

**City of San Diego Official Website [SanDiego.gov]
Initial Analysis Report**

Community Engagement: Discovery Research

May 4, 2015

Redacted for participant privacy.

Initial Analysis Report

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Executive Summary

Executive Summary:

Research overview

Research was conducted in all nine City council districts and surrounding communities. Outreach touched 40,000 people. 4,570 people responded to the survey in three languages, 32+ people were informally interviewed, and an additional ten were formally interviewed. The research focused on qualitative responses through multiple touchpoints with both quantitative and qualitative validation.

Further research was conducted on the existing SanDiego.gov website and similar cities across the country. This developed a heuristic understanding of the existing site, and benchmarks for the future site.

Research findings

Research identified the spirit and values of the San Diego community. San Diegan's value:

- * Singular Geography: centering their lives around the outdoors.
- * Togetherness: pride and commitment to their neighborhood, the military and industry.
- * Diversity: in activities, its geo climate, and its cultures.
- * Adventures: San Diego living and the communities that come with it.

WEBSITE FINDINGS

When participants turned to the City's website they had two main drivers: personal task or a City task.

They also naturally orientated themselves within two behavior modes: tactical and exploratory.

Research participants feel that **San Diego's website should be a tool to draw businesses and tourists, and a resource tool for their needs.** Their primary goals were to use the site as a:

- * Tool to create interest in the City; as a
- * Tool to accomplish City-based or owned tasks; and as a
- * Source for neighborhood information.

Major Barriers and Pain Points

Research identified areas where civic engagement was hampered by the current website. Participants were turned off by lack of understanding (language or jargon) and excessive unorganized content—often procrastinating or calling to get their questions answered and tasks completed.

Departments use the website for document storage, an occasional reference guide. Those departments that need more robust services hack together disparate third party apps to manage their day to day public services.

Website visitors rely on outside tools to support content and task completion.

- * On-site search does not return usable information.
- * Legal notifications are unnecessary obstacles to task completion.
- * Exploration is not welcome.
- * Clutter obscures content.
- * Disparate and non-calendared of events.
- * Lack of central organization around common user tasks.

The website does not reflect San Diego values, lifestyle or people. The content, design and tone of the website are a poor reflection of what San Diegans value and expect of the City.

The website's format limits the size and value that images can provide to the City and its messaging. It also limits the ability to showcase planning initiatives, and special features and attractions around the City.

Participants also learned to **not** use the website. Younger participants expected to find events and neighborhood information, turning to SanDiego.gov for what they perceived was a natural source of City information but couldn't find it. Older participants (over 35) turned to other resources and tools for San Diego-based information.

This behavior became more pronounced when those individuals had attempted to use the site in the past and were unsuccessful. The lack of content organization creates dissonance between user and department goals. Providing content without regard to user intent causes unintentional barriers to the content's use.

- * No translation results in unavailable content.
- * Providing content without regard to user intent causes unintentional barriers to the content's use.
- * Participants avoid mobile use—it just doesn't work.
- * The website gives them no reason to stay.

Recommendation:
Website Approach

Citizens need SanDiego.gov to be a Resource Tool.
A tool that both supports and empowers citizens, while drawing opportunities to San Diego.

Recommendation: Website Approach

The SanDiego.gov website is a supporting tool to all that the City of San Diego has to offer.

Citizens need SanDiego.gov to be a Resource Tool. A tool that both supports and empowers citizens, while drawing opportunities to San Diego.

SUPPORT TWO MODES:

A. Tactical

Support immediate action and long-term planning.

B. Exploration

Support learning and active engagement with the City and its amenities such as the library, parks and beaches.

REMOVE OR ELIMINATES BARRIERS TO USE

Increase civic engagement by eliminating barriers that stop Citizens from engaging with the website.

- * 3rd Party pop-up legal notices
- * Non-functional search results
- * Content disorganization
- * Lack of translation and minimal ADA support
- * Department-siloed tasks and content
- * Forced signin to participate

DRIVE AWARENESS BY PRIORITIZING CITIZEN NEEDS:

Task completion

- * Help me track my issue.
- * Hear me/show me you're listening.
- * Help me stay on the site.

Event Awareness

- * Help me know and be part of what's going on in San Diego (showcases initiatives and engagement).
- * Help me plan.
- * Help me know San Diego.

San Diego Safety

- * Help me protect my home, protect my family.
- * Help me know what to do in an emergency.
- * Alert me to major accidents or traffic jams that impede my travel.

LAYER INFORMATION FOR TARGETING

Allow users to peel back the layers to dig as little or as much as they want. Enable content and search that allows multiple entry points and engagement modes.

Time

Today > This Month > This Year

Information

Chunked Topical > Process Steps > Deep Dive

User Permissions

Continuous Use > Irregular Use > Single Use.

FOCUS ON COMPREHENSION

- H.** Use natural language.
- I.** Cluster and chunk information around user goals and tasks.
- J.** Support primary task completion with clear process steps.
- K.** Provide accurate, single source information.
- L.** Visualize information and conversation with illustrations and forums.
- M.** Increase user trust through a single design language and navigation treatment.

SUPPORT CITIZEN TASK AND TIME MANAGEMENT

- A.** Add continuity to discrete tasks.
- B.** Maximize focus during task engagement.
- C.** Provide feedback on task, time and progress.
- D.** Provide flexible task management over time.
- E.** Help articulate and organize goals.
- F.** Help clarify, manage and track processes.
- G.** Visualize task management.

City of San Diego Official Website [SanDiego.gov]
Civic Outreach and Participation Report

Outreach Overview

Goals and Activities

Our goal was to reach each council district in the City of San Diego; to reach tourists and other visitors and to reach businesses.

The Survey sought a sample size of 1,067 individuals for a 3% error rate as based on a population of 1.4 million. This is just under .1% of the population. We surpassed this mark with 4,570 individuals participating, which is equivalent to .3% of San Diego's population.

Interviews, both formal and informal, took place with citizens and tourists all over the City. The research doubled the expected 16 informal guerrilla interviews capturing a 32 and an addition 5-10 individuals who did not wish to sign a formal waiver. Formal interviews captured 5 citizens that included business owners, home owners, families, and librarians. Each interviewee had a unique perspective of the website. Staff interviews (5) featured members from different departments who had extensive experience with the website and citizen engagement.

Demographics

SURVEY

Participants in the Discovery Research phase of the Community Engagement were 96% local—they live here, work here, play here.

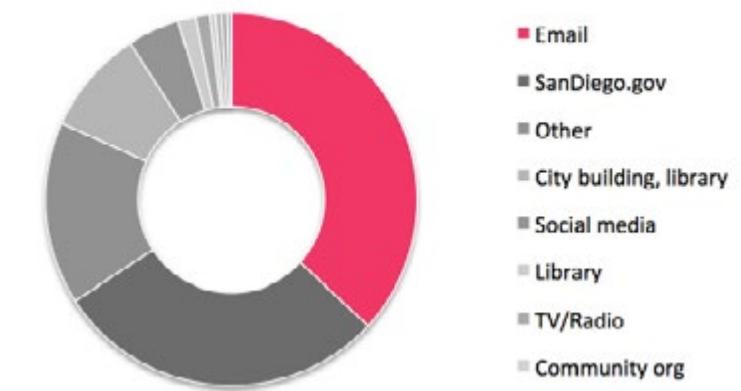
	Qty	% of Total
City of San Diego	3,816	84%
County of San Diego (all)	4,296	94%
California (all)	4,387	96%
Mexico	14	0%
Total	4,401	
Total Study Population	4,570	

OUTREACH EFFORTS:

Location/Group Type	Count
Mayor's email list	10,000
Library email list	22,000
SanDiego.gov homepage	10 days
Library home page photo carousel	8 days
SanDiego.gov pop-up intercept	8 days
NMA, professional managers	45 members
Nonprofit email list	600 organizations
Council Districts	9 districts
Nonprofits/businesses	30 companies
Membership/Employees reached	6000+ members
Family and friends	150 individuals
Facebook pages	1353 contacts
Shared in SD Bloggers Group/Meetup Group	89 members
Shared in SD Lady Bloggers Group	153 members
LinkedIn profile	2,090 connections
Google+, Shared in SD Local Guides Group	163 members
Twitter	850 followers
Nextdoor	3921 members



Outreach Success



Study Demographics

Location	Participants			Outreach
	Survey	Interviews		
Council District				
Total	4570			
San Diego				
District 1	544	2	1	
District 2	456	2	1	
District 3	875	11 + interviews*	1	
District 4	128	0		
District 5	452	8	2	
District 6	377	5+		
District 7	480	0		
District 8	158	2+		
District 9	346	2+		
City of San Diego Sub Total	3816	84%	10	
County (not including City of San Diego)	480			
County of San Diego (all) Sub Total	4296	94%		
Los Angeles	13			
California	78			
California (all) Sub Total	4387	96%		
Mexico	14	0%		
Total (Local)	4401	96%	32+	10
All other States	67			
All other Countries (not US)	36			
Other (unidentifiable)	66			
Grand Total	4570	32+	10	40,000

We reached almost 40,000 individuals through our outreach efforts.

Location	Survey Participants		Location	Survey Participants	
	Other States	Visitors/ Tourists		Other Countries	Visitors/ Tourists
AK	1	1	Argentina	1	1
AZ	11	21	Australia	3	3
CO	2	8	Brazil	1	1
DC	2	4	Canada	3	5
FL	2	8	China	2	3
GA	2	4	Egypt	1	1
HI	2	6	France	0	1
ID	1	1	Germany	1	1
IL	2	5	India	0	1
IN	1	1	Iran, Islamic Republic of	1	1
KY	0	1	Japan	1	2
MA	1	3	Malaysia	1	1
MD	2	3	Mexico	14	26
MI	1	1	Nigeria	0	1
MN	1	2	Qatar	1	1
MO	3	5	Russian Federation	0	1
NC	0	1	Spain	0	1
ND	0	1	Sweden	1	1
NE	2	2	Taiwan	2	2
NJ	1	4	Thailand	1	2
NM	0	1	Turkey	1	1
NV	3	9	United Arab Emirates	0	1
NY	6	10	United Kingdom	1	2
SC	1	1	Total	36	60
VA	3	11	Are tourists or visitors	60%	
WA	4	5			
WI	4	5			
United States	9	0			
Total	67	124			
Are tourists or visitors	54%				

City of San Diego Official Website [SanDiego.gov]
Website Data Analysis
(Current and Similar Site Metrics Analysis Report)

Reporting Period: April 2014 – March 2015

Website Data Analysis

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Sites Reviewed:

- * City of San Diego
- * City of Boston, MA
- * City of Fort Worth, TX
- * City of Raleigh, NC

Website Analytics Overview

Activities

To develop an overview understanding of the SanDiego.gov website is currently being used we evaluated website statistics for SanDiego.gov as well as benchmarked it against other cities of similar size and character

Hopscotch Labs primarily looked at Google Analytics and WebTrends, including data related to the top 100 clicks, page statistics and user demographics.

The team did a data analysis of the existing SanDiego.gov website, and comparative cities including Raleigh, NC; Fort Worth, TX; and Boston, MA.

The analysis included:

- * Search engine data analytics for existing website data usage and performance metrics, pathways, goals, and in- and outbound links (where available).
- * Multiple cities' websites for comparison and benchmarks.
- * Current site demographics including: location-based use info; assumed sex, age, interests; language; platformed used.
- * Current sites' mental models for content management (website information architecture).
- * Current site's most used pages.
- * Current site user flows including: the pathways people use to get to those pages, the sources of traffic to those pages, the bounce rate, and the duration of time on page.

Methods

COMPARATIVE CITIES

To identify cities to compare against San Diego the team looked at the US Department of Labor and Statistics, and the US Census Bureau; data databases that include data.gov and the Open Knowledge Foundation (okfn.org). The team evaluated city rankings from leading magazines Forbes and Travel and Leisure against Census data and travel industry data reports from Themed Entertainment Association.

These reports helped us narrow the search. The main goal was to identify 3 cities that are of comparative size for population and urban settings, and have similar destination and local qualities. These cities must have data analytics available for their website.

Data sources were found through the City's IT department relationship with each city, as well as the Code for America network. Cities were contacted directly. Those who responded with the appropriate data were included in the study.

The cities we analyzed included:

- * Boston, MA
- * Fort Worth, TX
- * Raleigh, NC

*Note, cities analyzed for heuristics differ due to when data sets became available.

The initial list included:

City	Population Size 2013
Austin, TX	885,400
Boston, MA	645,966
Chicago, IL	2,718,782
Dallas, TX	1,257,676
Denver, CO	649,495
Fort Worth, TX	792,727
Miami, FL	417,650
Oakland, CA	406,253
Philadelphia, PA	1,553,165
Phoenix, AZ	1,513,367
Raleigh, NC	431,746
San Diego	1,355,896
San Jose, CA	998,537
Seattle, WA	652,405
Washington-Arlington-Alexandria, DC-VA	646,449

Several cities provided data, however it was not comparative to what was available from San Diego, making analysis for comparison not possible.

DATA ANALYSIS

The Top 100 Keywords by Clicks that drive traffic to the website were pulled for each city, and categorized by common themes to allow us to gauge an understanding of interest in each city.

City Computers

Hopscotch Labs separated city employees and searches from the public library from the data set. This yielded information on browsers and demographics of non-city computers.

Data Sources

San Diego, CA

www.SanDiego.gov

Reporting Period: April 2014 - Feb 2015

Note, Google Analytics began tracking mid-March, 2014; the data pull began mid-March 2015.

Boston, MA

www.CityofBoston.gov

Reporting Period: April 1, 2014 - March 31, 2015

Note, it appears as though they already exclude City Employees from the data within the profile provided.

Fort Worth, TX

FortWorthTexas.gov

Reporting Period: April 1, 2014 - March 31, 2015

Note that the City Exclusion segment excluded about 20% of Sessions.

Raleigh, NC

raleighnc.gov

Reporting Period: April 1, 2014 - March 31, 2015

Note that the City Exclusion segment only excluded about 2% of Sessions.

Website Analytics Recommendations

Data related to the top 100 clicks, page statistics and user demographics helped the research team understand the similarities and differences for San Diego. The team also came to understand how website usage might change based on new tools and changes in government or citizen concerns.

Through this process the team uncovered user behaviors that hint at their mental models for approaching an internet search or engaging a civic website.

*Note, the term 'user' is utilized to identify general unknown website visitors and users. The term 'research participant' was used to identify insights or information related to known individuals who participated in research. Generalized terms such as person, people or individual indicates assumed beneficiary or website user.

Content strategy

User behavior was driven by search and the content they encounter. Users' experiences are directly impacted by a City's content strategy, resulting in either the success or failure of that search.

Search behavior directed users to pages deep within the cities' sites (all reviewed). This is typical of sites that do not have a purchase funnel.

AGE CHANGES USE PATTERNS

Those aged 45+ used and accessed the website differently than those under 44.

1. Recommend strong navigational elements, such as breadcrumbs, and static elements to direct users to higher level content or adjacent information.
2. Recommend surfacing different content profiles for desktop vs mobile site.
3. Recommend two personas based on a breaking point at aged 45.

DESKTOP VS MOBILE

Boston.gov highlights the change San Diego will experience to its web traffic with a mobile first strategy.

4. Recommend further research to understand the differences in desktop and mobile usage.
5. Recommend three use cases: Workplace; On the Go; Home

CITY CULTURAL NORMS

6. Recommend identifying SanDiego.gov norms and expectations for use to understand observed trends and behaviors.

Language translations

The data did not show the website translated into other languages. Users are not coming to the website with browser preferences set to other languages than English.

7. Recommend further research into local communities with English as a second language to determine translation requirements.
8. Recommend utilizing web-based Translate-On-Demand service.

Amenities and initiatives

Website users search patterns were based on known civic amenities and initiatives. Higher than normal search for snow (Boston) or drought reflected immediate citizen concerns. High usage patterns for public utilities, services and library reflected the public's reliance and engagement with these civic amenities.

9. Recommend strong SEO strategy for meta tagging and key word tagging of documents, web pages and content to direct search engines.
10. Recommend prioritizing user tools that support search, transactions and tracking behavior.

Optimization

Website optimization

11. Optimize the website for the main browser types:
 - * Internet Explorer
 - * Chrome
 - * Safari

Mobile/Tablet optimization

There's a growing trend of Mobile and Tablet users to the SanDiego.gov website. Mobile visits were less engaged.

12. Optimize for both Mobile and Tablet devices; segment is growing.

Search engine optimization

Website visitors use Google to find content on the City of San Diego website. This user behavior will not likely change with an improved experience.

- * 60% of Visits to the website were from Search Engines.
- * 89% of users entered the website through content deep within the website.

13. Optimize for Search Engines.

14. Include a 301-redirect strategy.

15. Recommend continued analysis from qualitative data to better understand 'why' users came to the City of San Diego website.

Google Analytics Tracking

16. Recommend fully implementing Google Analytics to capture file downloads, exit links, and other engagement components that don't take users off the website.
17. Recommend tracking user paths to City apps and off-site content.
18. Recommend additional tracking to include:
 - * Internal Search Keywords
 - * Remove search results queries from the Pages report
 - * File Downloads
 - * Exit Links clicked
 - * Forms Completed
 - * Set up of Goals

Findings

Website Analytics



<http://www.sandiego.gov/>

San Diego City in California

*San Diego is a major city in California, on the coast of the Pacific Ocean in Southern California, approximately 120 miles south of Los Angeles and immediately adjacent to the border with Mexico. [Wikipedia]

Weather: 74°F, Wind N at 6 mph, 16% Humidity

Hotels: 3-star averaging \$150, 5-star averaging \$380.

Local time: Thursday 10:13 AM

Population: 1.356 million (2013)

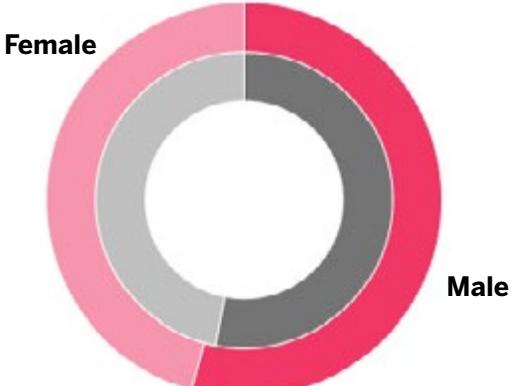
Universities: University of California, San Diego, etc

Points of interest

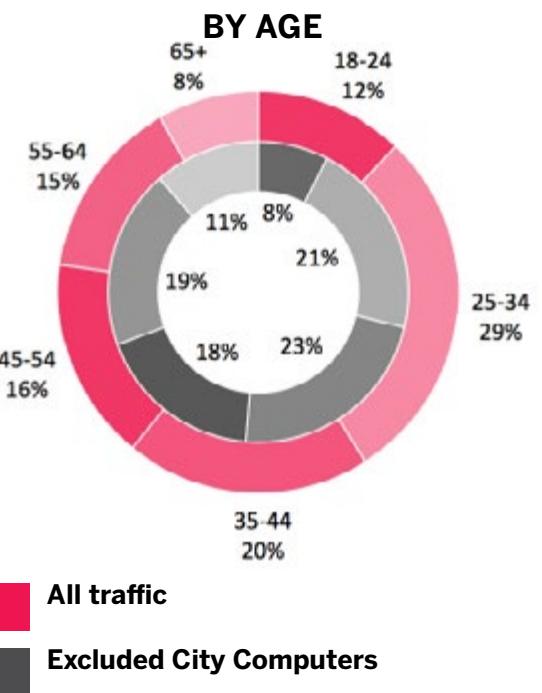
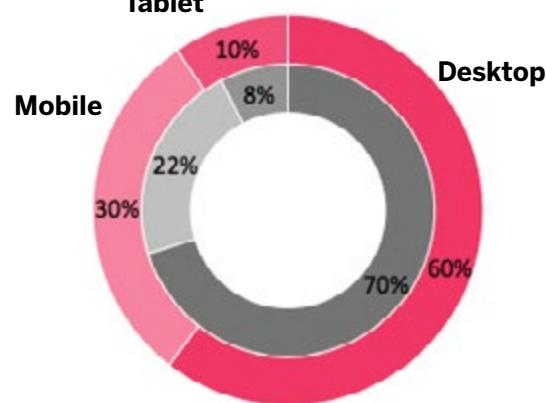
- * San Diego Zoo
- * SeaWorld San Diego
- * Balboa Park
- * San Diego Zoo Safari Park
- * USS Midway Museum

* Pulled from Google Search of 'City of'. Accessed: 4/14/15.

San Diego Visits to the Website BY GENDER



BY TECHNOLOGY



All traffic

Excluded City Computers

SanDiego.gov Traffic Trends

User behavior was driven by search and the content they encounter. Users' experiences are directly impacted by a City's content strategy, resulting in either the success or failure of that search.

Search behavior directed users to pages deep within the cities' sites (all reviewed). This is typical of sites that do not have a purchase funnel.

Since a large percent of traffic came from Organic Search and users were landing on content deep within the website; it's likely that they're finding the content that they need on that same entry page.

The website has seasonality.

- * Seasonal traffic peaked from Spring through Summer with declined traffic during the holiday season (Nov – Dec).

Traffic is driven by Organic Search—people know what they're looking for.

- * Visits to the website were mostly driven by Organic Search (60%) and Direct/ Bookmarked (31%) traffic.

Consistent engagement throughout the year.

- * Bounce rate remained consistent throughout the year indicating consistent engagement.

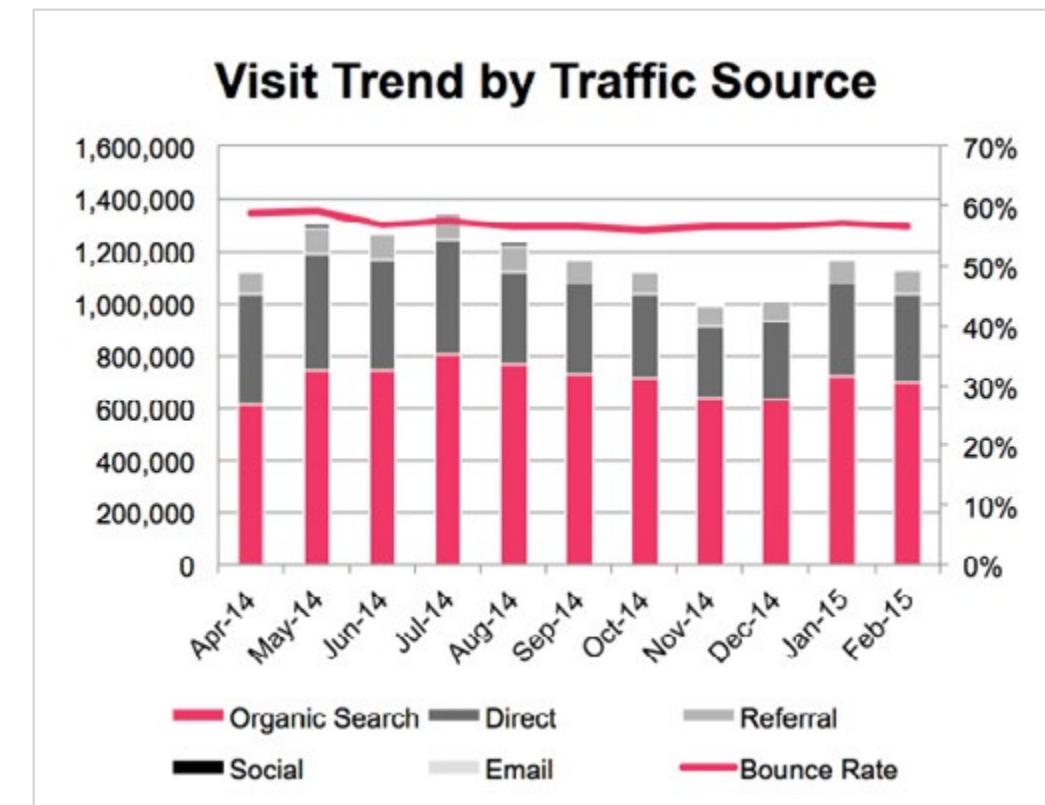
New Visitors skewed slightly higher; making up 54% of traffic.

- * This remained somewhat consistent when San Diego City Employees were excluded; New Visitors made up 57% of traffic.

Returning visitors visit often

- * Returning Visitors will often return over several visits (9+ Visits within reporting period) with 8+ Days between visits.

Organic search, Direct URL (ex. bookmarked) and Referral (link from another site) are the primary ways in which people get to the site.



Top 100 Search Terms		
Query	Clicks	% of Searches
Airport	400	0%
Business	500	0%
City	65,900	19%
City Council	5,000	1%
City Hall	600	0%
Construction	2,200	1%
County	50	0%
Customer Care	1,300	0%
Drought	5,170	2%
Employment	24,500	7%
Fire Department	4,400	1%
Garbage and Recycling	700	0%
Library	122,800	36%
Neighborhoods	760	0%
Parking	6,800	2%
Parks and Recreation	4,535	1%
Passport	150	0%
Police Department	30,180	9%
Tourism	32,685	10%
Volunteer	1,300	0%
Water and Sewer	32,550	10%
Grand Total	342,480	100%

*Terms combined for ease of use. Based on top 100 search query clicks in the San Diego market over 2 months. This chart shows user intent when they search the website, this varies among markets.

SanDiego.gov Traffic Trends

Top Pages Viewed by Content Folder (All Website Traffic)						
Page path level 1	Page views	Unique Page views	Avg. Time on Page	Bounce Rate	% Exit	% of Page views
/public-library/	5,796,081	4,594,263	0:02:40	74%	60%	17%
/park-and-recreation/	3,209,821	2,426,061	0:01:10	55%	36%	10%
/police/	2,175,168	1,707,294	0:01:15	57%	36%	7%
/	2,095,254	1,486,458	0:03:08	46%	43%	6%
/water/	1,591,696	1,288,813	0:01:08	46%	36%	5%
/development-services/	1,211,349	838,382	0:01:17	44%	25%	4%
/directories/	1,191,067	932,214	0:00:46	42%	23%	4%
/emppopp/	1,113,705	944,356	0:01:42	61%	53%	3%
/parking/	1,053,747	903,698	0:01:12	50%	42%	3%
Total	33,158,905	24,817,728	0:01:34	57%	39%	100%

Top Pages Viewed by Content Folder (Exclude City Employees)						
Page path level 1	Page views	Unique Page views	Avg. Time on Page	Bounce Rate	% Exit	% of Page views
/park-and-recreation/	3,030,529	2,305,043	0:01:09	55%	37%	13%
/police/	2,067,536	1,636,515	0:01:15	57%	37%	9%
/water/	1,488,002	1,213,723	0:01:05	46%	36%	6%
/development-services/	1,026,031	712,831	0:01:15	45%	26%	4%
/	997,591	815,126	0:00:56	45%	44%	4%
/parking/	993,813	847,525	0:01:12	51%	42%	4%
/directories/	963,898	766,036	0:00:47	46%	26%	4%
/emppopp/	869,211	742,642	0:01:31	60%	54%	4%
/environmental-services/	868,098	695,622	0:01:10	53%	39%	4%
/qualcomm/	640,192	512,951	0:01:19	60%	47%	3%
Total	22,914,006	17,265,022	0:01:16	52%	35%	

Employees Search via Keyword

* When employees and city computers (such as those at the library) are excluded click rates drop drastically for the library and home page. This suggests that users are being sent offsite to complete their inlibrary transactions; and that personal computer use of the library catalog is minimal.

