



# Memorandum

**TO:** SMART CITIES AND SERVICE  
IMPROVEMENTS COMMITTEE

**FROM:** Rob Lloyd

**SUBJECT:** SAN JOSÉ 311 AND SERVICE  
DELIVERY STATUS REPORT

**DATE:** November 19, 2021

Approved

Date 11/22/2021

## RECOMMENDATION

Accept the status report on San José 311 and Service Delivery as part of the approved City Roadmap for 2021-2022, including coordinated service delivery improvements across in-person, online, mobile, phone, and assistive channels, service additions in development based on input received, and impact metrics.

## OUTCOME

The Committee will be aware of and provide feedback on San José 311 and digital service delivery improvements, including in communications, new services in development based on previous Committee input, and performance along goal metrics defined by service owners.

## BACKGROUND

San José 311 (SJ311), formerly “My San José”, was launched in July 2017 as part of the City of San José’s effort to move towards a friendlier omni-channel experience. The omni-channel experience consists of voice, online, mobile, and chat service options aimed to engage residents while helping the City become more responsive to the needs of the community through re-engineered service delivery and data insights informing continuous improvement.

Since its launch, significant investments in SJ311 have targeted enhanced user experience and improved service delivery via a stable and scalable platform for processing resident requests for City services. In 2019, improvements targeted absorbing non-emergency calls by communicating the value of 3-1-1 to the community, in tandem with 9-1-1 efforts. In 2020, dynamic language translation was added to the platform, and in 2021, Residential Garbage and Recycling service was added.

Improvements to SJ311 usability, functionality, and service level expectations are reflected in better performance metrics. Beginning July 30, 2017, when the SJ311 mobile application (app)

and web portal were launched, the number of reports stalled at around 165,000 annually from 39,000 active users. Reports for October 2020 through September 2021 now exceed 229,000 from 49,705 unique users. Customer satisfaction ratings improved significantly with the changes and increased use by the community. In 2021, 68% of SJ311 users reported a “Very Good” to “Good” experience versus only 28% reporting a “Good” to “Excellent” experience in 2020.

At the September 2, 2021, Smart Cities and Service Improvements Committee meeting, staff provided a progress report on recent successes and recommended a customer-centric roadmap and approach for further enhancing and expanding services offered via SJ311<sup>1</sup>. The Committee approved the status update and recommendations, along with a memorandum<sup>2</sup> that directed the City Manager to ensure that the next SJ311 and Service Delivery Status Report on December 2, 2021, include:

1. A proposed performance target for response times and customer satisfaction (e.g., >80% Good-to-Excellent rating) for each existing 311 service, and a proposed third performance metric that connects to the equitable delivery of each service. Efforts would benefit from coordination with the Office of Racial Equity.
2. For each existing service not currently achieving performance targets, a description of efforts to improve and what would be required to deliver the service at or above target performance levels.
3. Current and proposed performance targets for potential new services for Council input on additions to SJ311 and a qualitative assessment of the relevant departments’ ability to fulfill each service at high performance and satisfaction levels.
4. Improving the customer satisfaction scoring to balance positive-neutral-negative scores by using research-based scaling.

## **ANALYSIS**

The SJ311 Team worked on features and deliverables that were proposed in the September 2, 2021, Smart Cities and Service Improvements Committee meeting, including the creation of a customer-centric roadmap for enhancing and expanding services. Major workstreams in the roadmap include scaling up the SJ311 platform; improving service responsiveness; adding new services; improving accessibility and usability; and performing community outreach to increase access to City services through SJ311. In addition, staff developed responses to the four items requested in Chairperson Mahan’s memo.

### ***Scaling the platform***

The SJ311 Team is currently working with its vendor partners, AST and Oracle, on migrating all existing SJ311 services in the web and mobile application onto a low-code/no-code development

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<sup>1</sup> September 2, 2021, SJ311 Status Update, Memo and Presentation  
<https://sanjose.legistar.com/View.ashx?M=F&ID=9766374&GUID=69630288-4EAB-4A36-A222-CF19E626D77B> and  
<https://sanjose.legistar.com/View.ashx?M=F&ID=9779036&GUID=D64E57F5-7E8E-4B39-AAC2-65EB1232B3DA>

<sup>2</sup> September 2, 2021, Memo from Councilmember Mahan regarding SJ 311  
<https://sanjose.legistar.com/View.ashx?M=F&ID=9779469&GUID=69170901-3C91-4845-95C2-BE935E558319>

platform<sup>3</sup>. Migration to the new platform is on track to be completed by the end of 2021. Status of the migration phases is as follows:

