

Memorandum

TO: SMART CITIES AND SERVICE
IMPROVEMENTS COMMITTEE

FROM: Khaled Tawfik

SUBJECT: SAN JOSÉ 311 AND SERVICE
DELIVERY STATUS REPORT

DATE: July 25, 2022

Approved

Date

7/27/2022

RECOMMENDATION

Accept the status report on San José 311 and service delivery improvements, including service additions, performance to goals, and the impacts of accessibility and equity upgrades.

OUTCOME

The Committee will be aware of and provide feedback on San José 311 and service delivery improvements, including service additions, performance to goals, and the impacts of accessibility and equity upgrades.

BACKGROUND

San José 311 (SJ311), formerly My San José, was launched in July 2017 as part of the City of San José's efforts to move towards a friendlier customer experience. The omni-channel platform consists of voice, online, mobile, and chat service options that 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. These options are in addition to in-person services available at City Hall.

Since its launch, investments in SJ311 have targeted continuously enhancing user experience and improving City service delivery via a stable and scalable platform for processing resident requests for services. In 2019, improvements targeted absorbing non-emergency call load through 3-1-1, in tandem with 9-1-1 improvements, to reduce response and wait times. In 2020, dynamic language translation to Spanish and Vietnamese was added to the platform with high

translation accuracy. Teams focused in 2021 on completing an accessibility assessment¹ and enhancing the platform to accelerate service development and delivery², along with adding the popular Residential Garbage and Recycling services. In 2022, SJ311 was migrated to the new platform, reducing new service development time and cost by about half for most new projects when compared the City's projects in the previous platform.

Improvements to SJ311 usability, outreach, functionality, and service design are reflected in the evolving performance metrics. In the first two years of My San José, the mobile application (App) and web portal averaged ~165,000 cases annually from ~39,000 active users. For July 2021 through June 2022, 259,633 cases were received by SJ311 from 63,599 registered users. Notably, with service design improvements, customer satisfaction improved to 64% of SJ311 users reporting a "Very Good" or "Good" experience. This is significantly higher than the 28% score received in 2020.

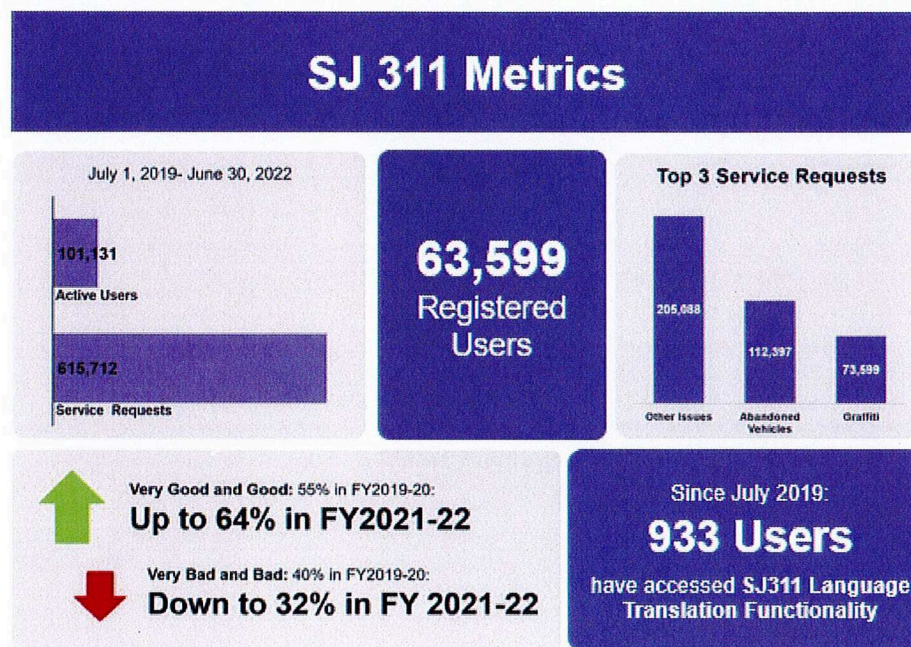


Figure 1: SJ 311 Performance Metrics

At the December 2, 2021, Smart Cities and Service Improvements Committee meeting, the Committee approved the status update and asked for measures to clearly and consistently demonstrate performance based on the following:

1. Customer satisfaction
2. Equity in the community
3. Objective performance measures and improvement

¹ August 25, 2021: Smart Cities, Item 3: <https://sanjose.legistar.com/View.ashx?M=F&ID=9766374&GUID=69630288-4EAB-4A36-A222-CF19E626D77B>

² December 2, 2021, Smart Cities Item 3: <https://sanjose.legistar.com/View.ashx?M=A&ID=901570&GUID=F1A5034D-BDD1-47B5-9C67-DA85FAC6967D>

ANALYSIS

The SJ311 Team worked on the deliverables proposed at the December 2, 2021, Smart Cities and Service Improvements Committee meeting, including the creation of a customer-centric roadmap for improving and expanding services. Major items in the roadmap included upgrading to the new SJ311 platform; improving service responsiveness; adding new services for high Equity Index neighbors; improving accessibility and usability; and performing community outreach to increase access to City services through SJ311. In support, the Information Technology Department, hired a Senior Analyst to focus on developing the needed data insights to drive continuous improvement.

Staff addressed the four items requested in Chairperson Mahan's memo³:

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.

Staff implemented a new performance target for response times of greater than or equal to 80% service delivery for performance, as well as customer satisfaction rating of greater than or equal to 80% Good or Very Good for each 311 service.

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.

Staff continues to work with service teams to refine communication and service delivery on San Jose 311 to bring all services up to their performance targets. Additional details are included in later sections of this memo.

3. Current and proposed performance targets for potential new services for Council input on additions to SJ311 and a qualitative assessment of the respective department's ability to fulfill each service at high performance and with customer satisfaction.

In order to ensure-high satisfaction, departments continue to improve SJ311 processes, peer-to-peer promotion of SJ311, and are working to solve scenarios that lead residents to redirect cases wherein they are dissatisfied to Council District Offices. Each new service has defined performance targets and departments have set improvement goals described later in this memo.

4. Improving the customer satisfaction scoring to balance positive-neutral-negative scores by using research-based scaling.

³ December 2, 2021, Councilmember Mahan Memo:

<https://sanjose.legistar.com/View.ashx?M=F&ID=9779469&GUID=69170901-3C91-4845-95C2-BE935E558319>

Staff updated the customer satisfaction survey scoring to a research-based Likert scale.

Help us make San Jose 311 better

Service Request ID

How was your experience?

