



The City of San Diego

## REPORT TO THE CITY COUNCIL

DATE ISSUED: June 4, 2008 REPORT NO: 08-086 Rev

ATTENTION: Public Safety & Neighborhood Services Committee Agenda of June 11, 2008

SUBJECT: Quarterly Report on Customer Services Projects, Programs and Initiatives Fiscal Year 08, Quarter 3, from January 1, 2008 through March 31, 2008

### SUMMARY

THIS IS AN INFORMATION ITEM ONLY. NO ACTION IS REQUIRED ON THE PART OF THE COMMITTEE OR THE CITY COUNCIL.

### BACKGROUND

In October of 2005, the City Council adopted Ordinance 19430 which was recommended by the City Council Strong Mayor-Strong Council Transition Committee that the Citizens' Assistance Program Manager provide constituent services quarterly reports to the Council Committee that oversees Neighborhood Services. Since that time, Citizens' Assistance has become part of the larger Department of Customer Services. The objective of these quarterly reports has become to provide a comprehensive account of the status of Citizens' Assistance activities, and in addition, to discuss the customer service initiatives, the Community Service Centers, and Citywide Training. These four areas make up the Customer Services Department as a whole.

This report spans the third quarter of the FY2008; and represents a rolling log of projects that have been completed to date. Items reported as completed in previous quarters are not duplicated in this report.

This quarterly report includes information on:

- ◆ A status of citizen concerns submitted to the organization via Route Slips during that period, and improvements to the Route Slip process,
- ◆ Statistics on direct customer assistance via the six Community Service Center locations. The customer service initiatives planned for upcoming quarters.
- ◆ Customer services initiatives and citywide training accomplishments completed during the Fiscal Year 08 Quarter 3, from January through March, 2008,
- ◆ And customer service initiatives underway during this quarter.

## DISCUSSION

### Citizens' Assistance

Route Slips are concerns or requests for services received by the Mayor or City Council. The Route Slip program was developed to provide a centralized mechanism for these concerns to be quickly routed to City staff for resolution. Route Slips are coordinated by the Citizens' Assistance Program of the Customer Services Department, and are sent to the responsible departments for citizen follow up and resolution. Route Slips represent a portion of the service requests that a department may be working to resolve at any given time. Often, inquiries and requests are submitted to the departments directly by the citizen, as opposed to first being submitted to an elected official, and then routed to the department as part of this Route Slip process.

For the reporting period January 1 through March 31, 2008, 383 Route Slips were generated. This represents an increase of 77 route slips from the previous quarter. For the first quarter of calendar year 2007, there were 390 Route Slips generated. That is roughly equivalent to what we have seen this year.

The eight most common issues raised by constituents over the quarter ending March 31, 2008, include:

- Potholes/Street Resurfacing 14%
- Street Light 11%
- Traffic Calming Measures 11%
- Code Violations 10%
- Sidewalks and Curbs 7%
- Trash and Debris 6%
- Weeds/Trees 5%
- Street Signs 4%

Table 1: Current Quarter: Route Slip Breakdown (January 1, 2008 through March 31, 2008)

<b>Concern/Request Category</b>	<b>Number of cases during this time period</b>	<b>Average Number of Days Until closure</b>	<b>Mode of Days until closure</b>
Potholes/Street Resurfacing	52	13	8
Street Light	42	13	8
Traffic Calming Measures	41	41	36
Code Violations	37	21	18
Sidewalks & Curbs	27	17	13
Trash/Debris	24	16	11
Weeds/Trees	19	19	28
Street Signs	17	30	48

Table 2: Previous Quarter: Route Slip Breakdown (October 1, 2007 through December 31, 2007)

<b>Concern/Request Category</b>	<b>Number of cases during this time period</b>	<b>Average Number of Days Until closure</b>	<b>Mode of Days until closure</b>
Sidewalks & Curbs	35	21	13
Potholes/Street Resurfacing	34	16	17
Traffic Calming Measures	31	51	51
Street Light	27	24	8
Weeds/Trees	26	21	27
Code Violations	23	28	27
Fire Hazards	16	18	13
Street Sign	11	26	24
Water Leaks	11	27	27

The following six types of issues have remained in the top eight categories each quarter for the past seven quarters: Code Violations, Potholes/Street Resurfacing, Sidewalks & Curbs, Street Light, Traffic Calming Measures, Weeds/Trees. This represents a steady state in the types of issues that concern our external customers most consistently, regardless of season or other variables.