- Development Phase – Completed
- Test/Preparation – Completed
- Test/Execution – In Progress
- Go-Live – December 17, 2021 (Planned)

### ***Adding new services to SJ311 on low-code/no-code platform***

Following the completion of the migration to the low-code/no-code development platform, the SJ311 Team will add four new services to the SJ311 mobile app and web portal of varying complexity. As discussed, and reviewed with the Smart Cities and Service Improvements Committee, the services include:

1. Community Wi-Fi Customer Service Reporting
2. Report Illegal Fireworks
3. Connect Tenants to Affordable Housing
4. Housing – Eviction Prevention

In preparation of adding these services, the SJ311 Team is currently working on:

- Functional requirements
- Documenting current processes and identifying process improvements
- Solution design to meet requirements
- Reviewing proposed solutions with vendor partners, identifying potential issues and risks
- Setting performance and equity targets for the new services with service owner departments

The SJ311 Team will begin development of the new services after current SJ311 services have been migrated to the new development platform. The plan is to deploy all four of these new services between April and June 2022. Simultaneously, the SJ311 Team and service owners will continue work on continuous service improvement goals.

### ***Accessibility and Usability Improvements***

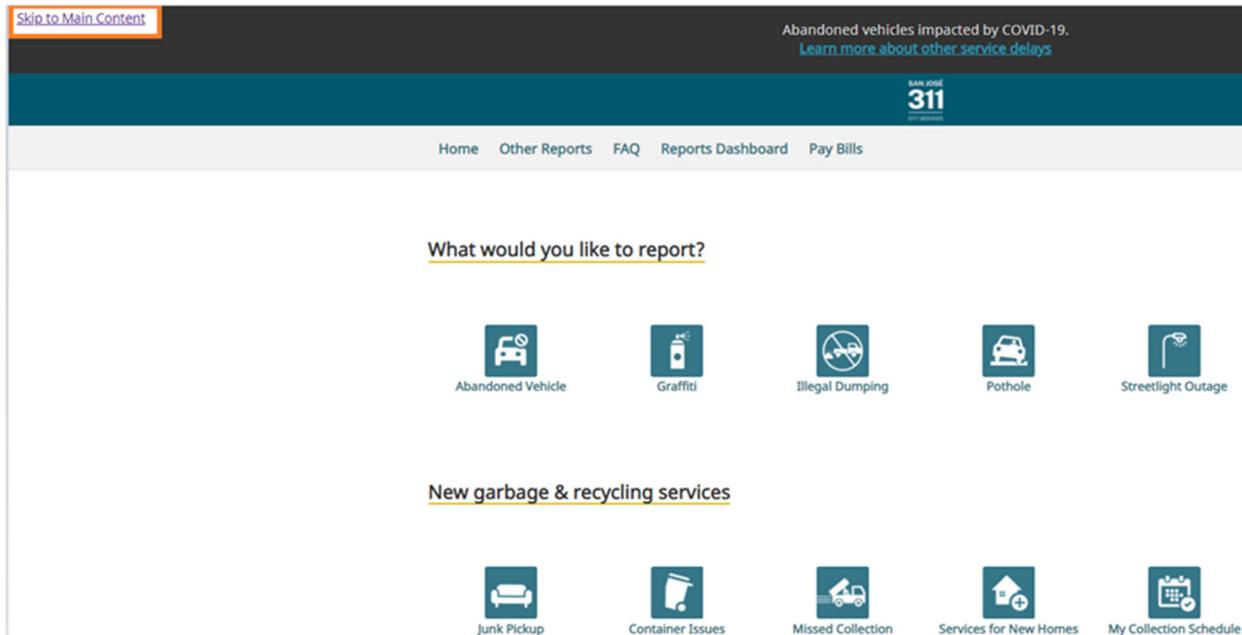
As reported at the September 2, 2021, Smart Cities and Service Improvements Committee meeting, the SJ311 Team completed an accessibility assessment project that provided a list of recommendations to enhance the user experience for persons with heightened access and functional needs. Since July 2021, the SJ311 Team and CMO Communications implemented several of these recommendations including:

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<sup>3</sup> A platform that allows staff or contracted resources with little to no programming background to create new features and functionality in SJ311 at a lower cost and with shorter timeframes.

### *Skip – link*

Keyboard-only users use the tab key to jump from link to link on a website. Good design is important when the application has many links, especially in the page header and/or menus. In these cases, keyboard-only users must tab through many links every time they come to a new page to get to the main content. By providing this skip-link functionality in SJ311, users can easily bypass those links for a quicker and easier experience.



