

LGR



LOCAL GOVERNMENT REVIEW
Putting Research Into Practice



**SPECIAL SECTION OF PM MAGAZINE,
JULY 2019**

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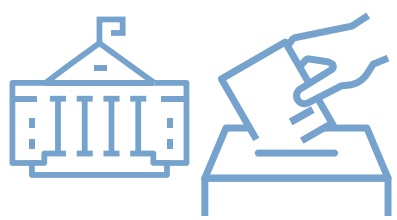
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2018 MUNICIPAL FORM OF GOVERNMENT SURVEY

Chief Elected Officials

Mayors are the most common chief elected official across all forms of government. In council-manager governments, the mayor is most often a member of the council with largely equal powers. In mayor-council governments, the mayor is more likely to operate independent of the council with additional authority.



Compensation of Elected Officials

85.9% of municipalities pay their elected officials through salary, per diem, or other methods. Full-time and part-time elected positions have a wide disparity in compensation levels. Form of government also influences how elected officials are compensated for their service.

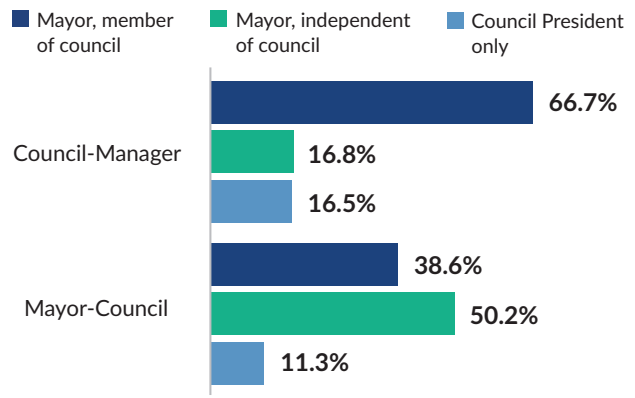


Election of Council Members

Political Affiliation

The majority of municipal general elections are nonpartisan with no political affiliation listed for council candidates. This is especially true in cities and for council-manager governments. Townships are a notable exception, where partisan elections are the norm.

Chief Elected Official Structure by Form of Government

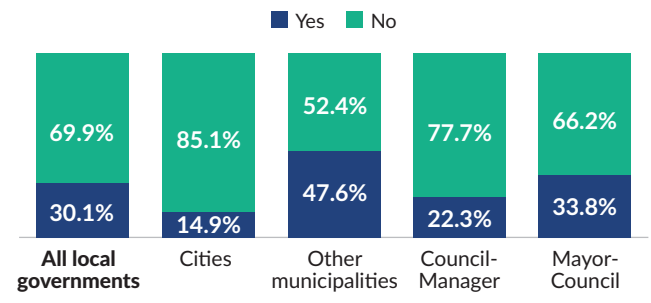


Elected Official Median Annual Compensation by Form of Government

Form of Government	Status	Chief Elected Official	Council Member
Mayor-Council	Full-time	\$69,322	*
	Part-time	\$7,200	\$3,600
Council-Manager	Full-time	\$6,876	*
	Part-time	\$5,400	\$3,500
Other	Full-time	\$60,500	*
	Part-time	\$5,000	\$3,000

*Insufficient data

Does the political party affiliation of council candidates appear on the ballot in a local general election?



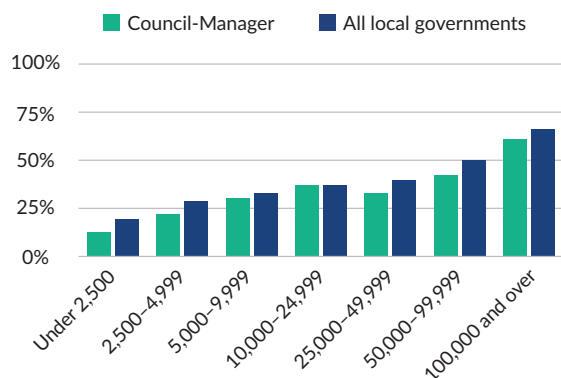
ICMA's Municipal Form of Government Survey has been conducted nine times since 1974 and is the most comprehensive resource available on the structure of local government in the United States.

This survey was distributed by mail, with an option for online completion, between April and September 2018. The sample included all municipalities with a population of 2,500 or greater, and all municipalities under 2,500 in ICMA's database. It was sent to 12,817 municipal clerks, and 4,109 responded for a 32.1% response rate.

Use of Wards/Districts

32.0% of municipalities elect some or all of their council members by ward/district rather than at large, with council-manager governments doing so slightly less frequently. Larger municipalities are more likely to use wards to select council members.

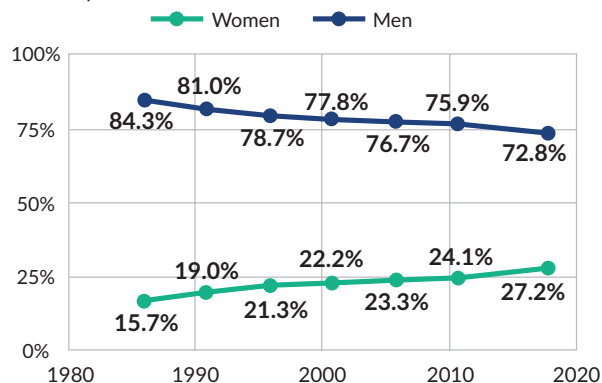
Percent of Municipalities with Council Wards/Districts by Population



Gender Composition of Municipal Councils

The percentage of council seats filled by women has steadily increased since 1985, though as of 2018 women still occupy 1 seat to nearly every 3 held by men.

