Performance Audit of the City's Public Right-of-Way Maintenance Activities

THE CITY SHOULD CENTRALIZE CUSTOMER SERVICE OPERATIONS TO INCREASE CUSTOMER ACCESSIBILITY, IMPROVE PERFORMANCE MONITORING, AND SUPPORT OPEN DATA EFFORTS

MARCH 2015

Audit Report

Office of the City Auditor
City of San Diego

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Highlights

Highlights of OCA-15-015

Why OCA Did This Study

The City's right-of-way (ROW) includes thousands of miles of streets, sidewalks, alleys, and water and sewer lines, as well as hundreds of thousands of related assets such as street lights, trees, and traffic signs. The City is charged with ensuring these assets are clean, safe, and maintained in good working order. In accordance with the City Auditor's FY 2015 Work Plan, and per a request from Councilmember Scott Sherman, we conducted a performance audit of Citywide ROW maintenance activities. Specifically, our audit objective was to evaluate whether consolidating customer service functions would improve the efficiency and effectiveness of the City's response to ROW maintenance service requests, and support the City's ability to meet Open Data goals.

What OCA Recommends

OCA made two recommendations related to the centralization of the City's customer service functions. Specifically, we recommend that the Mayor and Chief Operating Officer designate an executive-level champion charged with leading the centralization of the City's customer service functions. The executive-level champion should establish a working group to develop a Citywide Customer Service Strategic Plan that includes the goal of a centralized 3-1-1 customer service center.

Management agreed to implement both recommendations, and indicated that the Mayor's FY 2016 proposed budget will include a request for staffing and costs associated with 3-1-1 or a similar initiative.

For more information, contact Eduardo Luna at (619)533-3165 or cityauditor@sandiego.gov

Public Right-of-Way Maintenance

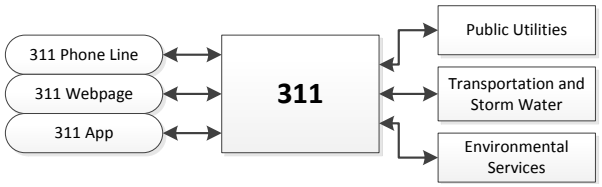
The City Should Centralize Customer Service Operations to Increase Customer Accessibility, Improve Performance Monitoring, and Support Open Data Efforts

What OCA Found

The City of San Diego (City) Strategic Plan defines the City's mission as the following: "To effectively serve and support our communities." To carry out that mission, the City must maintain a large and diverse inventory of infrastructure assets in the public right-of-way (ROW). ROW assets include streets, sidewalks, alleys, street and traffic lights, road signage, and water and sewer lines. The City relies heavily on its residents to identify and report maintenance needs, such as potholes, illegal dumping, and damaged sidewalks. As such, maximizing the City's accessibility to residents is essential to the City's ability to adequately maintain the ROW.

We surveyed 677 residents who recently submitted ROW service requests found that customer satisfaction could be improved from the current 63 percent satisfaction rate. Importantly, because the City provides more than 30 ROW maintenance services through multiple departments and divisions, it can be challenging for residents to identify the proper channel to submit their service requests. Our survey respondents indicated that even though they frequently notice ROW maintenance needs, they rarely report them—four out of five respondents indicated that they report maintenance needs once a year or less.

We found that the City can increase ease of reporting needs and improve customer satisfaction by centralizing customer service operations. Most large municipalities and jurisdictions in the United States and Canada have centralized customer service with a single phone number, website, and mobile app that are branded with 3-1-1, an easy-to-remember number reserved for municipal use.



In addition to improving ease of reporting for residents, implementing a centralized 3-1-1 customer service model would allow the City to capture numerous benefits, including:

- Improving department accountability by providing the City and the public with better information to monitor performance, including response times and quality of work;
- 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;
- Supporting the City's Open Data objectives; and
- Potentially reducing unnecessary calls to 9-1-1.

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THE CITY OF SAN DIEGO

March 5, 2015

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

Transmitted herewith is an audit report on the City of San Diego's Public Right-of-Way Maintenance Activities. This report was conducted in accordance with the City Auditor's Fiscal Year 2015 Audit Work Plan, and the report is presented in accordance with City Charter Section 39.2. The Results in Brief is presented on page 1. Audit Objectives, Scope, and Methodology are presented in Appendix B. Management's responses to our audit recommendations can be found after page 63 of the report.

We would like to thank staff from the City departments for their assistance and cooperation during this audit. All of their valuable time and efforts spent on providing us information is greatly appreciated. Additionally, we would like to thank the excellent Luth Research staff for conducting a customer survey on our behalf. The audit staff responsible for this audit report are Andy Hanau, Luis Briseño, Matthew Helm, and Kyle Elser.

Respectfully submitted,

Eduardo Luna
City Auditor

cc: Scott Chadwick, Chief Operating Officer
Stacey LoMedico, Assistant Chief Operating Officer
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Jan Goldsmith, City Attorney
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RESULTS IN BRIEF

The City of San Diego (City) Strategic Plan defines the City's mission as the following: "To effectively serve and support our communities." To carry out that mission, the City must maintain a large and diverse inventory of infrastructure assets in the public right-of-way (ROW). ROW assets include streets, sidewalks, alleys, street and traffic lights, road signage, and water and sewer lines. Given the breadth of the City's ROW asset portfolio, the City relies heavily on its residents to identify and report maintenance needs, such as potholes, illegal dumping, and damaged sidewalks.

Accordingly, in order to effectively meet the needs of its residents, the City should make reporting these needs easy, respond in a timely manner, and perform high quality maintenance work. Our survey of residents who recently submitted ROW service requests shows that customer satisfaction could be improved from the current 63 percent satisfaction rate. Importantly, because the City provides more than 30 ROW maintenance services through multiple departments and divisions, it can be challenging for residents to identify the proper channel for reporting service requests. Notably, our survey respondents indicated that even though they frequently notice ROW maintenance needs, they rarely report them—four out of five respondents indicated that they report maintenance needs once a year or less.

We found that the City can increase the ease of reporting needs and improve customer satisfaction by centralizing customer service operations. Most large municipalities and jurisdictions in the United States and Canada have centralized customer service with a single phone number, website, and mobile app that are branded with 3-1-1, an easy-to-remember phone number reserved for municipal use. Implementing a centralized 3-1-1 customer service center model would allow the City to capture numerous benefits, including:

- Increasing the City's accessibility to residents;
- Providing a consistent customer service experience for residents;
- Improving department accountability by providing the City and the public with better information to monitor performance and efficiency;

- 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;
- Supporting the City's Open Data objectives; and
- Potentially reducing unnecessary calls to 9-1-1.

Implementing a centralized customer service model is a significant undertaking, but one that fits well within the current administration's stated focus on customer service. We recommend that the Mayor and Chief Operating Officer designate an executive-level champion charged with leading the centralization of the City's customer service functions. The executive-level champion should establish a working group to develop a Citywide Customer Service Strategic Plan that includes the goal of a centralized 3-1-1 customer service center.

We made two recommendations and management agreed to implement both. Management's response indicated that the Mayor's FY 2016 proposed budget will include a request for staffing and costs associated with 3-1-1 or a similar initiative. Although management's response did not discuss implementation specifics, we maintain that the elements set forth in our recommendations would be essential components of a successful Citywide centralized customer service initiative.

Finally, although this report focuses on the rationale for centralizing customer support services to improve ROW maintenance and customer satisfaction, we plan to undertake a future audit examining ways in which City departments could further improve the efficiency and effectiveness of ROW maintenance efforts.

BACKGROUND

The City of San Diego's (City) public right-of-way (ROW) is essentially the public space reserved for transportation—streets, alleys, sidewalks, and bikeways.[1] Within the ROW, the City owns and maintains hundreds of thousands of assets—such as street lights, trees, and water and sewer lines—that make up a large portion of the City's infrastructure. Maintaining that infrastructure is essential to economic vitality, public safety, environmental health, and the everyday quality of life for residents and visitors alike.

City Assets in the Public Right-of-Way

The City owns and maintains several classes of assets within the public right-of-way, including:

- Streets
- Medians
- Alleys
- Sidewalks
- Bikeways
- Pedestrian Bridges
- Vehicle Bridges
- Street Lights
- Traffic Signals
- Traffic Signs
- Street Name Signs
- Trees
- Storm Drains
- Storm Water Channels
- Water Lines
- Sewer Lines
- Water Meters
- Water Valves
- Fire Hydrants
- Manholes

According to data provided by the Office of the City Comptroller, we estimate that the value of the City's large and diverse collection of infrastructure assets in the ROW is approximately $4.3 billion. **Exhibit 1** summarizes the book value[2] of select ROW asset categories as of June 30, 2014.

[1] San Diego Municipal Code (SDMC) §62.1102 defines the public right-of-way as "public easements or public property that are or may be used for streets, alleys, or other public purpose." Per SDMC §62.1102, the public right-of-way may be unimproved, which refers to right-of-way that is not paved and/or does not have a sidewalk, curb, or gutters.

[2] Book value is determined by subtracting accumulated depreciation from the acquisition value of the asset.

Exhibit 1

Book Value of Select ROW Assets by Category, FY 2014

Asset Category	Book Value
Roadways	$798,915,356
Bridges	$176,947,659
Alleys	$3,833,448
Sidewalks and Curbing	$207,800,533
Bicycle and Pedestrian Paths	$2,801,442
Street Lighting	$45,051,857
Traffic Signals	$45,777,407
Storm Drains	$107,861,328
Channels and Culverts	$26,212,766
Water and Sewer Mains	$2,671,728,535
Sewer Manholes	$96,185,554
Sewer Laterals	$140,836,914
Water Hydrants	$24,044,193
Total	**$4,347,996,992**

Source: OCA, based on data from the Office of the City Comptroller.

Maintenance of the Public Right-of-Way and Related Assets is Critical

The ROW is an important part of city life that helps promote order, safety, health, and economic activity. The ROW facilitates the flow of cars, buses, bicycles, and pedestrians across the City and serves as the stage for the social and economic activity that enriches civic life and the urban experience. Moreover, the ROW houses a complex and vital network of utility infrastructure, such as water and sewer lines, that is necessary for daily life. Finally, the City's ROW assets include trees and other vegetation that provide shade and serve to beautify the urban environment. Thus, it is important to maintain the ROW as a critical public asset. Proper maintenance of the ROW and related assets produces many benefits, which include:

- Economic activity;
- Public safety;
- Public and environmental health;
- Quality of life;
- Reducing the City's liability for dangerous conditions; and
- Enhancing the City's image for residents and visitors.

For these and many other reasons, it is critical that the ROW and related assets be maintained in good working order. However, several years of City budget cuts and underfunding have resulted in rising deferred maintenance costs for infrastructure assets, including those in the ROW. In fact, the recent *Consolidated Multi-Year Capital Planning Report* shows that the City is in need of $3.87 billion for capital assets through fiscal year 2020 and projects funding at $2.16 billion, resulting in a net funding gap of $1.71 billion. Importantly, several conditions assessments intended to help the City understand the extent of the deferred maintenance problem are currently underway, and it is anticipated that the current deferred maintenance need will become even larger once these are complete. Moreover, the extent to which residents and visitors report infrastructure needs to the City may contribute to the City's ability to understand the full extent of funding needs for infrastructure assets.

Maintenance Activities in the Public Right-of-Way Are Diverse

The City conducts many maintenance activities in the ROW. **Exhibit 2** highlights several of these activities.

Exhibit 2

Examples of Maintenance Activities in the Public Right-of-Way

Illegal Dumping Abatement (ESD)

Tree Maintenance (TSWD)

Traffic Sign Maintenance (TSWD)

Sidewalk Ramping (TSWD)

Traffic Signal Maintenance (TSWD)

Storm Drain Maintenance (TSWD)

Water Waste Investigation (PUD)

Source: OCA field observations except water waste investigation photo, Katie Orr/KPBS.

The City Relies on Residents and Visitors to Report Public Right-of-Way Maintenance Needs

Some of the maintenance work that takes place in the ROW is scheduled. For example, the Transportation and Storm Water Department's (TSWD) Street Division coordinates resurfacing work; TSWD's Storm Water Division conducts storm drain inspections; the Public Utilities Department (PUD) conducts scheduled valve maintenance, sewer main inspections, and coordinates the replacement of aging lines, and the Environmental Services Department (ESD) abates illegal dumps from public rights-of-way and conducts scheduled community clean-ups throughout the year.

However, the City, like most governmental agencies and jurisdictions, relies heavily on its residents to report ROW maintenance needs. For example, in FY 2014, 34 percent of trees trimmed, 56 percent of pothole repairs, and 75 percent of street light repairs were completed in response to a customer request. These types of ROW maintenance activities are services provided by the City to ensure that streets, alleys, and sidewalks remain clean and safe, and to convey a positive image of the City to both residents and visitors. For example, customer requests accounted for 34 percent of the approximately 60,000 service requests received by TSWD in FY 2014, as well as 21 percent of the approximately 32,000 service requests received by ESD. Finally, customer requests accounted for 44 percent of the approximately 63,000 service requests received by PUD in FY 2014. **Exhibit 3** shows totals for a selection of common service requests the City received from customers in FY 2014.

Exhibit 3

Select Service Request Totals for Right-of-Way Maintenance Activities by Department, FY 2014*

Transportation and Storm Water Department

Problem Type	Number of Service Requests
Tree-Related Requests	3,377
Pothole Repair	3,304
Street Light Out	3,024
Locate Underground Cables (DigAlert request)	1,112
Traffic Sign Replacement	1,052
Asphalt Repair	923
Graffiti Removal	771
Sidewalk Maintenance	536
Paint Curb – Maintenance	516
Tree Related Concrete Damage	504
Traffic Signals on Flash or Light Stuck	302
Debris in Street	215
Plugged Storm Drain	179
Spray Weeds/Curb Cleaning	150
Street Name Sign	109

Public Utilities Department

Problem Type	Number of Service Requests
Water Leak	6,760
Water – Other Customer Request	6,393
No Water	829
Poor Water Pressure	786
Bad Sewer Odor	413
Collapsed Sewer Lateral	158
Hydrant Knock Over	117
Open Sewer Manhole	94
Water Main Break	86
Sewer Manhole Overflowing	82
Sewer Main Break	79

Environmental Services Department

Problem Type	Number of Service Requests
Illegal Dumping	5,983
Transient Camp Removal	363
Litter Removal	338

* Note: This exhibit shows estimates of the number of service requests that were received from customers in FY 2014. It does not show all service requests, many of which are initiated by City staff.

Source: OCA, based on data from TSWD, PUD, and ESD work order systems (SAP, SWIM, and EPACS, respectively).

Residents and Visitors Can Use Various Methods to Report Public Right-of-Way Maintenance Needs

Currently, each City department that performs ROW maintenance operates its own customer service center, and the reporting options provided by each department vary. While all departments accept complaints by phone, currently only ESD and TSWD have web pages that customers can use to submit service requests. PUD's Customer Support Division also accepts email, but encourages customers to report by phone for the fastest response, according to the department. TSWD is the only department that accepts requests through the Street Report mobile app, making it the only department performing ROW maintenance services that provides customers with a full range of reporting options including phone, online, and mobile app intake channels. **Exhibit 4** shows the reporting method used for the approximately 20,400 service requests TSWD received from the public in FY 2014. While a substantial portion of complaints were made online, a phone call was the most common method customers used to submit their service requests.

Exhibit 4

TSWD Service Requests from the Public by Reporting Method, FY 2014

Reporting Method	Number of Service Requests	Pct. of Service Requests
Phone Call	9,502	47%
Internet Request (including Street Report app)	6,965	34%
E-mail	1,521	7%
Cable Locate Request via DigAlert	1,172	6%
Unknown (reporting method not recorded)	1,032	5%
Referred from Council Office	113	0.6%
Referred from Other Department	65	0.3%
Letter	41	0.2%
Walk In	7	0.03%
Total	**20,418**	**100%**

Note: Total Reserves includes operating reserves and continuing appropriations for CIP.

Source: OCA analysis of data from TSWD's work order system, SAP.