* High public library page views reflects the number of unique sessions at each library computer across the San Diego Public Library system.

* High session bounce rates for all web traffic suggests that users are familiar with the site, and search with keyword, and leave after finding the data they desire.

Top Landing Pages (All Website Traffic)						
Landing Page	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration
/public-library/	2,788,613	60.82%	1,695,968	76%	1.59	0:01:46
/	1,373,977	43.41%	596,430	46%	3.25	0:04:06
/parking/	219,256	62.95%	138,020	43%	2.56	0:01:34
/empopp/	196,860	50.51%	99,441	38%	2.15	0:01:31
/sdfiredispatch/	185,251	14.02%	25,976	69%	2.12	0:06:03
/public-library/locations/	184,781	43.04%	79,535	68%	1.75	0:01:17
/customercare/	179,923	40.23%	72,380	84%	1.46	0:01:17
/water/	179,603	48.91%	87,838	13%	3.01	0:02:11
/police/	165,181	65.43%	108,077	35%	4.09	0:02:59
/emppopp/current/	163,085	39.52%	64,451	82%	1.47	0:01:04

Top Landing Pages (Exclude City Employees)						
Landing Page	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration
/	745,541	70.44%	525,139	45%	3.33	0:02:02
/sdfiredispatch/	234,945	10.96%	25,748	65%	2.15	0:06:47
/parking/	208,161	64.56%	134,384	43%	2.57	0:01:33
/emppopp/	182,905	52.53%	96,084	39%	2.09	0:01:26
/water/	177,108	47.97%	84,957	12%	3.01	0:02:08
/customercare/	169,785	41.40%	70,284	83%	1.47	0:01:19
/police/	158,321	68.26%	108,066	35%	4.11	0:03:04
/park-and-recreation/golf/torreypines/	129,829	74.37%	96,550	36%	3.36	0:02:33
/emppopp/current/	118,702	47.90%	56,854	82%	1.45	0:00:56
/qualcomm/	110,912	79.68%	88,373	37%	2.94	0:01:59

Mobile and tablet page views and paths

TECHNOLOGY

Chrome

One third of website traffic used Chrome, and another third used Internet Explorer; followed by, 24% that used Safari and 9% that used Firefox to access the website.

- * When San Diego City Employees were removed from the data, this changed to a third of visits from Safari, followed by a third from Chrome, 21% from IE and 10% from Firefox.

Desktop

- * Desktop was a primary device used to access the website; making up 70% of traffic.
 - * This increased to 84% for the San Diego audience.
 - * This decreased to 60% of visits when San Diego City employees were excluded from the data.
- * Mobile made up 30% of traffic, followed by 10% from Tablet.
- * Mobile users were less engaged, resulting in higher bounce rates and lower time on site than Desktop or Tablet users.
- * There was year-over-year¹ growth of Mobile (55%) and Tablet (20%) users, while Desktop (-12%) users declined.

Mobile Users Content Type Viewed

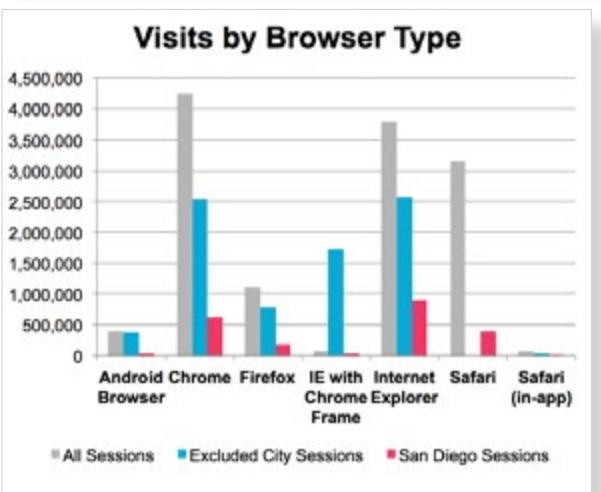
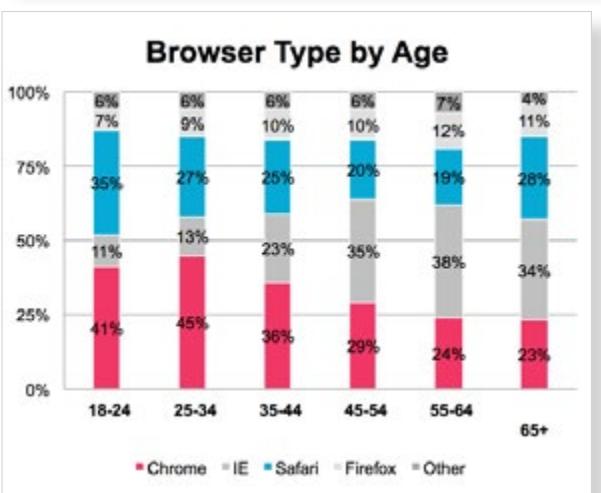
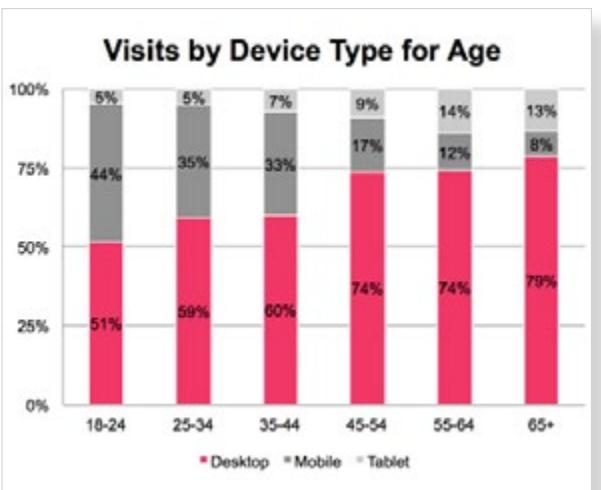
Page path level 1	Page views	Unique Page Views	Avg. Time on Page	Bounce Rate	% Exit	% Page views
/park-and-recreation/	233,493	189,597	0:01:19	64%	48%	17%
/public-library/	168,262	142,414	0:01:42	64%	56%	12%
/police/	163,502	134,627	0:01:31	65%	49%	12%
/water/	80,797	66,769	0:01:08	55%	44%	6%
/empopp/	63,823	52,960	0:01:23	61%	52%	5%
/parking/	62,459	52,851	0:01:09	56%	45%	4%
/fire/	58,446	47,916	0:01:07	69%	50%	4%
/directories/	55,492	45,326	0:01:00	54%	30%	4%
/	54,694	46,588	0:01:04	59%	56%	4%
/environmental-services/	53,417	44,426	0:01:14	58%	47%	4%
Total	1,389,030	1,137,903	0:01:24	63%	49%	

Mobile Users Parks and Recreation Pages Viewed Page Path Level 2

/centers/	94,737	75,296	0:01:17	65%	47%	41%
/parks/	68,736	56,639	0:01:27	67%	53%	29%
/golf/	38,751	31,581	0:01:28	59%	49%	17%

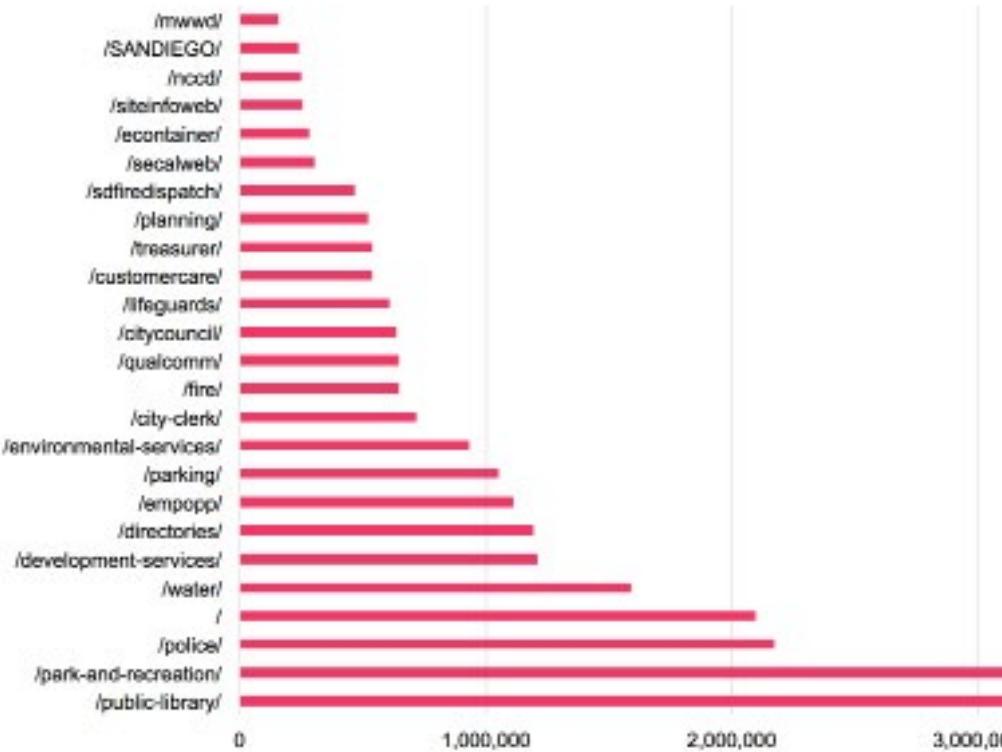
Tablet Users Content Type Viewed Page Path Level 1

/public-library/	106,798	87,342	0:02:05	64%	52%	17%
/park-and-recreation/	94,367	76,029	0:01:15	55%	37%	15%
/police/	44,687	36,306	0:01:17	58%	36%	7%
/	30,769	25,936	0:00:52	47%	46%	5%
/water/	29,949	25,442	0:01:03	41%	33%	5%
/directories/	26,843	22,119	0:01:06	59%	33%	4%
/empopp/	24,521	20,892	0:01:55	63%	55%	4%
/fire/	22,474	18,534	0:01:03	61%	40%	4%
/lifeguards/	21,407	17,496	0:00:59	57%	34%	3%
/environmental-services/	21,103	17,844	0:01:23	57%	44%	3%



¹Note that since there was no year-over-year comparisons available for April, the year-over-year comparison being referenced compared April 2014 with February 2015. Seasonal trends could impact these comparisons.

Top Content Viewed by First Path Level (Page Views)



Page views
Unique Page views
Avg. Time on Page
Bounce Rate
% Exit

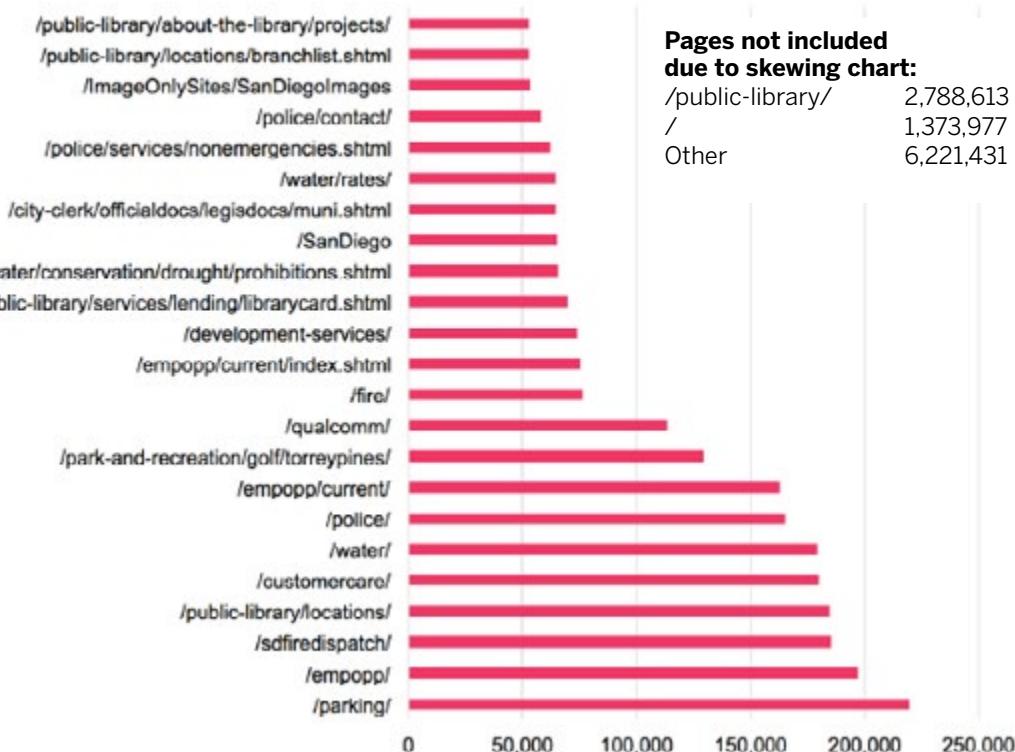
33,158,905
24,817,728
0:01:34
57.27%
39.01%

* Other (not included in chart)
represented 5,953,749 views

**Pageview Comparison
All Website Traffic**



Top Landing Pages (Entry Sessions)



Pages not included due to skewing chart:

Page Path	Sessions
/public-library/	2,788,613
/	1,373,977
Other	6,221,431

Content

Interest in content varied among different audience types; mostly stretching across several types of content within the website.

Outside of California search for Parks + Recs / Police + Fire

Users outside of California, while a small percent of traffic (13%), often viewed content within Parks and Recreation or Police and Fire departments.

- * Content viewed within Parks and Recreation was driven by interest in golf, parks and centers.
- * Content viewed within Police and Fire departments were often driven by interest in recruitment and services.
- * Users within California, but outside of San Diego were mostly interested in Parks and Recreations.

* This audience had a slightly different priority of interest where most users viewed parks, followed by recreation centers, followed by golf.

- * Employment Opportunities also appeared to be a top interest among this audience.
- * When San Diego City employees were removed from the data, Employment Opportunities and Departments, Leisure and Visiting directories were often next paths from the homepage for users.
- * However, only 9% of users entered the website on the homepage (11% for all website traffic). The other 91% of visits where City Employees were excluded from traffic entered the website through other content.

Primary purpose search

When users entered the website through other content (not through the homepage), they typically stayed within that content category.

- * For example, the Fire dispatch page was a top entry point for users and of those visitors, they typically stayed within other content within the Fire department during their visit on the website.
- * Another top entry point was employment opportunities, and users typically stayed within the employment department.

This trend was consistent for several other departments when users entered on other content directly.

Users from Austin¹ displayed somewhat similar patterns in the type of content that was viewed.

- * A quarter of users viewed public library content.
- * Fire and Police content combined made up 15% of content viewed.
- * Parks and Recreation made up 6% of content viewed.

¹Data from the Austin website was from May 2013 and included a list of pages that website users typically viewed. Only the top 100 pages that could be categorized were analyzed.

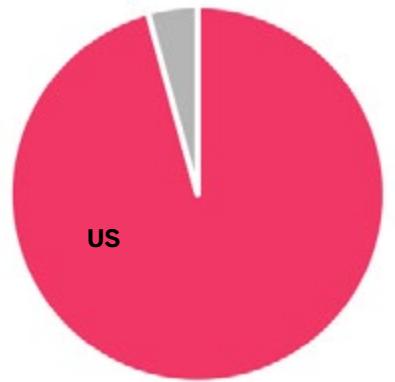
Demographics

Almost half of all visits to the website were between the ages of 25-44 and skewed slightly higher for Males (53%).

- * This remained consistent for the San Diego audience.
- * This remained consistent when San Diego employees¹ were excluded from the data.

Visits

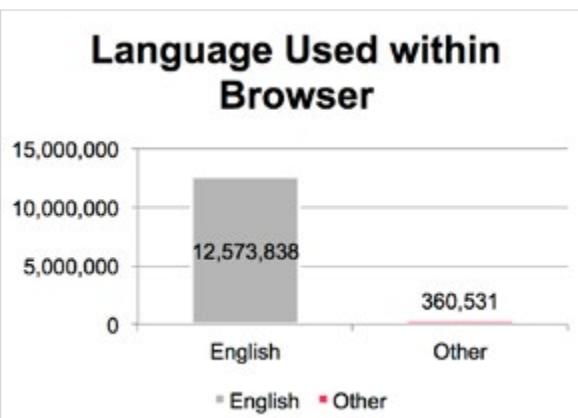
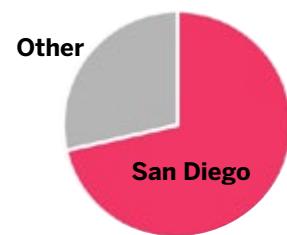
BY COUNTRY



BY STATE WITHIN THE US



BY CITY WITHIN CALIFORNIA



US **12,382,217**
Other 552,152

Country	Sessions
US	12,382,217
India	105,737
Mexico	69,087
Canada	61,997
United Kingdom	40,914
Germany	23,461
Australia	19,406
Philippines	17,924
Brazil	17,267
Italy	12,671

California **10,771,713**
Other 1,610,504

Region	Sessions
California	10,771,713
Texas	168,058
Arizona	133,770
New York	119,961
Illinois	80,970
Washington	78,935
Florida	75,422
Nevada	70,620
Virginia	53,381
Colorado	49,768

San Diego **7,692,681**
Other 3,079,032

City	Sessions
San Diego	7,692,681
Los Angeles	784,896
Chula Vista	270,916
El Cajon	225,069
La Mesa	94,100
Poway	89,347
Carlsbad	88,027
Escondido	88,027
San Francisco	79,085
Santee	78,530

LANGUAGE – GEOGRAPHY

English was the primary language used by website visitors.

- * 97% of website visitors had English set as their preferred browser language when they visit the website.

There is a very small audience (4%) outside of the United States.

- * The website was primarily made up of users within San Diego; making up 71% of visits.
- * 87% of website visits were within the State of California.
- * 96% of website visits were within the United States.

Demographics

SANDIEGO.GOV

Those aged 45+ behaved differently than those under 44.

45+

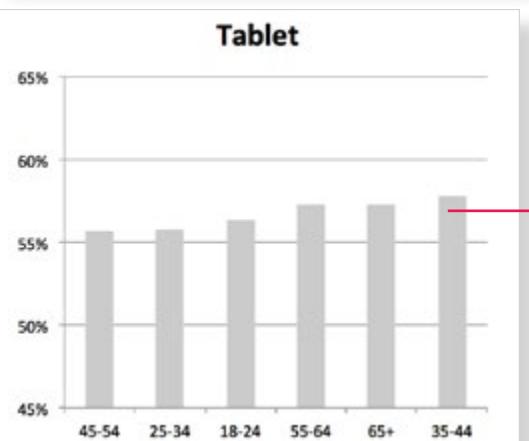
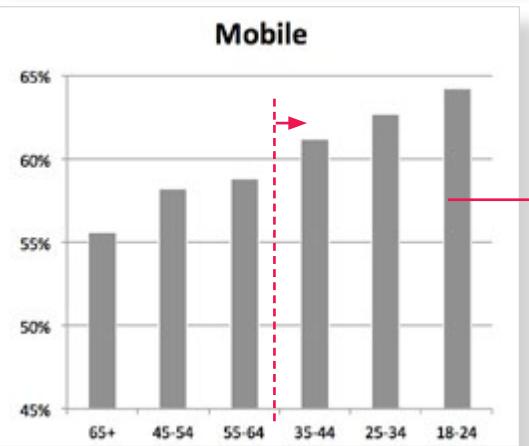
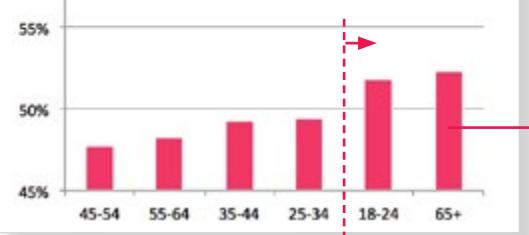
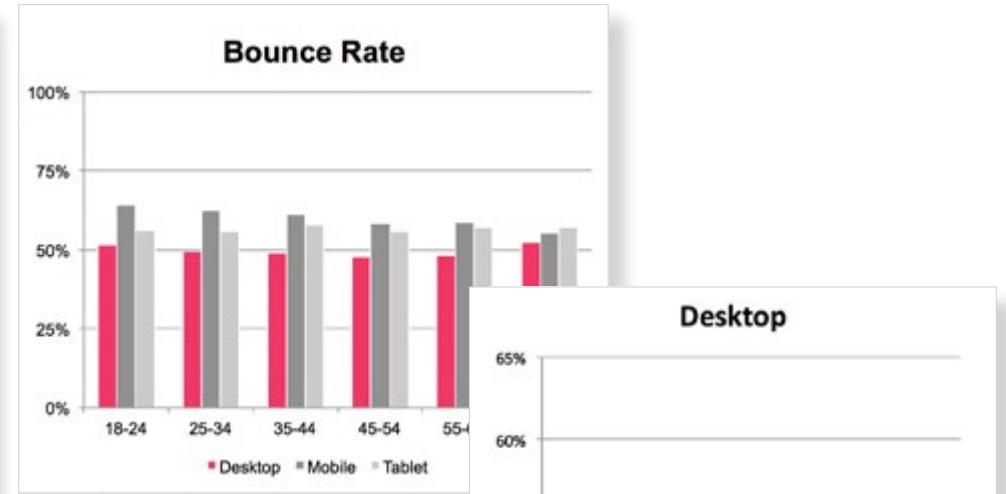
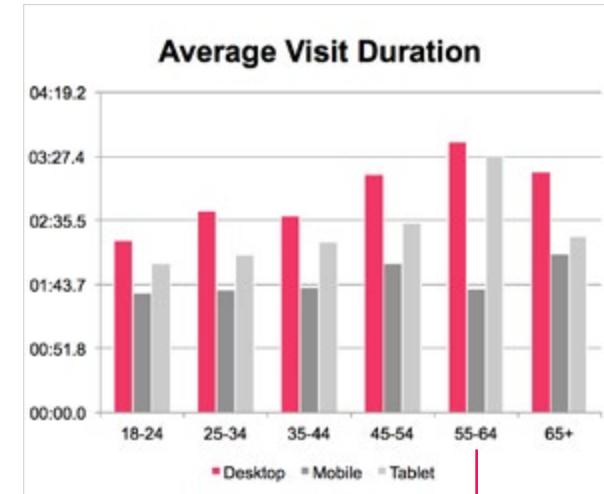
- * Comfort with traditional browsers (Internet Explorer)
- * Desktop or tablet first
- * Primary search for City's home page, then manually search for content
- * Secondary search for City + Keyword

>45

- * Mobile first
- * Chrome and Safari are primary browsers
- * City + Keyword search is primary pattern
- 1. Recommend strong navigational elements, such as breadcrumbs, and static elements to direct users to higher level content or adjacent information.
- 2. Recommend surfacing different content profiles for desktop vs mobile site.
- 3. Recommend two personas based on a breaking point at aged 45.

ANALYSIS

- 1 Mobile Bounce Rates are exceptionally higher for all age groups but especially for individuals under 44 year olds.
- 2 Tablet bounce rate remains high but generally even amongst all age groups.
- 3 Desktop bounce rates provide a unique perspective on use behaviors and expectations. 18-24 and 65+ bounce at the same rate suggesting they have similar tolerances and use patterns. The lower bounce rate for the 25-64 age range suggests that they are more likely to have a specific need to use the website from their desktop. This age range is also most likely in an employed state.
- 4 Spikes in visit duration for tablet and desktop for those over 45 when correlated to bounce rates also suggests that they spend more time on the site looking for the information, and leave once they find it. This also suggests that younger individuals will search quickly across multiple pages.

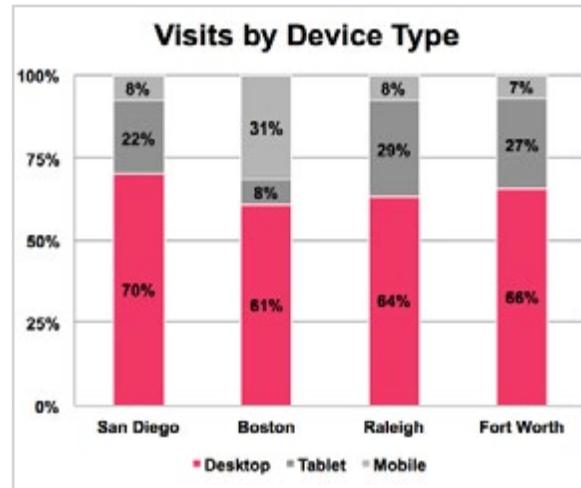


Organized by rate of bounce not by age.

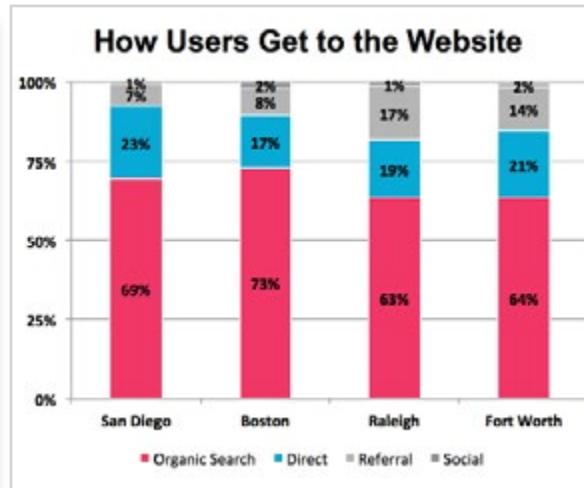
Comparative Cities

Cities had very similar patterns for how users got to their sites; where they entered the site; and the type of equipment or device that they used to access the internet. The data sets provided a glimpse into users' behaviors over the last year, and users' intent over a two month period leading up to this report (February, March).

WHAT DEVICES ARE USER USING TO ACCESS THE WEBSITE?

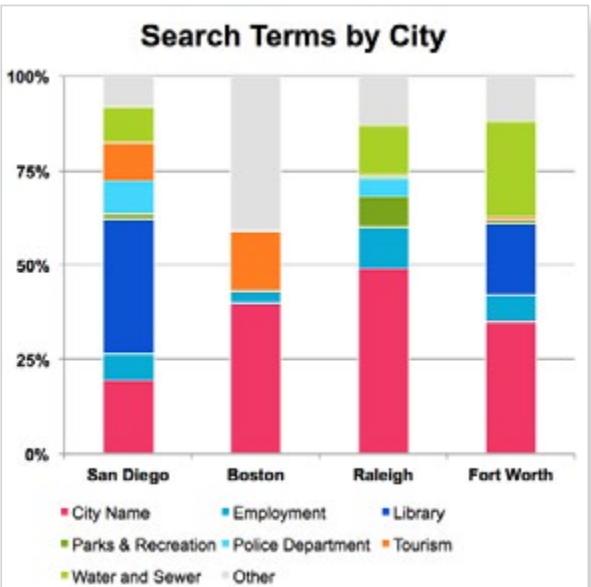


HOW DO USERS GET TO THE WEBSITE?