Share of U.S. Municipal Council Positions Filled by Women, Men



Local Government Staffing

Council Support

Overall, just **16.4%** of responding local governments employ staff to work exclusively on council business.

For council-manager governments, the share drops to **11.8%**. Among those, the most common staffing scenario is one full-time employee working directly on council business.

Residency Requirements

41.3% of responding local governments have some form of residency requirements for local government employees. Some states, such as Wisconsin, California, and Colorado, prohibit or place limits on the residency requirements municipalities may impose.

Of those that have residency requirements, **51.7%** apply these requirements to the chief administrative officer, and **16.2%** apply them to all employees. Public safety employees are subject to residency requirements in **17.6%** of municipalities.

To learn more, visit icma.org/research or contact surveyresearch@icma.org. To download the full summary of the 2018 Municipal Form of Government Survey, visit icma.org/2018-municipal-fog-survey.



BY GERALD YOUNG

COMMUNITY ENGAGEMENT:

In Police Recruitment and Beyond

The International City/County Management Association (ICMA) published a report in 2018 entitled *The Model Police Officer: Recruitment, Training, and Community Engagement* (icma.org/model-police-officer-report), which focused on recruitment issues facing police departments. This article is intended to emphasize a series of related community-focused issues.

ICMA and the Vera Institute of Justice developed a survey of local government staff and community members in jurisdictions around the country. The survey was designed to ask a core set of questions of all respondents, with more detailed questions for management, the police chief, and human resources.

Although there was no requirement that respondents represent a specific mix of gender, racial, or ethnic backgrounds, efforts were made to include a range of diverse communities among the sample set. With a total of 28 participating jurisdictions and 193 responses, the average was 6.9 responses per jurisdiction, with approximately 44 percent of each region's respondents representing community members.¹

RECRUITING STRATEGIES

Police recruitment does not spring from some fully external pool of criminal justice students, former military members, or other candidates, but rather from a mix of local and non-local contacts who have an interest in a

career in policing *and* in the specific jurisdiction to which they are applying.

All respondents were asked to identify what they felt were the most effective recruiting strategies. Leaving aside the community respondents who left the question blank, the remainder indicated the importance of community involvement (7 percent); outreach in schools (6 percent); and college and minority community recruiting (5 percent each).

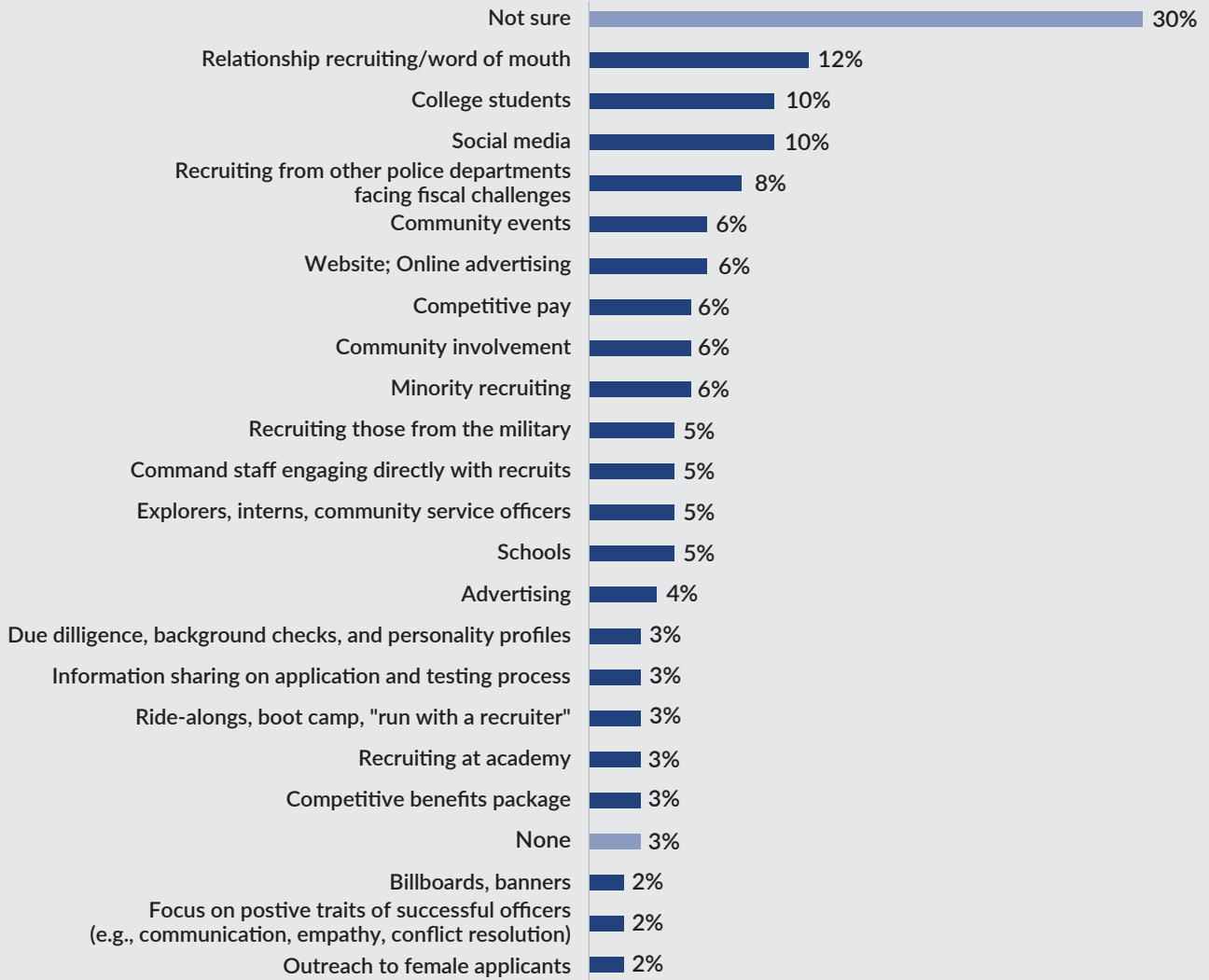
Looking exclusively at the respondents within each organization, the highest-rated strategy was relationship recruiting, based on prior encounters with the candidates (12 percent). Given this finding, community policing could reap benefits for a department not just in better police-community relations, but also in building the relationships that could help identify potential future officers or make a career in police work more attractive to them.