### *User Interface Enhancements*

- Improvements were made to create a stronger focus indicator in SJ311 screens by providing consistent and contrasting colors with Cascading Style Sheets (CSS) to help colorblind or limited vision users better track what they are interacting with.
- An Accessibility Statement was added to the web portal and app that includes SJ311’s commitment to people with access and functional needs as well as a Mission and Goals for improving access. This document also includes conformance status, assessment approach, and information on how residents can provide feedback on the accessibility of SJ311. This input is monitored and responded to by the SJ311 Team.

### *Screen readers*

Screen readers are software programs that allow blind or visually impaired users to read the text that is displayed on the computer screen with a speech synthesizer or braille display. To support users who rely on screen readers to access websites, SJ311 is implementing form labels in the SJ311 Hypertext Markup Language (HTML) code. These forms include checkboxes, radio buttons, among others, to identify form fields and eliminate ambiguity and contribute to a more accessible product.

### ***Improving Service Responsiveness and Customer Service***

The vision, “To become a world-class city customer contact center committed to providing quality customer service to San Jose residents, businesses, and visitors”, is one of the drivers when considering SJ311 application improvements. Many of these improvements are experienced by the end-user as shorter wait times, and quicker, more informed responses when using any/all channels.

As part of monitoring and controlling the service delivery process, the SJ311 Team and Service Owners have identified areas of improvement on closing  $\geq 80\%$  of reports within expected resolution times and receiving  $\geq 80\%$  ratings of "Very Good" and "Good" from surveyed users, after a ticket is closed.

Teams with service delivery gaps are currently working on service improvements and identifying needs to be addressed to meet performance targets.

#### *Greater efficiency in web chat*

The SJ311 Team implemented pre-scripted responses that can be used via web chat with customers, also known as “hot-keys”. These canned responses assist the agent by allowing them to insert frequently used, validated responses within the chat function that are then sent directly to the customer in a web chat. Previously, agents were required to type all responses while the customer was waiting. This change can decrease the average web chat time from an average of five minutes duration to four minutes, while increasing response quality and potentially chat activity by as much as 10% due to faster response to customers. These hot-keys are managed by the SJ311 Team, allowing staff to adjust and improve response templates quickly when service and departmental changes arise.

#### *Enabling elected staff to search requests*

To empower Council district staffs, the SJ311 team scheduled a set of training sessions on the SJ311 platform Browser User Interface (BUI) – the tool that allows tracking progress on created tickets, opening tickets on a resident’s behalf, and entering notes that can be accessed by the SJ311 staff. The most recent training participants occurred on November 18, 2021. For further visibility on the number of reports logged within each City of San José electoral district, SJ311 continues to offer a public dashboard located at <https://sanjose.custhelp.com/app/reports-dashboard>.

### ***Community Outreach***

In previous SJ311 status updates to the Smart Cities and Service Improvements Committee, the Mayor and Committee Members requested that staff continually build the “Voice of the Community” into enhancement and improvement efforts, and to continue efforts to connect with

“hard to reach” communities to promote SJ311 and increase access to City services. The SJ311 Team’s community outreach efforts during the last four (4) months include:

- The SJ311 Team is participating in the “Community Conversations” meetings led by the San José Public Library. Community partners and residents join the meetings, which are held in English, Spanish, and/or Vietnamese. At these conversations, the attendees are introduced to services provided by the City and can speak to representatives about preferred additions to offered services, questions, and comments. SJ311 was one of the main items presented during the month of October 2021 and staff received valuable feedback and interest. This work with the library is ongoing and staff intend to expand to other departments with similar forums available.
- On October 22 to 23, 2021, the SJ311 Team shared a booth with the Office of Economic Development at the Berryessa Flea Market to increase awareness of SJ311 and its language translation functionality. The Flea Market has significant attendance by San Jose’s Spanish and Vietnamese speaking communities. Representatives from the SJ311 Team that speak Spanish or Vietnamese were present and spoke with several interested shoppers. Many of the inquirers had never heard of SJ311 and were glad to know that they can contact the City via several channels in their preferred language.
- In partnership with the City Manager’s Office (CMO) of Communications, SJ311 is preparing to start messaging residents through San José’s social media assets about the benefits of using SJ311’s digital channels, including the ability to enter requests in Spanish and Vietnamese, and new services identified in the product roadmap. SJ311 is responsive to any concerns about sharing email addresses and provides the option to enter reports anonymously if preferred.
- The SJ311 Customer Contact Center has added an option called “Walk-ins” to the desktop version of SJ311 accessed by Contact Center agents. This option provides additional data regarding common requests from customers that visit City Hall at 200 East Santa Clara Street, and visit the Information Desk on the first floor for answers to questions. Previously, these requests were tracked manually with a tally sheet that provided limited data for question trends and customer types.

