

SEPT|2012

Technology Services

Peak Metrics Report Out

D E N V E R
PEAK
P E R F O R M A N C E

Vision Alignment

Citywide Vision: We will deliver a world-class city where everyone matters.

Agency Vision : *We will become the nation's model for delivery of technology, media, and contact center services for local government*



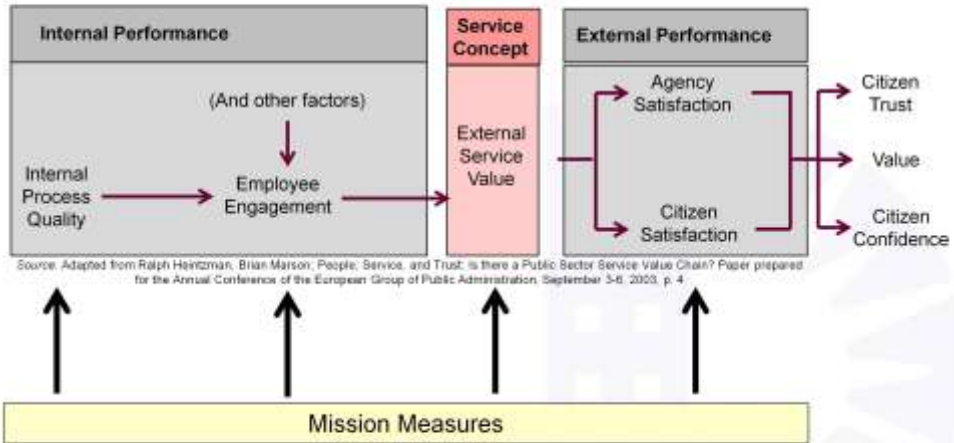
9/13/2012 | Notes

The focus is on the foundational layer and what the customers are focused on which validates the pyramid.

Technology Services – Four Goals

- **Foster Environment of Employee Engagement**
- **Master Operational Efficiency**
- **Improve the Productivity and Satisfaction of City Agencies**
- **Government Information and Services in the Hands of Residents Anytime, Anywhere**

Service Value Chain – Adapted for Public Sector



Source: Adapted from Ralph Heitzman, Brian Marston, People, Service, and Trust: Is there a Public Sector Service Value Chain? Paper prepared for the Annual Conference of the European Group of Public Administration September 3-6, 2003, p. 4

Technology Services – Agency & Citizen Satisfaction

- **2012 Technology Services Client Satisfaction Survey**
- **311 Citizen Satisfaction Metrics**
- **Denver 8 Citizen Satisfaction Metrics**
- **Denvergov – Citizen Satisfaction Metrics (“Feedbackify”)**

2012 Technology Services Client Satisfaction Survey

- **Purpose- the main objectives of the survey was to determine Client satisfaction with IT at the 'Executive' level, including:**
 - Understanding clients' perceptions of TS services and performance
 - Identifying the strengths and weaknesses of the overall IT organization
 - Identifying relative importance to aspects of TS services
- **Approach**
 - Used short 15 question survey, derived from Gartner with slight modifications
 - Sent to Agency Heads, Innovation Fund Members, City Council, and Mayor's Office senior staff (n = 72)
 - Five point response scale (1 - strongly disagree, 5 strongly agree)
 - Three point importance scale (Low, Medium, High Importance)
 - One opened question: "To improve the value to the organization, consider doing...."

9/13/2012 | Notes

What areas are you focused on?

Were the responses anonymous? – Yes

Are you taking away anything for the lack of response? – Yes

Brendan Hanlon (BH) | It was difficult to answer at times, unsure if I was answering for myself or for the agency. I asked myself, "What timeframe are they asking about?" since I changed agencies. More guidance will be needed for future surveys.

Did you take into account the new appointees versus the old appointees?

Are you sending the results? – Post them as a PDF.

Some areas provide better service than others.

This was sent during the budget process so that could be a factor as to why the turn out was low. Consider sending it earlier in the year to see if that boosts the response rate.

It is great that it was sent because now there is a baseline.

Need to make an announcement at Cabinet so all members hear about it.

Increase the engagement question? – Yes.

