



San José City Website and Digital Services Update

Smart Cities and Service Improvements Committee

November 5, 2020

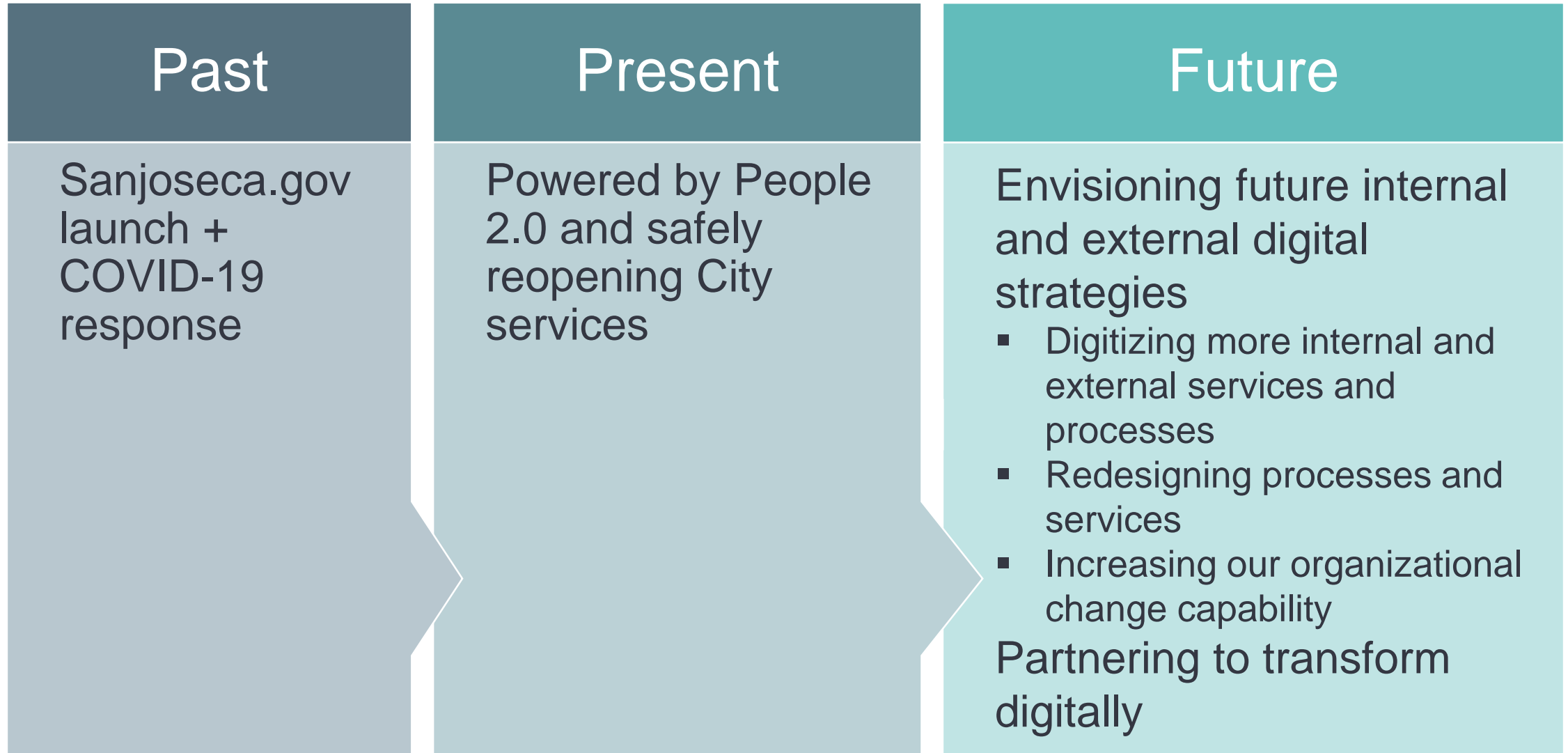
The core of San José's approach

CHAMPION
THE
CUSTOMER

LEARN
THROUGH
DATA

ITERATE
TO
IMPROVE

Where have we been and where are we headed?



Past: When we last left our
heroes...