Recruitment is not simply a matter of advertising. Rather, it is a combination of targeted outreach efforts to multiple community segments—including college students, those active on social media, women, minorities, and community youth who may represent the next generation of employees.

POLICE/COMMUNITY RELATIONS

Building trust was identified as an officer's highest priority². If a department is going to be successful in building

FIGURE 1 || Most Effective Recruiting Strategies (Responses from Staff Only)



This was an open-response question, with many people indicating more than one strategy. As a result, the percentages shown sum to more than 100 percent of respondents. Source: *The Model Police Officer* (ICMA, 2018, icma.org/model-police-officer-report, page 9, originally Figure 5).

trust, it means not only enhancing community relations but also building the potential pipeline of future officers upon whom relationship recruiting depends.

The efforts to build that trust can come via reactive response, such as in responding to non-emergency and emergency calls for service, proactive outreach at community events, and informal contacts within local neighborhoods, schools, and other venues.

Considering the trend toward open data, the survey asked the extent to which respondents felt that policing data was open to, and viewable by, the public. On a scale of 1 (not open) to 10 (very open), the average response

was a 6.59. Those who rated this transparency highest were police chiefs (7.46), with community members rating it a 6.04.

However, just posting the data is not enough. Among community respondents, 21 percent indicated that they have never viewed such data online. This may indicate that there is insufficient effort made to publicize or facilitate its use, or that community members do not take the time to access it. More positively, a total of 62 percent report viewing such data at least once per year, with many of those accessing it more frequently.

TABLE 1 || Calls, Crimes, and Outreach: Volume of Activity per 1,000 Population (Police Chief Responses)

	Average per 1,000 Population
Non-emergency calls	523
Officer-initiated actions	392
Emergency (911) calls*	380
Property crimes	36
Violent crimes	6
Community outreach events held	3

* Depending on how dispatch data is reported in each jurisdiction, the emergency (911) call totals may include false alarms or non-police calls (e.g., emergency medical, fire).

Source: Based on data collected in a study by ICMA and the Vera Institute of Justice and reported in *The Model Police Officer* (ICMA, 2018, icma.org/model-police-officer-report).

Accessibility aside, the survey asked the extent to which respondents feel that investigations of alleged police officer misconduct are handled fairly or concluded in a timely manner, on a scale of 1 (not fair/timely) to 10 (very fair/timely). The averages for both questions were toward the more positive end of the spectrum (7.75 for fairness and 7.19 for timeliness). The highest ratings came from police chiefs (9.13 for fairness) and managers/CAOs (8.40 for timeliness). Community ratings averaged 6.82 for fairness and 6.79 for timeliness.

The lowest ratings came from jurisdictions where the population was at least 30 percent African American (6.50 for fairness and 5.95 for timeliness; representing all staff and community respondents). Solely among community members in these jurisdictions, the average ratings were 5.78 for fairness and 5.56 for timeliness.

Considering how such investigations are conducted, 73 percent of police chiefs indicated that there was no process to include the community in the investigation. Another 9 percent have civilian oversight, while 18 percent incorporate some other form of notice, joint investigation, or feedback.

COMMUNITY ENGAGEMENT METHODS

Among total staff and community respondents, 32 percent indicated that the department is successfully engaging, compared to just 1 percent indicating it was not. The most common groups engaged (by at least 80 percent of departments) are nonprofit group leaders, other governmental agencies, the business community, and local media.

32 percent indicated that the department is successfully engaging, compared to just 1 percent indicating it was not.

Regarding which engagement efforts had been most successful, responses included high-visibility programs (e.g., community events, 10 percent; shop with a cop, 4 percent), but also communication practices (e.g., building trust, 14 percent; addressing community concerns, 7 percent; fostering open communication, 6 percent).

The top item for community respondents and among the top staff items is school engagement (16.7 percent and 5.5 percent, respectively; see Figure 2). While respondents were not being asked to weigh the importance of outreach against crime prevention or law enforcement, the perceived effectiveness of this type of engagement, along with the relationship building deemed important in building a recruitment pipeline, would seem to indicate its twofold importance.

The fact that community groups did not cite some programs may be because they are not aware that the programs exist. If that is the case, it may mean that more needs to be done to make local residents aware of those efforts.

Taking one example from the list, civilian academy programs were cited somewhat less often by community members (1.2 percent) than by jurisdiction staff (4.6 percent).

The survey also asked whether respondents participated in any civilian academy training programs, and 38 percent of community respondents indicated that they had done so.³ While they may still rate the academy program itself as not among the most successful departmental strategies, the rating differentials on the other items may be a combination of lack of awareness (among the 62 percent who had not participated in academy programs) and dissatisfaction with the results being achieved.

TRUST AND ACCOUNTABILITY

A series of questions on trust, rated 1 (low) to 10 (high), sought to assess how community members' attitudes compared to those of jurisdiction staff (see Figure 3).

On each measure, staff rated the jurisdiction's success slightly higher. The widest disparity in these ratings is for the extent to which the public is informed about complaint processes and opportunities for feedback (community members rated this a 5.69, while staff rated it a 6.86).

