



Memorandum

TO: SMART CITIES AND SERVICE
IMPROVEMENTS COMMITTEE

FROM: Rob Lloyd

**SUBJECT: CITY DIGITAL SERVICES STATUS
REPORT**

DATE: May 25, 2021

Approved

Date

26 May 2021

RECOMMENDATION

Accept the status report on the City's transition to coordinated service delivery across in-person, online, mobile, and phone, and assistive mode, including Powered by People and prioritized initiatives, which also includes digital services roadmap, key metrics, successes to date, a resource plan, and statuses.

OUTCOME

Provide a report on the City's digital services workplan, key metrics, successes to date, resource plan, and statuses for Committee and public feedback.

BACKGROUND

The City's Digital Services Strategy is driven by the San Jose Smart City Vision¹ adopted by City Council in 2016, as well as three specific City Roadmap initiatives, approved by Council on March 16, 2021²:

- Powered by People
- Drive to Digital
- SJ 311 + Service Delivery

¹ City Council Session for March 29, 2016, Item 3.8:

<https://www.sanjoseca.gov/home/showpublisheddocument/57358/637254999522730000>

² City Roadmap – From COVID to Recovery, March 15 and 16, 2021:

<https://sanjose.legistar.com/LegislationDetail.aspx?ID=4855293&GUID=732C7D57-0F26-4F1C-A182-9E858513A3BE>

Collectively, the three initiatives provide employees with the tools and skillsets to serve residents in new ways; provide process reengineering of existing service delivery models; and automate service delivery for our residents. San José is focused on the symbiotic relationship between (1) building a digital services strategy centered around residents' needs and (2) building an execution strategy that empowers the City employees to best serve customers on a sustained basis.

The creation of the City's Digital Services Strategy is based on extensive community input gathered through an engagement with Harvard Business School Community Partners (HBS-CP). As a result of the work³, the following Digital Services principals were developed to guide the City's efforts:

1. Develop a customer-driven design and process re-engineering approach to key initiatives.
2. Create a specialized and collaborative approach to address equity and inclusion.
3. Adopt a digital-first emphasis focused on leapfrogging and fostering resident dialogue.
4. Create a culture that empowers employees to execute.

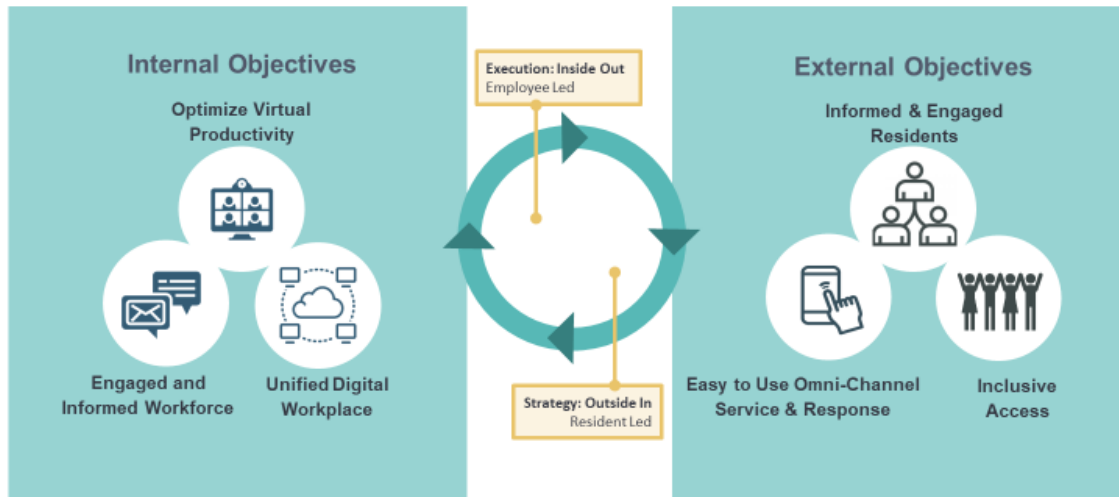
In addition to gathering community feedback to create our Digital Services Strategy, the City also created dedicated teams to advance the Powered by People initiative in June 2020. The focus of Powered by People is on pandemic recovery and preparing our workforce to adapt to a hybrid operational model with a "mixed-mode" environment of on-site plus remote work. This includes new expectations and opportunities of online and physical delivery of City services to the public. Powered by People is driven by four key objectives:

- Safe Workplace – enable employee and customer safety through modified facilities, practices and deployed resources;
- Employee Health and Wellness – provide resources and develop practices that facilitate employees to be physically healthy and mentally well;
- Drive to Digital – replace face-to-face, paper and manual transactions with automated processes and digital self-service; and,
- Effective Virtual Teams – deliver tools and resources to support development of effective virtual, hybrid and on-side teams.

These combined efforts are transforming the City's service delivery to a digital-first mindset and culture. The City Digital Services Strategy is driven from outside-in (resident-focused) to inform and engage our residents and to create inclusive access to City services through an easy-to-use omni-channel set of options. Execution of the strategy is powered from inside-out (employee-led) by informing and engaging our workforce, optimizing virtual productivity and unifying our digital workplace.

³ <https://www.sanjoseca.gov/your-government/departments-offices/information-technology/digital-services-strategy>

Digital Strategy Objectives



Powered by People Accomplishments

The four dedicated teams were created in June 2020 as part of the Powered by People initiative. They used an agile approach to accomplishing agreed upon objectives and key results in coordination with the Emergency Operations Center, Public Works, and the Information Technology Department. Each of the teams became high-performing and achieved incredible results including:

Safe Workplace Team

- Developed processes and protocols for ensuring compliance with County and State guidelines and a safe return of employees to City facilities.
- Established a team of Safety and Facility inspectors that met routinely to coordinate departmental inspections, review inspection reports and follow-up on departmental requests to resume services and programs.
- Worked with the Emergency Operations Center Safety Branch and partnered with Departments to develop a Code of Safe Practices for essential employees working at City facilities.
- Proactively assessed sites to identify and prioritize necessary facility modification (compliance with State/County COVID-19 prevention guidelines).

Employee Wellness Team

- Provided 35 wellness webinars for employees focusing on physical, mental, emotional and financial wellness.

- Provided two diabetes prevention programs with 1:1 health coaching and weekly interactive sessions for 128 participants living with pre-diabetes, type 2 diabetes, and/or hypertension.
- Engaged 2,000 employees in activities that encouraged physical activity and healthy eating, including two significant promotions: Walktober 2020; and World-Wide Wellness 2021.
- Provided live cooking demonstrations and presentations on work-life balance and stress management for more than 400 employees through a Wellness Fair.
- Provided Trauma-Informed, Resilience-Oriented Care (TIROC) to training to senior staff and employees.

Effective Teams

- Launched a “Leading Remote” program to assist 300 supervisors in effectively leading teams in a virtual environment.
- Conducted an Employee Experience Survey that provided data from 1,500 employees on their past and current experiences, what resources they need going forward, as well as feedback about racial equity in the workplace.
- Launched the 2021 Mentorship program to help 186 emerging leaders develop personal and professional relationships in the organization to help participants learn and grow.
- Launched human-centered design Learning Labs to foster a culture of creative problem-solving and innovation using human-centered design methods and tools.
- Provided training on a software platform used to assist participants in creating training content and modules for their respective departments.
- Provided three leadership development opportunities to assist individuals and teams lead through change. These opportunities include: A Change Management academy, Leadership Coaching, and Teams Coaching.
- Launched a “DiSC” Assessment Training to provide participants a better understanding of preferred work and communication styles for teams to work more cohesively.

ANALYSIS

The Drive to Digital initiative is focused on aligning internal digital strategies, policies, technologies, and teams so that they are best positioned to support the broader digital services strategy to better meet the needs of San José residents. In partnership with the Powered by People initiative, the City’s Drive to Digital roadmap priority produced significant progress:

- Purchased and deployed thousands of laptops, tablets, and computer peripherals (keyboards, webcams, docking stations, headsets, etc.) to support remote work and make sure employees have the technology equipment they need.
- Expanded secure remote access for remote employees and improved user experience for remote access.