#### **Codes Violations and Graffiti Analysis**

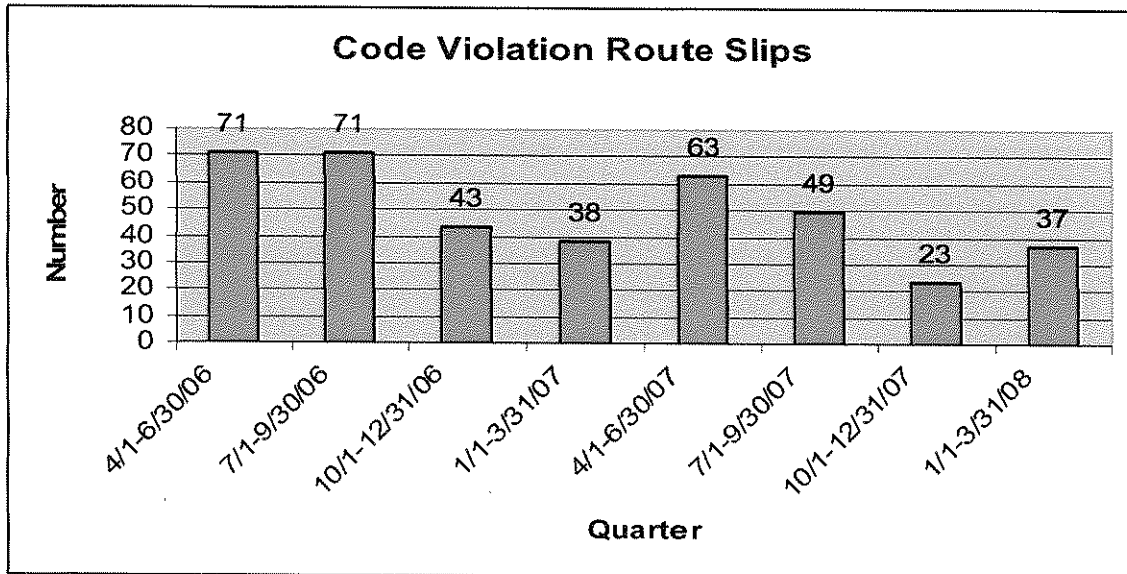
At the Public Safety and Neighborhood Services Committee meeting of March 13, 2008, Councilmember Tony Young requested that Citizens' Assistance provide Route Slip statistics related to code violations and graffiti for the period October 1, 2007 through December 31, 2007. The category of code violations includes, but is not limited to, concerns about abandoned homes, property encroachments, furniture left in front yard, excess garage sales, and neighbor disputes.

Although there was an increase of 14 in the number of code violation Route Slips between last quarter and the period of this report, it should be noted that there was a depression in the overall number of Route Slips received during the last quarter (October-December 2007). This was likely due to the natural disasters that affected the City during that time period. The numbers reported during the most recent quarter are more in line with previous quarters.

Table 3: Code Violation Route Slips by Quarter

Time Period by Quarter	Number of Codes Violation Route Slips
4/1/06 – 6/30/06	71
7/1/06 – 9/30/06	71
10/1/06 – 12/31/06	43
1/1/07 – 3/31/07	38
4/1/07 – 6/30/07	63
7/1/07 – 9/30/07	49
10/1/07 – 12/31/07	23
1/1/08 – 3/31/08	37

Figure 1: Code Violation Route Slips by Quarter



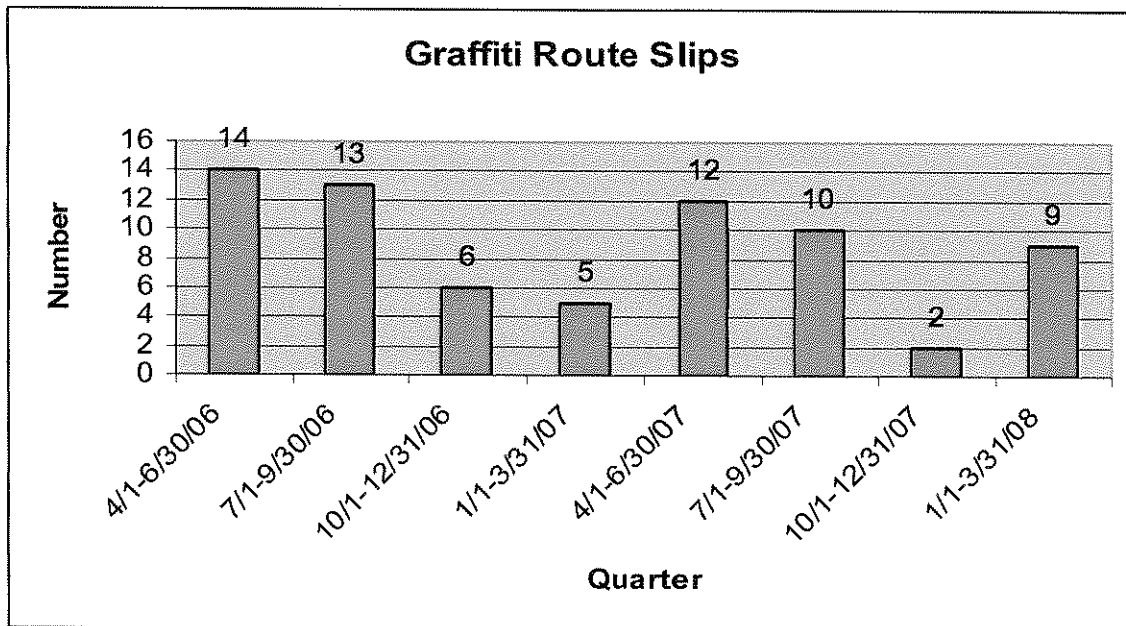
The number of graffiti Route Slips generated this quarter total nine. There are other avenues to report graffiti and most people do not report graffiti via a Route Slip; but rather choose to report graffiti directly to Neighborhood Code Compliance.