- ☐ Very Bad
- ☐ Bad
- ☐ Neutral
- ☐ Good
- ☐ Very Good

Submit

Figure 2: Balanced Customer Satisfaction Survey

Pothole Service Update

As of June 2022, Pothole service responded to 90% of service requests within two business days. To communicate maintenance expectations and increase customer satisfaction performance, the SJ311 team worked with the Department of Transportation's (DOT) service team and implemented the following user interface (UI) changes.

- Added details on service definition and clarified that a pothole repair does not mean that the entire street will be repaved.
- SJ311 now informs residents on the App, that while most of the Pothole service reports are addressed in two business days, complicated repairs can take up to 30 business days.

Customer experience averaged 9% improvement during the last 12 months and the SJ311 team will continue to monitor the performance to identify additional enhancements to hit the $\geq 80\%$ customer satisfaction target. Additionally, beginning in June 2022, SJ311 has been linked with the department's Unity work management platform. This enables residents that submit SJ311 service requests to receive more detailed messages from field staff regarding their request, which is anticipated to improve the customer service experience. As more data is collected, further refinements will be implemented.

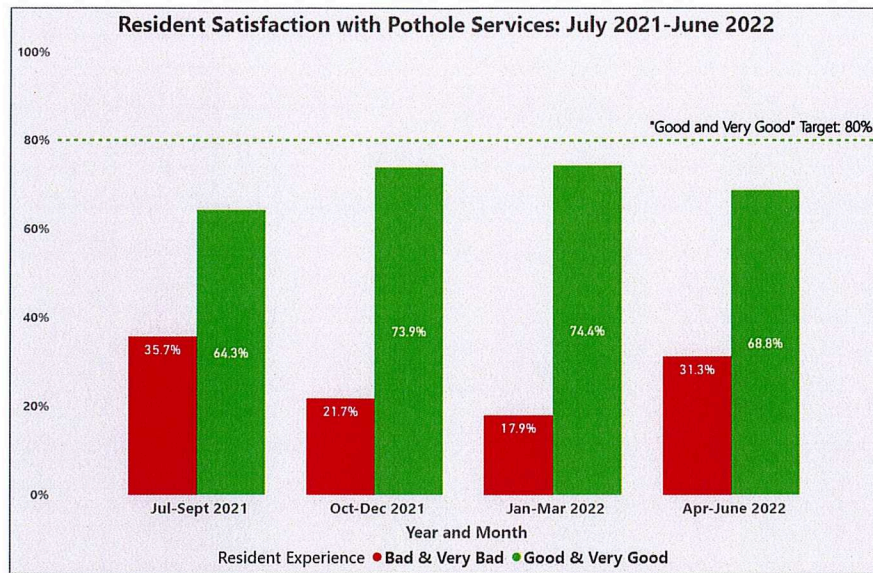


Figure 3: Pothole Service Resident Satisfaction

Streetlight Outage Service Update

The Streetlight Outage service turnaround performance metric improved from the October 2020 to September 2021 timeframe, when turnaround performance averaged 55%. From July 2021 to June 2022, 73% of Streetlight outage service requests were completed within 16 days, falling short of the performance target of 80%.

The Streetlight outage service is performing at 58% Good to Very Good in Customer Satisfaction scoring. According to customer survey comments, this is primarily because residents did not know why their requests were closed or why their tickets took so long to receive a response. Staff expects that once the service team integrates with the DOT's Unity platform with more detailed staff comments communicated to residents, Customer Satisfaction scores will improve. This work is scheduled for completion by December 2022.

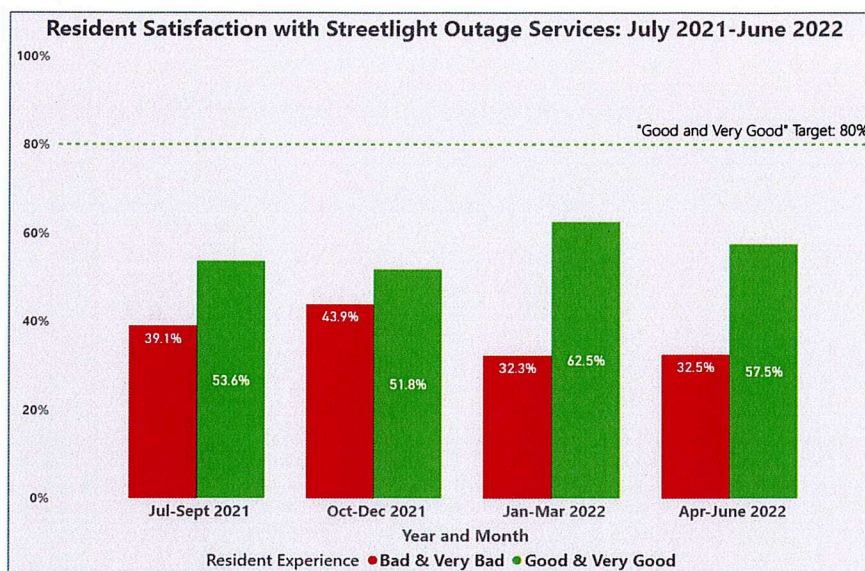


Figure 4: Streetlight Outage Service Satisfaction

Residential Garbage and Recycling (RGR) Service Update

The RGR service, previously known as Recycle Plus, went live on March 2, 2021. Since launch, RGR has become the most popular service type by request volume in SJ311.

RGR includes access to services such as reporting Missed Collections, Container Issues, and requesting Junk Pickup. At the December 2, 2021, Smart Cities and Service Improvements Committee meeting, staff reported that while Junk Pickup and Container Issues had high customer satisfaction scores, Missed Collections services received a 62% customer satisfaction score, 18 points below the $\geq 80\%$ target for SJ311 services. Since that time, scores for Missed Collections have improved, averaging approximately 72% in the three most recent quarters.

Illegal Dumping services offered on SJ311 refer to requests to remove large amounts of garbage and junk left on City of San José streets or sidewalks. RGR Junk Pickup service is a free service offered to City residents to schedule a pickup of unwanted items from their homes or apartments. Junk pickup service does not cover hazardous items.

Though Missed Collections of refuse are extremely rare—representing less than 0.01% of total collections—staff continues to improve how RGR service requests are handled. According to negative customer survey responses, 45% of customers noted that the reason for their negative experience was that they did not know why their request was closed. To address this, staff is working with the contracted waste haulers to improve processes to prevent premature closures of service requests. Staff is also updating messaging and automated emails to improve communications to residents. Last, staff is working directly with the City's contracted haulers to address specific customer issues, such as improper setting out of collection carts, that can lead to non-collection and subsequent customer dissatisfaction.

