

Written materials relating to an item on this agenda that are distributed to the legislative bodies within 72 hours before the item is to be considered at its regularly scheduled meeting will be made available for public inspection at the City Clerk's Office, 300 West Third Street 4th Floor during customary business hours. Agenda reports are also on the City of Oxnard web site at [www.oxnard.org](http://www.oxnard.org).



**AMENDED AGENDA**  
**OXNARD CITY COUNCIL**  
**COMMUNITY SERVICES COMMITTEE**  
Council Chambers, 305 West Third Street  
January 14, 2020  
**Regular Meeting - 6:00 to 7:15 PM**

A. ROLL CALL, POSTING OF AGENDA, FLAG SALUTE

B. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

At this time, the legislative body will consider public comments for a maximum of fifteen minutes. A person may address the legislative body only on matters not appearing on the agenda and within the subject matter jurisdiction of the legislative body. Speaker cards will not be accepted after the beginning of the general public comment period. Based on the number of speaker cards submitted, the presiding officer may impose time limits per speaker. Typically, speakers are limited to two minutes, but shorter time may be established as deemed necessary. A person not able to address the legislative body at this time because the fifteen minutes expires may do so just prior to adjournment of the meeting. The legislative body cannot enter into a detailed discussion or take action on any items presented during public comments at this time. Such items may only be referred to the City Manager for administrative action or scheduled on a subsequent agenda for discussion.

C. CONSENT AGENDA

1. City Clerk Department

SUBJECT: Approval of Minutes.

RECOMMENDATION: That the Community Services Committee approve the minutes of the **November 12**, 2019 regular meeting as presented.

Contact: Michelle Ascencion, (805) 385-7805

D. REPORTS

1. Information Technology Department

SUBJECT: Oxnard 311 - Performance Update Report. (20/20/10)

RECOMMENDATION: That the Community Services Committee receive an update on the third year performance of the Oxnard 311 Constituent Relationship Management Mobile Application.

Contact: Keith Brooks, (805) 385-7597

E. ITEMS FOR FUTURE AGENDAS

F. ADJOURNMENT

In compliance with the Americans with Disabilities Act, if you require special assistance to participate in a meeting, please contact the City Clerk's Office at 385-7803. Notice at least 72 hours prior to the meeting will enable the City to reasonably arrange for your accessibility to the meeting.

**Agenda Item time estimates: (Staff Presentation / Committee Discussion / Public Comment)**

MINUTES  
OXNARD CITY COUNCIL  
COMMUNITY SERVICES COMMITTEE  
Regular Meeting  
November 12, 2019

A. ROLL CALL, POSTING OF AGENDA, FLAG SALUTE

At 6:01 p.m., Chair Ramirez called to order the regular meeting of the Oxnard City Council Community Services Committee in the City Hall Council Chambers at 305 W. Third Street, Oxnard, California. The City Clerk called the roll and announced the posting of the agenda. Members Gabriela Basua, Oscar Madrigal, and Chair Carmen Ramirez were present.

Staff members present were Ashley Golden, Assistant City Manager; Jason Zaragoza, Deputy City Attorney; Terrel Harrison, Cultural and Community Services Director; and Michelle Ascencion, City Clerk.

B. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA (None received.)

C. CONSENT AGENDA

City Clerk Department

1. SUBJECT: Approval of Minutes.

RECOMMENDATION: That the Community Services Committee approve the minutes of the October 22, 2019 regular meeting as presented.

*It was moved by Member Madrigal, seconded by Member Basua, to approve the minutes as presented. VOTE: Basua, Madrigal, and Ramirez voted in favor; the motion carried 3-0.*

D. REPORTS

Cultural and Community Services Department

1. SUBJECT: Update on the Agreement with VenueTech for the management and operations of the Oxnard Performing Arts and Convention Center.

RECOMMENDATION: That the Community Services Committee:

1. Provide direction on entering into a three (3) year agreement with VenueTech Management Group Inc. for the operations and management of the Oxnard Performing Arts and Convention Center for the period of January 1, 2020 through December 31, 2022, with options to renew for three (3) additional terms; and
2. Provide direction for options to bypass this Committee with the Agreement to go straight to the full Council.

The Assistant City Manager gave some introductory remarks and the Cultural and Community Services Director gave a report.

Public comments were received from Mark Spellman, Liz Plascencia, Jackie Tedeschi, Michael Doty, Lauraine Effress, Tom Scharf, Ana Silva, Gary Blum, Vincent Stewart, Jack Villa, Len Shulman, Douglas Brooks, Lauren Cagle, Pat Brown, Doranda Martin, and Arturo Guido. Written comments were received from Manuel Herrera and Craig Rosen. Discussion ensued among the Committee and staff.

*It was moved by Chair Ramirez, seconded by Member Basua, to forward the item to the full City Council for approval, with the direction that staff provide additional information on potential funding sources and facility operating costs. VOTE: Basua, Madrigal, and Ramirez voted in favor; the motion carried 3-0.*

E. ITEMS FOR FUTURE AGENDAS

Chair Ramirez and the Assistant City Manager discussed bringing an update on the mural project and the citywide volunteer program at a future meeting.

F. ADJOURNMENT

There being no further business on the agenda, and without objection, Chair Ramirez adjourned the meeting at 7:36 p.m.

---

MICHELLE ASCENCION, CMC  
City Clerk

---

CARMEN RAMIREZ  
Chair



**COMMUNITY SERVICES COMMITTEE  
AGENDA REPORT  
REPORTS  
AGENDA ITEM NO. D.1.**

**DATE:** January 14, 2020

**TO:** Community Services Committee

**FROM:** Keith Brooks, Chief Information Officer, (805) 385-7597, keith.brooks@oxnard.org

**SUBJECT:** Oxnard 311 - Performance Update Report. (20/20/10)

**RECOMMENDATION**

That the Community Services Committee receive an update on the third year performance of the Oxnard 311 Constituent Relationship Management Mobile Application.

**BACKGROUND**

Oxnard 311 is the City’s constituent relationship management (CRM) software, which allows residents within the City to report a variety of issues using the mobile phone application or website. During the first three and a half years of availability, the Oxnard 311 mobile app has been downloaded by 7,253 residents and has been used to process approximately 51,084 service requests. The Oxnard 311 system allows residents to see live updates, track the statuses of their requests, and communicate directly to staff through in-app messaging. The Oxnard 311 system empowers resident guardianship and involvement in the community while increasing transparency and accountability of City staff.

**DISCUSSION**

The Oxnard 311 system completed its third full year of service at the end of April 2019. The following discussion focuses on performance trends and metrics from each full service year (May through April) and the first half of service year 4 (May through October 2019).

**1. Application Downloads**

The Oxnard 311 system has grown each year in the number of Oxnard residents that are submitting service requests through the mobile application and website. The vast majority of requests are submitted through the free mobile application. As such, the application downloads are a reliable metric for system growth.

|           | Year 1          | Year 2                                                         | Year 3                                                          | Year 4 (First Half)                                            | Total           |
|-----------|-----------------|----------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------|-----------------|
| Downloads | 2,139 downloads | 1,995 downloads (93% total user increase compared to year one) | 2,151 downloads (107% total user increase compared to year two) | 968 downloads (45% total user increase compared to year three) | 7,253 downloads |

**2. Requests Submitted**

In the first three and a half service years, the Oxnard 311 system has also increased in the number of service requests submitted. This steady increase per service year in the number of requests submitted reflects a growing user base.

|                    | Year 1                   | Year 2                                                         | Year 3                                                         | Year 4 (First Half)                                             | Total                     |
|--------------------|--------------------------|----------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------|---------------------------|
| Requests Submitted | 7,900 requests submitted | 15,435 requests submitted (195% increase compared to year one) | 17,704 requests submitted (114% increase compared to year two) | 10,045 requests submitted (57% increase compared to year three) | 51,084 requests submitted |

### 3. Performance Evaluation

There are 19 request types available to the public through the Oxnard 311 system. Staff from various departments in the City are involved in the Oxnard 311 system, which allows requests to be assigned to the correct person who has the appropriate skills/knowledge and is responsible for the required work to complete the request.

The following section covers performance statistics for each of the 19 request types. Each request type is presented in descending order by the total number of requests. Beyond number of requests, staff identified for each request type the percentage of requests completed on time, service level goal per year, and average completion time per year. Please note the 311 app has database issues that City staff is working to resolve with the company, so some of the average completion times have a margin of error, also noted below. In all cases, "days" refers to City working days and does not include weekends. The performance information is also summarized in the table at the end of this section of the report.

#### A. Illegal Dumping

Total number of requests in the first 3.5 years: 17,926 (35.1% of all requests)

Percentage of requests completed on time: 67.5%

|                    | Year 1                                        | Year 2                                         | Year 3                                  | Year 4 (First Half)                     |
|--------------------|-----------------------------------------------|------------------------------------------------|-----------------------------------------|-----------------------------------------|
| Goal               | 3 days                                        | 3 days                                         | 3 days                                  | 3 days                                  |
| Number of Requests | 2,371                                         | 5,470                                          | 6,433                                   | 3,652                                   |
| Average            | 4.4 days (delayed by 46.7% over service goal) | 8.6 days (delayed by 186.7% over service goal) | 2.7 days (exceeded service goal by 10%) | 1.8 days (exceeded service goal by 40%) |
| Margin of Error    | 4.2%                                          | 4.3%                                           | 11.6%                                   | 15.9%                                   |

Performance issues experienced during service year two (8.6 days average completion time) were attributed to the then-current staffing levels, including an insufficient number of employees licensed to drive the larger vehicles used to pick up bulky items such as refrigerators or couches. Additional Environmental Resources staff members were hired to specifically focus on illegal dumping requests. The benefits of these additional hires are shown in the third year performance, when

requests were completed in time that exceeded the service level goal by 10%, and in the first half of the fourth year performance, when requests were completed in time that exceeded the service level goal by 40%.