Several City Departments Maintain Assets in the Public Right-of-Way

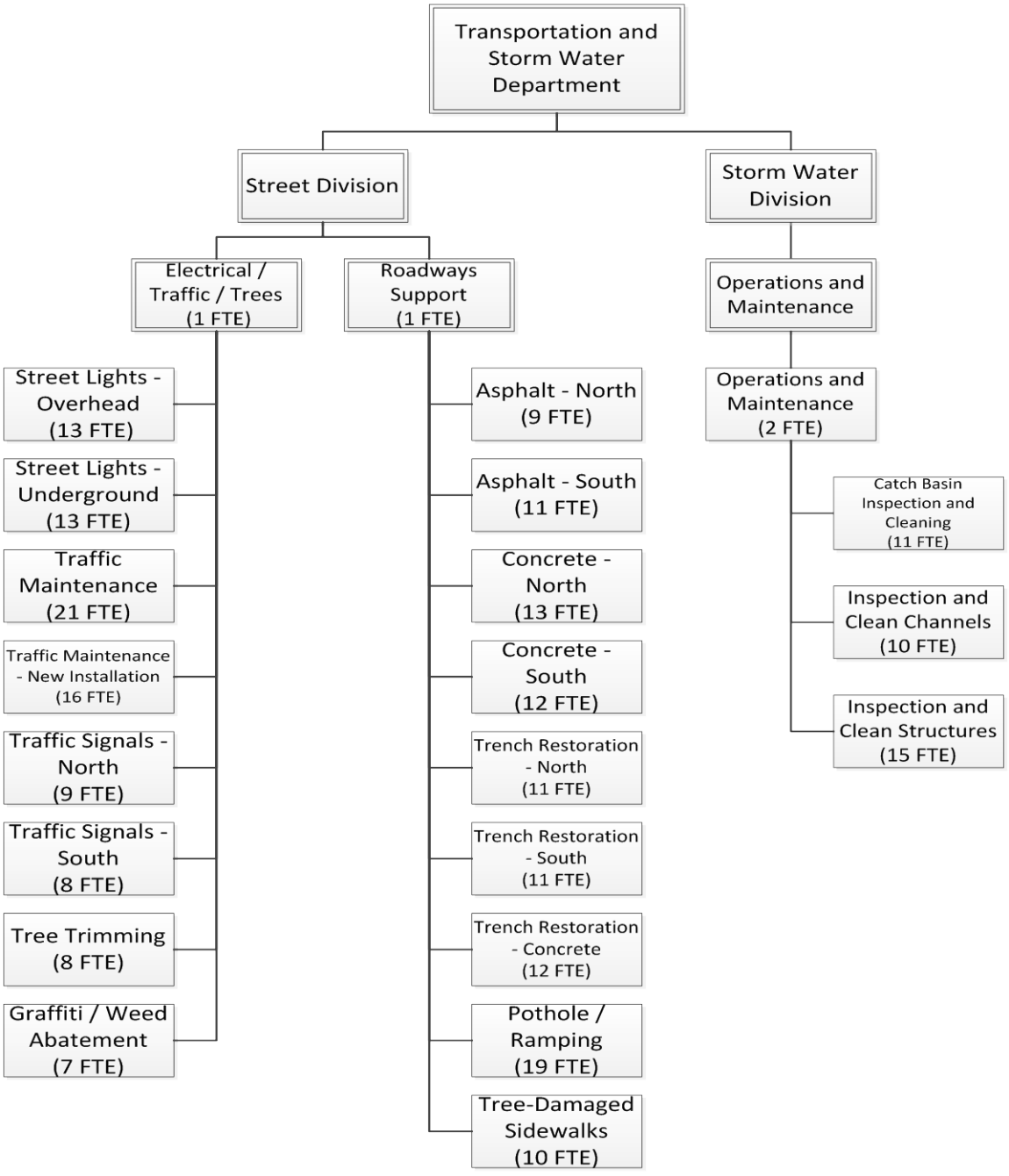
The diverse and wide-ranging nature of ROW assets results in an organizational structure for maintenance activities that is just as far-reaching, and each department staffs their various work units differently. The following sections briefly summarize the general ROW maintenance services performed by TSWD, PUD, and ESD. **Exhibits 5**, **6**, and **7** show the organizational structure and staffing levels for each department with respect to their ROW maintenance responsibilities.

Transportation and Storm Water Department

TSWD is responsible for the operation and maintenance of streets, sidewalks, storm drains, and related assets. TSWD's Street Division maintains all streets, alleys, sidewalks, bridges, guardrails, fences, streetlights, traffic signals, traffic pavement markings, traffic signs, and street trees. TSWD's Storm Water Division is responsible for the inspection, maintenance, and repair of the storm drain system in the ROW and in drainage easements.

Exhibit 5

Transportation and Storm Water Department Organizational Structure and Staffing Levels for Right-of-Way Maintenance Activities



Note: Full-time equivalent (FTE) figures reflect filled positions as of January 26, 2015.

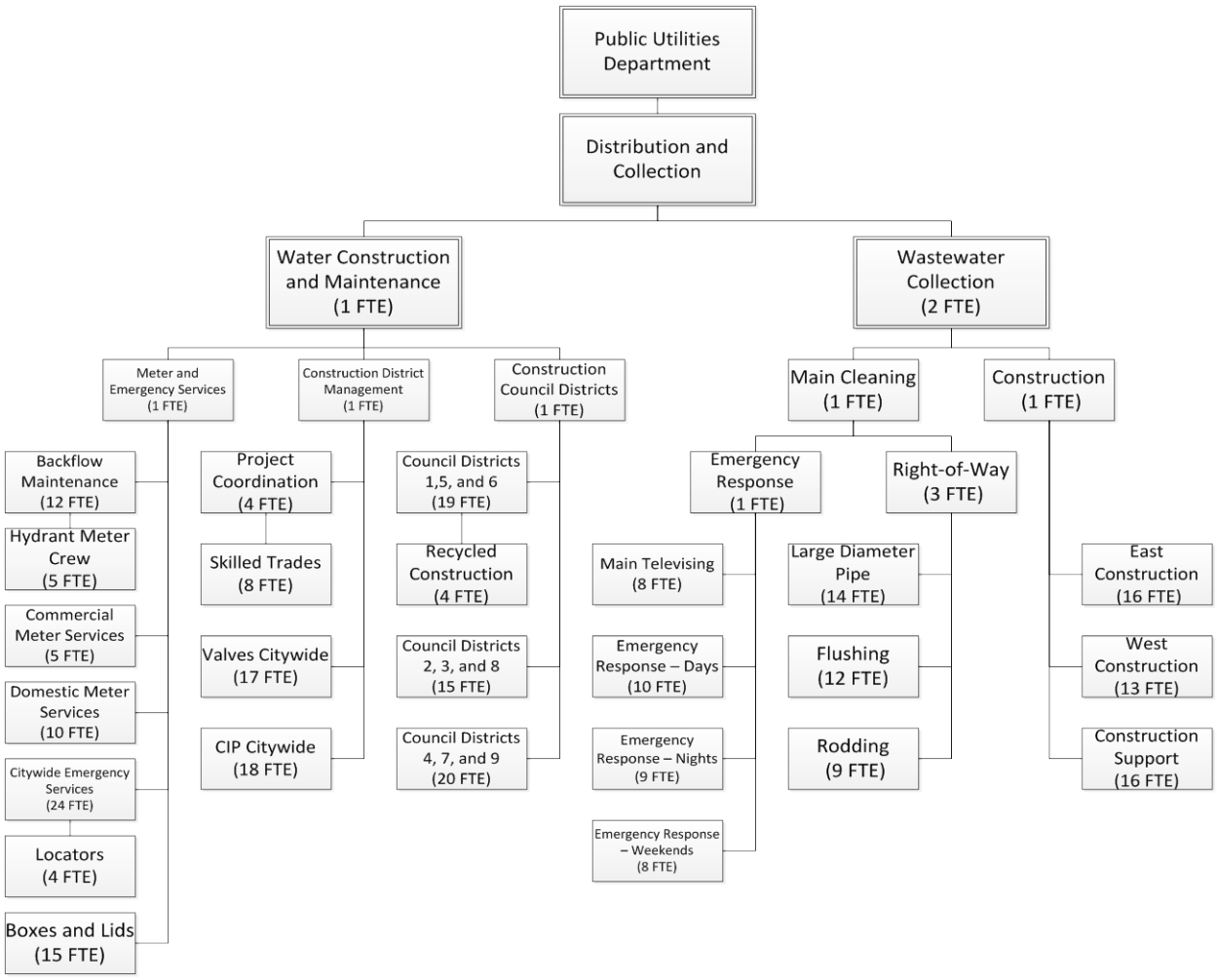
Note: The Storm Water Division's street-sweeping function is not shown here. Street-sweeping recently underwent the managed competition process and was outside the scope of this audit.

Source: OCA, based on data from SAP.

Public Utilities Department PUD maintains water and wastewater assets within the ROW. Specifically, the Water Construction and Maintenance Division provides 24-hour emergency response, water main repair, Capital Improvement Program support, and the maintenance, installation, and replacement of water meters throughout the City. The Wastewater Collection Division is responsible for the operation and maintenance of the City's wastewater collection system, which consists of 3,019 miles of sewer mains and 75 sewer pump stations as well as the Mission Bay and Coastal Low-Flow Interceptor System, which is a TWSD asset.

Exhibit 6

Public Utilities Department Organizational Structure and Staffing Levels for Right-of-Way Maintenance Activities



Note: Full-time equivalent (FTE) figures reflect filled positions as of January 26, 2015.

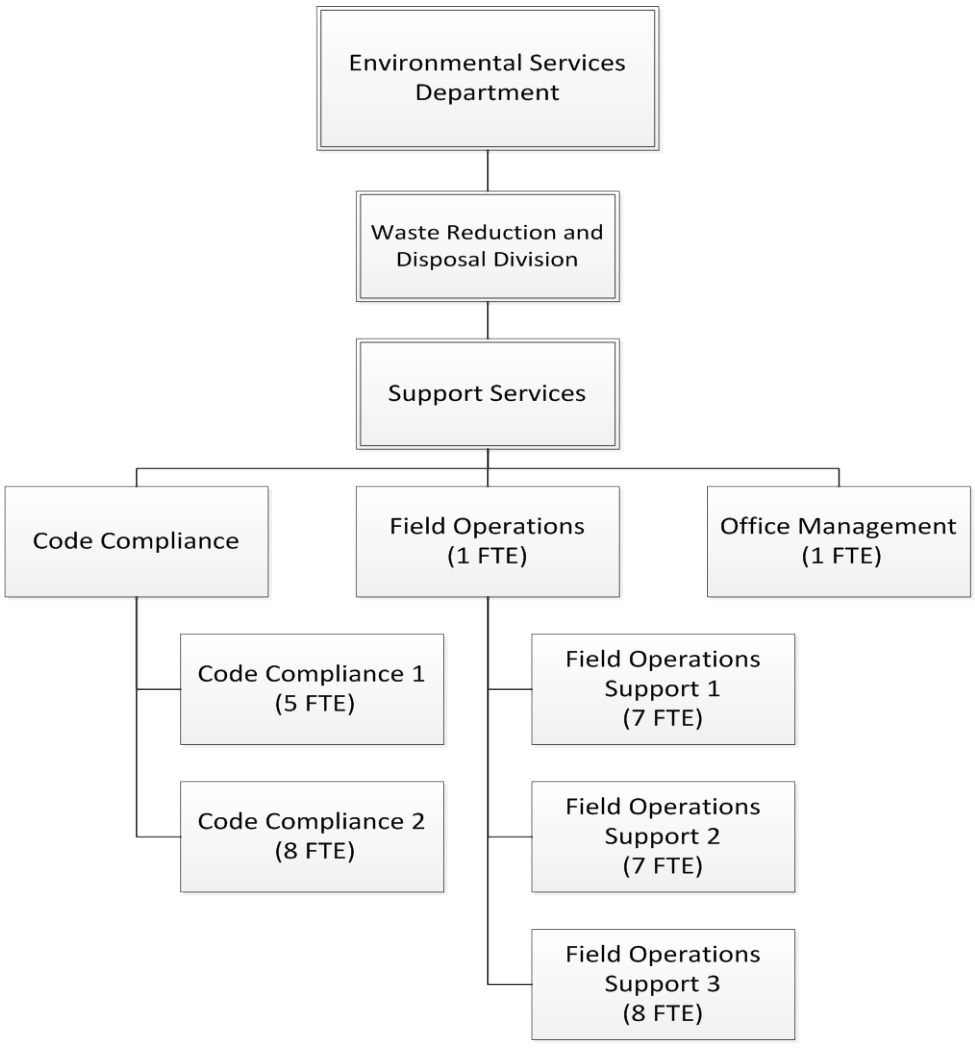
Source: OCA, based on data from SAP.

Environmental Services Department

ESD conducts maintenance activities in the ROW through its Waste Reduction and Disposal (WRAD) Division. The Field Operations section of WRAD removes illegally-dumped materials from the ROW; conducts community clean-ups; collects dead animals; and provides support to other City departments. Field Operations crews coordinate some of their work with ESD's Solid Waste Code Enforcement Program, which investigates over 25,000 reports annually of illegal dumping, littering, scavenging, and waste-related violations within the City.

Exhibit 7

Environmental Services Department Organizational Structure and Staffing Levels for Right-of-Way Maintenance Activities



Note: Full-time equivalent (FTE) figures reflect filled positions as of January 23, 2015.

Source:OCA, based on data from SAP.

Expenditures on Public Right-of-Way Maintenance Activities

The City spends tens of millions of dollars annually on maintenance activities in the ROW. **Exhibit 8** summarizes the actual expenses during FY 2014 for select work groups.

Exhibit 8

Expenses for Select Public Right-of-Way Maintenance Activities, FY 2014

Maintenance Activity	Expenses
PUD - Water Construction and Maintenance	$36,901,898
PUD - Wastewater Collection	$22,068,927
Subtotal PUD	**$58,970,825**
TSWD - Street Division - Roadways	$16,902,930
TSWD - Street Division - Electrical	$13,489,042
TSWD - Storm Water Division - Structure Maintenance	$13,449,391
TSWD - Street Division - Traffic	$5,244,961
TSWD - Storm Water Division - Channel Maintenance	$4,354,368
TSWD - Street Division - Trench Restoration	$2,731,202
TSWD - Street Division - Tree Maintenance	$2,305,989
Subtotal TSWD	**$58,477,882**
ESD - Field Operations	$3,351,213
ESD - Code Enforcement	$1,630,721
Subtotal ESD	**$4,981,933**
GRAND TOTAL	**$122,430,640**

Note: Figures reflect expenses from operating funds only.

Note: This exhibit is intended to generally illustrate the City's FY 2014 ROW maintenance expenses. According to PUD, expenses for certain activities may be double-counted, such as when PUD performs work for TSWD. However, this does not substantially affect the totals shown in the exhibit.

Source: OCA, based on data from SAP.

AUDIT RESULTS

Finding 1: Centralizing Customer Service Operations Will Increase Customer Accessibility, Improve Performance Monitoring, and Support Open Data Efforts

The City of San Diego (City) is responsible for maintaining a large and diverse portfolio of public right-of-way (ROW) assets, including streets, sidewalks, alleys, street and traffic lights, and water and sewer lines. In order to maintain the ROW in a clean and safe manner and project a positive image to residents and visitors, the City relies heavily on its residents to report ROW maintenance needs such as potholes, illegal dumping, and leaking water pipes. The City should encourage residents to report ROW maintenance needs by making reporting easy, responding to service requests in a timely manner, and performing high-quality maintenance work. However, we surveyed customers who submitted service requests for ROW maintenance to the City and found that customer satisfaction could be improved, with approximately six in 10 customers satisfied overall. Furthermore, even though these customers responded that they frequently notice ROW maintenance needs in the City, they rarely report them. Four out of five customers we surveyed said they only report ROW maintenance needs to the City once a year or less.

We found that the City can encourage residents to report ROW maintenance needs and improve customer satisfaction by centralizing most customer service operations in a single customer service center. [3] Over the past two decades, most other large jurisdictions in the United States and Canada have adopted centralized customer service centers with a single phone number, web page and mobile app that are branded with 3-1-1, an easy-to-remember phone number that is reserved for municipal use. A centralized 3-1-1 customer service center has several advantages over the City's current decentralized model, including:

- Increasing the City's accessibility to residents by making it easier to determine how to submit service requests or get information about City services;

[3] Client departments typically retain a reduced customer service staff that are subject matter experts to handle any requests for information or services that cannot be addressed by 3-1-1 customer service representatives.

- Allowing the City to provide a consistent customer experience for all information or service requests;
- Improving accountability by providing the Mayor, City Council, and Executive Team with better information to monitor performance and efficiency;
- Enabling the City to measure the true demand for services, and allocate resources accordingly;
- Supporting the City's ability to meet Open Data objectives; and
- Potentially helping to reduce unnecessary calls to 9-1-1.

Implementing a centralized customer service center is a major undertaking that requires significant expertise, time, and resources. As such, careful planning and executive leadership is required to ensure project success. We recommend that the Mayor and Chief Operating Officer establish a working group to develop a Citywide Customer Service Strategic Plan. This Strategic Plan should include the goal of a centralized customer service center for ROW maintenance, which can be incrementally expanded to include other customer-facing services.

The City Relies Heavily on Its Residents to Report Many ROW Maintenance Needs

The City's ROW includes a large and diverse array of assets that the City is responsible for maintaining throughout its geographical area of 325 square miles. The City's large portfolio of ROW assets requires a broad range of maintenance activities carried out by multiple divisions across several departments.[4] **Exhibit 9** shows totals for a selection of the City's major ROW assets.