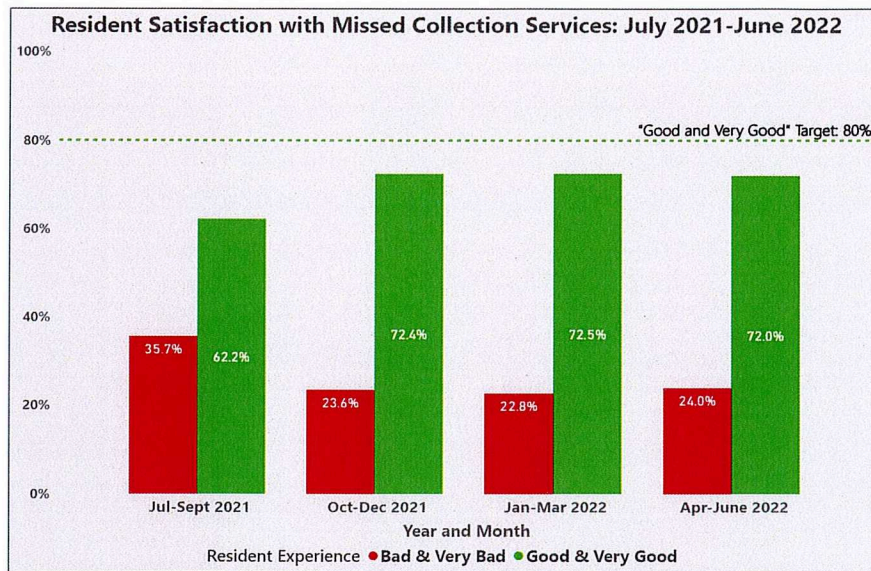


Figure 5: Missed Collection Service Satisfaction

Vehicle Abatement Service Update

To better understand and identify potential reasons for the low customer satisfaction ratings associated with the SJ311 Abandoned Vehicle (SJ311 AV) services, the DOT continued its efforts to merge SJ311 records with customer survey data and DOT's backend workorder management system. Analysis indicates that most of the customer survey responses (upwards of 72%) received in FY2021-22 were related to vehicle reports where abandoned vehicle services were not provided. Vehicles are not investigated (services not provided) when the reported vehicle condition does not meet the investigation qualifying criteria—e.g., flat tire, no plates, broken windows, on jacks, etc. These uninvestigated reports continued to significantly impact overall customer satisfaction ratings. Customers rating SJ311 AV services as Good or Very Good increases to 57% when only considering surveys related to vehicle reports that met the qualifying criteria. Including surveys from vehicle reports that did not qualify for investigation and services were not provided reduces the Good or Very Good rating to 18%.

It is important to note that when a vehicle is investigated and towed, the percentage of customers rating services as Good or Very Good increases to 88%. This information tells us that customer expectations are not in alignment with the services the VA Program is designed and resourced to provide. Residents appear to expect that every vehicle reported should be towed. The difference in customer satisfaction ratings when vehicles qualify for investigation versus when they do not are highlighted in the following figures.

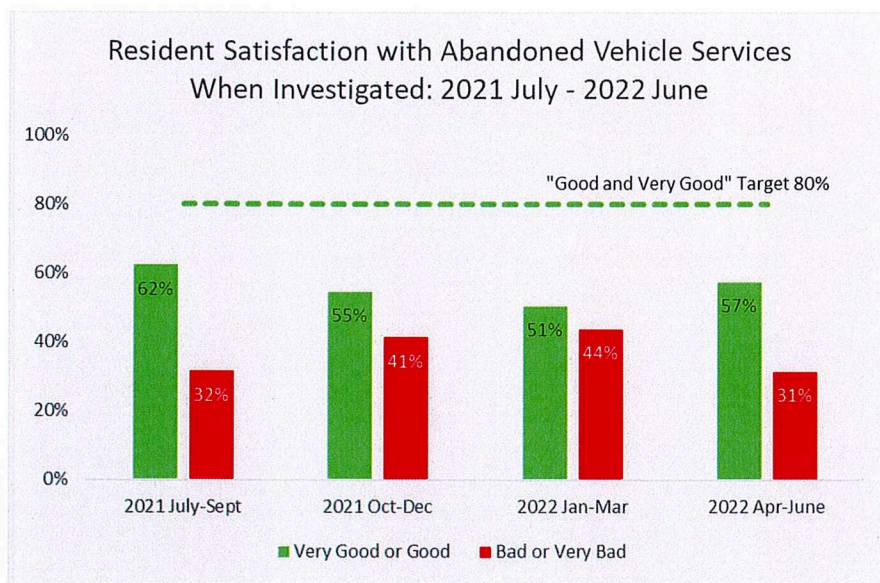


Figure 6: Abandoned Vehicle Services Satisfaction when Requests Qualify for Investigation

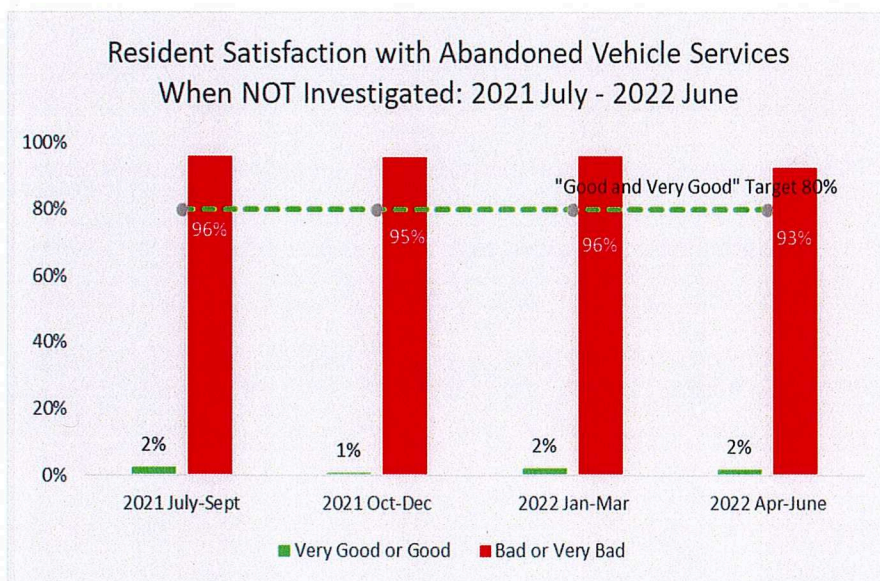


Figure 7: Abandoned Vehicle Services Satisfaction when Requests Qualify for Investigation

While current operations have improved the program's tow rate to over 25%, up from the pre-pandemic VA Program where less than 7% of all investigated SJ311 service requests resulted in tows, the goal of the program is not to tow every vehicle reported. Further, in most cases, 70%-75% of the vehicles investigated do not meet the legal threshold to be towed. The Parking Compliance Unit works to strike a balance between enforcing parking regulations and achieving compliance through education and warnings. It is important to note that towing someone's vehicle and impounding their personal property can have severe consequences for those individuals. In addition to not having access to their vehicle for transportation, recovering a

vehicle after it has been towed can be prohibitively expensive for some residents. Additionally, when officers encounter vehicle habitation situations, the reported vehicle and associated issues are referred to the Housing Department for follow up so services can be offered and/or provided.