### *Addressing performance measurement targets*

Part of the Service Delivery Status Report requested in Chairperson Mahan’s September 2, 2021, Committee memo drove at performance on service and equity goals. The SJ311 Team and Service Owners have been working towards the following:

### *Identified metrics and equity targets in partnership with the Office of Racial Equity (ORE)*

The Office of Racial Equity, SJ311 service owners, and SJ311 Team assembled a plan to implement four equity measures:

1. **Increase in Service Requests by Non-English Speakers**  
Through a discussion with ORE and Service Owners, the SJ311 Team was advised to use this metric to improve access to requesting City services from

underrepresented communities. The SJ311 Team will leverage City Community Outreach programs to inform non-English users about SJ311 services and the ability to enter reports in Spanish and Vietnamese. The shared target is to reach a 10% increase in service requests received through Web/Mobile app translation functionality by non-English speakers each quarter quartering 2022.

**2. Variation in Service Request Volume by Location**

Residents' demographic information, such as income, race, age, etc., can be associated to zip codes or other data cohorts. The purpose of geographic metrics is to help ensure that equitable access to City services is being delivered by looking at the volume and types of service requests across all locations in the City and confirm that communities living in low-income zip codes show utilization of SJ311. This will be a new set of data, and the Team will provide performance targets once 3 or more months of data have been collected. This metric will help determine the type and location of marketing campaigns that may be needed to ensure awareness exists to use SJ311 as a resource.

**3. Increase of New Users**

This data will attempt to measure increases in registered users in underserved communities and/or areas where a community outreach campaign has taken place. Some of this type of information exists in SJ311 currently, including reports to monitor the number of new Users. The SJ311 Team's target is to achieve a 6% increase of new users in those communities each quarter in 2022.

**4. Increase Accessibility by Users that Identify Needing an Accessibility Tool(s)**

The SJ311 Team is exploring analytics tools to measure the number of residents who utilize accessibility functionality and determine if any functional adjustments or communication improvements could easy use for those customers. This will be a new set of data, and the Team will provide performance targets once more than three months of data have been collected.

*Documented efforts to deliver service at or above target performance levels.*

The current performance target for response times is set at  $\geq 80\%$  or above for meeting agreed upon service levels. Currently, all services, except for the Streetlight Outage service, are meeting the 80% turnaround KPI performance target. Additional details on this target are listed below.

Service	Turnaround Time	Customer Experience	Equity	Improvement Goals
Abandoned Vehicle	87%	27%	TBD	TBD
Container Issues	N/A	85%	TBD	TBD
Graffiti	81%	80%	TBD	TBD
Illegal Dumping	81%	73%	TBD	TBD
Junk pickup	N/A	74%	TBD	TBD
Missed Collection	N/A	63%	TBD	TBD
Pothole	80%	67%	TBD	TBD
Streetlight Outage	55%	56%	TBD	TBD

N/A

Based on Haulers' schedule & availability

Turnaround Time

Oct 2020 – Sept 2021: Includes **Business hours** only.

Customer Experience

Jan - Oct 2021

## Turnaround Time Report

### Percentage of Service Requests meeting target

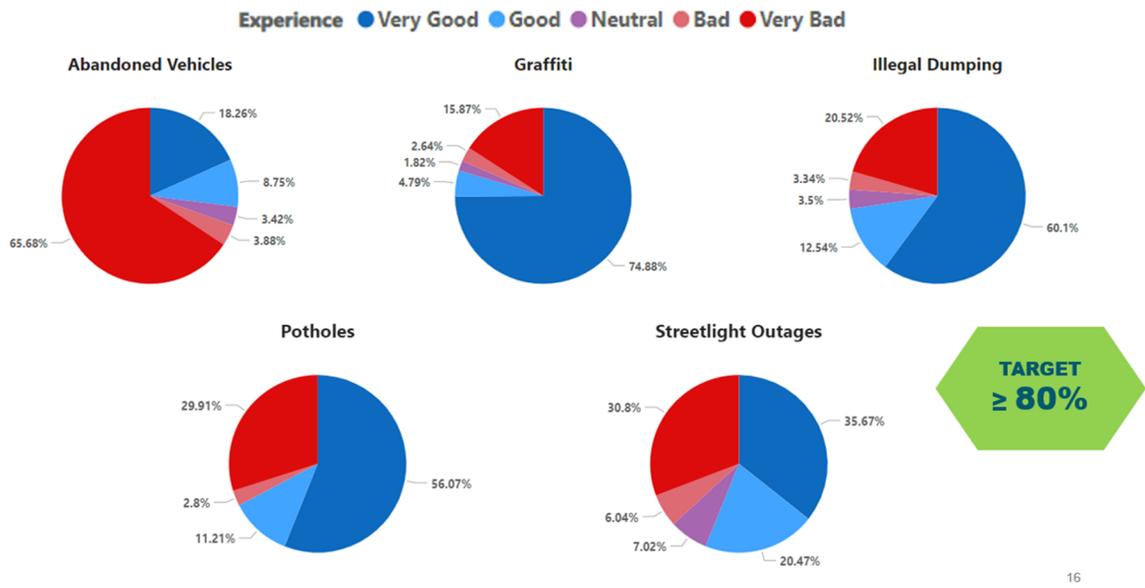
Service	Percentage	Expected Resolution Time (in days)
Abandoned Vehicle	88.08%	14
Graffiti	80.59%	3
Illegal Dumping	81.40%	5
Other Issues	86.19%	2
Pothole	80.03%	2
Streetlight Outage	55.48%	16