Graffiti Route Slips include graffiti located on either public or private property. The graffiti Route Slip statistics for the past year are as follows.

Table 4: Graffiti Route Slips by Quarter

Time Period by Quarter	Number of Codes Violation Route Slips
4/1/06 – 6/30/06	14
7/1/06 – 9/30/06	13
10/1/06 – 12/31/06	6
1/1/07 – 3/31/07	5
4/1/07 – 6/30/07	12
7/1/07 – 9/30/07	10
10/1/07 – 12/31/07	2
1/1/08 – 3/31/08	9

Figure 2: Graffiti Route Slips by Quarter



In addition to the day to day activities of processing Route Slips, Citizens' Assistance staff continues to improve the use of the Route Slip system internally, and provide more access to information and services externally.

For our internal customers, hands-on training is available regularly to staff who generate Route Slips. Training is also available to department staff on how to respond to and process Route Slips.

For both internal and external customers, the Information Resource Directory (IRD) is now available at the top of the City's home page. The IRD can be accessed via CityNet or the Internet (<http://www.sandiego.gov/citizensassistance/resource.shtml>). By entering a topic, the customer will be able to access the phone number and/or the address associated with that service. This quarter, we started adding website addresses to the directory to provide more complete information for a full service customer experience. Citizens' Assistance staff updates the information in this electronic subject matter directory regularly.

### **Community Service Centers**

From January 1, 2008 to March 31, 2008, the six Community Service Centers processed a total of 17,723 customer transactions. During this quarter, the Community Service Centers conducted three passport day events including one at the City Administration Building Lobby where thirty six passports were processed. The table below shows some of the different types of transactions processed during this period.

<b>Service Provided</b>	<b>Number of Transactions</b>
Water/Sewer Bills Payments Accepted	14,160
Passport Applications Processed*	2,694
Business Tax Certificates	518
Parking Citations	401
Personnel Applications Accepted	403
Community Room Meetings Held	231
Residential "E" Parking Permits	5
Employee Transit Passes	311

\* Each passport processed generates revenue for the City

## **Citywide Training**

### **OneSD**

During this quarter, Citywide Training has taken a lead role in designing the Learning Management module for the Human Resource Management phase of the OneSD project. OneSD is a two-year program that will change the way the City does business by integrating enterprise data, information and business processes into one system to improve our core financial, human resources, payroll, and procurement functions. OneSD will simplify work processes, enhance reporting, reduce redundancies and allow for better compliance with regulatory obligations. When fully implemented, OneSD applications will be used by almost everyone in the City.

The Learning Management (LM) component of OneSD will be used to manage, administer, and track training activities within City departments. The initial design, known as the "Blueprint," has been completed and is now in the process of being reviewed and approved by stakeholders and the OneSD Steering Committee. Additionally, Citywide Training staff will assist in the planning and implementation of the end-user training for thousands of City employees on the new One SD system.

### **National Incident Management System (NIMS) Training**

In January, Citywide Training worked closely with the Homeland Security Department and the Center for Domestic Preparedness (CDP) to provide logistical support for classroom training for over 600 City employees on FEMA's comprehensive emergency management system. The training took place at the Mayor's request and was completed in less than three weeks. Citywide Training staff procured training sites, registered class participants, transported training materials, coordinated with CDP training staff and consultants, and closely monitored and tracked training attendance.