DOT's service improvements have focused on communication and providing easy-to-understand information regarding the VA Program to residents submitting requests to better establish service expectations and the legal limitations of the program. Over the last several months, DOT has taken the following actions toward achieving this goal:

- Conducted direct community outreach by attending Project Hope and homeowners' association meetings (Council Districts 2, 3 and 10). Information was shared about the VA Program, when and how to request services, what to expect, how to balance customer service with enforcement, and how proactive patrols are improving equity. Additional presentations are scheduled throughout the summer and DOT will continue to explore more opportunities to attend community meetings.
- Published VA Blog Post: Hybrid Approach to VA Services to Boost Efficiency, Equity, and Quality⁴. This blog post was shared on the City's website, on various social media platforms, and with Council Offices.
- Engaged with local media resulting in multiple articles published in English and Spanish, highlighting Parking Compliance Unit service delivery, including the VA Program.

In addition, several enhancements are planned to improve communications and upgrade the SJ311 customer-facing portal in late September 2022:

- Updates to the SJ311 AV service request reporting form will require customers to identify one of 15 specific conditions qualifying a vehicle for investigation, prior to submitting a request. This is expected to set expectations and help build resident understanding of when vehicles will and will not be investigated.
- Add photo examples to the existing list of specific conditions a vehicle must meet to qualify for an abandoned vehicle investigation. This is expected to provide customers a visual representation of the qualifying criteria and improve understanding of why vehicles will and will not be investigated.
- Updates to AV Program description language contained on the SJ311 customer portal to provide more direct and clear information aimed at communicating vehicles must meet specific legal criteria before being towed and most vehicles that are investigated do not legally qualify for enforcement action.
- Updates to automated customer notifications sent by DOT when reported vehicles are found to be occupied or lived in, informing the customer that the vehicle has been referred to Homeless Concerns outreach team so that housing resources can be provided. Additionally, customers will be reminded that Parking and Traffic Control Officers do not have the legal authority to tow occupied vehicles.

⁴ Hybrid Approach to Vehicle Abatement Services to Boost Efficiency, Equity, and Quality, City of San José Transportation News: <https://www.sanjoseca.gov/Home/Components/News/News/4269/5104>

Although enhancements to the SJ311 abandoned vehicle service request platform have resulted in improvements over the past year, the SJ311 abandoned vehicle service continues to be used as a tool to address situations that it is not intended or able to fully rectify. Requests related to vehicles parked on private property, inhabited vehicles, etc. are frequently submitted. The SJ311 systems and structure do not currently support easily redirecting these non-abandoned vehicle issues to the correct department or service owner so they can be properly addressed. New capabilities are required to support the multi-department response and necessary to address the increasing number and types of vehicle complaints. Customer satisfaction is negatively affected by these challenges. Recognizing the increased volume of vehicle complaints, a multi-department approach to responding to broad vehicle blight needs was prioritized by City Council as part of the FY2022-2023 City Roadmap⁵. The DOT, Police, Parks, Recreation and Neighborhood Services, Housing, and ITD departments are working jointly on redesigning the City's approach to vehicle complaints as a major project for FY2022-2023.

Additional information regarding the VA Program is available in an informational memorandum provided to City Council on March 8, 2022⁶. As noted in the memorandum, the current hybrid program is providing services proactively to areas in the City where inoperable and abandoned vehicles are not being reported via SJ311. Many of the tows resulting from investigation of these unreported vehicles are in Council Districts 3, 5, and 7. It is important to note that while proactive VA services provide an increased level of customer service to San José communities, those receiving the service are not accounted for in the SJ311 customer satisfaction data. Additionally, all VA services have multiple distinct sets of customers: those reporting vehicles for investigation, those benefitting from proactive investigations, and those that are impacted by their vehicle being investigated. The existing SJ311 AV customer survey data set is limited and only reflects a portion of the multifaceted program.

The Adopted FY2022-2023 Operating Budget includes approximately \$445,000 annually on an ongoing basis for continuation of the Hybrid VA program. This provides for citywide proactive patrols and responding to triaged SJ311 service requests. The adopted operating budget also includes funding over a two-year period to boost parking enforcement. Specifically, the combined funding to boost services over FY2022-2023 and FY2023-2024 includes \$40,000 for joint PTCO/San Jose Police Department special operations, \$111,000 for three Automated License Plate Readers, and approximately \$281,000 for an additional officer and overtime hours to focus on hot spot areas, including small business districts. It is expected that much of this work will be accomplished through proactive service delivery and as previously mentioned proactive activities are not directly connected to customers that can be identified and surveyed. While VA services will have impact in San José communities, without direct customer surveys, the SJ311 AV customer service rating as reported through SJ311 will likely not be directly impacted by the increased parking enforcement services.

⁵ Council Priorities webpage: <https://www.sanjoseca.gov/your-government/departments-offices/mayor-and-city-council/council-policy-priority-list>

⁶ March 7, 2022, Vehicle Abatement Program memorandum:
<https://www.sanjoseca.gov/home/showpublisheddocument/82903/637823385939300000>

An additional \$300,000 was appropriated in reserves to support efforts to improve customer satisfaction. It is anticipated that these funds will be available to focus on the multi-department collaborative effort to address citywide vehicle blight and customer service enhancements.

SJ311 Overall Performance and Customer Satisfaction

The current performance target for SJ311 services is standardized at 80% or above for performance to goal and for customers satisfaction (rating Good to Very Good). Graffiti Abatement and RGR Container Issues currently meets the customer satisfaction target. Four others— Graffiti, Illegal Dumping, Junk Pickup, Potholes— are near target at over 70% Good or Very Good and have improvements planned. Similarly, four services are meeting their defined performance target for resolution—Abandoned Vehicle, Illegal Dumping, Pothole, and Other Issues—along with two near their target at over 70%— Graffiti and Streetlight Outage.