Oct 2020 – Sept 2021

Includes **Business hours** only.

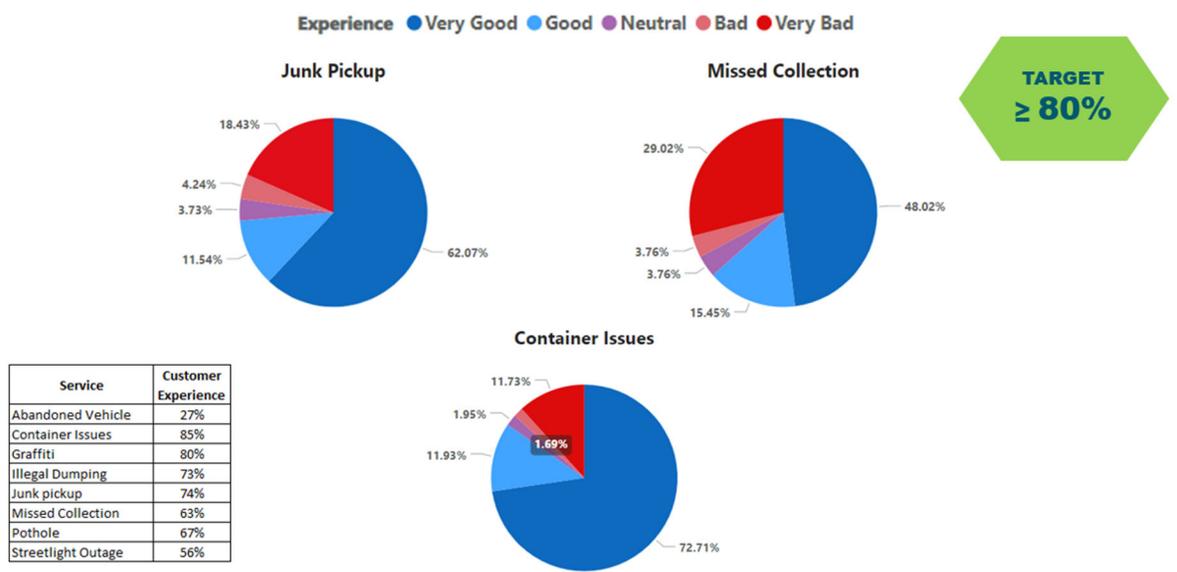
## Customer Satisfaction Scores

October 1, 2020 – September 30, 2021



## Customer Satisfaction Scores

October 1, 2020 – September 30, 2021



Service	Customer Experience
Abandoned Vehicle	27%
Container Issues	85%
Graffiti	80%
Illegal Dumping	73%
Junk pickup	74%
Missed Collection	63%
Pothole	67%
Streetlight Outage	56%

The current performance target is set at 80% or above for customers rating their customer satisfaction as good to excellent for each service. Only one service, Residential Garbage and Recycling Container Issues, currently meets this target. However, half of the services are above 70% (Graffiti, Illegal Dumping, Junk Pickup, Potholes) and are within range of improving to goal. For the purpose of this update on Councilmember Mahan’s request: *“For each existing*

*service not currently achieving performance targets, a description of efforts to improve and what would be required to deliver the service at or above target performance levels,”* the SJ 311 Team and Service Owners provided a description of potential impacts to customer satisfaction scores and efforts to improve for the three services that are currently below 70%: Missed Collections, Vehicle Abatement, Potholes, and Streetlight Outages.