FIGURE 2 || Ways Police Department’s Community Engagement Efforts Have Been Most Successful (Breakout by Community and Staff)



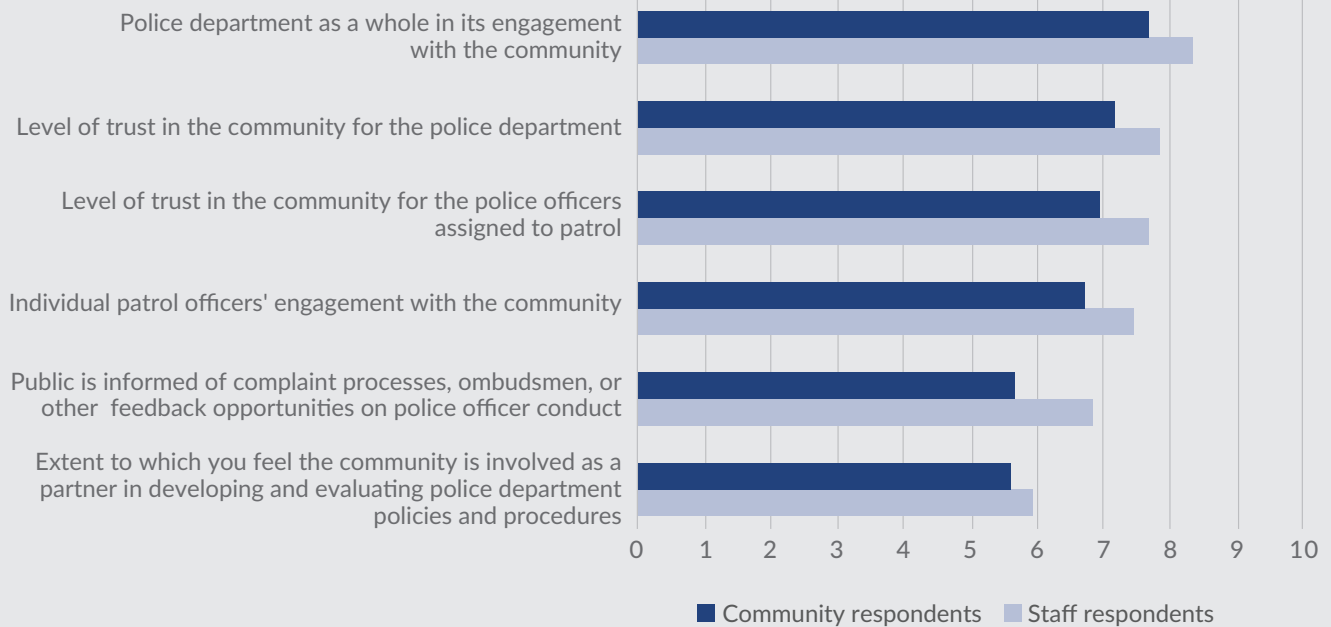
Source: *The Model Police Officer* (ICMA, 2018, icma.org/model-police-officer-report, page 17, originally Figure 13b).

Looking at the 14 jurisdictions with eight or more responses, including at least three community members, just two (14 percent) had average ratings on this transparency measure among community members that were higher than how staff rated their own performance. This

would appear to indicate widespread agreement that there is room for improvement on such communication.

On the extent to which respondents feel the community is involved as a partner in developing and evaluating police department policies and procedures, eight of those

FIGURE 3 || Engagement and Trust (Breakout by Community and Staff)



Source: *The Model Police Officer* (ICMA, 2018, icma.org/model-police-officer-report, page 18, originally Figure 14).

same 14 jurisdictions (57 percent) had a higher average rating among community members than among staff. This positive impression among community members suggests that the engagement process in those jurisdictions is appreciated and valued. Still, given the variation in these jurisdictions' involvement scores—from the community average being 2.95 higher than the staff average to being 2.40 lower—such assessments should be reviewed in detail to determine the factors affecting each community's level of satisfaction and sense of inclusion.

Community trust is built in part by having policies in place around key issues—95 percent of police chiefs noted that they have a policy on racial profiling, and 71 percent have one on de-escalation. Beyond that, training is key to reinforcing those policies. Dashcams and body-worn cameras, for example, are reported to have a training frequency of two to five years. The survey also noted that 52 percent of departments had body-worn cameras in place, 46 percent had dashcams, and where such equipment was made available, it was turned on and functioning properly during 88 percent of use-of-force incidents.

Recruitment, training, and policies help set the guidelines for new recruits, but to reinforce the importance of various priorities, departments may also consider ratings on particular community engagement skills as part of their officers' regular performance reviews. For dispute

resolution, problem-solving skills, and community engagement, 90 percent or more of the jurisdictions may or must consider such factors in an officer's performance appraisal or evaluation for promotion.