### B. Graffiti

Total number of requests in the first 3.5 years: 11,110 (21.7% of all requests)

Percentage of requests completed on time: 92.9%

|                    | Year 1                                    | Year 2                                    | Year 3                                  | Year 4 (First Half)                     |
|--------------------|-------------------------------------------|-------------------------------------------|-----------------------------------------|-----------------------------------------|
| Goal               | 3 days                                    | 3 days                                    | 3 days                                  | 3 days                                  |
| Number of Requests | 1,840                                     | 2,971                                     | 3,994                                   | 2,305                                   |
| Average            | 1.7 days (exceeded service goal by 43.3%) | 1.1 days (exceeded service goal by 63.3%) | 1.8 days (exceeded service goal by 40%) | 2 days (exceeded service goal by 33.3%) |
| Margin of Error    | none                                      | 0.03%                                     | none                                    | none                                    |

Public Works staff dedicated to removing graffiti on public property and Code Enforcement staff citing owners of private property with graffiti have both consistently met their service level goal. In year 4, even though Public Works staffing was cut significantly in the City's Graffiti Action Program (GAP), staff has been able to keep its graffiti on public property response time down by transferring graffiti removal in parks to the Parks Division and by terminating a graffiti removal contract in unincorporated areas of the County in which the City was not being fully reimbursed.

### C. Abandoned Vehicle

Total number of requests in the first 3.5 years: 5,312 (10.4% of all requests)

Percentage of requests completed on time: 84.5%

|                    | Year 1                                     | Year 2                                  | Year 3                                    | Year 4 (First Half)                       |
|--------------------|--------------------------------------------|-----------------------------------------|-------------------------------------------|-------------------------------------------|
| Goal               | 14 days                                    | 14 days                                 | 14 days                                   | 14 days                                   |
| Number of Requests | 700                                        | 1,671                                   | 1,774                                     | 1,167                                     |
| Average            | 12.2 days (exceeded service goal by 12.9%) | 9 days (exceeded service goal by 35.7%) | 9.3 days (exceeded service goal by 33.6%) | 8.1 days (exceeded service goal by 42.1%) |
| Margin of Error    | none                                       | none                                    | none                                      | none                                      |

Staff from Traffic Enforcement and Code Enforcement are assigned abandoned vehicle requests on public and private

property, respectively. Staff from both of these divisions have consistently met their service level goal.

D. Overgrown Landscape

Total number of requests in the first 3.5 years: 2,738 (5.4% of all requests)

Percentage of requests completed on time: 62.7%

|                    | Year 1                                         | Year 2                                         | Year 3                                         | Year 4 (First Half)                        |
|--------------------|------------------------------------------------|------------------------------------------------|------------------------------------------------|--------------------------------------------|
| Goal               | 60 days                                        | 60 days                                        | 60 days                                        | 60 days                                    |
| Number of Requests | 313                                            | 891                                            | 902                                            | 632                                        |
| Average            | 73.7 days (delayed by 22.8% over service goal) | 92.5 days (delayed by 54.2% over service goal) | 75.1 days (delayed by 25.2% over service goal) | 23.1 days (exceeded service goal by 61.5%) |
| Margin of Error    | none                                           | 0.1%                                           | none                                           | none                                       |

Public Works Parks Division staff cites staffing levels in the past as the main reason for performance issues that were preventing staff from completing requests within the service level goal time. In this fiscal year, staffing was reduced even further. However, Public Works has made improvements on how it uses the County's work release crews to address overgrown landscaping (including for 311 requests), has developed a 311 crew, and has implemented a maintenance schedule for medians and parks. Public Works was also allocated \$250,000 in FY 19-20 for tree maintenance, which helped to address overgrown landscaping. Staff will continue to make improvements to address inefficiencies, but for now, staff is exceeding the service level goal.

E. Pothole

Total number of requests in the first 3.5 years: 2,241 (4.4% of all requests)

Percentage of requests completed on time: 43.2%

|                    | Year 1                              | Year 2 (First Half)                            | Year 2 (Second Half)             | Year 3                            | Year 4 (First Half)                 |
|--------------------|-------------------------------------|------------------------------------------------|----------------------------------|-----------------------------------|-------------------------------------|
| Goal               | 150 days                            | 15 days                                        | 30 days                          | 30 days                           | 30 days                             |
| Number of Requests | 592                                 | 646                                            |                                  | 717                               | 286                                 |
| Average            | 73.3 days (exceeded service goal by | 110.6 days (delayed by 637% over service goal) | 118.6 days (delayed by 295% over | 81.7 days (delayed by 172.2% over | 26.5 days (exceeded service goal by |

|                        |        |      |               |               |        |
|------------------------|--------|------|---------------|---------------|--------|
|                        | 51.2%) |      | service goal) | service goal) | 11.8%) |
| <b>Margin of Error</b> | none   | none | none          | none          | none   |

Public Works Streets Division staff has cited staffing levels as the main reason for performance issues that were preventing staff in the past from completing requests within the service level goal time. Limited staff has to alternate between work on potholes and sidewalk repair requests, which further increases the amount of time completing requests; however, though sidewalk repair exceeds the service level goal, the City cannot divert those resources because Public Works has an asphalt/concrete grinding contract that does not apply to potholes. Ideally, more staff could be hired to form two complete teams, which could focus on potholes and sidewalk repairs independently. While in this year staff has processed the 311 requests under the service level goal, staff still recommends the service level goal be increased. The City has three to four Streets Division employees out on Workman's Compensation Leave, and the current staffing level is low, so meeting or exceeding the service level goal is not sustainable.

### F. General Questions

Total number of requests in the first 3.5 years: 2,206 (4.3% of all requests)

Percentage of requests completed on time: 49%

|                           | Year 1                                          | Year 2                                        | Year 3                                          | Year 4 (First Half)                        |
|---------------------------|-------------------------------------------------|-----------------------------------------------|-------------------------------------------------|--------------------------------------------|
| <b>Goal</b>               | 15 days                                         | 15 days                                       | 15 days                                         | 15 days                                    |
| <b>Number of Requests</b> | 413                                             | 668                                           | 709                                             | 416                                        |
| <b>Average</b>            | 41.5 days (delayed by 176.7% over service goal) | 45.9 days (delayed by 206% over service goal) | 42.2 days (delayed by 181.3% over service goal) | 24 days (delayed by 60% over service goal) |
| <b>Margin of Error</b>    | 0.2%                                            | 0.1%                                          | none                                            | none                                       |

This category is a catch-all so residents can submit requests that otherwise do not fit into one of the existing categories. Sample submissions include loud music, fireworks, dogs barking, trash or furniture in the alleyways, and broken playground equipment in parks. Staff responsible for this category often receives a request and reassigns it to the appropriate staff in another department, which delays the process. Staff is working on speeding up the reassigning process.

### G. Sidewalk Repair

Total number of requests in the first 3.5 years: 1,643 (3.2% of all requests)

Percentage of requests completed on time: 48.9%

|             | Year 1  | Year 2  | Year 3  | Year 4 (First Half) |
|-------------|---------|---------|---------|---------------------|
| <b>Goal</b> | 60 days | 60 days | 60 days | 60 days             |

|                           |                                               |                                                  |                                           |                                          |
|---------------------------|-----------------------------------------------|--------------------------------------------------|-------------------------------------------|------------------------------------------|
| <b>Number of Requests</b> | 241                                           | 687                                              | 410                                       | 305                                      |
| <b>Average</b>            | 116 days (delayed by 93.3% over service goal) | 121.9 days (delayed by 103.2% over service goal) | 58.7 days (exceeded service goal by 2.2%) | 25.8 days (exceeded service goal by 57%) |
| <b>Margin of Error</b>    | none                                          | none                                             | none                                      | none                                     |

Public Works Streets Division staff has improved its response to this type of complaint over the past year and a half and is now meeting the service level goal. Currently, the City has a contract for asphalt/concrete grindings that has helped in resolving many sidewalk repair service requests.

**H. Litter**

Total number of requests in the first 3.5 years: 1,390 (2.7% of all requests)

Percentage of requests completed on time: 39.4%

|                           | Year 1                                          | Year 2                                          | Year 3                                          | Year 4 (First Half)                           |
|---------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-----------------------------------------------|
| <b>Goal</b>               | 3 days                                          | 3 days                                          | 3 days                                          | 3 days                                        |
| <b>Number of Requests</b> | 373                                             | 451                                             | 347                                             | 219                                           |
| <b>Average</b>            | 14.6 days (delayed by 386.7% over service goal) | 24.7 days (delayed by 723.3% over service goal) | 20.3 days (delayed by 576.7% over service goal) | 10.2 days (delayed by 240% over service goal) |
| <b>Margin of Error</b>    | 0.5%                                            | none                                            | 0.6%                                            | none                                          |

For litter on public property, Public Works Parks Division staff has cited the current staffing levels as the main reason for performance issues that are preventing staff from completing requests within the service level goal time. For litter on private property, the process requires legal postings and up to thirty days of notice before City staff can cure the problem. Thus, staff recommends the service level goal be increased.