Re-imagined Digital Front Door Launched in November 2019



Responsive Design

City of San José 2017/2018 Web Team

- 2 Dedicated Team Members



Customer-Centric Approach

City of San José 2019 Web Team for Launch

- 20 Dedicated Team Members
- Over 130 Department Web Publishers and Editors



Accessibility



Marketing & Outreach

Website Vendor

- 7 Team Members

Re-imagined Digital Front Door – 2020 Analytics

Page Visits



- **4.8M** Total Page Visits
- **Top 5 Pages of 2020**
 - Homepage
 - Emergency Notification
 - Animal Care
 - Adoptable Pets
 - Adoptable Dogs

Mobile Visits



- Mobile Visits constitute **42% of Total Visits**
 - Up **8%** from 2019
 - **Increase of 26%** in terms of total Mobile Visits year-over-year

Emergency Pages



- **517K** Total Emergency Page Visits
- **58K** Total Translated Emergency Page Visits
- **2.4K** Google Translate Uses

Flash Reports

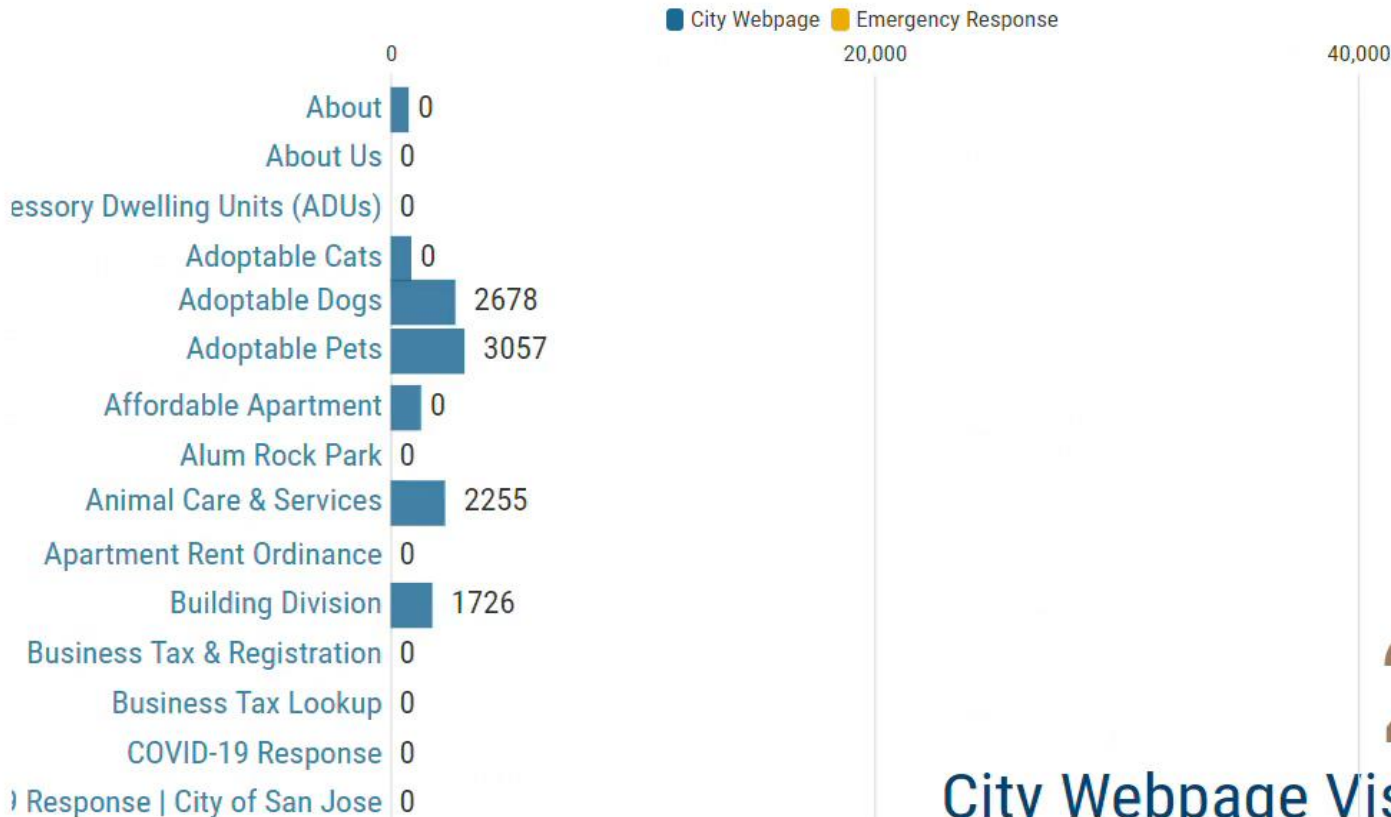


- **1.6M** Flash Report Emails Sent
- **45% Open Rate** is **20% Higher** than Government Industry Standard
- **~4K New Subscribers** since early March.

Re-imagined Digital Front Door – Tracking Webpage Visitation from 2016 to Present



City Website - Page Visits from 2014 to Present



2014

City Webpage Visits: 128,915

Re-imagined Digital Front Door During COVID-19

- **Emergency Operations Center (EOC)**
 - **Virtual Local Assistance Center**
7 Team Members
 - **COVID-19 Business Resources**
3 Team Members
 - **Non-Profit / Community Based Organization Resources**
3 Team Members
 - **Department Web Publishers and Editors**
Over 130 Team Members
- **Emergency Public Information Office (EPIO) Branch**
Over 40 Team Members