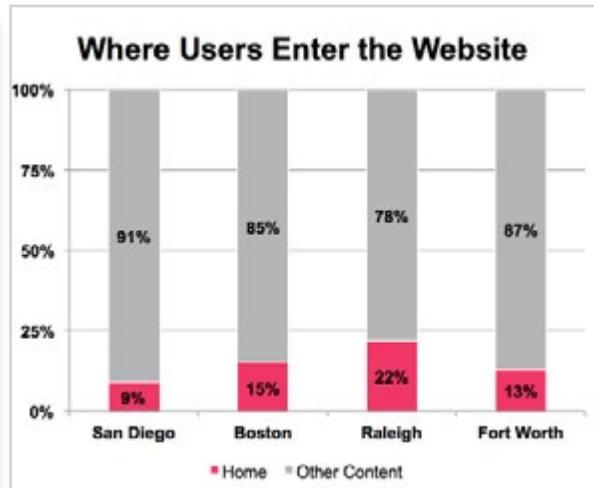


TOP INTERESTS BY CATEGORY

Top 100 search query clicks over 2 months



PERCENT SESSIONS WHERE THE HOMEPAGE IS AN ENTRY PAGE



This chart shows user intent when they search the website, this varies among markets.

DIFFERENCES BETWEEN CITIES:

Search:

- * Seasonality and climate concerns drove search topics for Boston: taxes, snow, snow emergency; and San Diego: drought, water conservation.
- * City initiatives drove search topics for Fort Worth and San Diego.
- * Civic amenities and contextual differences defined differences in search topics in the search patterns.

Mobile Gateways:

Boston.gov highlights the change to web traffic behavior with a mobile first strategy.

- * Boston's mobile friendly website and apps drove a higher mobile rate compared to other cities.

The City can expect desktop usage to remain relatively steady while tablet use will decline as more people turn to the internet they have on hand (mobile) first rather than the more sedentary use of a tablet or desktop.

Minimal differences between technology used to access the site amongst all cities evaluated indicates defined use patterns around specific content or user needs.

Website Gateways:

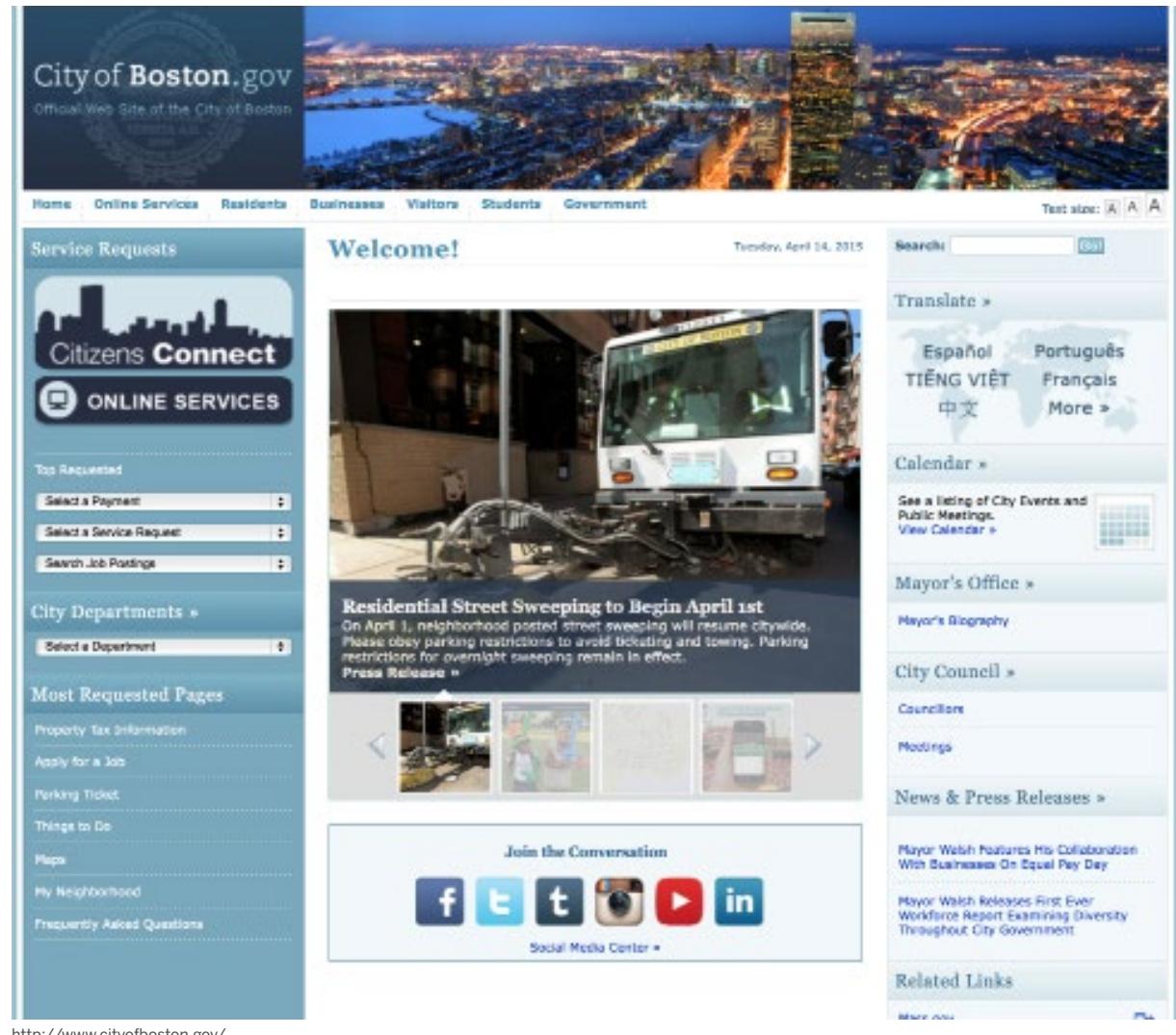
- * Users' primary route to civic sites is through a search engine (organic search). This behavior is evidenced through search terms related to city names.
- * Users didn't stop at the home page (Raleigh had the most users going to their home page first, though it represented under a quarter of users). Civic website users entered at content deep in the site. Meaning, their search included city name + keyword.
- * Note on Organic vs Paid Search: the cities studied did not utilize Paid Search (where a link is displayed at the top of searches as an ad). San Diego's trial of this method was not significant to draw conclusions from

City cultural norms

Cultural expectations and norms for each city drive user behavior and expectations for content on a City's website. Including: expectations of language availability, the known civic amenities such as library, and known geographic concerns including water and snow.

Amenities and initiatives

Website users search patterns were based on known civic amenities and initiatives. Higher than normal search for snow or drought reflected citizen concerns. High usage patterns for public utilities, services and library reflected the public's reliance and engagement with these civic amenities.



The screenshot shows the official website of the City of Boston. The header features the "City of Boston.gov" logo and a night-time aerial view of the city. The main navigation bar includes links for Home, Online Services, Residents, Businesses, Visitors, Students, and Government. A "Service Requests" section on the left allows users to select a payment method, service request, or search job postings. The "Citizens Connect" section includes a "ONLINE SERVICES" button. The central content area displays a "Welcome!" message and a large image of a street sweeper truck. A news banner at the bottom left announces "Residential Street Sweeping to Begin April 1st". The footer contains social media icons for Facebook, Twitter, Tumblr, Instagram, YouTube, and LinkedIn, along with a "Join the Conversation" link and a "Social Media Center". The URL <http://www.cityofboston.gov/> is visible at the bottom.

Boston Massachusetts

*Boston is the capital and largest city of the Commonwealth of Massachusetts in the United States. Boston also serves as county seat of Suffolk County. [Wikipedia]

Weather: 56°F, Wind W at 9 mph, 36%

Humidity

Hotels: 3-star averaging \$220, 5-star averaging \$410.

Local time: Eastern Standard Time

Population: 645,966 (2013)

Universities: Boston University, Boston College, etc.

Points of interest

- * Freedom Trail
- * Fenway Park
- * Museum of Fine Arts, Boston
- * Boston Common
- * Faneuil Hall

* Pulled from Google Search of 'City of'. Accessed: 4/14/15.

Top 100 Search Terms		
Query	Clicks	% of Searches
City	132,120	40%
City Council	10,420	3%
Employment	9,100	3%
Fire Department	3,500	1%
Food Truck	18,500	6%
Neighborhoods	7,420	2%
Parking	41,300	12%
Parks and Recreation	12	0%
Police Department	1,400	0%
Services	3,500	1%
Snow	26,970	8%
Taxes	17,300	5%
Tourism	51,780	16%
Zip Code	7,720	2%
Grand Total	331,042	100%

*Terms combined for ease of use.

Based on top 100 search query clicks in the Boston market over 2 months

This chart shows user intent when they search the website, this varies among markets.

- * City name searches
- * Tourism is a major driver of web searches
- * Snow removal and emergency searches
- * Food trucks—the city has a food truck program
- * Taxes and assessment

Top Pages Viewed by Content Folder (Exclude City Employees)						
Page path level 1	Page views	Unique Page views	Avg. Time on Page	Bounce Rate	% Exit	% of Page views
/foodtrucks/	6,640,665	1,371,465	0:00:10	4.21%	7.00%	23%
/assessing/	4,726,339	3,178,759	0:00:52	19.36%	15.15%	16%
/parking/	1,785,834	1,429,299	0:01:39	16.67%	39.06%	6%
/default.asp	1,658,481	1,270,520	0:00:55	27.86%	29.04%	6%
/visitors/	1,579,943	1,113,233	0:01:18	35.13%	28.14%	5%
/freedomtrail/	845,595	688,580	0:01:23	59.57%	32.90%	3%
/contact/	829,967	694,219	0:01:33	74.15%	47.31%	3%
/isd/	783,488	525,898	0:01:05	29.70%	21.54%	3%
/ohr/	735,126	416,091	0:01:36	31.85%	33.02%	2%
/snow/	673,693	469,515	0:01:44	50.31%	42.73%	2%
Total	29,468,935	17,949,951	0:00:55	35.92%	23.89%	100%

Top Landing Pages (All Website Traffic)

Landing Page	Sessions	% New Sessions	Avg. Session Duration	Bounce Rate	New Users	% Entry Visits
/index.aspx	1,041,567	52.43%	0:03:28	27.84%	546,044	15%
/library/index.aspx	370,531	31.60%	0:02:05	0.90%	117,077	5%
/h2online/index.aspx	348,799	29.28%	0:05:01	6.33%	102,135	5%
/water/index.aspx	307,847	59.64%	0:02:17	4.20%	183,590	4%
/library/info/default.aspx?id=86734	242,460	86.74%	0:03:09	30.20%	210,305	3%
/search?site=default_...	180,575	51.54%	0:02:12	20.91%	93,060	3%
/animals/adoption/index.aspx	150,603	90.62%	0:00:20	89.32%	136,479	2%
/library/branches/index.aspx	124,271	47.37%	0:03:06	31.26%	58,863	2%
/municipalcourt/index.aspx	118,375	34.21%	0:02:14	57.58%	40,493	2%
/animals/index.aspx	116,073	82.31%	0:04:21	24.05%	95,536	2%

* Food trucks and assessing were top pages viewed by Boston.gov website users, indicating interest and external drivers such as advertising or media campaigns and tax time.

<http://fortworthtx.gov>. Accessed: 4/14/15

Fort Worth Texas

*Fort Worth is the 17th-largest city in the United States of America and the fifth-largest city in the state of Texas. [Wikipedia]

Weather: 57°F, Wind W at 5 mph, 83% Humidity

Hotels: 3-star averaging \$120.

Local time: Central Standard Time

Population: 792,727 (2013)

Universities: Texas Christian University, etc

Points of interest

- * Fort Worth Zoo
- * Amon Carter Museum of American Art
- * Modern Art Museum of Fort Worth
- * Kimbell Art Museum
- * Fort Worth Museum of Science and History

Top 100 Search Terms		
Query	Clicks	% of Searches
Airport	115	0%
Animal Shelter	7,790	5%
City	59,894	35%
City Council	1,010	1%
Construction	3,570	2%
Court	2,090	1%
Employment	11,710	7%
Fire Department	2,170	1%
Health Department	262	0%
Library	32,265	19%
News	35	0%
Parks and Recreation	1,352	1%
Police Department	400	0%
Services	3,830	2%
Tourism	1,900	1%
Traffic Cameras	5	0%
Water and Sewer	42,070	25%
Grand Total	170,468	100%

*Terms combined for ease of use.

Based on top 100 search query clicks in the Fort Worth market over 2 months

This chart shows user intent when they search the website, this varies among markets.

- * City name searches
- * Water and sewer, includes water payments
- * Library, including hours; here library searches are fewer than SanDiego.gov The Library.index.aspx is a top landing page similar to San Diego's library.
- * Animal shelter—the city has an ongoing advertising campaign for spade and neutering
- * Construction did not make the chart but featured prominently in the search categories

Top Pages Viewed by Content Folder (All Website Traffic)						
Page path level 1	Page views	Unique Page views	Avg. Time on Page	Bounce Rate	% Exit	% of Page views
/library/	2,669,168	2,183,005	0:02:42	67%	57%	19%
/index.aspx	1,327,840	1,141,316	0:01:30	58%	52%	10%
/h2online/	972,350	830,477	0:02:31	75%	66%	7%
/water/	853,205	713,683	0:00:50	24%	24%	6%
/animals/	746,640	567,919	0:01:37	45%	38%	5%
/municipalcourt/	695,063	480,255	0:01:16	39%	29%	5%
/planninganddevelopment/	640,164	470,001	0:01:18	41%	26%	5%
/solidwaste/	491,364	377,531	0:01:31	56%	43%	4%
/hr/	356,570	233,997	0:01:34	48%	39%	3%
/citynews/	327,972	292,685	0:02:20	75%	61%	2%
Total	13,690,793	10,790,783	0:01:36	56%	43%	100%

Top Pages Viewed by Content Folder (Exclude City Employees)

Page path level 1	Page views	Unique Page views	Avg. Time on Page	Bounce Rate	% Exit	% of Page views
/library/	1,780,980	1,443,018	0:01:44	58.77%	50.38%	16%
/h2online/	952,656	813,947	0:02:27	74.52%	66.02%	8%
/index.aspx	871,576	724,506	0:01:11	46.05%	42.67%	8%
/water/	816,600	684,357	0:00:51	23.72%	24.12%	7%
/animals/	705,225	532,264	0:01:35	44.09%	37.04%	6%
/municipalcourt/	676,777	469,779	0:01:17	39.18%	28.57%	6%
/planninganddevelopment/	626,466	459,499	0:01:24	41.39%	26.94%	6%
/solidwaste/	477,879	367,855	0:01:29	55.21%	42.77%	4%
/pacs/	278,129	200,200	0:01:18	55.21%	38.98%	2%
/hr/	272,989	174,192	0:01:42	52.65%	42.20%	2%
Total	11,387,373	8,889,791	0:01:25	52.17%	40.81%	100%

Top Landing Pages (All Website Traffic)

Landing Page	Sessions	% New Sessions	Avg. Session Duration	Bounce Rate	New Users	% Entry Visits
/index.aspx	978,466	55.70%	0:02:00	58%	544,964	17%
/library/index.aspx	924,201	42.78%	0:02:09	63%	395,357	16%
/h2online/index.aspx	353,508	36.73%	0:01:18	77%	129,857	6%
/water/index.aspx	278,234	42.45%	0:02:01	8%	118,108	5%
/library/info/default.aspx?id=86734	257,129	43.74%	0:02:02	90%	112,460	4%
/search?site=default_...	161,781	4.50%	0:02:43	28%	7,278	3%
/animals/adoption/index.aspx	82,406	56.13%	0:02:58	17%	46,253	1%
/library/branches/index.aspx	76,929	31.20%	0:01:41	55%	24,001	1%
/municipalcourt/index.aspx	74,927	58.98%	0:03:06	24%	44,194	1%
/animals/index.aspx	71,950	48.92%	0:02:47	37%	35,200	1%

<http://www.raleighnc.gov>. Accessed: 4/14/15

Raleigh North Carolina

*Raleigh is the capital of the state of North Carolina as well as the seat of Wake County in the United States. Raleigh is known as the "City of Oaks" for its many oak trees, which line the streets in the heart of the city. [Wikipedia]

Weather: 61°F, Wind NE at 9 mph, 92%

Humidity

Hotels: 3-star averaging \$130, 5-star averaging \$320

Population: 431,746 (2013)

Local time: Eastern Standard Time

Universities: NC State University, etc

Points of interest

- * North Carolina Museum of Natural Sciences
- * Pullen Park
- * PNC Arena
- * Marbles Kids Museum
- * North Carolina State Capitol

* Pulled from Google Search of 'City of'. Accessed: 4/14/15.

Top 100 Search Terms		
Query	Clicks	% of Searches
City	84,710	49%
Construction	1,700	1%
Employment	18,900	11%
Fire	1,300	1%
Mass Transit	4,898	3%
Parks and Recreation	14,318	8%
Police	8,020	5%
Services	4,750	3%
Tourism	1,240	1%
Utilities	9,920	6%
Water and Sewer	22,225	13%
Grand Total	171,981	100%

*Terms combined for ease of use.

Based on top 100 search query clicks in the Raleigh market over 2 months

This chart shows user intent when they search the website, this varies among markets.

- * Similar top page views regardless of city employee exclusion, and the inclusion of /content suggests the website's navigation enables easy use.

Top Pages Viewed by Content Folder (All Website Traffic)						
Page path level 1	Page views	Unique Page views	Avg. Time on Page	Bounce Rate	% Exit	% of Page views
/parks/	2,200,382	1,603,287	0:01:35	53%	38%	17%
/	1,933,542	1,444,439	0:02:20	41%	40%	15%
/home/	1,857,592	1,539,977	0:02:22	66%	55%	14%
/services/	1,794,861	1,379,508	0:01:50	55%	48%	14%
/content/	1,106,730	783,346	0:00:27	28%	5%	9%
/employment	697,498	485,971	0:02:24	67%	55%	5%
/business/	602,186	464,463	0:02:30	54%	42%	5%
/safety/	312,364	243,230	0:01:44	64%	47%	2%
/search?client=COR_WEB&proxstylesheet=COR_WEB&site=portalprd	278,190	242,484	0:02:35	63%	60%	2%
/employment/	194,407	170,822	0:01:11	75%	25%	2%
Total	12,892,408	9,791,621	0:01:40	54%	39%	100%

Top Pages Viewed by Content Folder (Exclude City Employees)

/parks/	2,155,667	1,581,817	0:01:35	53.43%	38.07%	18%
/services/	1,782,202	1,374,754	0:01:48	55.08%	48.62%	15%
/home/	1,768,950	1,471,855	0:02:12	66.51%	55.42%	15%
/	1,497,558	1,154,830	0:01:45	36.74%	35.99%	12%
/content/	1,114,354	767,209	0:00:29	27.34%	5.70%	9%
/employment	644,344	447,677	0:02:22	66.14%	55.46%	5%
/business/	564,789	440,404	0:02:39	54.06%	42.65%	5%
/safety/	310,265	240,594	0:01:52	63.24%	47.41%	3%
/search?client=COR...	260,462	228,574	0:02:19	63.24%	60.91%	2%
/employment/	180,189	158,163	0:01:11	76.12%	27.07%	1%
Total	12,100,546	9,244,648	0:01:33	53.26%	39.39%	100%

Top Landing Pages (All Website Traffic)

Landing Page	Sessions	% New Sessions	Avg. Session Duration	Bounce Rate	New Users	% Entry Visits
/	1,353,265	32.99%	0:03:17	41%	446,396	27%
/employment	323,170	37.60%	0:01:56	66%	121,518	6%
/home/content/FinUtilityBilling/Articles/UtilityPayments.html	238,530	39.24%	0:00:50	81%	93,591	5%
/search?client=COR...	201,130	64.01%	0:01:55	63%	128,750	4%
/parks/content/ParksRec/Articles/Parks/Pullen.html	133,263	61.98%	0:02:05	61%	82,594	3%
/services/content/PWksTransit/Articles/CATBusRoutes.html	120,250	43.83%	0:03:39	21%	52,710	2%
/services/content/FinUtilityBilling/Articles/UtilityPayments.html	118,353	32.26%	0:00:51	84%	38,184	2%

City of San Diego Official Website [SanDiego.gov]
Information Architecture Report, a Competitive and
Heuristic Analysis

Information Architecture a Competitive & Heuristic Analysis

- 28** Overview
- 29** Key Findings
- 31** Navigation & Content Comparisons
- 36** Heuristic Analyses
- 51** Review of Mobile Sites

Sites Reviewed:

- * City of San Diego
- * City of Phoenix
- * City of Austin
- * Washington, D.C.
- * City of New York
- * City of Los Angeles
- * Copenhagen visitor site
- * State of Hawaii
- * United Kingdom

Overview

Introduction

This chapter comprises a heuristic analysis, comparison of navigation and content of the current SanDiego.gov and eight other similar websites. For the SanDiego.gov website Hopscotch Labs analyzed in depth the issues that affect usability. For the other sites the team compiled high-level insights, observations, and pitfalls to avoid that can be useful during the redesign of SanDiego.gov.

Methods

A **heuristic analysis** is a method that helps to identify usability problems in user experience design. It examines the interface and judges its compliance with recognized usability principles (the "heuristics"). This analysis focused on ten key heuristics to determine that the content is:

- * Findable,
- * Accessible,
- * Clear,
- * Communicative,
- * Useful,
- * Credible,
- * Controllable,
- * Valuable,
- * Learnable,
- * Delightful.

For each of the sites reviewed the team looked at the home page and several representative pages. For San Diego the websites was reviewed and analyzed in depth.

The **comparison of navigation and content** revealed how the navigation and content of the sites relate or differ from each other. It showed how the contents of the sections related as well.

Next steps

Using this information, site analytics and the result of citizen interviews we will propose an information architecture for the new site that best meets the City's business goals and the needs of citizens and other visitors.

Key Findings Heuristics Analysis

General Insights

Overall, many .gov websites are similar in look, feel and tone. However content strategy for these sites diverges for where and how content is positioned.

- * Most city government sites are generic with very little local flavor.
- * Generally speaking most cities lavish more attention to their sites aimed at visitors than they do on their .gov site. These visitor sites tend to have a clearer navigation structure, better information architecture and more polished visual design.
- * If visitor/tourist information is located offsite there provide a clear call to action to get there; and a clear indication that users are going to another site.
- * Navigation and site structure are generally organized as the government is organized rather than how the user may see things.
- * Many of the sites (e.g. [DC.gov](#), [NYC.gov](#) and [visit Copenhagen](#)) use clear natural language rather than complex or often internal terms and jargon.
- * Recent site updates prove that government websites do not need to be dull or confusing as evidenced by the [Gov.uk](#), [USA.gov](#) and the Consumer Financial Protection Bureau.

SanDiego.gov Heuristics

Findable: The site is very large containing 1,889 pages, it also runs very deep with content five or more levels down.

Accessible: The site is not optimized for mobile or tablet usage. Note, the site was not reviewed for compliance with ADA regulation. The redesign should make every effort to comply.

Clear: Much of the language used is internal language and jargon containing acronyms limiting clarity.

Communicative: The status and location of the user is obvious due to complete breadcrumbs, and current section being highlighted. Main navigation elements become department navigation, and the user's ability to navigate back to the homepage and to other departments is hindered.

Useful: While the content is useful, the lack of clear language and content hierarchy hinders its usability.

Credible: Design is not appropriate to context of use and audience.

Controllable: Verbose language makes it difficult to find information and accomplish tasks. The site is not responsive or optimized for mobile, tablet or large screens.

Sites reviewed

* hopscotch labs



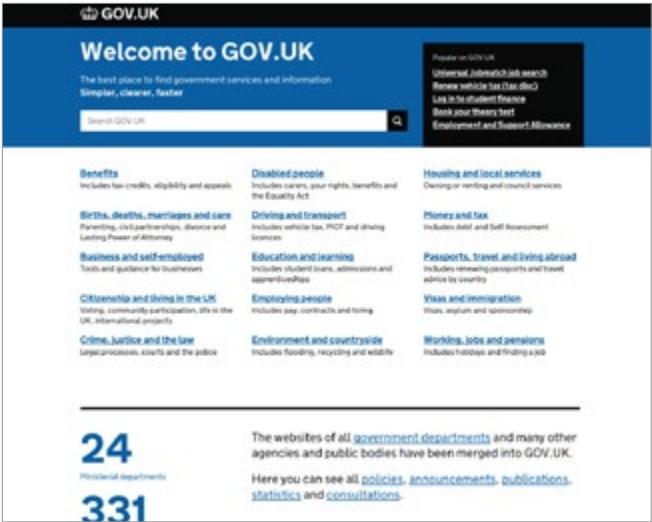
San Diego



Phoenix



New York City



United Kingdom



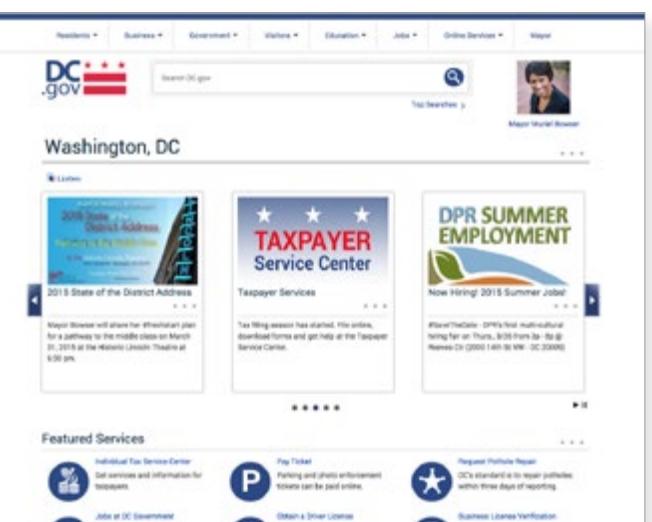
Austin



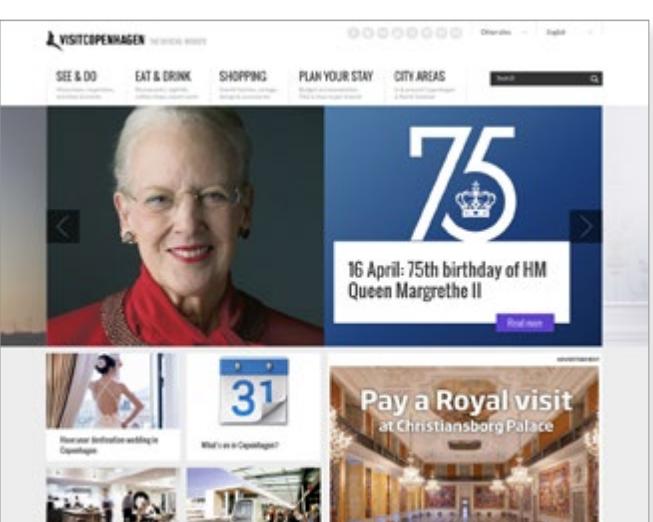
Los Angeles



Hawaii



Washington, DC



Copenhagen

Navigation & Content Comparisons

Comparison of main navigation of city government sites

INSIGHTS

- * San Diego has one of the largest number of main sections
- * Phoenix and Austin do a nice job of chunking information to easily scan groups of information.
- * Phoenix can be considered the best in class with the main navigation limited to the three audiences: residents, businesses and visitors. It does a good job of calling out frequently used actionable content such as "Pay it."
- * New York City's main navigation seems disjointed when considered without the rest of the site for context.