Service Performance to Resolution Targets

July 2021 – 2022

Service	Goal Resolution Time	% of Requests Meeting Goal
Abandoned Vehicles	≤14 Days	96.26%
Graffiti	≤3 Days	79.37%
Illegal Dumping	≤5 Days	90.70%
Other Issues	≤2 Days	96.17%
Pothole	≤2 Days	89.76%
Streetlight Outage	≤16 Days	72.57%

Figure 8: Service Performance to Resolution Targets

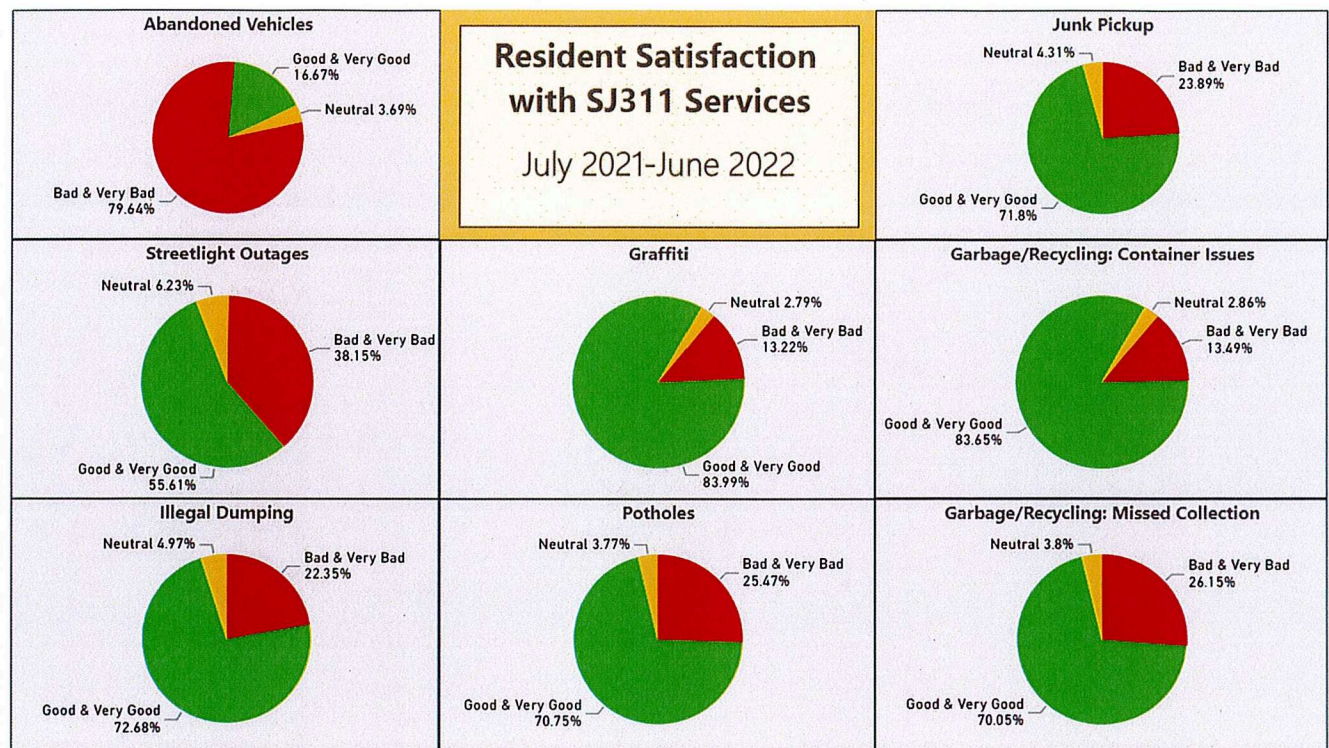


Figure 9: Customer Satisfaction with SJ 311 Services

Scaling the Platform

In March 2022, the SJ311 Team completed the migration of the SJ311 web and mobile application services onto a new low-code/no-code development platform with partners AST and Oracle. This new platform has allowed the City to deliver new services at a lower cost and with a much faster delivery time. It also allows staff or contracted resources with more business experience and less programming background to create new features and functionality in SJ311. After completion of the migration, the SJ311 Team added the following four new services to the SJ311 mobile app and web portal:

1. **Affordable Housing:** Currently one of the most frequently searched topics on the City's website is now accessible through SJ311 to provide residents information on affordable housing opportunities in San José. This new service allows customers to complete applications and submit them via the San José Housing Portal on sanjoseca.gov, on their smartphone, tablets, and computers. Important information regarding specific affordable housing availability will be provided in Spanish and Vietnamese, plus prospective tenants will be able to complete applications in these languages.
2. **Community WiFi:** Enables residents to report the performance of the City's Free WiFi service and provide City staff the needed information to plan for future service upgrades. Information gathered by this online service will let the City provide quality wireless broadband services to unconnected and under-connected students and residents

experiencing hardship while trying to access distance learning and critical services. Community WiFi is active in three high school attendance areas in Eastside Union High School District in the City of San José. The City plans to add another five high school attendance areas by October 2023. The City's Library Department is working on an expanded marketing and outreach plan to increase use of SJ311 Community WiFi reporting. Since the launch of the service in early March 2022, the service has received about 20 reports.

3. **Illegal Fireworks:** This new service supports San José's Municipal ordinance which prohibits the sale, use, possession, and storage of fireworks by allowing residents to report illegal fireworks online or via the mobile app, either as registered users or anonymously. From June 1 to July 20, 2022, 1,430 reports were received, including 1,013 between July 1 and July 6, 2022. This online service added a map feature allowing users to report the location by selecting a point on a map or by entering the address and added more required fields resulting in an actionable rate of 100%. The new service also provides better analytics, including hot spot mapping and automation steps that reduce staff time when they process firework reports. Hot spot mapping will enhance targeted education messaging campaigns and enforcement activities moving forward.