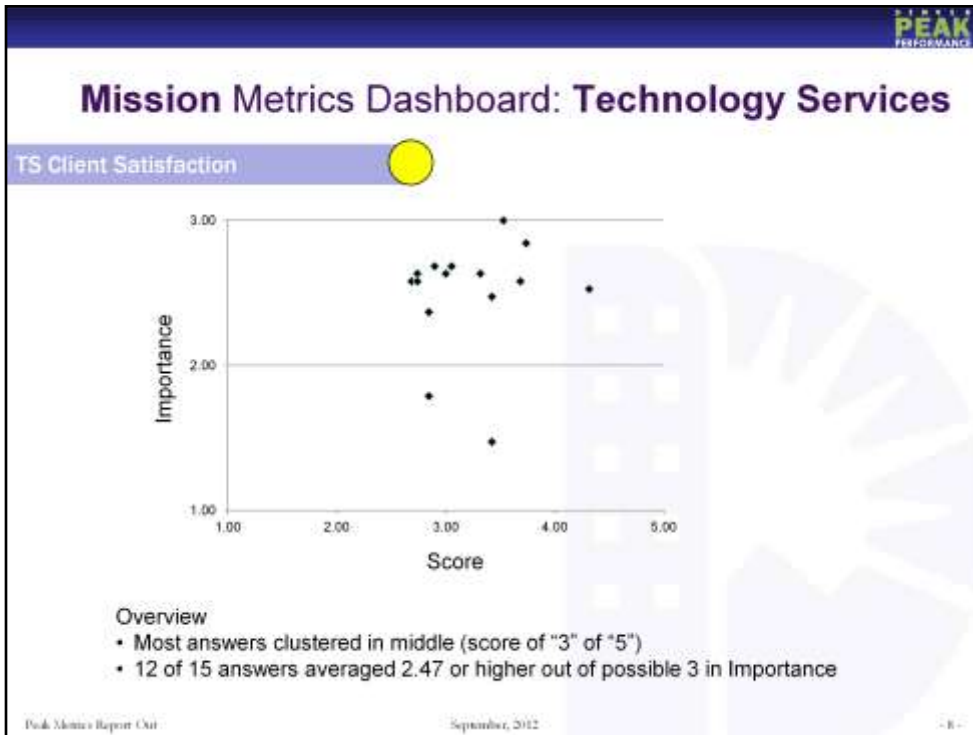
\$2.5M Budget increase

Security and infrastructure → improved security; increased system, networking, and application stability; Collaboration tools for City employees; Upgrade Internet Connection; Increase Citizen Satisfaction.

If improved security costs, \$545,000, what will that get us? – In the process of

Questions

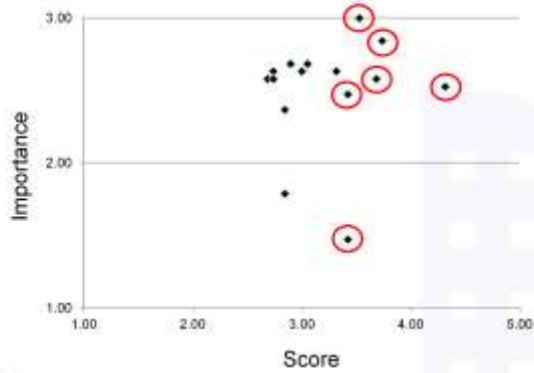
- The Technology Services organization does an effective job of keeping essential IT services up and running.
- The Technology Services organization provides effective help when I need it.
- Changes to Information Technology (IT) systems are delivered in a timely fashion.
- We are provided with effective IT tools to do our jobs.
- IT systems are easy to use.
- IT systems provide excellent support for my Agency/Department's business processes.
- When new IT projects are undertaken for my Agency/Department, I am satisfied with the outcome.
- The Technology Services staff I have worked with have the skills required to effectively perform the job.
- The Technology Services staff is professional.
- The Technology Services management team provides sound leadership.
- The Technology Services organization delivers value for the money.
- The City has made good decisions on IT investments.
- Overall, I am satisfied with 311's contribution to my Agency/Department's ability to run my business.
- Overall, I am satisfied with Denver 8's contribution to my Agency/Department's ability to run my business.
- Overall, I am satisfied with Technology Service's contribution to the enterprise



Selected mission-level metrics.

