The relationship a customer has with a business, developed from the time a customer first makes contact with an organization, up to the present day.
Innovation Approach

**Improve the Digital Experience**
Convert calls to clicks and reduce transactions.

**Make 311 the Central Nervous System**
Create an integrated customer experience across 26 lines of business.

**Hire and Train Tier 1 Customer Services Reps**
Improve the non-digital experience to a world-class level.
Overall Quality of Life vs. Customer Service

- Overall Quality of Life
- Customer Service

Peer Cities 2016 Average Ranges

Graph data points for years 2002 to 2016:
- Overall Quality of Life:
  - 2002: 76%
  - 2004: 78%
  - 2006: 78%
  - 2008: 85%
  - 2010: 82%
  - 2012: 82%
  - 2014: 87%
  - 2016: 84%

- Customer Service:
  - 2002: 57%
  - 2004: 55%
  - 2006: 60%
  - 2008: 65%
  - 2010: 61%
  - 2012: 61%
  - 2014: 54%
  - 2016: 64%
National Citizen Survey
CCD vs 311

CCD Customer Service vs. 311 Customer Service

- CCD Customer Service
- 311 Customer Service

Yearly Customer Service Ratings:
- 2002: 57%
- 2004: 52%
- 2006: 60%
- 2008: 58%
- 2010: 66%
- 2012: 61%
- 2014: 59%
- 2016: 64%

### Table 6: Governance General

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Services provided by Denver</strong></td>
<td>Much lower</td>
<td>Much lower</td>
<td>Much lower</td>
<td>Similar</td>
<td>Lower</td>
<td>Similar</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Similar</td>
<td>Much higher</td>
<td>Similar</td>
<td>Similar</td>
<td>Similar</td>
<td>Similar</td>
</tr>
<tr>
<td><strong>Customer service</strong></td>
<td>Much lower</td>
<td>Much lower</td>
<td>Much lower</td>
<td>Much lower</td>
<td>Much lower</td>
<td>Lower</td>
<td>Similar</td>
<td>Lower</td>
<td>Much lower</td>
<td>Similar</td>
<td>Similar</td>
<td>Similar</td>
<td>Similar</td>
<td>Similar</td>
<td>Similar</td>
</tr>
<tr>
<td><strong>Value of services for taxes paid</strong></td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>Similar</td>
<td>Higher</td>
<td>Much higher</td>
<td>Similar</td>
<td>Much higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
</tr>
<tr>
<td><strong>Overall direction</strong></td>
<td>Similar</td>
<td>NA</td>
<td>Much higher</td>
<td>Much higher</td>
<td>Much higher</td>
<td>Much higher</td>
<td>Much higher</td>
<td>Much higher</td>
<td>Much higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
</tr>
<tr>
<td><strong>Welcoming citizen involvement</strong></td>
<td>Similar</td>
<td>NA</td>
<td>Much higher</td>
<td>Similar</td>
<td>Much higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Higher</td>
<td>Similar</td>
<td>Similar</td>
</tr>
<tr>
<td><strong>Confidence in City government</strong></td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
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<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td><strong>Acting in the best interest of Denver</strong></td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td><strong>Being honest</strong></td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td><strong>Treating all residents fairly</strong></td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
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<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td><strong>Services provided by the Federal Government</strong></td>
<td>Similar</td>
<td>NA</td>
<td>Similar</td>
<td>Lower</td>
<td>Much lower</td>
<td>Lower</td>
<td>Higher</td>
<td>Much higher</td>
<td>Higher</td>
<td>Similar</td>
<td>Higher</td>
<td>Similar</td>
<td>Similar</td>
<td>Similar</td>
<td>Similar</td>
</tr>
</tbody>
</table>

**Comparison to benchmark**
Wait Times Across the City

- Community Planning & Development
- DMV
- Excise & License
- 311
- Clerk & Recorder
Customer Satisfaction

The percentage of customers who agree or strongly agree that they were satisfied with their service.

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>C&amp;R</td>
<td>98%</td>
<td>96%</td>
</tr>
<tr>
<td>EXL</td>
<td>91%</td>
<td>78%</td>
</tr>
<tr>
<td>CPD</td>
<td>61%</td>
<td>52%</td>
</tr>
</tbody>
</table>
311 Average Speed of Answer (Seconds) versus Abandoned Rate % - By Month & Year

Year | 2016 | 2017
--- | --- | ---

Abandoned Rate

Average Speed of Answer (Seconds)
Citywide NPS Score Over Time

Net Promoter Score - 2016
20.18%

Net Promoter Score - 2017
19.56%
NPS by Organization

2017 Net Promoter Score - Agency

- Clerk & Recorder: 66.1%
- Finance: 40.3%
- Mayor’s Office: 33.3%
- Public Works: 22.5%
- Excise & License: 12.7%
- Environm... Health: 8.3%
- Commun... Planning & Develop...: 2.7%
- Parks & Recreation: 0.6%
- City Council: -1.5%
- Safety: -6.3%
- 311: -6.7%
NPS by Organization