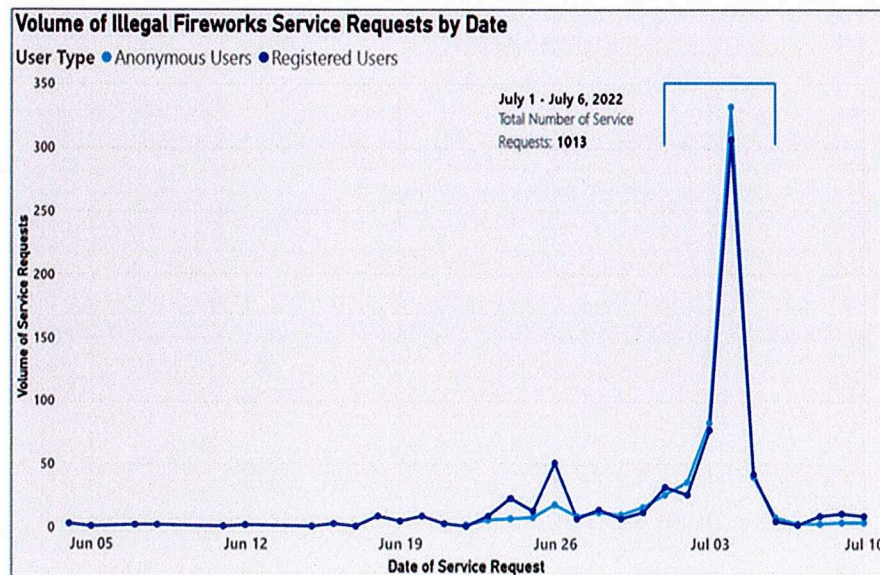


Figure 10: Volume of Illegal Fireworks Service Requests by date

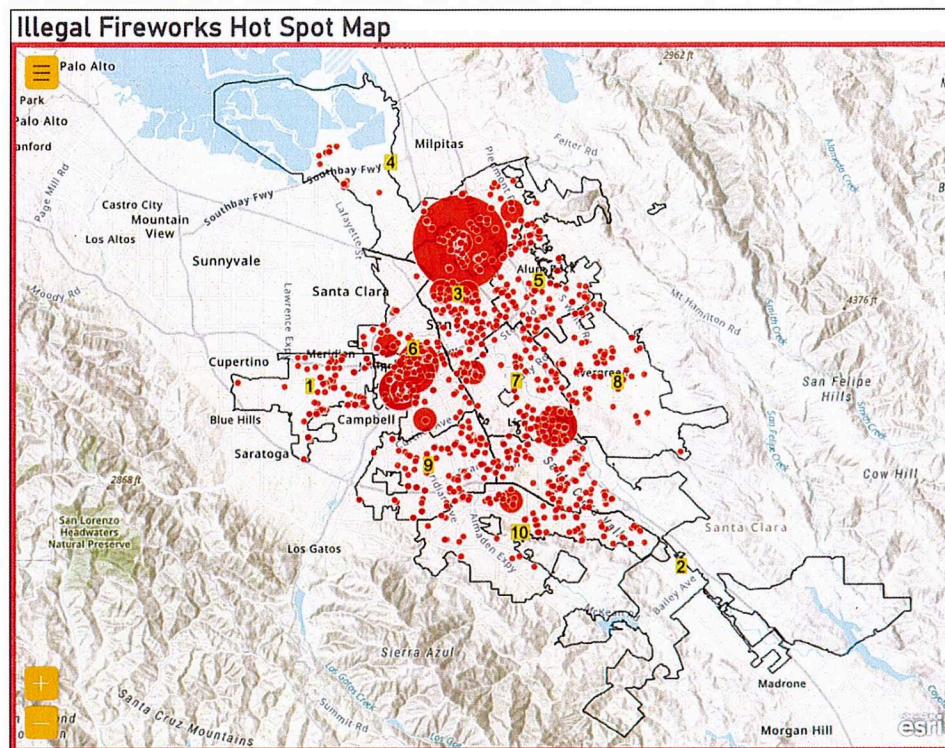


Figure 11: Illegal Fireworks Hot Spot Map

4. **Eviction Prevention:** Provides City residential tenants, mobile homeowners, and landlords easy access to request information on their rights, protections, and options in the City of San Jose and to get connected to legal, financial and other resources related to housing stability. Customers provide information about their issues and/or questions by filling out a short survey, including specifying their preferred language, so the City's response to the customer's request is tailored the customer's needs. Customers will also have the option to opt-in to receiving e-mail updates about State and City rental housing laws and programs which have changed frequently in recent years.

New Features and Services

Council prioritized the BeautifySJ Vehicle Blight and Encampment Services initiatives in the FY2022-23 City Roadmap and connected Annual Operating Budget⁷. Staff is currently in the initiation and planning phases to add those new services to SJ311. In addition, the SJ311 Executive Team used the Weighted Shortest Job First (WSJF) technique to review potential new SJ311 services and prioritized adding the following two new services to the website and mobile App.

⁷ Final 2022-2023 City Initiatives Roadmap and Backlog:

<https://www.sanjoseca.gov/home/showpublisheddocument/86081/637889820001854677>

Pay Utility Bills

City residents will be able to pay water or garbage bills online via the SJ311 App and web portal. This includes customers paying for apartments and condominiums with communal garbage services, many mobile home park customers, as well as Municipal Water Service customers. Staff expects this service will benefit City residents who call the Customer Contact Center (CCC) to make the approximately 16,000 payments received per year.

Rent Registry

The Rent Registry service will allow the City's Rent Stabilization Program to collect data on rent-stabilized apartments, monitor changes in tenancy and rents, and track allowable rent increases. It enhances the ability of City Staff to monitor compliance with the City's Rent Ordinance. The Registry is comprised of an Owner Portal and a Tenant Portal.

Access to the Tenant Portal portion of the Rent Registry will be added to the SJ311 Web portal and Mobile App. A tenant in a rent-stabilized apartment in the City of San José can view current rent information published by the City and the date of the last rent increase. Tenants can click on the "Report a Discrepancy" button and complete an online form to update the information. The new service will ensure these rent increases are compliant. Currently there are around 50,000 tenants covered by the Apartment Rent Ordinance (ARO) who can potentially benefit from this new SJ311 service.

Accessibility and Usability Improvements

In March 2022, the SJ311 Team implemented high-priority accessibility recommendations to enhance the user experience for persons with heightened access and functional needs. Specific recommendations were identified during the 2021 Accessibility Assessment and included:

1. Skip-link

Skip links help sighted users with mobility issues get to the main content of a website using keyboard navigation without having to tab through the entire navigation structure on every screen.

2. User Interface Enhancements

- Improvements were made to create a stronger focus indicator in SJ311 screens by providing consistent and contrasting colors to help colorblind or limited vision users better track screen content.
- An Accessibility Statement was added to the web App. The accessibility statement is a statement to inform the public of progress, and how they can reach us with their suggestions for further improvements. It also includes SJ311's commitment to people with access and functional needs as well as a Mission and Goals for improving access, conformance status, and assessment approach. This input is monitored and responded to by the SJ311 Team.