DO YOUR PART – SLOW THE SPREAD

HELP FOR
RESIDENTS

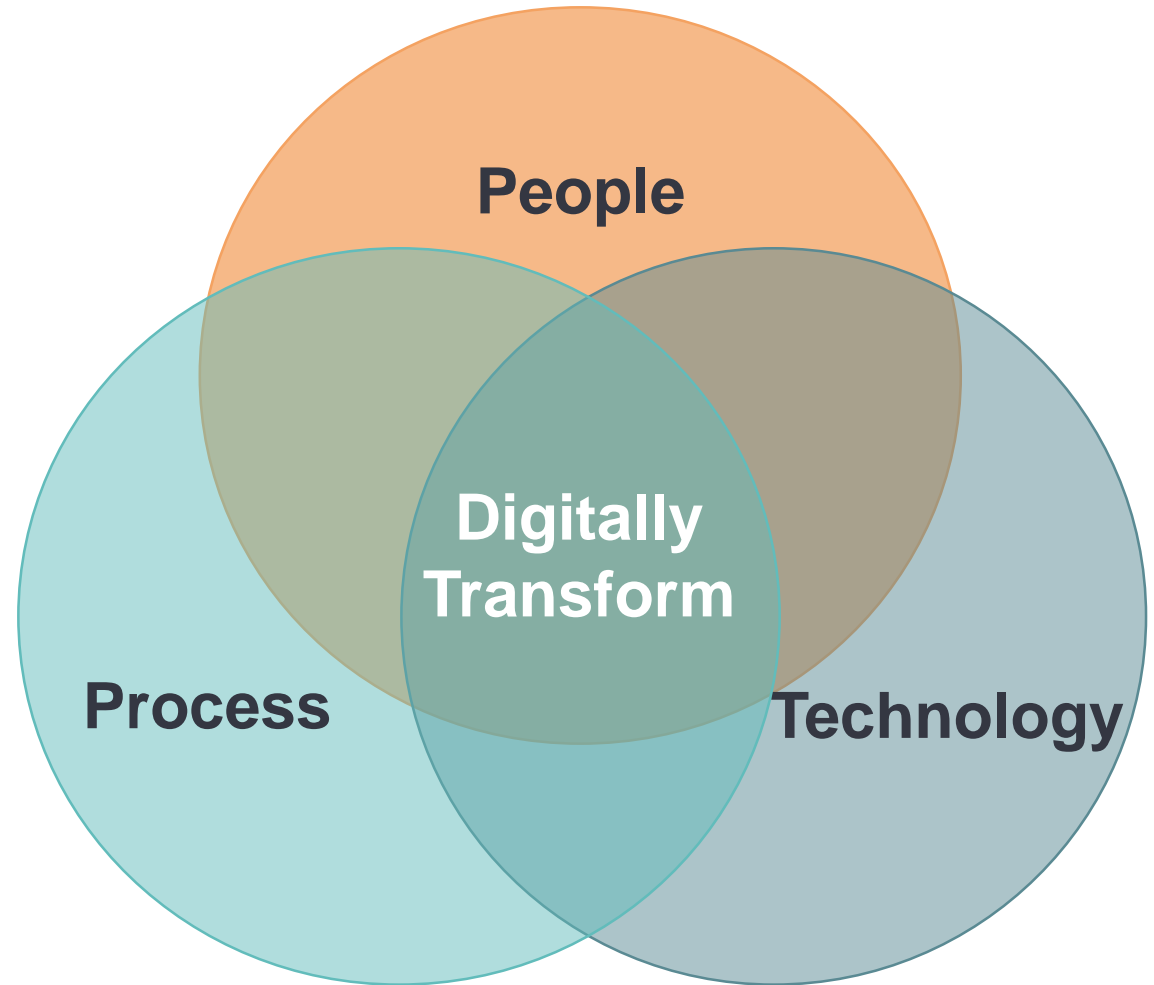
HELP FOR
BUSINESSES

HELP FOR
NONPROFITS

Present: Powered by People
2.0

Why are we talking about people first?

Moving **beyond** simple pushes of information to **digital transformation** of services requires investment in....



Why are we talking about our people first?

**CULTURE
EATS STRATEGY
FOR BREAKFAST
AND TECHNOLOGY
FOR LUNCH
AND THEN...**



- 1. DEVELOP** a new generation of leaders with an innovation mindset and the knowledge, skills, and abilities to implement smart city solutions
- 2. FOSTER** a cultural change that will empower staff to embrace and drive innovative projects
- 3. STRENGTHEN** the City's foundation of creative problem-solvers equipped to lead change through human-centered design

Powered by People 2.0: Objectives



Safe Workplace

Enabling employee and customer safety through modified facilities, practices, and deployed resources.



Employee Health & Wellness