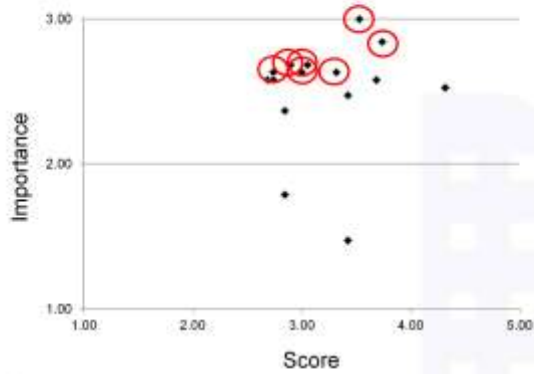
Duplicate this slide as needed for more metric spaces. Use whatever reporting style and graphs make sense for your mission.

Top 5 Highest Scoring Questions

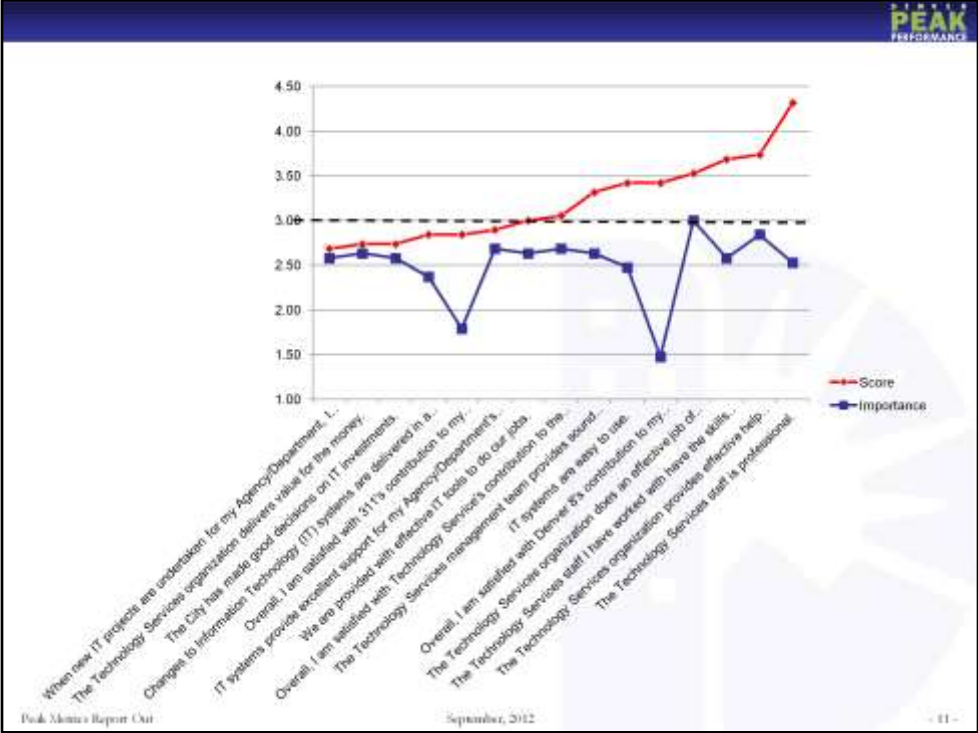


Rank	Question	Score	Importance
1	The Technology Services staff is professional.	4.32	2.53
2	The Technology Services organization provides effective help when I need it.	3.74	2.84
3	The Technology Services staff I have worked with have the skills required to effectively perform the job.	3.68	2.58
4	The Technology Services organization does an effective job of keeping essential IT services up and running.	3.53	3.00
T-5	IT systems are easy to use.	3.42	2.47
T-5	Overall, I am satisfied with Denver 8's contribution to my Agency/Department's ability to run my business.	3.42	1.47

Top 5 Questions of Highest Importance



Rank	Question	Score	Importance
1	The Technology Services organization does an effective job of keeping essential IT services up and running.	3.53	3.00
2	The Technology Services organization provides effective help when I need it.	3.74	2.84
3	Overall, I am satisfied with Technology Service's contribution to the enterprise.	3.05	2.68
4	IT systems provide excellent support for my Agency/Department's business processes.	2.89	2.68
T-5	The Technology Services management team provides sound leadership.	3.32	2.63
T-5	We are provided with effective IT tools to do our jobs.	3.00	2.63
T-5	The Technology Services organization delivers value for the money.	2.74	2.63