- Form labels were added for people with motor disabilities, blindness or visual impairment who rely on screen readers.
- Radio buttons were stacked for ease of use by differently-abled users that rely on the keyboard for navigation.
- File Input labels were updated to clarify limitations including maximum allowed file size and the accepted file formats.
- Character count for text input areas helps users know how much text they can enter when there is a limit on the number of characters. These character counts were moved outside the text input fields to improve the user experience.
- Access provided to staff supporting SJ311 to Oracle's Browser User Interface (BUI) for better monitoring and reporting functionality and improved usability.

Community Outreach

The SJ311 Team, in partnership with City departments and community groups, made significant progress in connecting with hard-to-reach communities. Additionally, the team implemented enhancements and addressed feedback provided through the website. The SJ311 Team's community outreach efforts in 2022 include:

- On May 26, 2022, presented in Spanish at a Neighborhood Association meeting led by Parks, Recreation and Neighborhood Services Department's Project Hope Team at McKinley Elementary School. During that meeting, which included SJPd, and District 3 representatives, residents received a virtual tour of the SJ311 web and mobile App, learned how to submit service requests and report issues. The team addressed concerns raised by residents related to service delivery. Many of the attendees had never heard of SJ311 and were glad to learn about the new services available in their preferred language.
- On June 6, 2022, joined a Neighborhood meeting led by HOPE to address residents' questions on City services and teach them how to use SJ311 to report issues and request services through the App. HOPE is a non-profit organization working on homelessness prevention, street outreach, employment preparation and placement assistance. Participants included SJPd's Crime prevention, and District 3 representatives.
- In 2021, added "Walk-ins" option to SJ311 desktop version used by CCC agents to gather data regarding common requests from customers that visit the Information Desk on the first floor at City Hall. Since deployment in August 2021, SJ311 has been able to capture that there were 5,000 walk-in customers, generally seeking a specific service from the City.

Equity Score-Based Marketing.

- After the Low-Code/No-Code project was completed in March 2022, the City Manager's Office (CMO) of Communications, started a marketing campaign to promote the benefits of using SJ311's digital channels, including the ability to enter requests in Spanish and Vietnamese.

- The trilingual campaign included distribution of cardstock handouts and flyers to libraries, community centers and outreach partners, direct mail postcards and paid digital ads on multiple platforms, and organic social media posts.
- Tactics included emails to neighborhood associations, Council staff, and garbage and recycling collection companies.
- To identify target audiences for the marketing campaign, the SJ311 and CMO teams used the San José Equity Atlas⁸, a project developed for Office of Racial Equity (ORE), which establishes that each category of race and income should contain 20 percent of San José population, following a methodology used by the City of San Antonio. The combined score of race and income (range from 2 to 10) indicates that the higher the number, the higher the concentration of both people of color and low-income households in the selected census tract.
- For the marketing campaign, the SJ311 team used Equity scores of 8, 9, and 10 as a criteria to identify locations of priority communities.
- An equity dashboard was created to identify high -equity score neighborhoods. Those neighborhoods were then mapped to the zip codes to target the marketing for maximum outreach.

Addressing Performance Measurement Targets

The Service Delivery Status Report requested in Chairperson Mahan's September 2, 2021, Committee memo prompted the following 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 has leveraged City Community Outreach programs to promote SJ311 services to non-English customers. 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.

⁸ San José Equity Atlas:

<https://www.arcgis.com/apps/MapSeries/index.html?appid=9921c7e45b874c1ebcc8ef918a130018>

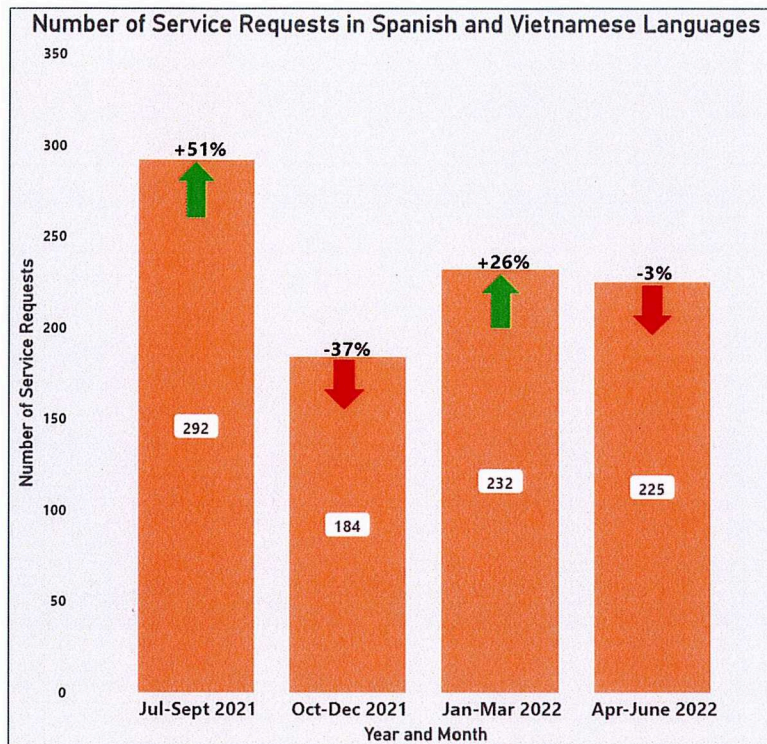


Figure 12: Number of Service Requests in Spanish and Vietnamese

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 adequate SJ311 utilization. This metric will help determine the type and location of marketing campaigns that may be needed to increase SJ311 awareness and usage. The team will collect three quarters of data before establishing a valid target by the end of 2022.

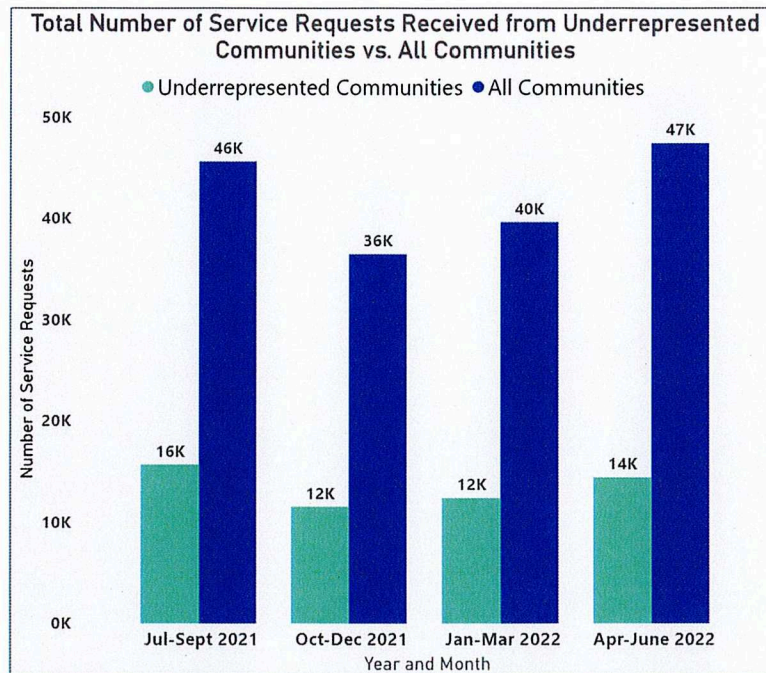


Figure 13: Service Requests from Underrepresented Communities Compared to Total Requests

3. Increase SJ311 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 already exists in SJ311, including Oracle application 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.