Provide resources and develop practices that facilitate employees to be physically healthy, mentally well, and financially supported



Drive to Digital

Replace face-to-face, paper, and manual transactions with automated processes and digital self-service that enables safety, creates efficiencies and delivers a high-quality user experience



Effective Teams

Deliver tools and resources to support development of effective virtual, hybrid, and on-site teams

Developing Human Centered Design Mindset and Capabilities

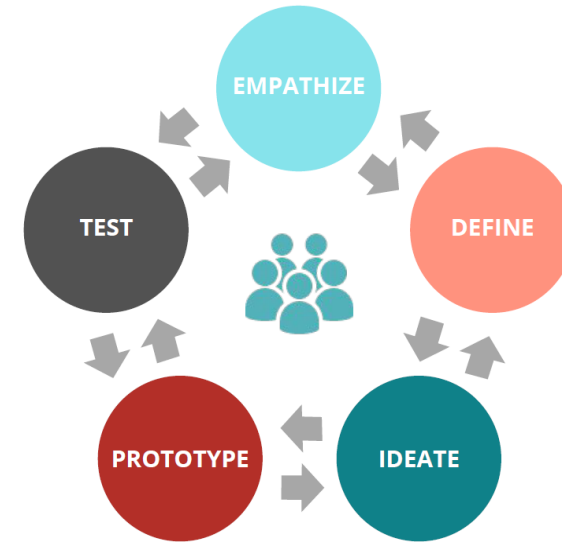
PILOT LEARNING LAB

15 people
(3 teams across
7 departments)

6 sessions
(including a demo
day)

3 sessions with
Exec Staff
(\$20K)

Human-Centered Design (HCD)



 CivicMakers

Human-Centered Design

- **An approach to design that involves human input throughout the entire process.**
 - Collaborative problem solving
 - Multi-stakeholder engagement
 - Creative experimentation
 - Design *with* not *for* the end user

