PERFORMANCE AUDIT OF THE CITY'S GET IT DONE APPLICATION AND SERVICE REQUESTS MANAGEMENT

Finding 1: While Get It Done has greatly expanded customers' access to request services, many customers receive limited, confusing, or inaccurate information about their service requests.

Finding 2: A centralized, 3-1-1 phone-based intake option could improve the customer service experience, increase equity and access to City services, and decrease SDPD's call volume and wait times.

Other Pertinent Information: The City is not meeting current demand for many types of service requests; continued process improvements and additional resources are likely needed to address service requests submitted through Get It Done and a future 3-1-1 contact option.

Office of the City Auditor

City of San Diego

OCA

Independent · Objective · Accurate

Performance Audit of the City's Get It Done Application and Service Requests Management

Why OCA did this study

To bridge the gap between the City and residents, the City has various customer service portals and intake channels for residents to report problems to the City pertaining to its assets or to request information about City services. In 2021, the City's various customer service portals fielded nearly one million telephone calls and approximately 296,000 service requests submitted through the Get It Done mobile app and web portal. This works out to an average of approximately 3,300 inquiries and service requests daily, seven days a week.

The development of Get It Done is one of the City's efforts to improve customer service and has streamlined intake for a variety of service requests. In addition to Get It Done, the City has many other decentralized customer service portals and intake channels for residents to report problems or request information about City services.

Prior reports have recommended that the City move toward establishing a centralized customer service center.

Our audit included the following objectives:
1) Determine how efforts to strengthen customer communications may be used to improve overall satisfaction; and
2) Determine whether consolidating customer service portals could improve the City's customer service experience.

What OCA found

Finding 1: While Get It Done has greatly expanded customers' access to request services, many customers receive limited, confusing, or inaccurate information about their service requests.

Get It Done is a useful tool that many customers use to access or request City services. However, we found that Get It Done sometimes provides customers with limited confusing, inaccurate, misleading, or information about their service requests, which likely impacts customer satisfaction.

We found that the City can improve the completeness, accuracy, and clarity of the information provided to customers by:

- Setting and communicating clear goals and estimates for service request completion times. For example, we found that Get It Done does not consistently inform customers of target completion times and estimated completion times for the six most common service requests.

- Providing progress updates on service requests where **appropriate**, and clarifying communications to customers when a request is outside the jurisdiction of the City.

- Providing accurate closure detail to customers. For example, Get It Done provided accurate case closure details to customers in approximately 81 percent of the cases and inaccurate or misleading closure details in 19 percent—or nearly 1 in 5 customers—of the cases we reviewed.

We found that customers are not satisfied with the report closure details provided in Get It Done, and this is also an issue that elected officials are particularly concerned about. Thus, the City should continue to improve Get It Done as a key tool for providing high-quality customer service to the public.

Exhibit 5: The current process for service requests submitted through the Get It Done mobile app and web portal does not communicate target and estimated completion times, does not provide progress updates, and provides inaccurate closure details to some customers
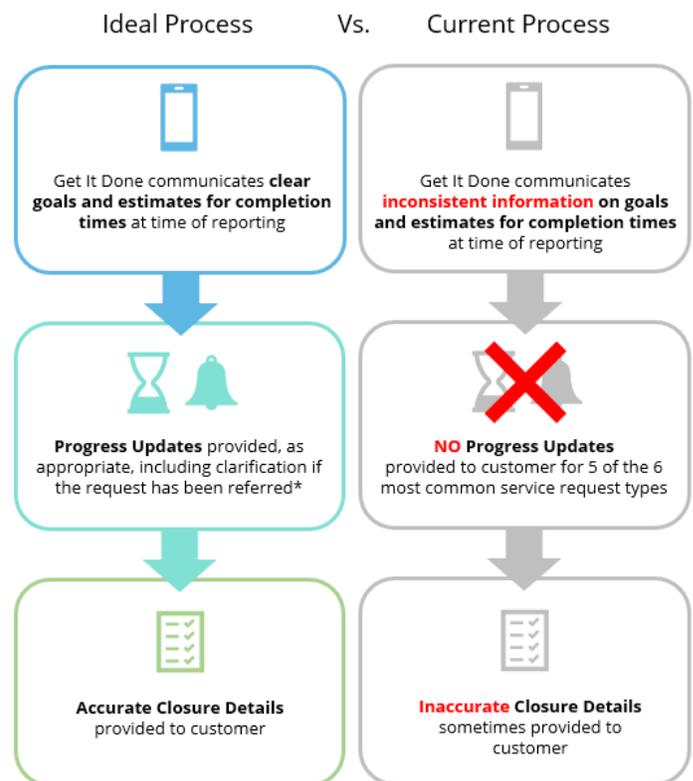
*The Progress Update language should reflect that referred cases have been referred and not closed. For these cases, no additional Progress Updates are provided.

Source: Auditor generated based on review of the City's Fiscal Year 2023 Adopted Budget; Get It Done mobile app and web portal; and interviews with City departments.

Finding 2: A centralized, 3-1-1 phone-based intake option could improve the customer service experience, increase equity and access to City services, and decrease SDPD's call volume and wait times.

Get It Done provides a single point of contact opportunity for the public to communicate issues to the City. However, it is not the City's sole customer service portal, as some departments have their own customer service center or portal for customers to report problems. In 2021, the City received nearly one million calls through various decentralized customer service portals, and the San Diego Police Department (SDPD) non-emergency line had the highest number of calls received. In addition to these department-managed customer service centers and portals, residents also use various other decentralized methods to report problems to the City, including by emailing the City and by contacting City Council Offices.

Centralized, phone-based customer service portals can improve customers' experience, and the vast majority of the most populous cities in the United States and California have a 3-1-1 phone contact option. However, although previous reports have recommended that the City centralize customer service using the 3-1-1 phone number, San Diego remains the largest city in California and the second-largest city in the United States that does not provide a 3-1-1 phone option for residents.

The continued lack of a centralized, phone-based intake option likely makes it more difficult for some residents to contact the City, such as residents with technical barriers or those with limited English proficiency. In addition to increasing equity and access for these residents, a 3-1-1 phone intake option could also divert calls from SDPD's non-emergency line, which would help decrease SDPD's call volume and wait times.

Exhibit 16: Most of the largest cities in the United States and California have a 3-1-1 style contact option

Most Populous Cities in the United States		Most Populous Cities in California	
Municipality	**3-1-1 Contact Option?**	**Municipality**	**3-1-1 Contact Option?**
1. New York	✓	1. Los Angeles	✓
2. Los Angeles	✓	2. San Diego	✗
3. Chicago	✓	3. San Jose	✓
4. Houston	✓	4. San Francisco	✓
5. Phoenix	✗	5. Fresno	✓
6. Philadelphia	✓	6. Sacramento	✓
7. San Antonio	✓	7. Long Beach	✗
8. San Diego	✗	8. Oakland	✓
9. Dallas	✓	9. Bakersfield	✗
10. San Jose	✓	10. Anaheim	✓

Source: Auditor generated using municipal website data.

Other Pertinent Information: The City is not meeting current demand for many types of service requests; continued process improvements and additional resources are likely needed to address service requests submitted through Get It Done and a future 3-1-1 contact option.

As discussed in Finding 1, enhancements to Get It Done may help improve customer satisfaction. In addition, as discussed in Finding 2, the City should establish a 3-1-1 contact option to improve its customer service, expand access, and likely decrease call volume to SDPD. While these improvements are necessary, continued improvements in efficiencies, along with additional resources, are likely needed to address service requests submitted through the existing Get It Done platform and a future 3-1-1 contact option.

According to PandA and City officials we spoke with, an increase in service requests is partially responsible for the lowered customer satisfaction scores, as resource deficiencies to address these service requests in a timely manner impact customers' satisfaction.

While total operational capacity was not the subject of the audit, from 2018 through 2021, the number of service requests submitted through the Get It Done web portal and mobile app approximately doubled—increasing from 148,946 to 296,209 respectively; during the same period, customers' satisfaction with Get It Done decreased from 3.4 to 3.1 on a scale from 0 (very dissatisfied) to 5 (very satisfied).

What OCA recommends

We make 6 recommendations to address the issues outlined throughout the report. Key recommendation elements are to:

- Include estimated and target completion times in the Get It Done report submission screen;

- Review, identify, and prioritize which services could feasibly include progress updates, and articulate a plan and timeline for providing progress updates to customers for these service requests

- Revise the response language to customer to not use the term "Closed" if a case has merely been referred;

- Provide updated training to staff that includes using the appropriate communication code for communicating case resolution to customers;

- Develop policies and procedures for supervisory review of service requests and communication codes; and

- Establish a centralized 3-1-1 contact option for residents.

City management agreed with 5 of the 6 recommendations. Management disagreed with the recommendation to establish a 3-1-1 contact option for residents. We included comments on the response at the end of the report.

For more information, contact Andy Hanau, City Auditor at (619) 533-3165 or CityAuditor@sandiego.gov

October 6, 2022

Honorable Mayor, City Council, and Audit Committee Members
City of San Diego, California

Transmitted herewith is a performance audit report of the City's Get It Done application and service requests management. This report was conducted in accordance with the City Auditor's Fiscal Year 2022 Audit Work Plan, and the report is presented in accordance with City Charter Section 39.2. Audit Objectives, Scope, and Methodology are presented in Appendix B. Management's responses to our audit recommendations are presented starting on page 54 of this report. Per Government Auditing Standards Section 9.52, our response to management comments is on page 65.

We would like to thank staff from the Performance and Analytics Department for their assistance and cooperation during this audit. All of their valuable time and efforts spent on providing us information is greatly appreciated. The audit staff members responsible for this audit report are Shadi Matar, Marye Sanchez, Nathan Otto, and Matthew Helm.

Respectfully submitted,

Andy Hanau
City Auditor

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Background

The City provides a wide range of services to residents.

Residents rely on the City of San Diego (City) for a variety of services that protect and enhance quality of life, health, and safety. To that end, the City has dozens of departments, many of which are responsible for addressing service requests either pertaining to the City's public right-of-way or providing services, such as library services, payment processing, permit processing, and more.[1]

The City also relies on its residents for information on what services are needed, when, and where. For example, the City may be unaware of, and unable to respond to, issues such as illegal dumping, potholes, and graffiti until a resident reports them.

To bridge the gap between the City and residents, the City has various customer service portals and intake channels for residents to report problems to the City pertaining to its assets or to request information about City services. In 2021, the City's various customer service portals fielded nearly one million telephone calls and approximately 296,000 service requests submitted through the Get It Done mobile app and web portal. [2] This works out to an average of approximately 3,300 inquiries and service requests daily.

The development of Get It Done is one of the City's efforts to improve customer service and has streamlined intake for a variety of service requests.

The Get It Done platform is the City's primary service request intake channel. Launched in 2016, Get It Done is one of the City's efforts to improve customer service and the way problems are reported to the City. Managed by the Performance and Analytics Department (PandA), Get It Done is a web-based platform, accessible through a mobile application and a web portal, that allows residents to communicate with the City on a variety of issues. Originally, Get It Done focused on issues handled by the

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[1] The City's public right-of-way is essentially the public space reserved for transportation such as streets, alleys, sidewalks, and bikeways.

[2] The nearly 1 million calls received in 2021 includes calls received by the San Diego Police Department non-emergency line, Environmental Services Department, Transportation Department, Public Utilities Department, and Development Services Department, and the Office of the City Clerk.

Transportation and Stormwater departments. It has since expanded to include other departments, such as:

- Office of the City Clerk;

- Development Services Department;

- Environmental Services Department;

- Sustainability and Mobility Department;

- Parks and Recreation Department;[3]

- Public Utilities Department; and

- San Diego Police Department;

This expansion of Get It Done has increased residents' ability to report a wide variety of problems and access services through one customer service portal. As of September 2022, the Get It Done mobile app and web portal support 61 services. As illustrated in **Exhibit 1** below, these services span across eight reporting categories.

Exhibit 1

The Get It Done Web Portal Accepts Eight Categories of Service Requests

Source: Auditor generated based on the Get It Done web portal.

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[3] Although the Parks and Recreation Department was integrated with Get It Done in 2022, as of September 2022, this feature is unavailable for residents. PandA is working with the Parks and Recreation Department on training before feature is rolled out to the public.

In addition to Get It Done, the City has many customer service portals and intake channels for residents to report problems or request information about City services.

Although Get It Done has improved residents' access to communicate with the City on a wide variety of issues through one intake option, the City has other customer service portals and intake channels for residents to communicate with the City. For example, residents can directly call and email City departments to report problems to the City or to obtain information. Additionally, residents can report code enforcement issues to the Development Services Department's web portal, which has its own system to track enforcement cases. In addition to contacting departments, residents can also contact the City by contacting elected officials. As we discuss below, service requests made to most departments integrated with Get It Done are tracked in Salesforce, regardless of whether the request was made through Get It Done or through other means.[4]

Prior reports have recommended that the City move toward establishing a centralized customer service center.

A 2015 audit from the Office of the City Auditor found that the City's decentralized customer service model made it difficult for some customers to report right-of-way maintenance needs and recommended the City develop a Citywide Strategic Plan with the goal of creating a single, centralized 3-1-1 customer service center, including a single 3-1-1 phone line, webpage, and mobile app for Citywide public right-of-way maintenance service requests.[5,6]

In response to this recommendation, the City developed the Get It Done mobile app and web portal described above. In addition, the City hired a consultant to assess the City's organizational readiness, capabilities, and capacity, and to deliver a roadmap to implement a 3-1-1/Customer Relationship Management (CRM) system, including a centralized phone number. At the time of the report, in 2016, the consultant noted that costs for implementing a 3-1-1 phased-in approach amounted to $3 million in one-time

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[4] Calls to the San Diego Police Department are not tracked in Salesforce.

[5] https://www.sandiego.gov/sites/default/files/15-015_Citywide_Right-of-Way_Maintenance.pdf

[6] In 1997, the Federal Communications Commission reserved the use of the 3-1-1 number on a nationwide basis for non-emergency police services; however, it allowed non-compliant uses of 3-1-1 to continue until the local government in that area was prepared to activate a non-emergency police 3-1-1 service. The 3-1-1 non-emergency system allows citizens to access their local government for non-emergency call issues, such as loss of water service, stray animals, and potholes.

startup costs over fiscal years 2017–2022, and $1.2 million in on-going operation costs that would continue on into the future. The report noted that costs of establishing a 3-1-1 option could be mitigated by reallocating contact center employees from other departments. Further, the consultant indicated that regardless of the City's approach to a contact center, the City should secure and utilize the 3-1-1 telephone number.[7]

After receiving the consultant report, the City indicated that rather than investing in building a call center and utilizing the single 3-1-1 phone number, it would take a "more strategic and balanced approach" that would offer more efficient and desirable options for reaching the City. The City's stated goal was to make online services easier to use and information more accessible, allowing people to remain online rather than having to make a phone call. According to PandA, the City's intent was to prioritize more cost-effective in-demand digital services, while at the same time not eliminating any existing phone numbers.

The consultant report also highlighted the many benefits that a CRM can provide, such as reducing wait times and increasing the efficiency and effectiveness of the 9-1-1 communications center, providing customers easy access to City services and an enterprise-wide knowledge base of City articles, and providing trackability and accountability of customer-generated service requests to help improve City service delivery.

Get It Done is supported by Salesforce, which is the City's Customer Relationship Management System.