#### *Residential Garbage and Recycling (RGR) – Missed Collections Update*

The RGR service, previously known as Recycle Plus, went live on SJ311 on March 2, 2021. Since launch, RGR has received 56,718 reports, making it the most popular service type by request volume. It includes access to services such as reporting Missed Collections, Container Issues, and requesting Junk Pickup. Junk Pickup and Container Issues have high scores for March through September 2021 (74% and 85% respectively). However, during this period, Missed Collections received a 62% Customer Satisfaction score, 18 points below than the  $\geq 80\%$  target for all SJ311 services. In separate quarterly "Waste Hauler Satisfaction" surveys conducted by the Environmental Services Department (ESD), residents have consistently rated haulers well above the customer satisfaction levels required in their agreements with the City. In the most recent survey conducted in the first quarter of Fiscal Year 2021-2022, the four haulers scored an average of 78.5%, a customer satisfaction score comparable to the SJ311's).

During a monthly service delivery review, the service team reported that between June and August 2021, some collection routes were missed due to driver outages related to COVID-19, as well as due to truck fires that put three collection vehicles out of commission. When these events happened, the Environmental Service Department (ESD) Communications staff proactively posted online notices to specific neighborhoods on Nextdoor, informing residents of the potential missed collections and how to proceed under those circumstances. The affected hauler is in the process of hiring additional drivers and acquiring replacement vehicles.

New agreement terms beginning July 2021 contain customer service requirements, including new standards for Missed Collections and Junk Pickup. The Environmental Services Department expects those actions and coordination with contracted haulers will help to improve Customer Satisfaction survey results.

#### *Vehicle Abatement service update*

To understand customer experience and related customer service ratings, it is vital to dig below the surface of general satisfaction percentages and averages to comprehend the potential root causes and other factors impacting the satisfaction ratings given by customers. Equally important is understanding the survey itself, how and when customers interact with it, and how it is framing the customer satisfaction data received. Currently, the customer service survey is sent to all customers when each of their service requests are closed regardless of when, why, or how it was closed. Within the Vehicle Abatement Program, there are at least 12 ways a service request can

be closed and communicated back to a customer. This includes scenarios where: 1) the customer's service request was closed and not worked because a duplicate request was already on file and in process; 2) the information provided by the customer was not complete and the vehicle could not be located; 3) the service request was not vehicle abatement related; or 4) the information provided did not qualify the vehicle for investigation. In these examples, although services were not provided, the customer is sent a survey asking them to rate the service provided. The subset of data associated with customer service ratings resulting from service not being provided will, a majority of the time, be unsatisfactory and skew the overall customer service data.

Customer expectations and program understanding also play an important role in customer satisfaction data and can, unfortunately, also skew customer satisfaction ratings. When a customer desires or expects a certain outcome and that outcome is not or cannot be achieved, customer service ratings are impacted. In the case of Vehicle Abatement, customers often want the vehicle they are reporting removed. However, the majority of Vehicle Abatement investigations do not result in the vehicle being towed. Pre-pandemic, less than 7% of all service requests received via SJ311 resulted in the vehicle being towed. While the current Hybrid Vehicle Abatement operations have improved the program's tow rate to over 25%, a majority of service requests still result in the vehicle not being towed for a variety of reasons.

To better understand the impacts noted above and generate basic insight into Vehicle Abatement customer satisfaction ratings, individual ratings must first be correlated to final outcomes. Unfortunately, due to limited system capabilities and segregated systems, this requires manually merging of SJ311 information and survey data with the Department of Transportation's (DOT) backend workorder management system. As these activities are time consuming and require a significant level of program expertise to perform, DOT focused on analyzing data from the month of September 2021.

This effort included reviewing approximately 443 survey responses and associated Vehicle Abatement Service Requests. Approximately 78.5% (348 out of 443 survey responses) of customers rated Vehicle Abatement Services as "Bad" or "Very Bad". When rated "Bad" or "Very Bad", 89% (311 of 348 survey responses) were related to a service request that was not worked for appropriate reasons after review of the initial request. This indicates that much of reported customer dissatisfaction related to Vehicle Abatement is not necessarily related to service deliveries received but related to vehicles not meeting the current conditional criteria required before an investigation is initiated.

Further, approximately, 9% of "Bad" or "Very Bad" ratings were submitted in response to service requests that were worked but did not result in the vehicle being towed. In these circumstances, customers were notified that the vehicle was investigated but was found to be in compliance once warned of possible violation and towing. In the case of the remaining 1.5% of reported vehicles (5 out of 443 survey responses) that resulted in a "Bad" or "Very Bad" rating,

they were determined to have been stolen and were turned over to the Police Department for appropriate follow up. Customers were notified of this result at the time the customer survey was sent to them.