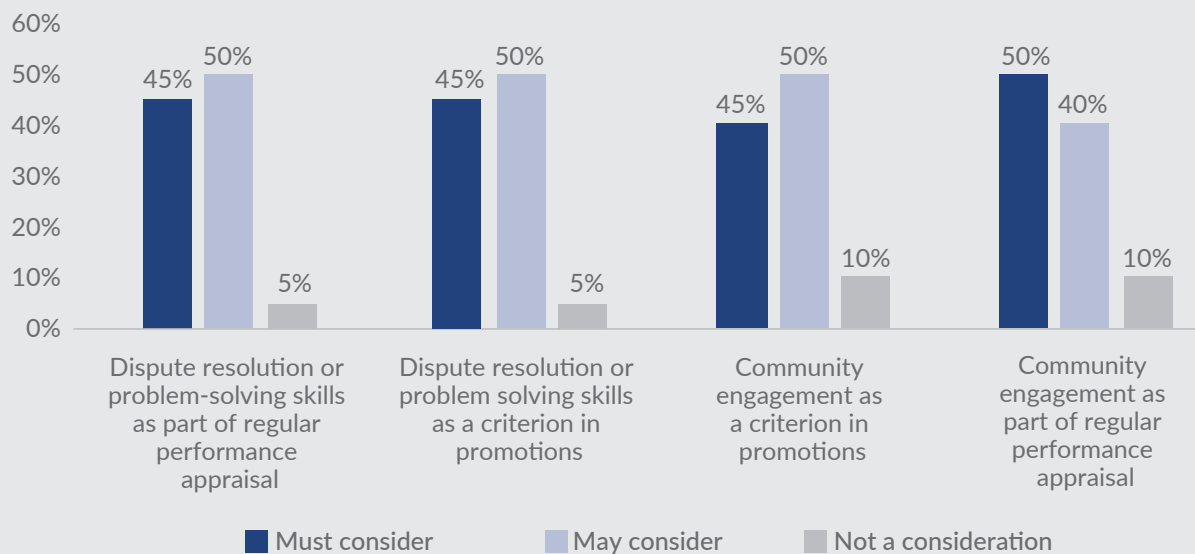
PROGRAM ALTERNATIVES

Beyond the direct questions on community engagement, recruiting, and training, the survey also asked about the programs operated by the departments that might in some way affect community relations.

According to responses from jurisdiction managers/CAOs, 74 percent provide mental health training for police staff, and 41 percent have interagency/interdepartmental task forces to address socioeconomic issues as well as crime (with another 55 percent willing to consider that approach). Drug treatment for defendants as an alternative to incarceration is provided by 39 percent, with 48 percent willing to consider it. And regarding youth, 35 percent of jurisdictions have age-based curfews and another 26 percent are willing to consider them.

Police chiefs were also asked about alternative enforcement programs. Their responses indicated that 61 percent operate a drug-defendant diversion program, while 26 percent have gang diversion programs. In addition, 83 percent report that community officers initiate proactive short- and long-term efforts to reduce crime,

FIGURE 4 || Percentage of Jurisdictions Using as Criteria for Performance Reviews and Promotions



Source: *The Model Police Officer* (ICMA, 2018, icma.org/model-police-officer-report, page 24, originally Figure 24).

drugs, fear of crime, and social and physical disorder, including neighborhood decay.

None of these programs on their own represents a path toward improved police-community relations, but they illustrate the range of alternatives being implemented to address persistent community challenges.

CONCLUSION AND KEY INSIGHTS

The highest-rated policing priority was building community trust. In fact, all subgroups of respondents (i.e., police chiefs, officers, managers, human resources staff, and community members) rated this a 9.3 or higher—above the average rating of any other priority, and something that should be reflected in the structuring of recruitment and training efforts.

There are also a wide variety of community engagement strategies in place—some nearly universal, like shop with a cop and school resource officers, and some unique. In this survey, 90 percent of police chiefs reported maintaining regular neighborhood assignments for their officers for at least six months. As with the priority of building community trust, such assignments and outreach initiatives set the environment within which recruits operate.

Here are the key insights from the study:

- *Consider the ways in which community engagement may assist in serving the public or fighting crime.* Sexual violence can be underreported in cases where there is a lack of trust in the police department or

where the victim is a member of a marginalized group within the community.⁴ Where the department works to build those relationships and trust, there may be a greater willingness to seek justice and a greater sense that one’s voice will be heard.

- *Build the stakeholder networks that will facilitate both community relations and the department’s own recruitment success.* As respondents noted, the most effective means of recruiting was by word of mouth or already established relationships, such as through school or neighborhood outreach. Outreach that includes linkages to minority communities may also improve departmental ability to recruit a more diverse pool of officers that better reflects the community being served.
- *Evaluate the evaluation process.* While satisfaction surveys around policing may rate neighborhood safety, they may not give much more detail than that. This study also explored perceptions of community engagement around department policies and procedures, as well as complaint process transparency. Some jurisdictions’ community members felt very disengaged, while others felt more engaged than even staff had perceived to be the case. Asking such detailed questions may have a place in every jurisdiction’s outreach efforts—if not necessarily in a broad public survey, then at least via focus groups of police/community relations board members or neighborhood groups.

- *Develop an accountability plan* that includes consideration of how data is shared with the public, how often it is updated, and how it is contextualized or explained. Open data efforts often stop with a “data dump” that leaves the layperson unsure of how to access or interpret an overwhelming volume of information. Where a more comprehensive plan is in place, a public information officer might communicate about the available resources or explain departmental policies and commitments regarding incident-related data, such as body-worn camera recordings, or the confidentiality of disciplinary proceedings. This, in turn, could contribute to both trust on the part of the community and clear expectations on the part of the officers.
- *Plan for the skills that will be needed in 10 years.* Don’t assume that the skills needed in today’s recruits will be the same ones that were needed a decade ago. As technology and data analytics play an increasing role in operations, and as community engagement appears key to both law enforcement and recruiting, look for recruits who can meet those needs, and, just as importantly, be adaptable enough to meet the needs you don’t know about yet.

In considering the importance of a broad array of community contacts in building attitudes toward the

department, consider those outreach efforts as part of “watering the bamboo⁵ taking those small steps now that will help attract the next cadre of recruits several years down the road.



