CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: SMART CITIES AND SERVICE IMPROVEMENTS COMMITTEE	**FROM:** Kip Harkness
SUBJECT: MY SAN JOSE	**DATE:** May 31, 2018

Approved   Date

RECOMMENDATION

Accept this update on the My San Jose platform, including priorities for 2018-2019.

BACKGROUND

What is My San Jose?
As San Jose residents go about their daily lives, taking their kids to the park, biking home from work, or taking an evening walk, they encounter issues, such as graffiti, illegal dumping, or potholes that require local government response.

My San Jose is the platform that makes it possible for residents to conveniently report these issues directly to the City of San José from an app on their phone[1], through a portal on the City website[2], or via the City Contact Center.[3] The service requests are integrated with the City's back-end work systems, used by staff to dispatch and complete work orders.

In terms of internal organizational impact, My San José, is much more than an app. The My San Jose "service ecosystem" includes:
- Five different service teams in three different departments that respond to service requests;
- Back-end software systems that manage workflows for the service teams;
- Customer Contact Center in the Information Technology Department;
- City Council Offices and other City teams that work closely with residents;
- Product-Project Manager in the Information Technology Department;
- Technology vendors (AST Corporation, Oracle, Salesforce, App-Order); and

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[1] http://www.sanjoseca.gov/mysanjose
[2] https://sanjose.custhelp.com/app
[3] Customer Contact Center phone number: 408-535-3500

- Service delivery vendors.

Delivering the resident experience requires collaboration across the entire My San Jose service ecosystem.

My San Jose Timeline

My San Jose addresses longstanding demand to modernize communications between the City and the public to achieve a high level of responsiveness. In August 2014, the City Auditor released an audit on Customer Call Handling, recommending implementation of an integrated customer relationship management (CRM) system to streamline service requests.

In November 2016, the City awarded its Request for Proposal to AST Corporation and Oracle for implementation of a Service Request Management/Customer Relationship Management (SRM/CRM) system. Following a rapid development period and robust Alpha testing and Beta testing in May through July 2017, the City officially launched My San Jose on July 31, 2017.

Since the launch, the City has continued to stabilize and refine the My San Jose experience, including the customer-facing app as well as back-end workflows. My San Jose is a platform that the City will iterate on over time as part of our mission to deliver quality public services.

Phase	Dates	Activities
Phase 0	*January to April 2017*	*Development*
Phase 1	*May to July 2017*	*Alpha and Beta testing*
Version 1.1	July 31, 2017	Official launch
Phase 2	*August 2017 to March 2018*	*Operationalize and stabilize*
Version 1.2	September 2018	Added support for uploading multiple photos
Version 1.3	October 2018	Android patch
Version 1.4	January 2018	Push notification service updated
Phase 3	*April 2018 to June 2018*	*Iterate to Improve*
Version 1.5	May 2018	Improved map navigation, added social media account login, added GPS location detection for images
Version 1.6	June 2018	Update to latest Oracle platform
Phase 4	*July 2018 onward*	*Begin work on My San Jose 2.0*

ANALYSIS

Pioneering a New Approach to Digital Service Delivery
Overall, My San Jose represents a major step towards realizing the Smart City Vision of a "User Friendly City." As a digital service delivery platform, My San Jose empowers residents and helps to make the City more responsive to the needs of the community.

The City's approach to My San Jose proves the value of five key strategies for developing and maintaining high quality digital services:

- *Empower an internal team to own the product vision.* Although the development was done by a vendor partner, AST Corporation, the City took responsibility for understanding our customer and business process needs and setting the vision and priorities for My San Jose. Key roles include the product manager, who leads the product strategy and execution and the product owner (executive sponsor), who sets the high-level vision and direction.
- *Start by doing a few things well.* Despite pressure to implement a long list of features to suit numerous different stakeholder groups, the team focused on getting things right for a handful of top priority services before adding other services or features.
- *Design the experience from beginning to end.* The design process considered both the residents' experience reporting an issue as well as the back-end workflows required to respond to the request and close the loop back with residents.
- *Test early and often, with real customers.* My San Jose was tested in several different forms with San José residents prior to the launch, to take advantage of valuable feedback from having real people use the app.
- *Launch is just the beginning.* Like any digital service, delivering a great experience requires significant work to maintain, stabilize, and iterate on the product. The next section details some of the improvements that have been made to the My San Jose app.

Continuous Improvement
As part of the City's commitment to delivering a great experience for My San Jose residents and businesses, multiple improvements have been made to the My San Jose system over the past few months.