It was also noted that approximately 21% (95 out of 443 survey responses) customers rated Vehicle Abatement services as “Very Good,” “Good,” or “Neutral”. When rated “Very Good,” “Good,” or “Neutral”, 30.5% (29 out of 95 survey responses), the response was related to a service request that resulted in a tow.

DOT’s service improvement goal will thus focus on communication and providing easily understood information regarding the Vehicle Abatement program to residents submitting request. Over the last several months, DOT has initiated several improvements to customer communications and the SJ311 customer facing portal, including:

- Provided customers information on the specific conditions a vehicle must meet to qualify for a Vehicle Abatement investigation. Specifically, the SJ311 service request/reporting form and the DOT Vehicle Abatement webpage were updated.
- Updated SJ311 FAQs and knowledge articles to outline the current Hybrid Vehicle Abatement operations and expectations.
- Updated the definition of Abandoned Vehicles included on the SJ311 service request/reporting form.
- Updated automated customer notifications sent by DOT to more clearly and simply communicate the current and ongoing status of individual SJ311 requests.
- Provided Customer Call Center with Vehicle Abatement Program “scripts” outlining Hybrid Vehicle Abatement Program operations and answers to common questions, helping to ensure the same message and information is provided to each customer.
- Required a photo be attached to all Vehicle Abatement Service Requests before they can be submitted assisting with staff’s triaging of service requests ensuring the most egregious vehicles parked on city streets are prioritized for investigation.
- Published Vehicle Abatement Blog Post.

In both the near- and long-term, DOT will continue to look for opportunities to improve both Vehicle Abatement service deliveries and staff communications about the program, expectations, and results. In addition, staff will continue to work with the SJ311 Team to further improve the quality, applicability, and usefulness of the customer survey as it pertains to the correlation of customer survey results with service delivery outcomes.

#### *Pothole service update*

Similar to vehicle abatement satisfaction mentioned above, substantial data analysis and disaggregation must be performed to understand the root causes of customer ratings in this

service area. Given that the service is currently meeting its timeliness target, more data analysis must be performed to understand customer concerns.

DOT Infrastructure Maintenance staff will take similar steps mentioned in the Vehicle Abatement section to gain a better understanding of customer sentiment. DOT staff and management do not often directly receive complaints regarding pothole responses or repairs, but most of the concerns received pertain to the quality and permanence of the repair. At times, residents log concerns in 311 for full street re-pavement, whereas the service line delivers pothole corrective maintenance to mitigate roadway hazards until a street is scheduled for its more substantial resurfacing treatment. Although staff does not yet have the data to conclusively state that current satisfaction levels are correlated with inaccurate expectations, anecdotal evidence suggests that may be the case. DOT will continue to work with ITD to gain more insight regarding survey results, analyze the data, and will develop a communications plan to clearly communicate maintenance expectations to the public.

#### *Streetlight Outage service update*

This service was found to be performing below target on Service Turnaround and Customer Satisfaction scores. The complexity of electrical complaints varies widely from a simple low-pressure sodium (LPS) bulb replacement to repairs requiring substantial time, excavation, and permits from outside organizations. The City has long struggled with electrician staffing levels in the competitive local market, limiting work output. On a positive note, DOT has recently benefitted from a net gain of five (5) full time electricians increasing its staffing level to 40%. DOT has also leveraged some contractual and part-time support to help perform various electrical repairs. Furthermore, the cessation of production of LPS bulbs has added time to what were once DOT's simplest assigned repairs.

Fortunately, the entire streetlight network will be converted to LED by the first quarter of calendar year 2022. During this past year, as complaints and concerns were logged in areas to be converted, DOT could no longer replace lights with LPS bulbs. LPS had been discontinued and DOT was compelled to defer repairs until the vendor performing conversion work would be in the area. This should have been more effectively communicated to residents. Currently, customized responses through the SJ311 platform for this service have not been provided, and, combined with low staffing levels and unique information associated with varying levels of repairs needed, effective communication has been challenging.

Staff expects that the LED conversions will result in fewer streetlight outages throughout the City. However, the potential impact on satisfaction is not yet known given that the complexity of outages may increase, and individual repair timelines could vary. DOT will release an informational memorandum no later than February 2022 informing the public and the City Council as to the status of conversions and streetlight outages. Staff will work with DOT's Public Information Manager to ensure that the public is informed, understands how to place concerns, and knows what to expect from the maintenance team.

DOT will also closely monitor performance of this new infrastructure and quickly take needed action as data becomes available to ensure that resources are being appropriately directed to achieve assigned timeliness and satisfaction KPI's. However, it is important to note that similar to vehicle abatement satisfaction mentioned above, staff anticipates the need for substantial data analysis and disaggregation of customer satisfaction and other data in order to ultimately understand the root cause of customer ratings in this service area.