San Diego	Home	Business	City Hall	Community	Information	Leisure	Services A-Z	Visiting
-----------	------	----------	-----------	-----------	-------------	---------	--------------	----------

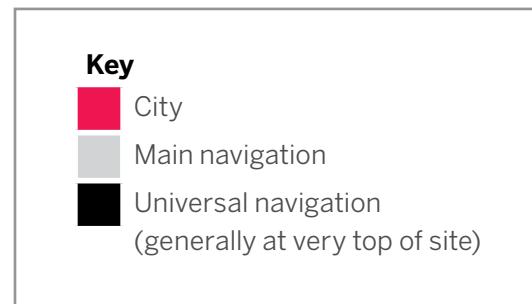
Phoenix	Report It	Map It	Pay It	Request City Service	Find Public Records
Phoenix	Living in Phoenix	Doing Business in Phoenix	Visiting Phoenix		

Austin	Pay Online	Services	Calendar	Media	Departments	3-1-1	Translate
Austin	Resident	Business	Development	Government	Environment		

Washington DC	Residents	Business	Government	Visitors	Education	Jobs	Online Services	Mayor
---------------	-----------	----------	------------	----------	-----------	------	-----------------	-------

New York City	NYC Resources	311	Office of the Mayor	Events	Connect	Jobs
---------------	---------------	-----	---------------------	--------	---------	------

Los Angeles	Submit Feedback	City Directory	LA weather	Traffic Info
Los Angeles	Home	City Government	For Residents	For Businesses



Comparison of content by section: Business

INSIGHTS

- * San Diego has one of the longest list of subtopics.
- * Most common section overall is Start/Grow a Business.
- * Permits/licenses/taxes/payments are treated very differently across the board.
- * Washington DC, uses clear natural language to its advantage.

San Diego	Phoenix	Austin	Washington DC	New York	Los Angeles
Business	Doing Business in Phoenix	Business	Business	Business	For Businesses
Buy/Lease Public Property	Community Profile	Doing Business	Start a Business	Start a Business	Business Improvement Districts
Start and Grow Your Business	Vendor Help Center	Starting Out	Grow and Maintain a Business	Find a Business Regulation	Business Assistance
City Permits You Might Need	Contracting With The City	City Contracts	Dissolve a Business	Check a Status or Make a Payment	Construction References & Resources
City Projects in Your Community Capital	Management Technical Assistance Program	Small Business Centers	Contracts and Procurement	Business Assistance	Business Opportunities with the City
Green Your Business	Office Of Customer Advocacy (OCA)	Special Events	Small Business Resource Center	Consumer Assistance	Business Tax, Registration, and License
Licenses and Taxes	Transaction Privilege And Sales Tax Information	Nonprofits	Economic Development and Planning	Employment	Hiring and Employment Services
Partnership and Donation Opportunities	Small And Disadvantaged Business Enterprise (SDBE) Program	Green Resources	Environment and Sustainability	Finances	Permits, Licenses, and Inspections
Business Payments	Development Online Services And Permitting		Permits, Licenses and Certifications		Planning and Zoning
Public Notices and Information	License Services		Science, Technology and Innovation		Event Venues
Regional Partners			Taxpayer Service Center		Volunteer Opportunities

Comparison of content by section: Residents

INSIGHTS

- * San Diego: the term "Community" is unusual, most cities use residents.
- * San Diego has the longest list of subtopics
- * Austin and Washington DC use clear descriptions of subcategories

* New York does not have a section for residents. See analysis of [New York](#) for further discussion.

San Diego	Phoenix	Austin	Washington DC	New York*	Los Angeles
Community	Living in Phoenix	Resident	Residents		For Residents
Basic Neighborhood Services	Mayor & City Council	Household	New Resident Resources		Animal Services
Capital Improvement Projects	Paying Your City Services Bill	Neighborhoods	Public Works, Sanitation and Utilities		Consumer Advocacy
Charitable Donations	Trash & Recycling	Health	Social Services		Customer Service
Children and Youth	Police	Public Safety	Transportation and Motor Vehicles		Education And Personal Development
City Cemetery	Fire	Arts and Leisure	Public Safety		Environmental Services
Community Services	Jobs & Volunteering	Environmental	Emergency Preparedness		Public Safety And Emergency Services
Office of ADA Compliance and Accessibility	Parks	Transportation	Health and Human Services		Fraud/Violation Reporting
Homeowner and Landlords		City of Austin			Health & Human Services
Housing					Housing
Libraries					Information, Records & Archives
Planning					Recreation
Public Schools					Public Infrastructure & Landscape
Public Transportation					Sanitation & Recycling
Recreation					Transportation & Parking
Recycling					Utilities
Safety					Volunteer Opportunities
Street Maintenance					
Trash Disposal					

Comparison of content by section: Visiting

INSIGHTS

- * San Diego: is the term "professional" before sports teams necessary?
- * Phoenix & Washington use clear concise language
- * Parks, beaches are missing from San Diego

* Austin & New York do not have a section for visitors.

San Diego	Phoenix	Austin*	Washington DC	New York*	Los Angeles
Visiting	Visiting Phoenix		Visitors		For Visitors
Airports and Transportation	Hiking & Trails		Arts and Culture		Official Tourism Website
Animal Attractions	Things to Do		Getting Around the District		Art & Culture
Concert Halls and Theaters	History of the City		History & Tourism		Event Venues
Cruise Ship Services	Moving to Phoenix		Media and Communications		El Pueblo Historical Monument
Historical Sites	Golf		Sports, Parks and Recreation		Marine Aquarium
Museums			Tours Travel & Accommodations		Zoo
Professional Sporting Events					Museums & Exhibits
Public Transportation					Parks, Gardens, & Beaches
					Tours
					Transportation And Parking
					Airport Services

Heuristic Analyses

The screenshot shows the City of San Diego homepage with a red border around the entire page. The layout is divided into 12 numbered sections:

1. Logo and skyline banner.
2. Main navigation menu: HOME, BUSINESS, CITY HALL, COMMUNITY, DEPARTMENTS, INFORMATION, LEISURE, SERVICES A-Z, VISITING, and SEARCH.
3. Most Requested Links: Public Library, Employment Opportunities, Police Department, Public Utilities Customer Service, Park and Recreation, Parking Citations, Development Services, San Diego Beaches, Municipal Code, Fire-Rescue Department.
4. Video player showing Mayor Kevin L. Faulconer's State of the City Address.
5. Mayor Kevin L. Faulconer's portrait.
6. Open Government section.
7. City Council, City Clerk, City Attorney, Personnel, City Auditor, Independent Budget Analyst buttons.
8. Access Online Services button.
9. Citizen Services Directory, Sign Up for Alert San Diego, Investor Information buttons.
10. Get Information, Report a Pothole, Public Works Contracting Opportunities, Volunteer Service, City Auditor Fraud, Waste, & Abuse Hotline, Unclaimed Monies buttons.
11. Citywide News section with a news item about Mayor Faulconer's announcement to fix 1,000 miles of streets.
12. CityTV programming section with a video player showing Mayor Faulconer's statement on stadium advisory group's decision.

This screenshot shows the same City of San Diego homepage layout as the first one, but with different content in the numbered sections:

1. Logo and skyline banner.
2. Main navigation menu: HOME, BUSINESS, CITY HALL, COMMUNITY, DEPARTMENTS, INFORMATION, LEISURE, SERVICES A-Z, VISITING, and SEARCH.
3. Most Requested Links: Public Library, Employment Opportunities, Police Department, Public Utilities Customer Service, Park and Recreation, Parking Citations, Development Services, San Diego Beaches, Municipal Code, Fire-Rescue Department.
4. Video player showing Mayor Kevin L. Faulconer's State of the City Address.
5. Mayor Kevin L. Faulconer's portrait.
6. Open Government section.
7. City Council, City Clerk, City Attorney, Personnel, City Auditor, Independent Budget Analyst buttons.
8. Access Online Services button.
9. Citizen Services Directory, Sign Up for Alert San Diego, Investor Information buttons.
10. Get Information, Report a Pothole, Public Works Contracting Opportunities, Volunteer Service, City Auditor Fraud, Waste, & Abuse Hotline, Unclaimed Monies buttons.
11. Citywide News section with a news item about Mayor Faulconer's statement on stadium advisory group's decision.
12. CityTV programming section with a video player showing Mayor Faulconer's statement on stadium advisory group's decision.

ANALYSIS

① Limited Scanability

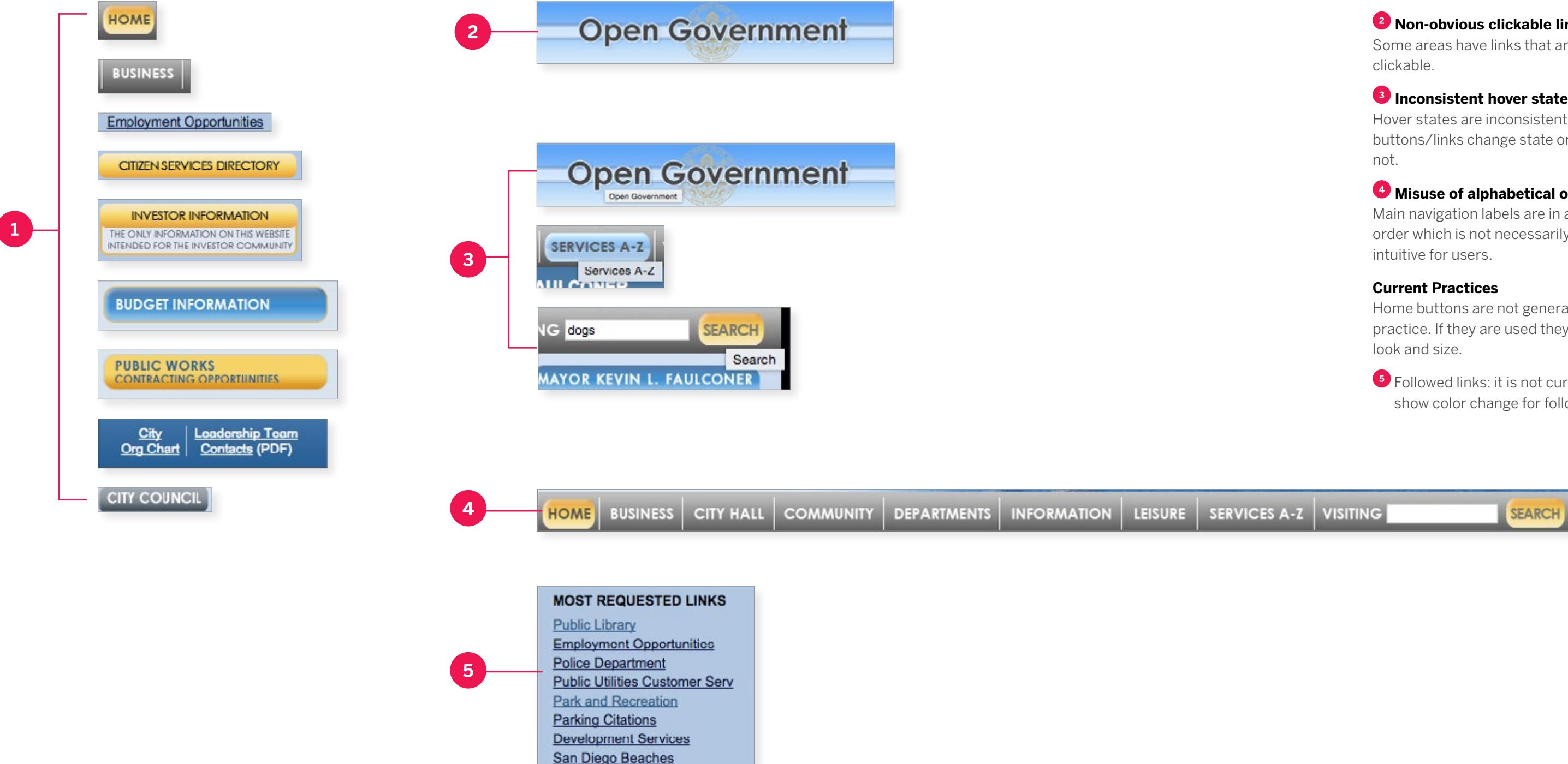
The home page is divided into 12 areas, making it difficult for users to scan the page easily.

No Type Hierarchy

The site does not effectively use type style, size, placement, or color to reveal the hierarchy of content.

② No Page Grid

The page grid is inconsistent making it difficult for users to understand the organization of the page.

**ANALYSIS****1 Button inconsistency**

There are at least eight different styles of buttons and links making it confusing to understand what is clickable and what is most important.

2 Non-obvious clickable links

Some areas have links that are not obviously clickable.

3 Inconsistent hover states

Hover states are inconsistent, some buttons/links change state on hover, others do not.

4 Misuse of alphabetical order in navigation

Main navigation labels are in alphabetical order which is not necessarily the best or most intuitive for users.

Current Practices

Home buttons are not generally used in current practice. If they are used they are minimized in look and size.

5 Followed links: it is not current practice to show color change for followed links.

The diagram illustrates the information architecture of the City of San Diego website, identifying four key areas for improvement:

- Poor Positioning (Issue 1):** A red box highlights the proximity of the "VISITING" button and the search bar, suggesting they are grouped together despite being separate functions.
- Grouping confusion (Issue 2):** A red box highlights the "STAY CONNECTED" section, which includes links to social media and a sign-up form for email updates, grouping them together.
- Text to image ratio (Issue 3):** A red box highlights the "Open Government" page, which contains a large amount of text about the State of the City Address without much imagery.
- Point of View (Issue 4):** A red box highlights the "Park & Recreation" page, which lists "MOUNT HOPE CEMETERY" under the "PARK USE AVAILABILITY" section, despite the cemetery being managed by a different department.

ANALYSIS

1 Poor Positioning

The proximity of the “visiting” button and the search box make them seem as though they are one thing.

2 Grouping confusion

It is not clear if this is a related group of content or if it's a catchall for unrelated information.

3 Text to image ratio

Currently there is a great deal of text on the home page and very little imagery. In fact, two of the three photos show the same person.

4 Point of View

Content is organized from an internal point of view. While the cemetery may be managed by the department of Parks & Recreation, visitors would not expect to find the cemetery listed with parks.

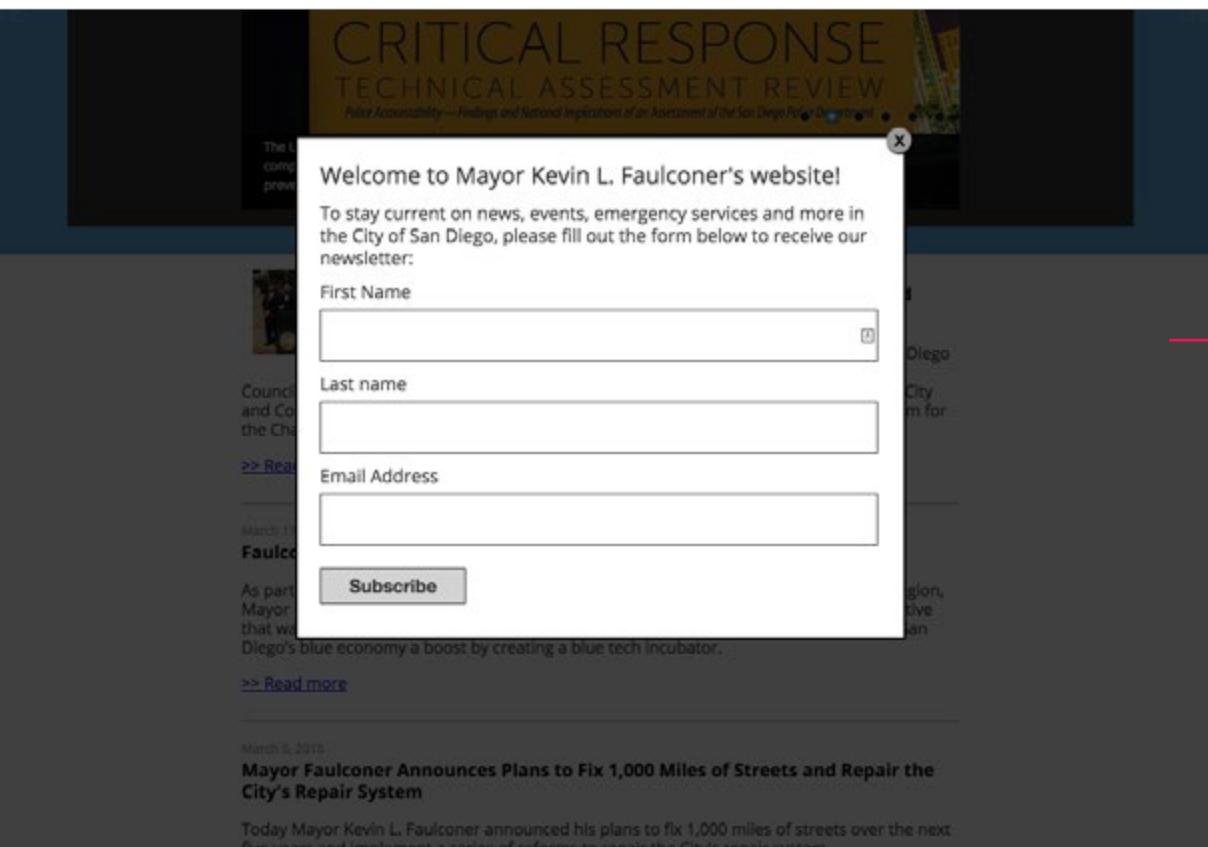
ANALYSIS

① No method to return

Links occasionally take users to micro sites with no clear method to return to the main site.

② Visitor Engagement

This is a good method to engage citizens. It interrupts the user's intention. However, it should be coded to not pop up for a second-time visitor.



The screenshot shows the City of Phoenix website homepage. At the top, there's a dark blue header with the City of Phoenix logo and a search bar. To the right of the search bar is a 'menu' icon. In the center of the header, there's a badge stating 'Highest S&P Credit Rating of 6 Largest U.S. Cities' with a 'AA+' rating. Below the header is a large banner featuring an American flag and a sunburst graphic. Overlaid on the banner are several navigation links: 'Report It', 'Map It', 'Pay It', 'Request City Service', 'Find Public Records', 'Living in Phoenix' (highlighted in blue), 'Doing Business in Phoenix' (highlighted in green), and 'Visiting Phoenix' (highlighted in orange). Below the banner is a grid of links: 'Mayor & City Council', 'Pay Your City Services Bill', 'Police', 'Jobs & Volunteering'; 'Departments', 'Trash & Recycling', 'Fire', and 'Parks'. A 'More for Residents >' link is located at the bottom right of this section.

1

1

Services for Business

2

The city has a wealth of programs and activities to assist b
commercial development review process, how to do busin
enterprise businesses, and privilege and sales tax informa
If you are looking for something not listed here, please use

- **COMMUNITY PROFILE**
Learn all the facts about how Phoenix is HOT for bu
- **VENDOR HELP CENTER**
Interested in becoming a city vendor? Get informat
- **CONTRACTING WITH THE CITY**
Phoenix offers many opportunities for private contr
contracting opportunities, vendor qualifications, pr

What's Happening in Phoenix



Head Start Recruitment Now Open

The Human Services Department is celebrating the 50th anniversary of
the program and is now recruiting children for the 2015-16 school year.

[More >](#)

City Business

- [This Week's Meetings >](#)
- [Budget/Financial Information >](#)
- [City Checkbook >](#)
- [Proposed Taxes & Fees >](#)

News Events

- March 27, 2015**
Phoenix Planned Major Street
Restrictions – Updated March 27
[More >](#)
- March 27, 2015**
César Chávez Holiday Notice
[More >](#)
- March 27, 2015**
Yazamo Digital Marketing Agency
Moves to Downtown Phoenix
[More >](#)
- March 26, 2015**
@Central Gallery Exhibits Mixed
Media Works By Pat Scheurich
[More >](#)

Connect With Us



OBSERVATIONS

Overall, clear friendly design is easy to scan.

- 1 Two-tiered navigation is nice, it separates most required actions e.g. "pay it" from audience-based navigation, e.g. "Living in Phoenix."
- 2 Short descriptive text is a good method to clarify what is in each subsection.

PITFALLS

- 3 The navigation breaks down on further examination. Categories "Living," "Doing Business," and "Visiting" do not appear on internal pages. Drop down navigation uses different categories. Hamburger menu is confusing with hard to understand logic.

The screenshot shows a dropdown menu for 'Residents' on the City of Phoenix website. The menu items include 'Residents', 'Businesses', 'Visitors', 'Public Safety', 'Transportation', 'Culture & Recreation', 'Employment', 'Sustainability', 'Mayor/City Council', and 'City Government'. A red bracket labeled '3' points from the 'Residents' link on the main navigation to this dropdown menu.

The screenshot shows a dropdown menu for 'Home' on the City of Phoenix website. The menu items include 'Why Phoenix', 'Operating a Business', 'Development in Phoenix', 'Living in Phoenix', 'How the City Can Help', 'Contracting With the City', 'Zoning', 'Grants and Funding', 'Permits', and 'Additional Resources'. A red bracket labeled '3' points from the 'Home' link on the main navigation to this dropdown menu.

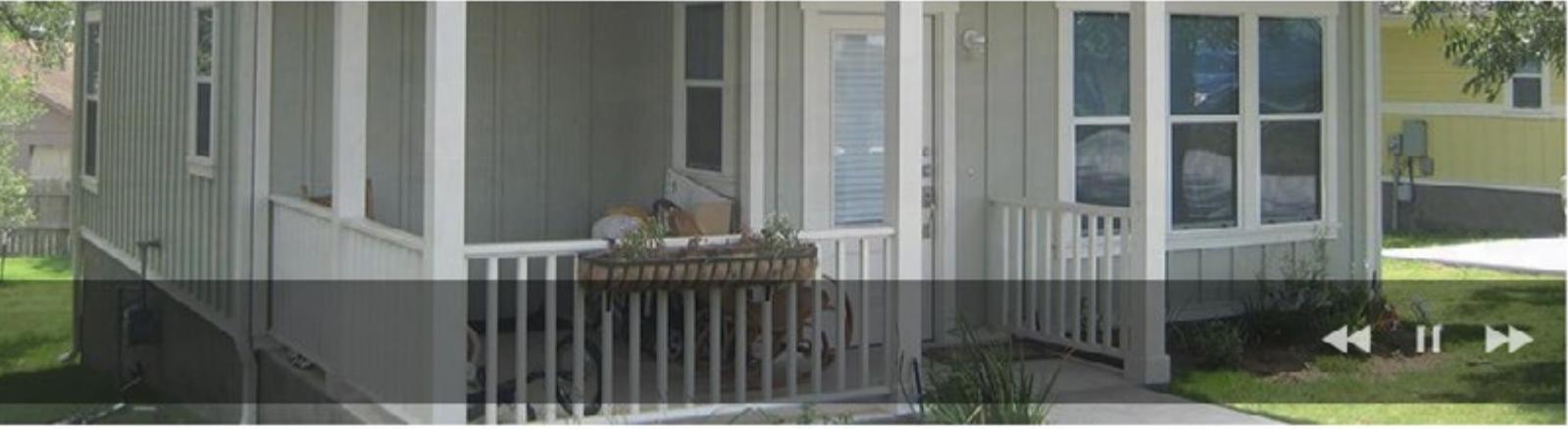
AUSTINTEXAS.GOV | AIRPORT | LIBRARY | AUSTIN ENERGY | AUSTIN WATER | CONVENTION CENTER | VISITORS BUREAU | OPEN GOVERNMENT

austintexas.gov
the official website of the City of Austin

Pay Online Services Calendar Media Departments 3-1-1 Translate

Resident Business Development Government Environment

Household Neighborhoods Health Public Safety Arts and Leisure Environmental Transportation City of Austin



Explore your city... SEARCH

Advanced Search I Need To... Select a Service Departments

RESIDENT HEADLINES

- ★ City announces Traffic Congestion Action Plan
Plan will assure smoother traffic flow within existing roadway network.
- ★ Austin/Travis County Ranks Among Healthiest Texas Counties
Ranked on 30 factors including smoking, physical activity, healthy foods
- ★ Council Seeks Municipal Civil Service Commission Applicants
Application deadline April 22
- ★ Local artists invited to submit proposals for TEMPO 2015
Multiple commissions for temporary artworks will be awarded

See All News

LOOKING AHEAD

Mar 30 MON	Joint Meeting... 6:00 pm	★ Austin ranked #1 U.S. city for wildlife
Mar 30 MON	Joint Meeting... 6:00 pm	★ Austin ranked #1 City worldwide for tech industry
Mar 31 TUE	Austin City Council - Work Session 9:00 am	★ Austin's Complete Streets Policy leads the nation
Mar 31 TUE	How to Get Investors for Your Small Business 9:00 am to 11:00 am	★ City Receives EPA grant for Burnet-Anderson Corridor planning

View All

BEST MANAGED CITY

- ★ Dolores Gonzalez Receives Martha Arbuckle Meritorious Service Award

FEATURED INITIATIVES

CONNECT WITH THE CITY

- ★ Media Contacts
- ★ Social Media

CITYVIEW

PLAYLIST | 1 / 158 March 27, 2015 CityView

COUNCIL MESSAGE BOARD

INSIGHTS

- * Natural language makes it easy to navigate the website.
- * Clean, clear layout allow scanability & findability.

OBSERVATIONS

- 1 Select a service/I need to/Departments: is a good way to find/browse content.

PITFALLS

- * Site design is very generic; it does not visually describe Austin, TX.

2 Search and navigation

This area is confusing, Search (and advanced search) are too close to the Select a service/I need to/Departments making it seem like they are part of the same thing.

CITY SERVICES

Easily navigate to where you need to go by clicking below.

Select a Service
I Need To...
311

CITY SERVICES

Easily navigate to where you need to go by clicking below.

