

# BECOMING AMERICA'S MOST INNOVATIVE CITY

## HOW THE CITY OF SAN JOSE USES ORACLE SERVICE CLOUD TO TRANSFORM CITIZEN INTERACTIONS

Providing municipal services to citizens efficiently and cost-effectively has always been a challenge for large cities. But it's more difficult today as the number of communication channels has expanded well beyond the telephone to include mobile phones, email, websites, apps and social media.

Having so many different ways for citizens to initiate service requests can be a double-edged sword. On the one hand, it potentially improves service to citizens, which is a priority for many cities. However, cities that haven't built the right infrastructure and integrated systems to coordinate these requests find themselves unable to meet citizens' expectations for prompt and timely service response and delivery.

### BECOMING A SMART CITY

This was the challenge faced by the city of San Jose, Calif., in 2016. San Jose is the nation's 10th largest city, with approximately 1 million residents and more than 50,000 businesses spread across 180 square miles. San Jose is also the epicenter of Silicon Valley, home to many of the world's most innovative and technologically savvy entrepreneurs and companies.

The city's goal is to become America's most innovative city by 2020. One of San Jose Mayor Sam Liccardo's priorities since he was elected has been transforming San Jose into a "smart city." This means using game-changing technologies that enable people to engage their city government in ways that help make it safer, more inclusive, sustainable and user-friendly.

"Our Smart City Vision contemplates making City Hall as innovative as the incredible Silicon Valley community we serve," he says.

Until recently, San Jose had no true 311 system to route citizen service requests for things like removing abandoned vehicles, responding to illegal dumping, fixing potholes, repairing street lights and cleaning up graffiti. San Jose residents ranked those five service types as their priorities in community budget meetings.

"We wanted more from our CRM solution than just an app and portal that sprays service request emails around the organization," says Rob Lloyd, San Jose CIO. "That's not a solution that truly improves our operations or community experience."

San Jose aspired to create an omni-channel solution that allows people to engage the city by phone, online, by chat and by app. A high bar was set to integrate with work systems across the city, so that service requests directly connect to the work crews in charge of responding. And the city built its solution requirements around user-centric design, community participation, audience dashboards and the ability to assemble a single data source to allow use of artificial intelligence tools to improve services.

### INITIATING PROJECT ACE

Near the end of 2016, San Jose hired AST Corporation to implement Oracle Service Cloud as the centerpiece of what it dubbed Project ACE, or Amazing Citizen Experience. "The goal of Project ACE is to provide an awesome experience for San Jose residents, businesses and municipal staff," says Chris Mills, San Jose's enterprise product lead tapped to head the effort with the CIO. The Oracle Service Cloud platform provides robust features that align with the city's vision:

- ▶ Advanced 3-1-1 features to process requests and data
- ▶ Dashboards
- ▶ Oracle Integration Cloud to connect systems in the transportation, utilities and parks departments
- ▶ Artificial intelligence tools



“By integrating with our back-office systems, the platform-based approach of the Oracle solution automatically routes citizen service requests to the right municipal department,” says Mills.

“Implementing the Oracle Service Cloud platform transforms the city from being reactive to providing a more knowledge-centered service environment,” says Desiree Jafferries, San Jose’s customer contact center manager. “We are excited how this will enable us to take future actions and make decisions based on real-time data and analysis. And this, in turn, will provide citizens with a better customer experience since it allows for greater service efficiency and visibility.”

Providing proactive service also generates enthusiasm and a renewed sense of pride among city staff, Jafferries adds. “The staff feels like they are better able to engage with and help our citizens.”

## LAUNCHING THE MY SAN JOSE APP AND PORTAL

In July 2017, the city went live with *My San Jose*, a mobile self-help platform built on Oracle Service Cloud. The city-AST team jointly completed the project in six months with a user-centric design approach that involved staff, volunteer UX designers from local firms, community tech groups and residents, totaling almost 200 individuals. The team alpha and beta launched from May through June and totaled over 22,000 service requests.

Citizens now use *My San Jose* to initiate service requests, which are then communicated directly to city work crews. Real-time status tracking enables citizens to follow the progress of their service requests.

Residents can download *My San Jose* on their mobile devices or access it through an online portal. They can report their service requests anonymously if they prefer by withholding their personal information. The app also includes *My Home Services*, a feature that allows residents to input their address to receive personalized neighborhood service information like street sweeping, waste collection and water service providers.

“The launch of the *My San Jose* app will enable us to improve the cost-effectiveness of our services and respond to the rising expectations of our residents for the kind of on-demand, seamless customer experience that private sector services typically provide,” says Mayor Liccardo.

*My San Jose* enables citizens to upload GPS-tagged pictures of incidents as part of a service request, a feature which has boosted its popularity. Citizens don’t have to spend time typing in a description of the location when completing a service request,” says Amit Ganguly, vice president of CX for AST. “Citizens often hesitate to initiate service requests because it’s too time-consuming, but with this feature, it can be done in a few seconds. This is a huge benefit that has increased adoption considerably.”

Lloyd says citizen response to Project ACE and *My San Jose* has been overwhelmingly positive. “Citizens are thrilled that we can

## AN OVERVIEW OF PROJECT ACE

San Jose’s primary goals for Project ACE were:

- ▶ Increase citizen service engagement with the city through a wide variety of channels
- ▶ Support hyper-efficient city service requests across phone, online, chat and app
- ▶ Improve resolution rate of single contact incidents and inform citizens the moment their service request is fulfilled
- ▶ Identify duplicate requests and reduce redundancy
- ▶ Increase management intelligence

The city of San Jose’s Project ACE, which implemented the Oracle Service Cloud platform, includes the following:

- ▶ Oracle Cloud Service
  - ▶ Contact Center Dynamic Agent Desktop
  - ▶ 25 contact center users/350 non-contact center users
  - ▶ 3 interfaces for required languages (Spanish, Vietnamese, English)
- ▶ Oracle Integration Cloud Service
- ▶ Data Visualization Cloud Service for managers

respond to service requests so much faster,” he says. “For example, two citizens told us they entered service requests that were handled in less than an hour, compared to the weeks that it might have taken in the past. Crews happened to be working nearby when the request came to them. Another commented on how modern, clean and easy the navigation on the app is. Their remark was ‘it’s the best thing for San Jose since the internet.’”

The city took a phased approach throughout the implementation of Project ACE to ensure staff adoptability and public use of the mobile app and web portal.

“The project scope included only those service requests that already had a work order system in which to integrate,” says Jafferries. “There was much collaboration across multiple city departments, beginning with procurement, requirements, creating the service orders and functionality.”

The implementation of Oracle Service Cloud in the city of San Jose represents an immense transformation in the way the city provides service and information.

“Our approach was to focus on providing an amazing customer experience. We realized early on that the key to success was empowerment for both our staff and our citizens,” Mills adds.

The Oracle Service Cloud solution implemented by AST helped San Jose expand civic engagement while accomplishing the other objectives the city had for its 311 system, Lloyd says. “The Oracle solution is a key tool to our goal of becoming America’s most innovative city by 2020.”

*This piece was developed and written by the Government Technology Content Studio, with information and input from Oracle and AST.*



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