

# Memorandum



CITY OF DALLAS

DATE November 26, 2014

TO Honorable Mayor and Members of the City Council

SUBJECT **City Manager Update (CuSP Report)**

On Wednesday, December 3, 2014, I will be briefing the Council on the following topic during my update to the Council:

- Customer Service Strategic Plan

Briefing materials are attached for your review. If you have any questions, please let me know.

  
A.C. Gonzalez  
City Manager

c: Warren M.S. Ernst, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
Eric D. Campbell, Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager  
Mark McDaniel, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor & Council



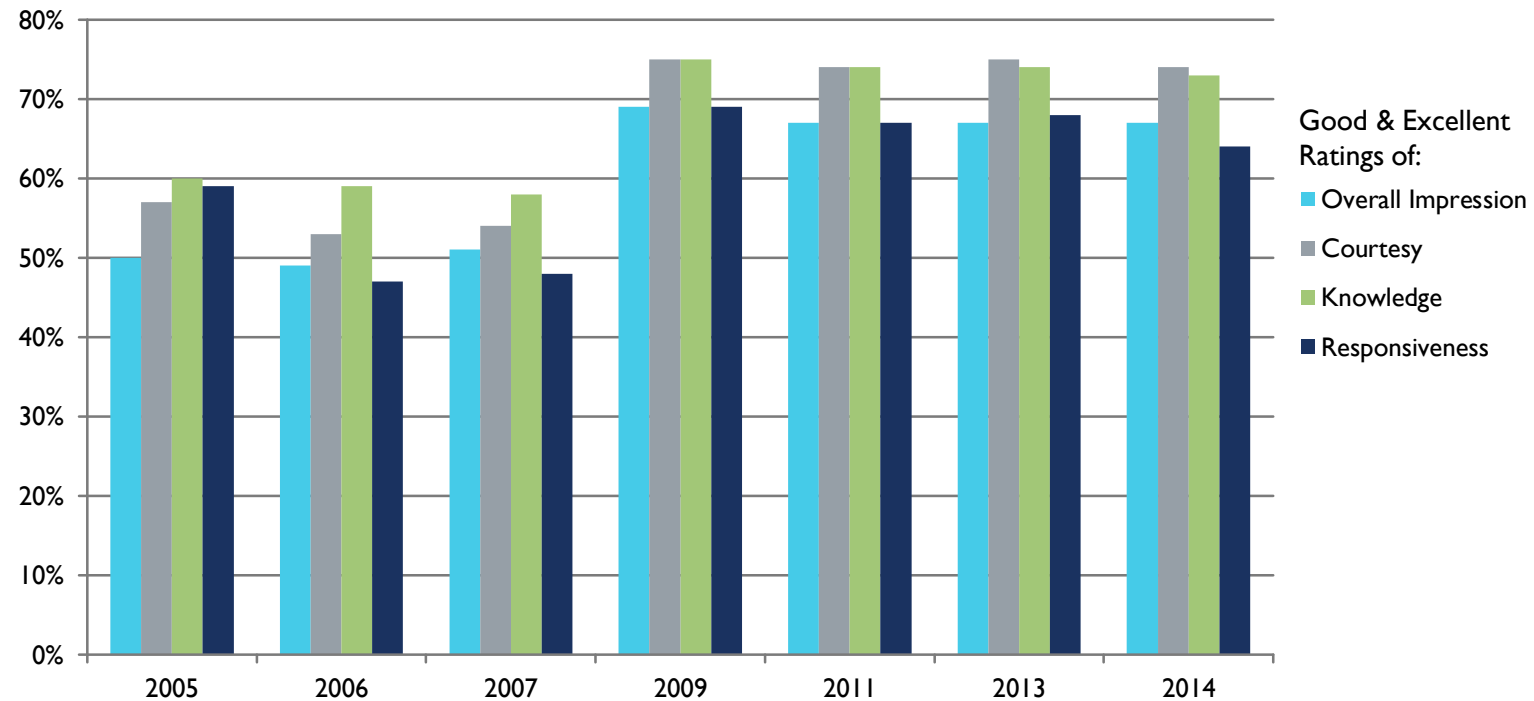
# CuSP REPORT

DECEMBER 3, 2014

CUSTOMER SERVICE STRATEGIC PLAN

# CUSTOMER SERVICE STRATEGIC PLAN

- The City of Dallas began an initiative to improve customer service in 2005
- Community Survey results reflect progress, but we are focused on getting to the next level



Community Survey Data from 2005-2014

## WHERE ARE WE HEADED?

- Guiding Principles: 3Rs of Service
  - Respectful
  - Responsive
  - Resourceful
- Objective: In the 2018 Community Survey, 75% of respondents will rate City employees' customer service as good or excellent

## STRATEGIES

- Infuse the organization with a commitment to customer service
- Capture the voice of the customer and incorporate customer feedback to improve City services and meet customer expectations; respond timely to customer concerns
- Be accountable for organizational and individual performance
- Communicate clearly and be transparent in sharing City information
- Make it easy to do business with the City

## TOPIC LEADERS

- The “new” Center for Performance Excellence (CPE) will take the lead on the Customer Service Strategic Plan (CSSP)
- All City employees will be responsible for knowing their customer and providing the best possible service
- Department leaders will be accountable for customer focus in the “new” department level business planning

## PROGRESS TO DATE

- Conducted research on other public and private sector organizations' customer service approach
  - Southwest Airlines, DART, Oncor, The Container Store, Sewell Automotive, City of Philadelphia, Nordstrom
- Conducted SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses on the City's customer service from several perspectives
- Developed draft Customer Service Strategic Plan

# EXAMPLES OF PLAN COMPONENTS

- Update Customer Service training that is role-specific (field employees, administrative staff, managers/supervisors, etc.)
- Implement Baldrige framework that includes criteria on Customer Focus
- Improve external communication
  - Redesign City website
  - Make additional information available on Open Data Portal
- Develop internal communication plan
- Establish Employee Advisory Councils (EACs) for all departments to increase communication and employee awareness of City initiatives
- Implement Lean Six Sigma training and process review, focusing first on customer-facing processes to improve the customer experience



## NEXT STEPS

- Begin Customer Journey Mapping sessions for public facing services to understand the customer experience and identify improvements
- Implement process improvement and critical thinking training
- Create interactive data visualization via the Dallas Open Data Portal
- Development departmental business plans including customer service goals
- Refresh Customer Service training
- Enhance employee appreciation programs