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ENDNOTES

- 1 For a complete list of participating jurisdictions as well as related demographics, please view the full report at icma.org/model-police-officer-report.
- 2 Ibid, Figure 2.
- 3 Data from *The Model Police Officer: Recruitment, Training, and Community Engagement* (icma.org/model-police-officer-report), page 19.
- 4 *Executive Guidebook, Practical Approaches for Strengthening Law Enforcement’s Response to Sexual Assault*, Police Executive Research Forum, 2017.
- 5 <https://icma.org/articles/article/courageous-leaders-need-patience-and-self-discipline>

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Putting Research Into Practice

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In the tradition of *The Municipal Year Book*, **LGR: Local Government Review**—a special section of Public Management (PM)—presents key research findings and expert insights about local government issues and trends. **LGR** is published as new research findings and analyses become available.

ICMA’s intent is to contribute to the profession’s collective understanding of practices, policies, and trends that have a significant impact on local governments, now and with an eye toward the future.

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BY CORY FLEMING AND PAULA STALLCUP

CASE STUDY:

Evolution of San Antonio's 311-Customer Relationship Management System

The city of San Antonio, Texas, implemented a home-grown 311-CRM system developed by the city's IT team for improved customer service early on in 2004. In 2006, ICMA selected San Antonio for a case study series, "Call 311: Connecting Citizens to Local government," which also included Minneapolis, Minnesota; Lynwood, California; Los Alamos County, New Mexico; and Hampton, Virginia.

The case studies were designed to help local government professionals and managers understand how a 311-CRM system works and what benefits their organization might realize from the selection and implementation of a well-designed, centralized customer service system, using a customer relationship management (CRM) solution. ICMA researchers examined how these local governments approached the following elements in designing their respective 311-CRM systems:

- System functionality and major features.
- Performance measurements and service provision.
- Citizen engagement and public outreach.

A 311-CRM system allows residents to easily connect with their local government for information and service requests. Over the years, San Antonio has continued to make improvements and implemented technologies that assist with providing additional information to residents. This case study provides an update of the improvements San Antonio has made to its system.

SYSTEM FUNCTIONALITY AND MAJOR FEATURES

San Antonio has studied local government customer service for nearly two decades. City leaders do not look at data just related to customer service—such as volume of contacts received from residents or percentage of service level agree-

ments reached. They also examine data related to citizen expectations and satisfaction rates. What the city's analysts have found is that a centralized system is only one part of creating the city's desired customer service experience for residents. Determining the level of customer service is the first step. Once that experience is defined and expectations set, the information collected can be used as a base for designing and/or enhancing a system.

On August 15, 2018, San Antonio launched a new mobile app as a way to enhance the channels available for citizens to engage with the city. The San Antonio 311 Mobile App (<https://www.sanantonio.gov/CustomerService/MobileApp>) functions very much like a private sector CRM solution in the manner it handles a delivery order. The city is implementing a standardized workflow process that all services will follow regardless of what a request entails.

In the private sector, an individual will receive an email notice advising that an order has been received. The next step is shipment, then delivery, and finally an evaluation of service. Even though requests and services are different in every department, the process or steps involved remain the same. In the public sector, a standardized process using a CRM for tracking information and service requests can work the same. Most of the steps involved are applicable to every department. In code enforcement, an initial investigation may take a few days whereas the initial investigation for a street repair involves picking up the request and sending out a field crew. The tasks are going to be different, but the steps involved are all consistent.

San Antonio's new mobile app has three popular features, including an interactive map, social media elements, and a gamification feature that make the app unique. A local San Antonio small business, Cityflag, developed the app with the goal to enhance this channel and increase citizen engagement.

Interactive map. An interactive map allows users to determine where mobile app reports, 311 calls, and other communications are coming into the city. All calls for service are included in the interactive map via “flags,” which allow neighborhood leaders to be aware of service needs in their respective areas. Once services are complete, they are documented by a change in flag’s color; a flag is deleted from the map after three days upon closure.

Social media. The city has had a mobile app in place since 2013. However, the new app offers additional capabilities. It works like social media, for example, in that people can follow other users; scroll and view other users’ reports; “LIKE” each other’s reports; as well as share on Twitter and Facebook.

Gamification. Through the app’s gamification element, users can collect points. If an individual submits or votes for service requests, he/she receives points toward a virtual badge which is similar to getting to the next level in a video game. If news is shared on Twitter or Facebook, more points are awarded. When a case is closed, an app user receives his or her total points, all to earn virtual badges. Right now, an individual can’t earn dinner with the mayor, but the city is looking into options for the future as leaders want to reward people for using the app and being engaged with their city. **(They are hoping to institute physical prizes for higher scores, but that’s a ways off right now.)**

San Antonio currently does not capture significant demographic information through the CRM intake system, however, the city does receive feedback through online surveys that are returned when a request is submitted. The city was able to collect about one year of data from surveys, enabling San Antonio to create a “heat map” based on 600 responses received from the survey. By analyzing zip codes to determine what kind of requests were coming from different locations in and around the city, analysts compared those results to all the requests that the 311-CRM contact center took in that same year. The purpose was to determine if the level of citizen feedback was similar to where the complaints were being reported.

What the city hoped to learn was whether residents’ feedback matched the calls being received. Over 50 percent of the people taking the survey were older than 70 and 35 percent were in the 65+ age range. Analysts speculate that younger people are busy with their families, whereas older citizens have more time available to participate in such requests and can be more engaged in their neighborhood. With increases in homeownership among younger residents, the system has started to bring in a younger audience. When people put down roots, they become invested in the community.

PERFORMANCE MEASUREMENTS AND SERVICE PROVISION

Additional data is now much more readily available from the 311-CRM system. In October 2018, Paula Stallcup, senior manager for the Customer Service-311 Office, spoke at a neighborhood meeting in northwest San Antonio. Oftentimes, community leaders ask her to bring some statistics for

their neighborhood. Before she spoke to them about the data they requested, however, she asked residents to tell her what they thought the problems were in their neighborhood. The 311 data showed another story because the city was not getting calls on those perceived problems; residents are wrong about 66 percent of the time. Oftentimes neighbors think they know what the specific problems are in their neighborhood, but the perceptions don’t always match up with the data.