Survey Score Breakdown by Agency

- Promoter
- Neutral
- Detractor

<table>
<thead>
<tr>
<th>Agency</th>
<th>Promoter</th>
<th>Neutral</th>
<th>Detractor</th>
</tr>
</thead>
<tbody>
<tr>
<td>311</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Council</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clerk &amp; Recorder</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comm... Planning &amp; Deve...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environ... Health</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excise &amp; License</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mayor’s Office</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks &amp; Recreat...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Works</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
First Call Resolution (FCR)
Case Age

Average Days to Close by Agency

- Mayor's Office: 102.8
- City Council: 24.9
- Community Planning & Development: 20.1
- Excise & License: 7.4
- Parks & Recreation: 6.3
- Public Works: 5.4
- Environmental Health: 4.4
- Clerk & Recorder: 3.0
- Finance: 2.9
- Safety: 0.3

Average Days to Close

- March 2017: 24
- February 2017: 22
- January 2017: 20
- December 2016: 18
- November 2016: 16
- October 2016: 14
- September 2016: 12
- August 2016: 10
- July 2016: 8
- June 2016: 6
- May 2016: 4
- April 2016: 2
- March 2016: 0
Street Maintenance moved case management to Salesforce, resulting in positive results for the department:

- Decreased manual level of effort for employees by ~75%.
- Centralization of customer case management has led to better handling of customer concerns, increasing accuracy of case assignment.
- Bridged communication gap between department and 311, reducing the amount of time it takes to resolve a customer concern.
Right of Way Services has improved case management through Salesforce and is moving off of their legacy system.

- Increased case management in Salesforce by 100% (prior, these were closed in Salesforce and sent to agency directly).
- Field agents no longer have to go into the office for work assignments, improving productivity by 5%.
- We are now able to provide status updates to our customers, improving the overall customer experience.
• In June, Right of Way Enforcement became a Salesforce user.

- The number of calls transferred from 311 to ROWE decreased by 80%.
- Decreased the amount of time a customer is on the phone with the city by 50%.
Objective: Traffic

Audience 1:
- Location: Denver
- Age: 22 – 35
- Gender: All
- People Who Match: Likely to move, new mover, renters, apartment/condo, recently moved, apartment, renting

Reach: 80,362
Impressions: 323,823
Landing Page Views: 375
Cost Per Result (Landing pg. Views): $4.00
Link Clicks (Total): 979
Budget: $1,500

**Static Ad performed best with 246 landing page views, 559 link clicks, and a cost per landing page view of $3.31**
Organic Posts: Boosted ($100 Allocated to Each)

Boost 1: Trash and Recycling
Schedule: Oct. 24 – Oct. 29
Engagements: 157
Impressions: 4,523
Cost Per Engagement: $0.64
People Taking Action: 132

Boost 2: Pothole
Schedule: Oct. 30 – Nov. 4
Engagements: 132
Impressions: 3,462
Cost Per Engagement: $0.26
People Taking Action: 120

Boost 3: Graffiti
Schedule: Nov. 2 – Nov. 7
Engagements: 211
Impressions: 8,901
Cost Per Engagement: $0.47
People Taking Action: 196

Boost 4: DMV
Schedule: Nov. 7 – Nov. 12
Engagements: 316
Impressions: 11,740
Cost Per Engagement: $0.32
People Taking Action: 282

Boost 5: Code Violations
(ad failed after 1.5 days, too much text in ad)
Schedule: Nov. 14 – Nov. 19
Engagements: 49
Impressions: 1,178
Cost Per Engagement: $0.31
People Taking Action: 43
Name: Pocketgov Fall 2017 Campaign

Sessions: 675
% New Sessions: 86.67%
Avg. Time on Page: 01:06
Pages/Session: 1.28
Community Social Listening Tool

---

**Social Listening Summary**

**Denver Brand: Community**

---

**11k**

- **Twitter**: 76.0% (6.9k)
- **Blogs**: 12.9% (1,295)
- **Forums**: 11.1% (1,115)

---

**Media Type Trend**

---

**Top Words**

- denver
- city
- little
- black
- rich
- time
- home
- good
- coffee
- high
- sure
- moving
- neighborhoods
- loved
- business
- work

---

**Sentiment Trend**

- **Positive**: 56.6%
- **Negative**: 43.4%
Pocketgov.com
Denver’s Mobile Web Application

Features Added in 2017/Coming in 2018

- Check the location of snowplows with Plow Tracker.
- Talk with an officer or find out what’s happening in your neighborhood with the DPD Virtual Neighborhood.
- Download the app (coming 2018) to get push notifications.
PHASE ONE

• Home and Profile
• 311
• Schedules: Street Sweeping
• Schedules: Trash
• Elections: Ballot Trace
• Elections: Election Results

PHASE TWO

• Schedules: Wait Times
• Payments: DMV
• Payments: Storm Drainage
• Getting: Around: B-cycle
• Getting Around: Plow Tracker
• Getting Around: Tow Tracker
• Elections: Elected Officials
• Elections: Ballot Boxes
• Elections: Voter Look-up
• Getting Connected: DPD Virtual Neighborhood
• Getting Connected: Virtual Keychain
• Getting Connected: Denver Events
• My Neighborhood: All Maps
• Food Truck Tracker
Denver’s Plow Tracker will be activated during major snow events.