A CRM system is a centralized database tool for tracking service requests regardless of the methods in which local governments receive the information. Salesforce is a cloud-based system that tracks service requests submitted through the Get It Done web portal and mobile app, as well as service requests originated through other intake channels for departments integrated with Get It Done. For example, for a service request originated through a telephone call or email to departments integrated with Get It Done, staff submit the request directly into

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[7] City officials we spoke with noted that these cost estimates did not include additional expenditures for the City to expand capacity and resources in order to respond to service requests received through a 3-1-1 contact option. The Other Pertinent Information section of our report discusses issues related to the City's resource capacity and ability to respond to the City's many service requests.

Salesforce.[8] Service requests submitted to departments not integrated with Get It Done, made to the SDPD non-emergency line, the Development Services Department's web portal, and others, are tracked separately by each department**. Exhibit 2** below shows how service requests are tracked by departments integrated with Get It Done and by departments not integrated with Get It Done.

Exhibit 2

Service Requests Submitted through the Get It Done Platform, and through Other Intake Channels for Departments Integrated with Get It Done, are Tracked in Salesforce
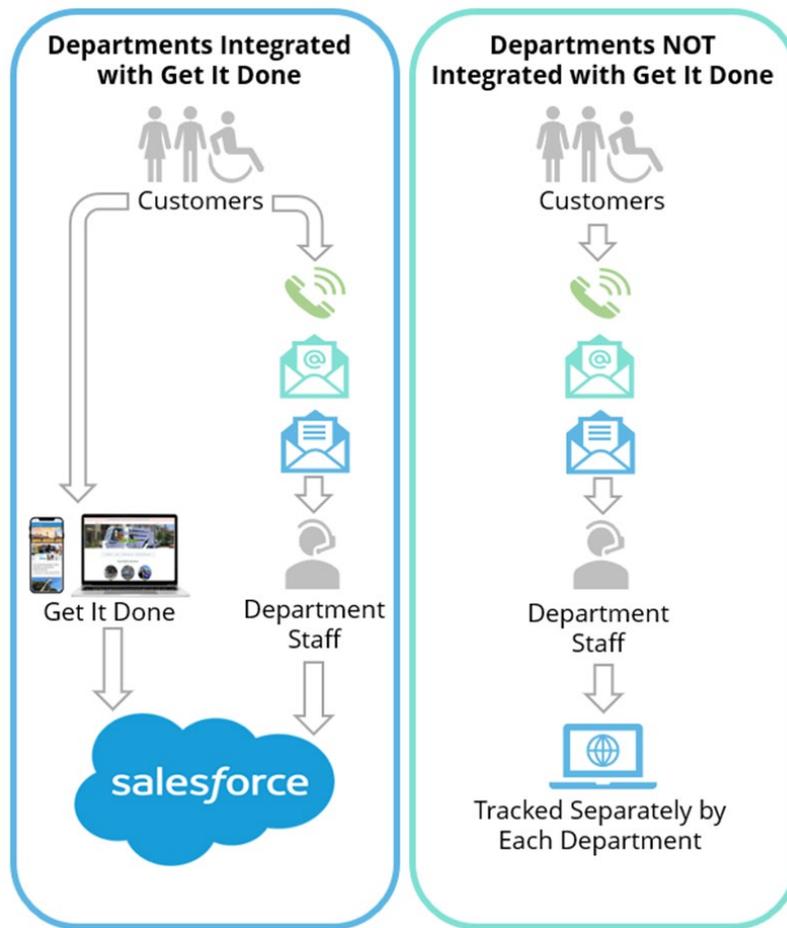
Source: Auditor generated based on review of Get It Done training materials, Salesforce data, and interviews with the Performance and Analytics Department, the Transportation Department, and Environmental Services Department.

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[8] Although, the San Diego Police Department (SDPD) Parking Division is integrated with Get It Done and customers can call the SDPD non-emergency line to report these issues, SDPD does not enter these service requests into Salesforce.

The seven most common service requests submitted through Get It Done in 2021, as categorized by customers, accounted for 72 percent of service requests.

As noted above, the Get It Done platform gives residents the ability to report problems or request services in the City's right-of-way. According to data in Salesforce, there were a total of 368,189 service requests submitted in 2021, of which 296,209—or 80 percent—were submitted through the Get It Done web portal and mobile app. The remaining 71,980 service requests originated through other methods, such as via telephone, worker app, and staff, among others. Of the 296,209 service request submitted through the Get It Done web portal and mobile app, the seven most common service requests accounted for 214,657—or 72 percent—of these service requests. As shown in **Exhibit 3** below, in 2021, the most common services, as submitted by customers in Get It Done, were for parking, encampments, graffiti, missed collection, shared mobility devices, illegal dumping, and potholes.[9]

Exhibit 3

Top Seven Service Requests Submitted through the Get It Done Mobile App and Web Portal in 2021

Service Request Type	Number of Service Requests submitted through Get It Done in 2021
Parking	54,226
Encampments	35,409
Graffiti	32,568
Missed collection	30,887
Shared mobility devices	28,075
Illegal Dumping	20,760
Potholes	12,732

Note: Parking service requests include those pertaining to 72-hour violation and parking zone violation.

Source: Auditor generated based on Salesforce data.

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[9] Shared mobility devices are electric bicycles, motorized bicycles, and motorized scooters readily available for public use in the City through technology-based platforms. Although shared mobility devices was one of the most common service requests submitted through the Get It Done web portal and mobile app in 2021, our review excluded this service request type as the City is not directly responsible for resolving service requests pertaining to shared mobility devices.

Get It Done has expanded customer service accessibility, and has received both national and international recognition.

PandA's efforts on Get It Done has greatly expanded the public's access to report problems to the City and obtain information on City services. For example, prior to Get It Done, the City's Street Report app allowed customers to report potholes or other infrastructure concerns to the City, however, the app was only available to iPhone customers. Further, the Get It Done platform has been a valuable resource for the City, as it has allowed both the City and the public to obtain data on City operations through the City's Open Data Portal.[10]

PandA has received both national and international awards for its efforts in innovative governing. Some of the awards and recognition PandA has received include:

- In 2020, Bloomberg Philanthropies awarded the City the "What Works Cities" certification for its public outreach tools, such as the Get It Done mobile app and the City's open data policy, for investing in data and transparency and use of data to drive decisions that impact the lives of residents.

- In 2019, the Center for Digital Government awarded the Get It Done platform for Best Application.

- In 2019, the International Data Corporation Smart Cities recognized the City for its expansion of the Get It Done platform.

- In 2016, the World Council on City Data platinum certified the City for its open data efforts. The City of San Diego became the third City in the United States to achieve this distinction.[11]

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[10] The City's Open Data Portal is a catalog containing various datasets regarding City transactions. The City's Open Data Portal catalog includes reports of non-emergency problems submitted by customers of Get It Done. The Get It Done catalog contains information such as the date and time a report was submitted, what the problem was, the location of the problem, and the date when the customer was notified that the City addressed the problem.

[11] The Work Council on City Data (WCCD) was founded in Canada in 2014. The WCCD helps cities and communities of all sizes globally embrace international standards on city data that haven been published by the International Organization for Standardization.

Multiple national organizations provide guidance on managing centralized customer service portals.

Exhibit 4 below provides a brief summary of some organizations that provide guidance to local governments for implementing and improving centralized customer service portals, such as 3-1-1 programs and CRM systems. We refer to guidance and best practices from these sources throughout the report.

Exhibit 4

Some of the Organizations that Provide Guidance on Managing Centralized Customer Service Portals

The International City/County Management Association (ICMA)

- ICMA is an association of professional city and county managers who serve local governments, dedicated to creating and supporting thriving communities.
- ICMA works with its members to identify and speed the adoption of leading local government practices in order to improve the lives of residents.

The Leadership for a Networked World Program (LNW)

- LNW is a research initiative that works to create transformational thought leadership and learning experiences for executives building the future.
- LNW realizes its mission through a combination of executive education, real world case studies, and learning insights that help leaders and policymakers across disciplines and sectors improve organizational outcomes and value.

Harvard Business Review (HBR)

- HBR aims to provide professionals around the world with rigorous insights and best practices to help lead themselves and their organizations more effectively and to make a positive impact.

Source: Auditor generated based on review of the International City/County Management Association, Leadership for Networked World Program, and Harvard Business Review websites.

Audit Results

Finding 1: While Get It Done has greatly expanded customers' access to request services, many customers receive limited, confusing, or inaccurate information about their service requests.

Get It Done sometimes provides customers with limited, confusing, inaccurate, misleading, or inconsistent service request information.

Get It Done is a useful tool that many customers use to access or request City services. However, as illustrated in **Exhibit 5** below, we found that Get It Done sometimes provides customers with inaccurate, misleading, or confusing information about their service requests, which likely impacts customer satisfaction.

We found that the City can improve the completeness, accuracy, and clarity of the information provided to customers by:
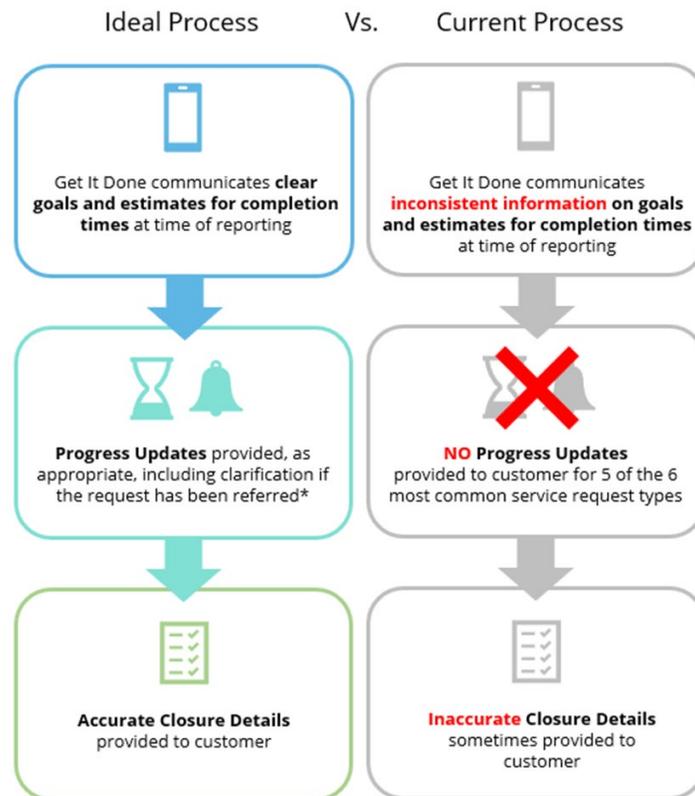
- Setting and communicating clear goals and estimates for service request completion times. For example, we found that Get It Done does not consistently inform customers of target completion times and estimated completion times for the six most common service requests. Setting and communicating clear goals for service request completion times is a best practice and can help manage expectations for submitted service requests.

- Providing progress updates where appropriate on service requests, and clarifying communications to customers when a request is outside the jurisdiction of the City. For example, for some requests, Get It Done informs customers that their request is referred and closed at the same time, even though the service request may still be unresolved. There are steps the City can take to better inform customers of the case status for these cases.

- Providing accurate case closure details to customers. For example, Get It Done provided accurate case closure details to customers in 81 percent of the cases and inaccurate or misleading closure details in 19 percent—or nearly 1 in 5 customers—of the cases we

reviewed. Customers are not satisfied with the report closure details provided in Get It Done, and this is also an issue that elected officials are particularly concerned about.

Although customer satisfaction is discussed in more detail in the "Other Pertinent Information" section of our report, we found that the City can continue to improve Get It Done as a key customer service tool for providing high-quality customer service to the public.

Exhibit 5

The Current Process for Service Requests Submitted through the Get It Done Mobile App and Web Portal Does Not Communicate Target and Estimated Completion Times, Does Not Provide Progress Updates, and Provides Inaccurate Closure Details to Some Customers

Ideal Process   Vs.   Current Process

Get It Done communicates **clear goals and estimates for completion times** at time of reporting

Get It Done communicates **inconsistent information** on goals **and estimates for completion times** at time of reporting

Progress Updates provided, as appropriate, including clarification if the request has been referred*

NO Progress Updates provided to customer for 5 of the 6 most common service request types

Accurate Closure Details provided to customer

Inaccurate Closure Details sometimes provided to customer

*The Progress Update language should reflect that referred cases have been referred and not closed. For these cases, no additional Progress Updates are provided.

Source: Auditor generated based on review of the City's Fiscal Year 2023 Adopted Budget; Get It Done mobile app and web portal; and interviews with the Transportation Department Street Division, San Diego Police Department Parking Division, San Diego Police Department Neighborhood Policing Division, and Environmental Services Department.

Get It Done does not inform customers of target completion times for any of the six most common service requests.

The International City/County Management Association (ICMA) notes the importance of departments' commitment to responding to service requests within a specified time period (i.e., target completion times), as this helps to manage citizen expectations. Additionally, the 2016 Stern Consultant Report noted opportunities for improving customer service in the City, including sharing target completion times with residents. However, we found that, for the six most common service requests, the Get It Done platform does not currently inform customers of target completion times.

We reviewed City budget documents and found that service requests pertaining to graffiti, potholes, encampments, and parking have either Key Performance Indicators or target completion times available in the Fiscal Year 2023 Adopted Budget; by providing this information to Get It Done customers when they report an issue, Get It Done can help improve transparency and accountability.

Get It Done provides estimated completion times on the report submission screen for some—but not all—of the most common types of service requests.

Unlike target completion times, which refer to the desired time for departments to resolve service requests, estimated completion times refer to how long it actually takes to resolve service requests. For the most common service requests, Get It Done provides estimated completion times for service requests in the Frequently Asked Questions (FAQs) section of Get It Done; however, it inconsistently provides this information in the report submission screen.[12] We found that the FAQs provide estimated completion times for all six of the most common service requests; however, the report submission screen informs customers of estimated completion times for only three of the most common service requests. Given that customers are more likely to proceed to the report submission screen than to navigate the site to access the FAQs, Get It Done may be missing an opportunity to manage expectations in terms of how long customers should expect it to take for their service request to be resolved. As shown in **Exhibit 6**, Get It Done may be missing an opportunity to use the report submission screen to inform customers of estimated completion times and thereby help

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[12] Customers are also provided a link to the FAQs section of Get It Done after they submit a service request.

manage customer expectations for service requests pertaining to encampments, illegal dumping, and potholes.

Exhibit 6

Get It Done Does Not Consistently Inform Customers of Target Completion Times and Estimated Completion Times for the Six Most Common Service Requests

Service Request Type	Get It Done informs customers of Target Completion Times	Adopted Budget informs customers of Target Completion Times	Report Submission Screen informs customers of Estimated Completion Times	Get It Done FAQs Section informs customers of Estimated Completion Times
Parking	✗	✓	✓	✓
Missed Collection	✗	✗	✓	✓
Homeless Outreach/Encampments	✗	✓	✗	✓
Graffiti	✗	✓	✓	✓
Illegal Dumping	✗	✗	✗	✓
Potholes	✗	✓	✗	✓

Source: Auditor generated based on review of the Get It Done mobile app and web portal as of May 2022, and review of Fiscal Year 2023 Adopted Budget report.

Other benchmarked municipalities inform their 3-1-1 customers of estimated resolution times.

We found that other municipalities inform their 3-1-1 customers of estimated resolution times. For example, both the City and County of San Francisco's 3-1-1 (SF 3-1-1) and the City of Austin's 3-1-1 inform their customers of expected response times during the report submission screen. In fact, SF 3-1-1 provides specific expected response times based on the asset the service request pertains to. As shown in **Exhibit 7**, for service requests pertaining to graffiti removal, SF 3-1-1 informs customers of the expected response times for graffiti on commercial and residential buildings, sidewalks, parking and traffic signs, and others. By providing this information on the report submission screen, SF 3-1-1 provides its customers with set expectations for how long it will take for their service requests to be addressed.