*Identify current and proposed Performance Targets for new SJ311 services*

As part of work with new Service Owners, teams have discussed SJ311 service delivery targets of  $\geq 80\%$  for both Service Turnaround and Customer Satisfaction, and how those default standards would apply to their services once added to the SJ311 platform.

1. Illegal Fireworks – The service team agreed to work towards an 80% target for Service Turnaround time and Customer Experience.
2. Housing – Eviction Prevention: The service team expects to meet the 80% target for Service Turnaround time and Customer Experience.
3. Connect Tenants to Affordable Housing – This service will connect residents with an online portal to help renters find affordable housing, eliminate the need to search different city and county websites and then complete multiple waiting list applications. SJ311 will be used as a screening and pass-through utility. Limited data will reside in SJ311. Staff plan to measure traffic through the web/mobile app and, once this service goes live, the team will determine volume and growth rate targets.
4. Community WiFi – For this service, Residents will use a form to fill-out surveys on the web/mobile app to report WiFi issues and/or speeds. This data will be used by the Library Department to remediate network performance issues and plan future service coverage improvements. After deployment, the team will measure the number of submitted surveys for the different community WiFi locations and use that information as a baseline to set volume targets and growth rate.

*Modified customer satisfaction scoring by balancing positive-neutral-negative scores*

Previous scores had confusing and competing values of “Average”, “Fair”, “Excellent”, “Good” and “Poor”. This was an error caught in review, but not corrected before surveys were implemented.

To limit response bias, SJ311 now provides research-based Likert scaling: Very Good, Good, Neutral, Bad and Very Bad. These following corrected scores have been deployed to Production<sup>4</sup>:

Experience ● Very Good ● Good ● Neutral ● Bad ● Very Bad

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<sup>4</sup> The new scale was implemented in early October 2021. The SJ311 team will need more than two months to normalize the data to ensure comparisons with the previous scale is being translated correctly.

**What is next:**

As part of SJ311's customer centric roadmap and approach for further enhancing and expanding services offered on the web and mobile app, the SJ311 Team will be working on adding new services to the platform with targeted deployment dates between March to June 2022.

1. Report Community WiFi
2. Report Illegal Fireworks
3. Connect Tenants to Affordable Housing
4. Housing – Eviction Prevention

Additionally, the Virtual Agent continues to be a powerful digital tool to address reports received by phone without speaking to a live person. The team will implement two new services prioritized during a previously performed data analysis and Voice of the Customer exercise. The two new services planned for release by June 2022 via the Virtual Agent are Water Inquiries and Street Light Outage reports.

**CONCLUSION**

Ongoing commitment to SJ311 is a key lever in improving service delivery and performance insights for the City. Investments must pay off as trust in the City's digital services channels quickly erodes when follow-up and follow-through from teams do not align with the needs of the public. Continuous review of performance, improvements to City processes, addressing equity, and coordination across City departments is essential to the collective success of 311 services.

The San José 311 Customer Contact Center, mobile app, online portal, chat, and language access are powerful customer service tools. Investments in the unified San José 311 digital services strategy will succeed only as much as teams have the ability to upgrade the people and processes that deliver services. Staff will continue to update the Smart Cities and Services Improvements Committee for its input, insights, and support.

**EVALUATION AND FOLLOW-UP**

The Information Technology Department will report progress on SJ311 performance metrics and service expansion at future Smart Cities and Service Improvements Committee meetings as approved by City Council in the Smart Cities and Service Improvements Committee Workplan.

**CLIMATE SMART SAN JOSE**

The recommendation in this memo has no effect on Climate Smart San José energy, water, or mobility goals.

## **COMMISSION RECOMMENDATION/INPUT**

This report was not presented at a Commission.

## **CEQA**

Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action. (Information Technology)

## **PUBLIC OUTREACH**

This memorandum will be posted on the Smart Cities and Service Improvements committee Agenda website for the December 2, 2021, meeting. In addition, the City has engaged with over two dozen Spanish- and Vietnamese-speaking residents in user research and usability testing. Further usability testing will be conducted in the future as the City evaluates each phase of the implementation.

## **COORDINATION**

This memorandum has been coordinated with the City Manager's Office of Civic Innovation and Digital Strategy, City Attorney's Office, Fire Department, Library, City Manager's Office of Racial Equity, City Manager's Office of Communications, City Manager's Office of Administration, Policy and Intergovernmental Relations, Department of Transportation, Environment Services Department and the Parks, Recreation and Neighborhood Services Department.

/s/

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Information Technology Department

For questions, please contact German Sedano, SJ311 Products-Projects Manager, at (408) 795-3160.