Select a Service
 I Need To...
 File a complaint against a police officer
 File a court case
 File a police report
 File a public information request
 Find a fire station
 Find a pool schedule
 Find parking information
 Get a birth or death certificate
 Get a police report
 Get immunizations
 Get tested for tuberculosis
 Install a car seat safely
 Put in a 3-1-1 Request
 Receive a fire inspection and smoke alarm installation
 Report a smoking violation
 Review requirements for Swimming Pools
 Schedule a Home Fire Inspection and Smoke Alarm Installation
 Search for a registered sex offender
 Search for an active warrant

1

3 Page inconsistencies

Select a service/I need to/Departments: is inconsistent from home page to interior pages with different layout, different order of content and different language.

DC.gov

Residents ▾ Business ▾ Government ▾ Visitors ▾ Education ▾ Jobs ▾ Online Services ▾ Mayor

Search DC.gov

Top Searches >

Mayor Muriel Bowser

1

Washington, DC

Listen

MAYOR MURIEL BOWSER's 2015 State of the District Address Pathway to the Middle Class at the Historic Lincoln Theatre 124 U Street NW - Washington, DC 20009 Tuesday, March 31st, 2015 from 6pm to 8pm

2015 State of the District Address

Mayor Bowser will share her #freshstart plan for a pathway to the middle class on March 31, 2015 at the Historic Lincoln Theatre at 6:30 pm.

TAXPAYER Service Center

Taxpayer Services

Tax filing season has started. File online, download forms and get help at the Taxpayer Service Center.

DPR SUMMER EMPLOYMENT

Now Hiring! 2015 Summer Jobs!

#SaveTheDate - DPR's first multi-cultural hiring fair on Thurs., 3/26 from 3p - 8p @ Reeves Ctr (2000 14th St NW - DC 20009)

3

4

5

6

Featured Services

- Individual Tax Service Center
- Pay Ticket
- Request Pothole Repair
- Jobs at DC Government
- Obtain a Driver License
- Business License Verification

More Services >

Highlights

Report a Pothole

District News Events Alerts



INSIGHTS

- * Clear design, with strong hierarchy makes it easy to navigate.
- * Good use of clean design and natural language.
- * Incorporation of District flag connects site design to the District.

OBSERVATIONS

- 1 Limited but prominent placement of Mayor is nice. Often corporate and political sites over use images of the head of government.
- 2 Drop-down navigation enables users to explore a section without clicking through.
- 3 About the site page reveals methodology behind site design
- 4 Accessibility: interesting that most pages give the option to hear audio version.
- 5 Events listings are handled well to engage users.

PITFALLS

- 6 Stars from flag when used small and gray could be confused for ratings.

Business ▾ Government ▾ Visitors ▾ Education ▾ Jobs ▾

Start a Business

Economic Development and Planning

Grow and Maintain a Business

Environment and Sustainability

Dissolve a Business

Permits, Licenses and Certifications

Contracts and Procurement

Science, Technology and Innovation

Small Business Resource Center

Taxpayer Service Center

2

About the District Government Website

DC.Gov is the official web portal for District government information and services. 100 websites for District government agencies and topics ranging from sustainable

DC.Gov's annual traffic is higher than many comparable population-sized municipi 2013 (an increase of nearly a million visitors and 2.5 million visits over 2012). Visit visitors from the US and abroad.

The District's unique governmental status requires websites that address state, co applications (30 alone for DMV) and more than 170 online forms making it easier f

The portal reflects a strong commitment to transparency, open government, the in technology to serve the local residents of the District, such as the use of an op

Redesign of DC.Gov Website

In response to requests from the public and from District agencies, the District of C earlier versions of the website were repeat award winners but they looked simplisti

Drupal Content Management System

3

Listen

4

5

6

District News Events Alerts

31 MAR Mayor Bowser's State of the District Address Read the Mayor's text as prepared for delivery.

31 MAR Mayor Bowser Announces Partnership to Create Year-Long Internships for 100 Participants in the Boys and Men of Color Initiative Participating young men will take part in internships with local

30 MAR Mayor Bowser Announces Initiatives to Foster Economic Opportunity, Support Small Business Growth Initiatives are aimed at affordable housing, small and local businesses and job opportunities.

27 MAR District Releases Results of Common Lottery System The lottery matched students with DCPS and public charter schools.

26 MAR Mayor Bowser Opens Transitional Home for Young Adults Wayne Place will be home for up to 44 young people at a time.

More News >

The screenshot shows the City of New York homepage. At the top, there's a banner for NYCgo.com with a link to translate the page. Below the banner is the NYC logo and navigation links for Home, NYC Resources, 311, Office of the Mayor, Events, Connect, and Jobs. A search bar is also present. On the left, there's a sidebar with service status updates: Alternate Side Parking IN EFFECT (red), Garbage and Recycling ON SCHEDULE (green), and Schools OPEN (blue). The main content area features a large image of Mayor de Blasio speaking at a podium. A news headline reads "Mayor de Blasio Provides Update on Building Collapse in the East Village" with a timestamp of MAR 27, 2015. To the right of the headline is a "RELATED LINKS" section with two links: "Mayor de Blasio Provides Update on Building Collapse in the East Village" and "Read the Inter-Agency Update on East Village Explosion and Building Collapse". Below the headline is a Spanish translation of the update.

This screenshot shows the 311 service page. On the left, there's a yellow sidebar with options: Make a Complaint, Check Status, Make a Payment, My Neighborhood, and Download 311 App. The main content area has a grid of service categories: Business, Civic Services, Culture & Recreation, Education, Environment, Health, Housing & Development, Public Safety, Social Services, and Transportation. To the right of the grid is a video player showing a building with a play button over it. Below the video is a summary of the day's news: "City Scoop: Mar. 27" with the text "Renewal Schools; Security Enhancements; NYC Teen Text". At the bottom is a "VIEW MORE VIDEOS" button.

This screenshot shows a dropdown menu titled "Select a payment from the dropdown." It lists various payment types: Select one..., Parking Ticket, Speed Camera, Bus Lane Camera, Red Light Camera, Birth Certificate, Property Tax, ECB Violation, Parking Card, Dog License, Water & Sewer Bill, Death Certificate, and Other. The "Select one..." option is currently highlighted.

INSIGHTS

- * The site is designed for residents, the term "Resident" doesn't appear, services are broken down into departments.

OBSERVATIONS

- 1 Clear call to action for visitor site.
- 2 Primary list of services seems more functional than secondary list (5).
- 3 Today is a good feature which quickly provides status of essential services.
- 4 311 contains frequently requested services. Interface is very usable.
- 5 Home icon is useful, small and unobtrusive.

PITFALLS

- 5 Secondary navigation does not appear on all interior pages

1

2

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OBSERVATIONS**Color blocking**

- 1** Good use of variation in color.
- 3** Expansion of "Today" provides more crucial information such as the subway services status (n.b. The subway system is not run by the City of New York but it is included here where residents and visitors might look), Upcoming holidays, and city-wide alerts.
- 4** Collection of all social media channels in one place is great for citizen engagement and transparency.

PITFALLS

- 2** The usefulness of "Top Requests" limited by its placement on the very bottom of the page.

The City of Los Angeles website homepage features a large, prominent image of palm trees and the iconic Hollywood sign in the background. The navigation bar at the top includes links for HOME, CITY GOVERNMENT, FOR RESIDENTS, FOR BUSINESSES, FOR VISITORS, FOR JOB SEEKERS, and 311 DIRECTORY & ONLINE SERVICES. A search bar and weather information (65°F Downtown) are also present. Below the main image, there are several news and event cards. A red circle labeled '1' points to one of these cards, which displays a video thumbnail and text about a BPW meeting. Another red circle labeled '2' points to a separate section showing four smaller images of the city's landmarks: the Port of Los Angeles, LAX airport, City Hall, and a bridge at night. A red circle labeled '3' points to the right sidebar, which lists various city services and departments.

OBSERVATIONS

- 1 Nice use of photography.

PITFALLS

- 2 The clean design and use of bold photography is destroyed by the placement of additional text and photographic elements on top of the large images.
- 3 Internal pages have a poor hierarchical structure. It is hard to understand that list on the right side of the page is the sub-navigation.

The Visit Copenhagen website features a prominent banner for the 75th birthday of HM Queen Margrethe II on April 16th. The banner includes a large '75' logo with a crown, a portrait of the queen, and a 'Read more' button. Below the banner, there are several sections: 'SEE & DO' (Attractions, inspiration, activities & events), 'EAT & DRINK' (Restaurants, nightlife, coffee shops, sweet tooth), 'SHOPPING' (Danish fashion, vintage, design & accessories), 'PLAN YOUR STAY' (Budget accommodation, FAQ & how to get around), and 'CITY AREAS' (In & around Copenhagen & North Sealand). A search bar is located at the top right. The footer contains links for 'Michelin-starred restaurants' and 'How to get around in Copenhagen'.

This page provides a map of Copenhagen's city areas, including Nørrebro, Østerbro, Indre By, Vesterbro, Valby, Frederiksberg, Sønderbro, Ørestad, and Amager. It also lists various attractions such as Tivoli Gardens, Nyhavn, and the Royal Library. A sidebar on the left offers links for 'What's new', 'What's on', 'Attractions', and 'Restaurants'.

The 'Events' page allows users to refine their search by location (e.g., Copenhagen, Frederiksberg, Gentofte) and date (e.g., from 01/01/2015 to 31/12/2015). The results section displays a grid of events, including 'Wallmans Dinershow' and 'Michael Archer & PS Friends & Rivals'. A sidebar on the left shows a map of Copenhagen and a list of categories like 'Nørrebro', 'Østerbro', 'Indre By', etc.

A mobile view of the 'Events' page, which is less detailed than the desktop version. It shows a large banner for the queen's birthday, a calendar icon, and a grid of event thumbnails. A sidebar on the left includes a map of Copenhagen and a list of categories.

INSIGHTS

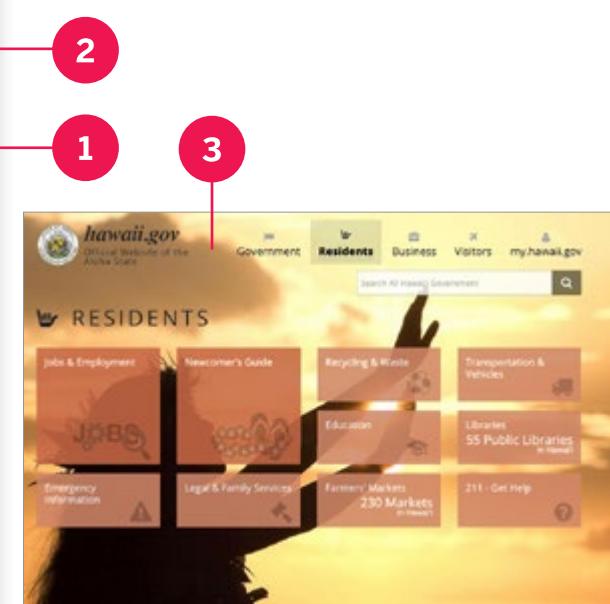
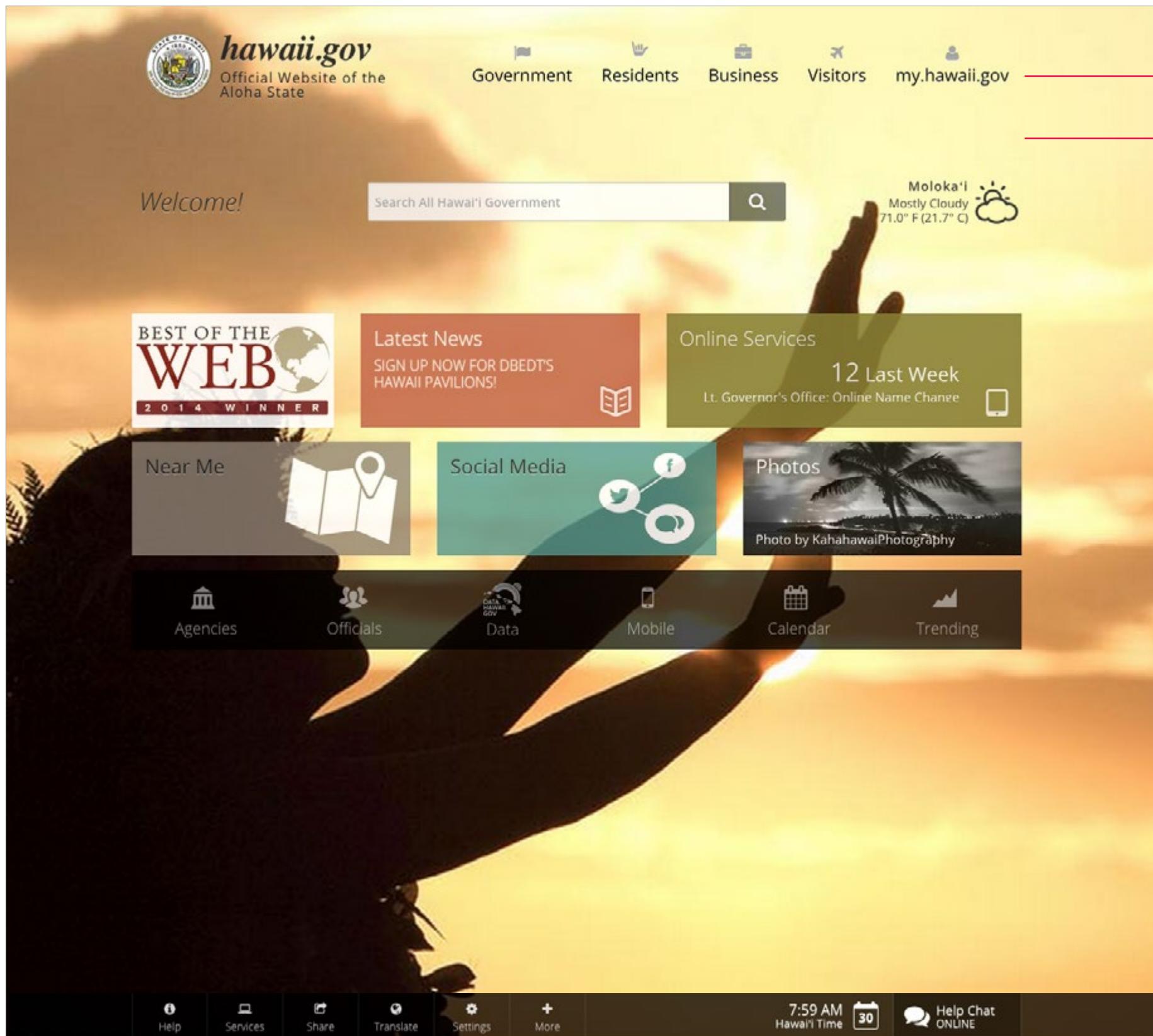
Generally speaking visitor sites are more compelling than .gov sites with clear language, information architecture and visual design.

OBSERVATIONS

- 1 Navigation incorporates descriptive text.
- 2 Social media is prominent but no overly so.
- 3 Things that users need such as calendar, transit, maps are obvious and eye-catching.
- 4 Events page features faceted search giving users better control.

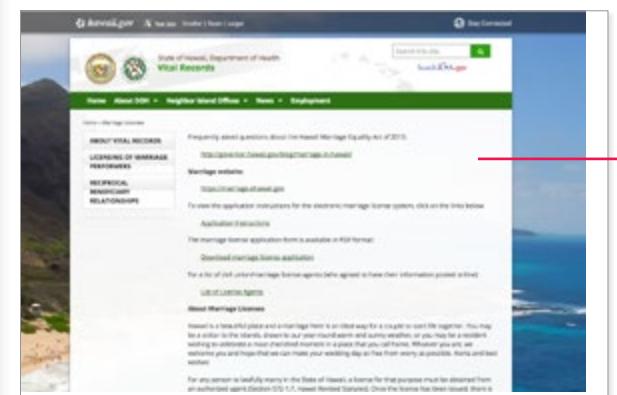
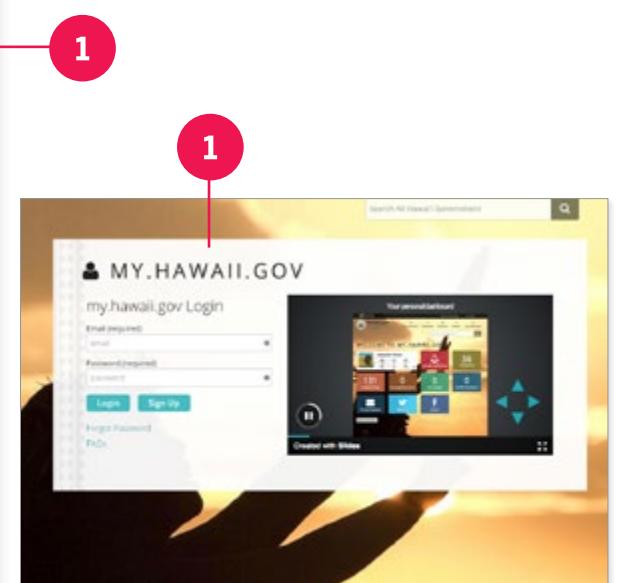
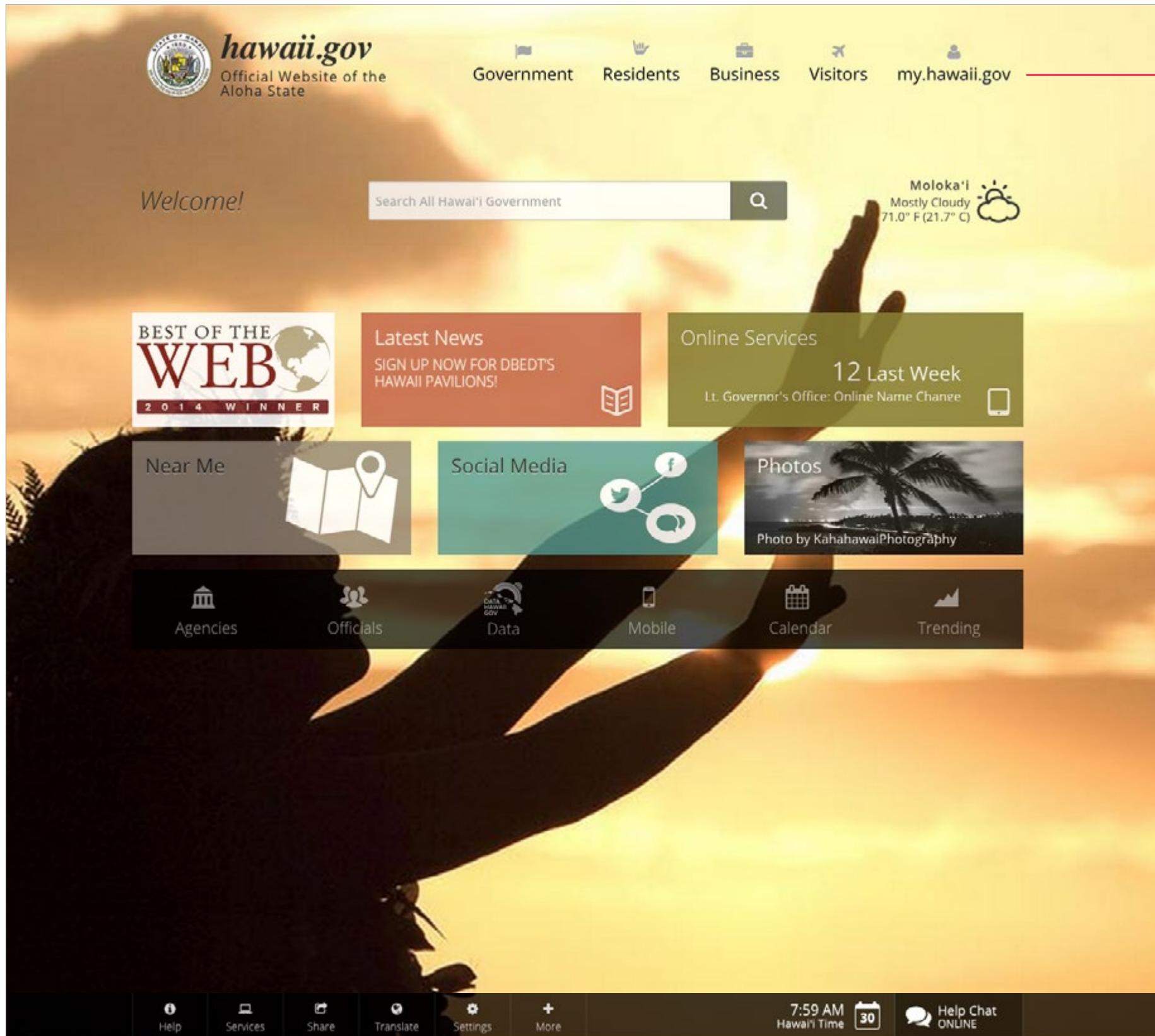
PITFALLS

- 5 The usefulness of the map is limited by its placement on the very bottom of the page.



OBSERVATIONS

- 1 Overall design is simple, bold image clearly identifies this as Hawaii.
- 2 Clear navigation labels.
- 3 App-like experience is a nice touch and translate swell to tablet and mobile.



OBSERVATIONS

- ① Ability to customize is good but it's a bit hidden.

PITFALLS

- ② Sub-pages have not been redesigned to match higher level pages.
- ③ Pop-up is useful when taking a user off site but is unnecessary when they are staying inside the site.

The screenshot shows the GOV.UK homepage with a dark blue header featuring the GOV.UK logo and a search bar. Below the header, there's a large "Welcome to GOV.UK" section with the tagline "The best place to find government services and information Simpler, clearer, faster". A sidebar on the right lists popular services: Universal Jobmatch job search, Renew vehicle tax (tax disc), Log in to student finance, Book your theory test, and Employment and Support Allowance. The main content area is divided into several sections: Benefits, Disabled people, Births, deaths, marriages and care, Business and self-employed, Citizenship and living in the UK, Crime, justice and the law, Driving and transport, Education and learning, Employing people, Environment and countryside, Housing and local services, Money and tax, Passports, travel and living abroad, Visas and immigration, Working, jobs and pensions, and a "Popular on GOV.UK" sidebar.

24
Ministerial departments

331
Other agencies and public bodies

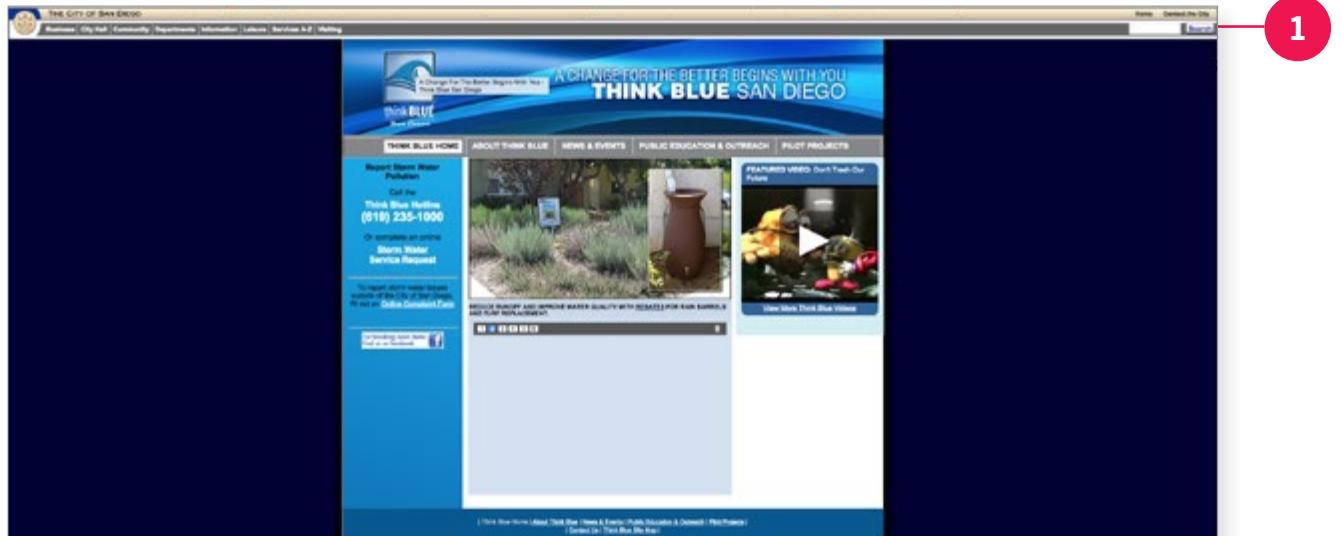
TAX FREE SAVINGS

The screenshots show two US government websites: USA.gov and CFPB. USA.gov has a dark blue header with a search bar and social media links. It features sections for "Find Government Information by Topic and Agency", "SERVICES AND INFORMATION" (Benefits, Driving and transport, etc.), and "GOVERNMENT AGENCIES AND ELECTED OFFICIALS" (e.g., Department of Transportation, Department of State). CFPB has a light blue header with a search bar and navigation links. It highlights "We're considering proposals to end payday debt traps" and features sections for "GET ASSISTANCE" (Submit a complaint, Tell your story, Pay for college) and "Your complaint is more than data—it's your story".

INSIGHTS

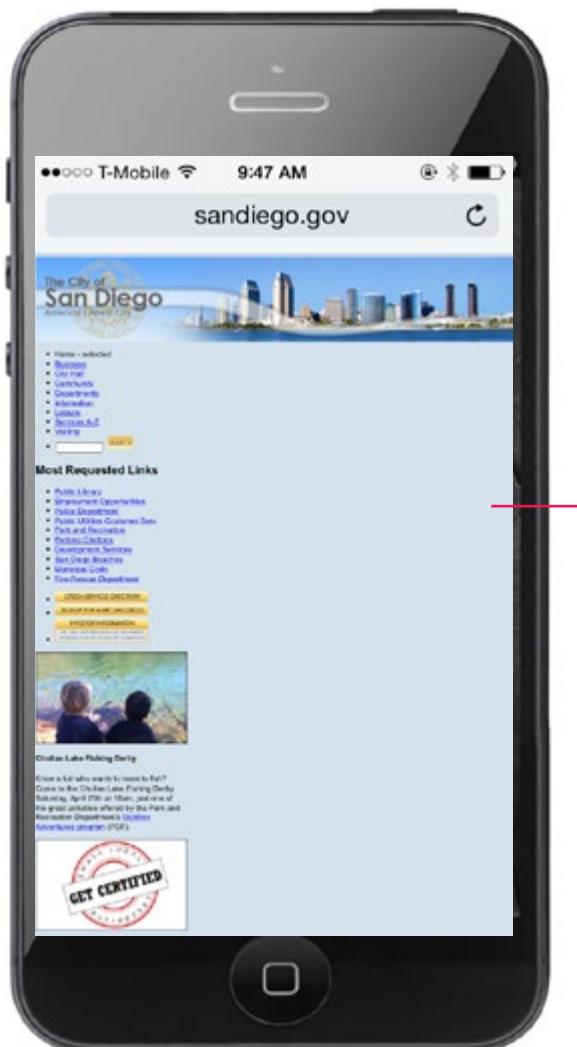
- * Government sites do not need to be boring/unusable. Gov.uk incorporates information from over 500 agencies in a clean, clear, easily usable format.
- * Recent American examples include [usa.gov](#) & the [CFPB](#).