“I always tell community groups is if they see a concern that needs to be addressed, they need to report it, so we can go do something about it. The service requests from residents dictates what takes priority,” says Stallcup.

San Antonio measures customer satisfaction every other year through a resident survey. In 2018, the Customer-Service-311 Office landed in the top five departments for citizen satisfaction and came in second for most improved ratings. That same year, the city also held some user design-work sessions inviting residents to share their experiences with the mobile app. Through this process, city analysts found that residents have high expectations of the city. When residents are directly impacted by services (e.g., trash service, aggressive animals), they want the situation fixed immediately. Analysts also reaffirmed that residents want to be advised of the outcome of their service request since they took the time to report the issue.

Residents also said that they want to become familiar with city rules and regulations, which will help them understand the procedures in responding to requests. City employees can talk to each other all day long about what they do and why they do it, but the city doesn’t have a good way to communicate all the requirements and restrictions that govern the operations of every city department. As part of San Antonio’s CRM upgrade in 2019, the city outlined those expectations in laymen’s terms. These processes will now be available to residents through an enhanced online portal that will define expectations as to how the city will address specific concerns.

As part of the upgrade project, Stallcup notes, “We have to be more open and transparent about how the city does business as an organization. The feedback has shown that residents want to help, but they also want to know what the city’s processes are.” City personnel do provide some education when time permits, explaining how the city typically responds to a certain type of request, for example, state law requires this action be taken or the city code compels that this action be taken. When city processes are explained to people, they better understand why issues are addressed in that manner.

Who Uses San Antonio 311 by Age

- 30% were 65+ in age
- 64% over 60
- 72% from over 50
- 20% were 30-49 age bracket – Usually much lower percentage

CITIZEN ENGAGEMENT AND PUBLIC OUTREACH

The San Antonio 311 Mobile App (<https://www.sanantonio.gov/CustomerService/MobileApp>) was developed as part of the San Antonio's Smart Cities initiative three years ago. The goal in adopting the app was to engage a difference audience. With demographics in San Antonio changing rapidly, community leaders want to determine how to best encourage greater citizen engagement. The goal is to provide residents with another communication channel of choice.

What is a “communication channel of choice?” There are always those residents who want to talk to a live person. And there is another segment of the population that would rather connect online. Finally, there's a group of people who want to do everything on their mobile app. All three channels of choice – mobile app, online, or phone call—should offer the same information to residents, as well as a similar look and feel no matter which channel is being used.

Information in any local government flows in a push-pull manner. Information is taken in from residents, but it is also pushed out to residents. Stallcup notes that her department takes in information every day, but it also pushes information out in the form of weekly reports to council members who want to be aware of the kinds of calls that are coming into their districts. The same report for council members is also sent out to city departments. This information includes service level agreement (SLA) compliance, SLAs are agreements made by Service Departments with San Antonio 311 to track performance. The Public Works Department might have a SLA to have a pothole fixed in 72 hours after it has been reported and now this information is also available to the residents using the mobile app.

In 2017–18, the city collected additional data from citizens who had specific questions and wanted to know what happened to their request for service. According to Stallcup. “A resident calls into 311 and then what happens? What did the city exactly do with that request? Did the city fix the pothole? Catch that stray animal? Was that dog quarantined? Did you give a citation for the junky car on the street?” Such a system is what San Antonio is building today.

At present, people can determine if a request to the city has been “closed.” Without knowing the city's processes, however, that information is meaningless. For example, a closed ticket for a stray animal request doesn't mean an officer has been sent to pick the animal up. If someone calls in with a code enforcement complaint, that's not a problem that can easily be addressed in a day or two. These are 30- to 40-day processes. If the citizen receives an email indicating that the ticket has been closed, but he or she knows the problem hasn't been resolved, that's when questions arise about what is actually happening.

San Antonio's CRM vendor is building a model that demonstrates how the new web portal will provide additional transparency, where residents can go online and check to see what's happening with their requests. Users will be able to track where their request is in the standardized workflow since that last major task was completed, as well as receive additional notes with outcomes of the request. All city

departments are establishing their workflow and processes using the same standardized format, which will be viewable to citizens online through a portal as well as the mobile app. Regardless of the channel of choice, a resident can get the same updates and service request outcomes.

Overall, the number of contacts from residents is increasing. Stallcup reports the city is processing more service requests than information requests. When initially established, San Antonio 311 had 25 percent to 75 percent ratio of service requests to information requests. The nature of the contacts being received by the 311 center are more about concerns they have rather than asking for information. As communication practices change and residents are able to get more information online, the city has seen the ratios change. Today, 55 percent of contacts are for information and 45 percent are for service requests. In terms of usage, residents have downloaded the new app more than 14,000 times submitting over 25,000 requests for services with more than 6,000 active users. City officials hope to build the number of active users to 10,000.

GETTING THE MOST FROM DATA

Nationwide, there is a movement in local government that is centered around data and how to use the information to create smarter communities. In San Antonio's case, the city has a tremendous amount of data that begs many questions. To answer these questions, the city been working with a university professor in the area to determine how to get the most out of the data. The city's new open data platform, along with data-thons, bring computer programmers and data geeks together to solve local government challenges using data that is more accessible and easily available. San Antonio's 311-CRM system is dedicated to building a level of trust and confidence for residents in city operations.