[4] Refer to **Exhibit 3** on page 8 for examples of ROW maintenance activities by department.

Exhibit 9

Totals for Selected ROW Assets

Asset Type	Estimated Totals
Streets	2,800 centerline miles
Sidewalks	5,000 miles
Bridges	300
Trees	250,000
Street Lights	40,000
Traffic Signals	1,500
Traffic / Street Name Signs	53,000
Storm Drains	75,000
Storm Water Drainage Pipe	889 miles
Storm Water Fencing	100 miles
Storm Water Channels	84 miles
Water Lines	3,302 miles
Fire Hydrants	25,157
Sewer Lines	3,019 miles
City Manholes	55,000

Source: OCA, based on information from TSWD, ESD, and PUD.

While much of the City's ROW maintenance, such as street resurfacing, is conducted on a scheduled basis, the City relies heavily on its residents to report ROW maintenance needs. For example, in FY 2014, 34 percent of trees trimmed, 56 percent of pothole repairs, and 75 percent of street light repairs were in response to a service request submitted by residents. These customer service requests are a primary means for the City to become aware of and respond to ROW maintenance needs. Given the significant and growing backlog of deferred maintenance for infrastructure assets, it is essential that the City receive these reports from residents so that appropriate maintenance resources can be allocated and maintenance needs can be addressed quickly, before they become worse.

Customer Satisfaction Is a Key Performance Measure

Customer satisfaction is a fundamental measure of organizational success that is widely used in both the private and public sectors. In the private sector, customer satisfaction drives customer retention, market share, and profits. For a public sector organization like the City of San Diego, satisfaction with the City's response to residents' requests for services is a key factor affecting how they view the overall effectiveness of their City government. In addition, because the City relies heavily on its residents for information on ROW

maintenance needs, encouraging residents to make service requests by making reporting easy and responding effectively is essential to ensuring that the City's streets, alleys, and sidewalks are clean and safe, thus enhancing residents' quality of life.

Customer Satisfaction with the City's ROW Maintenance Could Be Improved

We surveyed 677 customers who submitted service requests for ROW maintenance to the City of San Diego[5] and found that customer satisfaction could be improved. Overall, 63 percent of existing customers reported that they were satisfied with the City's response to their request for ROW maintenance.[6]

We found that customer satisfaction is strongly associated with three aspects of the customer's experience, including:

- Ease of reporting their service request;
- Timeliness of the City's response; and
- The quality of work performed by the City.

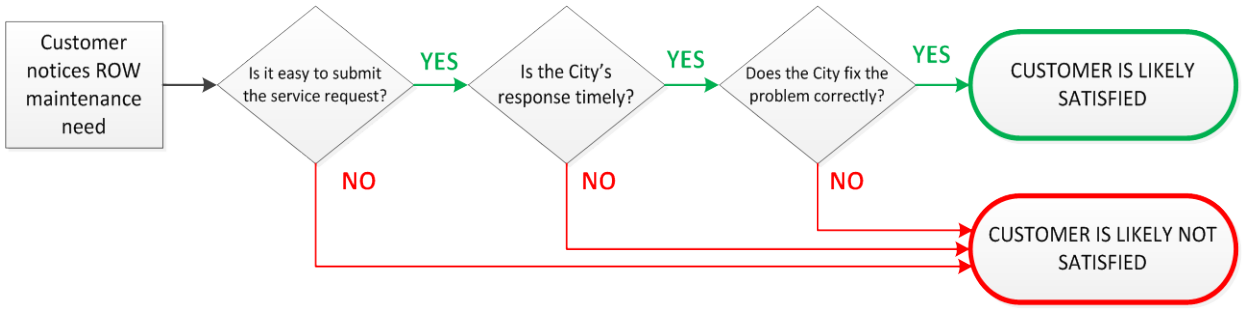
Furthermore, our results suggest that the City needs to meet the customer's expectations in all three of these areas to ensure customer satisfaction. As shown in **Exhibit 10**, if the City falls short in only one of these areas, the customer is likely to be dissatisfied overall.

[5] Customers who submitted service requests for ROW maintenance to TSWD, PUD, and ESD between September 1, 2014 and November 21, 2014 were surveyed. The survey was administered between December 15, 2014 and December 24, 2014. See **Appendix B** for a discussion of the customer survey methodology, **Appendix C** for complete survey results for customers who submitted their service request by phone, and **Appendix D** for complete survey results for customers who submitted their service request online (including by web page, email, or mobile app).

[6] The City's current Strategic Plan (released on February 17, 2015) establishes a goal of 90 percent 'good' or 'excellent' customer service ratings on resident satisfaction surveys.

Exhibit 10

Reporting Ease, Response Timeliness, and Quality Repairs Are All Essential to Overall Customer Satisfaction



Source: OCA, based on analysis of customer survey data and available research on components of customer satisfaction.

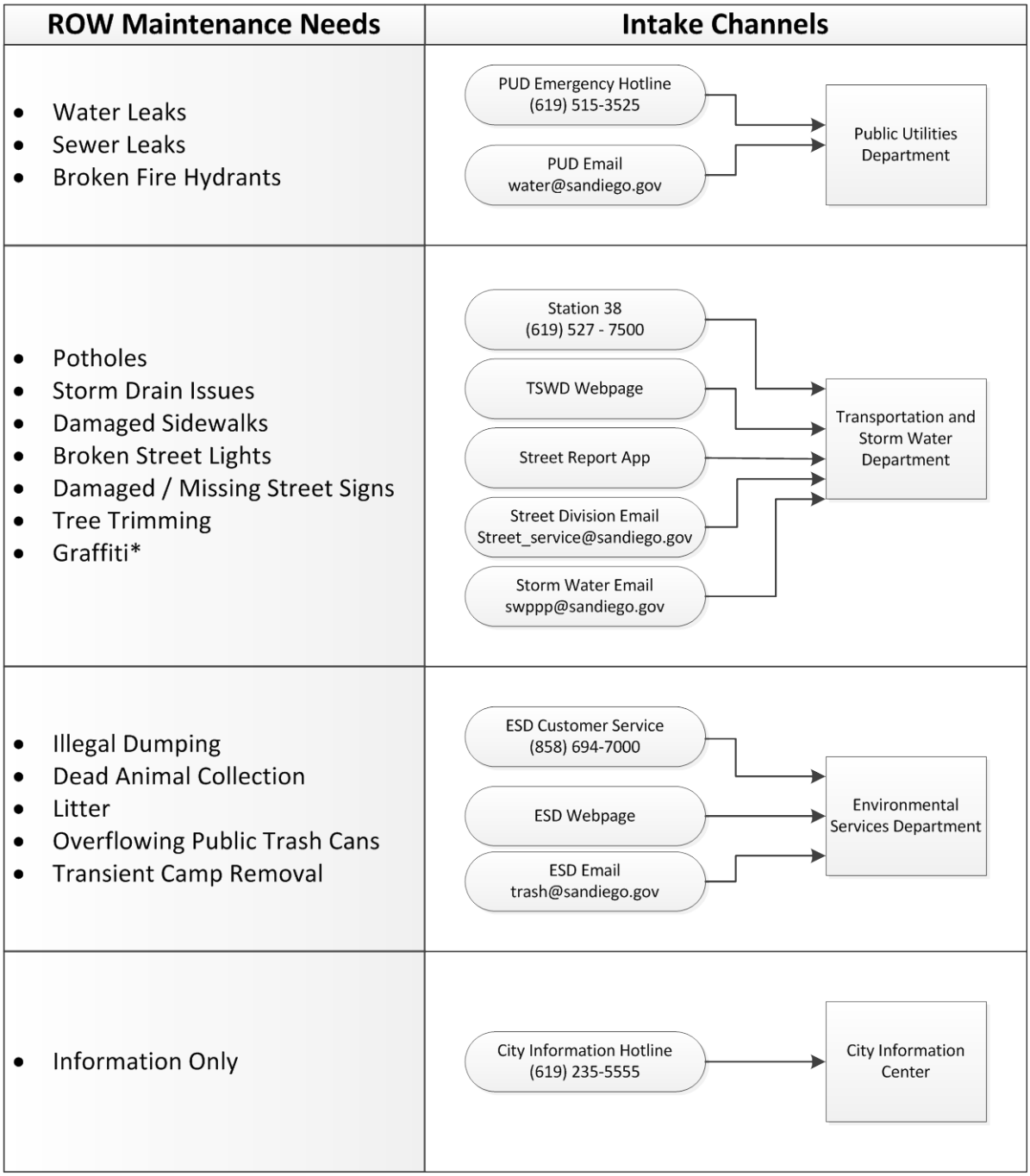
The City's Decentralized Customer Service Model Makes It Difficult for Some Customers to Report ROW Maintenance Needs

The ease of the City's reporting process is an important factor affecting whether a customer is satisfied overall. While 70 percent of customers who found the reporting process easy were satisfied with the City's response to their service request, the customer satisfaction rate was only 29 percent for customers who did not think reporting was easy. This demonstrates that the City can improve customer satisfaction by making the reporting process as easy as possible. However, the City's current decentralized customer service model makes the reporting process for customers more difficult than necessary.

Currently, there is no Citywide strategic plan for customer service, and each department providing ROW maintenance services operates its own customer service center. As shown in **Exhibit 11**, in order to successfully submit a service request, a resident must first determine which department is responsible for the type of maintenance they are requesting. Because the City provides more than 30 ROW maintenance services, this can make it challenging for residents to identify how to submit their service request. In addition, the range of reporting options varies by department – both TSWD and ESD have web pages where residents can submit service requests, but PUD does not. Additionally, TSWD is the only department that accepts service requests through the 'Street Report' mobile app. Furthermore, the City Information Center is only accessible by phone, and provides residents information on City services but cannot accept service requests.

Exhibit 11

The City's Current Reporting Process for ROW Maintenance Needs Is Complex



* Currently, some service requests for graffiti abatement are handled by Neighborhood Code Compliance. According to TSWD, the City is in the process of consolidating intake for all graffiti abatement service requests with TSWD as recommended by OCA in our Performance Audit of the Graffiti Control Program.

Source: OCA, based on information from PUD, ESD, TSWD, and Human Resources.

While approximately 80 percent of existing customers found the reporting process easy overall, 70 percent said that it could be improved. Furthermore, it is important to note that our survey only included customers who actually submitted a service request.[7] Potential customers who were confused by the current reporting process and did not successfully submit a request would likely say that the current process is difficult. In addition, only 69 percent of existing customers said that it was easy to find the right phone number or webpage to submit their request on the first try, and of customers who submitted their request over the phone, only 11 percent already knew where to call from having made a previous service request.

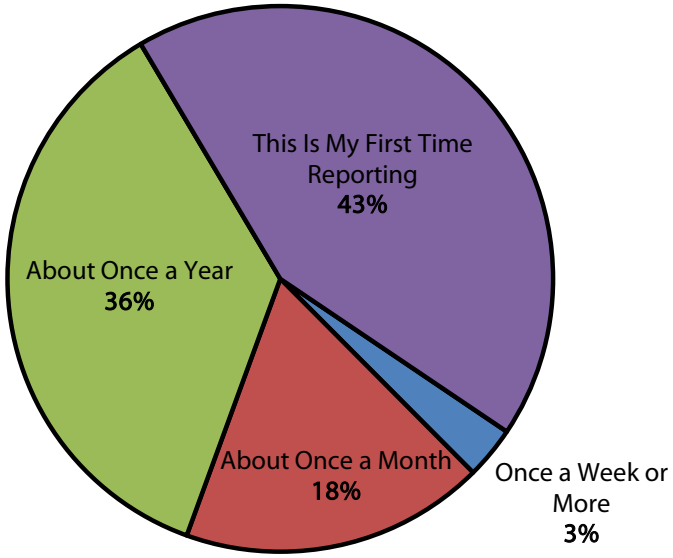
Complexities in the reporting process reduce overall customer satisfaction, and likely result in fewer residents reporting ROW maintenance needs to the City when they see them. While 70 percent of customers reported that they frequently notice ROW maintenance needs in the City, only 21 percent report these needs to the City more than once a year, as shown in **Exhibit 12**. The relatively low propensity of customers to contact the City indicates that, in addition to improving customer satisfaction, the City can improve accessibility for residents by making the process to report ROW maintenance needs easier.

[7] Our survey population included all customers who provided a contact phone number or email address when they made their service request to the City between September 1, 2014 and November 21, 2014.

Exhibit 12

Most Existing Customers Rarely Report ROW Maintenance Needs to the City

How often do you submit service requests for PROW maintenance to the City?



Source: OCA analysis of customer survey results.

Most Large U.S. Cities Have Centralized Customer Service Centers

The City of San Diego, like other large cities, cannot feasibly consolidate all maintenance of its large and diverse array of ROW assets such streets, alleys, sidewalks, and water mains in a single department to make it easier for residents to determine where to submit service requests. However, over the past two decades most other large cities in the United States and Canada have adopted centralized customer service models to enhance residents' accessibility to municipal services such as ROW maintenance. **Exhibit 13** shows the largest U.S. cities along with the type of customer service model used. We found that 16 of the 20 largest U.S. cities now use a centralized customer service model, not including the City of San Jose, which is currently in the process of centralizing customer service operations. At present, San Diego is the second largest U.S. city that does not have a centralized customer service center.

Exhibit 13

Most Large U.S. Cities Have Centralized Customer Service Centers

US Pop. Rank	City	2013 Pop. Estimate	Centralized Customer Service	Decentralized Customer Service
1	New York City	8,405,837	X	
2	Los Angeles	3,884,307	X	
3	Chicago	2,718,782	X	
4	Houston	2,195,914	X	
5	Philadelphia	1,553,165	X	
6	Phoenix	1,513,367		X
7	San Antonio	1,409,019	X	
8	*San Diego*	*1,355,896*		*X*
9	Dallas	1,257,676	X	
10	San Jose*	998,537		X
11	Austin	885,400	X	
12	Indianapolis	843,393	X	
13	Jacksonville	842,583	X	
14	San Francisco	837,442	X	
15	Columbus	822,553	X	
16	Charlotte	792,862	X	
17	Fort Worth	792,727		X
18	Detroit	688,701	X	
19	El Paso	674,433	X	
20	Memphis	653,450	X	

* The City of San Jose is currently in the process of centralizing customer service operations.

Source: OCA, based on information from ICMA, 3-1-1 Synergy, and the listed cities.

Centralized Customer Service Centers Improve Accessibility and Ease of Reporting for Residents

In a centralized customer service model, a single customer service center—with a single phone number, web page, and mobile app—handles information and service requests for all ROW maintenance activities.[8] In 2014, the Mayor's Transition Advisory Committee recommended that the City pursue opportunities to centralize customer service operations as part of its *Blueprint for Building One San Diego* report.[9] In addition, centralizing customer service operations would enhance the City's ability to meet many of the goals established in the recent Strategic Plan, such as promoting a customer-focused culture and cultivating civic engagement and participation.

Our survey results indicate that existing City ROW maintenance customers support a centralized customer service model. Of customers who submitted their service request by phone, 73 percent agreed or strongly agreed that a single phone number to report all ROW maintenance requests would make the reporting process easier. Of customers who submitted their service request online, 76 percent agreed that a single webpage to report all ROW maintenance service requests would make the process easier. These results are summarized in **Exhibit 14.**

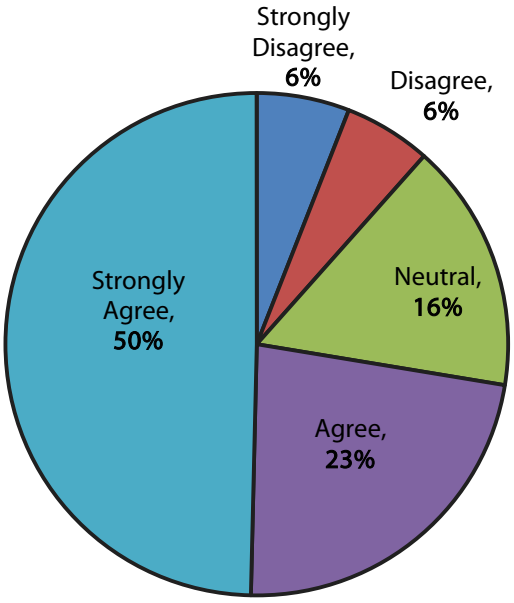
[8] As discussed later in this section, mature centralized customer service centers in large cities typically handle other common non-emergency customer requests such as business licensing, utility billing, and trash collection issues, in addition to ROW maintenance. While high-performing centralized customer service centers can handle up to 95 percent of customer requests without transferring the customer to the department responsible for providing service, client departments typically retain a reduced customer service staff of subject matter experts to handle any requests for information or services that cannot be addressed by centralized customer service representatives.

[9] *100 Days San Diego – A Blueprint for Building One San Diego*. Mayor Kevin L. Faulconer Transition Advisory Committee Recommendations, June 12, 2014.