Review of Mobile Sites



ANALYSIS

- 1 The site is poorly optimized for large screens and responsive usage. On large screens the primary navigation becomes so minimal as to be unfindable.
- 2 The site is not optimized for mobile usage.

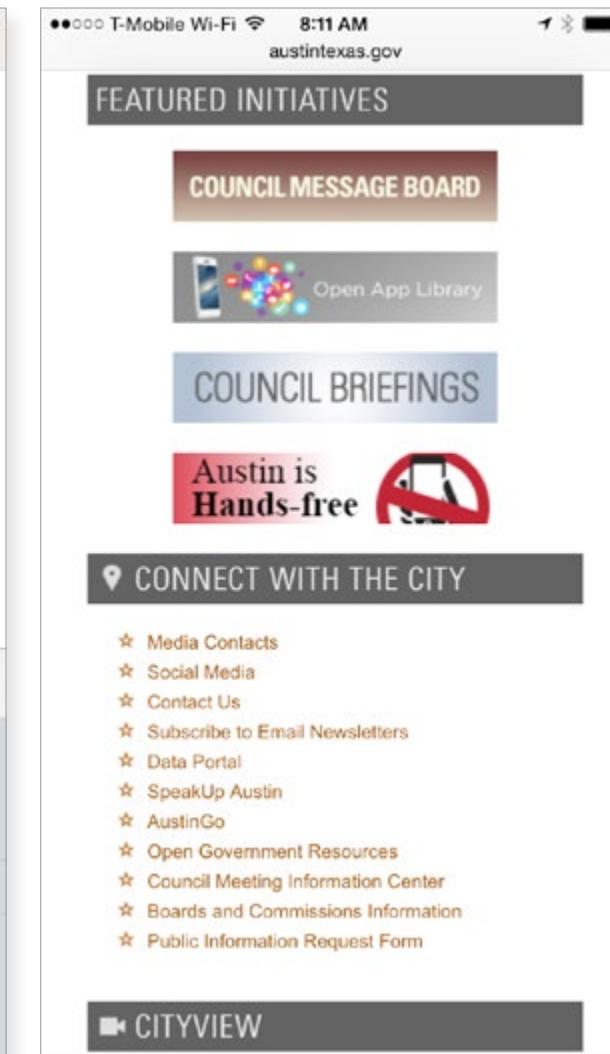
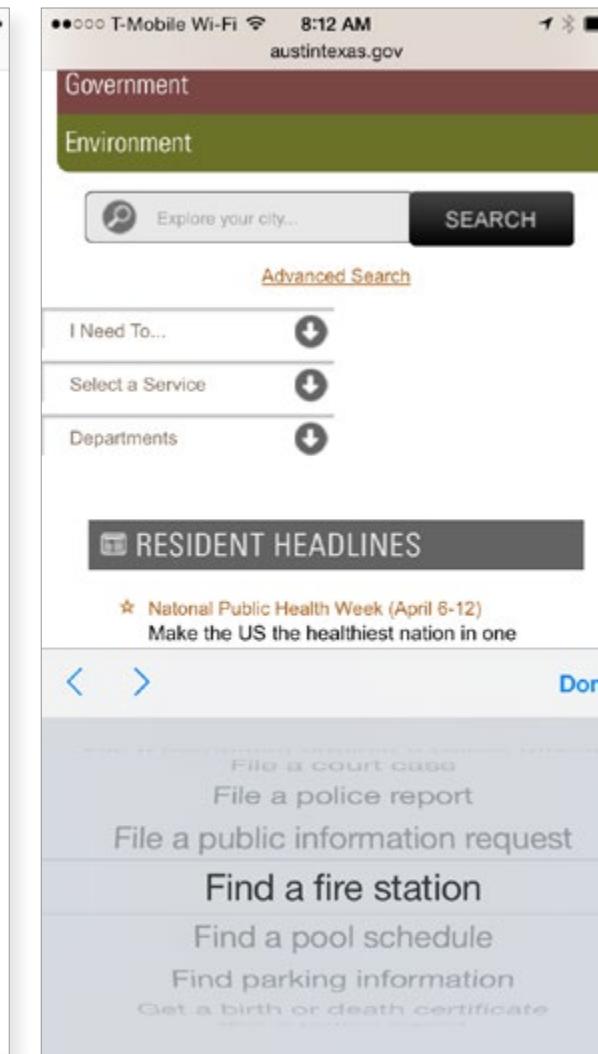
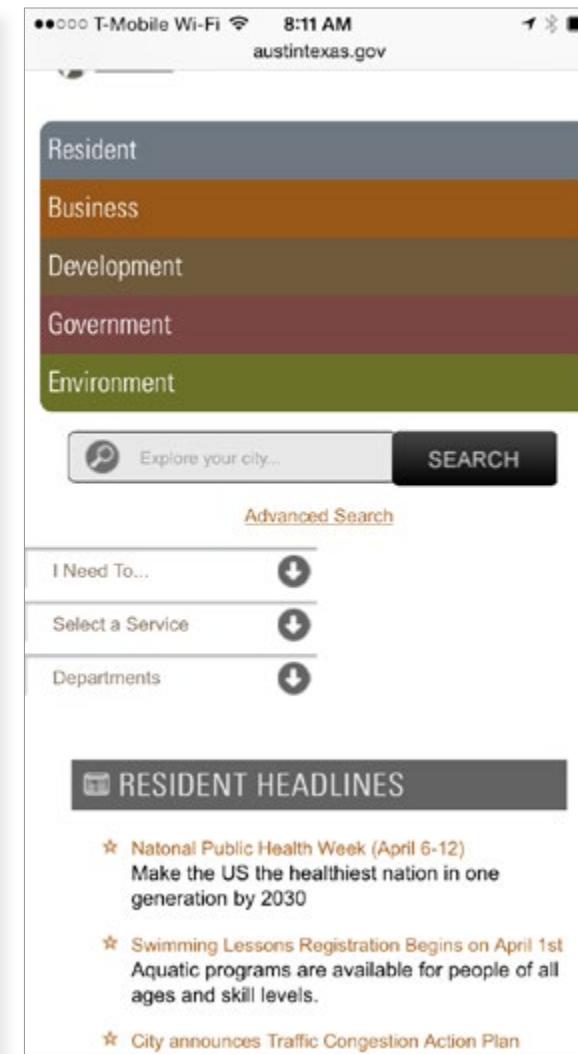
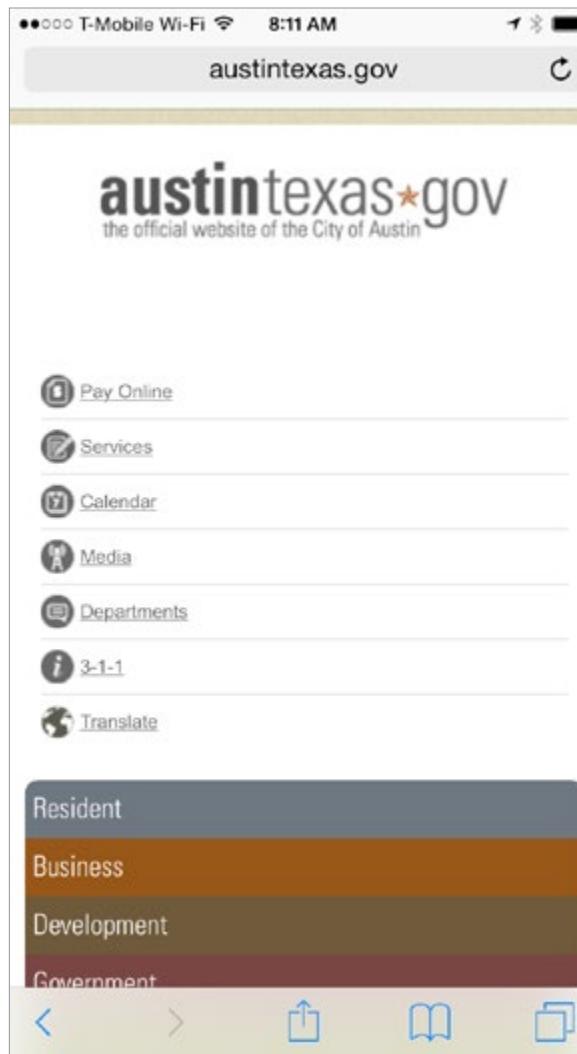


The figure consists of four screenshots of the City of Phoenix mobile website, each with numbered callouts pointing to specific UI elements:

- Screenshot 1:** Shows the main homepage with a large American flag graphic. Red callout **1** points to the "Report It", "Pay It", and "Find Public Records" buttons in the top navigation bar.
- Screenshot 2:** Shows a secondary menu with categories like "Living in Phoenix", "Doing Business in Phoenix", and "Visiting Phoenix". Red callout **2** points to the "More for Residents >" link at the bottom right of the menu.
- Screenshot 3:** Shows another secondary menu with categories like "Mayor & City Council", "Pay Your City Services Bill", and "Police". Red callout **3** points to the "More for Residents >" link at the bottom right of the menu.
- Screenshot 4:** Shows a detailed page for "Jobs & Volunteering" with a sidebar containing "Police", "Jobs & Volunteering", "Departments", "Trash & Recycling", "Fire", and "Parks". Red callout **4** points to the "More for Residents >" link at the bottom right of the sidebar. Red callout **5** points to the social media sharing icons (Facebook, Twitter, Google+, Pinterest, etc.) located below the "Visitors and Newcomers" section.

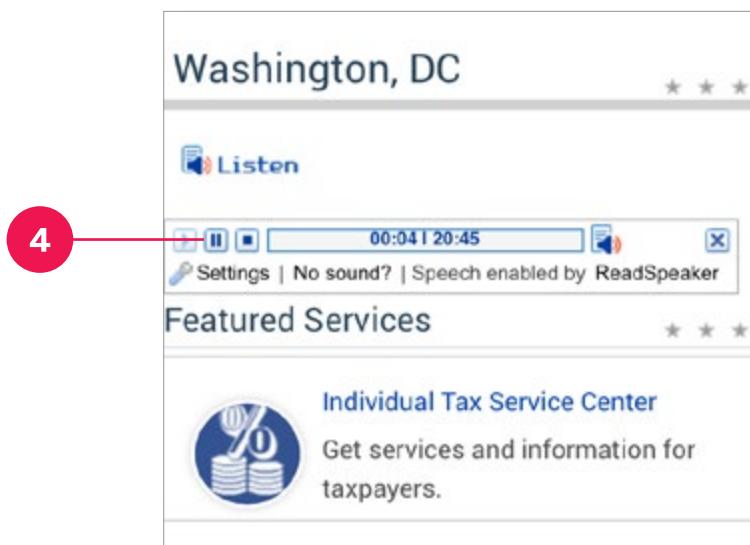
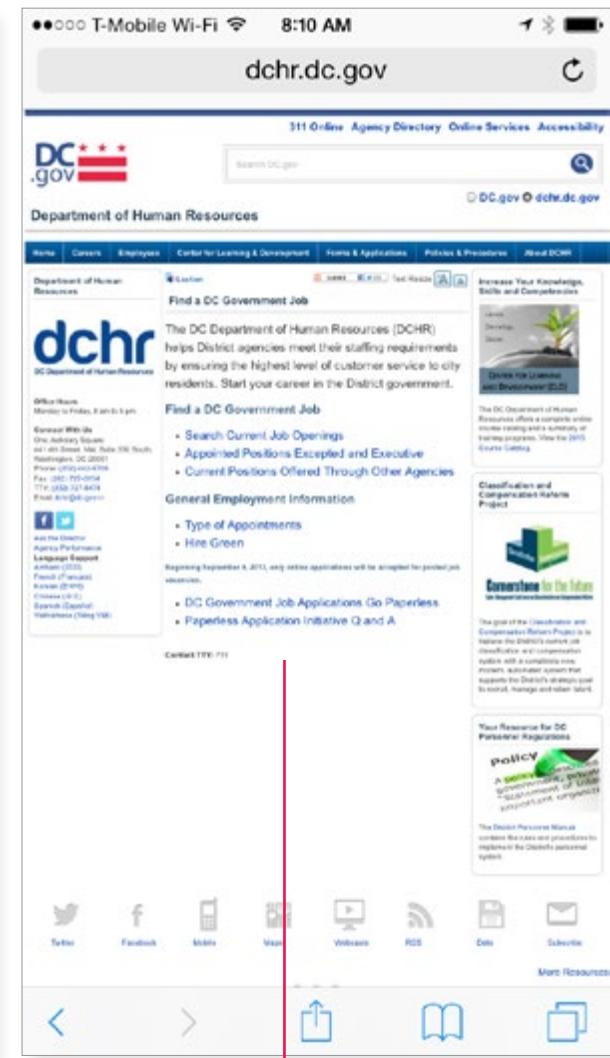
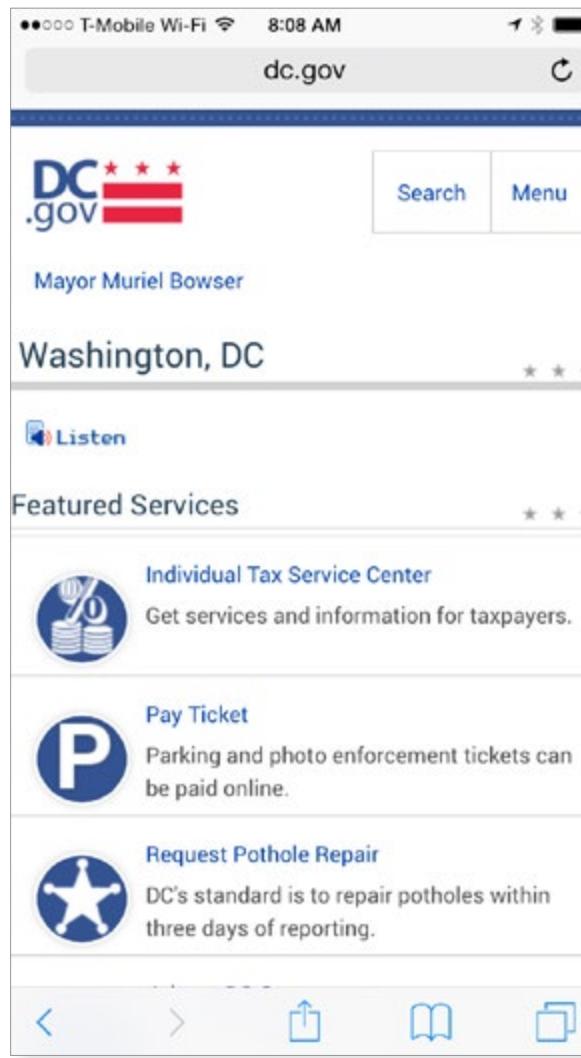
OBSERVATIONS

- ➊ Very clear connection to the city's desktop version, but optimized for mobile.
- ➋ Has clickable well-sized buttons.
- ➌ Link to social media appear after person stays on the page ten seconds.
- ➍ Links change shape and color on touch.
- ➎ Information is chunked when you click in, providing key information first, followed by clear segmentation of information.



OBSERVATIONS

- * The mobile version of austintexas.gov presents users with a vertical list of links without customizing the content for potential mobile needs.



OBSERVATIONS

- * The mobile site focuses on key elements of the mobile use case.
- ① It provides large clickable areas, clear icons and text hierarchies.
- ② Calendar events are bold and easy to read.

PITFALLS

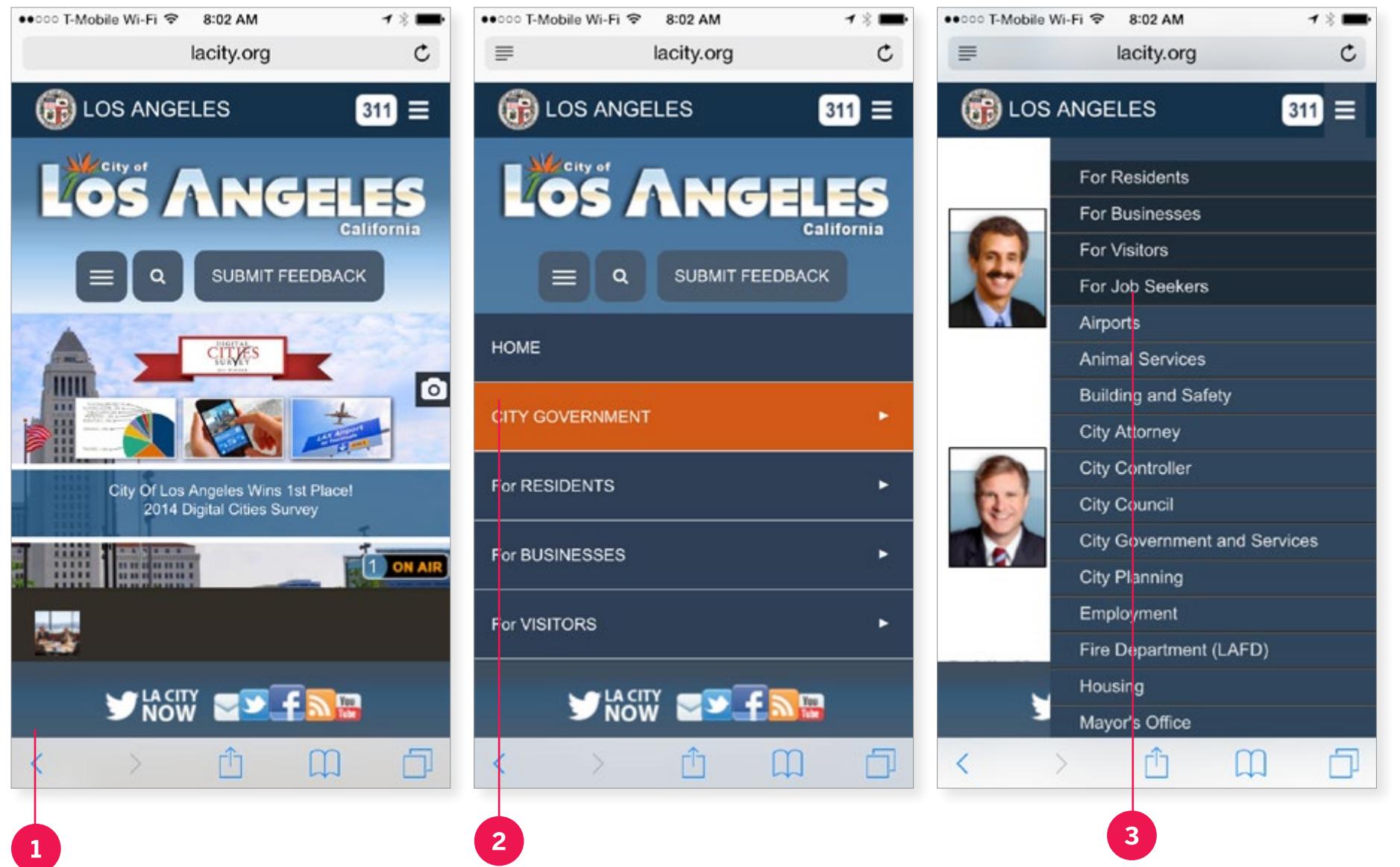
- ③ Deeper content is not optimized for mobile.
- ④ Accessible content is prominent and top level but buttons to play, etc. are way too small.

The figure consists of five screenshots of the NYC mobile website, each annotated with a red circle and a number:

- 1**: Shows a large, prominent yellow button labeled "NYC 311" with the text "Make a Complaint" below it.
- 2**: Shows a vertical list of categories: Business, Civic Services, Culture & Recreation, Education, Environment, Health, and Housing & Development.
- 3**: Shows a grid of three cards: "Housing New York" (with a "Help Shape NYC's Future" link), "Celebrate Volunteerism in NYC" (with a "VIEW ALL" button), and another "Housing New York" card.
- 4**: Shows a top navigation bar with the date "APR 04" and several status updates: "Alternate Side Parking SUSPENDED", "Garbage and Recycling ON SCHEDULE", and "Schools CLOSED".
- 5**: Shows a search results page for "Find Local Events" with five listed events: "Special Election - Last Day to Postmark Registration Form for the Special Election", "Spring Recess - Schools Closed", and "Scotland 10K Run".

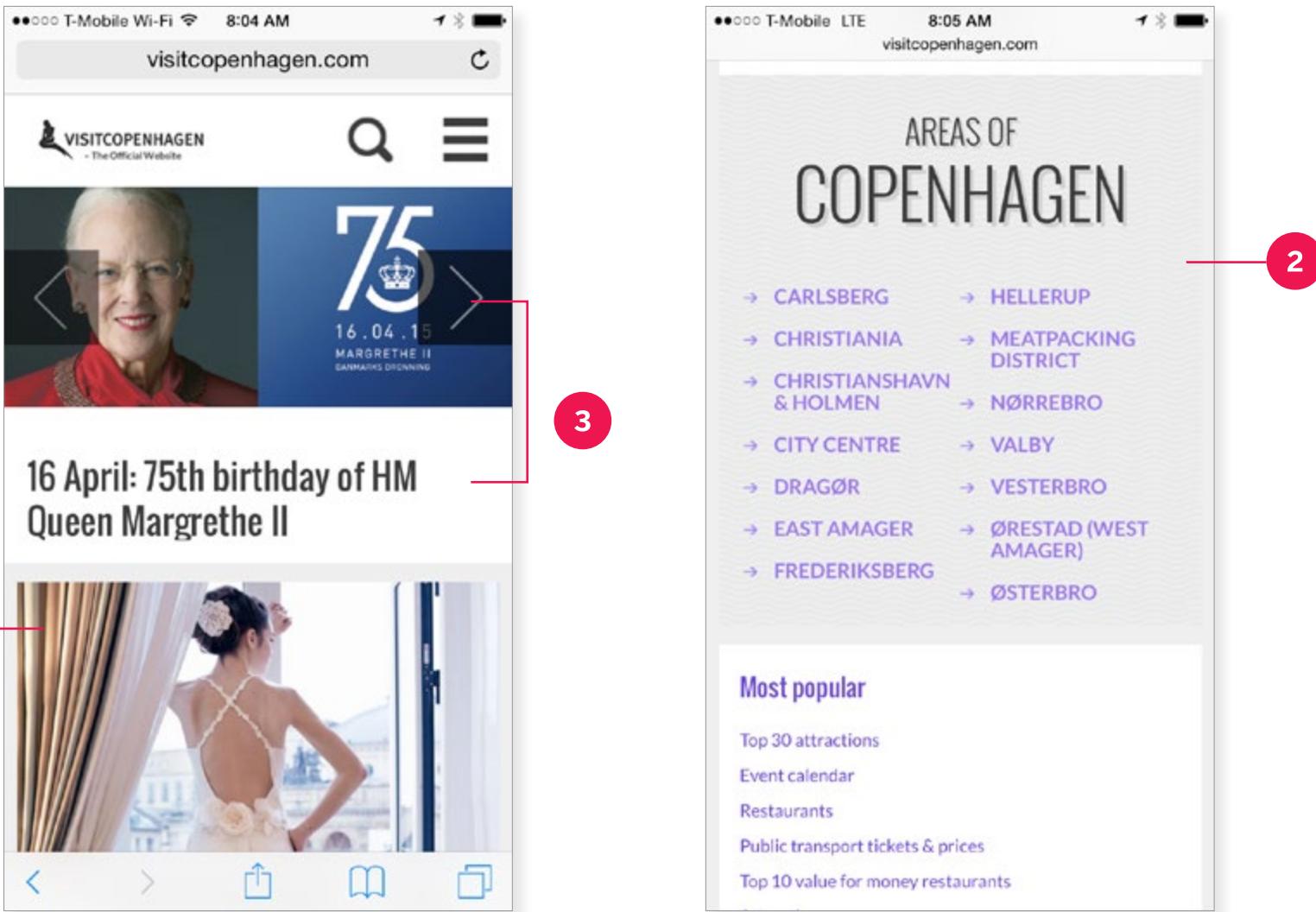
OBSERVATIONS

- 1 Clear delineation of information through color blocking.
- 2 Large clickable buttons.
- 3 Button change with content change.
- 4 Important information is served up at the top of the screen.
- 5 Events are segmented by location and category. Major events are served up with search feature; while location specific events are easy to find, and clear to understand.



ANALYSIS

- 1 The home page provides information that is irrelevant to mobile users, there are too many images and buttons for easy navigation on the go.
- 2 The hamburger menu is clear and the colors makes it easy to differentiate if you have clicked on the right button. The buttons are large and user friendly.
- 3 Menus once in a section are less user friendly, the dark blues are hard to differentiate, and the buttons are too small.

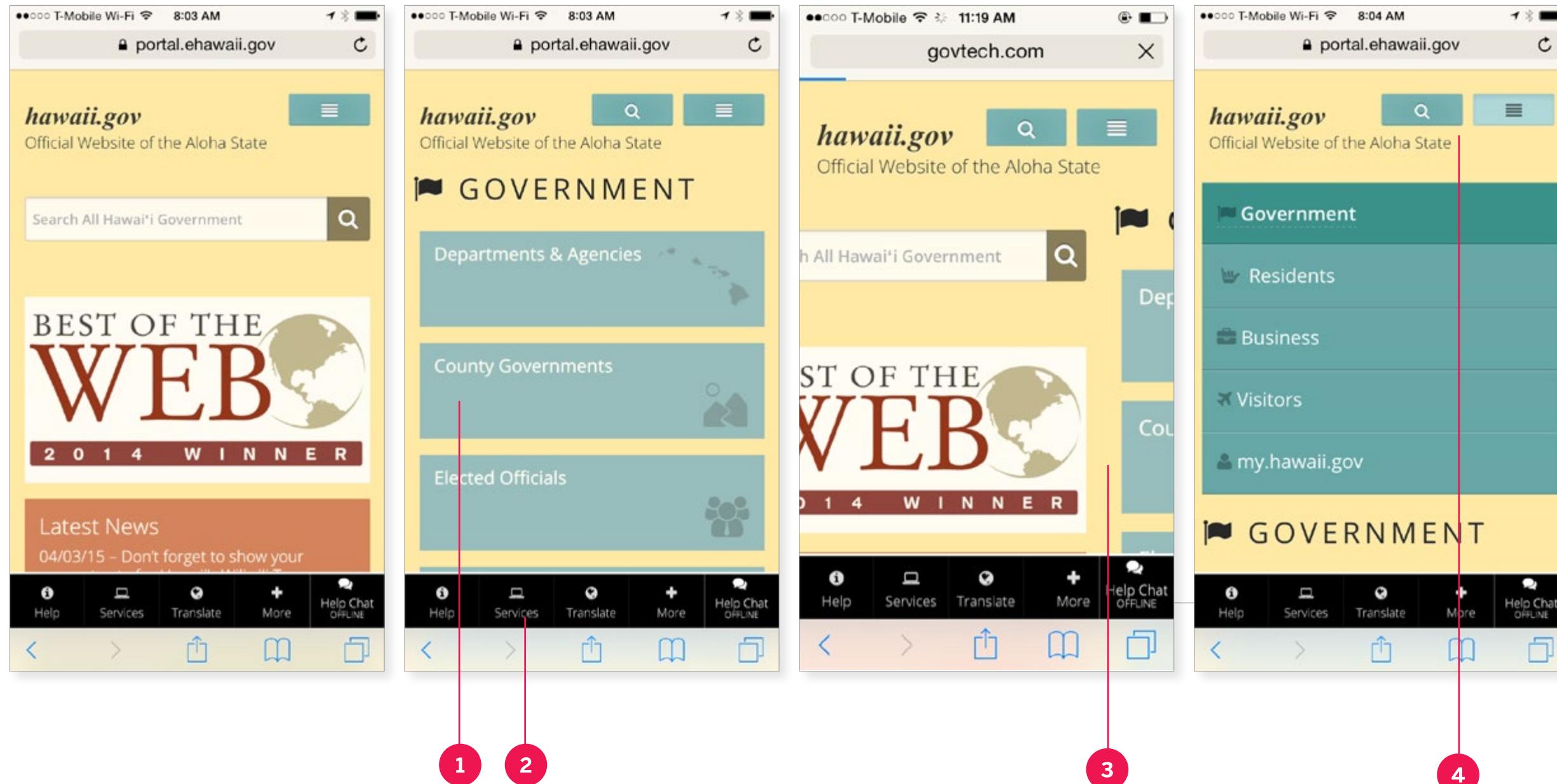


OBSERVATIONS

- ① The mobile version of Visit Copenhagen focuses on large images that now behave as buttons.
- ② They've eliminated the map in favor of location names and have foregone obvious buttons in favor of text links.