Exhibit 7

The City and County of San Francisco's 3-1-1 Report Submission Screen Informs Its Customers of Expected Response Times for Service Requests

Source: The City and County of San Francisco 3-1-1 website.

PandA is working on adding a dashboard to Get It Done that will provide customers with estimated completion times for service requests.

While the Performance and Analytics Department (PandA) has improved some elements of Get It Done, some elements are still in development or have not been developed consistently. For example, PandA is working on adding a dashboard to the report submission screen for Get It Done that will provide customers with more information regarding estimated completion times for service requests. Specifically, as shown in **Exhibit 8**, the dashboard will inform customers of the average, minimum, and maximum estimated completion times for different service request types.

Exhibit 8

PandA's Dashboard Will Provide Customers with Average, Minimum, and Maximum Estimated Completion Times for Service Requests

Source: Dashboard simulation from the Performance and Analytics Department.

Only one of the most common service request types provides progress updates.

Get It Done provides progress updates for only one of the six most common service requests. Specifically, service requests pertaining to encampments provide customers with the opportunity to access additional details, which inform customers of actions the City took to address their request. As shown in **Exhibit 9** below, for this type of service request, Get It Done provides customers with the work order number, the date when the work order was completed, and the outcome of the work order. By providing progress updates for service requests submitted through Get It Done, the City provides customers transparency regarding what the City is doing to resolve their request.

Exhibit 9

For Service Requests Pertaining to Encampments, Get It Done Allows Customers to Access Additional Details that Provide Work Order History

Source: Auditor generated based on the Get It Done web portal.

According to the Leadership for a Networked World Program at Harvard University, an outstanding customer service experience requires jurisdictions to be transparent for services requests. Specifically, it notes that this can be achieved by providing current service status, similar to updates of tracking a mail package, as well as providing the results of the service request. Additionally, a report from the Government Finance Officers Association on Customer Relation Management systems for the public sector notes that progress updates should be made whenever significant progress has been made in completing a step in the resolution process.

For certain cases, the case status information being provided may cause confusion for customers.

Although some service request types submitted through Get It Done are externally referred to City departments not integrated with Get It Done or to entities outside the City for resolution, Get It Done informs customers that these service requests have

been closed.[13] For externally referred cases, Salesforce will forward, via email, the request to the responsible party for resolution while informing the customer that the case is closed. Reporting that the case is closed prior to resolution may cause confusion and impact satisfaction with Get It Done as this may lead customers to believe that their service request has been resolved, when in fact their request may still be unresolved. For example, as show in **Exhibit 10** below, a service request pertaining to graffiti on an AT&T-owned asset shows the current status as "Referred", yet also indicates that the case is "Closed".

Exhibit 10

For Some Service Requests, Get It Done Informs Customers that Their Request Has Been Referred and Closed at the Same Time, Even Though the Service Request May Still Be Unresolved
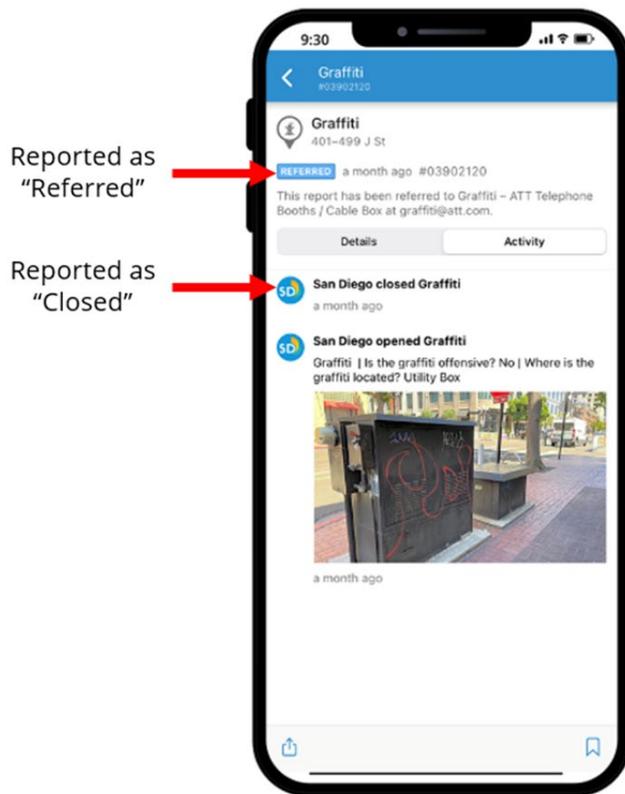
Source: Auditor generated based on screenshots from Get It Done.

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[13] External referrals are those which are referred outside Salesforce to entities outside the City's organization, such as AT&T, Bird, Caltrans San Diego, City of Chula Vista, Cox Communications, Port of San Diego, San Diego Metropolitan Transit System, San Diego Gas & Electric, etc., or to City departments or functions not integrated with Get It Done, such as the Risk Management Department, Development Services Department – Street Tree Permits, San Diego Fire-Rescue Department, and others.

Although the current set up of Get It Done limits the City's ability to inform customers when externally referred cases are resolved, there are steps PandA can take to better inform customers of the case status for these cases.

Because some City departments and entities outside the City are not integrated with Get It Done, Get It Done is unable to inform some customers of when their service request is actually resolved. Although PandA is working to integrate more departments with Get It Done, thus reducing the service requests that must be externally referred, we acknowledge that there are limitations to integrating all departments and entities outside the City with Get It Done. Nevertheless, for these closed-referred service requests, there are steps PandA can take, such as revising case status language to better inform customers of the case status.

Providing accurate case closure details to customers is also important for the City's efforts to improve customer service.

We reviewed a sample of 259 service requests that were closed in 2021. As shown in **Exhibit 11** below, for the cases for which we were able to make a determination, we found that Get It Done provided accurate case closure details to customers in 81 percent of the cases and inaccurate or misleading closure details in 19 percent of the cases—or nearly 1 in 5 customers—of the cases we reviewed.[14] Our review consisted of the most common types of service requests submitted through Get It Done, involving cases pertaining to the Transportation Department Street Division (Street Division), the Environmental Services Department (ESD), the San Diego Police Department Parking Division (Parking), and the San Diego Police Department Neighborhood Policing Division (Neighborhood Policing) to determine whether the case closure details provided to customers was commensurate with the actions staff took to determine that the case warranted closure.[15]

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[14] For 35 of the cases we reviewed, we were unable to determine whether departments provided accurate closure details to customers; departments either provided no information or noted that due to the age of the case and staff turnover, they were unable to provide further information on case resolution. This applied to 14 cases for ESD, 0 cases for Neighborhood Policing, 14 cases for Parking, and 7 cases for Street Division.

[15] To gauge satisfaction with Get It Done, PandA provides the Get It Done Satisfaction Survey to customers when the service request is closed. We selected a random sample of the top four service request types for which surveys were completed (i.e., surveys of closed cases pertaining to: Neighborhood Policing, Parking, ESD, and Street Division) submitted by Get It Done customers in 2021. To achieve a 90 percent confidence level with a 5 percent margin of error for the top four service request types, we randomly sampled 264 of the 10,548 surveys.

Exhibit 11

Get It Done Provided Accurate Case Closure Details to Customers in 81 percent of the Cases and Inaccurate or Misleading Closure Details in 19 Percent of the Cases We Reviewed

Department/ Division	Number of Cases Reviewed*	Percentage of Cases with Accurate Closure Details	Percentage of Cases with Inaccurate or Misleading Closure Details
ESD**	67	61%	39%
Neighborhood Policing***	18	100%	0%
Parking****	30	87%	13%
Street Division*****	109	89%	11%
Total	**224**	**81%**	**19%**

*We were unable to make a determination for another 14 cases for ESD, 0 cases for Neighborhood Policing, 14 cases for Parking, and 7 cases for Street Division. Additionally, there were 5 cases that did not pertain to service requests.

**Service requests pertaining to ESD included: Missed collection, illegal dumping, dead animals, and others.

***Service requests pertaining to Neighborhood Policing involved encampments.

****Service requests pertaining to Parking included 72-hour violation and parking zone violation.

*****Service requests pertaining to Street Division included: graffiti, tree maintenance, street lights, potholes, sidewalks, and others.

Source: Auditor generated based on review of 2021 Get It Done data, review of work orders in SAP, interviews with the Environmental Services Department, San Diego Police Department Neighborhood Policing Division, San Diego Police Department Parking Division, and Transportation Department Street Division.

In many of these cases, departments informed the customer that the City had resolved the request when it had not. For example, as shown in **Exhibit 12** below, we reviewed a case pertaining to a street light outage which was reported in May 2020 and closed by Street Division in March 2021. In this case, Street Division informed the customer that "City crews recently resolved the issue or conducted the necessary repairs as reported in [the] inquiry." However, when we followed up with

Street Division in June 2022, it reported to us that the issue was actually still unresolved.

Exhibit 12

In a Case We Reviewed Pertaining to a Streetlight, Street Division Informed the Customer that the Case was Resolved Despite the Issue Still Awaiting Repair

May 24, 2020

Street light outage **reported** via Get It Done

March 12, 2021

Closure details provided to customer:

*"City crews recently **resolved the issue** or conducted the necessary repairs as noted in your inquiry."*

June 14, 2022

Transportation Department reported to us that the **issue was still unresolved**
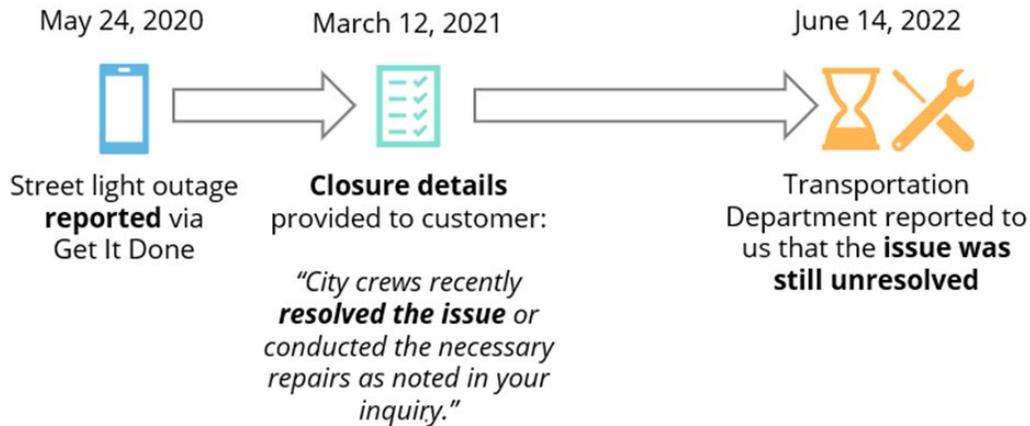
Source: Auditor generated based on review of Get It Done data, SAP, and interview with the Transportation Department Street Division.

In some cases we reviewed, although departments have communication codes to inform customers that the issue is located on private property -- property which staff is unable to access -- departments informed customers that either staff resolved the issue, staff was unable to locate the issue, or the area was inaccessible to staff. For example, we reviewed a case in which a customer reported dumped trash (i.e., illegal dumping). Instead of using the communication code to indicate that the issue was located on private property, the department informed the customer that "the area was inaccessible to crews or some circumstance prevented the handling of the situation [and to] [p]lease submit another report if circumstances have changed, so [it] can address the issue." However, survey comments reflected that the issue was unresolved. When we inquired with the department, it stated that the issue was located on private property and thus, the department was unable to go onto the property to resolve the request.

Further, for some cases in which misleading information was provided to customers, although the City had resolved the service request, it did so as part of its normal operations and not

due to the customers' requests. Specifically, we found that for cases pertaining to missed collections, ESD did not respond to the missed collection when it was reported. Instead, ESD closed the cases after the customers' next regularly scheduled collection day, and then informed customers that staff had emptied the container and the case had been resolved. ESD noted that severe staffing resource retractions, particularly during the height of the COVID pandemic, was a contributing factor for the misleading closure details.

In our review of these cases, we found that Neighborhood Policing stood out in its efforts to provide accurate case closure details to customers. In addition to the closure details provided to customers via Get It Done, Neighborhood Policing indicated that officers reach out to customers to inform them of the actions staff took to resolve their request. In fact, some of the survey comments in our sample reflected appreciation for this effort. We also note that according to the Get It Done Satisfaction Survey, which we discuss in the Other Pertinent Information section of this report, Neighborhood Policing had one of the highest customer satisfaction scores among the most common service requests types submitted through Get It Done in 2021.

Training and documented procedures are needed to ensure that staff close cases with proper communication codes.

PandA worked with operational departments to develop customized communication codes as a way for departments to communicate case resolution with Get It Done customers. Communication codes are specific to each department and are intended to provide the best information to Get It Done customers based on staff's reasoning for closing the case. Although reference guides to assist staff when selecting appropriate closure codes are available on the City's intranet, staff noted that they have not received proper training on using the different communication codes and instead rely on their judgment. Further, staff also noted that they sometimes personally contact customers to provide additional information regarding the case.

Additionally, departments did not provide us with any formal, documented process to ensure that staff are selecting the appropriate communication code when cases are closed. Although PandA has training materials to assist departments on

closing cases and selecting communication codes, the materials do not provide guidance for a high-level review to ensure that the accurate communication codes are selected. According to departments, supervisors rely on staff's explanation of work conducted to select the communication code, and also rely on the first communication code from a drop-down list or on a much shorter collection of familiar codes to communicate the case outcome with customers.

Customers are not satisfied with the report closure details in Get It Done; this is also an issue that elected officials are particularly concerned about.

We also reviewed customer satisfaction information from a survey known as the Medallia Survey.[16] The Medallia Survey rates customers' satisfaction across different aspects, including report closure details, ability to check report status online, report confirmation email, and other aspects on a scale from 0 (not at all satisfied) to 10 (extremely satisfied). As shown in **Exhibit 13**, we found that the average satisfaction score for report closure details had a lower score compared to the ability to check report status online.[17]

Exhibit 13

Report Closure Details Had a Lower Average Score Compared to the Ability to Check Report Status Online

Report Closure Details — 5.7

Report Status Online — 7.1

Source: Auditor generated based on Medallia Survey data from March 2021 through July 2022.

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[16] The Medallia Survey is a lengthier survey compared to the Get It Done Satisfaction Survey. According to PandA, the Medallia Survey is currently provided to 25 percent of all closed cases. PandA also indicated that it is working to combine the Get It Done Satisfaction Survey and Medallia Survey into one streamlined survey that all Get It Done customers will complete, and anticipates launching this updated survey within 2022.

[17] A general consideration with interpreting survey results is "survey bias" (i.e., that not all customer experiences may be reflected in the survey results). Survey bias may result in more responses from customers with either particularly positive or particularly negative experiences, for example. Nevertheless, surveys and ratings remain a common way to assess customer experience.

This report closure issue is also something that elected officials are particularly concerned about, according to a survey we conducted of City Council Offices and the Mayor's Office. Specifically, offices expressed dissatisfaction with the update information provide by Get It Done. In our survey, we asked offices to rate their level of satisfaction with the status or resolution update noted in Get It Done. As shown in **Exhibit 14** below, six of the offices indicated either being dissatisfied or very dissatisfied with the update information noted in Get It Done.