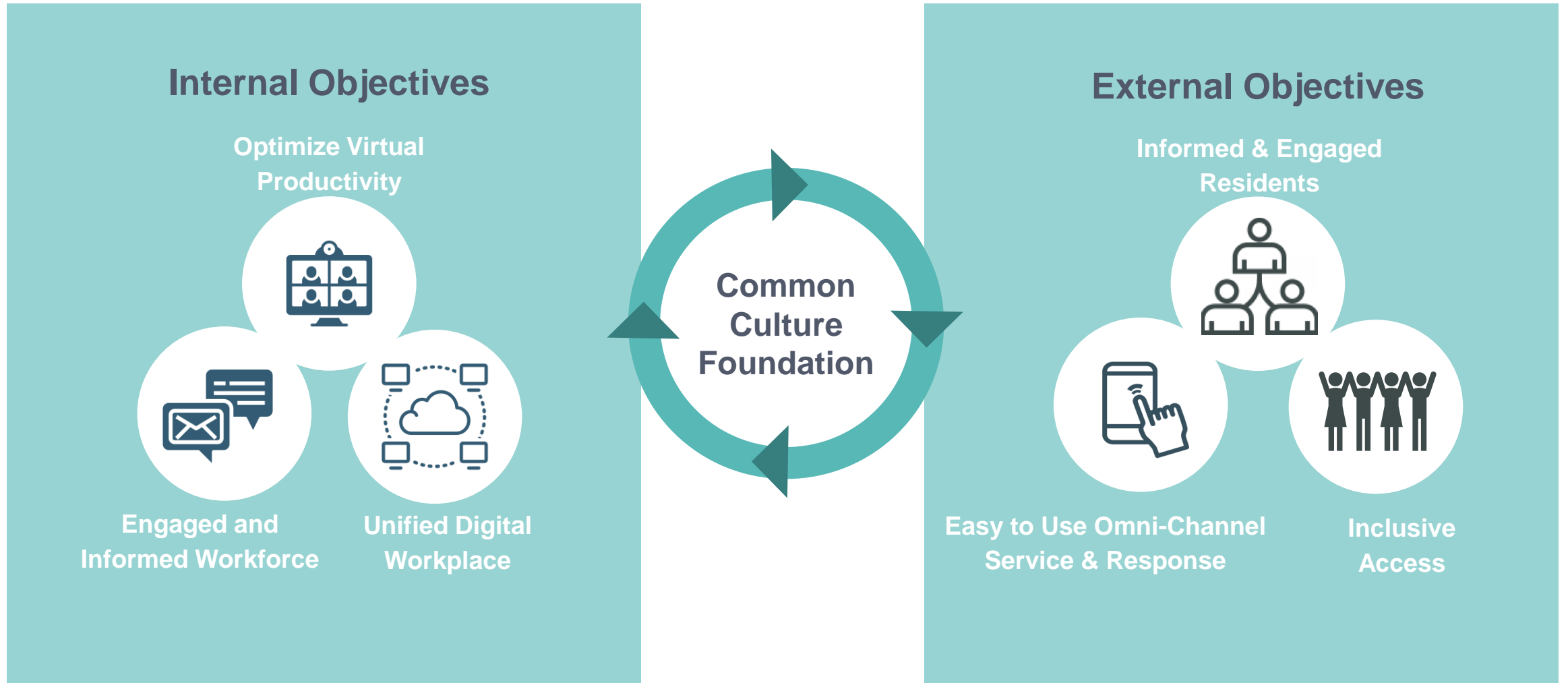
What do employees need...Learning Lab findings ...

Engaged and Informed Workforce	Optimize Virtual Productivity	Unified Digital Workplace

- Findings from Civic Makers

Future: Envisioning future
internal and external digital
strategies

Digital Strategy Objectives



Internal Digital Strategy Objectives



Engaged and Informed Workforce

Scale a dependable platform that promotes employee engagement in a culture of remote work



Optimize Virtual Productivity

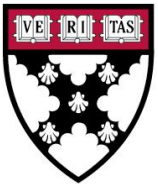
Make organizational work readily available to all employees and easy access to all internal applications to perform duties



Unified Digital Workplace

Promote organizational culture that resonates 'ONE' City aligning with the City's mission and vision