Also follow us on Twitter @DenPublicWorks and visit www.denversnowplan.com for additional snow response information.

Login or sign up now to get notified via email or text!

- Notifications go out immediately upon activation of a storm
- Plow history map
- Map available 24 hours after storm
Digital Experience

Cumulative Pocketgov Users

- August-15
- September-15
- October-15
- November-15
- December-15
- January-16
- February-16
- March-16
- April-16
- May-16
- June-16
- July-16
- August-16
- September-16
- October-16
- November-16
- December-16
- January-17
- February-17
- March-17
- April-17
- May-17
- June-17
- July-17
- August-17
- September-17
Number of Sessions – Year over Year

- 2016
- 2017
- Linear (2016)
- Linear (2017)
Top 10 Pages – October 2016 – 2017 YTD

Page views

Page views

 Millions

/Inmate Search
/Home
/Property
/Onlineservices
/DMV/locationsandhours
/Payaparkingticket
/adoptapet
/denverhumanresources
/animalscenter
/AtoZ
Page Views Top 10 Agencies - October 2016 – 2017 YTD
Based on aggregate of top 100 Page views owned by agency

- Technology Services
  Includes Maps, Open Data, and Global pages
- Department of Finance
- Safety
  Primarily, inmate search, records, and contact pages
- Public Works
- DEH (All Animal Shelter)
- Parks & Recreation
- Clerk & Recorder (Includes Elections)
- Human Resources
- CPD/DS
- Human Services
Apps Top 10 Agencies - October 2016 – 2017 YTD
Based on aggregate of top 50 App views owned by agency

- **Assessor's Office**
  Property

- **Safety**
  Inmate Search

- **Technology Services**
  Maps, Open Data

- **Department of Environmental Health**
  Restaurant Inspections

- **Denver Public Works**
  Land Survey Search, Subdivision Survey, Compost Sign Up, Recycling Sign Up, Tie Book Search, Planned Building Groups

- **Denver Development Services**
  Building Permit Status

- **Clerk & Recorder**
  Election Results, Campaign Finance Report, City Contracts

- **Denver Community Planning & Development**
  Contractor Licenses

- **Office of Human Resources**
  Jobs

- **City Attorney**
  City Attorney Directory
Net Promoter Score (October 2016 - November 2017)

-50 %
Positions requiring the Customer Service Assessment:

- 311 Customer Service Agent
- Aviation Customer Service Agent
- Human Services Customer Service Agent
- Aviation Security Agent
- Landside Service Agent
- Eligibility Technician
- Licensing Technician

Customer Service Assessment Results:

- Passed Assessment
- Did Not Complete Assessment
- Failed Assessment
Human Resource Hiring

Average Pass Rate 71.6%

- 311 Customer Service Agent: 69.7%, 82.1%
- Aviation Customer Service Agent: 66.5%, 71.6%
- Aviation Security Agent: 71.5%, 82.4%
- Eligibility Tech (I & II): 63.0%, 72.9%
- Landside Services Agent II: 71.8%, 76.2%
- Licensing Tech (I, CO, Limited): 72.3%, 79.3%
- Motor Vehicle Tech: 73.8%, 86.2%
- Parking Permit Sales Office Agent: 64.8%, 74.4%
- Permit Parking Sales Office: 75.0%, 74.2%
- ROWE Agent (I): 61.1%, 74.2%
Human Resource
Customer Service Training

Top 10 Training Groups

<table>
<thead>
<tr>
<th>Agency</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denver Human Services</td>
<td>561</td>
</tr>
<tr>
<td>Multiple</td>
<td>445</td>
</tr>
<tr>
<td>Denver International Airport</td>
<td>198</td>
</tr>
<tr>
<td>Public Works</td>
<td>187</td>
</tr>
<tr>
<td>Technology Services</td>
<td>129</td>
</tr>
<tr>
<td>Parks and Recreation</td>
<td>121</td>
</tr>
<tr>
<td>Department of Finance</td>
<td>97</td>
</tr>
<tr>
<td>Office of Human Resources</td>
<td>76</td>
</tr>
<tr>
<td>Clerk and Recorder's Office</td>
<td>64</td>
</tr>
<tr>
<td>Denver Sheriff Department</td>
<td>54</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1932</strong></td>
</tr>
</tbody>
</table>
Next Steps

**Improve the Digital Experience**
Get info into people’s hands that is customized, mobile-friendly, and easy to access
- Virtual Guides on Denvergov.org
- Artificial Intelligence
- Outbound Calling
- Chat

**Make 311 the Central Nervous System**
Create an integrated customer experience across all lines of business.

**Create a Customer Experience Strategy**
In 2018, get all players at the table to create a long-term strategy around CX