Exhibit 14

The Majority of Surveyed Offices Indicated Being Dissatisfied with Status and Resolution Updates in Get It Done

If your office has used Get It Done to submit service requests or report problems to the City, and to check the status or resolution of the request or problem, how satisfied was your office with the update noted in Get It Done?
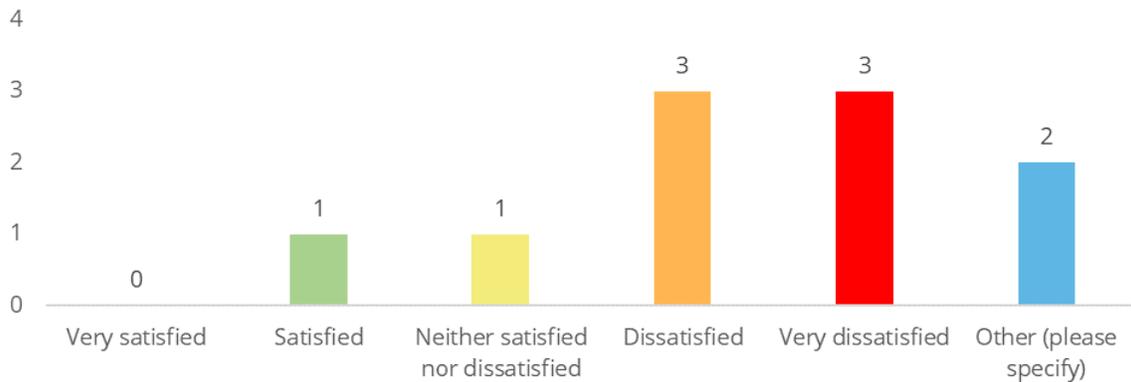
Source: Auditor generated based on City Council Offices and Mayor's Office responses to our survey.

To address the issues outlined above, we recommend:

Recommendation 1

To improve transparency and accountability, the Performance and Analytics Department should follow through with including estimated completion times and the target completion times in the Get It Done report submission screen.

(Priority 2)

Recommendation 2

To improve the Get It Done customer experience, the Performance and Analytics Department should review, identify, prioritize, and document which services could feasibly include progress updates to customers (i.e., "interim" steps). As part of this effort, PandA should also articulate a plan and timeline for developing progress updates to customers for these service request types.

(Priority 3)

Recommendation 3

The Performance and Analytics Department, in consultation with departments, should revise the response language to customers to not use the term "Closed" if a case has merely been referred and the customer's issue may not yet have been addressed.

(Priority 2)

Recommendation 4

To ensure that operational staff are adequately trained on communication codes, the Performance and Analytics Department, in consultation with relevant departments/divisions for the most common service requests (i.e., Environmental Services Department, San Diego Police Department Neighborhood Policing Division, San Diego Police Department Parking Division, and Transportation Department Street Division) should provide updated training to staff that includes using the appropriate communication code.

(Priority 2)

Recommendation 5   To ensure the accuracy of communication codes entered, relevant departments/divisions for the most common service requests (i.e., Environmental Services Department, San Diego Police Department Neighborhood Policing Division, San Diego Police Department Parking Division, and Transportation Department Street Division) should develop, implement, and document policies and procedures that require supervisors to regularly review service requests and the communication codes used for consistency and accuracy. These policies and procedures should specify how supervisors should select service requests cases for review, require this review to be documented, and identify corrective actions where necessary.

(Priority 2)

Finding 2: A centralized, 3-1-1 phone-based intake option could improve the customer service experience, increase equity and access to City services, and decrease SDPD's call volume and wait times.

Although the City has made efforts to establish Get It Done as the primary point of contact for the public, customer service portals remain decentralized and many residents still report issues via phone.

Get It Done provides a single point of contact opportunity for the public to communicate issues to the City. However, it is not the City's sole customer service portal, as some departments have their own customer service center or portal for customers to report problems. In addition to these department-managed customer service centers and portals, residents also use various other methods to report problems to the City, including by emailing the City and by contacting City Council Offices. **Exhibit 15** below shows that in 2021, the City received nearly one million calls through various customer service portals, and the San Diego Police Department (SDPD) non-emergency line had the highest number of calls received among the listed customer service portals.[18]

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[18] The SDPD non-emergency line is intended for calls that do not involve serious injury, calls that involve property damage or loss, calls with no possibility that a suspect is still at the scene, and calls for which immediate response is not needed.

Exhibit 15

The City Received Nearly One Million Calls in 2021 through Various Customer Service Portals

Customer Service Portal	Number of Calls Received
SDPD Non-Emergency	621,953*
Environmental Services Department	117,576
Public Works/Station 38	96,000
Public Utilities Department	78,621
Office of the City Clerk**	5,023
Development Services Department	702
Total	**919,875**

*The 621,953 calls made to the SDPD non-emergency line were for fiscal year 2021.

** The Office of the City Clerk does not process service requests; however, it does answer phone calls and emails from the public seeking to submit service requests. The 5,203 calls noted here pertain to phone calls and emails which the Office of the City Clerk referred out to City departments and are from a seven month period from July 2021 to January 2022.

Source: Auditor generated based on the 2016 Stern Consulting Report, City of San Diego website, and interviews with the Performance and Analytics Department, Environmental Services Department, and Office of the City Clerk.

The City currently lacks a centralized 3-1-1 phone option for residents to contact the City.

3-1-1 is a non-emergency phone number that people can call in many cities to find information about services, make complaints, or report problems like graffiti or road damage. Even in cities where a different phone number is used, 3-1-1 is the generally recognized moniker for non-emergency phone systems. Although the City reserved the 3-1-1 number with the intent to deploy a centralized contact option, the City did not move forward with it; yet many people still contact the City via phone.

The Transportation Department (Transportation) and the Environmental Services Department (ESD) customer service centers currently operate as models of how a 3-1-1 contact center for the City could operate. Transportation's dispatch call center—or Station 38, as it is often referred to—is a 24-hour 7-

day-a-week call center that the public and City employees can use to report department-specific problems throughout the City. According to Transportation, Station 38 dispatchers answer upwards of 500 calls on a regular day, while on a busy day this number can double. From these calls, dispatchers manually create service requests in Salesforce. Further, dispatchers are also responsible for reviewing all service requests submitted through Get It Done that are categorized under Transportation and those labeled as "Other."[19] Similar to Transportation, ESD also receives calls to its customer service center and creates service requests in Salesforce as warranted. According to the Department of IT, it is in the late stages of implementing a new phone tree system using Amazon Connect, which will better position the City to implement a centralized call option.

Centralized customer service portals can improve customers' experiences.

As noted in the Background, in 2015, the Office of the City Auditor recommended that the City, with the assistance of a working group, develop a Citywide Customer Service Strategic Plan with a goal of establishing a centralized 3-1-1 customer service center. Further, the 2016 Stern Consultant Report, which the City commissioned in response to our audit, also recommended that the City secure and utilize the 3-1-1 phone number as part of a roadmap to implement a Customer Relationship Management system to improve the customer experience by providing customers with the ability to communicate with the City on a variety of channels.

As shown in **Exhibit 16**, as of 2022, the City of San Diego is one of just two of the ten most populous cities in the United States and one of three of the most populous California cities that do not have a 3-1-1 style contact option. Additionally, we found that all of the ten most populous Canadian cities have a 3-1-1 style contact option.

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[19] The "Other" category allows customers to report service requests that do meet any of the categories established in the Get It Done platform. "Other" service requests are reviewed by Station 38 dispatchers and either transferred or referred to the appropriate department or agency.

Exhibit 16

Many of the Most Populous Cities in the United States and California have a 3-1-1 Style Contact Option

Most Populous Cities in the United States		Most Populous Cities in California	
Municipality	**3-1-1 Contact Option?**	**Municipality**	**3-1-1 Contact Option?**
1. New York	✓	1. Los Angeles	✓
2. Los Angeles	✓	2. San Diego	✗
3. Chicago	✓	3. San Jose	✓
4. Houston	✓	4. San Francisco	✓
5. Phoenix	✗	5. Fresno	✓
6. Philadelphia	✓	6. Sacramento	✓
7. San Antonio	✓	7. Long Beach	✗
8. San Diego	✗	8. Oakland	✓
9. Dallas	✓	9. Bakersfield	✗
10. San Jose	✓	10. Anaheim	✓

Source: Auditor generated using municipal website data.

Further, the Leadership for a Networked World Program at Harvard University states that local governments should provide anywhere and anytime access by the channel of the customers' choice. It also notes that consolidating resources from multiple call centers into one single center and standardizing services improves the customer experience by making it convenient and consistent. This also aligns with the City's Strategic Plan that values equity and inclusion by taking intentional action to create equal access to opportunity and resources.

The 3-1-1 customer service centers that we contacted in other cities reported being able to respond to customer information inquiries and intake service requests for most customer calls

without transferring them to the department responsible for providing service. For example, 3-1-1 Austin recieved approximately one million calls in fiscal year 2021.[20] The City of San Diego received around one million requests in 2021, making it comparable to other cities with centralized customer service centers we benchmarked against.[21]

The City prioritized establishing the Get It Done platform to make online services easier to use, information more accessible to residents, and create a tool that provides a consistent approach to service requests.

As noted in the Background and above, although the 2016 Stern Consultant Report recommended that the City secure and utilize the 3-1-1 phone number, the City pursued another approach to customer service. According to a 2016 Staff Report, the City noted that instead of strictly investing in building a call option, the City was taking a more strategic approach. Specifically, it noted that by making online services easier to use and information more accessible, the City could provide tools that allow customers and employees to communicate seamlessly on multiple communication channels rather than having to make a phone call. According to the Performance and Analytics Department (PandA), the City decided to prioritize development of the Get It Done platform before establishing a 3-1-1 contact option. The City noted that its intent was not to ignore or displace customers that prefer to use the phone, but rather to pursue a balanced approach that would include offering more efficient and desirable options for reaching the City. However, as illustrated in **Exhibit 15** above, even without an easy to use 3-1-1 contact option, there were nearly one million calls to the City outside of the Get It Done platform in 2021.

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[20] The City of Austins' fiscal year is from October 1 to September 30.

[21] We conducted a benchmarking analysis comparing the City of San Diego's service request intake mechanisms to various municipalities with 3-1-1 programs, such as the City of San Jose, City of Sacramento, City of Los Angeles, City and County of San Francisco, City of Austin, and City of Houston.

A centralized phone-based intake option could provide various benefits, such as improve the customer service experience, increase equity and access for reporting service requests, and decrease SDPD's call volume and wait times.

The City's development of the Get It Done platform has improved several issues related to customer service outlined in the 2015 Citywide Right-of-Way Maintenance audit. For example, the 2015 audit highlighted how a centralized customer service solution could help with:

- Improving accountability by providing the City and the public with better information to monitor performance and efficiency; and

- Providing City leadership and management with better information regarding the true demand for City services, which would enable the City to more effectively allocate and deploy limited resources.

By developing Get It Done as a centralized intake point, the City has made important strides in these areas—although as noted in Finding 1, there are still areas for improvement. For example, as noted in the Background, although Salesforce tracks the number of Get It Done service requests, because the City has other intake mechanisms and departments have their own systems to track inquiries and service requests, the City may not have a full picture of the true demand for service requests. The Independent Budget Analyst has also stated that Get It Done data can be a useful tool in determining the expected service delivery time but that it must not be the sole driver in setting those service level targets.

The City's implementation of a centralized 3-1-1 contact option would allow the City to capture other benefits that were outlined in our 2015 audit, including:

- Increasing residents' accessibility to City services;

- Providing a consistent customer service experience for residents; and

- Potentially reducing unnecessary calls to SDPD.

Centralized customer service portals can use an easy-to-remember phone number and

In alignment with the City's Strategic Plan, a centralized phone-based intake point could improve accessibility for the public to communicate with the City. As noted in the Background, Get It Done is the City's official platform for reporting problems to the

provide a more equitable and accessible customer service experience.

City, which is accessible via a web-based platform that requires access to the internet.

Typically, centralized customer service centers are branded using 3-1-1, a three-digit phone number that is reserved by the Federal Communications Commission for municipal use. Unlike the numerous seven-digit phone numbers currently used for the City's various service request intake channels, 3-1-1 is a single, easy-to-remember number that is ideal for marketing purposes. The 3-1-1 phone number operates similarly to 9-1-1 in that any resident or visitor dialing 3-1-1 from a cell phone or landline within city limits will reach the 3-1-1 customer service center.

Although the majority of service requests in Salesforce indicate that they originated through the Get It Done mobile app and web portal, a large number of service requests are still originated via phone call and submitted into Salesforce. For example, as shown in **Exhibit 17** below, we found that in 2021, phone-originated cases made up between 4 percent and 16 percent of all submitted Salesforce cases depending on the Council District.[22] This translates to at least 28,000 service requests made to departments integrated with Get It Done.[23] According to the 2018 City of San Diego Resident Satisfaction Survey, 29 percent of respondents preferred reporting issues via phone call, which was 2 percent higher than the mobile application option.

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[22] The location data of service requests in Salesforce pertain to the location of the issue, not where the customer is reporting the issue from.

[23] This number is likely higher due to calls to the SDPD non-emergency line, which are tracked in SDPD's CAD System instead of Salesforce.

Exhibit 17

In 2021, Phone-Originated Salesforce Cases Accounted for At Least 5 Percent of Service Requests in Council District 3 and Up to 16 percent—About 1 in 6 Service Requests—in Council District 5
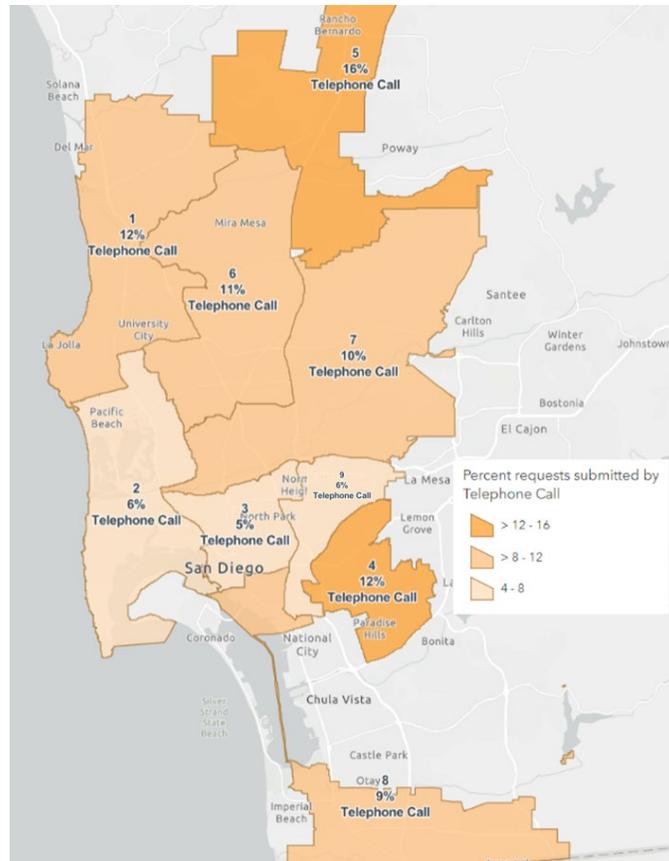
Source: City of San Diego Enterprise Geospatial Services.

Although the Get It Done mobile app is available in Spanish and customers can translate the Get It Done web portal into the language of their choice using Google Translate, without a centralized 3-1-1 contact option, the City may be missing an opportunity to provide the same level of customer service to residents who speak other languages and choose to report their service requests via phone.[24]

The City currently utilizes LanguageLine Solutions as a third party interpreter for calls for which translation services are needed. While we did not review the extent to which

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[24] To access this feature, the customer's phone must be set to Spanish.

departments are using this service, there may be a risk that this service is not being consistently used. Therefore, by centralizing customer service portals, the City can ensure consistent use of translation services for households with limited English proficiency. As shown in **Exhibit 18** below, many areas of the City have limited English proficiency households. Although PandA indicated it plans to improve translation services for Get It Done, by centralizing customer service portals with a 3-1-1 number, the City could efficiently ensure that these services are consistently available to limited English proficiency households.

