton County	OH	845,303	Oklahoma City	OK	524,300	Savannah	GA	132,985
Bexar County	TX	1,473,775	Henderson	NV	229,984	Orlando	FL	208,900	Shoreline	WA	53,025
Blacksburg	VA	41,065	Kalamazoo	MI	77,145	Palm Coast	FL	57,879	Sioux City	IA	85,013
Bloomington	MN	85,400	Kirkland	WA	45,800	Pearland	TX	54,000	St. Charles	IL	31,834
Bryan	TX	69,156	Laredo	TX	201,139	Peoria County	IL	182,335	St. John's	NF	99,182
Carlsbad	CA	94,400	Las Vegas	NV	559,824	Phoenix	AZ	1,387,670	Tallahassee	FL	169,136
Casper	WY	49,644	Long Beach	CA	487,100	Pinellas County	FL	939,864	Teton County	WY	18,251
Chilliwack	BC	70,890	Longmont	CO	81,169	Portland	OR	550,560	Tucson	AZ	526,808
Collier County	FL	306,186	Lynnwood	WA	34,540	Prince William County	VA	336,820	Tyler	TX	101,106
Colorado Springs	CO	381,669	Maplewood	MN	37,116	Reno	NV	195,727	University Place	WA	30,800
Coral Springs	FL	129,588	Mc Allen	TX	121,700	Renton	WA	55,360	Urbandale	IA	29,072
Corpus Christi	TX	280,367	Mercer Island	WA	21,830	Richmond	VA	197,790	Vancouver	WA	152,900
Cumberland	MD	21,518	Mesa	AZ	448,555	Rockville	MD	52,375	Westminster	CO	107,363
Dallas	TX	1,206,667	Miami-Dade County	FL	2,372,418	Salt Lake City	UT	181,266			
Des Moines	IA	198,682	Montgomery County	OH	559,062	Sammamish	WA	36,560			
Elgin	IL	94,487	Mt. Lebanon	PA	33,017	San Antonio	TX	1,278,300			
Eugene	OR	144,640	Napa County	CA	131,797	San Diego	CA	1,223,400			
Fairfax County	VA	1,019,800	Nassau County	NY	1,339,463	San Jose	CA	926,241			
Flagstaff	AZ	61,030	New London	CT	25,671	San Mateo	CA	93,100			
Framingham	MA	66,910	North Las Vegas	NV	162,508	Sandusky	OH	27,844			
Gainesville	FL	117,754	Oak Park	IL	52,524	Santa Barbara County	CA	414,735			