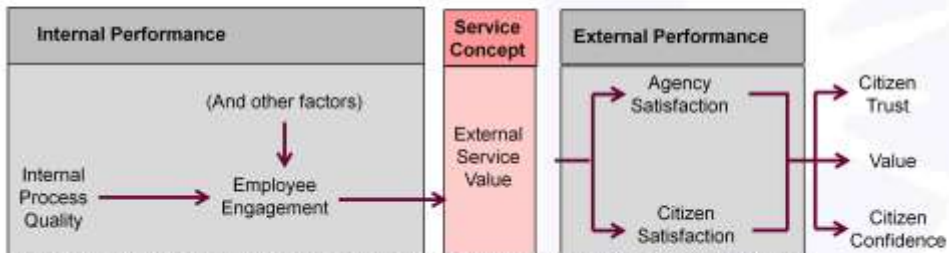


Key Takeaways

- **Client Satisfaction consistent with leading indicators from Service Value Chain**
 - Internal Process Quality: Essential services up and running and effective help when required are among highest scoring areas, but still lower than desired
 - Employees: high client satisfaction with professionalism and skill set of TS staff
 - External Service Value: Non-operational measures (timeliness of changes, overall value of IT, project delivery, support to business processes, investment decisions) consistent with resource challenges and state of technology
- **Scores indicate must higher service value concept possible, and wanted by our clients**
- **High variability in scores, lower variability in importance weighting**
 - Could indicate either our partnership with some agencies is better than others, or our service value concept is not (or does not need to be) the same with all agencies

Actions to be Taken

- **Continue to Execute Strategic Plan and SRA**
 - Stabilize technology environment
 - Standardize processes and automate with IT Service Management (ITSM) tool
 - Process Improvement activities
 - Improve use of metrics to run organization
 - Focus on improving Employee Engagement



Source: Adapted from Ralph Heitzman, Brian Manson, People, Service, and Trust: Is there a Public Sector Service Value Chain? Paper prepared for the Annual Conference of the European Group of Public Administration, September 3-6, 2003, p. 4

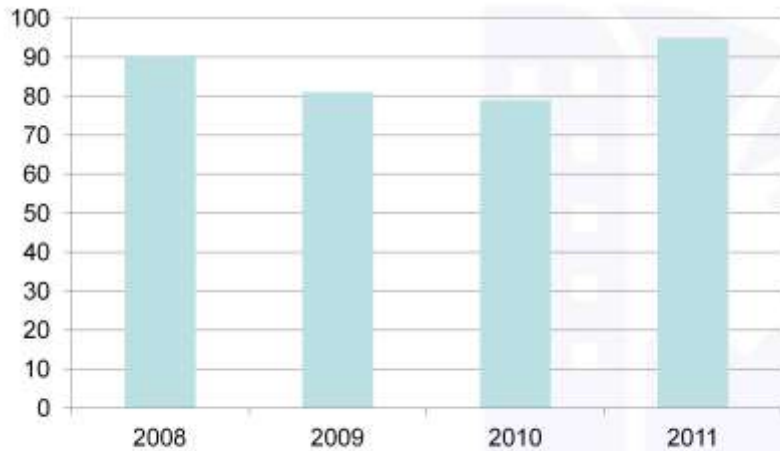
DENVER MEDIA SERVICES CITIZEN FEEDBACK

Mission Metrics Dashboard: Media Services

Internal Customer Satisfaction



Funded and Non-Funded Video Projects



Peak Metrics Report Out

September, 2012

- 15 -

90% in 08, 81% in 09, 79% in 10, 95% in 11. Questions on survey: Did we perform project work in timely manner and within estimated production schedule? Was our team helpful, professional, and flexible in working with you to plan and shape the project? Was your overall experience working with our team a good one? Would you be willing to work with us again and/or recommend us? Did the quality of the content and presentation meet your specifications? Any additional comments

Mission Metrics Dashboard: Media Services

Internal Programming Needs

2011 Needs Assessment – Government Focus Groups & Online Survey

- **More coverage of City events, news conferences**
- **Video “tours” of parks and public art projects**
- **Content available in Spanish**
- **Information on legislation affecting human rights**
- **Additional video on Denver non-profits & services**
- **Coverage of neighborhood association meetings**
- **Video projects provided at no cost to agencies**

Peak Metrics Report Out September, 2012 36

9/13/2012 | Notes

Why was there a decision to drop 8 from the name? It is what it is known for. – The 8 is not being dropped, Denver 8 is becoming a subsidiary of Denver Media Services.