PITFALLS

- ③ Carousels are best avoided on mobile sites. Additionally the headline for the carousel is closer to the image below than the one above, which it refers to, causing confusion.



OBSERVATIONS

- ① Large clickable buttons that have color coding with icons make it easy to understand and differentiate between content.
- ② Black support bar at the bottom allows for easy translation and other services for accessibility.

PITFALLS

- ③ Sections can be accessed by sliding left or right but there is no indication of this function.
- ④ Using the same color for the hamburger menu and the government section is confusing.

City of San Diego Official Website [SanDiego.gov]
Current Site User Testing Report
Formal Interviews

Formal Interviews

- 62** Formal Interviews Overview
- 64** Findings
- 65** Recommendations formal interviews
- 67** Mental Models
- 68** Barriers and Pain Points
- 69** Insights + Understanding
- 75** Formal Interview Summaries

Overview Formal Interviews

Activities

Hopscotch Labs conducted formal qualitative interviews with key website users—citizens and city employees—to capture rich detail on use cases, motivations and major activities. These interviews provided context to the previous informal “guerrilla” interviews, focusing on participant motivations and activities online.

Formal citizen interviews (5)

- * Long-form qualitative interviews with citizens in their home or office.
- * To discover needs and intent for visiting the SanDiego.gov.
- * To observe participant activities as they engage with SanDiego.gov; and/or as they go to and/or call the city for more information.
- * To compare with another city's website.
- * To gain real stories of use cases, anecdotes, and values associated with the City of San Diego and its departments.

Formal staff interviews (5)

- * Long-form qualitative interviews (5) with staff in their context (when appropriate).
- * To discover needs and purposes for visiting the city's website.
- * To observe their activities as they engage with the city's website.
- * To uncover behaviors and activities related to citizen engagement.

Methods

Participants were identified through initial research and outreach efforts. City staff were recruited for their roles and interaction with both the public and website.

Researchers worked in pairs, with a voice recorder, video camera, and camera for still shots. Formal interviews were scheduled at people's offices or homes, and lasted one to two hours. The participants utilized their known tools in their normal setting, providing the team both contextual behaviors and use cases.

The team utilized a discussion guide, but allowed the interviewee to guide and focus the conversation ‘deep dive’ into their interactions with SanDiego.gov. This allowed the team to explore behaviors, expectations and activities in addition to uncovering their unmet needs.

Citizens were asked to focus on their most recent visits to the city website; and to pinpoint any issues they encountered.

Employees were asked to focus on what they saw as key needs and areas of concern in terms of citizens' interactions with website and with their department. They were asked to identify and describe problems and what they felt needed to change.

Drawbacks

The drawbacks to the line of questions involved memory: recreating the events from past usage.

Recreating the exact usage was not possible for some experiences. Often participants used different computers in different locations such as home and work over time. Our method captured the context and sequence of events as accurately as possible, while also tracking sub goals to single visits in relation to an overall goal. For example, finding out the permit price versus completing the permit process.

In many cases the participants remember high level goals and significant events, but miss details. Often past searches were in local cache adding clarity and we focused on consistent events to limit issues for gaps in subject's memory.

Errors and Omissions

As with guerrilla interviews, good note taking is essential, but even with that, we miss some of the data. Errors and omissions can also occur when we misinterpret or misunderstand statements or actions by interviewees.

Outcomes

Citizens gave us extremely useful mental models and use cases. Employees shared their depth of experience with the website and knowledge of its problems, and where citizens fail to succeed, often calling them for help. Each interviewee described their ideal website or gave an example of their favorite website and told us why. The qualitative data we gained integrates well with the other discovery findings.

Demographics

Demographics were not recorded beyond the council districts where each citizen lived and each staff member worked. However, as the team was recruiting, it was intentionally planned to find certain target users, as well as a variety of use cases.

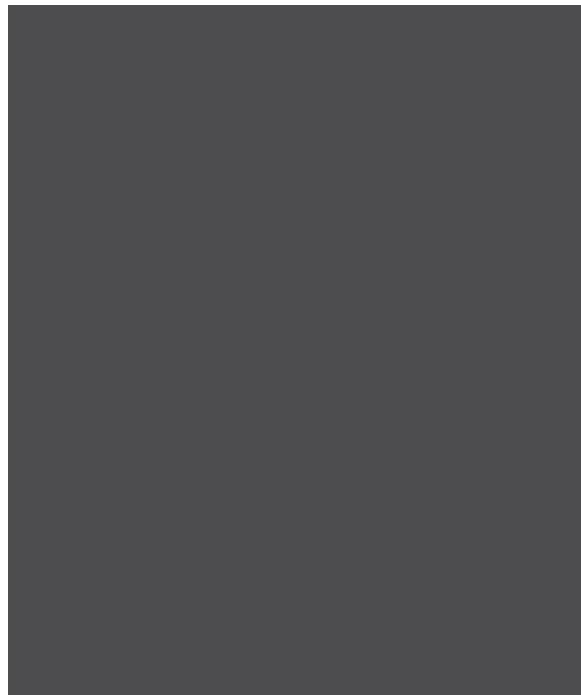
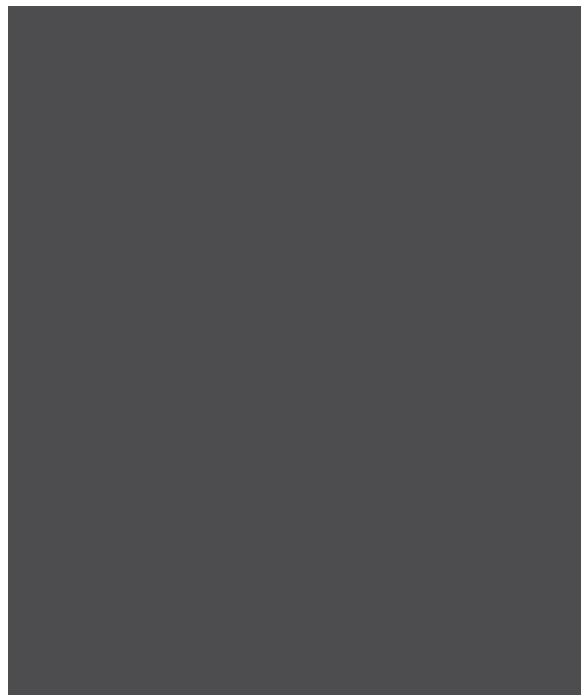
Citizens were recruited for diversity of website use; business and personal use; and home ownership. The following is a summary of the citizens we interviewed.

Citizens		
Citizen	Description	
1	Small business owner; Public Relations consultant; transplant	
2	Supervisor at an elementary school	
3	Tech professional and athletic parent	
4	University librarian	
5	Block captain of neighborhood watch group and mother	

City of San Diego		
Employee	Title	
1	Customer Advocate Customer Support Division City of San Diego Public Utilities Department	
2	Public Information Officer City of San Diego Public Works Department	
3	Senior Public Information Officer San Diego Public Library	
4	Mapping and IT Services Coordinator City of San Diego Planning Department	
5	City of San Diego ADA Compliance	

Research Participants

* hopscotch labs



Findings

Formal Interviews



Chutes and Ladders



<http://www.fs.usda.gov/detail/inyo/home/?cid=stelprdb5173311>. Accessed 4/23/15



Recommendations Formal Interviews

Chutes and Ladders or SanDiego.gov

Navigating the City's website from the home page is universally difficult. Participants found offsite tools, such as Google and Bing, to do the hard part: 'find the page I need'; before venturing back onto SanDiego.gov to labor through the content on their subject matter.

NAVIGATING BY SEARCH IS A FALSE CHOICE

Using alternative, supporting navigational schema as the primary site navigation suggests an unfiltered, unsorted bucket of content. Participants treated SanDiego.gov in this manner—'I can't find it, but Google can.' This creates distrust in the website and the information that users will find on it.

1. Remove visual clutter to focus the content and the reader.
2. Provide strong repeated organization that groups content by type and keeps that content type in the same location on all subsequent pages.

3. Support adjacent subject searches through tertiary navigational schema.

4. Provide reliable search results by:

- * Organizing results by content and date
- * Curating results for departments by subject matter and current topics
- * Returning results that are organized by content type that is mutually exclusive and collectively exhaustive.

5. Make supporting navigational structures visible and robust.

Activate use

SIMPLE, HUMANIZE, VISUALIZE

The language used on SanDiego.gov is ambiguous and filled with jargon. Participants didn't want to figure out which department would meet their need, they just wanted to accomplish their task.

6. Use human, everyday language for search functions, and supporting navigational text.

- * Links with action-based text for frequent tasks, such as: Pay a Parking Ticket, Contact Your Council Member.
- * Navigational secondary menu "I want to_____".

7. Avoid using department names as the primary or top level category to tag information.

8. Establish internal naming conventions and meta tagging.

AN ACTIVE WEBSITE VS PASSIVE ENCYCLOPEDIA

The website is treated like an encyclopedia or warehouse, not as a department support tool.

9. Focus content by use profile: is this an FYI posting, or a tool for ongoing use.

Information at a glance

Critical civic information is not visible or easily found to guide citizen behavior, including fire and earthquake safety; drought status; school, MTS and HWY status. The website should support critical information seeking, speed peace of mind, and support immediate action.

10. Use status icons to provide just-in-time information.

11. In emergencies prioritize mapping of affected area.

12. Support information comprehension through visualizations such as information graphing and dynamic mapping.

Recommendations Formal Interviews (continued)

Support Website Encounters

Participants engage with the website differently. Support multiple engagement styles that do not put barriers in the way of civic engagement or managing business, home and family.

CONTINUOUS USE

Library patrons, home owners, businesses, they all use an account on the website on a regular basis. The website does not support cross-department account management.

Dashboard

13. Provide cross-department personal management of tasks, activities and engagements.
14. Make personal settings smart, surfacing tools and topics individual most cares about.
15. Allow single portal management for business, personal and family accounts.

IRREGULAR USE

16. Support annual activities/payments through multiple mediums: printed bills provide key information to log-on.
17. Users are reminded to update their payment, addresses and account holder(s) on a semi-annual basis.
18. Data entry feedback: reenter critical data twice; double payments are checked with user prior to being authorized.

SINGLE USE

Apps and forms do not allow passive, trusted engagement from citizens—requiring user identification and login. If citizens are coming to the website to log a pothole or participate in conversations they shouldn't have to identify themselves to participate.

19. Eliminate login barriers to civic participation.

ORGANIZE CONTENT FOR CITIZENS

Citizen don't feel like they should have to identify themselves as a 'Citizen' when coming to the site. This is their City, participants felt that the website should prioritize the City over tourist, but create City growth opportunities through showcasing what makes the San Diego great.

20. Organize website content for citizen needs.
21. Showcase the City and enable engagement with neighborhoods and the people through local events and activities.

Calendar of Events

City-wide event calendars do not exist creating department one-offs; user confusion and missed opportunities for community engagement.

22. Host one cross department calendar.

Connected and Engaged

Citizens want to feel heard, important, and connected through the website.

23. Provide places to connect with each other, as individuals and as small businesses.
24. Deploy Nextdoor and San Diego blog forums as community engagement liaisons.

Essential Services

MOBILE OPTIMIZATION

Mobile access, navigation and ease of use are essential website features to citizens.

25. Optimize for mobile and capitalize on mobile uses.

COMMUNICATING BETWEEN CITIZEN AND STAFF

Attaching files as supporting evidence to conversations is not supported. Citizens want the option to attach files when submitting a request, comment, question, report, or complaint.

26. Forms and commenting functions should support file attachments and digital signatures.

ENHANCE USE OF CITY AMENITIES

Parks and Rec and Library online portals don't support key user expectations of use.

Parks and Rec

Primary goals with Parks and Rec, discovery and booking, are not supported by the website. Permit information is not complete, clear, or easy to find.

27. Provide a simple step-by-step process to obtain a permit.
* Allow steps to be completed online as much as possible.

28. Provide details on park amenities; what activities can and can't be done in the park; real-time availability calendar for amenities.

29. Use different mediums to convey park amenities: photos; satellite maps; checklists; long-form text.

Library

The Library's online and digital presence is a poor reflection on the institution that has heavy use and is a favorite civic amenity amongst San Diegans. Primary user goals include research, reservations, check-out, renew, account management. Extensive apps and offsite content constantly remind users that the content they seek is not part of the Library. Slow load times and poor design integration make the system seem hobbled together that's not supported by the City.

30. Remove offsite pop-up reminder from transitions within Library content, apps and website. It interrupts user flow and creates negative impressions.

31. Support account (and family account) management through simple login.

32. Separate content databases and internet service. Separate video streaming from other internet activities.

Participant Mental Models Formal Interviews

Participants used different mental models for different modes and requirements. These models were similar across different goal concerns such as family, home, business and neighborhood.

Resource Tool

PARTICIPANTS SEE THE WEBSITE AS A TOOL

Problem: Staff/City treats the website as an encyclopedia not a Support tool.

Opportunity: Focus content by use profile: is this an FYI posting, or a tool for ongoing use.

PARTICIPANTS EXPECT ONE CALENDAR OF EVENTS

Problem: Departments are individually creating calendars and one-off events that get posted to emails but no where else lowering citizen participation.

Opportunity: Calendaring should be provided at different levels; from small local branch, to the branch-wide, and finally to a City of San Diego system-wide calendar.

The Purpose is Different

IT'S A LIBRARY NOT A DEPARTMENT

Problem: Library is not seen as a City department

Opportunity: Develop department Primary Use cases.

STOP INTERRUPTING ME

Problem: 3rd Party notifications pop-ups are unnecessary obstacles to task completion. Participants were often seeking content they felt should be part of the library or department, not content they expected to be offsite and hosted by someone else.

Opportunity: Re-imagine 3rd Party notifications. Incorporate 3rd party notifications in other ways that don't require the users to consent at every step of their path.

Manage My Stuff

ORGANIZE BY DASHBOARD

Problem: Participants want to (and do) interact with the City in non-uniform ways.

Problem: Content is not well organized and often filled with complexity that makes search functions ineffective.

Opportunity: Organize content for citizens. Allow for disparate use cases that support Continuous Use; Irregular Use; and Single Use.

Opportunity: One sign-on across all departments and all apps.

Show me San Diego

ADVERTISE SAN DIEGO'S GREATNESS

Problem: the website's format limits the size and value that images can provide to the City and its messaging. It also limits the ability to showcase planning initiatives and special features and attractions around the City.

Problem: Offsite apps capture community engagement but redirects to one-off apps and does not encourage use of the overall SanDiego.gov website.

Opportunity: Develop a San Diego Channel that showcases planning initiatives and community engagement opportunities.

Opportunity: Eliminate the use of offsite apps.

Major Barriers and Pain Points

It's an encyclopedia, not a tool

The website is treated as an encyclopedia, dictionary and warehouse. Departments use it for document storage, an occasional reference guide. Those departments that need more robust services hack together disparate third party apps to manage their day to day public services.

It's unnavigable

Website visitors rely on outside tools to support content and task completion.

On-site search does not return information in a usable manner.

3rd Party pop-up legal notifications are unnecessary obstacles to task completion.

Exploration is not Welcome

Exploration tasks (event or information searches) on SanDiego.gov are hard to accomplish. Discrete tasks (taxes, library checkout) are perceived as easy.

Clutter obscures content

Department pages are cluttered with content and complexity that does not support visitor goals or retention. Visitors have a hard time determining what to do first and where to go—the content is not well organized.

Disparate and non-calendared of events

Departments are individually creating calendars and one-off events that get posted to emails but no where else lowering citizen participation.

Lack of central organization around common user tasks

Citizens have disparate logins across City owned utilities and amenities. They also cannot complete park reservations online or manage classes, bill payments or logged issues from one central location.

It's not San Diego

The website does not reflect San Diego. Whether its the City values, lifestyle or people, the content, the design and tone of the website is a poor reflection of what San Diegans value and expect of the City.

The website's format limits the size and value that images can provide to the City and its messaging. It also limits the ability to showcase planning initiatives and special features and attractions around the City.

Poor visuals

The photos and images are too small and don't represent the best of San Diego or the diversity of its populace.

No emphasis

The content is not well written or organized, making it difficult for people to explore a topic or value the exchange.

No highlighting

The best features of San Diego—its weather, and its beach culture—are not featured to tempt businesses or tourists to visit.

Redirected engagement

Community engagement is often handled by third-party or one-off apps siphoning engagement away from SanDiego.gov.

It's not for me

Citizens have learned to not use the website. "I procrastinated until I absolutely had to go onto the website—the last time I went on was horrible."

Non-native English speakers are especially unmotivated to use the site. Lacking a good translation, the content is unavailable creating a major barrier to participation, and insecurity for those who need the information but may not understand the nuance.

The lack of content organization creates dissonance between user and department goals. Providing content without regard to user intent causes unintentional barriers to the content's use.

Participants avoid mobile

The Website is very hard to navigate on mobile devices. "It's a long list of stuff, I get lost. Is there a Search button?"

No Reason to Stay

Participants know or have a good idea of the information that they need. Google gets them there fast. The website gives them no reason to stay.

Insights + Understanding

Formal Interviews

Insights and design principals



SanDiego.gov Homepage

Insight

- * The homepage overwhelms users. Participants' eyes can't settle on the content that would direct them to their goals.
- * Finding desired information or the place to accomplish a desired task often requires too much time and thought.

Design Criteria

1. The homepage must be clear, simple and clean.
2. The homepage must reflect San Diego aesthetically.
3. The path forward must be obvious, easy, and quick.

Design Principal

4. The most frequently utilized pages should be the most accessible on the homepage.

Evidence

Participant: "Too much going on here, more than three columns with extra boxes and text." He backed out from the SanDiego.gov home page; instead using the navigation on the browser to google his destination.

Participant: "Overwhelming! So many colors, bars." She wants the homepage to be aesthetically beautiful to reflect San Diego. She wants high impact photos.

Participant: Wants things to "jump out" off the front page—to be apparent.

Participant: "What do people care about the most?" "Smart enough to put the information in front of them" "not going to spend an hour" - He consistently expressed comparisons to mobile friendly sites with clean simple interfaces typically with social media emphasis.

Participant: "I think a lot of people see dead animals in their yards or on the side of the road. So you might want to move Dead Animal Removal to the front (the homepage), too. I don't want to hunt for this. As a searcher, I have to go through three different links."

Insights and design principals

PROVIDE CLEAR STEPS IN A PROCESS

1 Step 1: Start here!

2 Step 2: Next do...

PROVIDE CHECKOFF LISTS TO SUPPORT PROPER PROCEDURES

You need a Park Permit if you have:

- ✓ More than 45 people in your group/party.
- ✓ Want an inflatable bounce house.

Clarity and Findability

Insights

- * Participants were often unclear where to get information or how to accomplish a specific task.
- * Language was often ambiguous to participants. People don't want to figure out which department would meet their need.
- * Department pages appeared crowded and cluttered—with small print—to participants.

Design Criteria

1. Actions, paths, and processes must be clear, reliable and relevant. Allow users to find and understand what is possible; and to accomplish their purposes quickly.
2. All choices and information must be in everyday, human language—straight-forward and easy-to-understand.
 - * The text on navigation and buttons, and in drop-down menus should be based on the way people communicate.
3. Use action-based navigation for frequent tasks, such as: Pay a Parking Ticket, Appeal a Parking Ticket, Pay Water Bill, Report Graffiti, Submit a Noise Complaint, Get a Park Permit, Contact Your Council Member.
 - * Consider a drop down menu that says "I want to_____"
4. Avoid department names as the primary or top level category to tag information.
5. Establish internal naming conventions to increase ease of search and communication effectiveness.

Park Permits

Insight

- * Park Permit information not complete, clear, or easy to find online.
- * Park permit process not available online or over the phone. Must go wait in line, with no appointments available and limited hours.
- * Want calendar of availability for various parks.
- * Images convey important details about a park.

Design Principle

6. Provide a simple step-by-step process to obtain a permit, including all pertinent information for each park.
7. Provide as many steps of the park permit process online as possible.
8. Provide several calendar views that show the real-time availability for parks.
9. Images of a particular park should be included with related descriptions and information.

Evidence

Clarity Evidence

Participant: "I'm stuck. I want to report a dead animal. It said file a request. None of the things that are on here are what I want. So how do I get to the dead animal removal?"

Participant: (Looking for info on Compost Voucher Program) I googled "waste", "trash" or "compost" and it took me here. I guess they're calling that "Environmental Services". So once I went here, it took me awhile. I didn't see this link for "Backyard Composting" in the list on the left.

Participant: "For me to go read every single line on here is and um (struggles with his words)... and I find the words obtuse."

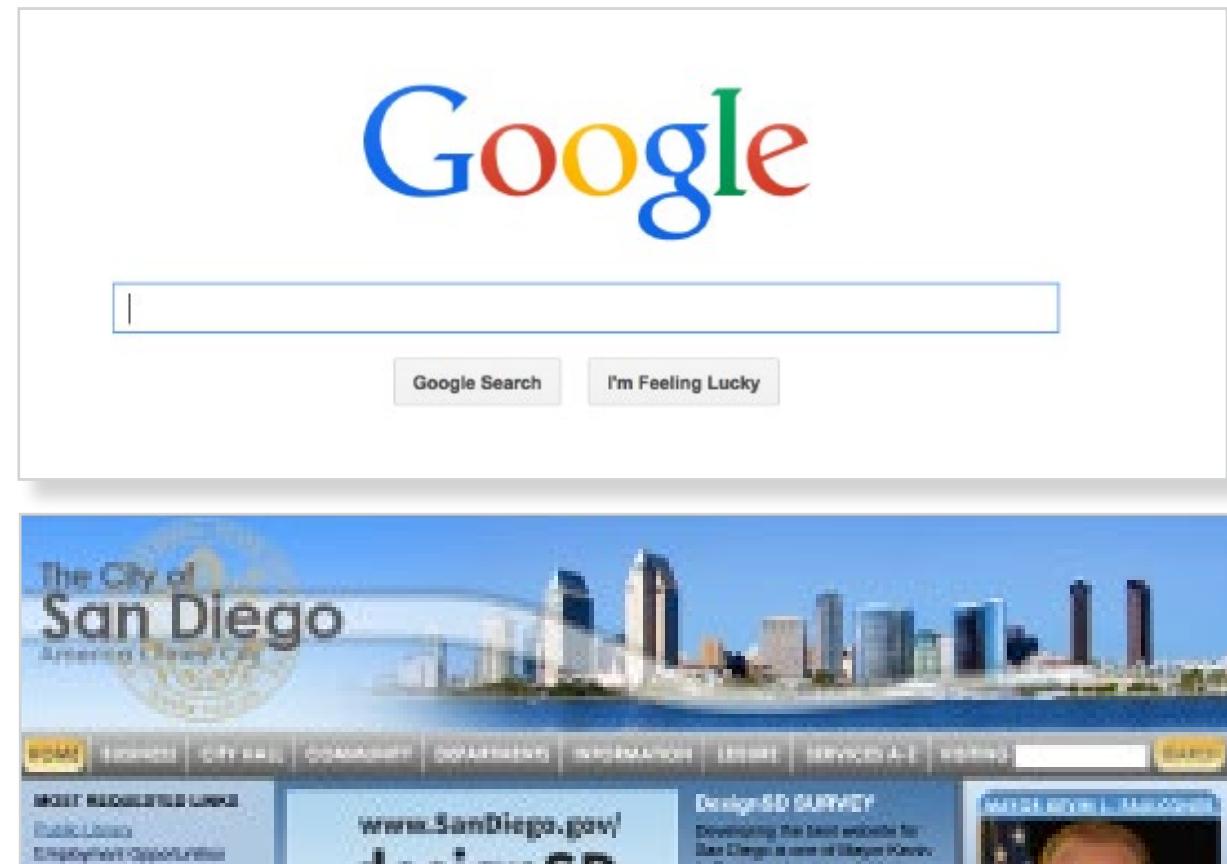
Participant explained that most people don't know which department handles what issues—it's evident from the calls that have to be rerouted.

Park Evidence

Participant: "I was disappointed that I couldn't do all of the permitting online. I had to physically go to the office, fill out the paperwork, and submit it. I actually wanted to rent this one over here, but since it didn't even show availability online, I had 3 backup plans in case I couldn't get the one I wanted."

Participant: "I'd like to see something like this (viewing a Port of San Diego Parks webpage): The park you want, availability, request form is online, rules. It's got everything you need. It gives you photos of the park, too. I see a playground and trees here so I know that would be good for the kids. Pictures speak a thousand words."

Insights and design principals



Search

Insight

- * Most people use Google to search rather than the site's search function.
- * The Search box is not noticeable.