**I. Water Waste and Leaks**

Total number of requests in the first 3.5 years: 978 (1.9% of all requests)

Percentage of requests completed on time: 32.9%

|             | Year 1 | Year 2 | Year 3 | Year 4 (First Half) |
|-------------|--------|--------|--------|---------------------|
| <b>Goal</b> | 4 days | 4 days | 4 days | 4 days              |

|                           |                                                 |                                                 |                                                  |                                                 |
|---------------------------|-------------------------------------------------|-------------------------------------------------|--------------------------------------------------|-------------------------------------------------|
| <b>Number of Requests</b> | 133                                             | 310                                             | 321                                              | 214                                             |
| <b>Average</b>            | 25.7 days (delayed by 542.5% over service goal) | 42.9 days (delayed by 972.5% over service goal) | 47.1 days (delayed by 1077.5% over service goal) | 16.3 days (delayed by 307.5% over service goal) |
| <b>Margin of Error</b>    | none                                            | none                                            | none                                             | none                                            |

City staff has identified workflow issues within the system that were preventing requests from being assigned to the correct person. Thus, staff recently modified the app so that either Parks or Water Division staff can receive the request directly. This should help reduce response times.

### J. Trash and Recycling Service

Total number of requests in the first 3.5 years: 917 (1.8% of all requests)

Percentage of requests completed on time: 53.4%

|                           | Year 1                                       | Year 2                                       | Year 3                                       | Year 4 (First Half)                         |
|---------------------------|----------------------------------------------|----------------------------------------------|----------------------------------------------|---------------------------------------------|
| <b>Goal</b>               | 2 days                                       | 2 days                                       | 2 days                                       | 2 days                                      |
| <b>Number of Requests</b> | 126                                          | 320                                          | 313                                          | 158                                         |
| <b>Average</b>            | 4.3 days (delayed by 115% over service goal) | 4.5 days (delayed by 125% over service goal) | 7.5 days (delayed by 275% over service goal) | 3.3 days (delayed by 65% over service goal) |
| <b>Margin of Error</b>    | none                                         | none                                         | none                                         | none                                        |

There was a significant increase in these type of requests from year 1 to year 2, and these requests now are almost exclusively related to homelessness. In many cases, that means staff needs to offer the owners to reclaim their items for a period of of time before the items can be cleared and the work order can be completed. Thus, staff requests that the service goal be increased.

### K. Assessment District

Total number of requests in the first 3.5 years: 761 (1.5% of all requests)

Percentage of requests completed on time: 60.2%

|             | Year 1  | Year 2  | Year 3  | Year 4 (First Half) |
|-------------|---------|---------|---------|---------------------|
| <b>Goal</b> | 21 days | 21 days | 21 days | 21 days             |

|                           |                                          |                                                |                                               |                                                |
|---------------------------|------------------------------------------|------------------------------------------------|-----------------------------------------------|------------------------------------------------|
| <b>Number of Requests</b> | 190                                      | 229                                            | 211                                           | 131                                            |
| <b>Average</b>            | 18.9 days (exceeded service goal by 10%) | 31.6 days (delayed by 50.5% over service goal) | 58.6 days (delayed by 179% over service goal) | 24.8 days (delayed by 18.1% over service goal) |
| <b>Margin of Error</b>    | 0.5%                                     | none                                           | none                                          | none                                           |

Special Districts staff has indicated that requests are occasionally redirected to this team after being assigned to another division, which adds additional response time. However, Special Districts staff is also modifying the division's internal process to reduce the target completion time.

### L. Animal Safety

Total number of requests in the first 3.5 years: 748 (1.5% of all requests)

Percentage of requests completed on time: 33.8%

|                           | Year 1                                       | Year 2                                       | Year 3                                       | Year 4 (First Half)                         |
|---------------------------|----------------------------------------------|----------------------------------------------|----------------------------------------------|---------------------------------------------|
| <b>Goal</b>               | 2 days                                       | 2 days                                       | 2 days                                       | 7 days*                                     |
| <b>Number of Requests</b> | 103                                          | 217                                          | 308                                          | 120                                         |
| <b>Average</b>            | 7.3 days (delayed by 265% over service goal) | 8.3 days (delayed by 315% over service goal) | 5.8 days (delayed by 190% over service goal) | 9 days (delayed by 28.5% over service goal) |
| <b>Margin of Error</b>    | none                                         | none                                         | none                                         | none                                        |

\*This service level goal was increased in year 4 due to a significant decrease in staffing.

Staff is working on filling two vacant positions, which will increase personnel available to respond to requests and, thus, reduce response times.

### M. Streetlight Out

Total number of requests in the first 3.5 years: 686 (1.3% of all requests)

Percentage of requests completed on time: 53.5%

|             | Year 1  | Year 2  | Year 3  | Year 4 (First Half) |
|-------------|---------|---------|---------|---------------------|
| <b>Goal</b> | 15 days | 15 days | 15 days | 15 days             |

|                           |                                                |                                                 |                                              |                                                |
|---------------------------|------------------------------------------------|-------------------------------------------------|----------------------------------------------|------------------------------------------------|
| <b>Number of Requests</b> | 128                                            | 234                                             | 213                                          | 111                                            |
| <b>Average</b>            | 123.6 days (delayed by 724% over service goal) | 55.9 days (delayed by 272.7% over service goal) | 28.5 days (delayed by 90% over service goal) | 28.6 days (delayed by 90.7% over service goal) |
| <b>Margin of Error</b>    | none                                           | none                                            | none                                         | none                                           |

City staff identified issues with the previous workflow, which waited until Southern California Edison (SCE) completed work on its lights to close the Oxnard 311 ticket. Staff will now modify the workflow so the City call center staff will report the streetlight issue to SCE and then forward the SCE ticket information to the Oxnard resident. Once the information has been forwarded to both SCE and the resident, Oxnard staff will close the Oxnard 311 request. For a City-owned streetlight, the Oxnard 311 ticket will remain open until the work is complete, providing status updates to the resident. This new workflow is possible due to street light location data provided by SCE, which allows City staff to easily identify streetlight ownership. Hopefully, this new workflow will reduce the average completion times.

### N. Street Signs

Total number of requests in the first 3.5 years: 603 (1.2% of all requests)

Percentage of requests completed on time: 69%

|                           | Year 1                                         | Year 2                                        | Year 3                                     | Year 4 (First Half)                        |
|---------------------------|------------------------------------------------|-----------------------------------------------|--------------------------------------------|--------------------------------------------|
| <b>Goal</b>               | 60 days                                        | 60 days                                       | 60 days                                    | 60 days                                    |
| <b>Number of Requests</b> | 86                                             | 221                                           | 185                                        | 111                                        |
| <b>Average</b>            | 70.5 days (delayed by 17.5% over service goal) | 60.9 days (delayed by 1.5% over service goal) | 32.3 days (exceeded service goal by 46.2%) | 30.8 days (exceeded service goal by 48.7%) |
| <b>Margin of Error</b>    | none                                           | none                                          | none                                       | none                                       |

Public Works Streets Division staff has improved the response over the past year and a half and are now meeting or exceeding the service level goal.

### O. Traffic - Signal Issues

Total number of requests in the first 3.5 years: 510 (1.0% of all requests)

Percentage of requests completed on time: 27.1%

|  | Year 1 | Year 2 | Year 3 | Year 4 (First Half) |
|--|--------|--------|--------|---------------------|
|--|--------|--------|--------|---------------------|

|                           |                                                   |                                                  |                                                 |                                                 |
|---------------------------|---------------------------------------------------|--------------------------------------------------|-------------------------------------------------|-------------------------------------------------|
| <b>Goal</b>               | 3 days                                            | 3 days                                           | 3 days                                          | 3 days                                          |
| <b>Number of Requests</b> | 176                                               | 135                                              | 136                                             | 63                                              |
| <b>Average</b>            | 300.5 days (delayed by 9916.7% over service goal) | 73.9 days (delayed by 2363.3% over service goal) | 21.1 days (delayed by 603.3% over service goal) | 20.2 days (delayed by 573.3% over service goal) |
| <b>Margin of Error</b>    | none                                              | none                                             | none                                            | none                                            |

Public Works Streets Traffic Engineering Division staff has cited the current staffing levels as the main reason staff cannot complete requests within the service level goal time. All safety related issues, including malfunctioning lights, are immediately responded to. Staff recommends the service level goal be increased.

### P. Technical Support & Questions

Total number of requests in the first 3.5 years: 373 (0.7% of all requests)

Percentage of requests completed on time: 92.8%

|                           | Year 1                                          | Year 2                                        | Year 3                                    | Year 4 (First Half)                           |
|---------------------------|-------------------------------------------------|-----------------------------------------------|-------------------------------------------|-----------------------------------------------|
| <b>Goal</b>               | 6 days                                          | 6 days                                        | 6 days                                    | 6 days                                        |
| <b>Number of Requests</b> | 20                                              | 13                                            | 338                                       | 2                                             |
| <b>Average</b>            | 61.2 days (delayed by 920.0% over service goal) | 6.7 days (delayed by 11.7% over service goal) | 1.2 days (exceeded service goal by 80.0%) | 13 days (delayed by 116.7% over service goal) |
| <b>Margin of Error</b>    | none                                            | none                                          | none                                      | none                                          |

In year 3, staff attempted various technological fixes to the program related to various request types. However, Accela tracked all of these as technical support and questions, which is why year 3 shows such a high level of requests.