RESOURCES

In 2006, ICMA began research on the first National Study of 311 and Other Centralized Customer Service Systems. The City of San Antonio provided the first case study on the use of such systems by local governments. Now, in 2019, we return to San Antonio to see how San Antonio is using its system for research for the city. Download the original report at [icma.org/documents/san-antonio-texas-311-case-study](https://www.icma.org/documents/san-antonio-texas-311-case-study).



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2018

CAO SALARY & COMPENSATION SURVEY

Median Annual Base Salary

\$136,345

All CAOs

\$135,140

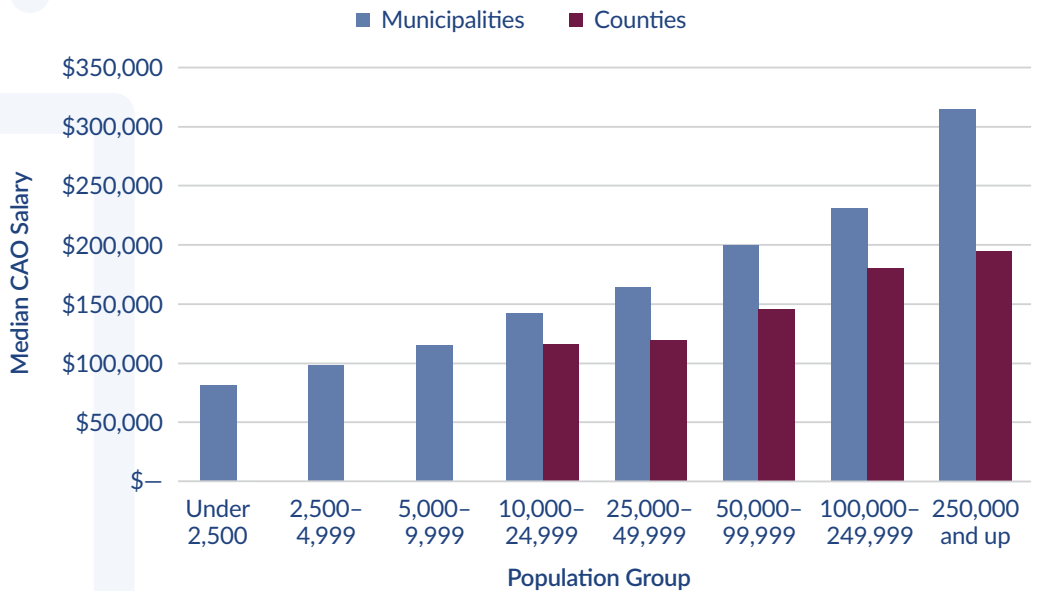
Municipal CAOs

\$142,674

County CAOs

Population of local government served is a primary driver of CAO salary.

Median CAO Salary by Population

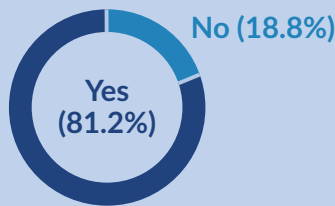


Respondents reported an **average tenure** of **6.1 years** in their current position.

13.0% of responding CAOs changed jobs in 2018.

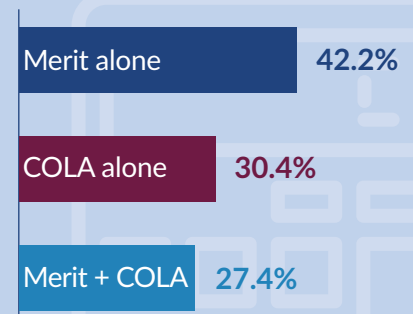
71.0% of respondents were an **assistant CAO** or **department head** before being appointed as a CAO.

Did you receive an increase to your base salary in 2018?



Raises are most frequently based on merit but can also be based on cost of living adjustment (COLA) alone or in combination with merit.

What is the basis of your salary increase?



The ICMA CAO Salary and Compensation Survey examines the salary, benefits, and contract structure for municipal and county managers and administrators. This survey was sent to 2,994 ICMA member CAOs in January 2019 and 1,279 CAOs from 48 states responded for a 42.7% response rate.

Benefits Received by CAOs



Nearly all CAOS receive these benefits in addition to their base salary:

- Health insurance (**93.1%**)
- Retirement benefits (**91.3%**)
- Life insurance (**89.4%**)
- Annual leave (**89.4%**)
- Sick leave (**86.8%**)



A majority also receive:

- Annual leave payout at separation (**76.5%**)
- Leave accrual (**73.6%**)
- Car allowance or use of city/county car (**73.0%**)
- Technology (e.g., mobile device) use or allowance (**70.9%**)



Retirement benefits:

Retirement benefits can take multiple forms. Defined benefits/pensions remain the most common retirement benefit,

received by a majority of CAOs. Retirement benefits reported include:

- Defined benefit retirement/pension benefits (**65.7%**)
- 457 employer contribution (**42.4%**)
- 401(a) or 401(k) contribution (**31.3%**)

Of those receiving retirement benefits, **47%** receive more than one of these types.

(Percentages are not directly comparable to previous surveys due to changes in question formats.)

Benefits most often uniquely calculated for CAOs:



Housing allowance



Car allowance

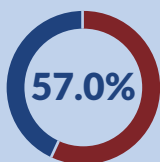


Relocation benefits



Bonus

Transparency and Agreements



57.0% of respondents have their base salary posted on the local government's website.



59.7%

59.7% of respondents reported having evergreen employment agreements.



22.7%

22.7% of respondents reported that their employment agreement or contract is posted on the local government's website.



88.0%

88.0% of respondents are eligible to receive severance pay. Six months is the most common maximum amount.

To learn more, visit icma.org or contact surveyresearch@icma.org. To download the summary report on the 2018 CAO Salary and Compensation Survey, visit icma.org/cao-salary-2018