

Executive Summary
Customer Experience Measurement and Improvement Program
(CEMIP)
City of Novato
July 2020



Background:

In 2019 the City of Novato commissioned the Marin Builders Association in partnership with the Marin Economic Forum to conduct a study to measure customer sentiment for those engaged in the City of Novato permitting process. The study collected data from confirmed customers via electronic surveys (382), in-person and on-site interviews (21), and focus groups (18 participants).

Summary:

The intention of this program is to improve the customer experience with the permit process in the City of Novato, subsequently decreasing the percentage of non-permitted work occurring in Novato each year. Data and feedback from customers indicate an opportunity for the City of Novato to improve the customer experience going forward.

Opportunity:

Data indicates that recent customers who applied for permit services are more likely to share their experience as negative (63.8%) than they are as positive (18.1%) to their friends, neighbors and colleagues (refer to net promoter score on page 11 of report). Over the long-term, improvements in identified areas can help to influence the customer experience to be shared as more favorable, thus increasing the probability that residents and building professionals will engage in the permit process.

Key Findings:

The complete findings and analysis of the data collection are presented in the attached report. Recommendations begin on page 15 and include but are not limited to: consistency in messaging, staff communication, customer education to improve the efficiency of the process, implementation of electronic and online tools to improve quality, and effectiveness of each customer interaction from initial contact to inspection.

Next Steps:

Should the city decide to proceed with the next phases of the CEMIP it would include gathering additional crucial information, conducting interviews with key city staff, established goals and strategies for recommendation implementation, communication to the community regarding the improvements implemented, and the long-term measurement of customer satisfaction a second and third time to show trends in data.

Possible Timeline:

- **Fall 2020 - Phase II – Implementation and Internal Feedback**
 - Recommendation Implementation Check-ins, Internal Interviews, Digital Customer Satisfaction Kiosk, Secret “Shopper”
- **Summer 2021 - Phase III – Customer Education, Community Outreach and Education**
 - Implementation Assistance, Customer Education, Community Outreach Program
- **Spring 2022 - Phase IV – Measuring Success Over Time**
 - Reassess Customer Satisfaction and Comparison to Phase I and II
- **Ongoing – Customer Satisfaction Kiosk, Surveys, Phase Reports**