- Enabled and supported Zoom for Citywide use including remote Council meetings with increased public participation.
- Heightened cybersecurity to support remote work.
- Ran cybersecurity training campaigns to keep City employees safe from cyber-attacks.
- Provided a Remote Work Portal and technology training materials for employees to easily find and use, so they could work from home.
- Automated 33 City processes, including electronic signature to support remote work.
- Moved 100% of 311 contact center representatives to full remote work.
- Analyzed and designed connectivity solutions for City staff and elected officials working from home.
- Set up computers, printers, and Wi-Fi to support people at shelters at Parkside, South Hall, Happy Hollow, Camden Community Center, and other sites.
- Supported ordering, distribution, and setup of FirstNet phones for Health Screening, Beautify San José survey, and inspection workers.
- Implemented touch-free, app-based time reporting at Happy Hollow Park & Zoo.
- Provided tablets, field connectivity, and supported the City's Census count teams as San José earned status as the #1 large City for response rate.
- Implemented at-home faxing and copying for City Attorney's Office employees.
- Created functional requirements for a modernized Intranet through a human-centered design learning lab.
- Revamped an outdated Web Governance Policy to clearly articulate a consistent decision-making structure and roles and responsibilities related to the City's omni-channel approach to informing, engaging and providing services to our users.

SJ311 + Service Delivery

The San José 311 (SJ311) and Service Delivery initiative incorporates an omni-channel approach to digital services that provides a consistent, personalized experience for customers across all devices and channels — website, web portals, online forms, chatbot, virtual agent, contact center, and mobile app. SJ311 moves San José beyond the simple push of information via the website and social media channels traditional in local government. Indeed, the SJ311 + Service Delivery roadmap showed significant progress in areas that help residents in specific ways:

- In February 2020, transitioned non-emergency calls from the City's 9-1-1 public safety answering point to relieve some pressures from the Fire and Police contact centers.
- In March 2020, the City rebranded My San José as San José 311 to align the service as a central engagement tool for the City, maximize the instructiveness of the brand, and to create a brand that works across languages.
- In March 2020, led the founding of National 311 Day every March 11th (3/11).

- On April 23, 2020, completed a re-platforming of the San José 311 mobile app and web portal⁴ to improve the accuracy, security, scalability, and reliability of the platform through architectural updates and upgrades. The re-platforming also increased the flexibility to change messaging within the app without changing any code (a feature used extensively in COVID-19 response).
- On July 3, 2020, the City launched a Resident Assistant chatbot⁵ pilot on sanjoseca.gov to assist residents in quickly finding the City's COVID-19 response information.
- On November 20, 2020, implemented cutting-edge machine learning technology into the San José 311 web portal and mobile application providing the functionality to:
 - Dynamically translate Spanish or Vietnamese input from the resident into English so that it is understandable by City staff; and
 - Dynamically translate content sent from the City to the resident from English into Spanish or Vietnamese, based on the resident's preference.
- On December 4, 2020, launched a voice Virtual Agent to allow residents of the City of San José to self-service requests by voice, including assistance with scheduling junk pickups and reporting abandoned vehicles.
- In February 2021, completed a digital services strategy⁶ that was based on extensive community input gathered through an engagement with Harvard Business School Community Partners (HBS-CP).
- On March 2, 2021, the San Jose 311 team added the first major new service option to the web portal and mobile app since the launch of My San José in 2017. Residential Garbage and Recycle Service functionality was added into San José 311 to provide self-service for approximately 12,000-15,000 service requests received by the service providers every month.
- On March 11, 2021, as part of the second annual National 311 Day, the City launched a multi-lingual outreach campaign to communicate with residents how best to access City services.
- In April 2021, launched efforts to improve accessibility across SJ311 channels with added emphasis on federal accessibility guidelines, often referred to as Section 508 and Web Content Accessibility Guidelines (WCAG) standards, as the City's baseline. The accessibility work, a joint effort led by the Information Technology Department and City Manager's Communications Office⁷, is driven by the following principles:
 - **Inclusive:** Consider the diverse needs of the disabled community which includes community members who are vision-impaired, hard-of-hearing, and/or living with other cognitive and physical impairments. One in four individuals in the U.S. lives with a disability.