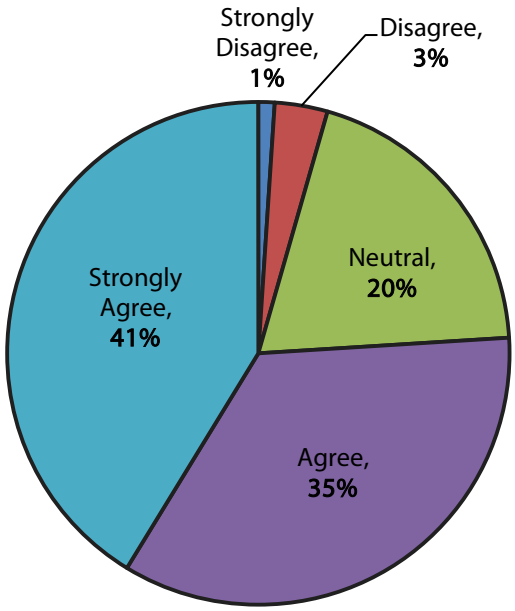
Exhibit 14

Existing Customers Support a Centralized Customer Service Model

Phone customer responses to the statement, "Having a single phone number to report all City of San Diego service requests would make the process easier."



Online customer responses to the statement, "Having a single webpage on the City of San Diego website to report all City of San Diego service requests would make the process easier."



Source: OCA analysis of survey results.

The 3-1-1 Phone Number Would Maximize Marketability and Reporting Ease

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 ROW maintenance 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 a landline within the City limits will reach the 3-1-1 customer service center. Furthermore, cities using 3-1-1 typically have a single web page and mobile app for a wide variety of services, which are also branded and marketed using 3-1-1. This enables cities to provide a consistent customer service experience for all customers, with the 3-1-1 customer service center becoming the face of the city for residents

who need information or make requests for city services such as ROW maintenance.

Examples of marketing slogans in other cities include:

- New York City: 'Dial 3-1-1 – Your City. Your Needs. Your Number.'
- Los Angeles: '3-1-1 - One Call to City Hall'
- San Francisco: '3-1-1 – San Francisco at Your Service'
- Riverside: '3-1-1 – One Call Does It All!'

Customer Relationship Management Software is an Essential Component of a 3-1-1 Customer Service Center

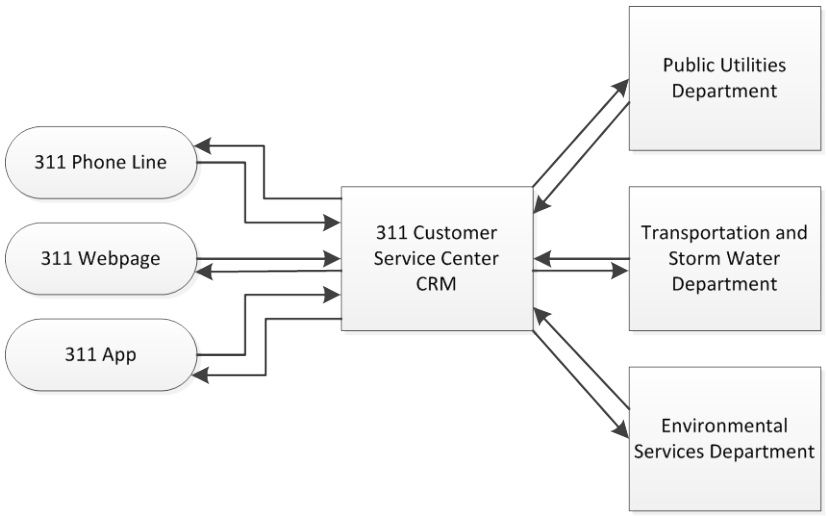
High-performing 3-1-1 customer service centers that we contacted in other cities report being able to respond to customer information inquiries and intake service requests for most customer calls without transferring them to the department responsible for providing service. For example, 3-1-1 San Francisco reported receiving approximately 1.5 million calls per year in 2013, of which 95 percent were handled by 3-1-1 customer service representatives without transferring the customer to a client department. These 3-1-1 customer service centers can achieve these results through the use of Customer Relationship Management (CRM) software, which is also commonly used in private sector customer service centers.

CRM software is used by 3-1-1 customer service representatives to assist in responding to customer needs. With regard to information requests, many of the cities we interviewed report using CRM software containing a 'knowledge base' that customer service representatives can query to answer customer questions such as, 'What is my trash and recycling collection day?' For service requests, such as pothole repair, illegal dumping, or broken water meters, CRM software interfaces with departmental work order systems, which allows call center staff to intake service requests for multiple departments using only the CRM system. The CRM system also allows customers to use a single web page and mobile app to submit requests for a wide variety of services, instead of separate web pages and apps for each department. The CRM system then transmits this information to the work order system of the department responsible for the work. As the work is completed, the department updates its work order system, which then transmits status information back to the 3-1-1 CRM. This allows customers to easily track the status of all service requests submitted to 3-1-1 by phone, or by using the 3-1-1 webpage or mobile app.

Exhibit 15 shows the process to submit and track service requests for ROW maintenance with a 3-1-1 customer service center.

Exhibit 15

CRM Technology Allows Residents to Access a Wide Variety of Information and Services in One Place



Source: OCA, based on information from municipalities with 3-1-1 customer service centers.

A 3-1-1 Customer Service Center Improves Accountability and Performance Measurement

Currently, the City's data on service requests for ROW maintenance and other activities is maintained by individual departments, and each department reports its own performance on a variety of measures to the City's elected officials and the public as part of the annual budget process. However, many activities, such as abatement of illegal dumping, do not have formal performance measures established. For other activities, established performance measures do not capture all aspects of the City's response that are important to a customer. For example, while the City sets targets for the number of trees trimmed each year, there is no formal performance measure regarding the response time for customers' service requests for tree trimming.[10] Furthermore, because the City's data is decentralized, if the Mayor, City Council, or Executive Team wants information on the City's response to service requests mid-year, they need to request custom reports from multiple departments.

In addition to allowing 3-1-1 customer service representatives to handle most contacts for information and services without

[10] The Performance and Analytics Department is currently developing additional performance measures to be used in the FY 2016 budget process.

transferring the customer to the responsible department, the CRM system tracks information on service request volumes, response times, and other metrics from multiple departments in a single database. This makes the City's performance data more accessible to decisionmakers, and increases the ability of the Mayor and City Council to monitor City departments' performance in responding to service requests. For example, **Exhibit 16** shows a report on common service requests and response times that Riverside 3-1-1 generates from its CRM system and provides on a monthly basis to that city's Mayor and City Council.

Exhibit 16

Monthly Performance Report from Riverside 3-1-1

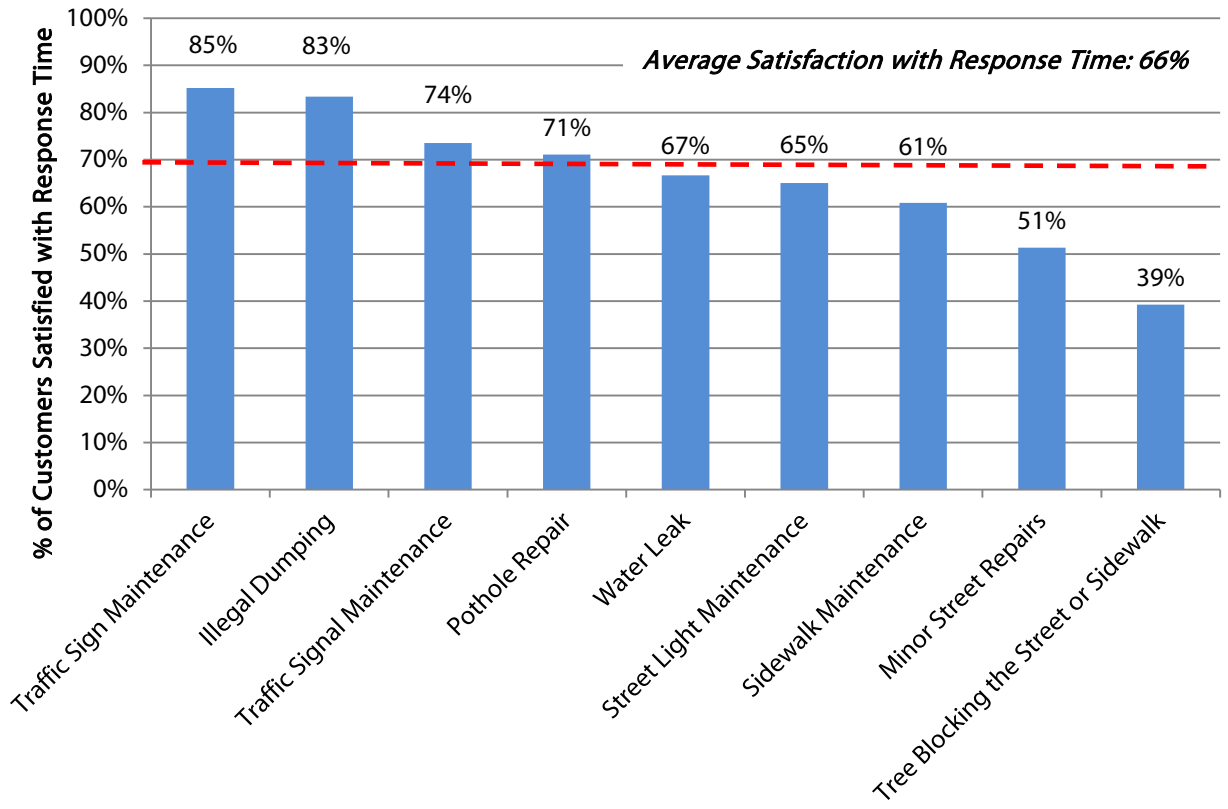
SR Closed Summary by Division	This Month (Dec 2014)			Calendar Year 2014		
	NEW	CLOSED	AVG	SR	CLOSED	AVG
311 Call Center Data	SR	SR	DUR/DAYS	OPEN	SR	DUR/DAYS
Call Center	**384**	**376**	**0.25**	**4,315**	**4,307**	**0.82**
Community Development	**394**	**226**	**4.81**	**6,170**	**5,630**	**23.89**
Building And Safety	4	1	6.67	56	48	3.46
Code Enforcement	346	185	5.13	5,534	5,010	25.25
Housing Auth. & Homeless Srvcs	44	40	3.27	580	572	13.67
Homeless Services	40	36	3.56	527	523	12.35
Housing Authority	4	4	0.71	53	49	27.79
Fire Department	**0**	**0**	**0.00**	**7**	**7**	**8.80**
Fire Department	0	0	0.00	7	7	8.80
Fire Admin	0	0	0.00	2	2	1.77
Fire Prevention	0	0	0.00	5	5	11.62
Parks, Rec And Community Svcs	**61**	**53**	**5.61**	**767**	**751**	**24.10**
Parks	61	53	5.61	767	751	24.10
Public Utilities	**267**	**247**	**3.19**	**3,612**	**3,588**	**3.03**
Public Utilities	267	247	3.19	3,612	3,588	3.03
Electric Operations	236	218	3.40	2,777	2,756	3.36
Programs & Services	22	22	0.52	689	689	0.85
Public Utilities Admin	4	4	8.41	83	82	6.31
Water Utility Field Forces	5	3	1.01	63	61	8.20
Public Works	**4,161**	**3,404**	**2.87**	**52,435**	**50,826**	**5.11**
Engineering	21	7	0.89	383	291	5.57
Capital Projects	12	0	0.00	82	5	24.73
Construction	9	7	0.89	301	286	5.24
Public Works Admin	356	294	2.33	3,892	3,829	3.00
Animal Control	129	118	1.40	1,625	1,613	3.04
Public Works Admin	227	176	2.95	2,267	2,216	2.97
Sewage Systems	73	66	3.15	659	650	3.90
Environmental Compliance	2	2	11.46	28	28	9.41
Field Maintenance	71	64	2.89	631	622	3.65
Solid Waste	2,392	1,822	3.74	28,426	27,451	7.36
Collection	1,728	1,445	3.95	20,176	19,890	5.37
Forestry And Landscape	322	124	2.58	5,073	4,484	18.49
Mitigation Crew	303	218	2.98	2,681	2,586	3.62
Street Cleaning	39	35	3.73	496	491	6.33
Streets	1,194	1,098	1.34	17,421	16,959	1.95
Concrete Repair	33	16	4.51	602	252	13.09
Graffiti Removal	839	814	0.83	13,896	13,870	0.71
Misc And Emergency	35	33	3.16	166	164	2.92
Signal Shop	74	66	1.08	926	918	2.83
Signs And Painting	31	27	2.33	550	545	3.62
Special Request Graffiti	4	0	0.00	45	37	28.73
Storm Drain	42	35	2.50	103	95	6.62
Street Maintenance	132	105	3.78	1,072	1,019	12.00
Weed And Vector	4	2	1.40	61	59	16.33
Traffic Engineering	125	117	5.01	1,654	1,646	5.33
Parking Services	72	69	3.66	976	973	4.25
Traffic Management	53	48	6.95	678	673	6.89
Riverside Police Department	**62**	**31**	**4.15**	**1,150**	**1,034**	**36.95**
Riverside Police Dept	62	31	4.15	1,150	1,034	36.95
Field Operations	25	24	3.46	345	344	4.98
Special Investigation	1	1	0.04	41	41	17.33
Special Operations	0	0	0.00	5	5	4.52
Traffic Bureau	36	6	7.57	759	644	55.53
TOTAL	5,329	4,337	2.81	68,456	66,143	7.03

Source: City of Riverside 3-1-1.

Our survey results highlight the importance of ensuring that the City leadership has access to comprehensive, on-demand performance reports, like the one shown above, in order to monitor components of the City's performance that affect customer satisfaction, such as response times. Of customers who found the City's response to their service request timely, overall customer satisfaction was 84 percent. In contrast, only 24 percent of customers who did not find the response timely were satisfied. Furthermore, as shown in **Exhibit 17**, customer satisfaction with response times varied widely by the type of service requested. While 85 percent of customers who requested traffic sign maintenance were satisfied with the City's response time, only 39 percent of customers who requested trimming of a tree obstructing the street or sidewalk found the City's response timely. With better access to performance information from a 3-1-1 customer service center, the Mayor, City Council, and the Executive Team would have an increased ability to monitor performance metrics like response times and act to correct potential performance issues as they arise.

Exhibit 17

Customer Satisfaction With Response Times Varied Widely By Service Request Type*



* Only service request types with 25 or more respondents shown. Overall, 66 percent of customers were satisfied with the timeliness of the City's response to their service request.

Source: OCA analysis of survey results.

A 3-1-1 Customer Service Center Enables the City to Measure the True Demand for Services and Allocate Resources Accordingly

The City uses service requests submitted by residents to estimate ROW maintenance needs, establish performance targets, and allocate resources accordingly. For example, for FY 2014, the City established target average response times of 8 days for pothole repairs and 14 days for street light repairs. According to TSWD, which is responsible for pothole and street light repairs, these targets were met, as summarized in **Exhibit 18**.

Exhibit 18

Target and Actual Average Response Times for Pothole and Street Light Repairs, FY 2014

Service Request	Number of Service Requests	Target Average Response Time	Actual Average Response Time
Pothole Repairs	3,304	8 days	4 days
Street Light Repairs	3,024	14 days	13 days

Source: OCA, based on FY 2014 and FY 2015 budget documents and data from TSWD.

However, as discussed above, the City's current decentralized customer service structure for ROW maintenance makes it more difficult than necessary for residents to submit service requests, which reduces the propensity of residents to report ROW maintenance needs to the City. Because many residents rarely report ROW maintenance needs, there is likely a pent-up demand for these services that the City cannot currently measure, thereby limiting the City's ability to allocate appropriate resources to various ROW maintenance activities.

By increasing the City's accessibility to residents, a 3-1-1 customer service center will likely result in increased call volumes and service requests over time. For example, the City of San Antonio's 3-1-1 customer service center received approximately 536,000 calls in 2000, its first year of operation. By 2006, the number of calls had nearly doubled, to more than 1 million per year. Similarly, the 3-1-1 customer service center for the City of Edmonton (Canada) reported that call volumes increased by 40 percent in its first five years of operation. So, while the City of San Diego allocated sufficient resources to meet its performance targets for pothole and street light repairs in FY 2014, the resources that were allocated may not have been enough to meet the true demand for these services, which could be significantly higher. By increasing the City's accessibility to residents, a 3-1-1 customer service center will improve the City's ability to measure the true demand for City information and services, and allocate adequate resources to meet ROW maintenance needs.