The first three updates to the app, Versions 1.2 through 1.4, were primarily focused on fixing bugs. These bug fixes are the reality of delivering a technology product with many different hardware and software variables across all the different types of phones that our residents use. New types of phones, operating system upgrades, and changes to underlying software can cause new bugs to arise in My San Jose that would require attention even if the City was to make no additional features changes to the app.

Significant usability improvements and features were added in the latest update to the app, Version 1.5 was released on May 7, 2018. This version implements several improvements, most

notably:

- *Improved map navigation for selecting location.* Users can now drag the map to adjust the location, rather than having to double-click on the pin to move it. The new interaction is more similar to the experience in popular apps such as Google Maps and Uber, and therefore expected to be more intuitive for users.
- *Login with social media accounts.* Rather than creating a new username and password for My San Jose, users can now log in with the same credentials used for Google, Facebook, or Twitter . The Privacy Policy has also been updated to reflect what data is accessible by these social networks.
- *Location detection for images.* When a user uploads a geo-tagged photo with a different location than the user's current location, the user will be prompted to use the location of the photo.
- *Comment provided with Closed Status.* Some service teams, such as Abandoned Vehicles and Illegal Dumping, provide standardized comments to let users know why a case was closed. These comments are now included in the email notifying users of the Closed status.

Key Benefits
Over the past year, My San Jose has gained traction as a tool that empowers residents to report issues in their neighborhood. This section highlights several key benefits of My San Jose, based on a combination of resident interviews, staff interviews, and data.

Resident engagement
To date, the app has over 30,000 registered users, and over 100,000 reports have been received, averaging 330 requests placed per day. The engagement with My San Jose reflects our residents' pride in their neighborhoods and desire to keep their neighborhoods clean. Residents feel positive when they can play a role in eliminating graffiti, illegal dumping, abandoned vehicles or other problems in their neighborhoods. Several residents we spoke to who are active in their neighborhood associations and local creek clean-ups, promote the app to their neighbors to drive more engagement.

In the coming year, we anticipate the City leading a concerted push to drive even greater adoption of the app among San José residents.

Convenient reporting
A mobile phone app provides great convenience to residents who are now able to quickly report issues while out walking, running errands, without having to remember the problem when they return to their homes or work places.

Keeping resident apprised of status
Prior to the launch of My San Jose, residents who reported abandoned vehicles via the City's website did not have a way to track whether the request had been received or acted upon. Now, residents who place request using the app or online portal are kept in the loop when the request is

received, assigned, and closed. While we still need to improve how we communicate with residents about the resolution of an issue, the current system is a big improvement over the past system, and it is correlated with a reduction in duplicate reports for service types such as abandoned vehicles.

Key Areas for Improvement
Interviews with residents and staff have uncovered the following key areas of improvement. This is extremely valuable feedback which we will use to prioritize future improvements.

Unclear resolution of requests
My San Jose provides status updates letting residents know when a case has been closed. However, in certain situations, closing the case does not equate to a satisfactory resolution for the resident – for example if the issue was on private property, or was not actionable by the team that received the request. In these cases, closing the case causes frustration for residents who feel that their complaints are being ignored. Moving forward, the City will need to find a way to better set expectations and communicate updates to residents depending on the resolution of a request.

Referring requests to other groups
One particularly challenging group of requests are those that need to be rerouted to other departments or outside agencies. Residents get frustrated when they are asked to email another City or non-City contact about the problem, while City staff often spend significant amounts of time forwarding and following up on referred requests both internally and externally. Finding ways to streamline the referral process both internally and externally will be important to make My San Jose more efficient internally and more satisfactory for our residents.

Vision for My San Jose 2.0
From My San Jose 1.0 we have a great many lessons that we can use to improve the My San Jose experience. Before we add more services, we need to standardize our approach to ensure a reliable, consistent experience for residents.

My San Jose 2.0 will deliver:

- A reliable, easy, and enjoyable customer experience. From reporting a problem to finding out its status, every interaction should build our residents' trust.
- Effective, efficient workflows for back-end service teams. We will reduce time-consuming and duplicative staff effort and direct resources towards the most important customer needs and City priorities.
- A configurable and modular technology platform. To continue scaling and improving My San Jose, it must be easy for staff to iterate on existing services and add new services.
- Systematic use of data analytics to monitor, plan, prioritize and improve service delivery.

The first priority for My San Jose 2.0 will be to deliver on the above goals for existing services. Adding new services may occur as part of the My San Jose 2.0 work if new services are ready to be added.

COORDINATION

This memorandum was coordinated with the Information Technology Department.

/s/
KIP HARKNESS
Deputy City Manager

For questions, please contact Michelle Thong, Service Innovation Lead, at (408) 535-3898.