

Memorandum



CITY OF DALLAS

DATE September 14, 2007

TO The Honorable Mayor Tom Leppert and
Members of the Dallas City Council

SUBJECT Results of the 2007 Citizen Survey

On September 19, 2007 the City Council will be briefed on results of the 2007 Citizen Survey and how the Citizen Survey relates to staff's commitment to continuous improvement and accountability for the quality of our customer service. Topics will include ratings of services, characteristics of general government and quality of life issues

Please find attached materials in preparation for next Wednesday's briefing, and do not hesitate to contact me should you have any questions.

A handwritten signature in cursive script that reads "Mary".

Mary K. Suhm
City Manager

C: Ryan S. Evans, First Assistant City Manager
Charles W. Daniels, Assistant City Manager
A. C. Gonzalez, Assistant City Manager
Jill A. Jordan, PE, Assistant City Manager
Ramon F. Miguez, PE, Assistant City Manager
David K. Cook, Chief Financial Officer
Deborah A. Watkins, City Secretary
Thomas P. Perkins, City Attorney
Craig Kinton, City Auditor
Judge Jay Robinson
Frank Libro, Public Information Office



Continuous Improvement: Checking in with our Customers

Results of the 2007 Citizen Survey

Presented to the Dallas City Council
September 19, 2007



Purpose

- To present results of the 2007 Citizen Survey, and
- To discuss how the Citizen Survey relates to staff's commitment to continuous improvement and accountability for the quality of our customer service.

Background

- In 2005 the new City Manager faced two significant challenges:
 - Overcoming poor public perception of the City, and
 - Uniting an organization that provides a huge array of services - from sanitation to saving lives - behind a common guiding principle

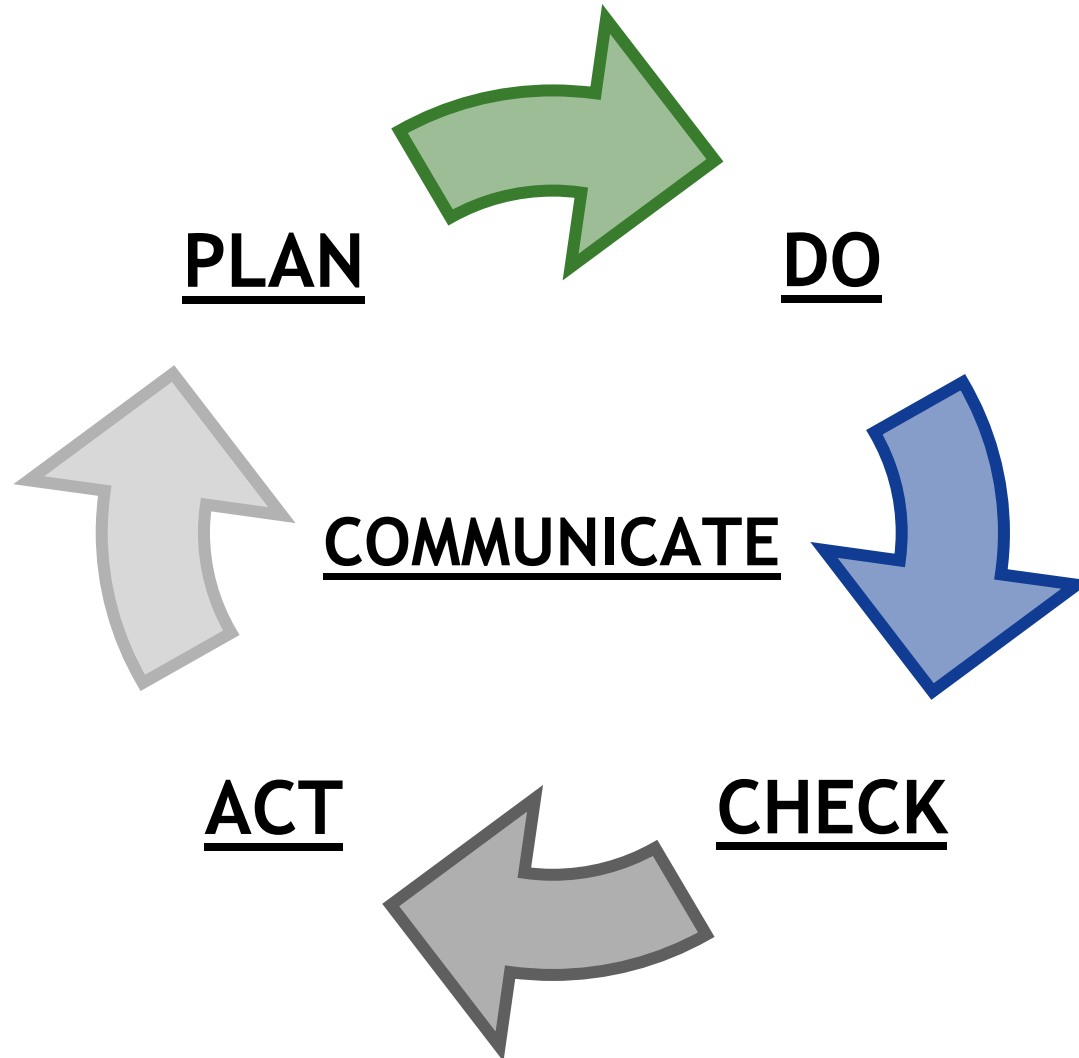
- CMO formulated a single solution to both challenges:

Promote and recognize quality customer service

Background

- As part of the quality customer service strategy, CMO created Strategic Customer Services to:
 - Develop a new customer service culture, now spearheaded by CSI Dallas (Customer Service Initiative run by staff volunteers);
 - Assist departments in becoming accountable for continuously improving service delivery;
 - Make improvements to the 311 Service Request (SR) System; and
 - Improve interdepartmental coordination by assigning customer service reps to community projects (Service Area Coordination Team)

Continuous Improvement Model



Continuous Improvement Model

Strategic Customer Services Functions



PLAN

Citywide Strategic and Tactical Planning

DO

CSI Dallas; Service Area Coordination Team;
311 Configuration

CHECK

Citywide Performance Measurement,
Benchmarking Project, Quality Assurance
program and Action Plan updates

ACT

Process Improvement projects

COMMUNICATE

Customer Feedback and Performance Reporting

Communication with Customers

- The City communicates with customers through a variety of channels, including:
 - person-to-person (by phone, Town Halls, community events, at City facilities)
 - print (newsletters, newspaper and water bill inserts, billboards);
 - broadcast (cable, radio); and
 - digital (emails, Internet);
- Communication channels are typically one-way
- Continuous improvement in customer satisfaction would suggest that two-way communication is preferred

Communication with Customers

- Feedback tools for both internal and external customers recently tested include:
 - Various departmental and programmatic feedback tools
 - Annual citywide service quality survey (Citizen Survey)
 - 311 Mystery Shopper program and monthly Customer Experience survey
 - Employee engagement survey
 - Internal services survey
 - Focus groups

Citizen Survey - Background

- Annual citywide service quality survey:
 - Recommended by the McKinsey Report (2004)
 - Validated as a best practice by the CSI Dallas Customer Feedback tactical team study (2006)

- Partnership with ICMA and the National Research Center, Inc. (NRC) resulted in the development of the City of Dallas Citizen Survey:
 - Provides a high-level overview of customer opinions
 - Provides standard and statistically valid results

Citizen Survey - Administration

- In spring, NRC mails out 8,400 surveys (600 per Council district) in both English and Spanish to randomly selected households

- Questions cover customers':
 - Attitudes about living in Dallas;
 - Perception of government and service quality; and
 - Demographic information

Citizen Survey - Administration

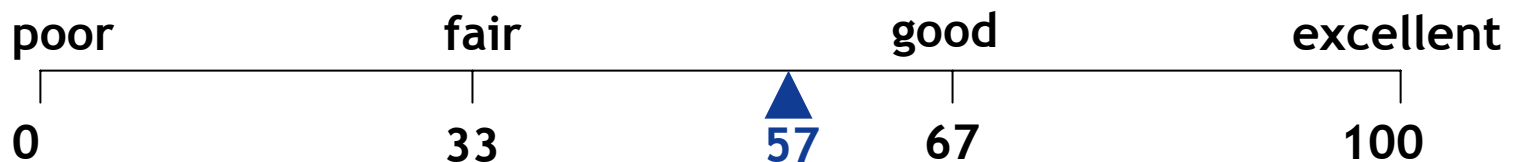
- In 2007, 1,192 residents mailed in a completed survey (12% in Spanish) resulting in a +/- 3% margin of error at a 95% confidence interval
- In comparing scores from year to year, only changes of 3 or more points in either direction on a 100-point scale are considered 'statistically significant' (not simply due to chance)

Citizen Survey - Scoring

- Most survey questions are scored on a scale of excellent-good-fair-poor and then converted to a 100-point scale.