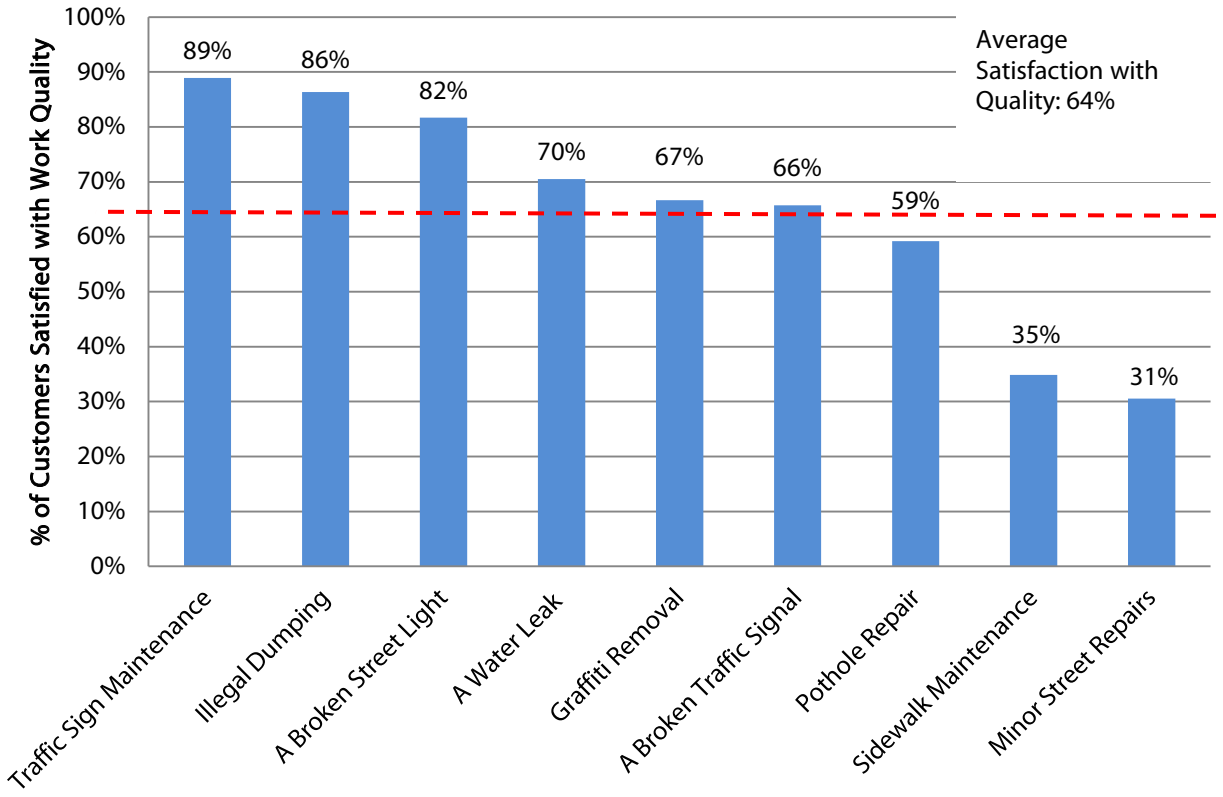
The City Should Proactively Monitor Customer Satisfaction on Several Aspects of the City's Response to Service Requests

While the City can use 3-1-1 customer service center data to monitor performance metrics like service request volumes and response times, other important measures such as quality of work are difficult to assess using service request data alone. Our survey results suggest that the quality of work performed is the most important aspect of the customer's experience – overall customer satisfaction was 90 percent for customers who felt the City performed quality work in response to their service request; only 20 percent of customers who weren't satisfied with the quality of the City's work were satisfied with the City's response overall.

64 percent of customers were satisfied with the quality of the work the City performed in response to their request. As with response times, satisfaction with the quality of work varied significantly by service request type. As shown in **Exhibit 19**, more than 80 percent of customers who requested traffic sign maintenance, illegal dumping abatement, or street light maintenance were satisfied by the quality of the work. However, only 35 percent of customers requesting sidewalk maintenance and 31 percent of customers requesting minor street repairs were satisfied with the quality of work performed. This indicates that the City can improve overall customer satisfaction by ensuring crews perform quality repairs for all ROW maintenance activities.

Exhibit 19

Customer Satisfaction With the City's Quality of Work Varied by Type of Service Request*



* Only service request types with 25 or more respondents shown. Overall, 64 percent of customers were satisfied with the quality of work the City performed in response to their service request.

Source: OCA analysis of survey results.

While response times may be an indicator of limited resources, problems with quality may indicate issues with supervision, oversight, training, and other issues that would not be captured in service request data. Because important aspects of the City's response to service requests, such as quality of work, cannot be easily gauged using service request data, the City should implement strategies to monitor customer satisfaction on a range of issues related to the City's response to their service requests. For example, the City of Vancouver periodically surveys city residents to measure their awareness of the 3-1-1 customer service center, and their satisfaction with the city's response to their requests. These survey results are then used to make operational decisions to improve the city's response. Vancouver residents' overall satisfaction with the response to their requests made to 3-1-1 has increased to 84 percent. Similarly, 2-1-1 San Diego, which helps connect residents to a wide

variety of community, health, and disaster services, indicates that it offers a customer satisfaction survey to all customers at the end of each call, and also conducts a follow-up survey with a random sample of customers on a monthly basis to monitor their satisfaction with the services they received.[11] 2-1-1 San Diego also records all calls and monitors for customer service, accuracy of referrals, and whether the customer's problem was resolved.

As a single point of contact for a wide variety of City services, a 3-1-1 customer service center, with a centralized database of City customers, will enhance the City's ability to survey customers and monitor satisfaction on a range of issues related to the City's response.

A 3-1-1 Customer Service Center Supports the City's Ability to Meet Open Data Objectives

A 3-1-1 customer service center would also support the City's efforts to become more transparent and provide residents with data on a wide variety of issues. On December 16, 2014, the City Council unanimously approved the City's Open Data policy, which became effective on January 1, 2015.[12] The Performance and Analytics Department and the Chief Data Officer are in the early stages of implementing the policy, which sets an ambitious goal of making the City's data available online to the public in order to promote civic engagement, allow the public to assist in identifying efficient solutions for the City government, and make the City more transparent and accountable.

Funding available to implement the City's Open Data policy is limited, and the current decentralization of the City's data increases implementation costs due to the substantial staff resources needed to evaluate and prepare data sets for publication. A 3-1-1 customer service center would support the City's Open Data efforts by creating a central repository of uniform data on a wide variety of customer requests for information and services, which can be published on the City's Open Data portal quickly and efficiently. Other cities that have both an Open Data portal and a 3-1-1 customer service center have found that a 3-1-1 customer service center streamlines Open Data efforts for customer-based services, and that datasets produced by 3-1-1 are highly useful to residents. For example, the City of Riverside publishes data on all of the most common 3-1-1 service requests – it

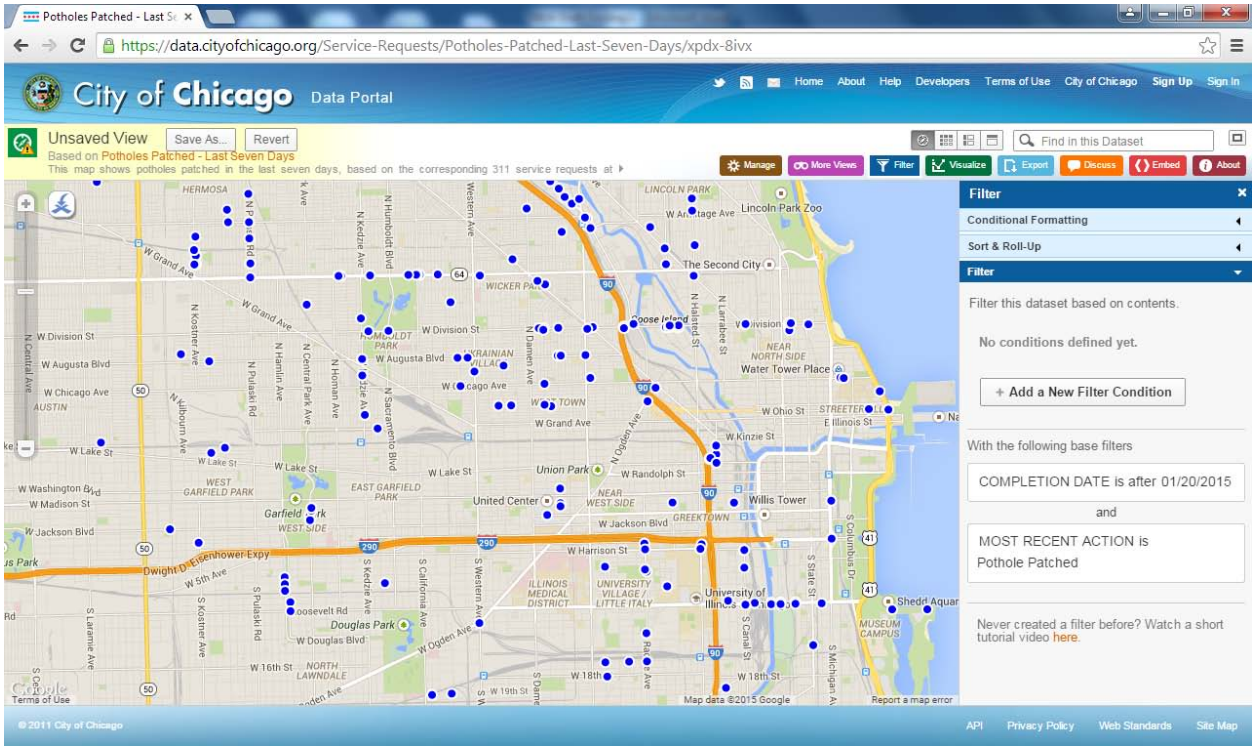
[11] Currently, only PUD surveys customers. For example, PUD customers are offered a brief three-question survey at the end of each call, and PUD reports that the current satisfaction rate with its customer care center is 94 percent. However, this survey does not capture customer opinions on maintenance issues like response times and quality of work.

[12] Council Resolution R-309441.

is the most popular dataset published by that city, with nearly 200,000 views. Additionally, one of the most-viewed data sets published by the City of Chicago includes an interactive map using 3-1-1 data on pothole repairs completed in the last seven days, which is shown below in **Exhibit 20**.

Exhibit 20

Chicago Publishes 3-1-1 Data on Pothole Repairs



Source: City of Chicago Open Data Portal.

A 3-1-1 Customer Service Center May Help Reduce Unnecessary Calls to 9-1-1

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-emergencies. Baltimore's introduction of a 3-1-1 customer service center successfully reduced 9-1-1 call volumes by 34 percent,[13] and other cities that have implemented 3-1-1 customer service centers have seen similar results.

[13] United States Department of Justice. *Managing Calls to the Police With 9-1-1/3-1-1 Systems*, February 2005.

According to the San Diego Police Department (SDPD),the volume of calls 9-1-1 receives for non-emergency, non-police issues is not tracked.[14] However, we interviewed San Diego Police Department 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. For example, one caller was inquiring about courthouse hours. Dispatchers agreed that calls to 9-1-1 for non-emergency, non-police issues are frequent—one dispatcher stated, "People call 9-1-1 for all kinds of issues because they know we'll answer." Another said, "At night we're 9-1-1, but during the day sometimes it seems like we're 411 because people call us for all kinds of reasons." This indicates that the City may be able to reduce unnecessary calls to 9-1-1 by adopting a 3-1-1 customer service center for issues such as ROW maintenance.

In addition, when 9-1-1 dispatchers receive calls for non-emergency, non-police issues, if time permits they will try to refer the caller to the correct number using a database of phone numbers for a variety of City services. This database contains 26 references to various ROW maintenance activities, and as a result, dispatchers said it can be difficult to determine what number to refer the caller to. With a 3-1-1 customer service center, callers could be referred to 3-1-1 for a wide variety of City services.

A 3-1-1 Customer Service Center Requires a Significant Investment of Time and Resources

While a 3-1-1 customer service center will result in substantial improvements in City operations for customer-facing services, the benefits – increased accessibility and transparency, improved customer satisfaction, enhanced Mayoral and City Council oversight of City operations, and potential future efficiency gains[15] – are difficult to monetize. Other cities with 3-1-1 customer service centers told us that while some costs may be offset by reduced customer service needs in client departments, the cost to implement and operate a 3-1-1 customer service center is likely to exceed current customer service costs in client departments because of the additional technology required, as well as the increase in call volumes that results from the city becoming more accessible. However, all 11 cities we spoke with believe that the benefits

[14] SDPD does track the number of non-emergency calls received, but many of those calls are for SDPD business such as identity theft. However, the number of calls for non-emergency, non-police issues, including errant calls for ROW maintenance, are not tracked.

[15] ESD believes that increasing the number of service requests for illegal dumping abatement will enable the department to improve routing efficiency and spend less time searching for illegal dumping sites that have not yet been reported. This is one example of potential efficiency gains that could derive from a 3-1-1 customer service center.

described above, and the resulting cultural shift towards customer-focused services that occurs across the organization, clearly justify any increased customer service costs.

The cities we spoke with typically took three years to plan for and launch their 3-1-1 customer service centers. Startup and operational costs vary significantly depending on the scope of services provided, call volumes, hours of operation, and technology employed. For example, in San Francisco, with a population of 809,000, 3-1-1 received 3.6 million calls in 2009.[16] However, according to management from San Francisco's 3-1-1 Center, because San Francisco is both a city and a county, its 3-1-1 line handles calls for a variety of county and transit services that many other cities would not receive through 3-1-1. By contrast, Houston, which had a 2009 population nearly three times the size of San Francisco's, received 2.3 million calls to 3-1-1.

While every city's 3-1-1 service goals and capabilities vary, Chicago, Dallas, Houston, and Philadelphia are large municipalities, employ CRM technology in their 3-1-1 customer service centers, and handle information and service requests for a wide range of municipal services. **Exhibit 21** shows the results of a 2010 Pew Research study of call volumes, operational costs, and costs per call, and startup costs for 3-1-1 customer service centers in these cities, with monetary values reflected in 2014 dollars.

Exhibit 21

Startup Costs, Call Volumes, Operational Costs, and Cost per Call for 3-1-1 Customer Service Centers in Selected Cities

City	2008 Pop.	3-1-1 Calls Received in 2009	Calls per 100 Residents	Avg. Cost/Call (2014 Dollars)	3-1-1 Operating Budget (2014 Dollars)	Startup Capital Costs (2014 Dollars)
Chicago	2,853,114	4,136,505	145	$1.32	$5,462,487	$5,830,000
Houston	2,242,193	2,256,511	101	$2.44	$5,500,000	$4,950,000
Philadelphia	1,540,351	1,113,159	72	$2.80	$3,114,005	$2,310,000
Dallas	1,279,910	1,196,957	94	$3.40	$4,070,000	N/A*

* Startup costs were not available for Dallas' 3-1-1 customer service center.

Source: OCA, based on information from the Pew Charitable Trusts report *A Work in Progress: Philadelphia's 3-1-1 System After One Year*, 2010.

[16] According to 311 San Francisco, call volumes peaked in 2008 and 2009. 311 San Francisco's FY 2014 call volume was approximately 1.5 million.

Based on the startup costs in these cities, it appears that the City's implementation costs for a comparable 3-1-1 customer service center will be between $2.3 million and $5.8 million over three years. However, while a startup cost of $2.3 million is on the very low end for the cities we reviewed, it should be noted that high-performing 3-1-1 customer service centers have cost significantly more than $5.8 million to implement in some cities. For example, the City of Vancouver spent $9.5 million[17] on startup costs over a three year period.

Regarding operational costs, per-capita call volumes and the average cost per call vary significantly between these four cities. This results in a relatively large variance in annual operational costs. Taking into account the population of these cities in relation to the City of San Diego, the City's operating costs for a 3-1-1 customer service center are likely to be $3 million to $5 million per year.[18]

ROW Maintenance Activities Are Ideally Suited for the Initial 3-1-1 Customer Service Center Rollout

Most cities with 3-1-1 customer service centers advise against a large-scale launch for a broad range of services because the added complexity increases the risk of failure. Instead, to maximize the chance of a successful launch, these cities recommend an initial rollout of several core services that have similar business processes, with additional services to be added incrementally. In San Diego, ROW maintenance activities are ideally suited for an initial rollout of a 3-1-1 customer service center because they are highly visible, in-demand services that customers frequently request.

Furthermore, while TSWD, ESD, and PUD currently use separate work order systems, the City is investing $38 million over the next several years to implement a new Enterprise Asset Management (EAM) system, which is expected to manage ROW maintenance work orders in all three departments. Because all three departments will be using a common work order system, a 3-1-1 customer service center CRM would only need to interface with one system – EAM – to facilitate service request intake for all ROW maintenance service requests. By

[17] Vancouver's implementation cost was $11 million CAD in 2009, which is the equivalent of $9.5 million USD today.

