CUSTOMER EXPERIENCE (CX)

Peak Performance Presentation
October 17, 2016
Customer experience so phenomenal that Denver constituents think to themselves

“This can’t possibly be my government.”
CONGRATULATIONS!

PEOPLE LOVE DEPARTMENT OF MOTOR VEHICLES ON YELP!

2016

“PEOPLE LOVE US ON YELP”
2016
The Three CX Fundamentals

I got it! That was easy! That was fun!
<table>
<thead>
<tr>
<th>DATE</th>
<th>CUSTOMER</th>
<th>AGENCY</th>
<th>POCKETGOV.COM</th>
<th>311 AGENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCT 4th</td>
<td>Puts compost out on collection day.</td>
<td>NO PICKUP</td>
<td>Case Notes: “10/5” and sends customer a survey.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Submits to pocketgov: “My compost pickup was missed.”</td>
<td></td>
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<tr>
<td>OCT 5th</td>
<td>Puts compost out on 10/5.</td>
<td>NO PICKUP</td>
<td></td>
<td>“10/5 probably meant we viewed it today. Just put your compost out for the next 72 hours.”</td>
</tr>
<tr>
<td></td>
<td>Calls 311 to inquire about case notes.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCT 6th</td>
<td>Puts compost out on 10/6 for two more days.</td>
<td>NO PICKUP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCT 7th</td>
<td></td>
<td>NO PICKUP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCT 8th</td>
<td>Gives a score of 1 on a scale of 1-10.</td>
<td>NO PICKUP</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
National Citizen Survey

Overall Quality of Life vs Customer Service

Overall quality of life
Customer Service


Percent

Peer Cities 2015 Average Ranges
Overall Impression – CCD vs 311

Axis Title

Overall Impression - CCD (Excellent/Good)  Overall Impression - 311 (Excellent/Good)
Innovation Approach

1. Improve the digital experience
2. Convert calls to clicks
3. Reduce transactions

1. Make 311 our central nervous system
2. Create an integrated customer experience across 26 lines of business

1. Hire and train tier one customer service representatives
2. Improve the non-digital experience to world class level
Pocketgov.com
Denver’s Mobile Web Application

Some Features Added in 2016

- Explore your options to get around with Go Denver.
- Use Ballot Trace to watch your ballot get home safely.
- Car missing? Check Tow Tracker.
- Trying to plan when to catch the A Train? Check DEN Security Wait Times.
Digital Awards

- **Best of the Web**
  Winner – City Portal Category

- **ABA Stevie Awards**
  Gold – Business/Government App Category

- **Colorado Technology Association**
  APEX Nominee - Pocketgov.com for Project of the Year

- **American Government Contact Center Professional Association**
  2016 Innovations in Technology Award
E-mail Marketing Campaigns

- Average Open Rate: 29%
- Average Click Rate: 3%

Social Marketing Campaigns

- Clicks: 4,996
- Click Through Rate: 0.32%

The new Tow Tracker feature from pocketgov.com allows you to locate a vehicle towed to any City and County of Denver-owned impound lot if you received a penalty on gameday, or any other day! Search by license plate number or the date your car was towed instead of fumbling through the phone book.

Sign up today for access to even more city services like elections ballot tracking, street sweeping reminders, DMV license plate renewals, and more.

Renew your vehicle registration, schedule reminders for trash and recycling pick-up, report potholes, and much more. Sign up today for access to Denver services from anywhere, at any time, on any device.
Pocketgov.com Timeline

**JAN 2015**
- **POCKETGOV.COM LAUNCHES**

**JULY 2015**
- **5,000+ TOTAL ACCOUNTS**
  - Ability to pay parking tickets & street sweeping added

**JAN 2016**
- **10,000+ TOTAL ACCOUNTS**
  - DMV renewals & crime map added

**JULY 2016**
- **20,000+ TOTAL ACCOUNTS**
  - Ballot trace & tow tracker added

**TODAY**
- **23,000+ TOTAL ACCOUNTS**
  - DMV license plate renewal reminders added
Native vs Non-native App

**PROS**

- Customers expect `pocketgov` in the appstore.
- `pocketgov` icon on the home screen will increase, driving up usage.
- Identification will be improved, decreasing the number of logins and reducing abandonments.
- Faster load times are possible in native, increasing adoption and usage.
- Push notifications will be possible to drive customer behavior.
- Sensors such as cameras, GPS and microphones will enable richer interactions.
- The app will look and feel cleaner, meeting our branding objectives.