Example: “How do you rate Dallas as a place to live”

<i>Response Option</i>	<i>Percent Response</i>		<i>Scale Value</i>		<i>Average Rating</i>
Excellent	12%	X	100	=	12
Good	52%	X	67	=	35
Fair	31%	X	33	=	10
Poor	5%	X	0	=	0
Total			100%		57



Citizen Survey - Results Overview

- 2007 results show a trend of improved customer satisfaction, consistent with the continuous improvement model and customer service initiative:
 - 48% rated the overall quality of City services as good or excellent up from 41% in 2005
 - 22 of 42 of the City services rated (52%) improved over the benchmark year of 2005
 - 13 of 26 quality of life issues rated (50%) improved over the benchmark year of 2005
 - No City service nor quality of life issues declined in customer perception over the benchmark year of 2005

Citizen Survey - Highest Rated

Highest rated services/issues

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>	<i>% rated good or excellent</i>
Shopping opportunities	74	NSC	83%
Fire services	69	NSC	83%
Ambulance/EMS services	66	NSC	77%
WRR 101.1 classical music programming**	66	n/a	66%
Public library services	62	NSC	68%

*NSC = No significant change

**New question for 2007



Citizen Survey - Lowest Rated

Lowest rated services/issues

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>	<i>% rated good or excellent</i>
Ease of bicycle travel	33	+5	29%
Code enforcement	33	+4	28%
Crime prevention	32	+4	25%
Alley maintenance	31	+3	27%
Sidewalk maintenance	31	NSC	26%
Street repair	25	+4	21%

*NSC = No significant change

Note: 5 of the 6 lowest rated services/issues showed improvement over the benchmark year of 2005.



Citizen Survey - Most Improved

Most improved services/issues

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05</i>	<i>% rated good or excellent</i>
Recycling	48	+12	53%
Job opportunities	52	+11	56%
Opportunities to attend cultural activities	60	+6	69%
Economic Development	46	+6	45%
311 services	53	+5	54%
Appearance of recreation centers/facilities	50	+5	48%
Dallas as a place to retire	40	+5	39%



Citizen Survey - Other Results

- Economic indicators: perception has improved substantially over the past two years

<i>Economic Indicator</i>	<i>% rated good or excellent</i>	<i>Change from '05</i>
Dallas as a place to do business	72%	+18
Job opportunities	56%	+15

Citizen Survey - Other Results

- Perceived problems: residents were asked to rate whether issues faced by cities across the country were a ‘major problem’ in Dallas

<i>Top 5 Perceived Problems</i>	<i>% response ‘major problem’</i>	<i>Change from ‘05*</i>
Drugs	77%	NSC
Crime	66%	-6
Traffic congestion	51%	NSC
Unsupervised youth	51%	NSC
Homelessness	48%	-8

*NSC = No significant change

Citizen Survey - Other Results

- Safety ratings: perception of crime as ‘major problem’ is down from 72% in 2005 to 66% in 2007. However, feelings of safety have not declined (or not changed) in the following areas:

<i>Safety Indicator</i>	<i>% rated very or somewhat safe</i>	<i>Change from '05*</i>
In neighborhood - daytime	70%	-6
Downtown - daytime	62%	NSC
Parks - daytime	61%	NSC
Safe from fire	47%	-5
In neighborhood - after dark	37%	NSC
Safe from violent crime	20%	-6
Downtown - after dark	15%	-4
Safe from property crime	15%	-5
Parks - after dark	9%	NSC

*NSC = No significant change

Citizen Survey - Other Results

- Comparison data: Results show a trend of improvement against other local governments since 2005, although the majority City service ratings and quality of life items continue to fall below average

<i>Rating Category</i>	<i>Items in this category</i>	<i>% in this category</i>	<i>% in this category ('05)</i>
Above average score	11	14.9%	2.9%
Similar to the average score	7	9.5%	4.3%
Below average score	56	75.6%	92.8%
Total	74	100%	100%

Citizen Survey - Other Results

- Comparison data: Items with above average ratings:
 - Dallas as a place to work
 - Opportunities to attend cultural events
 - Shopping opportunities
 - Job opportunities
 - Ease of bus travel in Dallas
 - Snow removal
 - Amount of public parking
 - Bus/transit services
 - Storm drainage
 - Land use, planning and zoning
 - Economic development

Citizen Survey - Other Results

- Comparison data: Items with average ratings:
 - Overall quality of new development in Dallas
 - Ease of car travel
 - Fire services
 - Traffic signal
 - Drinking water
 - Sewer services
 - Services to low-income people

Citizen Survey - Use of Results

- Citizen Survey results are used for a variety of purposes, including:
 - Indicators of customer service for citywide performance measures initiative
 - Comparison with jurisdictions that belong to ICMA's Center for Performance Measurement (benchmarking project)
 - Indicators of progress for achieving Council goals through the annual budget and strategic plan
 - Source of process improvement projects (e.g. Sanitation's "Too Good to Throw Away" program)
 - Focus group topics (e.g. Streets/SCS focus groups on the quality of residential streets)

Citizen Survey - Reports

- The following reports can be found on Strategic Customer Services webpage at http://www.dallascityhall.com/scs/citizen_survey.html:
 - Report of Results
 - Normative Comparisons
 - Geographic Comparisons
 - Demographic Comparisons
 - 2005 and 2006 versions of the above

