



PUBLIC RIGHT-OF-WAY COMPLIANCE REQUEST PROCESS

START DATE Jan. 22, 2021 **END DATE** Sept. 30, 2021

BACKGROUND

As of February 2021, there was a significant, **5,000+ case backlog** to address customer requests for public right-of-way (ROW) code compliance (i.e.; graffiti on commercial properties, private vegetation blocking the public ROW, private trees blocking the public ROW, and illegal trenching of City streets). This large volume of service requests submitted via the **Get It Done** application has led to slower response times, increased customer complaints, and lower customer satisfaction.

This document summarizes process improvements made, in conjunction with the City of San Diego's Performance & Analytics and Transportation departments, to **optimize the customer experience** and **improve staffing efficiencies**.

PROBLEM STATEMENT

What actions can the ROW code compliance team take to complete more requests on a day-to-day basis?

PROJECT GOALS

1. Reduce the total backlog to a manageable workload
2. Complete an average of at least 820 cases per month
3. Realize cost savings through staff optimization

ACTIONS TAKEN

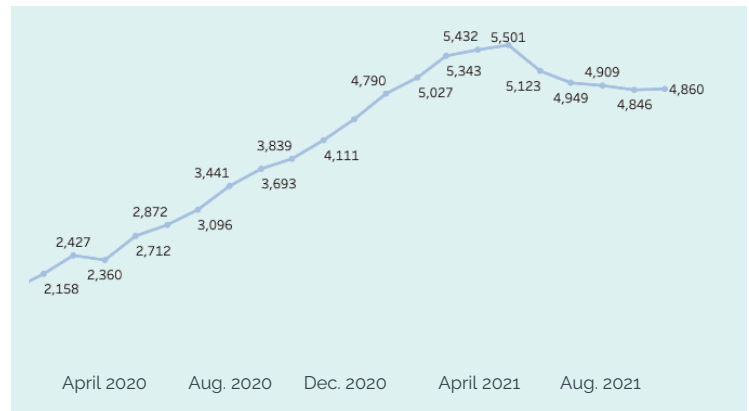
- **Redistributed Code Compliance Officers** regionally, instead of by specific service type, for the City. This methodology is based on the number of cases within a region, and the geographical area to cover. The previous assignment methodology had Code Compliance Officers traveling long distances across the City to address specific issues, sometimes resulting in multiple officers visiting the same area concurrently for separate issues. The change allows Code Compliance Officers to enforce all ROW violation types and reduces travel time, allowing these officers to address more cases quickly.
- **Updated Notices of Violation (NOV)**
 - NOVs in Salesforce (Get It Done): A new iteration of the NOVs reduced the number of manual inputs from ten to three input requirements.
 - NOV Door Hangers: Allow Code Compliance Officers to proactively address violations while in the field. NOVs have historically been mailed to property owners, adding up to a week to the process for the property owner to be put on notice and incurring overhead costs to the City.

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OUTCOMES

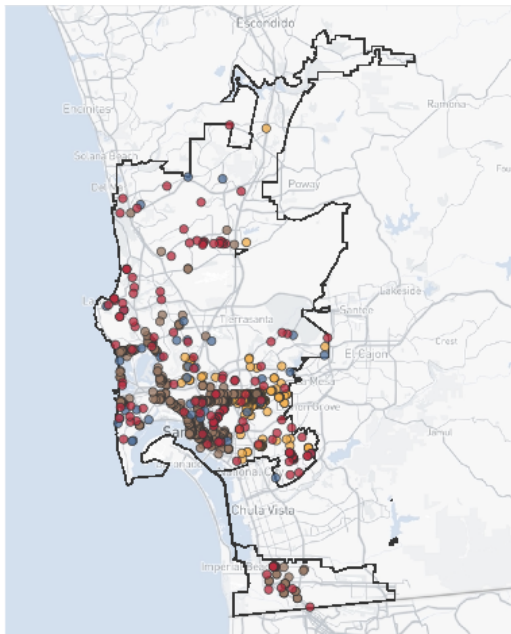
- The code compliance team has increased productivity by **more than 70%** since deploying the process improvements in June 2021. The team resolves an average of **923** cases per month; an improvement of nearly **400** cases per month over 2020.
- As of October 2021, the year-over-year backlog queue has been reduced to **4,860** public right-of-way code compliance cases.



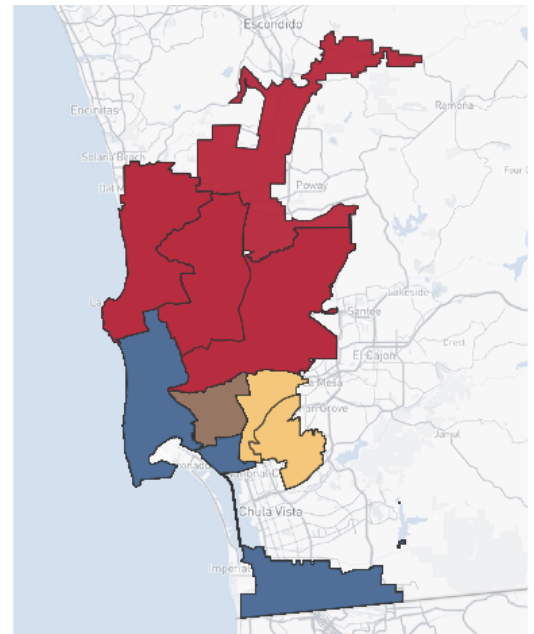
- Increasing efficiency by 70% is equivalent to almost three Code Compliance Officers (average annual salary of \$47,000), saving the City approximately **\$131,000 per year**. If completing ROW compliance requests more quickly can reduce the number of incidents and liability claims relating to trip and falls from private vegetation or private trees blocking the ROW, the City can avoid paying approximately **\$8,700 per claim** (from 2016-2020, the City paid out more than \$3M for 397 claims).
- The maps below show the Code Compliance Officer case distribution before (left) and after (right) the assignment redistribution by Council District.

Case Owner

- Code Compliance Officer 1
- Code Compliance Officer 2
- Code Compliance Officer 3
- Code Compliance Officer 4



Before Redistribution



After Redistribution