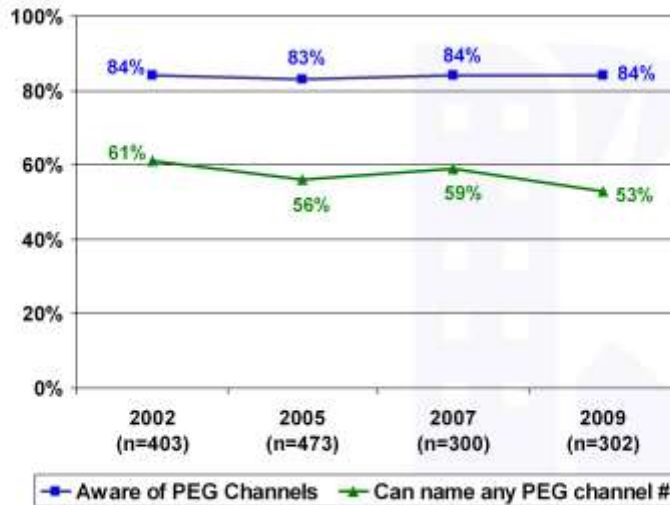
Agencies involved in the two focus groups are :Environmental Health, Denver International Airport (DIA), Auditors Office, Clerk and Recorder, City Council, Office of Economic Development, Department of Cultural Affairs (DOCA), Public Works, 311, Parks and Recreation, Office of Emergency Management

Career Service Authority (CSA)

Online survey responses from: City Attorney’s Office • Mayor’s Office • Human Rights/Community Relations (HR/CR) • Denver Office of Strategic Partnerships (DOSP) • Board of Adjustment • Board of Ethics • Office of the Independent Monitor • Department of Excise and Licenses • Denver Water Department • District Attorney’s Office • Mayor’s Office for Education and Children • Department of Community Planning and Development

Mission Metrics Dashboard: Media Services

Cable Viewer Awareness



Peak Metrics Report Out

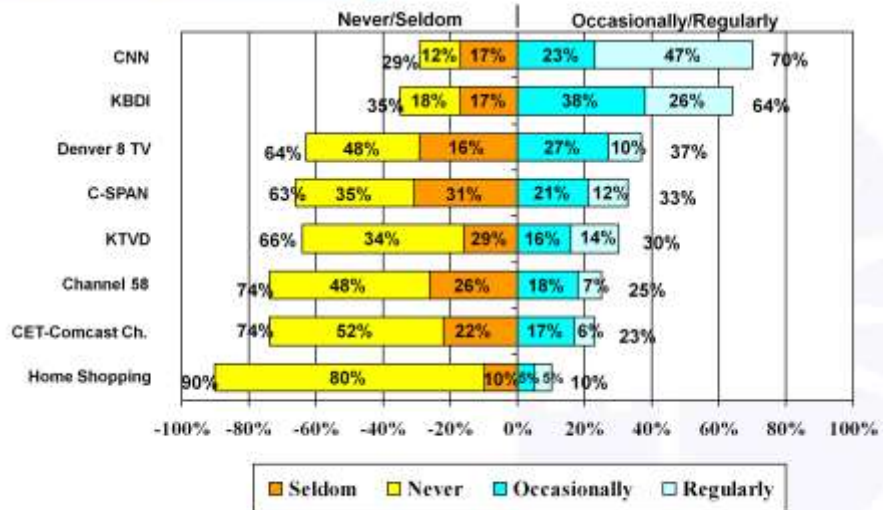
September, 2012

- 17 -

Needs Assessment supports this percentage of awareness – 88% of subscribers and 48% of non-subscribers are aware of the channels. Supports percentage of specific channels named. 50% could name a specific channel – Denver 8 34%