Exhibit 18

The City Has Many Areas with Limited English Proficiency Households
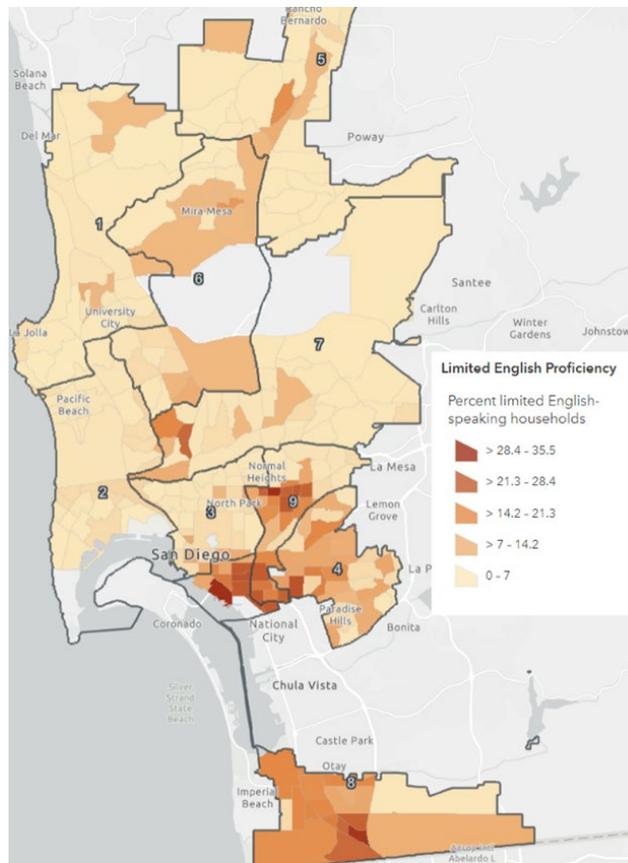
Source: City of San Diego Enterprise Geospatial Services.

Further, this issue of accessibility for communicating with the City is not only limited to English proficiency households, as customers from other demographics may also benefit from a centralized phone-based intake option. According to the Leadership for a Networked World at Harvard, 3-1-1 programs address the requirements of different customers and assure the widest possible access and use, as these could provide access to people's preferred means of contacting their local government. Further, the Pew Research Center notes that older adults face a number of hurdles in adopting new technologies, as this population may be skeptical about the benefits of technology and face difficulties learning to use new technologies. Within San Diego, approximately 13 percent of the City's population is 65 or older. Establishing a centralized phone-based intake option could also help the City increase accessibility for these customers as well.

By centralizing customer service portals, the City can ensure it provides a more equitable and accessible customer service experience. As noted above, currently the City has various customer portals, with no mechanism to ensure standardization of the information provided. As a result, customers' service experience will vary. Even within Get It Done, San Diego Police Department Neighborhood Policing Division (Neighborhood Policing) and Environmental Services Department (ESD) staff approach customer service differently as they contact customers to provide additional details. For example, Neighborhood Policing noted that Get It Done does not give staff the ability to explain what services were offered to individuals under the progressive enforcement model and thus, Neighborhood Policing contacts customers to provide additional information that may not be captured in Get It Done.[25] Similarly, ESD supervisors contact customers to update them on the resolution of their cases.

Cities using 3-1-1 typically also have a single web page and mobile app for requesting city services and obtaining city information, which are also branded and marketed using the

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[25] The progressive enforcement model is described as a consistent approach that is compassionate yet firm where officers are trained to always offer services to individuals they come in contact with.

easy-to-remember 3-1-1 marketing strategy. This not only enables cities to provide a single point of contact for residents to communicate with their city, but also ensures that cities provide a consistent customer service experience for all customers. Further, this centralized model acts as a one-stop shop for submitting and following-up on service requests submitted to 3-1-1 whether by phone, web portal, or mobile app. Besides receiving an email when a Get It Done case is closed or referred, the City does not currently have a consistent "closing the loop" process to ensure that customers are satisfied with the service they received.

Further, a centralized customer service portal would allow for customers to follow-up on service requests instead of re-reporting the same issue. As noted in Finding 1, we found that departments provided inaccurate closure details regarding service requests; to obtain additional information regarding these cases, customers can currently follow up by contacting the department directly or replying to the Get It Done case closure email. A 3-1-1 center can act as a customer advocate and can resolve customer complaints pertaining to their service requests, thus helping avoid requests being escalated by customers re-reporting or calling their Council District.

A centralized phone-based intake point could decrease SDPD's call volume and wait times.

In fiscal year 2021, the San Diego Police Department (SDPD) non-emergency line received over 600,000 calls. During the course of the audit, we conducted a site visit to the SDPD dispatch center and found that at any given time, the non-emergency line had approximately 25 to 30 calls in the queue, thus resulting in long wait times for callers.[26] SDPD reported in the Fiscal Year 2022 Adopted Budget report that it answered priority 2, 3, and 4 non-emergency calls in an average of 114 minutes. As reported in the 2015 audit, the City of Baltimore (Baltimore) was the first U.S. city to implement a 3-1-1 customer service center in 1996. At the time, Baltimore's 9-1-1 emergency call center was receiving a high volume of non-emergency calls, impacting the city's ability to answer and respond to emergency calls quickly. The city responded by establishing a 3-1-1 customer service center to make it easier for residents to determine where to call for non-

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[26] The non-emergency call queue may not always be this long on any given day. We also observed that 9-1-1 calls were answered almost immediately and had virtually no queue.

emergencies. Baltimore's introduction of a 3-1-1 customer service center successfully reduced 9-1-1 call volumes, and according to the International City/County Management Association, other cities that have implemented 3-1-1 customer service centers have seen similar results. Considering that the SDPD non-emergency line also receives calls that could otherwise be reported through Get It Done, centralizing customer service portals has the potential to decrease the number of unnecessary calls to the SDPD non-emergency line and decrease the time it takes to answer non-emergency calls.

Additionally, with a centralized 3-1-1 customer service center, callers to the SDPD non-emergency line could be referred to 3-1-1 for a wide variety of City services. In 2015, we interviewed SDPD 9-1-1 dispatchers and listened to numerous 9-1-1 calls and found that the number of unnecessary calls to 9-1-1 could be high. As discussed above, SDPD noted that it received 621,953 non-emergency calls in fiscal year 2021, thus the number of unnecessary calls could still be high. **Exhibit 19** below shows a 9-1-1 dispatcher answering calls during their shift.

Exhibit 19

According to 9-1-1 Dispatchers, They Often Answer Calls that Could Have Been Submitted to a 3-1-1 Customer Service Center or to Get It Done
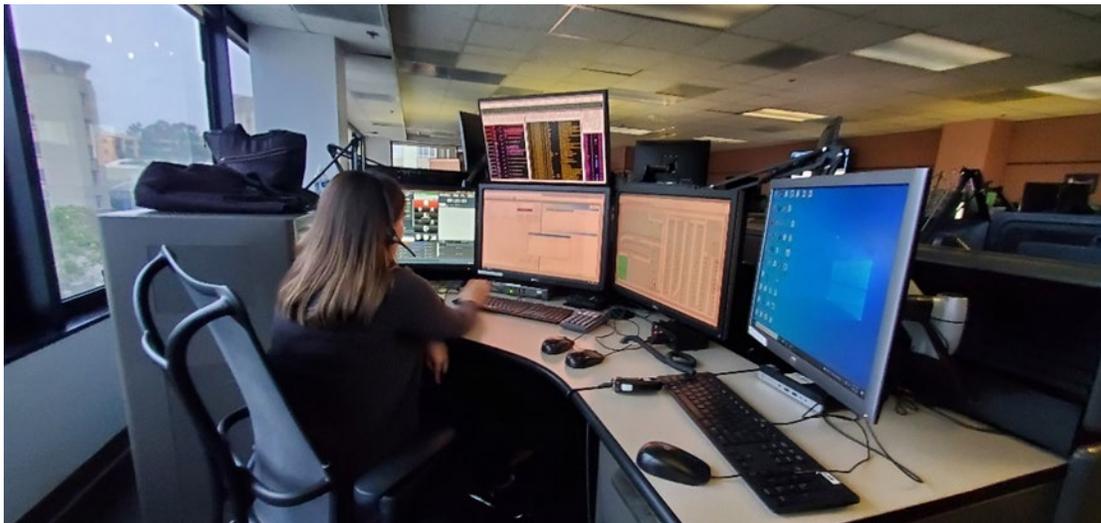
Source: Auditor picture taken at SDPD Dispatch Center.

To address the issues outlined above, we recommend:

Recommendation 6

To build on past efforts at increasing the City of San Diego's commitment to customer service, the City Administration should establish a centralized 3-1-1 contact option for residents. These efforts should include:

    a. Forming a standing City working group among the most affected departments and working groups (e.g., the Performance and Analytics Department, Station 38, Police Dispatch, City Clerk, Public Utilities Department, Department of IT, Environmental Services Department, and others, as necessary);

    b. Assessing the feasibility, strategy, and potential timeline for migrating existing customer service functions into the 3-1-1 customer service center; and

    c. Developing a timeline for developing a marketing strategy, including branding, media outreach, and social media utilization, for City services included in the 3-1-1 customer service center.

(Priority 1)

Other Pertinent Information: The City is not meeting current demand for many types of service requests; continued process improvements and additional resources are likely needed to address service requests submitted through Get It Done and a future 3-1-1 contact option.

As discussed in Finding 1, enhancements to Get It Done may help improve customer satisfaction. In addition, as discussed in Finding 2, the City should establish a 3-1-1 contact option to improve its customer service, expand access, and likely decrease call volume to the San Diego Police Department. While these improvements are necessary, continued improvements in efficiencies, along with additional resources, are likely needed to address service requests submitted through the existing Get It Done platform and a future 3-1-1 contact option.

One of the ways in which the Performance and Analytics Department (PandA) gauges customer satisfaction with Get It Done is through the Get It Done Satisfaction Survey.[27] The Get It Done Satisfaction Survey simply asks customers to rate their experience with Get It Done on a scale from 1 (very dissatisfied) to 5 (very satisfied). As shown below in **Exhibit 20** and **Exhibit 21** respectively, satisfaction scores both overall and for some of the most common service request types submitted through Get It Done have decreased over time.

Exhibit 20

From 2018 through 2021, Overall Customer Satisfaction Decreased
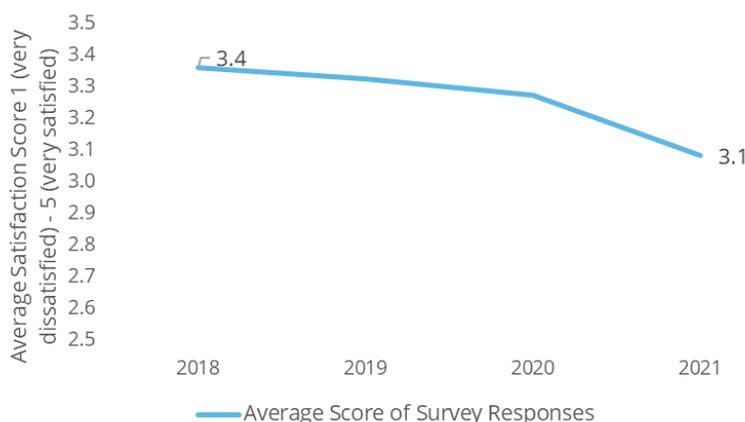
Source: Auditor generated based on Get It Done Satisfaction Survey data.

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[27] The Get It Done Satisfaction Survey is provided to all customers who receive a case closure email.

As shown in **Exhibit 21** below, although customer satisfaction for service requests pertaining to illegal dumping varied from 2018 through 2021, customer satisfaction for service requests pertaining to encampments, missed collection, parking, and Street Division generally decreased during this time.

Exhibit 21

Satisfaction Scores for Some of the Most Common Service Request Types Submitted through Get It Done Have Decreased Over Time
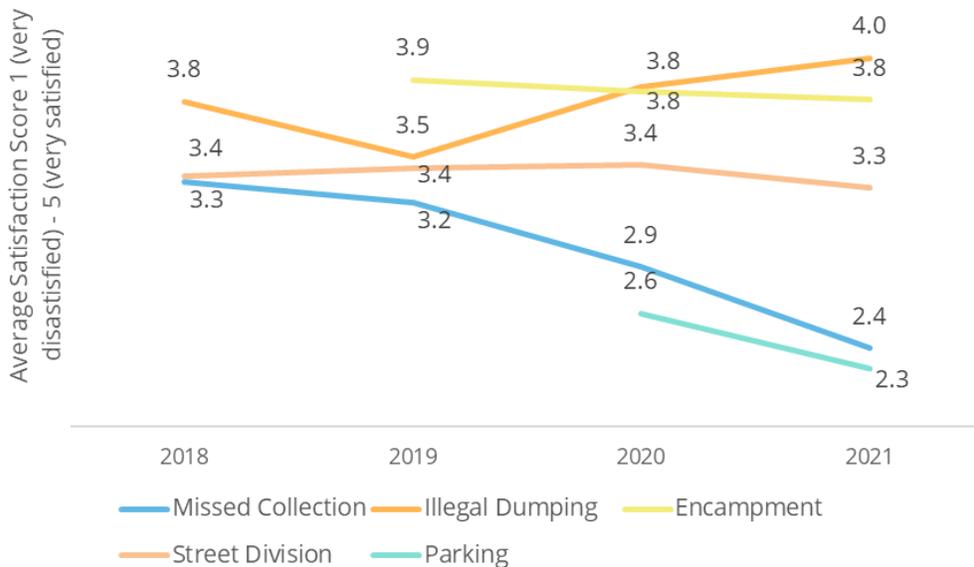
Source: Auditor generated based on the Get It Done Satisfaction Survey data.

According to PandA and City officials we spoke with, an increase in service requests is partially responsible for the lowered customer satisfaction scores, as resource deficiencies to address these service requests in a timely manner impact customers satisfaction.

While total operational capacity was not the subject of the audit, as shown in **Exhibit 22** below, from 2018 through 2021, the number of service requests submitted through the Get It Done web portal and mobile app approximately doubled—increasing from 148,946 to 296,209 respectively; during the same period, customers' satisfaction with Get It Done decreased from 3.4 to 3.1 on a scale from 0 (very dissatisfied) to 5 (very satisfied).

Exhibit 22

From 2018 through 2021, the Number of Service Requests Submitted through the Get It Done Web Portal and Mobile App Increased, While Customers Satisfaction Decreased
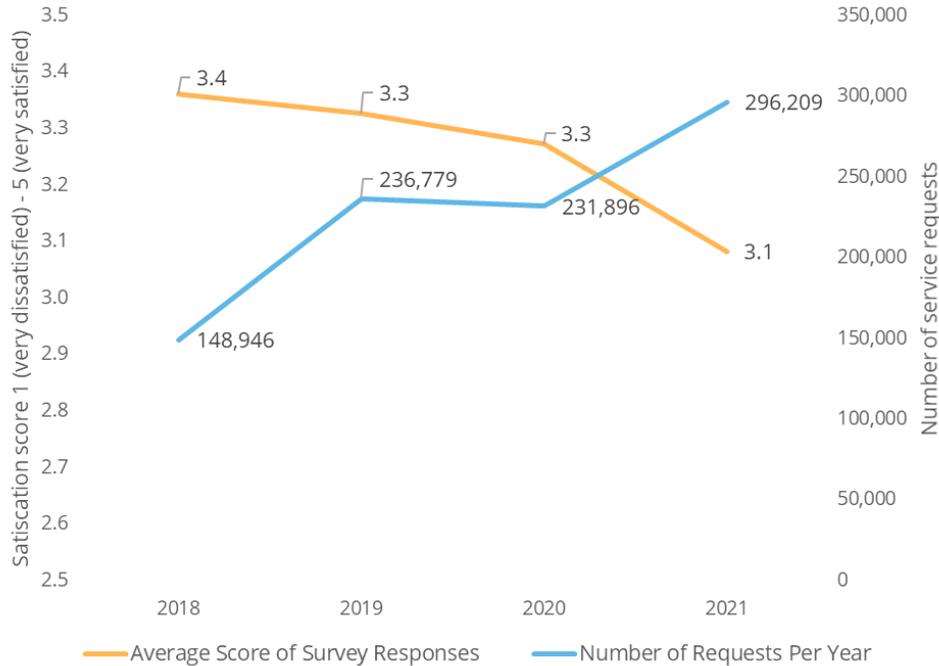
Source: Auditor generated based on Get It Done Satisfaction Survey data and Get It Done data.