⁴ <https://sanjose.custhelp.com/>

⁵ <https://www.sanjoseca.gov/>

⁶ <https://www.sanjoseca.gov/your-government/departments-offices/information-technology/digital-services-strategy>

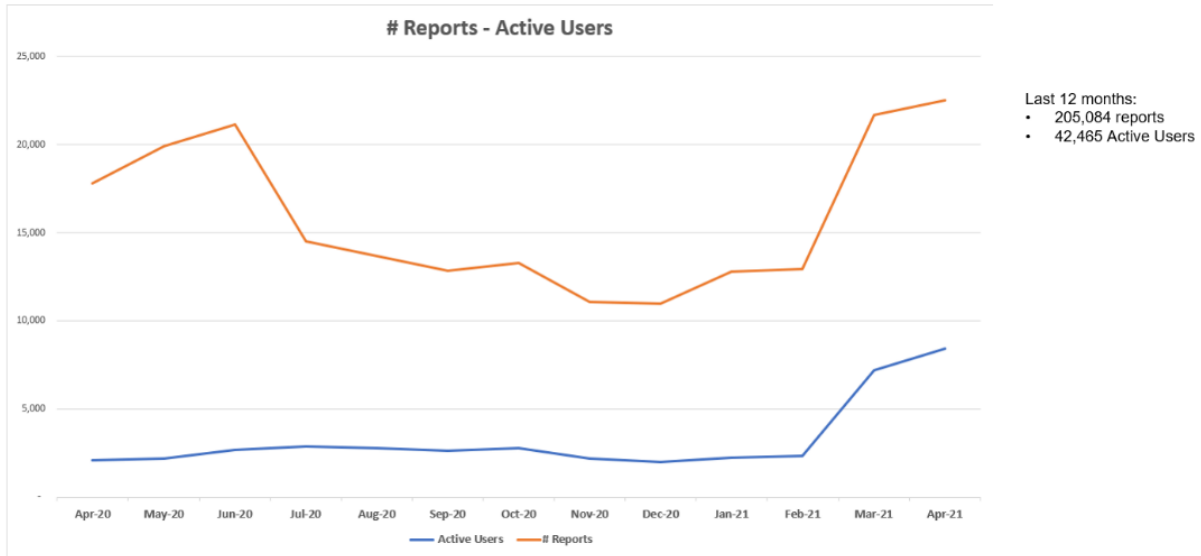
⁷ This work will also partner with the Pacific ADA Center, <https://www.adapacific.org/>

- **Efficient, transparent and unified:** Build on existing accessibility efforts within the City, minimize duplicate efforts and partner with City departments.
- **Omnichannel:** Maintain accessibility compliance and audit across all of San José 311's physical and digital touchpoints.
- **Iterative:** Recommendations will be deployed in smaller pilots, tested and then redeployed in an iterative process to measured impact.
- **Collaborative:** Decide with, not for, people with disabilities. We keep community partners continually informed and engaged with our progress.

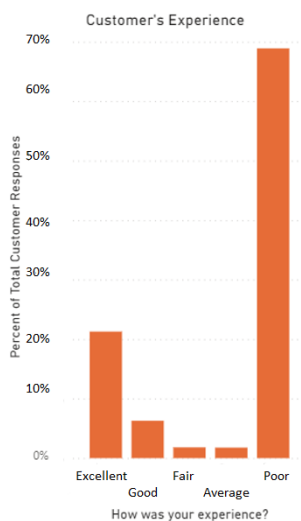
The City's efforts to improve usability, increase functionality, and to increase engagement for and awareness of San José 311 is having positive impact on performance metrics. Beginning July 30, 2017, when the SJ311 mobile app and web portal were launched, the number of reports stalled at around 165,000 annually from 39,000 active users. Reports for the last 12 months are now exceeding 205,000 from nearly 42,500 active users. In addition, the City is beginning to see customer satisfaction ratings improve significantly – in 2021, 68% of SJ311 users reported a “Good” to “Excellent” experience – a marked increase from only 28% of users reporting a “Good” to “Excellent” experience in the previous year.