Poor performance in year 1 was attributed to one request that took multiple months to complete. For the vast majority of requests, staff has consistently met the service level goal. However, Oxnard 311 app software-related issues often take more time to resolve than the service level goal allows. For example, when users submitted a request to upload pictures, Accela had to release a software update that took close to a month, and City staff could not process that request any faster. Where possible, staff will attempt to process these requests faster.

### Q. Traffic - General Issues

Total number of requests in the first 3.5 years: 330 (0.6% of all requests)

Percentage of requests completed on time: 69.1%

|                    | Year 1                                            | Year 2                                          | Year 3                                         | Year 4 (First Half)                         |
|--------------------|---------------------------------------------------|-------------------------------------------------|------------------------------------------------|---------------------------------------------|
| Goal               | 15 days                                           | 15 days                                         | 15 days                                        | 15 days                                     |
| Number of Requests | 11                                                | 53                                              | 174                                            | 92                                          |
| Average            | 384.7 days (delayed by 2464.7% over service goal) | 40.5 days (delayed by 170.0% over service goal) | 18.2 days (delayed by 21.3% over service goal) | 15.3 days (delayed by 2% over service goal) |
| Margin of Error    | none                                              | none                                            | 1.1%                                           | none                                        |

Public Works Traffic Engineering Division staff has cited the current staffing levels and high turnover as the main reason staff cannot complete requests within the service level goal time. Requests within this category often take longer than the current service level goal provides due to the complexity of the solutions, such as when staff must reduce the speed limit or install new stop signs. Staff recommends the service level goal be increased.

Requests that are traffic enforcement related (and responded to by the Oxnard Police Department) consistently perform well in the Oxnard 311 system.

R. Street Markings

Total number of requests in the first 3.5 years: 189 (0.4% of all requests)

Percentage of requests completed on time: 63%

|                    | Year 1                                         | Year 2                                         | Year 3                                         | Year 4 (First Half)                        |
|--------------------|------------------------------------------------|------------------------------------------------|------------------------------------------------|--------------------------------------------|
| Goal               | 60 days                                        | 60 days                                        | 60 days                                        | 60 days                                    |
| Number of Requests | 27                                             | 61                                             | 61                                             | 40                                         |
| Average            | 68.3 days (delayed by 13.8% over service goal) | 78.9 days (delayed by 31.5% over service goal) | 83.2 days (delayed by 38.7% over service goal) | 21.2 days (exceeded service goal by 64.7%) |
| Margin of Error    | 3.7%                                           | none                                           | none                                           | none                                       |

Public Works Streets Division staff has improved the response in the past half year and are now meeting or exceeding the service level goal.

S. Curb and Gutter Repair

Total number of requests in the first 3.5 years: 147 (0.3% of all requests)

Percentage of requests completed on time: 42.2%

|                    | Year 1                                           | Year 2                                           | Year 3                                    | Year 4 (First Half)                        |
|--------------------|--------------------------------------------------|--------------------------------------------------|-------------------------------------------|--------------------------------------------|
| Goal               | 60 days                                          | 60 days                                          | 60 days                                   | 60 days                                    |
| Number of Requests | 14                                               | 51                                               | 52                                        | 30                                         |
| Average            | 205.7 days (delayed by 242.8% over service goal) | 150.8 days (delayed by 151.3% over service goal) | 58.1 days (exceeded service goal by 3.2%) | 17.1 days (exceeded service goal by 71.5%) |
| Margin of Error    | none                                             | none                                             | none                                      | none                                       |

Public Works Streets Division staff has improved the response in the past year and a half and are now meeting or exceeding the service level goal.

Summary Table

A summary of the request types, their service level goals, and the performance for each service year can be found in the table immediately below. Each column of the table represents a different service year. Each row represents a different request type. In each cell of the table, the "goal" represents the service level goal in that year for that request type, and each "average" states the average completion time of staff in that year for that request type. For example, in Year 2 for abandoned vehicles, the table lists "Goal: 14 , Average: 9." This means that in Year 2, the service level goal for abandoned vehicles was 14 days, but staff was responsive to those requests an average of 9 days.

| Category                    | Year 1 |         | Year 2 |         | Year 3 |         | Year 4 (First Half) |         |
|-----------------------------|--------|---------|--------|---------|--------|---------|---------------------|---------|
|                             | Goal   | Average | Goal   | Average | Goal   | Average | Goal                | Average |
| Illegal Dumping             | 3      | 4.4     | 3      | 8.6     | 3      | 2.7     | 3                   | 1.8     |
| Graffiti                    | 3      | 1.7     | 3      | 1.1     | 3      | 1.8     | 3                   | 2       |
| Abandoned Vehicle           | 14     | 12.2    | 14     | 9       | 14     | 9.3     | 14                  | 8.1     |
| Overgrown Landscape         | 60     | 73.7    | 60     | 92.5    | 60     | 75.1    | 60                  | 23.1    |
| Pothole                     | 150    | 73.3    | 15/30* | 113.4   | 30     | 81.7    | 30                  | 26.5    |
| General Questions           | 15     | 41.5    | 15     | 45.9    | 15     | 42.2    | 15                  | 24      |
| Sidewalk Repair             | 60     | 116     | 60     | 121.9   | 60     | 58.7    | 60                  | 25.8    |
| Litter                      | 3      | 14.6    | 3      | 24.7    | 3      | 20.3    | 3                   | 10.2    |
| Water Waste and Leaks       | 4      | 25.7    | 4      | 42.9    | 4      | 47.1    | 4                   | 16.3    |
| Trash and Recycling Service | 2      | 4.3     | 2      | 4.5     | 2      | 7.5     | 2                   | 3.3     |
| Assessment District         | 21     | 18.9    | 21     | 31.6    | 21     | 58.6    | 21                  | 24.8    |
| Animal Safety               | 2      | 7.3     | 2      | 8.3     | 2      | 5.8     | 7                   | 9       |
| Streetlight Out             | 15     | 123.6   | 15     | 55.9    | 15     | 28.5    | 15                  | 28.6    |

|                            |    |       |    |       |    |      |    |      |
|----------------------------|----|-------|----|-------|----|------|----|------|
| Street Signs               | 60 | 70.5  | 60 | 60.9  | 60 | 32.3 | 60 | 30.8 |
| Traffic - Signal Issues    | 3  | 300.5 | 3  | 73.9  | 3  | 21.1 | 3  | 20.2 |
| Tech Support and Questions | 6  | 61.2  | 6  | 6.7   | 6  | 1.2  | 6  | 13   |
| Traffic - General Issues   | 15 | 384.7 | 15 | 40.5  | 15 | 18.2 | 15 | 15.3 |
| Street Markings            | 60 | 68.3  | 60 | 78.9  | 60 | 83.2 | 60 | 21.2 |
| Curb and Gutter Repair     | 60 | 205.7 | 60 | 150.8 | 60 | 58.1 | 60 | 17.1 |

\*The service level goal for pothole requests was changed in the middle of year 2. The first half of year 2 had a service level goal of 15 days. The second half of year 2 had a service level goal of 30 days.

#### 4. Summary

##### A. Projected Future Use of Oxnard 311

Oxnard staff have communicated with other cities around the country that use the same CRM platform (Accela’s PublicStuff) to estimate what future Oxnard 311 use could look like. Most cities reported a large increase in submitted requests between years one and two as more users discover the system, which Oxnard experienced. The following years display steady request increases between 7 to 30%, with an average over 9 years of 19%. Oxnard 311 growth appears to be following the same trend, as seen by the 14% overall increase in requests submitted between years two and three.

While impossible to predict the exact value of request increases for Oxnard 311, the City should be prepared for continuous growth. The related increase in workload will need to be met with a variety of solutions, including more efficient workflows, additional staff, and potentially increasing service level goals to account for additional work.

##### B. Changes to Technologically Improve the System

The new Tyler enterprise resource planning (ERP) system will have a significant impact on the Oxnard 311 system. Requests submitted through Oxnard 311 will automatically generate detailed work orders in the new ERP compared to the minimal request assignments currently created through Accela’s PublicStuff platform. This will allow staff to collect more data related to resources used to complete requests. This in turn will allow City staff to gain new insights through data-rich analysis to better prepare for future workloads.

Additionally, the City is currently testing computer generated smart routing for vehicle efficiency when responding to requests throughout the City. Once extended to daily high volume 311 requests (illegal dumping, potholes, etc.), this technology will ultimately save time and fuel while also reducing response time to requests.

##### C. Analysis

In 8 of the 19 request types--illegal dumping, graffiti, abandoned vehicles, overgrown landscape, sidewalk repair, street signs, street markings, and curb and gutter repairs--staff is currently meeting the service level goals, and we are confident that this trend can continue. In 6 of the 19 request types--general questions, water waste and leaks, assessment district, animal safety, streetlight out, and technical support--staff believes that, while we are not currently meeting the service level goals, we have identified a path forward that will improve results such that we meet those service level goals. In these cases, staff will be following up in six months to see progress toward meeting those service level goals.