- SCS has also partnered with CIS to create an interactive website that will allow users to select variables of interest (anticipated completion - September 2007)



Appendix

Ratings of City services, quality of life and general government issues by Council Key Focus Areas (KFAs)

Citizen Survey - By Council KFA

Public Safety

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Fire services	69	NSC
Ambulance/EMS services	66	NSC
Fire prevention and education	51	NSC
Police services	46	NSC
Municipal courts	44	NSC
Traffic enforcement	42	NSC
Crime prevention	32	+4

*NSC = No significant change



Citizen Survey - By Council KFA

Economic Vibrancy

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Shopping opportunities	74	NSC
Dallas as a place to work**	58	NSC
Bus/transit services	54	NSC
Overall quality of new development in Dallas**	54	NSC
Job opportunities	52	+11
Ease of rail travel	49	NSC
Ease of bus travel	48	NSC
Overall image/reputation of Dallas	47	+3
Economic development	46	+6
Ease of car travel	43	+4

*NSC = No significant change

**Question first asked in 2006



Citizen Survey - By Council KFA

Economic Vibrancy (cont.)

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Access to affordable quality housing	42	NSC
Traffic signal timing	41	NSC
Amount of public parking	39	+3
Land use, planning and zoning	39	+4
Street lighting	36	NSC
Ease of walking	35	+4
Ease of bicycle travel	33	+5
Alley maintenance	31	+3
Sidewalk maintenance**	31	NSC
Street repair	25	+4

*NSC = No significant change

**Question first asked in 2006



Citizen Survey - By Council KFA

Clean, Healthy Environment

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Garbage collection	58	+3
Access to affordable quality food**	57	NSC
Dallas as a place to live	57	NSC
Sewer services	52	NSC
Bulk trash pickup	50	+4
Appearance of recreation centers/facilities	50	+5
Appearance/maintenance of parks	49	NSC
Overall appearance of Dallas	49	+4
Snow removal	49	NSC
Drinking water	49	+3

*NSC = No significant change

**Question first asked in 2006



Citizen Survey - By Council KFA

Clean, Healthy Environment (cont.)

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Neighborhood as a place to live	48	NSC
Recycling	48	+12
Health services	46	+3
Storm drainage	44	NSC
Openness and acceptance	42	NSC
Access to affordable quality health care	41	NSC
Services to seniors	41	NSC
Dallas as a place to retire	40	+5
Sense of community	40	+3
Access to affordable quality child care	38	+3

*NSC = No significant change



Citizen Survey - By Council KFA

Clean, Healthy Environment (cont.)

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Air quality	36	NSC
Animal control	36	NSC
Services to low income people	34	NSC
Street cleaning	34	+4
Code enforcement	33	+4

*NSC = No significant change



Citizen Survey - By Council KFA

Culture, Arts and Recreation

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05</i>
WRR 101.1 FM classical music programming*	66	n/a
Appearance of arts and cultural centers/ facilities*	60	n/a
Opportunities to attend cultural events	60	+6
Accessibility of arts and cultural centers/ facilities*	56	n/a
Arts and cultural programs*	56	n/a
Accessibility of parks	55	+4
Accessibility of recreation centers/facilities	52	+4
Recreational opportunities	52	+5

*New question for 2007



Citizen Survey - By Council KFA

Culture, Arts and Recreation (cont.)

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05</i>
City parks	52	+4
Recreation programs or classes	50	+3
Recreation centers/ facilities	49	+4
Range/variety of recreation programs or classes	47	+3
Services to youth	37	+3



Citizen Survey - By Council KFA

Education

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Public library services	62	NSC
Variety of library materials	59	NSC
Educational opportunities**	56	NSC
Dallas as a place to raise children	43	+3
Public schools	39	+3

*NSC = No significant change

**Question first asked in 2006



Citizen Survey - By Council KFA

Efficient, Effective, Economical (E³) Government

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
WRR 101.1 FM broadcast of Council meetings**	59	n/a
311 services	53	+5
Dallas welcomes citizen involvement	53	NSC
Rating of City employee: Knowledge	53	NSC
Rating of City employee: Courtesy	52	NSC
Overall quality of life	51	+3
Pleased with the overall direction the City is taking	51	+4
I receive good value for the taxes paid	50	NSC
Public information services	49	NSC

*NSC = No significant change

**New question for 2007



Citizen Survey - By Council KFA

Efficient, Effective, Economical (E³) Government (cont.)

<i>Service/Issue</i>	<i>Rating</i>	<i>Change from '05*</i>
Rating of City employee: Overall impression	49	NSC
Overall quality of City services	47	+4
The City government listens to citizens	46	NSC
Rating of City employee: Responsiveness	46	NSC
Cable Television	43	NSC

*NSC = No significant change