### **Ken Blanchard-developed Customer Focused Culture Training Series**

As reported previously, the Customer Services Department worked closely with the Ken Blanchard Companies to create a customized series of four training classes, entitled "Customer Focused Culture: Creating Legendary Service®." City departments and employees continue to be supportive of the Customer Service Initiative projects, and have been pro-active in requesting training sessions. In this quarter, a total of 330 people were trained. Public Safety led the way, with the Customer Services Department providing training to approximately 80 employees in the San Diego Police Department, and to 40 Fire/Rescue Department employees.

### **Other Citywide Training Efforts**

In addition to these projects, Citywide Training continued to provide its regularly scheduled classes, including three New Employee Orientations, two seven-day Supervisors Academies, and four two-day Discipline & Rewards training classes.

### **Customer Service Initiatives**

Department staff continued work on several programs and projects that are part of the Customer Service Initiatives efforts. These are City-wide projects designed to improve the quality of service delivered and support Customer Service's vision of "America's Finest Service for America's Finest City." The initiatives can be categorized into the following areas: guideline development, training and staff development, feedback and data collection, rewards and recognition, and customer focused process improvement.

#### **Upgrading Phone Systems**

During this time period, Customer Services Department staff, along with Information Technology staff and other City and San Diego Data Processing employees began to oversee the upgrade of both the hardware and software platforms of multiple phone systems around the City. These systems were in need of upgrades for purposes of stabilizing and expanding future functionality possibilities. The new phone system will allow phone tree development where it does not currently exist and stabilize aging existing systems.

#### **Customer Service Summit – One Year Anniversary and Wrap Up**

One year ago, the City held its first Customer Service Summit. Internal and external leaders were invited to participate in this one-day session facilitated by the Ken Blanchard Companies. Almost 300 participants voted on 47 recommendations, all designed to continue to improve the quality of service delivery around the City. These projects were consolidated, and the Customer Services Department is happy to report that we have reached our goal of completing the assignments we were responsible for leading. A list of the major project areas is posted on the City's web site at <http://www.sandiego.gov/customerservices/pdf/summit.pdf>.

#### **Employee Performance Reports -Customer Services Example Template Posted**

The Customer Services Department continues to Chair and staff the Citywide Customer Services Liaison Network. Members of the this Network had requested standard customer service best practices language that could be used as a template to incorporate into their departments' employee performance reviews/plans. This language is not mandatory, but is now available as a template. <http://citynet/customerservices/pdf/CSerp08.pdf>

#### **Citywide Customer Satisfaction Survey**

The second Citywide Customer Satisfaction Survey was conducted from December 3 through December 14, 2007. Surveys were placed on public counters, and customers visiting offices were able to provide their thoughts on the service they received. Surveys were printed double-sided in English on one side, and Spanish on the other. Surveys were also available in alternative formats for customers who might have a physical disability.



Information was gathered from these direct contacts at City locations about the following key indicators of the quality of service delivery.

- ◆ Promptness of initial greeting
- ◆ Courtesy of staff
- ◆ Knowledge of staff
- ◆ Receipt of requested information
- ◆ Promptness of resolution of the situation
- ◆ Caring service
- ◆ Overall satisfaction with the experience at that location

The results of this Survey can be reviewed on line at  
<http://www.sandiego.gov/customerservices/pdf/070724CwCSSReport.pdf>.

### CONCLUSION

Providing superior quality customer service benefits City employees, the customers of the organization, and the organization itself. City departments and employees have been very supportive of the Customer Service Initiative projects, and have been pro-active in requesting training sessions for staff throughout the organization, and in supporting all of the efforts to continuously improve our service delivery quality.

The Customer Services Department will continue to support the organization in providing “America’s Finest Service for America’s Finest City” through:

- Direct interactions with customers through our Citizens’ Assistance and Community Service Center programs;
- Providing our own services through the highest quality customer interactions,
- Chairing and staffing the City’s Customer Service Liaison Network;
- Providing core skill building and culture building training classes;
- Participating in and supporting the deployment of Citywide projects, including OneSD; and
- Providing customer satisfaction data to departments.

The Customer Services Department will continue, along with all City employees, to connect the dots between the needs of the citizens, the services provided by local government, and the high quality service delivery goals of World-Class organizations.

FISCAL CONSIDERATIONS: N/A


PREVIOUS COUNCIL and/or COMMITTEE ACTION: June 15, 2005, City Council Transition Committee, Subject Constituent Services; January 25, June 6, September 12, 2007, and March 13, 2008 Public Safety & Neighborhood Services Committee, Quarterly Report on Constituent Services.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: March 15, 2007 Customer Service Summit; June 26, 2007 Customer Service External Committee Meeting,

KEY STAKEHOLDERS AND PROJECTED IMPACTS: Citizens and employees.

Respectfully Submitted,

  
Customer Services Director

  
Deputy Chief Operating Officer