[18] If the City experiences similarly low per-capita call volumes to Philadelphia's 3-1-1 customer service center and achieves Chicago's low $1.32 cost per call, the City's annual operational cost would be as low as $1.3 million. However, this is unlikely, as Philadelphia's 3-1-1 customer service center was relatively new at the time of the study, and as noted above, call volumes tend to increase significantly as residents become aware of the 3-1-1 service. Alternatively, the City could experience Chicago's high per-capita call volume combined with Dallas' per-call cost of $3.41, which would result in an annual cost of $6.7 million. Given these two extremes, annual operational costs of between $3 million and $5 million are a likely outcome.

minimizing the number of departmental systems the 3-1-1 customer service center CRM system would need to interface with initially, a 3-1-1 launch incorporating ROW maintenance services would leverage the City's substantial EAM investment, minimize 3-1-1 startup costs, and allow the City to provide residents with access to a range of in-demand services immediately after launch.

While the City should plan an initial launch of a 3-1-1 customer service center to include ROW maintenance activities, additional services should be migrated to 3-1-1 incrementally in order to maximize the benefit of a centralized customer service operation. Mature, high-performing 3-1-1 customer service centers in other cities are able to handle information and service requests for the vast majority of the city's customer-facing services, including business licensing, utility billing, and trash collection issues. For example, the City of Vancouver reported that it migrated groups of services to its 3-1-1 customer service center in 18 phases over a six year period, and can now handle approximately 4,000 different information and service requests.

Strategic Planning and a Strong Executive Champion Are Needed to Ensure Departmental Cooperation and Implementation Success

Executive leadership and careful strategic planning are also common elements of a successful 3-1-1 customer service center implementation. Moving to a centralized customer service model is a major organizational change that will affect customer-facing departments Citywide, and buy-in from departments and labor groups is essential to implementation success. Commonly, the cities that we reviewed noted that client departments resist this change because they are hesitant to give up control of their own customer service functions, and are concerned that departmental resources will be redirected to support the 3-1-1 customer service center. In addition, affected labor groups are often concerned about impacts to represented staff.

Experience in other cities shows that the concerns expressed by client departments and labor groups, while valid, can be addressed. A strong executive champion such as the Mayor or a member of the Executive Team is needed to lead the process, communicate organizational goals, and gain the cooperation of departments and labor groups, which are crucial to the implementation effort. As discussed above, implementation of a 3-1-1 customer service center increases call volumes and the number of service requests, which concurrently raises departmental resource requirements and the City's need for customer service representatives. Furthermore, client department managers in other cities that have implemented a 3-1-1

customer service center reported that moving most customer service operations out of their department allowed them to focus departmental efforts on core functions such as pothole repair, rather than operating call centers.

To ensure strong executive leadership of a transition to a centralized customer service model, the Mayor or a designee from the Executive Team should be appointed as the chair of a Citywide Customer Service Working Group tasked with developing a Citywide Customer Service Strategic Plan. This group should include managers from all departments with significant customer-facing operations that may eventually be incorporated into a 3-1-1 customer service center. The Citywide Customer Service Strategic Plan should establish timelines and responsibilities for centralizing Citywide customer service operations using 3-1-1. In addition, the Working Group should establish liason(s) to government customer service management organizations such as 3-1-1 Synergy[19] in order to leverage the significant amount of expertise and experience other cities have in implementing 3-1-1 customer service centers. Furthermore, the Mayor's Transition Advisory Committee recommended that the City pursue opportunities to partner with 2-1-1 San Diego when developing a 3-1-1 customer service center. As part of this review, we met with 2-1-1 San Diego directors and staff and found 2-1-1 San Diego to be a well-functioning, customer-focused operation that could be a valuable local resource during the development of a 3-1-1 customer service center for the City. While there are significant differences in the technological requirements of 2-1-1 and 3-1-1 service centers, there may be opportunities to collaborate to leverage 2-1-1 San Diego's existing resources and substantial expertise in operating a high-performing customer service center.

[19] The 3-1-1 Synergy group is affiliated with CS Week, an organization dedicated to improving public sector customer service through the provision of professional educational opportunities. 3-1-1 Synergy provides a forum for 3-1-1 customer service managers to share information and expertise on current issues related to 3-1-1.

Recommendation #1 The Mayor and Chief Operating Officer should designate an executive-level champion charged with leading the centralization of the City's customer service functions. The executive-level champion should:

A. Establish a Citywide Customer Service Working Group. The Working Group should include the executive-level champion, as well as key staff from Environmental Services Department, Public Utilities Department, Transportation and Storm Water Department and all other departments that currently have customer service centers; and

B. Designate Citywide Customer Service Working Group member(s) to participate in the 3-1-1 Synergy Group in order to leverage the experience of other jurisdictions in implementing and operating a centralized 3-1-1 customer service center. (Priority 1)

Recommendation #2 The Mayor and Chief Operating Officer should direct the Citywide Customer Service Working Group to develop a comprehensive Citywide Customer Service Strategic Plan. The Citywide Customer Service Strategic Plan should include the goal of a single, centralized 3-1-1 customer service center, including the 3-1-1 phone number, a single website, and a single smartphone app for Citywide public right-of-way maintenance service requests. This customer service center should be incrementally expanded to include customer service functions for other City departments.

The Customer Service Strategic Plan should also include the following elements:

A. The City's customer service mission, including key City goals and performance measures for customer service, such as caller wait times and dropped call rates;

B. A strategy and timeline for acquiring and implementing a Customer Relationship Management (CRM) software system. This system should have the ability to integrate with departmental work order systems, provide a knowledge base to assist call center staff, and track key performance measures;

C. A strategy and timeline for migrating existing customer service functions into the 3-1-1 customer service center;

D. 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;

E. A change management strategy to manage the transition to a single 3-1-1 customer service center for public right-of-way maintenance and other customer-facing services; and

F. A strategy for measuring customer satisfaction, such as periodic surveys of customers who have contacted the City for information or to submit a service request. (Priority 1)

CONCLUSION

The City of San Diego (City) is charged with the significant task of maintaining a large and diverse portfolio of infrastructure assets in the public right-of-way (ROW). Additionally, the City has identified the strategic importance of emphasizing a customer-focused culture and developing tools to better connect the City to those it serves. Implementing a centralized, 3-1-1 customer service center model would better enable the City to address its large and growing infrastructure maintenance needs, while simultaneously improving overall resident customer satisfaction.

While these are very important potential outcomes, the City could also capture several other benefits by shifting to a centralized customer support model. First, resident customers would have a clear and simple means of reporting ROW maintenance needs. As noted in the report, the City is heavily reliant on its residents to identify ROW issues, and should undertake efforts to make the process as easy and effective as possible. Second, the City leadership and management would benefit from having improved information about the true demand for service needs, which would enable departments to better allocate and deploy their limited resources to address ROW maintenance issues. Third, the type of data available from a 3-1-1 system would provide management, elected officials, and, most importantly, the public, with information to improve accountability and enhance performance monitoring of various City services. Lastly, the centralized data available from a 3-1-1 system would support and better enable the City to pursue and achieve its ambitious Open Data objectives.

The transition to a centralized, 3-1-1-type of customer service center model will require a significant investment of time and resources, but the potential benefits to the City and those it serves are clear. With the Mayor and Chief Operating Officer acting as executive champions of the effort, we recommend the establishment of working group to develop a customer service strategy that will result in a centralized customer service center model.

RECOMMENDATIONS

Recommendation #1 **The Mayor and Chief Operating Officer should designate an executive-level champion charged with leading the centralization of the City's customer service functions. The executive-level champion should:**

A. **Establish a Citywide Customer Service Working Group. The Working Group should include the executive-level champion, as well as key staff from Environmental Services Department, Public Utilities Department, Transportation and Storm Water Department and all other departments that currently have customer service centers; and**

B. **Designate Citywide Customer Service Working Group member(s) to participate in the 3-1-1 Synergy Group in order to leverage the experience of other jurisdictions in implementing and operating a centralized 3-1-1 customer service center. (Priority 1)**

Recommendation #2 **The Mayor and Chief Operating Officer should direct the Citywide Customer Service Working Group to develop a comprehensive Citywide Customer Service Strategic Plan. The Citywide Customer Service Strategic Plan should include the goal of a single, centralized 3-1-1 customer service center, including the 3-1-1 phone number, a single website, and a single smartphone app for Citywide public right-of-way maintenance service requests. This customer service center should be incrementally expanded to include customer service functions for other City departments.**

The Customer Service Strategic Plan should also include the following elements:

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B. **A strategy and timeline for acquiring and implementing a Customer Relationship Management (CRM) software system. This system should have the ability to integrate with departmental work order systems, provide a knowledge base to assist call center staff, and track key performance measures;**

C. A strategy and timeline for migrating existing customer service functions into the 3-1-1 customer service center;

D. 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;

E. A change management strategy to manage the transition to a single 3-1-1 customer service center for public right-of-way maintenance and other customer-facing services; and

F. A strategy for measuring customer satisfaction, such as periodic surveys of customers who have contacted the City for information or to submit a service request. (Priority 1)

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 considerations 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[20]	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.
3	Operation or administrative process will be improved.

[20] 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 number.

APPENDIX B: AUDIT OBJECTIVES, SCOPE, AND METHODOLOGY

Objectives

In accordance with the City Auditor's Fiscal Year 2015 Audit Work Plan, and per a request from Councilmember Scott Sherman, we conducted a performance audit of the City of San Diego's (City's) public right-of-way (ROW) maintenance activities. Specifically, our audit objective was to evaluate whether consolidating customer service functions and work order management systems would improve the efficiency and effectiveness of the City's response to ROW maintenance service requests, and support the City's ability to meet Open Data goals.

Scope and Methodology

REVIEW OF SERVICE REQUEST DATA

To determine the scope of the City's ROW maintenance activities, processes for receiving and responding to service requests, work order systems used, and performance monitoring and reporting practices, we interviewed managers and staff from departments that conduct maintenance activities in the ROW, including the Transportation and Storm Water Department (TSWD), the Public Utilities Department (PUD), and the Environmental Services Department (ESD). In addition, we reviewed data on approximately 155,000 service requests processed by these departments in FY 2014, including approximately 55,000 that were submitted by customers.

EXISTING CUSTOMER SERVICE CENTER OBSERVATIONS

To further understand City's current decentralized intake processes for ROW maintenance service requests, we observed customer service operations and listened to customer calls at TSWD, PUD, and ESD customer service centers. We also observed operations at the City Information Center, which directs customer calls for a variety of issues, including ROW maintenance, but cannot intake service requests. Finally, we observed operations and listened to calls at the San Diego Police Department's 9-1-1 emergency call center to assess whether the number of errant calls to 9-1-1 for non-emergency, non-police business is significant.

Field Observations

We also observed several ROW maintenance field crews from TSWD and ESD, including crews conducting illegal dumping abatement, pothole repair, tree trimming, and maintenance of sidewalks, street lights, traffic signals, traffic signs, and storm drains. These observations contributed to our understanding of the service request routing process, crew assignments, equipment specializations, data collection and tracking practices, and the wide-ranging scope of ROW maintenance operations.

Survey

A major focus of our review was the customer experience. We retained Luth Research, LLC (Luth) to assist with the design and administration of a customer satisfaction survey in order to obtain customers' opinions regarding various aspects of the City's response to their ROW maintenance service requests. Specifically, the survey focused on customers' overall satisfaction, as well as the ease of reporting their service request, the timeliness of the City's response, and their perception of the quality of work the City performed. Prior to administration of the survey, we solicited feedback on the survey design from TSWD, ESD, and PUD.

The survey population included all customers who had submitted ROW maintenance service request(s) to TSWD, ESD, and PUD between September 1, 2014 and November 21, 2014, and who had provided the City with either a contact phone number or email address. City employees were excluded from the survey population. Because some customers submitted multiple service requests during the study period, duplicate phone numbers and email addresses were also excluded to ensure that each respondent was surveyed only once.[21] After screening the contact data to exclude City employees and duplicate customers, we provided a survey population of 4,251 contacts to Luth.

Luth administered the survey between December 15, 2014 and December 24, 2014. In total, 677 customers who submitted service requests for ROW maintenance completed the survey, including 277 customers who submitted their service request by phone and 400 who used an online reporting method, including web pages, email,

[21] Customers who submitted multiple service requests were only asked about the most recent service request they submitted.

and the Street Report mobile app. Because response options differed slightly for some questions depending on the reporting method used by the customer, some survey results are presented separately for each reporting method; survey results for customers who submitted their service request by phone are presented in **Appendix C**, and results for customers who used an online reporting method are presented in **Appendix D**.

Selected survey results are presented in Finding 1, and a dataset containing all survey results is available in Excel format at: http://www.sandiego.gov/auditor/reports/fy15_pdf/audit/15-015_ROW_Maintenance_Customer_Survey.xlsx

The PDF version of the results is also available at: http://www.sandiego.gov/auditor/reports/fy15_pdf/audit/15-015_ROW_Maintenance_Customer_Survey.pdf

Best Practices and Benchmarking

To identify best practices for the implementation and operation of a centralized customer service center, we interviewed 3-1-1 customer service center managers in 11 municipalities across the United States and Canada. These interviews focused on the rationale for centralizing customer service operations, implementation timelines and operational costs, scope of services, software systems, and methods for coordinating with client departments. We conducted additional research by reviewing publications from organizations such as the International City/County Management Association (ICMA) and Customer Service Week's 3-1-1 Synergy Group, among others.

In addition, we interviewed managers and observed operations at the City of Riverside's 3-1-1 customer service center and at 2-1-1 San Diego in order to better understand the operational capabilities and technological requirements of high-performing customer service centers, and to determine whether opportunities exist for the City to collaborate with 2-1-1 San Diego to leverage existing expertise and resources. Moreover, we interviewed 3-1-1 client departments at the City and County of San Francisco and the City of Riverside to get a better sense of how the 3-1-1 center in that jurisdiction interacts and coordinates work with client departments and how client departments perceive the role of 3-1-1.

Other Efforts

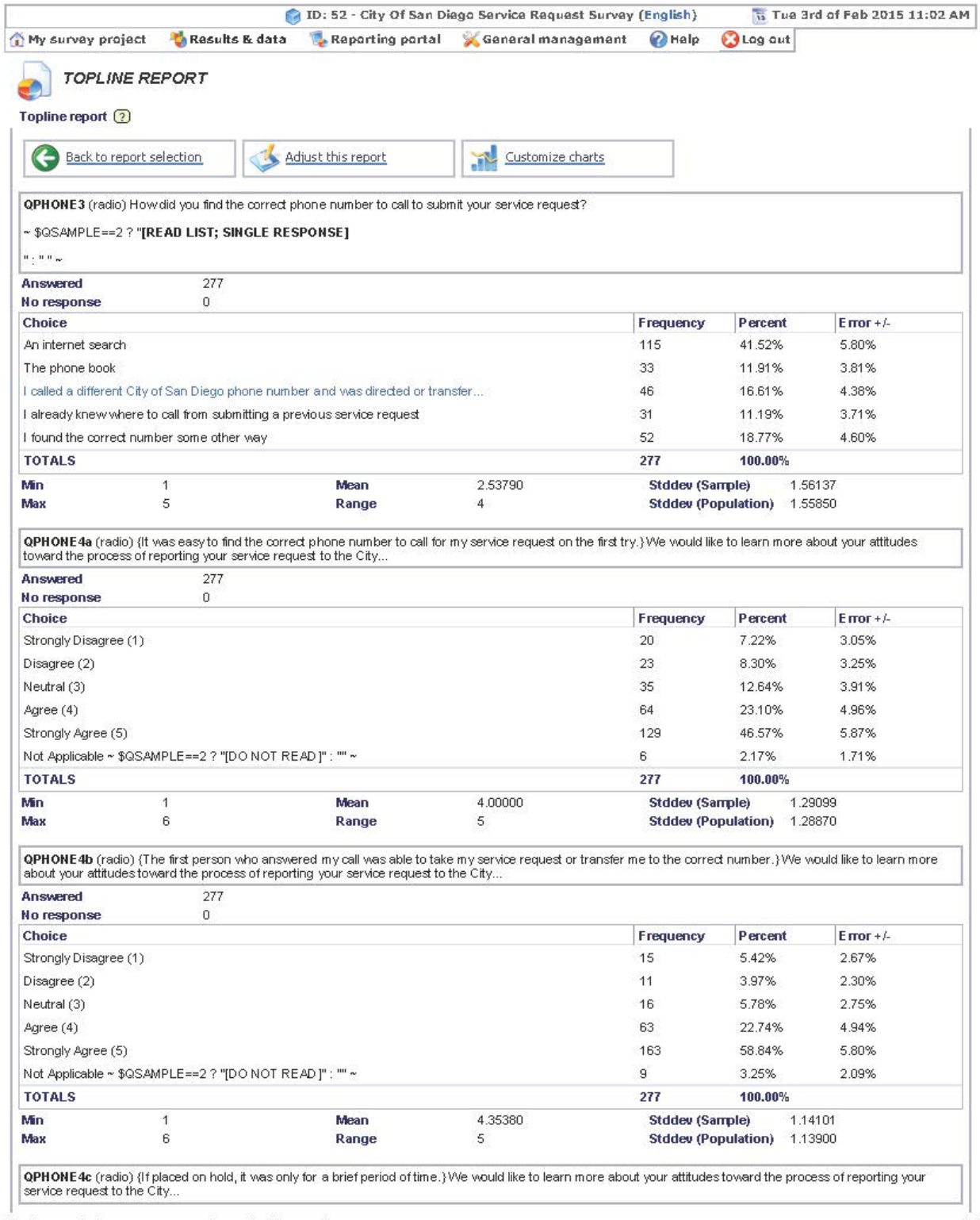
We also interviewed the director of the City's Performance and Analytics Department, as well as the City and County of San Francisco's Chief Data Officer to learn how the data captured by a 3-1-1 customer service center can be used to further open data objectives.