The increasing volume of service requests submitted through the Get It Done web portal and mobile app is likely to impact customer satisfaction and service delivery times for these requests. City officials noted that the volume of service requests impacts the City's ability to address these requests in a timely manner, which they stated ultimately impacts customer satisfaction. Further, PandA and City officials, also noted that process improvements and technological advancements to the Get It Done platform will not be sufficient to address the issue of slow service delivery due to resource deficiencies in the servicing departments

For example, we found that although in August 2020, the Frequently Asked Questions (FAQs) section of Get It Done informed customers that service requests pertaining to 72-hour parking violations had an estimated completion time of 13 days, by September 2021, the estimated completion time in the FAQs

section had increased to approximately 45–60 days. As noted in **Exhibit 21** above, during the same time, customer satisfaction pertaining to parking requests decreased from 2.6 to 2.3. However, we also found that although the estimated completion time to resolve illegal dumping service requests increased from approximately 5 days in July 2019 to 8.5 days in September 2021, customer satisfaction for illegal dumping services requests actually increased during the same period.[28]

PandA has also started working with departments to identify and improve processes for operational efficiencies. For example in June 2022, PandA presented a report on its work with the Transportation Department with changes and reforms to responding to Get It Done requests. PandA also stated its intends to conduct more such in-depth reviews for other service request types. However, PandA also noted how much of a commitment of time and resources these process evaluations are given the department's relatively small size and expansive scope of work required.

Past audit reports have also identified, and made recommendations to address, resource constraints and operational efficiencies for some of the service requests types offered in the Get It Done platform.

The Office of the City Auditor (OCA) has also conducted various performance audits of City programs and services that have identified staffing and resource issues. Some of these reports include:

- 2022: Performance Audit of the Development Services Department's Code Enforcement Division
  - o Highlighted that staffing issues and longer compliance time frames result in a perpetually growing backlog of cases.
- 2020: Performance Audit of the Transportation and Stormwater Department's Street Sweeping Section
  - o Highlighted that Street Sweeping had not met its Key Performance Indicator target of 117,000 miles of street sweeping for the past four fiscal

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[28] We did not audit completion times for service requests submitted through the Get It Done mobile app and web portal as this was beyond the scope of this audit. As part of our Fiscal Year 2023 Work Plan, our office plans to re-evaluate past audit topics pertaining to pothole repair, tree trimming, graffiti control and abatement, streetlight maintenance, and pedestrian safety. Resulting audits of these topics may include analyses of delivery times and staffing issues.

years because of heavy debris, and equipment and staffing issues.

- 2019: Performance Audit of the City's Right-of-Way Tree Maintenance Program

    o Highlighted that as the Get It Done platform continues to grow in popularity, the number of service requests will continue to rise, and noted that staffing levels may not keep pace with the volume of service notifications received.

- 2016: Performance Audit of the Street Light Repair

    o Highlighted that Street Division did not meet its performance goal of repairing street lights in 12 days or less in fiscal years 2015 and 2016. The audit report also noted that the actual repair time varied significantly based on the type of repair performed; for example, the average time to repair "pole knockover/damage" repairs was 205 days.[29] Additionally, the audit found that for the same period, service calls increased by 47.5 percent, which Street Division managers attributed to the City's roll out of Get It Done.

- 2014: Performance Audit of the Graffiti Control Program

    o Highlighted several operational issues and reforms, as well as that the City had dedicated significantly fewer resources to graffiti control than other jurisdictions.   Recommended that the City identify ways to leverage graffiti control resources, and noted that if the need for additional resources was identified, the City should prepare a proposal to allocate greater resources to graffiti control efforts and the proposal should be presented to City Council.

- 2013: Performance Audit of the Streets Division's Pothole Repair Operations

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[29] The audit report found that the median repair time for "pole knockover/damage" was 80 days.

- o Highlighted that the City's pothole repair deployment model could be improved to increase operational efficiencies. To improve efficiencies in pothole repairs, the audit recommended that the Street Division implement a regional deployment strategy and change its primary performance metrics to include a measure of production efficiency.

To see other audits our office has completed please use the following link. As noted above, OCA also plans to continue evaluating various services for resource sufficiency and efficiency improvement opportunities in future audits.

Appendix A: Definition of Audit Recommendation Priorities

DEFINITIONS OF PRIORITY 1, 2, AND 3

AUDIT RECOMMENDATIONS

The Office of the City Auditor maintains a priority classification scheme for audit recommendations based on the importance of each recommendation to the City, as described in the table below. While the City Auditor is responsible for providing a priority classification for recommendations, it is the City Administration's responsibility to establish a target date to implement each recommendation taking into consideration its priority. The City Auditor requests that target dates be included in the Administration's official response to the audit findings and recommendations.

Priority Class[30]	Description
1	Fraud or serious violations are being committed.
	Significant fiscal and/or equivalent non-fiscal losses are occurring.
	Costly and/or detrimental operational inefficiencies are taking place.
	A significant internal control weakness has been identified.
2	The potential for incurring significant fiscal and/or equivalent non-fiscal losses exists.
	The potential for costly and/or detrimental operational inefficiencies exists.
	The potential for strengthening or improving internal controls exists.
3	Operation or administrative process will be improved.

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[30] The City Auditor is responsible for assigning audit recommendation priority class numbers. A recommendation which clearly fits the description for more than one priority class shall be assigned the higher priority.

Appendix B: Objectives, Scope, and Methodology

Objectives
In accordance with the Office of the City Auditor's approved Fiscal Year 2022 Audit Work Plan, we conducted a Performance Audit of Get it Done and Other Service Request Portals. Our audit included the following objectives:

1) Determine how efforts, such as establishing service level commitments and customer communications, may be used to improve overall satisfaction.

2) Determine whether consolidating customer service portals could improve the City's customer service experience.

Scope and Methodology
For most of the analysis, we examined Salesforce data from January 1, 2018 to December 31,2021. We also examined survey data from January 1, 2018 to July 2022. We started fieldwork on the audit in April 2022, so this was the most recent data at that time. In addition, in March, May, and July 2022, we visited several of the City's call centers and interviewed staff on site.

Our findings, conclusions, and recommendations are included in the audit report. Our methodology to evaluate these internal controls is described in the following table:

Objective	Methodology
Determine how efforts, such as establishing service level commitments and customer communications, may be used to improve overall satisfaction.	• Reviewed publications from the International City/County Management Association (ICMA), the 2016 Stern Consultant Report, the Leadership for a Networked World Program, and Harvard Business Review, for best practices on customer communications for 3-1-1 style contact options. • Reviewed a random sample of 264 service requests submitted through Get It Done to determine whether departments provided accurate case closure details to customers. • Interviewed Performance and Analytics Department (PandA) regarding Get It Done and its role in the City's service request functions. • Conducted site visits and interviewed department management about their role and process for addressing service requests submitted through Get It Done. • Reviewed customer satisfaction scores and surveys pertaining to Get It Done. • Surveyed the Mayor's Office and City Council Offices to obtain perspective on Get It Done and customer service in the City. • Reviewed the Get It Done web portal and mobile app to determine whether it provides customers with target and estimated completion times, and progress updates for service requests. • Benchmarked with other municipalities' for best practices for informing customers of target and estimated completion times for service requests.
Determine whether consolidating customer service portals could improve the City's customer service experience.	• Conducted site visits and interviewed departments to obtain the volume of calls received from customers. • Reviewed reports and budget documents related to the City's customer service operations. • Analyzed Salesforce data to determine the percentage of service requests based on the case intake method.

- Benchmarked with other municipalities with 3-1-1 style contact options for various factors such as budget, Full Time Equivalents, call volume, and total request volume.

- Reviewed publications from the International City/County Management Association (ICMA), the 2016 Stern Consultant Report, the Leadership for a Networked World Program, and Harvard Business Review, for best practices centralizing customer service portals.

Data Reliability

We primarily worked with three data sets: Salesforce data, Get It Done Customer Satisfaction data, and Medallia Survey data. We interviewed PandA to discuss controls to ensure that the data in Salesforce and survey data was reliable. Additionally, we randomly reviewed 264 service requests, corresponding survey data and work order information to determine whether customers were provided with accurate case closure details.

Because the scope of the data contained in Salesforce is limited to information from the reports customers submit through the Get It Done platform, the quality of this data is dependent on the accuracy of the information provided by customers. For example, in our review of the 264 cases, five of the cases did not pertain to service requests, however, this miscategorization appears to be a minority and does not materially affect our analysis of customer survey data. Further, although Get It Done also allows customers to manually adjust the location of the request, which has resulted in some requests to have incorrect geospatial data, which departments are aware of, PandA noted that Get It Done automatically collects customers' mobile device geospational information at the time the service requests is submitted. Despite these inaccuracies we determined that the data were sufficiently reliable for the purposes of responding to our objectives.

Internal Controls Statement

Our review of internal controls was limited to those controls relevant to the audit objectives described above. Specifically, we interviewed PandA and departments integrated with Get It Done, reviewed training materials related to tracking Get It Done service requests in Salesforce, including the process for how these cases are closed.

Compliance Statement

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix C: Stern Consulting 2016 Customer Experience and Service Delivery (311) Implementation Planning Project Final Report Executive Summary

CITY OF SAN DIEGO

CUSTOMER EXPERIENCE & SERVICE DELIVERY (311) IMPLEMENTATION PLANNING PROJECT

FINAL REPORT

The City of
SAN DIEGO

PREPARED BY:

STERN CONSULTING
Linking Technology and Strategy

JUNE 2016

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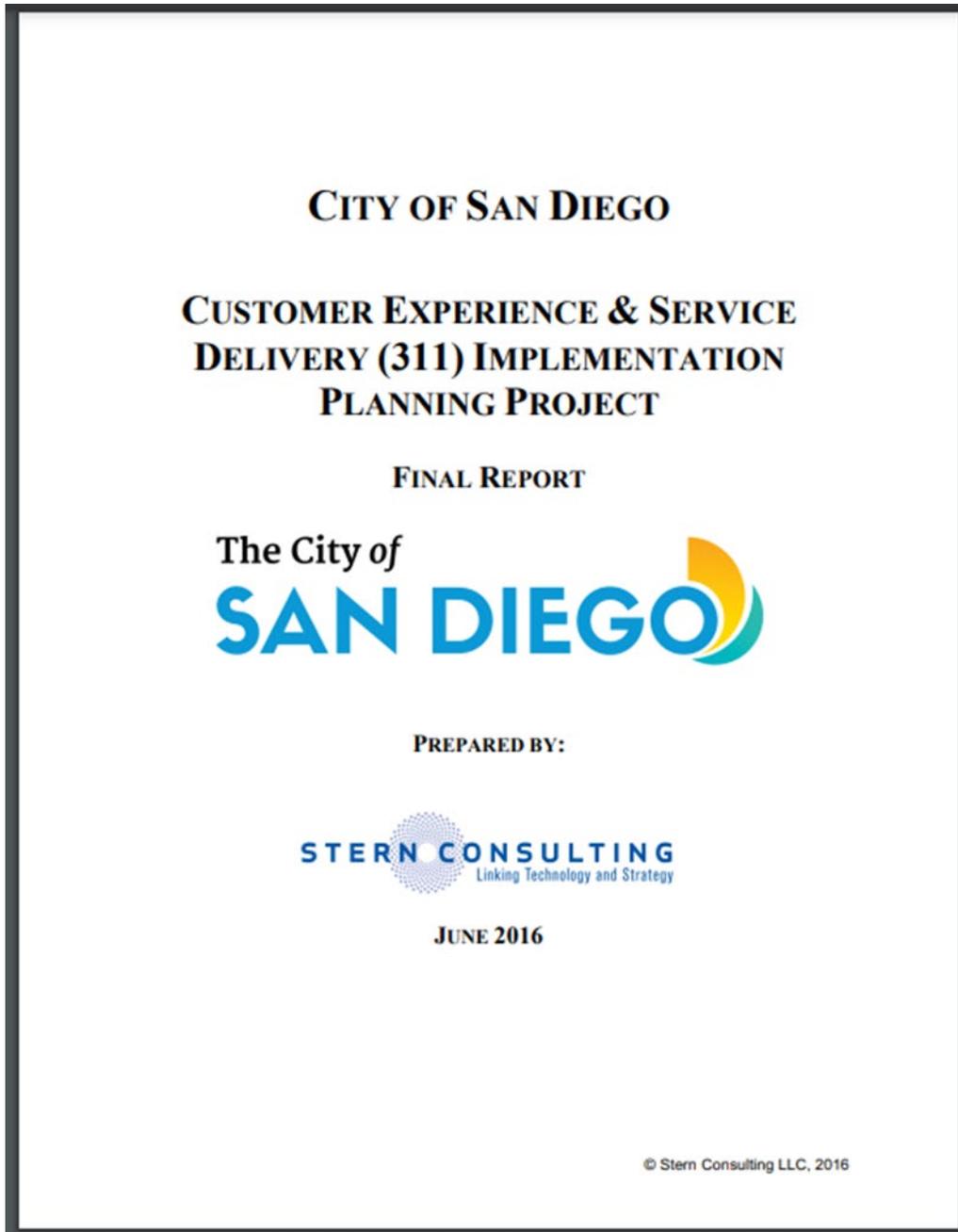
Source: https://docs.sandiego.gov/councilcomm_agendas_attach/2016/Rules_161026_1.pdf

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1 EXECUTIVE SUMMARY

The City of San Diego (City) has been investigating deploying a Customer Relationship Management (CRM) application and a centralized, non-emergency 311-style contact center to improve customer service and better manage resident-facing interactions. In 2015, the City established its intent to move forward with this initiative by hiring a 311 Project Coordinator and appointing the Performance and Analytics Department as the project's sponsor.

A CRM application can drive many benefits for the City; the primary ones include:

- Reduce call wait times and increase the efficiency and effectiveness of its 911 communications center
- Provide customers easy access to City services and an enterprise-wide knowledge base of City articles
- Provide trackability and accountability of customer-generated service requests to help improve City service delivery.

To support the City's efforts, Stern Consulting was hired to assess the City's organizational readiness, capabilities, and capacity, and deliver a roadmap to implement a 311/CRM system. To complete our task, the consultant engaged City staff from throughout the organization in an information gathering process using surveys and on-site interviews. The information secured included call volume activity, average talk time, redirected calls, existing systems and methods used to capture data. Also included were planned initiatives that may impact the organization or individual department's readiness, capacity and capabilities. This process allowed the consultant to make informed recommendations associated with a CRM implementation, including estimated CRM software costs and CRM phasing and staffing options.