In the remaining five request types--potholes, litter, trash and recycling service, traffic - signal issues, and traffic - general

issues--staff does not believe that the City currently has adequate resources to meet the service level goals. In the last half year, staff has exceeded the service level goal for pothole requests, but this level of response does not seem sustainable; thus, we recommend that the service level goal for this type of request be increased from 30 to 35 days. Litter requests are often delayed either because of current staffing levels (for public property) or required legal processes (on private property) that require longer than three days; for this reason, staff recommends that the service level goal for this type of request be increased to ten days. For requests related to trash and recycling service, due to the requests sometimes requiring extra time to all the owners to reclaim their items before those items can be cleared and the work order can be completed, staff recommends that the service level goal for this type of request be increased from two to three days. Finally, for both traffic - signal issues and traffic - general issues, current staffing levels are currently insufficient to meet the service level goals; thus, we recommend that the service level goal for traffic - signal issues be increased from 3 to 15 days and that the service level goal for traffic - general issues be increased from 15 to 18 days, acknowledging in both cases that emergency circumstances need quicker attention. The table below summarizes, per request type, the current service level goal, the average response time over the three and a half years that Oxnard has utilized the 311 app, and staff's recommendation for increasing certain service level goals.

| Category                    | Current Goal | 3.5 Year Average | Staff Recommendation                   |
|-----------------------------|--------------|------------------|----------------------------------------|
| Illegal Dumping             | 3            | 4.5              | No changes needed                      |
| Graffiti                    | 3            | 1.6              | No changes needed                      |
| Abandoned Vehicle           | 14           | 9.3              | No changes needed                      |
| Overgrown Landscape         | 60           | 69.6             | No changes needed                      |
| Pothole                     | 30           | 85.5             | Increase service level goal to 35 days |
| General Questions           | 15           | 39.9             | No changes needed                      |
| Sidewalk Repair             | 60           | 91.3             | No changes needed                      |
| Litter                      | 3            | 18.7             | Increase service level goal to 10 days |
| Water Waste and Leaks       | 4            | 36.2             | No changes needed                      |
| Trash and Recycling Service | 2            | 5.3              | Increase service level goal to 3 days  |
| Assessment District         | 21           | 34.8             | No changes needed                      |
| Animal Safety               | 7            | 7.3              | No changes needed                      |
| Streetlight Out             | 15           | 56.1             | No changes needed                      |
| Street Signs                | 60           | 49.5             | No changes needed                      |
| Traffic - Signal Issues     | 3            | 132.4            | Increase service level goal to 15 days |
| Tech Support and Questions  | 6            | 4.6              | No changes needed                      |
| Traffic - General Issues    | 15           | 33.2             | Increase service level goal to 18 days |
| Street Markings             | 60           | 67.6             | No changes needed                      |
| Curb and Gutter Repair      | 60           | 105.7            | No changes needed                      |

## STRATEGIC PRIORITIES

This agenda item supports the Quality of Life strategy. The purpose of the Quality of Life strategy is to build relationships and create opportunities within the community for safe and vibrant neighborhoods, which will showcase the promising future of Oxnard. This item supports the following goals and objectives:

Goal 1. Improve community safety and quality of life through a combination of prevention, intervention, and suppression

efforts that address crime and underlying issues.

Goal 3. Strengthen neighborhood development, and connect City, community and culture.

Objective 3a. Create a renewed focus on establishing a positive outlook and orientation of our City, neighborhoods and overall community.

Objective 3c. Improve our methods of communicating with residents, businesses and neighborhoods (e.g. leverage social media and tools like Nextdoor).

This agenda item supports the Organizational Effectiveness strategy. The purpose of the Organizational Effectiveness strategy is to strengthen and stabilize the organizational foundation of the City in the areas of Finance, Information Technology, and Human Resources, and to improve workforce quality while increasing transparency to the public. This item supports the following goals and objectives:

Goal 1. To help foster a healthy and accountable corporate foundation by strengthening the support functions of the organization, which include Finance, Information Technology and Human Resources.