Similar to increased SJ 311 reports and usage, the City website saw a 22% increase in total page visits (5.8 Million) and a 24% increase in page views (15 Million) in 2020. Mobile traffic comprised an average of 42% of all visits. The City Emergency Notification pages received over 500,000 total page visits with over 80,000-page visits combined to the Spanish, Vietnamese, and Chinese translated Emergency Notification pages. Over 1.7 Million Flash Report emails were sent out. The emails averaged a 45% open rate which is 20% higher than the government industry standard email open rate. The pilot program of the Resident Assistant chatbot was used over 46,000 times in 2020 with an average answer success rate of 82%.

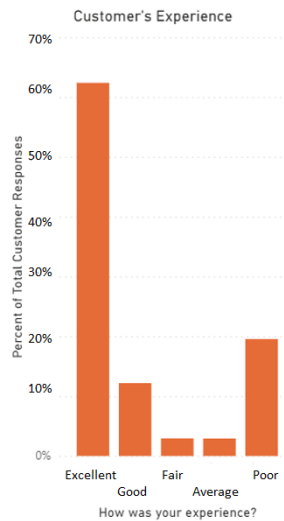
SJ311 – Total Reports and Active Users



Customer Experience comparison: 2020 - 2021



2020 Report



2021 Report

- Service Delivery Teams have been prepared for an increase on service requests due to City resuming basic activities.
- SJ311 platform has been stable, and we have added enhancements to communication and reporting.
- Automatic surveys and direct feedback have let Service delivery team focus on areas with highest satisfaction impact.

2020:
Excellent & Good : 28%
Poor: 69%

2021:
Excellent & Good : 68%
Poor: 25%

To support the City's demands for the future of service delivery through and beyond COVID-19, the City established a clear vision and strategy around digital services – both from the outside-in (resident focused) and inside-out (employee led) perspectives. The San José 311 (SJ311) and Service Delivery initiative incorporates an omni-channel approach to digital services that

provides a consistent, personalized experience for customers across all devices and channels — website, web portals, online forms, chatbot, virtual agent, contact center, and mobile app – to meet residents where they are at in engaging with City services. SJ311 moves San José beyond the simple push of information via the website and social media channels traditional in local government. The Drive to Digital initiative supports the City’s move to a hybrid operational model that creates a “mixed-mode” environment of on-site plus virtual work locations, along with online and physical interactions with the public in providing City services. This mixed-mode approach will require new tools and skills for staff as they will be required to support approximately 15 new customer personas. Support of this vision and strategy will require time and investments.

To support City staff as part of the Drive to Digital, the City will need to continue making investments in technology including:

- Digital-collaboration and communication tools including modernizing the City’s approach to intranets in favor of virtual workspaces that help teams work coordinate, collaborate, and create positive team culture.
- Automation and redesign of business processes to be more efficient while supporting safe and remote work.
- Creation of electronic document management standards in tandem with a fresh Citywide approach to records management.
- Learning management and training platforms to support our staff in developing new skill sets required to serve our customers in new ways.
- Technologies to support safe and frictionless use of facilities (public spaces and meeting rooms) across online and on-premise work.
- Equipment and access to support a mobile workforce.
- Enhanced cybersecurity tools to protect the City’s information and systems based on the exposure of City assets to a more dangerous online world.

Scaling the City to rapid expansion of digital service delivery through the SJ311 + Service Delivery initiative will require efforts and investments to:

- **Improve Equity and Accessibility.** Ensure that equity and accessibility is continually evaluated as services are automated.
- **Invest in Channels to Match Community Demands.** Through established governance, determine which channel is most appropriate for automation of the service/process.
- **Optimize Efficiency.** Increase the speed and lower cost for adding new services to SJ311 by moving to pre-built automations and a more configurable version of the current development platform.
- **Catalog City Services Positioned for Digital.** Compile a wholesale inventory of services apt for automation through the City’s digital service delivery channels.