The table below outlines one-time and on-going costs associated with the phased-in implementation of a 311/CRM system over 5 years. Cost details are provided in Section 5.

311/CRM Implementation Costs Over 5 Years		
Item	**One-Time**	**On-Going**
Year 1 (FY 2017)		
Start-up costs for external consulting services and additional telephony equipment	$400,000	
City-personnel to support program		$453,845
Non-Personnel Expenses (NPE)		$366,500
Year 2 (FY 2018)		
Professional Service Fees for Software Implementation, Training, Software Integrations, Project Management, and related services.	$1,500,000	
Software licensing fees to acquire CRM software	$900,000	
City-personnel to support program		$575,000[1,2]
Non-Personnel Expenses (NPE)		$366,500
Year 3 (FY 2019)		
Software licensing fees to pay for the CRM software upgrades and maintenance		$250,000
City-personnel to support program		$575,000[1,2]
Non-Personnel Expenses (NPE)		$366,500

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	One-Time	On-Going
Year 4 (FY 2020)		
Software licensing fees to pay for the CRM software upgrades and maintenance		$250,000
City-personnel to support program		$575,000[1,2]
Non-Personnel Expenses (NPE)		$366,500
Year 5 (FY 2021)		
Software licensing fees to pay for the CRM software upgrades and maintenance (new users and departments will be added to the system, resulting in additional one-time costs)	$250,000	$250,000
City-personnel to support program		$575,000[1,2]
Non-Personnel Expenses (NPE)		$366,500
Total	**$3,050,000**	**$1,191,500**

Notes:
1. The $575,000 figure is based on the centralized contact center model. The cost would increase to $650,000 under the "no contact center" scenario, as identified in Sections 4.2 and 5.
2. This figure excludes costs associated with call-taking contact center employees as these positions would be reallocated from other departments.

We recommend the City phase its 311/CRM project to include the following departments in the first phase:

1. City Information Line
2. Transportation & Storm Water (TSW)
3. Environmental Services Department (ESD)
4. City Clerk – Passport questions and appointments only
5. Public Utilities Department – non-account issues only
6. Code Enforcement (Citywide) – intake and information
7. 911 Non-Emergency call triage

A focus would be to ensure that customers can connect with the City through their preferred communication channels. As a start, this means improving online and telephone-based contact methods. Online self-service options can be established and made easier to use; at the same time telephone systems can be upgraded for easier access to services in preparation for the CRM implementation. Additionally, the City may wish to consider concurrently optimizing existing contact center resources (Police 911, Public Works Dispatch ["Station 38"], Storm Water, etc.) and to offload, specifically, police non-emergency line calls. Please note, that unless otherwise stated, cost information is in 2016 dollars and should be used for planning purposes only.

The Phase 1 teams were selected based on the type and volume of intake as well as support from all levels of personnel interviewed within those teams. For example, the types of services delivered by ESD and TSW are a traditional Phase 1 CRM team as their workflow fit nicely with the structure of a CRM application. The other teams including Public Utilities, Code Enforcement, and 911 non-emergency process a significant amount of information-only calls and escalated requests for service that may have gone unfulfilled. The nature of these types of calls is congruent with the scope and tools available in a 311/CRM system.

The 311 system could help offload certain 911 non-emergency calls, which total more than 252,000 annually, though it will not occur quickly. Customers will need to be educated that

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a 311/CRM system is available and the 911 personnel need to re-enforce that message when they answer the non-emergency calls. The 911 team strongly supports the concept of a 311 system (including a contact center) and believes that the customer experience will be enhanced by having a dedicated team of trained City staff process their non-emergency calls, so that their focus can be on Police-related emergencies.

The consultant's rationale for segmenting the City's departments by phase are detailed in Section 2.5. It is recommended that after each phase is completed, the City's 311/CRM project team revisit each department to ensure that they are prepared to migrate their operations to a 311/CRM model. Once 311/CRM launches, departments listed in a future phase team may desire to get pushed forward to adopt 311/CRM in an earlier phase.

The consultant agrees that Performance & Analytics is a logical option for housing the new 311/CRM team. Due to the enterprise-wide nature of the 311/CRM team's scope of operations, this reporting structure will help ensure that the team remains focused on customer service delivery for all business units.

Lastly, the consultant believes San Diego is at a key moment in that if the 311/CRM initiative is not moved forward timely on a citywide basis, internal momentum and support may wane and some departments may decide to pursue a solution independently, or continue supporting their own home-grown system, which will increase costs and adversely impact the ability of the organization to implement a citywide system. In summary, our recommendations for San Diego are to:

- Move the 311/CRM initiative forward expeditiously
- Use a phased-in approach, leveraging the resources of every Phase 1 team plus the City's communications and social media team, Information Technology (IT) Department and Human Resources (HR)
- Build the internal 311/CRM project team from one to four personnel
- Establish a goal to select a CRM application and have the contract negotiated by June 2017, so the implementation can begin in July 2017.

The consultant believes that the City is ready for this initiative, with the necessary capabilities and capacity and maybe most importantly, as noted in its strategic plan, the passion to provide high quality customer service. However, in addition to these critical success factors, local political and cultural considerations are very important and the consultant attempted to be equally cognizant of these factors throughout our engagement. Our goal in writing this report is to provide San Diego with a roadmap that can be used to implement a 311/CRM system, and through the rapid deployment and use of emerging technologies, including cloud, social, and mobile, become one of North America's most advanced cities.

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THE CITY OF SAN DIEGO

MEMORANDUM

DATE: October 4, 2022

TO: Andy Hanau, City Auditor, Office of the City Auditor

FROM: Kirby Brady, Chief Innovation Officer, Performance & Analytics Director
            Jay Goldstone, Chief Operating Officer

SUBJECT: Management Response to the Office of the City Auditor's Performance Audit of
            Get It Done and Other Customer Service Portals

This memorandum serves as the management response to the Performance Audit of Get It Done. The report has two findings, with six recommendations. The Performance & Analytics Department has reviewed the report prepared by the Office of the City Auditor and thanks the staff involved in conducting the audit. Please accept this memorandum as our response; it highlights those recommendations that will need additional consideration or resources to implement.

<u>Highlights</u>

While the audit report has identified certain findings and recommendations with the intent to improve customer service, City management believes there are additional actions necessary to achieve the desired outcome of improved customer service:

- **Implement a Customer Experience Strategy:** The City does not have a formal customer experience vision. While Get It Done has championed a simple and easy customer experience, it is fragmented across departments, services, and communication channels. This lack of a cohesive and comprehensive experience for the customer means that we oftentimes fail to meet customer needs. By putting the customer at the center of everything we do, we can identify what our customers truly need.
- **Improve Service Levels:** The length of time it takes to address a Get It Done request impacts customer satisfaction. Addressing service level deficiencies with our performance improvement model, which includes coaching, helps identify and solve root cause issues. This may also involve validating resource requirements and addressing barriers to fill vacancies.
- **Digitize Services with Get It Done:**
  - With Get It Done, the City has invested in a platform and a vision where the user is at the center of what we do. By focusing on the end-to-end customer journey, the overall customer experience is improved and results in greater customer satisfaction and enhanced employee morale. Prioritizing both customer and employee needs are central to the success of Get It Done. As services are

        digitized and added to Get It Done, both customers and employees are empowered.

- As services are optimized, digitized, and added to Get It Done, phone calls can be deflected to self-service request and information options. This sets the stage for contact center teams to address more complex customer service needs and offer services through more channels (3-1-1, chat, social, text) in the future.

Background

In 2015, the Office of the City Auditor conducted an audit of the City's customer service model. Nearly a year after that report, the City's customer service platform, Get It Done, was born as the first step towards a more inclusive and comprehensive digital customer experience model. At that time, the City piloted one department to participate in this new program in what was warmly referred to during development as the 'pothole app.'

Today, the Get It Done program has brought on nine City departments, offering more than 60 services and resulting in more than 1.5 million reports submitted from residents throughout all of San Diego's communities. The rapid growth of technology has fundamentally changed the way business is conducted, and the City of San Diego is no exception. Customers and residents, rightfully, have high expectations in terms of how easily, equitably, and effectively public services are provided, accessed, and performed.

Though Get It Done was initially meant to improve the City's customer *service* model, it has since evolved to improve the City's customer *experience* model – focusing on all interaction points of the 'customer journey,' from first contact point through the last.

This strategic shift in focus from customer service to customer experience has necessitated a more intentional approach to how City services are designed. In what is referred to as 'human-centered design,' the customer or user perspective is placed at the center of City processes, products, and services. This core tenet is reflected as an operating principle in the City's Strategic Plan.

As such, when Performance & Analytics approaches the improvement of any City process, product, or service, it does so through the lens of human-centered design. Likewise, in evaluating and responding to the recommendations from the City Auditor, we seek to employ the same lens – placing the customer and resident perspective *first* for making services more accessible, equitable, and effective.

The vision of customer experience for the City mirrors what has driven Get It Done as a guiding principle from its inception: simple and easy ways for customers to access City services and information, along with the tools necessary for employees to effectively address incoming requests. Through this process, the City is able to address customer (and employee) "pain points." This ultimately increases customer trust and satisfaction, improves operational efficiency, helps departments achieve their stated missions, and boosts employee morale.

The Customer Experience Maturity Level is a framework the City uses to help describe how well developed the City is in terms of meeting customer needs. When we answer the question of what the City's customer experience maturity level is, we can start by asking a simple question: are we meeting our customers' needs? In some situations, we may not be meeting

customer needs at all; in other cases, we may barely be meeting basic expectations. As we begin to increase our overall organizational maturity level across departments, services, and communication channels, we can begin to see an increase in overall satisfaction.

As shown in the graphic below, we begin with the foundation – are we providing the basic means for customers to obtain information? From there, are customers able to contact us with issues? Then, are we able to effectively solve problems and answer questions? As we progress up the pyramid, as we're meeting more customer needs, our customers feel more empowered and engaged with the City. Once we meet basic customer needs, we can add additional communication channels. Eventually, the City may arrive at the point where it can proactively communicate planned street repairs to customers – without having to ask customers to tell us about the problem at all. Measuring and evaluating the maturity level on a citywide basis helps us prioritize opportunity areas and implement improvements.

	NEEDS MET	NEEDS UNMET
I am Empowered	**Confidence** in City services	**Lack** of trust and engagement
All problems get attention	**Learn** what I care about; project, invest, **maintain**	Unreported problems are **unknown**
I can reach you however I want	Service provided via **multiple channels**	Desired communication channels **unavailable**
You fix the problems I reported	Easy **tracking**; **wait time** available	**Unclear** tracking; problems go **unfixed**
I can tell you my problems	**Report** via phone, web, mobile	**Fewer** digital options; **long** hold times
I can find information	Accessible **FAQs**	Missing, disorganized, **unclear** information

Get it Done meets the needs in a digital users' hierarchy

As noted above, the City's customer experience maturity level varies by department, service type, and communication channel. As an example, prior to Get It Done, the City was unable to meet a basic customer expectation: being able to report a pothole, or other street-related issue, from a mobile phone. As part of the user-focused development of Get It Done, time and attention were spent with our end-users: customers (to improve their experience interacting with the City) and employees (to improve the internal processes involved in responding to

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Andy Hanau, City Auditor, Office of the City Auditor
October 4, 2022

issues). As a result, the system that employees use to handle phone calls was transformed to integrate directly with the processing of incoming Get It Done reports from the website and mobile app. This created a seamless experience for customers, where regardless of how you made a report (via the phone, website, or mobile app), it was handled in a consistent manner through the Get It Done platform.

By taking a customer-driven approach to developing Get It Done, priority areas have been identified for customers based on how residents use, or would like to use, the system. Initially, for example, the Environmental Services Department and portions of the Police Department (related to encampments and parking) were not part of Get It Done. Based on analysis of incoming reports, the customer demand for report types like illegal dumping, encampments, and vehicle-related issues drove the prioritization process for limited resources to be dedicated to:

1. **Discover** needs and identify customer pain points,
2. **Design** services to meet customer expectations and employee needs,
3. **Develop** technical components of the system, test the functionality, and
4. **Deliver** additional services and gain adoption of the system.

As a result, additional service offerings and enhancements to Get It Done have been realized by focusing the limited resources of a small and dedicated team.

Now, with the addition of enhanced customer experience surveys on sandiego.gov and Get It Done through the Medallia platform, further insights are being uncovered into how our digital services are functioning. In the future, with dedicated user research and analysis roles, we can integrate the voice of the customer into tangible actions to inform the activities around Get It Done and the City's digital service offerings.

In the past, digital services were seen as a 'nice to have,' now, digital services are critical to City operations and our customer experience framework. Well-functioning digital services are what make up the foundation of a solid customer experience program. Developing digital services with a human-centered, user-centric focus benefits *all* customers, improving access through *all* communication channels. The design and development process, mapping out a customer journey, identifying pain points, and implementing improvements enables the service delivery to occur more effectively. As an example, when adding a new service to Get It Done, the technology requires that clear "user stories" be developed to meet end-user customer needs and requirements. This presents an opportunity to bring all stakeholders to the table, encourages us to examine the "why," and removes duplicative or frustrating steps from business processes. This allows the service to be delivered more efficiently and effectively.

To be done effectively, the service design process is involved, and should include team members with design, development, and research skills. With current resourcing, Get It Done has become an indispensable tool for customers and employees alike, but has only scratched the surface of what is possible. One of the audit findings identifies that a 3-1-1 line could reduce the number of calls handled by the Police Non-Emergency number. We've started this effort with Get It Done by adding the "Parking" report type to Get It Done. Adding this service to Get It Done required a concerted effort, built on a strong collaboration with colleagues across multiple divisions. This included aligning the proposed report type with internal procedures and streamlining redundant processes. After go-live, coordination with the

department continues to best monitor, maintain, and enhance the service based on customer feedback.

There are examples in nearly every department where customer-facing services can be analyzed, redesigned, and then added to Get It Done. To meet and exceed customer expectations for how services should look and feel, work must be undertaken to effectively design the service. With the Police Non-Emergency line as an example, a typical service design process might start by seeking to answer just some of the following questions:

- Why are people calling? What are the most common reasons people are contacting the non-emergency line? Are people calling for information or to access a service?
- How satisfied are customers and staff with how the process currently works?
- How can we best deliver this information or provide the service?
- How can we design the service to better meet customer needs and make better use of resources?

Rather than simply redirecting calls to a contact center where the underlying process to deliver the service remains broken, the strategic approach with Get It Done is to improve the City's self-service digital services and information, which in turn improves the efficiency at which employees can handle incoming requests – regardless of the channel. Making digital services and information more accessible means that customers are empowered to engage with the City on their terms, through the channel of their choice. When customer-facing services are improved, employees also benefit from the simultaneously improved internal processes, which allows better customer service delivery via channels like telephone.

Customer Experience Maturity

Before opening a new channel of communication for our customers to obtain information or request services from the City, there's a significant opportunity to comprehensively evaluate and improve the digital customer experience. As noted in the audit, the City provides a variety of services across various channels. Depending on the communication channel and level of service, these services inconsistently meet, or do not meet, customer expectations.

Currently, the City lacks a holistic vision for customer experience with appropriate roles, dedicated expertise, and governance. This means that ultimately, the customer experience is not the responsibility of any individual team to ensure customers are satisfied with their interactions with the City. Taking a user-focused, digital-services approach is a new concept for the City and we have only begun to develop its full potential with Get It Done. Get It Done represents the standard for what services should look like for customers and can act as the primary portal for City services. There is still a significant opportunity to build on and leverage the existing investment in Get It Done – to design and develop additional services, along with addressing existing service level deficiencies, before simply adding another communication channel into the mix.