To assess whether the planned consolidation of work order systems under a single Enterprise Asset Management system (EAM) is aligned with the potential for centralizing the City's customer service functions, we interviewed the City's Asset Management Program Manager, as well as staff from the City's EAM project management team.

Compliance with Government Auditing Standards

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: CUSTOMER SURVEY RESULTS (PHONE)



ID: 52 - City Of San Diego Service Request Survey (English) Tue 3rd of Feb 2015 11:02 AM

My survey project | Results & data | Reporting portal | General management | Help | Log out

TOPLINE REPORT

Topline report

Back to report selection | Adjust this report | Customize charts

QPHONE3 (radio) How did you find the correct phone number to call to submit your service request?

~ $QSAMPLE==2 ? "**[READ LIST; SINGLE RESPONSE]**

" : " " ~

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
An internet search	115	41.52%	5.80%
The phone book	33	11.91%	3.81%
I called a different City of San Diego phone number and was directed or transfer...	46	16.61%	4.38%
I already knew where to call from submitting a previous service request	31	11.19%	3.71%
I found the correct number some other way	52	18.77%	4.60%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	2.53790	**Stddev (Sample)**	1.56137
Max	5	**Range**	4	**Stddev (Population)**	1.55850

QPHONE4a (radio) {It was easy to find the correct phone number to call for my service request on the first try.} We would like to learn more about your attitudes toward the process of reporting your service request to the City...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	20	7.22%	3.05%
Disagree (2)	23	8.30%	3.25%
Neutral (3)	35	12.64%	3.91%
Agree (4)	64	23.10%	4.96%
Strongly Agree (5)	129	46.57%	5.87%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	6	2.17%	1.71%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	4.00000	**Stddev (Sample)**	1.29099
Max	6	**Range**	5	**Stddev (Population)**	1.28870

QPHONE4b (radio) {The first person who answered my call was able to take my service request or transfer me to the correct number.} We would like to learn more about your attitudes toward the process of reporting your service request to the City...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	15	5.42%	2.67%
Disagree (2)	11	3.97%	2.30%
Neutral (3)	16	5.78%	2.75%
Agree (4)	63	22.74%	4.94%
Strongly Agree (5)	163	58.84%	5.80%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	9	3.25%	2.09%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	4.35380	**Stddev (Sample)**	1.14101
Max	6	**Range**	5	**Stddev (Population)**	1.13900

QPHONE4c (radio) {If placed on hold, it was only for a brief period of time.} We would like to learn more about your attitudes toward the process of reporting your service request to the City...

https://survey-k4.surveysavvy.com/survey/toplinereport.pro 1/6

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	18	6.50%	2.90%
Disagree (2)	9	3.25%	2.09%
Neutral (3)	34	12.27%	3.86%
Agree (4)	49	17.69%	4.49%
Strongly Agree (5)	111	40.07%	5.77%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	56	20.22%	4.73%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	4.42240	**Stddev (Sample)**	1.36941
Max	6	**Range**	5	**Stddev (Population)**	1.36690

QPHONE4d (radio) {Overall, the process of reporting my service request was easy.} We would like to learn more about your attitudes toward the process of reporting your service request to the City...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	18	6.50%	2.90%
Disagree (2)	13	4.69%	2.49%
Neutral (3)	14	5.05%	2.58%
Agree (4)	75	27.08%	5.23%
Strongly Agree (5)	154	55.60%	5.85%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	3	1.08%	1.22%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	4.23830	**Stddev (Sample)**	1.17071
Max	6	**Range**	5	**Stddev (Population)**	1.16860

QPHONE5a (radio) {The City of San Diego responded to my service request in a timely manner.} The next statements relate to the City of San Diego's response to your service request...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	36	13.00%	3.96%
Disagree (2)	17	6.14%	2.83%
Neutral (3)	32	11.55%	3.76%
Agree (4)	56	20.22%	4.73%
Strongly Agree (5)	116	41.88%	5.81%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	20	7.22%	3.05%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	3.93500	**Stddev (Sample)**	1.49738
Max	6	**Range**	5	**Stddev (Population)**	1.49470

QPHONE5b (radio) {The number of crew members sent to the job site seemed appropriate for the work being done.} The next statements relate to the City of San Diego's response to your service request...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	24	8.66%	3.31%
Disagree (2)	8	2.89%	1.97%
Neutral (3)	37	13.36%	4.01%
Agree (4)	27	9.75%	3.49%
Strongly Agree (5)	67	24.19%	5.04%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	114	41.16%	5.80%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	4.61370	**Stddev (Sample)**	1.59672
Max	6	**Range**	5	**Stddev (Population)**	1.59380

QPHONE5c (radio) {I am satisfied with the quality of the work performed by the City of San Diego in response to my service request.} The next statements relate to

the City of San Diego's response to your service request...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	40	14.44%	4.14%
Disagree (2)	15	5.42%	2.67%
Neutral (3)	24	8.66%	3.31%
Agree (4)	59	21.30%	4.82%
Strongly Agree (5)	112	40.43%	5.78%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	27	9.75%	3.49%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	3.97110	**Stddev (Sample)**	1.55079
Max	6	**Range**	5	**Stddev (Population)**	1.54800

QPHONE6a (radio) {I already find the process of reporting a service request to the City of San Diego to be easy.} The next statements relate to possible ways in which the reporting process could be improved...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	18	6.50%	2.90%
Disagree (2)	20	7.22%	3.05%
Neutral (3)	31	11.19%	3.71%
Agree (4)	82	29.60%	5.38%
Strongly Agree (5)	123	44.40%	5.85%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	3	1.08%	1.22%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	4.01440	**Stddev (Sample)**	1.21575
Max	6	**Range**	5	**Stddev (Population)**	1.21360

QPHONE6b (radio) {Having a single phone number to report all City of San Diego service requests would make the process easier.} The next statements relate to possible ways in which the reporting process could be improved...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	16	5.78%	2.75%
Disagree (2)	15	5.42%	2.67%
Neutral (3)	43	15.52%	4.26%
Agree (4)	61	22.02%	4.88%
Strongly Agree (5)	133	48.01%	5.88%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	9	3.25%	2.09%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	4.10830	**Stddev (Sample)**	1.22290
Max	6	**Range**	5	**Stddev (Population)**	1.22070

QPHONE6c (radio) {Having a smartphone app or social media account to report all City of San Diego service requests would make the process easier.} The next statements relate to possible ways in which the reporting process could be improved...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	36	13.00%	3.96%
Disagree (2)	27	9.75%	3.49%
Neutral (3)	63	22.74%	4.94%
Agree (4)	47	16.97%	4.42%
Strongly Agree (5)	85	30.69%	5.43%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	19	6.86%	2.98%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	3.63180	**Stddev (Sample)**	1.49691
Max	6	**Range**	5	**Stddev (Population)**	1.49420

QPHONE6d (radio) {Having a single webpage on the City of San Diego website to report all City of San Diego service requests would make the process easier.} The next statements relate to possible ways in which the reporting process could be improved...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	19	6.86%	2.98%
Disagree (2)	16	5.78%	2.75%
Neutral (3)	48	17.33%	4.46%
Agree (4)	64	23.10%	4.96%
Strongly Agree (5)	116	41.88%	5.81%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	14	5.05%	2.58%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	4.02530	**Stddev (Sample)**	1.28371
Max	6	**Range**	5	**Stddev (Population)**	1.28140

QPHONE6e (radio) {Having better trained customer service representatives to direct me where to make different types of service requests would make the process easier.} The next statements relate to possible ways in which the reporting process could be improved...

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	22	7.94%	3.18%
Disagree (2)	22	7.94%	3.18%
Neutral (3)	42	15.16%	4.22%
Agree (4)	56	20.22%	4.73%
Strongly Agree (5)	110	39.71%	5.76%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	25	9.03%	3.37%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	4.02890	**Stddev (Sample)**	1.39586
Max	6	**Range**	5	**Stddev (Population)**	1.39330

QPHONE6f (radio) For the following question, please select only one response. If you had to pick one thing, what would be most likely to make it easier to submit your service request? ~ $QSAMPLE==2 ? "

[READ LIST; SINGLE RESPONSE]" : "" ~

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
A single phone number to submit all City of San Diego service requests.	86	31.05%	5.45%
A smartphone app or social media account to submit all City of San Diego service...	21	7.58%	3.12%
A single webpage on the City of San Diego website to report all City of San Dieg...	55	19.86%	4.70%
Better trained customer service representatives to direct me where to submit dif...	31	11.19%	3.71%
Nothing – I already find it very easy to submit service requests to the City o...	84	30.32%	5.41%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	3.02170	**Stddev (Sample)**	1.62841
Max	5	**Range**	4	**Stddev (Population)**	1.62550

QPHONE7a (radio) Did you interact with the City of San Diego crew that performed the work you requested? ~ $QSAMPLE==2 ? "

[READ LIST]" : "" ~

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Yes	74	26.71%	5.21%
No	199	71.84%	5.30%
Don't recall	4	1.44%	1.40%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	1.74730	**Stddev (Sample)**	0.46746
Max	3	**Range**	2	**Stddev (Population)**	0.46660

QPHONE7b (radio) Did you ask questions about how to report other types of service requests to the City of San Diego? ~ $QSAMPLE==2 ? "

[READ LIST]" : "" ~

Answered	74
No response	0

Choice	Frequency	Percent	Error +/-
Yes	6	8.11%	6.22%
No	67	90.54%	6.67%
Don't recall	1	1.35%	2.63%
TOTALS	**74**	**100.00%**	

Min	1	**Mean**	1.93240	**Stddev (Sample)**	0.30210
Max	3	**Range**	2	**Stddev (Population)**	0.30000

QPHONE7c (radio) Using a 5-point scale where 1 equals Strongly Disagree and 5 equals Strongly Agree, please indicate how well you agree with this statement:

The crew was knowledgeable about how to make other service requests.

Answered	6
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	1	16.67%	29.82%
Disagree (2)	0	0.00%	0.00%
Neither agree nor disagree (3)	0	0.00%	0.00%
Agree (4)	0	0.00%	0.00%
Strongly agree (5)	5	83.33%	29.82%
TOTALS	**6**	**100.00%**	

Min	1	**Mean**	4.33330	**Stddev (Sample)**	1.63299
Max	5	**Range**	4	**Stddev (Population)**	1.49070

QPHONE8 (radio) How often do you report public right-of-way maintenance needs to the City of San Diego? ~ $QSAMPLE==2 ? "

[READ LIST; SINGLE RESPONSE]" : "" ~

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
About once a week or more	9	3.25%	2.09%
About once a month	45	16.25%	4.34%
About once a year	96	34.66%	5.60%
My service request for ~QSERVICE~ on ~QSDATE~ was the first time I've reported a...	127	45.85%	5.87%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	3.23100	**Stddev (Sample)**	0.83669
Max	4	**Range**	3	**Stddev (Population)**	0.83520

QPHONE9a (radio) {I frequently notice public right-of-way maintenance needs when I am in the City of San Diego.} Using a 5-point scale where 1 equals Strongly Disagree and 5 equals Strongly Agree, please indicate how well you agree or disagree with the following statements:

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	15	5.42%	2.67%
Disagree (2)	27	9.75%	3.49%
Neutral (3)	49	17.69%	4.49%
Agree (4)	66	23.83%	5.02%
Strongly Agree (5)	112	40.43%	5.78%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	8	2.89%	1.97%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	3.92780	**Stddev (Sample)**	1.25478
Max	6	**Range**	5	**Stddev (Population)**	1.25250

QPHONE9b (radio) {Thinking about my overall experience, I am satisfied with the way the City of San Diego addressed my service request.} Using a 5-point scale where 1 equals Strongly Disagree and 5 equals Strongly Agree, please indicate how well you agree or disagree with the following statements:

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	40	14.44%	4.14%
Disagree (2)	24	8.66%	3.31%
Neutral (3)	31	11.19%	3.71%
Agree (4)	68	24.55%	5.07%
Strongly Agree (5)	109	39.35%	5.75%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	5	1.81%	1.57%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	3.71120	**Stddev (Sample)**	1.46566
Max	6	**Range**	5	**Stddev (Population)**	1.46300

QPHONE9c (radio) {Based on my experience, I would likely report additional public right-of-way maintenance issues to the City of San Diego in the future.} Using a 5-point scale where 1 equals Strongly Disagree and 5 equals Strongly Agree, please indicate how well you agree or disagree with the following statements:

Answered	277
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	11	3.97%	2.30%
Disagree (2)	7	2.53%	1.85%
Neutral (3)	26	9.39%	3.43%
Agree (4)	89	32.13%	5.50%
Strongly Agree (5)	140	50.54%	5.89%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	4	1.44%	1.40%
TOTALS	**277**	**100.00%**	

Min	1	**Mean**	4.27080	**Stddev (Sample)**	1.02274
Max	6	**Range**	5	**Stddev (Population)**	1.02090

QPHONE10 (textarea) Is there anything else you'd like to share about your experience making a service request to the City of San Diego?

~ $QSAMPLE==2 ? "**[PLEASE RECORD THEIR RESPONSE AS ACCURATELY AS POSSIBLE]**

" : " " ~

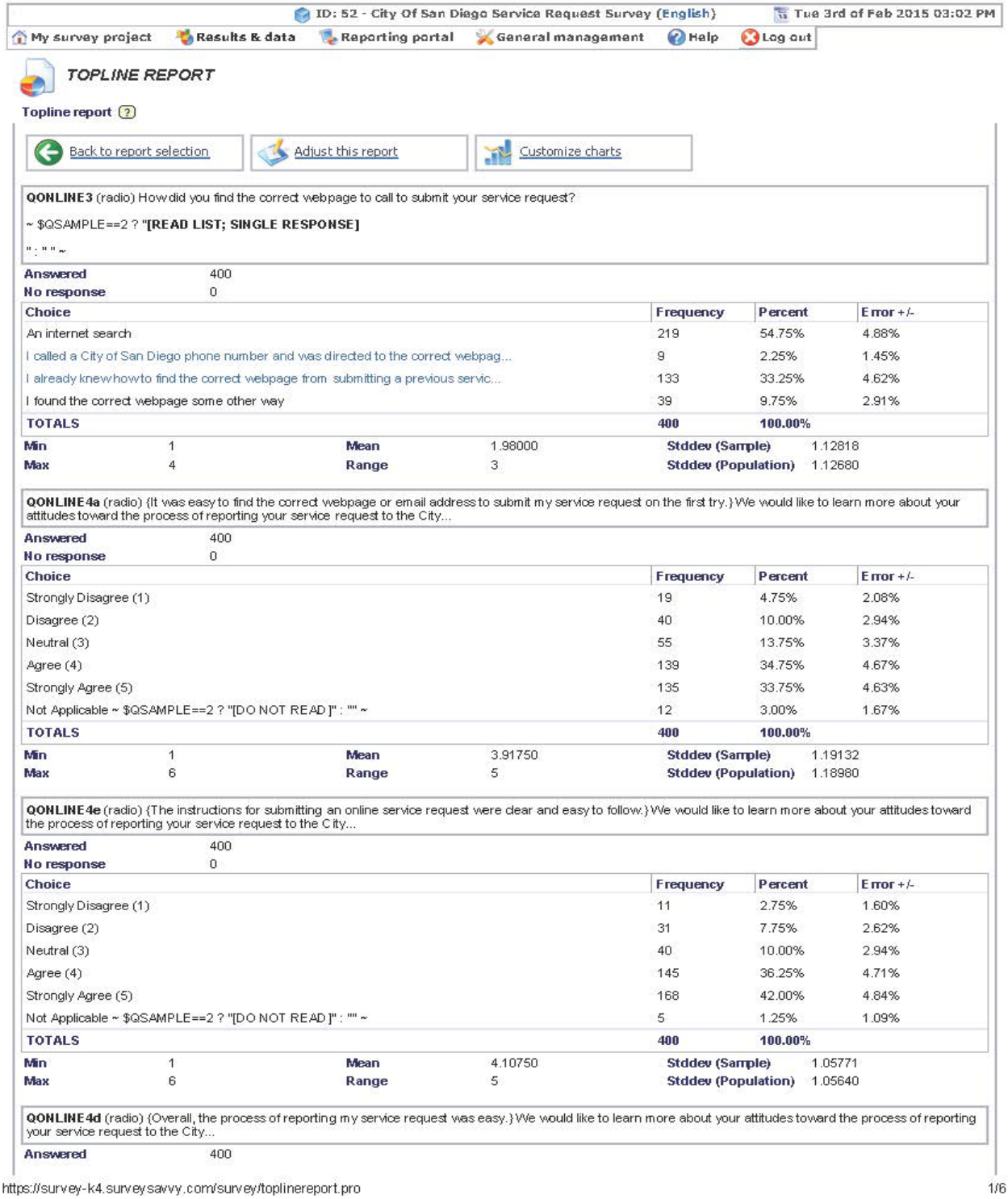
Answered	277
No response	0

Back to report selection | Adjust this report | Customize charts

Secure Connection Active.