**FINANCIAL IMPACT**

None

*Prepared by: Mike Shaffer, IT Manager*

**ATTACHMENTS**

- 1. Oxnard 311 Performance Update

# Constituent Relationship Management



## PERFORMANCE UPDATE

*Keith Brooks, CIO & Mike Shaffer, IT Manager - GIS*



1

Launched



51,084



7,253



2

OXNARD

# is working!

Streamlined Access to Services

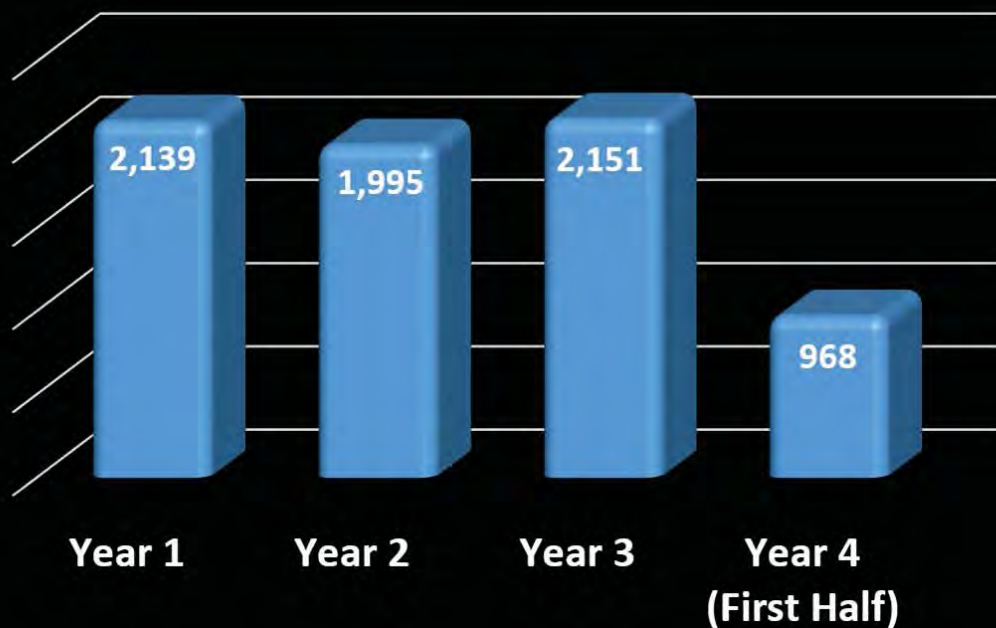
Increased Transparency

Increased Accountability



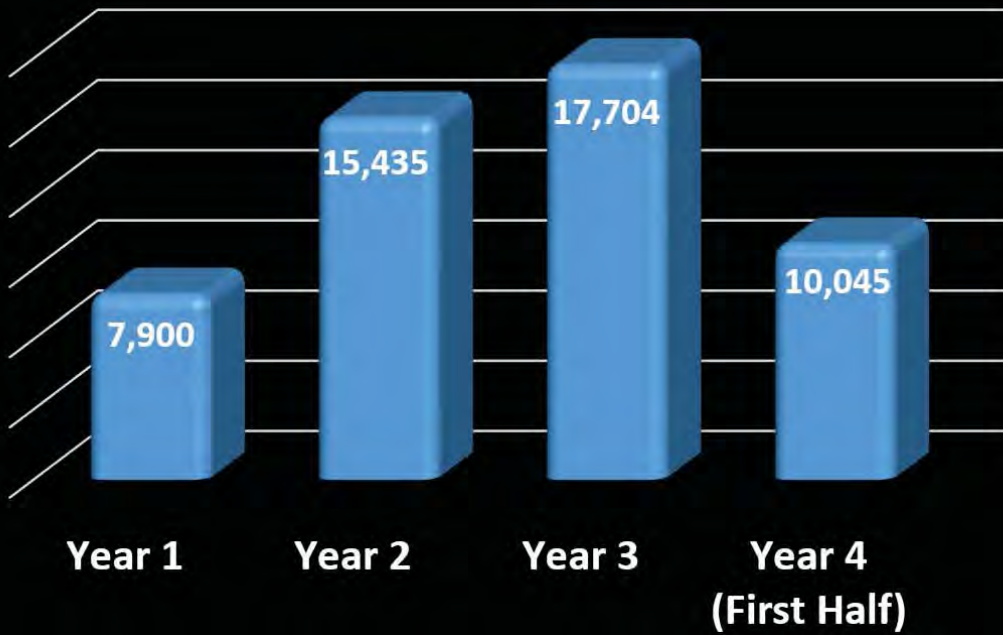
3

## App Downloads



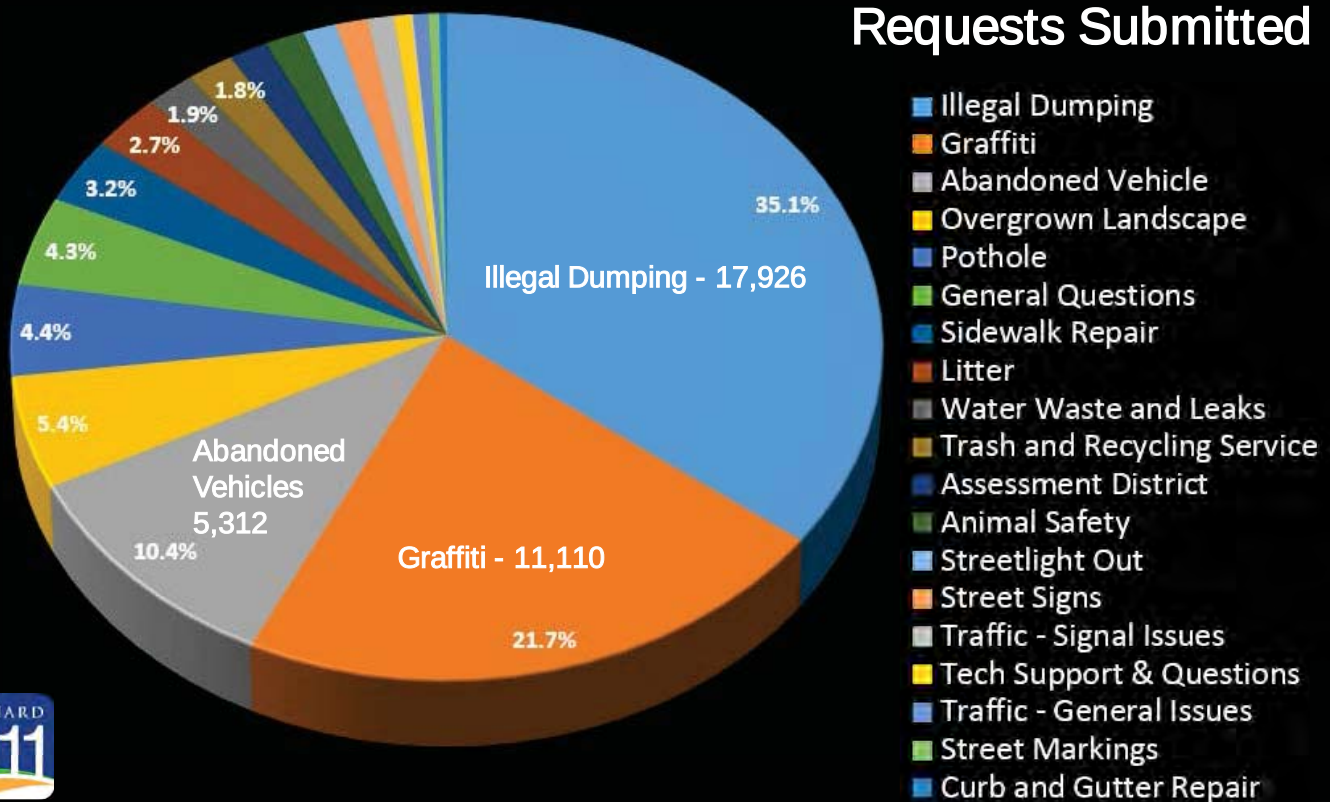
4

## Requests Submitted



5

## Requests Submitted

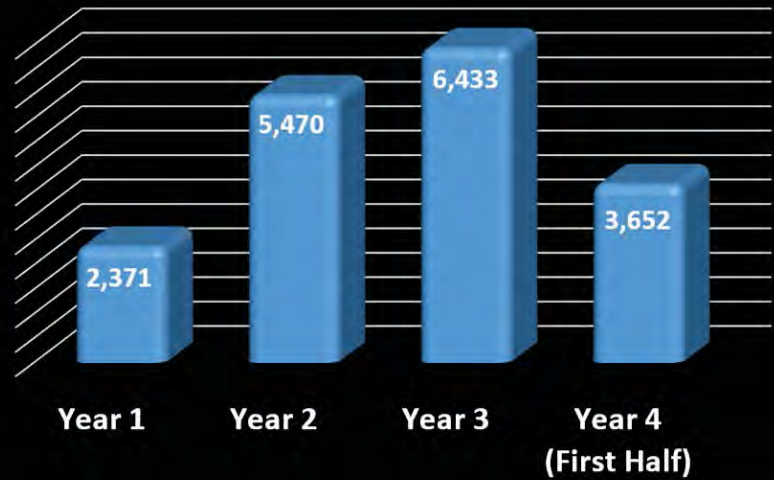


6

# 17,926 Illegal Dumping Requests



Number of Requests Per Year

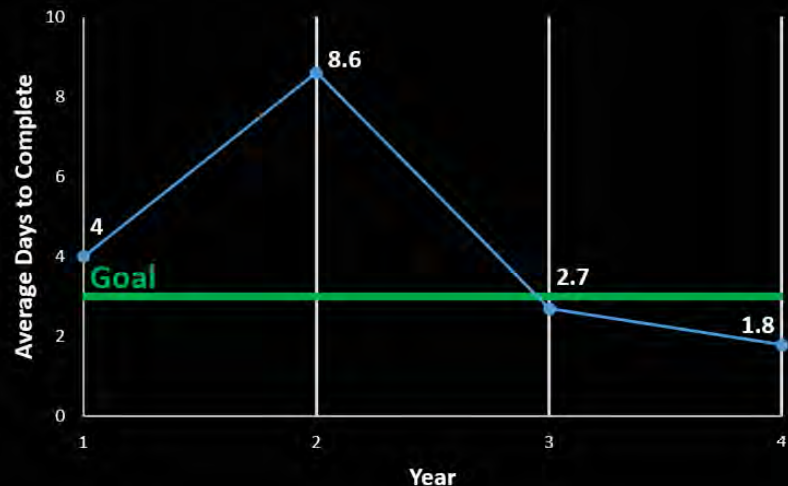


7

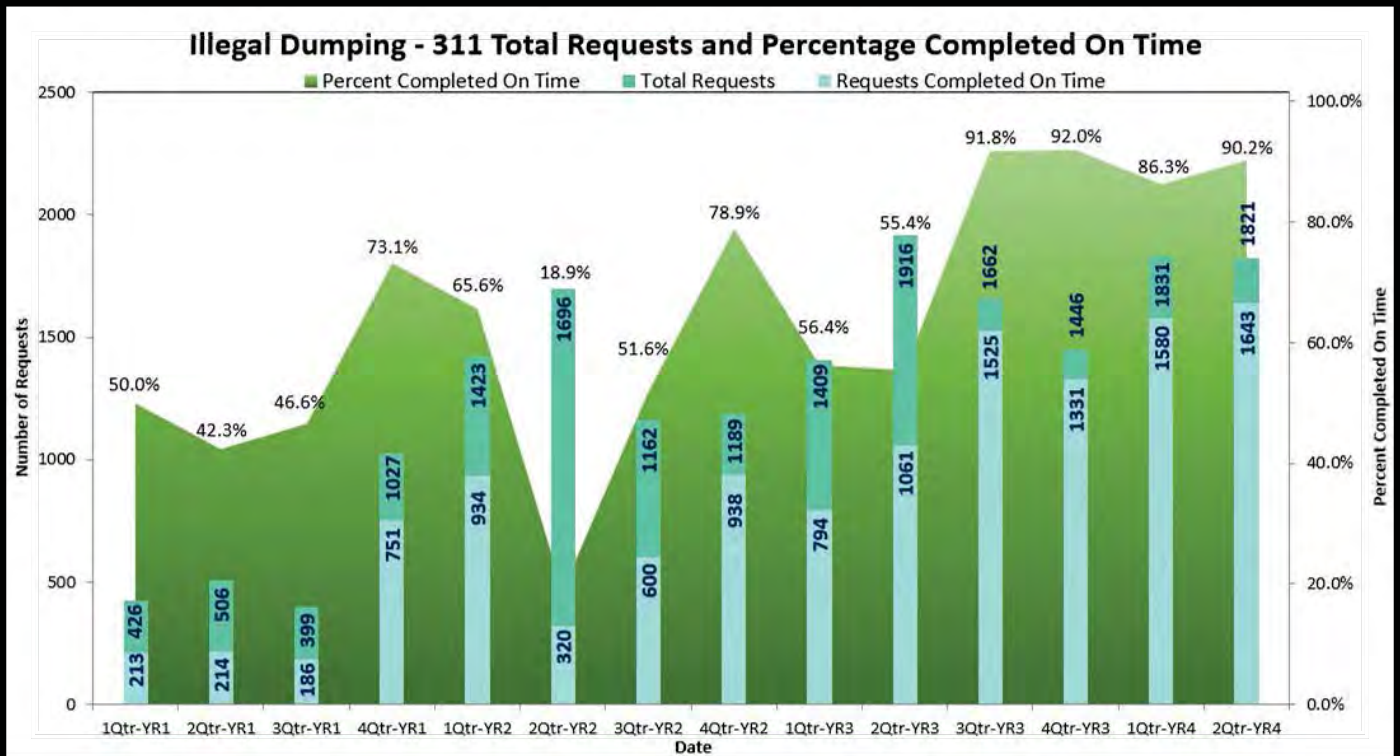
# 17,926 Illegal Dumping Requests



Goal = 3 Days      Avg = 4.5 Days

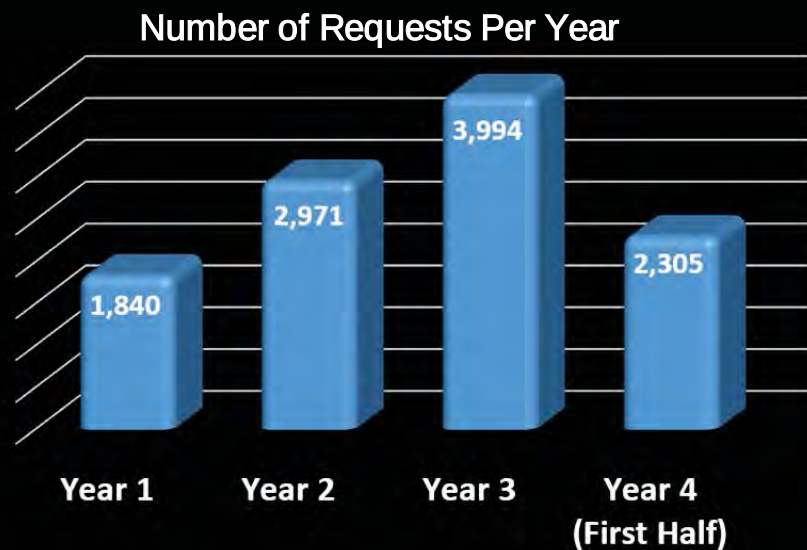


8



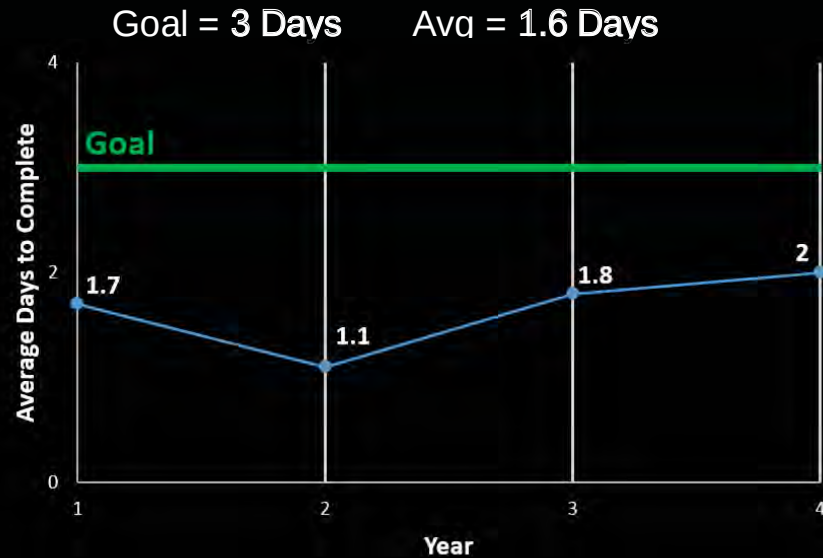