As noted previously, the City has varying levels of "customer experience maturity" across communication channels, departments, and services. While we champion a simple and easy customer experience with Get It Done, there's a need for a cohesive, citywide vision for customer service and the need for resources to deliver on this vision. At the most basic level, work is needed to identify customer needs and prioritize the path to increase and grow the overall maturity level. In certain services, before Get It Done, customer needs were not being

met at all. Not being able to easily report a pothole online or through a mobile app led to a serious gap in meeting customer expectations. In some ways, Get It Done has now met our customers' basic expectations – but only for certain services in certain work areas. A substantial body of work remains that must be tackled with all departments to identify customer needs and improve those from a digital perspective, so that we can work toward elevating the customer experience, for all customers, regardless of the preferred communication channel. It is essential that customers' *basic* customer experience expectations are met first by accessing digital services and information online, *before we expand* to include additional communication channels, such as the 3-1-1 dial code.

Meeting basic expectations first allows us to improve and optimize services, which then allows for additional customer contact methods to benefit from the customer-facing enhancements. Employees assisting customers by phone also realize the same benefits to digital services that customers enjoy, since employees access the same Get It Done customer service platform to handle incoming requests for information or services. By investing in digital services for customers, the City is empowering customers to access easy-to-use and less costly self-service options.

The City has made substantial strides towards enhancing customer experience with the Get It Done pilot (2016) and the Get It Done expansion (2018) – but customer needs continue to go unmet, and more can be done to provide a fundamentally positive customer experience. With current resourcing and skill sets, Performance & Analytics can maintain the *existing* digital services, but cannot presently expand to identify and meet all of our customers' needs. Sequentially, an investment in digital services, and the requisite resources, are critical to set up an eventual 3-1-1 contact center for success. Without such, the City is setting up staff for failure and residents for dissatisfaction.

The work related to digital service development and elevating the City's customer experience has only just begun. While Get It Done has expanded and facilitated access to City services, the program still has many ways to grow to better address the gap between what customers need and what the City can provide. Additional resources are necessary to meet today's *existing unmet* basic customer expectations and eventually work toward satisfying our customers across all departments, service types, and communication channels. Performance & Analytics acknowledges that our proposal for a holistic customer experience strategy will not be new in concept, but will be new in practice – placing customers at the center of our processes, making the most of limited resources, and fundamentally changing the City's approach to service delivery.

Summary

The Performance & Analytics Department (PandA) agrees with Recommendations 1, 3, 4, and 5. We agree in concept to Recommendation #2 and disagree with Recommendation #6, as a more comprehensive consideration of the resources, configuration, and service delivery model is warranted in order to achieve the intended effects of these recommendations.

Management Responses to Recommendations

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Recommendation #1
To improve transparency and accountability, the Performance & Analytics Department should follow through with including estimated completion times and the target completion times in the Get It Done report submission screen.

Management Response: Agree. As noted by the Office of the City Auditor (OCA) in their report, PandA has already commenced several efforts to improve communication around expected and desired completion times for Get It Done report closure. The department intends to continue these efforts to provide a more comprehensive picture of report timeframes for reporters across Get It Done's delivery channels.

Target Implementation Date: December 31, 2023.

Recommendation #2
To improve the Get It Done customer experience, the Performance & Analytics Department should review, identify, prioritize, and document which services could feasibly include progress updates to customers (i.e., "interim" steps). As part of this effort, PandA should also articulate a plan and timeline for developing progress updates to customers for these service request types.

Management Response: Agree. The Get It Done program provides access to more than 60 services from nine different departments, with resolution times ranging anywhere from same-day service to hundreds of days. As noted by the OCA in their recommendation, it will be more feasible to provide open-case status updates for some services than others, particularly those with multi-step processing requirements, those with a longer report resolution time, or those that integrate with multiple backend computer systems. It is important to note that this recommendation impacts multiple stakeholders, such as the individuals who process Get It Done reports (i.e., "intake" staff, who are typical participants in the Get It Done program), individuals who supervise and conduct the work, and multiple teams that develop the technologies with which services may integrate (e.g. SAP). This being the case, significant consideration and coordination must occur between all affected parties. This effort will also require analysis on all parts of the City's CX model (people, processes, and technology), and as such, the City must balance the desired level of service with the resources available (funding, staffing) to ensure that raising the level of service in one aspect does not adversely affect levels of service elsewhere in the City.

Target Implementation Date: July 31, 2023, for a document identifying the resources necessary to implement this recommendation. Currently, 1 FTE in the Performance & Analytics Department works on a part-time basis to improve service levels in one department. From the Performance & Analytics Department standpoint, additional staff for process/performance improvement, and new roles in service delivery and design, would be necessary to effectively implement this recommendation. Within departments, additional resources and roles may be necessary and, if so, will be determined as part of the service redesign process. In addition, resources and coordination with other systems that Get It Done integrates with will be necessary.

Recommendation #3

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The Performance & Analytics Department, in consultation with departments, should revise the response language to customers to not use the term "closed" if a case has merely been referred and the customer's issue may not yet have been addressed.

Management Response: Agree. The Get It Done program has long held the commitment to exceeding customer expectations whenever possible. Where other government entities do not refer, or otherwise address, reports not immediately within their jurisdiction, the City provides a higher level of service by referring these reports directly to responsible external entities. Reporters do not typically have to resubmit their report or restart the process with the responsible entity from scratch. Performance & Analytics agrees that there is room to provide more clarity on the distinction between a report that has been referred and a report that has been closed.

Target Implementation Date: January 31, 2023

Recommendation #4:
To ensure that operational staff are adequately trained on communication codes, the Performance & Analytics Department, in consultation with relevant departments/divisions for the most common service requests (i.e., Environmental Services Department, SDPD-Neighborhood Policing, SDPD-Parking, and Transportation Department-Street Division) should provide updated training to staff that includes using the appropriate communication code.

Management Response: Agree. While the Performance & Analytics Department is responsible for administering the system, each department utilizing Get It Done is responsible for training staff and maintaining subject matter expertise in their department's operations. PandA can provide enhanced training with the addition of two Program Coordinators focused on training, quality assurance, customer needs analysis, communications development, and change management activities. These additional positions would be able to develop training strategies, identify the effectiveness through quality assurance and customer survey monitoring, conduct change management activities, and identify areas of opportunity and risk reduction. Service departments would be responsible for providing training on how each of their cases should be processed and when each communication code should be selected. These departments will need additional resources to provide enhanced training and quality assurance activities.

Target Implementation Date: June 30, 2023, to coordinate with departments on redistribution of existing Customer Communication Code training content to department leadership and Points-of-Contact. Date to be determined for future activities, depending on resource allocations in future budget years.

Recommendation #5:
To ensure the accuracy of communication codes entered, relevant departments/divisions for the most common service requests (i.e., Environmental Services Department, SDPD-Neighborhood Policing, SDPD-Parking, and the Transportation Department-Street Division) should develop, implement, and document policies and procedures that require supervisors to regularly review service requests and the communication codes used for consistency and accuracy. These policies and procedures should specify how supervisors should select service

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requests cases for review, require this review to be documented, and identify corrective actions where necessary.

Management Response: Agree. Please see response to Finding #4. In order to absorb these additional tasks, additional positions are necessary to focus on activities around quality assurance, communications, procedure development, and change management.

Target Implementation Date: To be determined, pending allocation of requested resources.

Recommendation #6
To build on past efforts at increasing the City of San Diego's commitment to customer service, the City Administration should establish a centralized 3-1-1 contact option for residents. These efforts should include:
   a. Forming a standing City working group among the most affected departments and working groups (e.g., the Performance and Analytics Department, Station 38, Police Dispatch, City Clerk, Public Utilities Department, Department of IT, Environmental Services Department and others, as necessary).
   b. Assessing the feasibility, strategy, and potential timeline for migrating existing customer service functions into the 3-1-1 customer service center; and
   c. Developing a timeline for developing a marketing strategy, including branding, media outreach, and social media utilization, for City services included in the 3-1-1 customer service center.

Management Response: Management disagrees with this recommendation at this point in time. Performance & Analytics acknowledges the City's commitment to customer service and the long-term need for a centralized contact option as one potential pathway for streamlining customer service delivery. As discussed in the background section of this memo, the City has a digital customer service model that is focused on providing high-quality, low-cost service options to customers. Furthermore, the City's customer experience model and CX roadmap, which identifies the long-term vision for customer service at the City, is focused on advancing the "CX maturity" of the City from a reactive, problem-based system to a more responsive, proactive model that better addresses, anticipates, meets, and exceeds the needs of customers.

One-on-one, "high contact," telephonic customer service points provide customer service at a high cost for the City. While providing a centralized phone-based intake option could expand access to the Get It Done program, it is important to note that such an implementation would have significant budgetary and staffing implications, to the magnitude of millions of dollars and hundreds of impacted FTEs. In any given year, the City makes difficult decisions as to how limited resources will be planned and allocated. Moreover, it is the City's duty and impetus to focus not only on *access* to service but also service *provision*. Both components are crucial to providing a high-quality customer experience.

As noted by the OCA in their report, as well as the performance audits of other City programs and services, there are existing staffing and resource issues impacting service provision across departments. In addition to these issues, City process efficiencies and service delivery models were not a principal part of this audit, in the context of improving the customer service experience, despite the potential of having perhaps the greatest singular impact on customer satisfaction.

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It is the opinion of management, as supported by customer service data gathered over the past six years, that improving access *alone* will not result in improved customer satisfaction or experience. It is imperative that improvements to access are coupled with improvements to service provision, with the appropriate and corresponding resourcing and investment for both. Which is to say, the City must strategically pursue and develop service and customer service models with the limited resources it has available to it in any given year.

A telephonic contact center, alone, can actually decrease customer satisfaction if hold times are too long or if customers are forced to call the City for something that should be easily accomplished through Get It Done. With an appropriate investment in creating and implementing a digital customer experience that exceeds their expectations, customers would not need to make a phone call for the majority of services or information needed. The root cause of these phone calls – and perhaps most phone calls to the City – are digital services that either don't exist or don't meet customer needs. A more strategic approach is to invest in improving digital service delivery to meet customer needs, which coincidentally also allows employees handling phone calls to more efficiently process incoming requests for services and information.

Management puts forth that further investment and resources are needed *first* in the analysis, design, and improvement of City services, and *then* into the creation of a centralized contact channel. Done out of order, the City would be providing better access to a broken system, where customers are able to report issues in more ways, but where no resources have been allocated to improve how quickly or effectively those issues are resolved.

Therefore, management agrees that a centralized 3-1-1 contact option should eventually be implemented, but should be done in tandem with and after the strategic development of key City services.

Target Implementation Date: To be determined. An analysis needs to be conducted to identify resource needs, potential workstreams and their sequencing, and the overall scope and feasibility. One (1) Program Coordinator will be required to coordinate with City administration efforts. Pending the results of this analysis, a more detailed timeline can be identified.

We thank the Office of the City Auditor and its staff for their review and for the opportunity to provide responses to these recommendations.
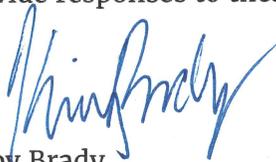
Kirby Brady
Chief Innovation Officer, Director

KB/JG

cc: Paola Avila, Chief of Staff, Office of the Mayor
        Kristina Peralta, Deputy Chief Operating Officer
        Kris McFadden, Deputy Chief Operating Officer
        Alia Khouri, Deputy Chief Operating Officer
        Matt Vespi, Chief Financial Officer

Christiana Gauger, Chief Compliance Officer, Compliance Department
Elizabeth Maland, City Clerk, Office of the City Clerk
David Nisleit, Chief, Police Department
Renee Robertson, Director, Environmental Services Department
Elyse Lowe, Director, Development Services Department
Andy Field, Director, Parks & Recreation Department
Juan Guerreiro, Director, Public Utilities Department
Bethany Bezak, Interim Director, Stormwater Department
Alyssa Muto, Director, Sustainability & Mobility Department
Jorge Riveros, Director, Transportation Department
Alexander Hempton, Deputy Director, Performance & Analytics

THE CITY OF SAN DIEGO

DATE: October 6, 2022

TO: Honorable Members of the Audit Committee

FROM: Andy Hanau, City Auditor

SUBJECT: **City Auditor Comments to the Management Response**
_____

We appreciate the City Administration's cooperation, assistance, and commitment to implement many elements of our recommendations. The insights and documentation they provided helped us to conduct the audit and identify improvements for customer service throughout the City of San Diego.

Importantly, although City Management ultimately disagreed with our recommendation to implement 3-1-1, there is much agreement on the part of City Management and the Office of the City Auditor. For example, part of the City's management response noted that:

> "Management agrees that a centralized 3-1-1 contact option should eventually be implemented, but should be done in tandem with and after the strategic development of key City services."

The question is: when is "eventually?" 3-1-1 is a tool that many large cities have provided for years, dating to the 1990's, and that we first recommended the City pursue in 2015. We maintain that the City could and should pursue efforts at continuing improvement of key City services concurrently with committing to develop a plan to implement 3-1-1. This is a phone number that the City has already reserved and been paying for, but not yet activated.

We acknowledge and agree with many other important points raised in the response. For example, that Get It Done does provide a useful mechanism for reporting service requests to the City, and is certainly an improvement over the pre-Get It Done era. Despite some of the opportunities for improvement noted in Finding 1, the City and PandA should be commended for this and their ongoing efforts. Nevertheless, while Get It Done has been a major customer service improvement, phone calls are still the most common way residents contact the City, with the City receiving nearly 1 million calls per year compared to approximately 300,000 Get It Done requests.

We also understand and acknowledge concerns about potential costs. For example, the cost estimate from the 2016 consulting study referenced in our report[1] estimated one-time costs start-up costs for a wholistic CRM solution (involving both an app and

OCA-23-004

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3-1-1 capabilities) at approximately $3M, with ongoing yearly costs of $1.2M. The study noted, however, that since the City is already paying for many existing contact center options, ongoing costs could be substantially offset by transitioning and centralizing many existing City personnel.

Setting aside other cost considerations, such as potential cost savings and other benefits from reduced emergency and non-emergency calls to SDPD, ultimately the question turns on the vision for customer service provision. The management response noted the importance of providing both access and adequate resources for service provision. All large cities deal with finite resources and ongoing, continual re-evaluation within and among their departments to best optimize their service provision based on what their residents are asking for. By not offering a 3-1-1 option, the current level of service demand in San Diego is likely held *artificially low* compared to other large cities. This means that the City could be underestimating the *true level* and nature of the demand (and need) for services. To that end, City Management's concern that 3-1-1 will cause a potential large uptick in service requests and customer inquiries suggests that 3-1-1 is an essential accessibility tool for many residents that is not available now.

In addition, the plan to continue to expand Get It Done undermines the concern about being able to handle demand, and further reliance on Get It Done reports will continue to expand one portal that disproportionally leaves out groups such as those who are less inclined to interact through apps.

Ultimately, we maintain that the City could and should pursue efforts at continuing improvement of key City services concurrently with committing to develop a plan to implement 3-1-1. This could include actual implementation not taking place for several years in order to make progress on addressing existing service demand and planning for future, true demand. We do not believe the solution to the City's inability to address existing service demand is to keep accessibility more limited and service demand artificially low. Rather, the City could and should develop a 3-1-1 option for residents—a solution that other large cities started using more than 20 years ago.

Respectfully submitted,

Andy Hanau
City Auditor

cc: Honorable Mayor Todd R. Gloria
        Honorable City Council Members
        Jay M. Goldstone, Chief Operating Officer
        Charles Modica, Independent Budget Analyst