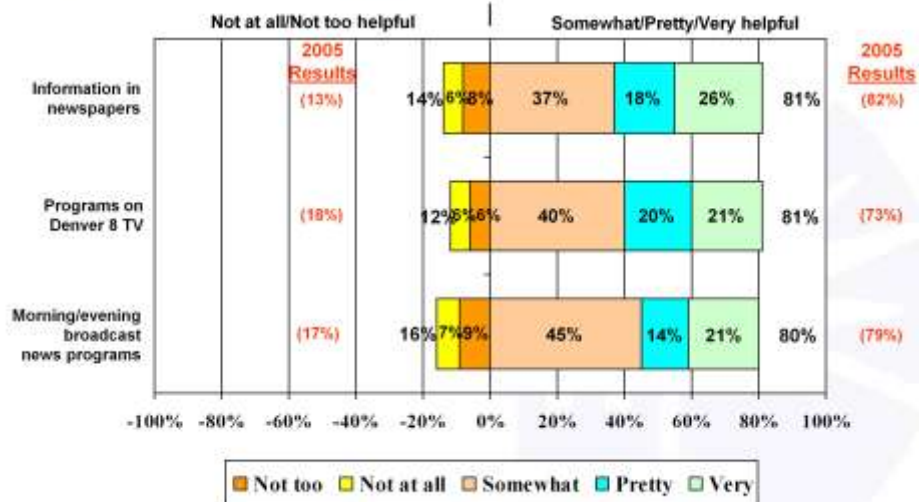
Mission Metrics Dashboard: Media Services

Cable Viewership "Rate" ●



Mission Metrics Dashboard: Media Services

Evaluating Public Officials



Improvement Activities

- **Goal 1 – Boost Content Production**
 - Use Existing Resources to Generate More Video

- **Actions To Be Taken**
 - Re-align on-call staff
 - Focus on Mayor/Agency video projects
 - Update/Create “How To Denver” videos
 - Determine role of decreased Internship Program
 - Purchase HandyCams & conduct trainings
 - Examine resource utilization vs. increased productions
 - Determine ability to provide audio support in CCB

Improvement Activities

- **Webstreaming/Online Content**
 - Centralized Video Portal
 - Interface with YouTube, Social Media
 - Agencies "Embed" Videos

- **HandyCams**
 - Agencies "check out" video equipment
 - Submit to Denver Media Services for distribution
 - Brand as "Direct to You"

- **Low Power Television**
 - Different from Full-Power Broadcast
 - Reach the "Traditional TV" Viewers
 - Research advertising possibilities

9/14/2012 NOTES

Q: Is there a reason that the number 8 is removed? Isn't that kind of the department's known logo?

A: The number 8 is not being removed from the department name.

311 CITIZEN FEEDBACK



9/13/2012 | Notes

Where do we need to be with regards to answering calls? – 30 seconds.

If you add staff, would it be premature before trying to increase the use? – Yes, could be. Need to do more research for better marketing efforts.

Does a phone call, include the cost of 311 managing the case? – Not include 10% of non-calls, if not touched by agent cost decreases, but email and phone have to be touched. If there was more automation to the appropriate agencies then the cost would decrease.

There are just two platforms? No, one platform for all.

Lots of people like to still use the phone because they want to speak to someone.

Mission Metrics Dashboard: Technology Services

Citizen Satisfaction



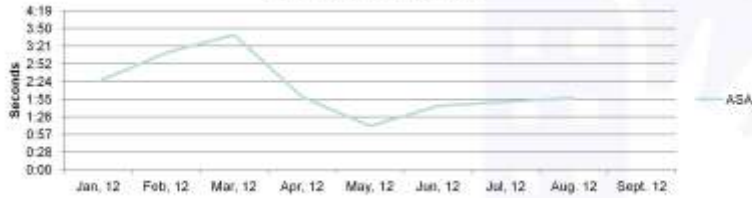
- **Cost of Service**
 - 25% less than national average of \$4.02
 - Denver 911 - \$6.35
 - Denver Human Services - \$5.05
- **2011-2013 Citizen Engaged Community Award from Public Technology Institute**
 - Citizen Participation
 - Integrated communication channels and technology
 - Performance reporting

Mission Metrics Dashboard: Technology Services

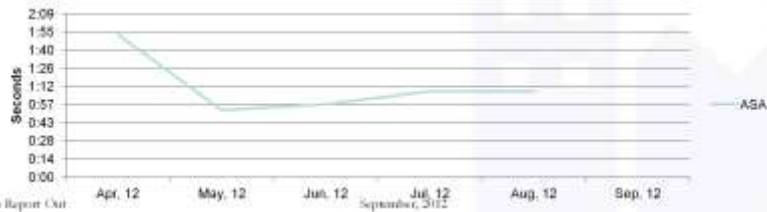
311 Operations (Queue Gating) ●

Actions Taken:

311 ASA by Month



Finance ASA



Improvement Activities

Goal 4 – Put government information and services in the hand of Citizens anytime, anywhere, any channel