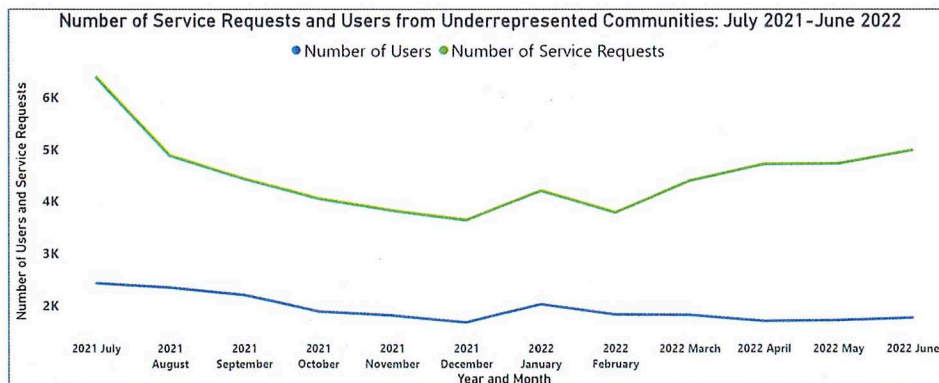


Figure 14: New Users and Service Requests from Underrepresented Communities

4. Increase Accessibility by Users that Identify Needing an Accessibility Tool

The SJ311 Team implemented Google analytics tools recently to measure the number of residents who utilize accessibility functionality to identify functional or communication improvement opportunities to enhance usability. A new set of data will allow the Team to develop performance targets after collecting three months of data.

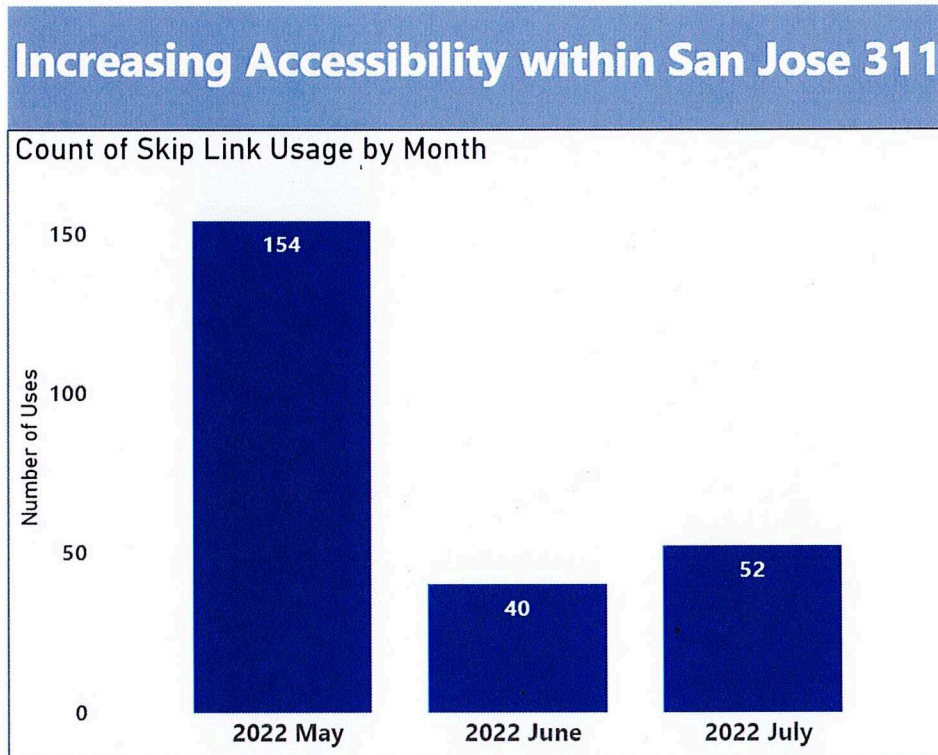


Figure 15: Skip Link Accessibility Usage

What is Next:

The SJ311 customer centric roadmap and approach includes 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 October to December 2022.

1. Pay Utility Bills
2. Rent Registry
3. Vehicle Blight
4. Support for Encampments Management

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 continue to monitor tickets logged

into “Other” SJ311 category, perform data analysis and a Voice of the Customer exercise to identify new services via the Virtual Agent.

CONCLUSION

Ongoing commitment to SJ311 is a key tool for improving service delivery and performance insights for the City of San José. Investments maximize impact when the City’s digital services channels produce the follow-up and follow-through that residents and businesses seek. Effective process design and communications are essential to those outcomes. Focus on performance to goals, analysis of trends, coordination across City departments, and continuous process improvement are essential to the collective success of City and SJ311 services.

Recent SJ311 platform enhancements positioned the City to respond to growing demands and expedited implementation of new services. The SJ311 service teams have initiated the process to add BeautifySJ Vehicle Blight and a BeautifySJ Encampment Services modules based on City Council’s approval of the FY2022-2023 City Roadmap. Furthermore, the recent addition of data analysis capabilities has helped service teams collaborate with departments to develop data insights to identify gaps and opportunities for continuous improvement.

Investments in the unified San José 311 digital services strategy and the 311 Customer Contact Center have shown strengths in overcoming traditional silos large organizations face and provide the means for friendlier City services to residents. Departments with SJ311 services are coordinating improvements and will propose ongoing resource needs in the FY2023-2024 City Budget Process as the current two-year funding appropriation expires.

Staff will continue to update the Smart Cities and Services Improvements Committee for input and priorities as City teams drive towards the goals and new services San Jose requires.

EVALUATION AND FOLLOW-UP

The Information Technology Department and SJ311 service owner departments will report progress on SJ311 performance and service additions biannually at Smart Cities and Service Improvements Committee meetings, as approved by City Council for the Committee’s 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, 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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