Kinesis Survey 5.8.0

APPENDIX D: CUSTOMER SURVEY RESULTS (ONLINE)



ID: 52 - City Of San Diego Service Request Survey (English) Tue 3rd of Feb 2015 03:02 PM

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TOPLINE REPORT

Topline report

Back to report selection | Adjust this report | Customize charts

QONLINE3 (radio) How did you find the correct webpage to call to submit your service request?

~ $QSAMPLE==2 ? "**[READ LIST; SINGLE RESPONSE]**

" : " " ~

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
An internet search	219	54.75%	4.88%
I called a City of San Diego phone number and was directed to the correct webpag...	9	2.25%	1.45%
I already knew how to find the correct webpage from submitting a previous servic...	133	33.25%	4.62%
I found the correct webpage some other way	39	9.75%	2.91%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	1.98000	**Stddev (Sample)**	1.12818
Max	4	**Range**	3	**Stddev (Population)**	1.12680

QONLINE4a (radio) {It was easy to find the correct webpage or email address to submit my service request on the first try.} We would like to learn more about your attitudes toward the process of reporting your service request to the City...

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	19	4.75%	2.08%
Disagree (2)	40	10.00%	2.94%
Neutral (3)	55	13.75%	3.37%
Agree (4)	139	34.75%	4.67%
Strongly Agree (5)	135	33.75%	4.63%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	12	3.00%	1.67%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	3.91750	**Stddev (Sample)**	1.19132
Max	6	**Range**	5	**Stddev (Population)**	1.18980

QONLINE4e (radio) {The instructions for submitting an online service request were clear and easy to follow.} We would like to learn more about your attitudes toward the process of reporting your service request to the City...

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	11	2.75%	1.60%
Disagree (2)	31	7.75%	2.62%
Neutral (3)	40	10.00%	2.94%
Agree (4)	145	36.25%	4.71%
Strongly Agree (5)	168	42.00%	4.84%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	5	1.25%	1.09%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	4.10750	**Stddev (Sample)**	1.05771
Max	6	**Range**	5	**Stddev (Population)**	1.05640

QONLINE4d (radio) {Overall, the process of reporting my service request was easy.} We would like to learn more about your attitudes toward the process of reporting your service request to the City...

Answered	400

https://survey-k4.surveysavvy.com/survey/toplinereport.pro 1/6

No response 0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	15	3.75%	1.86%
Disagree (2)	26	6.50%	2.42%
Neutral (3)	43	10.75%	3.04%
Agree (4)	145	36.25%	4.71%
Strongly Agree (5)	169	42.25%	4.84%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	2	0.50%	0.69%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	4.08250	**Stddev (Sample)**	1.06937
Max	6	**Range**	5	**Stddev (Population)**	1.06800

QONLINE5a (radio) {The City of San Diego responded to my service request in a timely manner.} The next statements relate to the City of San Diego's response to your service request...

Answered 400
No response 0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	54	13.50%	3.35%
Disagree (2)	38	9.50%	2.87%
Neutral (3)	41	10.25%	2.97%
Agree (4)	105	26.25%	4.31%
Strongly Agree (5)	151	37.75%	4.75%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	11	2.75%	1.60%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	3.73500	**Stddev (Sample)**	1.45605
Max	6	**Range**	5	**Stddev (Population)**	1.45420

QONLINE5b (radio) {The number of crew members sent to the job site seemed appropriate for the work being done.} The next statements relate to the City of San Diego's response to your service request...

Answered 400
No response 0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	38	9.50%	2.87%
Disagree (2)	12	3.00%	1.67%
Neutral (3)	57	14.25%	3.43%
Agree (4)	49	12.25%	3.21%
Strongly Agree (5)	38	9.50%	2.87%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	206	51.50%	4.90%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	4.63750	**Stddev (Sample)**	1.69507
Max	6	**Range**	5	**Stddev (Population)**	1.69300

QONLINE5c (radio) {I am satisfied with the quality of the work performed by the City of San Diego in response to my service request.} The next statements relate to the City of San Diego's response to your service request...

Answered 400
No response 0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	81	20.25%	3.94%
Disagree (2)	39	9.75%	2.91%
Neutral (3)	26	6.50%	2.42%
Agree (4)	91	22.75%	4.11%
Strongly Agree (5)	143	35.75%	4.70%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	20	5.00%	2.14%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	3.59000	**Stddev (Sample)**	1.63511
Max	6	**Range**	5	**Stddev (Population)**	1.63310

QONLINE6a (radio) {I already find the process of reporting a service request to the City of San Diego to be easy.} The next statements relate to possible ways in which the reporting process could be improved...

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	16	4.00%	1.92%
Disagree (2)	37	9.25%	2.84%
Neutral (3)	54	13.50%	3.35%
Agree (4)	152	38.00%	4.76%
Strongly Agree (5)	138	34.50%	4.66%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	3	0.75%	0.85%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	3.92000	**Stddev (Sample)**	1.11207
Max	6	**Range**	5	**Stddev (Population)**	1.11070

QONLINE6b (radio) {Having a single phone number to report all City of San Diego service requests would make the process easier.} The next statements relate to possible ways in which the reporting process could be improved...

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	14	3.50%	1.80%
Disagree (2)	44	11.00%	3.07%
Neutral (3)	139	34.75%	4.67%
Agree (4)	88	22.00%	4.06%
Strongly Agree (5)	68	17.00%	3.68%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	47	11.75%	3.16%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	3.73250	**Stddev (Sample)**	1.29427
Max	6	**Range**	5	**Stddev (Population)**	1.29260

QONLINE6c (radio) {Having a smartphone app or social media account to report all City of San Diego service requests would make the process easier.} The next statements relate to possible ways in which the reporting process could be improved...

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	12	3.00%	1.67%
Disagree (2)	25	6.25%	2.37%
Neutral (3)	116	29.00%	4.45%
Agree (4)	107	26.75%	4.34%
Strongly Agree (5)	92	23.00%	4.12%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	48	12.00%	3.18%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	3.96500	**Stddev (Sample)**	1.23393
Max	6	**Range**	5	**Stddev (Population)**	1.23240

QONLINE6d (radio) {Having a single webpage on the City of San Diego website to report all City of San Diego service requests would make the process easier.} The next statements relate to possible ways in which the reporting process could be improved...

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	4	1.00%	0.98%
Disagree (2)	13	3.25%	1.74%
Neutral (3)	75	18.75%	3.83%
Agree (4)	133	33.25%	4.62%
Strongly Agree (5)	158	39.50%	4.79%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	17	4.25%	1.98%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	4.19750	**Stddev (Sample)**	0.96738
Max	6	**Range**	5	**Stddev (Population)**	0.96620

QONLINE6e (radio) {Having better trained customer service representatives to direct me where to make different types of service requests would make the process

easier.} The next statements relate to possible ways in which the reporting process could be improved...

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	10	2.50%	1.53%
Disagree (2)	16	4.00%	1.92%
Neutral (3)	148	37.00%	4.73%
Agree (4)	68	17.00%	3.68%
Strongly Agree (5)	46	11.50%	3.13%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	112	28.00%	4.40%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	4.15000	**Stddev (Sample)**	1.40443
Max	6	**Range**	5	**Stddev (Population)**	1.40270

QONLINE6f (radio) For the following question, please select only one response. If you had to pick one thing, what would be most likely to make it easier to submit your service request? ~ $QSAMPLE==2 ? "

[READ LIST; SINGLE RESPONSE]" : "" ~

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
A single phone number to submit all City of San Diego service requests.	26	6.50%	2.42%
A smartphone app or social media account to submit all City of San Diego service...	42	10.50%	3.00%
A single webpage on the City of San Diego website to report all City of San Dieg...	204	51.00%	4.90%
Better trained customer service representatives to direct me where to submit dif...	10	2.50%	1.53%
Nothing – I already find it very easy to submit service requests to the City o...	118	29.50%	4.47%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	3.38000	**Stddev (Sample)**	1.19548
Max	5	**Range**	4	**Stddev (Population)**	1.19400

QONLINE7a (radio) Did you interact with the City of San Diego crew that performed the work you requested? ~ $QSAMPLE==2 ? "

[READ LIST]" : "" ~

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
Yes	31	7.75%	2.62%
No	364	91.00%	2.80%
Don't recall	5	1.25%	1.09%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	1.93500	**Stddev (Sample)**	0.29324
Max	3	**Range**	2	**Stddev (Population)**	0.29290

QONLINE7b (radio) Did you ask questions about how to report other types of service requests to the City of San Diego? ~ $QSAMPLE==2 ? "

[READ LIST]" : "" ~

Answered	31
No response	0

Choice	Frequency	Percent	Error +/-
Yes	6	19.35%	13.91%
No	24	77.42%	14.72%
Don't recall	1	3.23%	6.22%
TOTALS	**31**	**100.00%**	

Min	1	**Mean**	1.83870	**Stddev (Sample)**	0.45437
Max	3	**Range**	2	**Stddev (Population)**	0.44700

QONLINE7c (radio) Using a 5-point scale where 1 equals Strongly Disagree and 5 equals Strongly Agree, please indicate how well you agree with this statement:

The crew was knowledgeable about how to make other service requests.

Answered	6
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	0	0.00%	0.00%
Disagree (2)	1	16.67%	29.82%
Neither agree nor disagree (3)	0	0.00%	0.00%
Agree (4)	4	66.67%	37.72%
Strongly agree (5)	1	16.67%	29.82%
TOTALS	**6**	**100.00%**	

Min	2	**Mean**	3.83330	**Stddev (Sample)**	0.98319
Max	5	**Range**	3	**Stddev (Population)**	0.89750

QONLINE8 (radio) How often do you report public right-of-way maintenance needs to the City of San Diego? ~ $QSAMPLE==2 ? "

[READ LIST; SINGLE RESPONSE]" : "" ~

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
About once a week or more	12	3.00%	1.67%
About once a month	77	19.25%	3.86%
About once a year	147	36.75%	4.72%
My service request for ~QSERVICE~ on ~QSDATE~ was the first time I've reported a...	164	41.00%	4.82%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	3.15750	**Stddev (Sample)**	0.83633
Max	4	**Range**	3	**Stddev (Population)**	0.83530

QONLINE9a (radio) {I frequently notice public right-of-way maintenance needs when I am in the City of San Diego.} Using a 5-point scale where 1 equals Strongly Disagree and 5 equals Strongly Agree, please indicate how well you agree or disagree with the following statements:...

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	9	2.25%	1.45%
Disagree (2)	16	4.00%	1.92%
Neutral (3)	69	17.25%	3.70%
Agree (4)	135	33.75%	4.63%
Strongly Agree (5)	160	40.00%	4.80%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	11	2.75%	1.60%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	4.13500	**Stddev (Sample)**	1.01457
Max	6	**Range**	5	**Stddev (Population)**	1.01330

QONLINE9b (radio) {Thinking about my overall experience, I am satisfied with the way the City of San Diego addressed my service request.} Using a 5-point scale where 1 equals Strongly Disagree and 5 equals Strongly Agree, please indicate how well you agree or disagree with the following statements:...

Answered	400
No response	0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	69	17.25%	3.70%
Disagree (2)	49	12.25%	3.21%
Neutral (3)	38	9.50%	2.87%
Agree (4)	117	29.25%	4.46%
Strongly Agree (5)	126	31.50%	4.55%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	1	0.25%	0.49%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	3.46250	**Stddev (Sample)**	1.47616
Max	6	**Range**	5	**Stddev (Population)**	1.47430

QONLINE9c (radio) {Based on my experience, I would likely report additional public right-of-way maintenance issues to the City of San Diego in the future.} Using a 5-point scale where 1 equals Strongly Disagree and 5 equals Strongly Agree, please indicate how well you agree or disagree with the following statements:...

Answered	400

No response 0

Choice	Frequency	Percent	Error +/-
Strongly Disagree (1)	15	3.75%	1.86%
Disagree (2)	20	5.00%	2.14%
Neutral (3)	38	9.50%	2.87%
Agree (4)	128	32.00%	4.57%
Strongly Agree (5)	195	48.75%	4.90%
Not Applicable ~ $QSAMPLE==2 ? "[DO NOT READ]" : "" ~	4	1.00%	0.98%
TOTALS	**400**	**100.00%**	

Min	1	**Mean**	4.20000	**Stddev (Sample)**	1.05963
Max	6	**Range**	5	**Stddev (Population)**	1.05830

QONLINE10 (textarea) Is there anything else you'd like to share about your experience making a service request to the City of San Diego?

~ $QSAMPLE==2 ? "**[PLEASE RECORD THEIR RESPONSE AS ACCURATELY AS POSSIBLE]**

" : " " ~

Answered 400
No response 0

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THE CITY OF SAN DIEGO

MEMORANDUM

DATE: March 4, 2015

TO: Eduardo Luna, City Auditor

FROM: Scott Chadwick, Chief Operating Officer

SUBJECT: Management Response to the Performance Audit of the City's Public Right-of-Way Maintenance Activities

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This memorandum is management's response to each of the two audit recommendations to the Performance Audit of the City's Public Right-of-Way Maintenance Activities.

Recommendation 1:
The Mayor and Chief Operating Officer should designate an executive-level champion charged with leading the centralization of the City's customer service functions. The executive-level champion should:

a. Establish a Citywide Customer Service Working Group. The Working Group should include the executive-level champion, as well as key staff from Environmental Services Department, Public Utilities Department, Transportation and Storm Water Department and all other departments that currently have customer service centers; and,
b. Designate Citywide Customer Service Working Group member(s) to participate in the 3-1-1 Synergy Group in order to leverage the experience of other jurisdictions in implementing and operating a centralized 3-1-1 customer service center. (Priority 1)

Management Response: Agree

The Mayor's Proposed FY16 budget will include a recommendation for staffing and costs associated for a comprehensive citywide effort to centralize customer service needs. However, management reserves the right to determine how the recommendations are created and what staff will engage in the process and final recommendations.

Recommendation 2:
The Mayor and Chief Operating Officer should direct the Citywide Customer Service Working Group to develop a comprehensive Citywide Customer Service Strategic Plan. The Citywide Customer Service Strategic Plan should include the goal of a single, centralized 3-1-1 customer

service center, including the 3-1-1 phone number, a single website, and a single smartphone application for Citywide public right-of-way maintenance service requests. This customer service center should be incrementally expanded to include customer service functions for other City departments.

The Customer Service Strategic Plan should also include the following elements:

a. The City's customer service mission, including key City goals and performance measures for customer service, such as caller wait times and dropped call rates;
b. A strategy and timeline for acquiring and implementing a Customer Relationship Management (CRM) software system. This system should have the ability to integrate with departmental work order systems, provide a knowledge base to assist call center staff, and track key performance measures;
c. A strategy and timeline for migrating existing customer service functions into the 3-1-1 customer service center;
d. 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;
e. A change management strategy to manage the transition to a single 3-1-1 customer service center for public right-of-way maintenance and other customer-facing services; and,
f. A strategy for measuring customer satisfaction, such as periodic surveys of customers who have contacted the City for information or to submit a service request. (Priority 1)

Management Response: Agree

As stated under Recommendation #1, the Mayor's Proposed FY16 Budget will include a request for the staff and costs associated with the implementation of a citywide initiative for a 3-1-1 or similar effort to centralize customer service needs. If the request is approved, it is anticipated that this initiative could begin in late 2015 and based upon the objectives outlined above, the completion of the recommendations will occur thereafter.

Scott Chadwick
Chief Operating Officer

SC/sl

cc: Stephen Puetz, Chief of Staff, Office of the Mayor
Jaymie Bradford, Deputy Chief of Staff, Office of the Mayor
Stacey LoMedico, Assistant Chief Operating Officer
Mary Lewis, Chief Financial Officer
Tracy McCraner, Director, Financial Management Department
Almis Udrys, Director, Performance & Analytics Department