9

## 11,110 Graffiti Requests

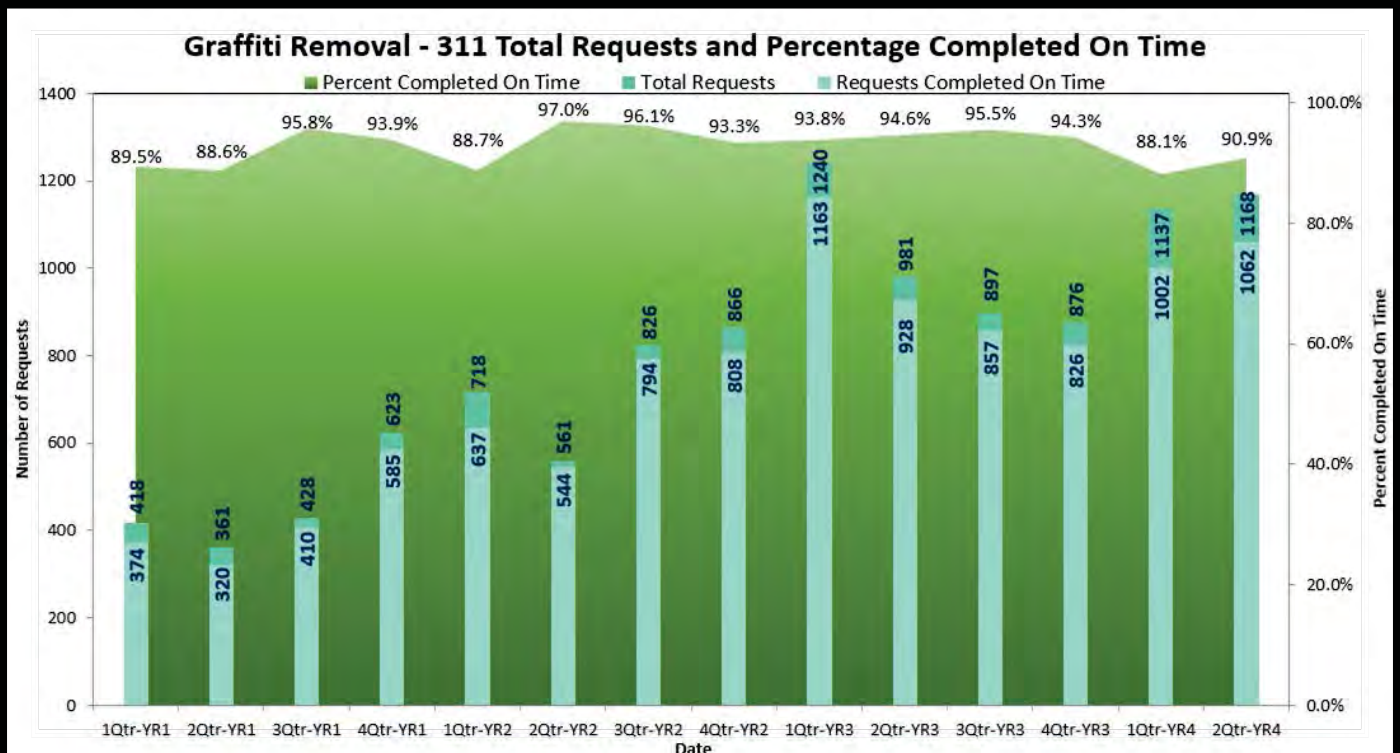


10

# 11,110 Graffiti Requests



11



12

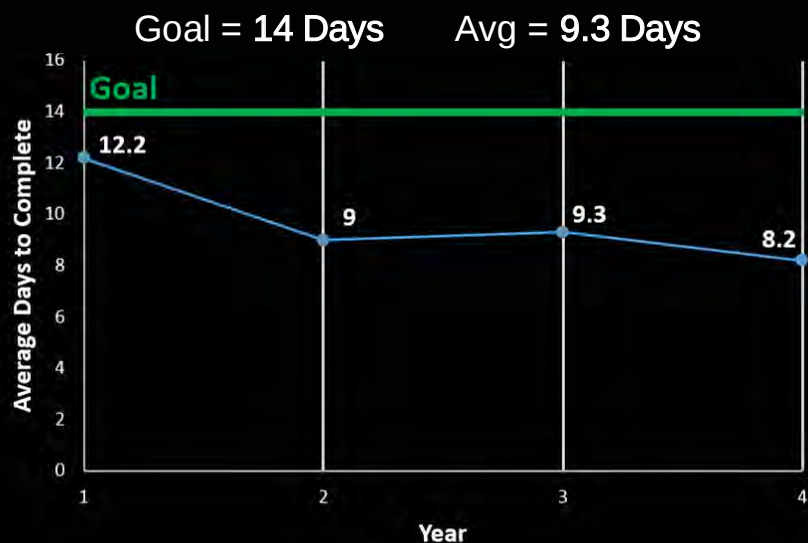
# 5,312 Abandoned Vehicle Requests

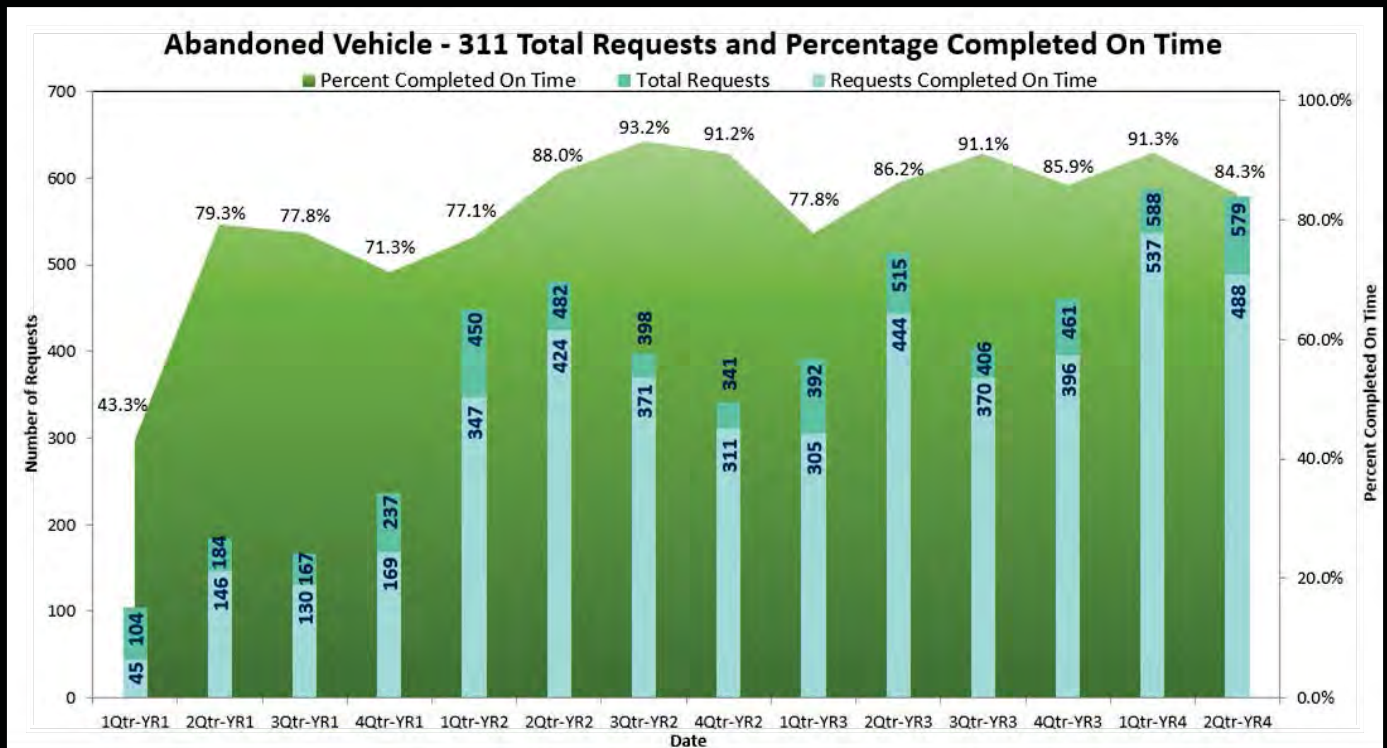


Number of Requests Per Year



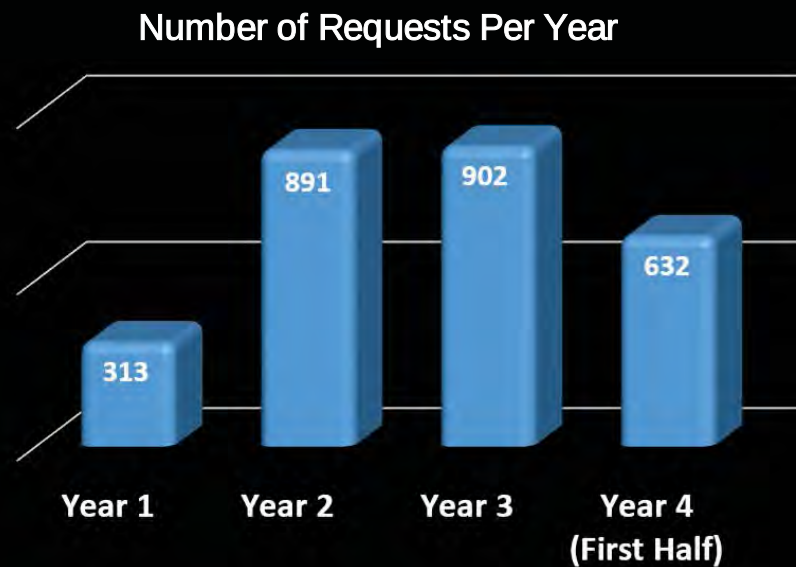
# 5,312 Abandoned Vehicle Requests





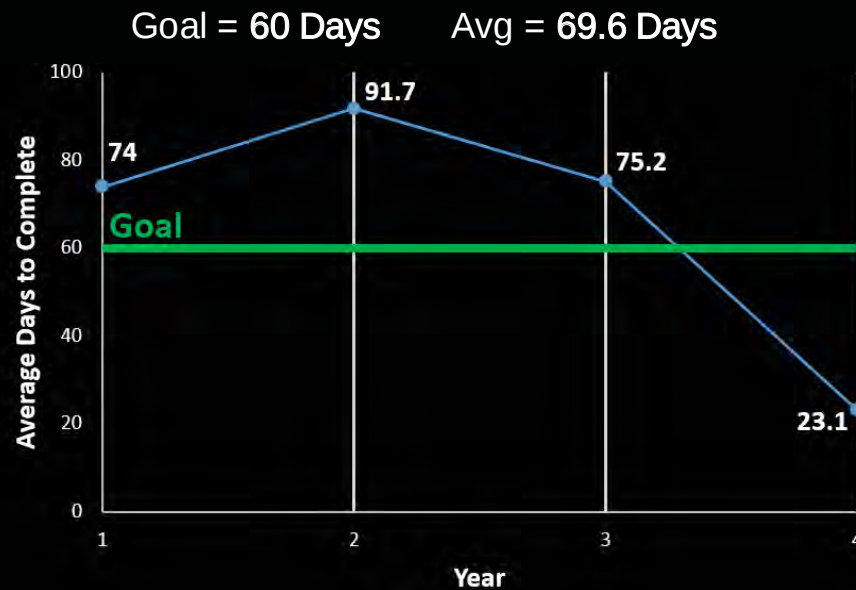
15

## 2,738 Overgrown Landscape Requests



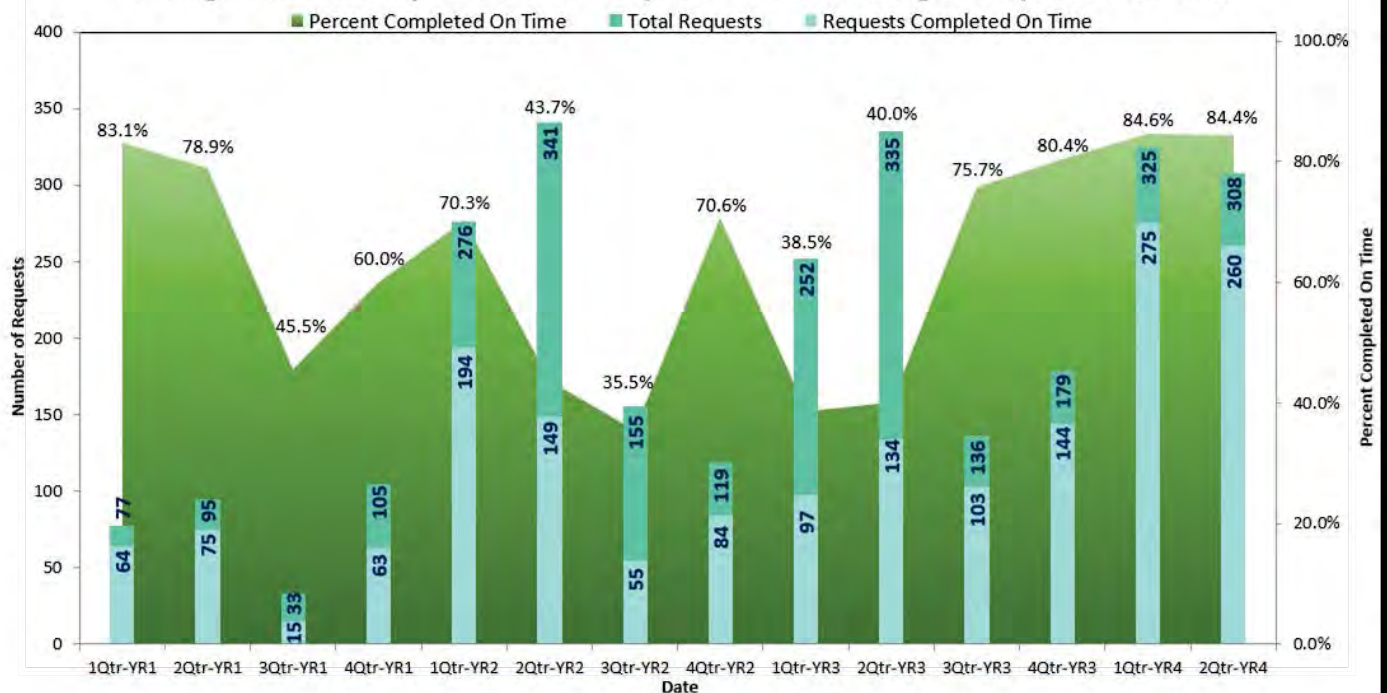
16

# 2,738 Overgrown Landscape Requests



17

## Overgrown Landscape- 311 Total Requests and Percentage Completed On Time



18

# Overall Service Category Performance



## Request Specific Solutions for Improving Service

- General Questions (ex: loud music, fireworks, dogs barking) - Speed Up Reassigning Process
- Water Waste and Leaks - Modify workflow to automatically assign requests to Parks or Water staff based on location of request
- Assessment District - Modify Division's internal workflow process
- Animal Safety - In process of filling two vacant positions
- Streetlight Out - Modify workflow to transfer work to SCE, provide update and SCE ticket to resident, and then close 311 request
- Technical Support - Process Requests Faster



## Recommended Changes to Service Goals

| Request Type                | Current Goal | 3.5 Year Avg | Recommended Change  |
|-----------------------------|--------------|--------------|---------------------|
| Pothole                     | 30 days      | 85.5 days    | Increase to 35 days |
| Litter                      | 3 days       | 18.7 days    | Increase to 10 days |
| Trash and Recycling Service | 2 days       | 5.3 days     | Increase to 3 days  |
| Traffic - Signal Issues     | 3 days       | 132.4 days   | Increase to 15 days |
| Traffic - General Issues    | 15 days      | 33.2 days    | Increase to 18 days |



21

# Questions?



22