- **Skill-up Staff for Digital Service Delivery.** Invest in tools and training for City staff to develop skillsets around service delivery automation, electronic content management and business process reengineering.
- **Assess and Build Digital Readiness.** Determine the readiness of each service for automation and redesign service delivery and business processes around the new processes and technology automation.
- **Build on Successful Technologies.** Extend the City's business process automation platform and development team to include citizen focused forms and transactional workflows.
- **Standardize User Experience.** Build upon sanjoseca.gov by redesigning and integrating the user interface of third-party applications so they match the City's standard look and feel.
- **Standardize Automated Language Translation.** Extend Auto Machine Learning language translation to digital service platforms (website, chatbots, and virtual agents) across the City.

These investments will position the City to add and maintain at least five new services by the end of 2022, expand the number the geographic diversity of SJ311 users, and achieve strong customer satisfaction ratings.

The roadmap pictured below reflects the next services prioritized to be automated based on a prioritization exercise conducted by the SJ311 Executive Steering Committee (includes leadership representatives from City departments, City Manager's Office and the Information Technology Department), which provides oversight of the City's SJ311 digital services transition.

San Jose 311 Roadmap 2021/2022

	Backlog	Assessing Readiness / Resource Needs	Recently Launched / Post Launch Support
Newer	Language adaptor for automated translation	Report damaged sign	Machine Learning Language Translation: Spanish and Vietnamese
	Pay parking ticket	Report dumping into storm drains	Multilingual Virtual Agent
	Homeless encampment	Report broken traffic signals	Resident Garbage and Recycling
	Pay business tax renewal	Report storm drain or sewer flooding	Permanent fix for Native App login Issue
	Report code violation	Add Mandarin language	
	Animal licensing		
	Report problem electric scooter		
Release	Pay utility bill		
	Report Fireworks		
	<ul style="list-style-type: none"> Report dead animal for pick-up Prostitution & Human Trafficking Report Park Concerns Report a shopping cart Report a tree problem Report sidewalk problem Racial Equity / CBO requests Affordable Housing (Doorway) Integration Integration of Park Requests 	<p>Report Fireworks service rated lower during a prioritization exercise due to response and enforcement process challenges.</p> <p>Prioritization session was held on 12/11/2020</p>	
Older			

CONCLUSION

The COVID-19 pandemic accelerated transitioning many City services to digital channels. This transition has been made possible through three concerted City Roadmap initiatives: Powered by People, Drive to Digital, and SJ311 + Service Delivery. Combined, these initiatives have moved City's digital services strategy forward in a way that is centered around the needs of our residents and diverse communities and empowers City employees to best serve our customers.

While the City achieved recent successes through these initiatives including business process automation, machine learning language translation and the addition of Garbage and Recycling Service to San José 311, those efforts were multiple years in the making. Scaling the City to rapid expansion of digital service delivery will require continued efforts and investments to:

- Provide employees with the tools and skillsets to serve residents in new ways;
- Provide process reengineering of existing service delivery models; and
- Automate service delivery for our residents.

Specific investments to expand SJ311 feature development, customer experience, and geographic equity are outlined in Manager Budget Addendum #11: San José 311 Improvement Opportunities and Roadmap.⁸

EVALUATION AND FOLLOW-UP

The Information Technology Department will report progress to the Smart Cities and Services Improvements Committee through the Work Plan for the period August through December 2021 and will coordinate any funding needs with the City Budget Office through the annual budget process.

PUBLIC OUTREACH

This memorandum will be posted on the Smart Cities and Service Improvements committee Agenda website for the June 3, 2021, meeting.

COORDINATION

This memorandum has been coordinated with the City Manager's Office of Communications, Human Resources Department and the SJ311 Executive Steering Committee.

⁸ <https://www.sanjoseca.gov/home/showpublisheddocument/73139/637570437994995477>

SMART CITIES AND SERVICE IMPROVEMENT COMMITTEE

May 26, 2021

Subject: City Digital Services Status Report

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/s/

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