**CONS**

- Code and system maintenance and support will be costlier.
- Additional scrutiny due to the app store approval process will decrease innovation.
- App releases are less frequent and have a greater lag resulting in fewer releases and code changes.
- Content management becomes more complex as content creators must account for more form factors.
The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.
Thank you for calling 311. Here are some great ideas we have!

- Wait Time Caller Notification
- Place in Line Message
- Call Back Functionality
- Scorecards
Agency Engagements

PEAK Academy
Salesforce Operation Playbooks
Agency ‘Roadshows’
All 311 agents are now fully trained!

Streamlined Training
- 50% Reduction in Training Time
- $3,400 Savings Per Agent

Decreased Turnover
- Down 4% Year over Year

Reduced Handle Time
- Improved 10% since inception of Salesforce
Calls to Clicks

Digital Case Volume and Digital Cases to Calls Handled Percentage

- Pocketgov
- Email
- Percentage of Total Volume Handled
Hold Times Matter

311 Hold Time versus Call Abandonment Rate (PCA) by Month 1/15-9/16

R² = 0.8337
First Call Resolution (FCR)

First Call Resolution by Agency, November 2015-September 2016

- City Council: 77.0%
- Safety: 71.6%
- Community Planning & Development: 65.6%
- Clerk & Recorder: 65.0%
- Finance: 62.9%
- Parks & Recreation: 60.4%
- Mayor’s Office: 59.3%
- Environmental Health: 49.1%
- Excise & License: 45.9%
- Public Works: 32.7%
Case Age

Average Days A Case Is Open by High Volume Department

- Transportation: 55 days
- City Council - District 8: 12 days
- Mayor’s Office: 8 days
- Street Maintenance: 8 days
- City Council - District 6: 8 days
- Forestry: 8 days
- City Council - District 3: 6 days
- City Council - District 10: 6 days
- Solid Waste Management: 6 days
- Parks: 6 days
- City Council - District 4: 4 days
- City Council - District 11: 4 days
- Recreation: 3 days
- Office of Emergency Management: 3 days
- City Council - District 5: 3 days
- Excise & License: 2 days
- Finance: 2 days
- Assessor: 2 days
- City Council - District 1: 2 days
- Environmental Quality: 1 day
- Public Health Inspections: 1 day
- Neighborhood Inspection Services: 1 day
- City Council - District 9: 1 day
- Public Trustee: 1 day
- Records Management: 1 day
- Waste Water Mgmt: 1 day
- Recording: 0 days
- Treasury: 0 days
Customer Service Pillars

- Hiring
- Training
- Coaching
- Feedback/Metrics
2016 Key Pilot Activities

- Jan 2016: DMV Training Plan
- March 2016: DMV Training Pilot
- April 2016: DMV Training Live
- Sept 2016: Recreation Survey and Coaching Workshop
- Oct 2016: DAP Coaching Workshop
- Nov 2016: DAP Coaching Workshop
- Dec 2016: DAP Coaching Workshop
The percentage of customers who agree or strongly agree that they were satisfied with their service.

- C&R: 96%
- Rec: 91%
- EXL: 78%
- CPD: 52%

The agency utilizes all four customer service pillars.
Wait Time Impact on Customer Satisfaction

- C&R: 0.54 minutes, 96%
- EXL: 6.70 minutes, 78%
- CPD: 44.22 minutes, 52%
Next Steps

Invest to improve the digital experience

- First half 2016: continue investment in user experience with current functions
- Second half 2016: I-Fund contingency request
- Long-term: regular operational investment

Achieve 311 CNS strategy by continuous leapfrogging strategy

- Demonstrate examples of what good looks like
- Leverage disequilibrium to spur interest
- Coach and support agencies as they transition

Kick start customer service improvement

- Measure customer service by agency (possibly via NPS through 311)
- Raise awareness that this is a mayoral priority