Partnering to advance the City's external digital strategy

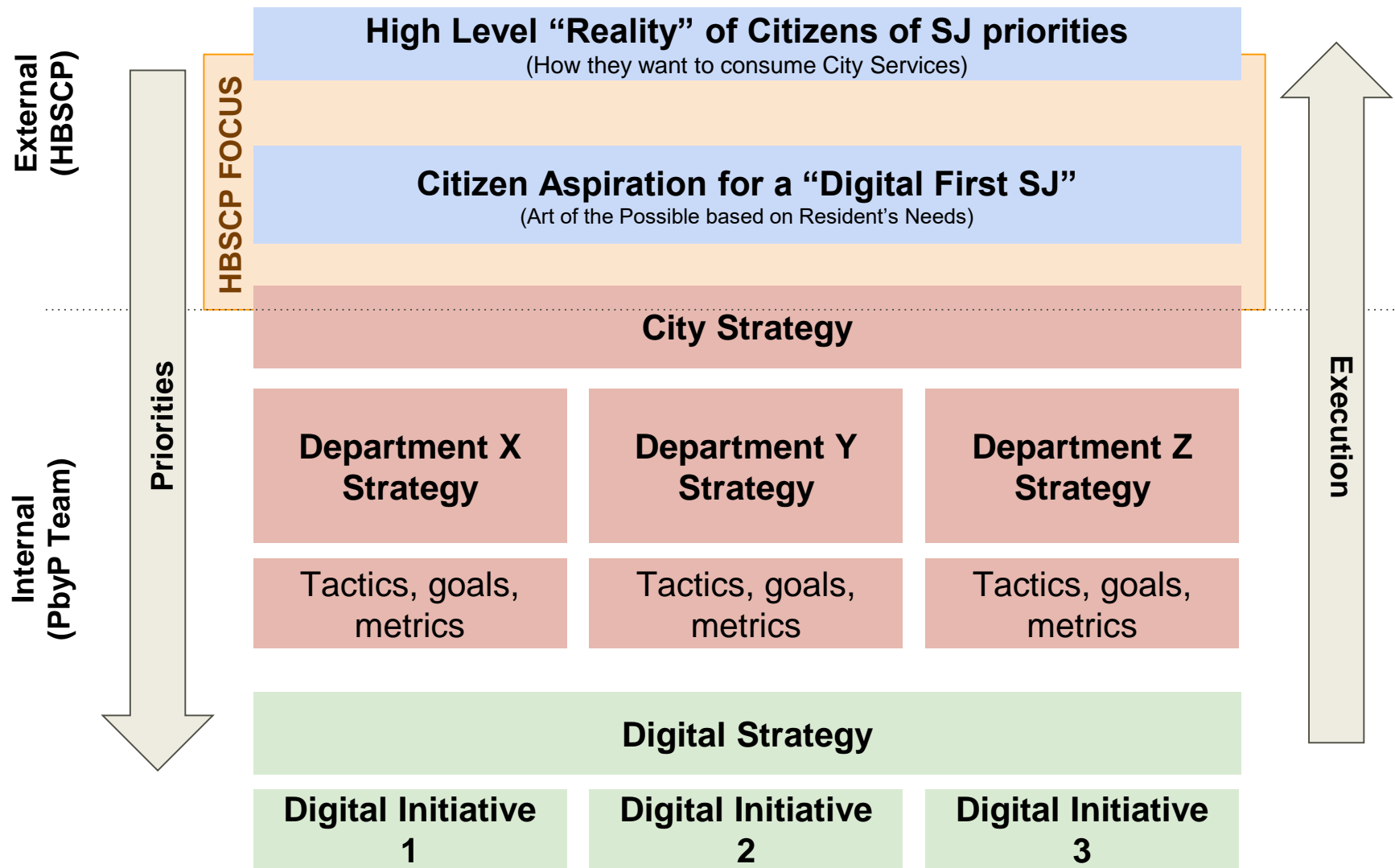


**HARVARD
BUSINESS SCHOOL**

Association of Northern California
Community Partners



HBS Community Partners Focus Area



External Digital Strategy Objectives



Informed & Engaged Residents

Standardized approaches for delivering the most relevant content in a way that is easy to find and understand



Easy to Use Omni-Channel Service & Response

Deliver services based on the needs of our residents with consistent Ux and optimized foundational technologies



Inclusive Access

High standards for accessibility and language translation

Evolving our digital strategy to meet new challenges

Create a multi-disciplinary,
cross-trained team



Build a structure that joins
technology, communication
and digital strategies



Optimize and standardize our
technology foundations



Why This Work Matters