Actions Taken:

- **Voice**
- **Email**
- **Counter**
- **Self Help**
- **Social Media: Twitter & Facebook**
- **Mobile Media: iPhone & Android**
- **Kiosks**
- **311 Enhanced Website**
- **Neighborhood Outreach: RNO, DPS & Mayor's Cabinet Outreach**
- **Denvergov url script**

Improvement Activities

Goal 4 – Put government information and services in the hand of Citizens anytime, anywhere, any channel Plans for Improvement:

- **IVR/Auto Attendant**
- **Chat**
- **Virtual Agent**
- **Multi Function Kiosks**
- **Texting**

9/13/2012 | Notes



9/13/2012 | Notes

Assessor's website → What are examples of problems? Addressing: 85% of them are validated. There are PW/Assessor addressing conflicts.

What does eDenver include? – Passing along feedback to agencies? Yes, not automated process right now.

Mission Metrics Dashboard: Technology Services

Citizen Satisfaction



(No Baseline Established Yet)

Feedbackify

Hello, we'd love to hear your feedback about our website...

Find city department contact information on our [A to Z services directory](#). Need help or have a question about something unrelated to our website? Contact the Denver 311 Help Center [311 Help Center](#).

On a scale of 0-10, how would you rate your DenverGov website experience?

0 1 2 3 4 5 6 7 8 9 10

If you have any specific feedback you would like to share with us, please select a category below...

Powered by Feedbackify™ or [Cancel](#)

Feedbackify was launched with the website redesign project in July. The average score based upon 105 citizen responses between July 15, 2012 and August 26, 2012, was 4.84

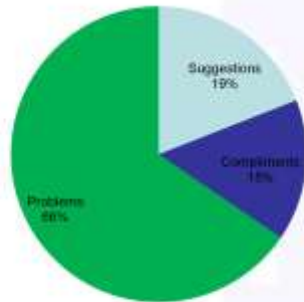
Mission Metrics Dashboard: Technology Services

Citizen Satisfaction



(No Baseline Established Yet)

Website Feedback Categorization



Out of 136 responses from Feedbackify between July 15, 2012 and August 26, 2012, 84 of the citizens categorized them as either Problem, Suggestion, or Compliment. 2/3 of the responses fell into the Problem category.

Mission Metrics Dashboard: Technology Services

Citizen Satisfaction



(No Baseline Established Yet)

Top Problem Response Types



With 55 problem response types reported, 17 were related to Property, 5 Parks and Rec, 4 Police, and 3 Courts.

Website Suggestion Examples

- **DMV**
 - “After I finished filling in the fields I wasn’t allowed an opportunity to check my information. Would be helpful to have the last page come up with an “edit” button to check info and fix if necessary. I forgot to put my apt. number and had to do the form all over again to fix it. Thanks!”

- **Property**
 - “new site does not have lot size for residences”

- **Permitting/Licensing**
 - “Too bad we can’t set up a email alert when a permit is ready. This would save us having to keep checking the plan review status with the log number.”

- **Bikes**
 - “Bike Path map only includes downtown area. Many of us would like to ride into downtown from the burbs.”

Improvement Activities

- **Goal 4 – Put government information and services in the hands of Citizens anytime, anywhere, any channel**

- **Actions Taken**
 - Completed project to stabilize denvergov
 - Presented business case to replace denvergov CMS
 - Launched data.denvergov.org with 96 open data sets
 - Completed major website redesign, including implementation of Feedbackify
 - Retired old payment gateway and standardized on ECS online payment functionality
 - Developed technical strategy for self-service applications to be built one time, for multiple devices and on multiple platforms
 - Developed social media strategy and standard for agencies
 - Launched new property website as part of MATS

Improvement Activities

- **Goal 4 – Put government information and services in the hands of Citizens anytime, anywhere, any channel**

- **Plans for Improvement**
 - Monitor Feedbackify monthly
 - Focus development team on applications where most problems are reported
 - Focus content team to work with agencies on web pages where information is reported as inaccurate and/or missing
 - Goals:
 - Increase average Feedbackify score to 6 by end of year
 - Reduce percentage of “Problem” Feedbackify comments to 50% by end of year
 - Implement valuable and actionable suggestions provided by citizens when and where possible
 - Implement “broken link finder” to discover broken links before citizens do
 - Implement friendly URLs to allow for easier analysis of Feedbackify results