Design Criteria

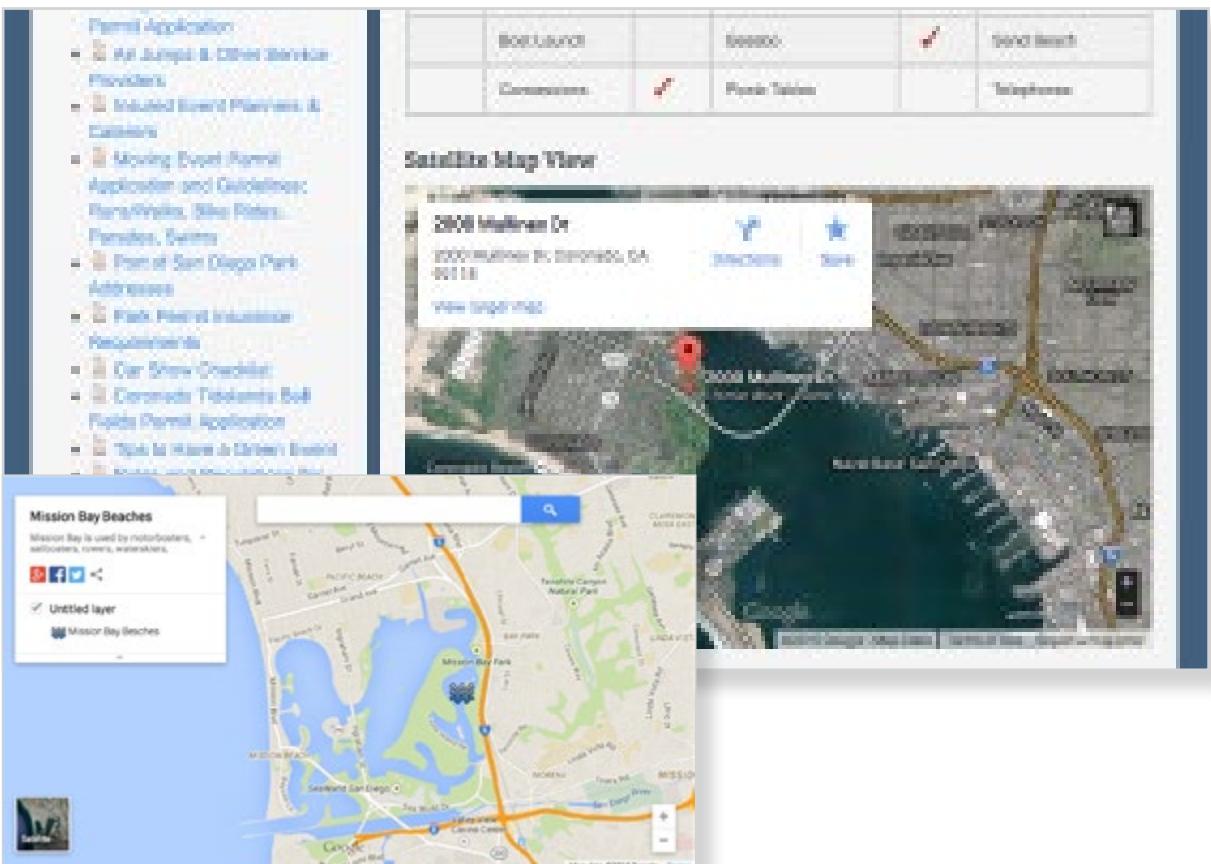
1. Search must return the most recent, reliable results.
2. Search should return content in an organized manner.
3. Search function must work in a familiar known way.
4. Search must be prominent, in both location and appearance.

Evidence

Participant: (going to recycling) "I think I usually start with google", "Doing searches on my own using the web browser", "I would go back out cause I trust Google more."

Participant googled first for most everything she did saying that it's good for spell checking her search terms and works best for her.

Participant: "That Search bar I didn't even see. The Search bar needs to be bolder and a little bit bigger. My eye was drawn to the darker blue color over here and the linked buttons."



Interactive Maps

Insight

- * Incomplete maps impact user decision making, causing them to make mistakes and take unnecessary steps to verify information. Citizens like maps. They want more detailed information communicated on maps: which parks have shade and restrooms; is my address within the boundary lines of that council member's district; where will traffic and parking be impacted due to this construction.

Design Principle

1. Maps should have features that communicate the most sought after information.
2. Maps should be appropriate for the information sought, from general to specific.
3. Transactions should be supported through checklists and mapping.

Evidence

Participant: "The website didn't actually represent the park I chose. It's not accurate. I wanted to rent the gazebo over here, but as you can see, there is not a picture of one. I know there's a gazebo there, but it doesn't show it. It doesn't tell me anything. Here's parking and grass...but I'm sure there's a beach here somewhere."

Participant: "These district lines are really difficult to read. You can't zoom in and when you click on it, it's hard to tell exactly where the line is. I thought it was Todd Gloria's district. I sent him and email about the construction.' He said, 'That's not my area. That's Lorie Zapf's.' I can't tell that on the map, and I felt stupid because I sent the wrong person the email. I ended up pulling over and asking [the construction workers] before sending Lorie an email."

Insights and design principals

The screenshot shows a web page titled "Graffiti" with the San Diego city seal at the top. Below the seal, there's a banner featuring the San Diego skyline. The main content area is titled "Graffiti Control Sighting/Complaint Form". It includes a brief description of the form's purpose, instructions for reporting graffiti on private property, and a note about secure data transmission. A sidebar on the left lists "Forms" and "GRAFFITI CONTROL PROGRAM HOME REPORTING GRAFFITI". At the bottom, there are links for "Graffiti Hotline Home", "Forms", and "Graffiti Control Sighting/Complaint Form".

Attachments in Feedback

Insight

- * Submitting evidence is required for some procedures, but not supported by website forms.
- * Submitting support evidence increases participant confidence that they will be understood. Participants wanted the option to attach files when submitting a comment, question, report, or complaint.

Design Principle

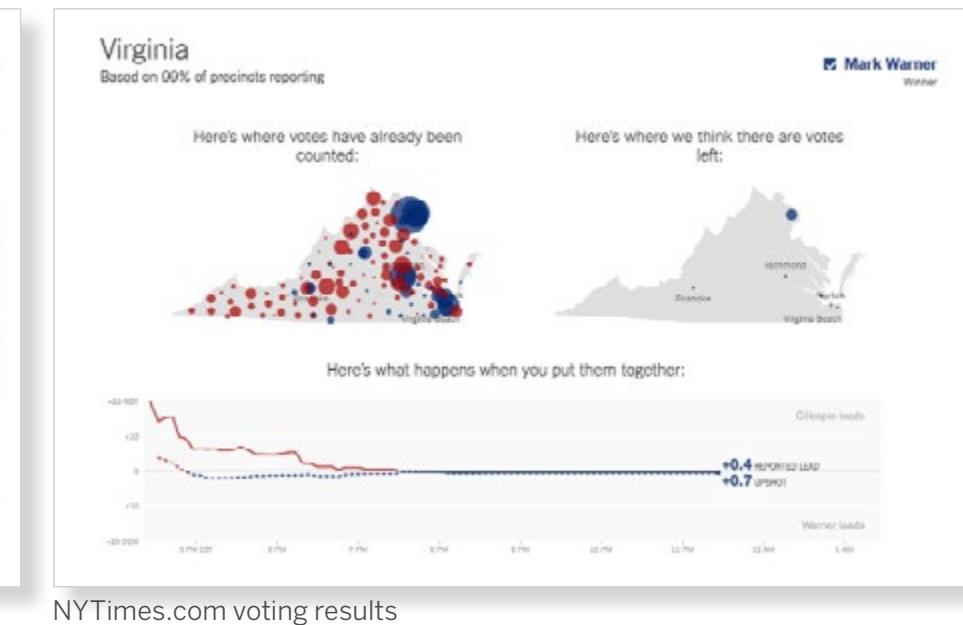
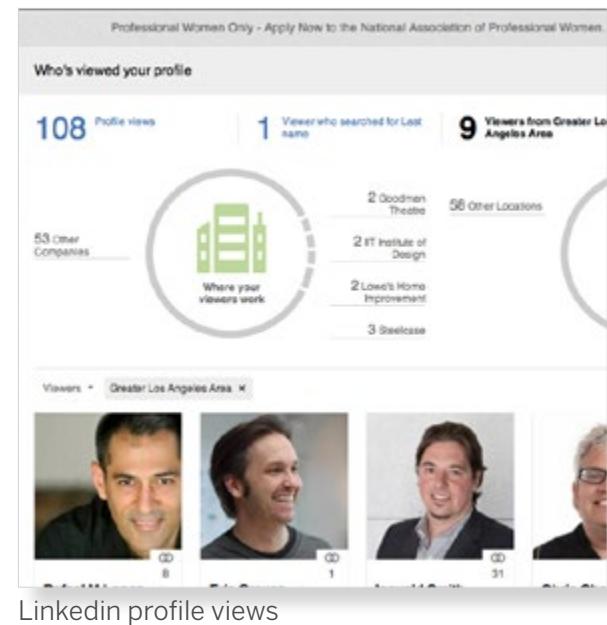
1. Provide citizens with the option to attach files on applicable forms and in communication .
2. Integrate file submission into the processes of the relevant department (such as submitting a graffiti photo as part of reporting to the Police Department).
3. Support immediate tag and upload from mobile devices

Evidence

Participant: "In order for it to be tracked, graffiti has to be time and date stamped, but I cannot submit that picture of the graffiti here (looking at report form). If someone graffitied in 40 different places causing \$50,000 worth of damage, my picture of that is not valid when posting this [not able to post the photo in online report, but she has to send it through the mail to the police department]. So ultimately, that person, if they get caught, only gets charged for the minimal amount of graffiti noted versus all of their crimes. This bothers me because these guys who do this, go out and do it all night long. They take like 20 cans of paint in their backpacks and paint all over the city. It causes thousands of dollars worth of damage and there isn't a good way to post that here."

Participant: As an avid cyclist he often reports potholes as he rides and wants the function of reporting on his smartphone and it picking up his location based on GPS technology (infrastructure).

Insights and design principals



Connected and Important

Insight

- * Participants want to feel heard, important, and connected through the website.
- * Participants wanted to see that they were heard, and know that their task was being seen too.

Design Principle

1. Provide online forums to connect users with each other as individuals and as small businesses.
2. Provide moderated online forums for important discussions.
3. Provide evidence of community engagement such as visualizations or community forums.
4. Visualize logged incidents.
5. Provide the ability to track and identify issues.

Evidence

Participant: "Hospitality." She wants the site to demonstrate the strong sense of community we have in San Diego and show people that their questions are important.

Mobile Platform

Insight

- * Mobile access and ease of use are essential to citizens. Mobile use is not optimal with City site.

Design Principle

6. Optimize for mobile.
7. Enable positive civic behaviors through typical mobile behaviors and uses.
8. Design mobile for immediate tasks and engagement.

Evidence

Participant: "I've logged in, [Strava] knows my activity and they know my friends". As an avid cyclist he often reports potholes as he rides and wants the function of reporting on his smartphone and it picking up his location based on GPS technology (infrastructure)

Put it Online

Insight

- * Citizens want online and updated versions of paper-based resources.

Design Principle

9. Provide information online, using the paper-based version only when relevant to the site and/or purpose.

Evidence

Participant: "At the permit office I was able to get a flier with a list of approved bounce house companies that were cleared to drop off generators, but an online list would be even more helpful."

Participant in the City Planning Department says they are using MindMixer (3rd party app) to connect online with communities. He would like to see the City build something similar so that it could be managed internally.

Formal Interviews

Summaries

Citizen

Tech professional and athletic parent (mobile centric)

Location: Miramar (work) / Bay Ho (home)

SITE VISIT GOALS:

His goals vary between transactional and information searches such as: getting information on infrastructure, tax payments, electronic waste; and locating dog parks. His personal activities are outdoor centric for family or exercise.

Infrastructure: An avid cyclist, he wants to know about road repairs like pot holes. His father-in-law made him aware of infrastructure issues; Evan researched the City website for what was planned for his neighborhood. 'How will the city affect me, my sidewalks with ramps, road repairs and potential water shut offs.'

Tax, waste and dog park: He pays his property taxes yearly. He researched the site for electronic waste disposal processes for his office. He commonly finds the need to report potholes and determine if local parks are dog friendly.

OBSERVED PAIN POINTS:

- * 'Site design looks like the "90's", user lacks confidence in accomplishing goals.'
- * Site visits are difficult via mobile.
- * Does not find dog friendly info about local park on available maps.
- * Site notification annoyed user 'I don't care.'
- * Information overload trying to find electronic waste recycling and can't locate the needed link or text on the page even after Google search.

IMPLICIT NEEDS:

- * Confirmation on self-reported issues like potholes or bike lane barrier.
- * Status reports for road repairs: bike lane; road repairs
- * Ability to see personal affect and value of self reporting road issues.
- * Clean and simple interface, examples: Gmail, Fitbit, Strava.
- * Mobile reporting that captures location like pothole reporting.
- * Mobile maps that indicate potholes and nearby parks.
- * Confidence in website search and quality of information returned.

EXPLICIT WANTS:

- * Mobile access with all actions available on phone.
- * Access infrastructure by address or zip code for community break down.
- * Map-based community dashboard with city infrastructure in his neighborhood by entering address or map selection.
- * Would like a smart site, but doesn't want to spend time customizing it for himself; "I don't want to spend an hour moving widgets around."

DETAILED WRITE UP:

He is tech savvy; a working father who is bicycle centric and concerned about existing infrastructure and development in his community. He recently visited the site for several purposes like paying his property taxes, reporting potholes, requesting a bicycle lane barrier, local dog park, but has a consistent interest in infrastructure. He has a strong preference for mobile access and that is his main usage in his personal life.

He is not happy with the San Diego website: dated design (90's); information overload on pages; and poor navigation and search capability.

He repeatedly stated that he likes the summary or most important information on top of the webpage, then he can dig deeper if he wants to.

He views the site as needing to focus on core city responsibilities and less on recreational planning and promotion. "Highly unlikely to go to the SD site to plan my weekend." He wants relevant information to city services like taxes and infrastructure, but not for recreation or news.

IDEAL SITE:

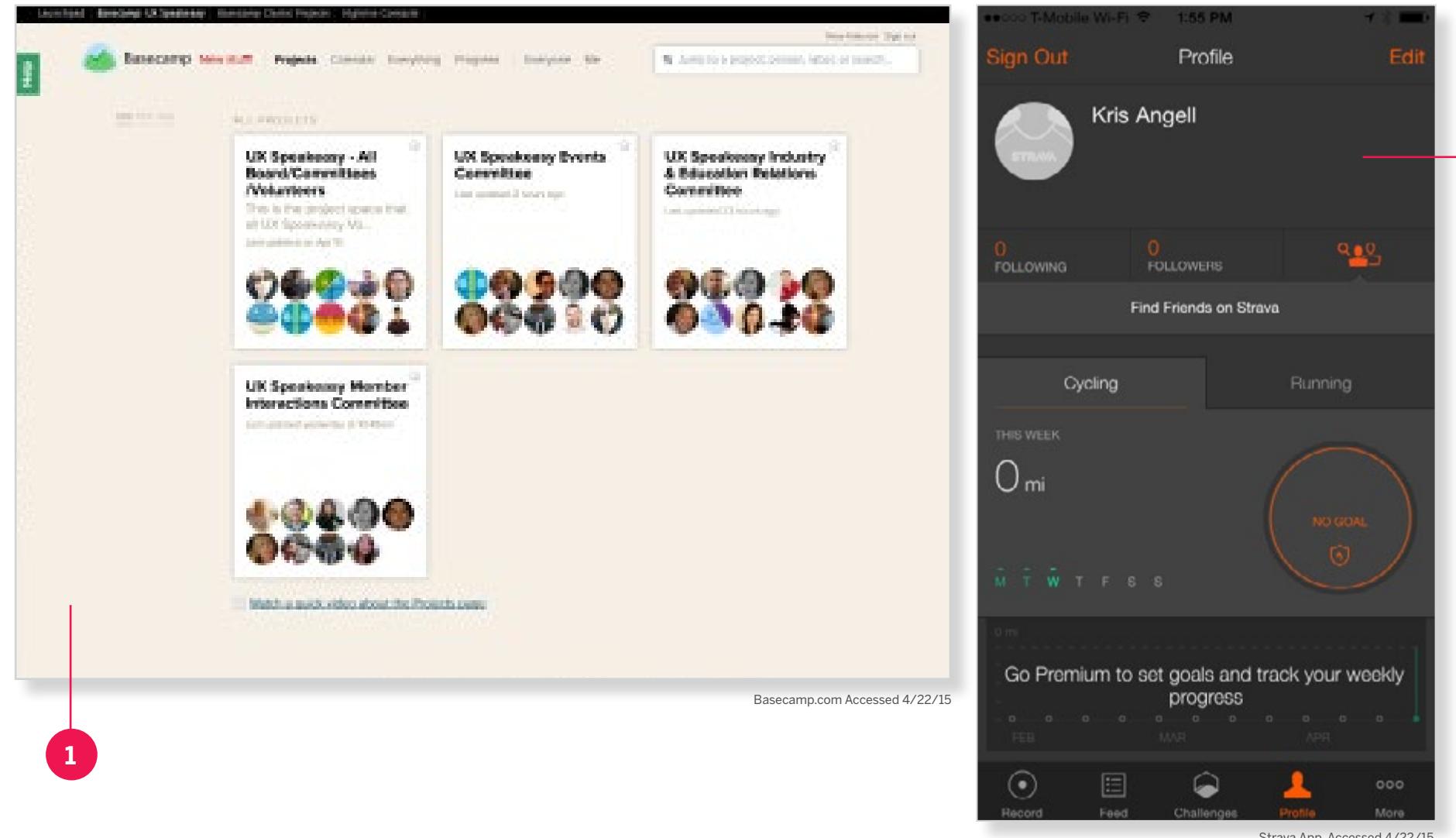
- * Amazon
- * Strava
- * Basecamp

For their excellent search and reviews. Simple presentation, no overload of information.

Citizen

Tech professional and athletic parent (mobile centric)

Location: Miramar (work) / Bay Ho (home)



ANALYSIS

- ① Clean organization and management of content.
- ② Simplicity, clear organization through color and strong navigation.

Citizen
Student services supervisor,
35 years in San Diego.

Black Mountain

SITE VISIT GOALS:

Her goal is to plan park visits for a large group of students. This includes getting park information (like restroom access) and obtaining the required permits, which she wants to do online.

OBSERVED PAIN POINTS:

- * Permits not available online or over the phone
- * Must wait in line. Appointments for permit process not available. Limited staff and hours.
- * Permit unclear on usage (What does permit include? Boundaries? Is it a shared space? Lifeguard available?)
- * Online map is unclear in geography and facilities
- * Frustrating navigation and process flow

IMPLICIT NEEDS:

- * Fast, easy process; preferably online
- * Clear guidance on statutes and usage fees (policy)
- * Clarity on access of facilities and permit locations (map)
- * Process guidance and confirmation
- * Minimalist or simple design
- * Improved navigation

EXPLICIT WANTS:

- * Permit process like Tidelands Park in Coronado—Port of San Diego website
- * A calendar with up-to-date reservation information, showing what's available to her real-time
- * Lower costs, similar to Coronado's park reservation system
- * Satellite map view or accurate map view in context
- * Easy to read lexicon for facilities (restrooms, gazebos, shaded areas, lunch tables)
- * High impact photos of permit areas
- * Easy, repeatable process

DETAILED WRITE UP:

Her primary focus is related to job duties and taking student groups to different parks for events. "I don't think I've ever done anything else on the website." She consistently compares the City of San Diego site and process to Port of San Diego site and process, with disappointment in the City site. She needs an efficient process online because currently she has to get permits in person with mixed results. The availability of the location, along with the facilities available like bathrooms and the usage of the permit are unclear to her. The online map is also frustrating and does not provide the information needed. She finds herself lost and frustrated with the navigation as well as the process flow. "All I want is a step-by-step process so I know where I'm going. The City is trying to put too much information on its site, but yet what's there is incomplete."

IDEAL WEBSITE:

<https://www.portofsandiego.org/recreation/apply-for-a-park-permit.html>

Why?

1 click process. You talk with someone to confirm. \$35. Stamped paperwork comes in the mail.

Citizen
Student services supervisor,
35 years in San Diego.

Black Mountain

The Port of San Diego website provides clear navigation and social media links. A prominent sidebar lists various parks, including Coronado Tidelands Park, which is highlighted. The main content area displays a photo of the park and its amenities. A detailed form for a Park Availability Request is shown on the right, featuring a checklist of typical amenities and a satellite map view.

ANALYSIS

- Clear navigation with tiered human language to support quick navigation.
- Prominent social media supports immediate contact with site support if needed. Provides confidence that user will get their questions answered quickly.
- Parks clearly identified in secondary navigation.
- Park page provides pictures of available amenities and infrastructure; checklist of typical amenities; description with answers to typical questions; and a satellite view of the park.
- Single page form, accessed through two click navigation.

<https://www.portofsandiego.org/recreation/apply-for-a-park-permit.html>
Accessed: 4/17/15

Citizen

Working mother and
watch captain

Location: Bay Park

SITE VISIT GOALS:

Her goals vary between her two roles: neighborhood block captain and mother of small children.

Block captain: Her engagement with the website is focused on community relations; legal regulations; communication with various agencies; and reporting of neighborhood issues like noise ordinance, illegal dumping, vagrants trespassing and graffiti.

Mother/homeowner: She uses the website for park permits; and dead animal removal and hazardous material disposal.

OBSERVED PAIN POINTS:

- * Online maps are inaccurate and don't highlight park facilities that need a permit.
- * City council borders are not clear on online map— 'I can't determine my city council.'
- * Can't report graffiti: police require time date stamp and photo; online reporting function does not have that ability.
- * Hard to locate the process steps to report a dead animal for pick up.
- * Could not find the proper waste dumping policy on the website: 'Is just an ID required, or are both an ID and bill with address required?' Answer is different in person than it is online.

IMPLICIT NEEDS:

- * Clear navigation to locate hazardous waste disposal.
- * Visible and accessible search—"Don't require me to back out to Google."
- * Clear and simple home page with search – 'I don't care for this.'
- * Clear wording that customers understand and ability to correct if not.
- * Easy access to regulations like parking or noise with natural language write up.
- * Approved vendors and process for permit process.

EXPLICIT WANTS:

- * Matching search terms to help find things like jumpy, bounce house, etc.
- * Park permit process with availability, reservations and payment online.
- * Clear definition of online maps for representatives borders with street names – Who is my council member?
- * Less text and simple write up for informational pages.
- * Increased font size, particularly for the home page.

DETAILED WRITE UP:

She is a tech savvy working mother of small children who is also a neighborhood block captain. She has been a block captain for 5 years as well as on CAP, citizen advisory board. She meets with the local residents and city representatives infrequently, roughly quarterly and as needed based on events.

Her priority is to protect the area, report any crimes and mediate any conflicts. Reporting graffiti, petty theft are common and not efficient online. Noise issues and parking are less common, but something she resolves on a regular basis.

She is persistent and savvy about search tactics and capabilities. Even with this, she is challenged with something like planning a birthday party for her children when it requires a permit for park use. Will the bathrooms be close by, are they open, is the gazebo available and can I reserve. Since the info is not typically available online, she makes plans and back plans before she goes in person to obtain the permit. A frustrating process that is not clear and requires changes online to succeed.

Citizen

Small business owner,
transplant.

Hillcrest/Bankers Hill

SITE VISIT GOALS:

Business: Her mission is to get a business tax certificate, or discover the process to get the certificate.

Find my hood/people: She expects to find cultural descriptions on the city and its neighborhoods for exploration; she expects the City's website to support connecting with the business community.

PAIN POINTS (OBSERVED):

- * Too much information
- * Search function too small or difficult to find
- * Text too small or difficult to read
- * Couldn't find correct page through home page; must use Google (tax certificate)
- * Cognitive overload: competing colors that distract; excessive small text with no supporting hierarchy.

IMPLICIT NEEDS:

- * Identifiable, explicit, stepped navigation
- * Accessible apparent search field
- * Access to (or open up the) community
- * Easy recognition of topics, function
- * Minimalist or simple design
- * Clear process mapping for critical tasks

EXPLICIT WANTS:

- * Alerts via text or "E-alerts" for relevant neighborhood events and info
- * Customize the site or tailor it for me
- * Large search field
- * High impact photos to showcase San Diego
- * Increased use of graphics

DETAILED WRITE UP:

She and her husband moved originally from Milwaukee and most recently Las Vegas after he was hired in SD. They planned to stay 6 months to try on SD; they love the weather, the "cool culture and laid back beach vibe." She works as a consultant for nonprofits. She just started her business, and her tax accountant told her to get a city tax certificate. She has personal goals: exploring the area and culture; and professional goals: making connections and learning the business community. Disappointed with the site, it didn't help them: "We couldn't figure it out." Went to Craigslist.com and learned that Little Italy was good for young professionals.

Due to previous experience on the site, she had put off looking for the tax certificate. Overwhelmed using the site for business tax certificate because it lacks efficiency; too much information; non-relevant info; and couldn't find the tax certificate. Had to back out and use Google, but couldn't find a process to help. She called because she was concerned; gained confidence talking to a person, she didn't trust that an email would get a quick response when the tax deadline was days away.

Citizen

University librarian and local citizen

Location: College area (work) / La Jolla (home)

SITE VISIT GOALS:

She uses and directs her 'clients' to the City's Library website, and uses it personally for City and Public Library resources.

Library service: She uses City of San Diego library site at work to support her primary customers (students at the University) and secondary customers access non-University resources.

Composter: After receiving a City mailer, she wanted to learn more about a discount composter program.

Library Events Calendar: She wanted a calendar on her neighborhood library branch's webpage so she knew what was going on at the particular branch.

OBSERVED PAIN POINTS:

- * Key word searches in Google did not take her directly to the Composter Rebate program, but to the City Environmental Services page.
- * Difficulty navigating within City Environmental Services page; department language for waste management did not match her mental model.
- * 'Leaving the site' is a painful step, stops user flow — 'not sure why this notice?'
- * When looking for her library branch's events, could not find one on her branch's page.

IMPLICIT NEEDS:

- * Clear department list to support user goal navigation and page recognition.
- * Quick access to relevant info (search resolution).
- * Stay within the web site for catalog search: detailed info and resources on hold.
- * Ease of navigation – 'number of clicks doesn't bother me' when sorting through the hierarchy to locate a resource or specific book title.

EXPLICIT WANTS:

- * Search field auto-fill of City site URLs.
- * Mobile app to access, hold and check out resources such as 'overdrive'.
- * Location based search (mobile) for nearby resources.
- * Calendar of events on her branch's web page.

DETAILED WRITE UP:

She has been a librarian at the University for several years. She lives in La Jolla. Her work focus is usually on students and their needs; occasionally this takes them to resources on the City or county site. There are also secondary customers that use the library such as visiting students, local community and staff that have need of the SD site and library services, such as shared or borrowed resources, on a regular basis. She also had a personal experience with a city mailer that mentioned a composter and looking for events at her local library.

IDEAL SITE:

Amazon.com

For its reviews, pricing on composter and general information.

Staff

Water Utilities, Consumer Advocate; Compliance and Metering Manager

Very few apps; payment was primary; needed more clarity in rules, in processes (general, utility req/admin, CC transactions)

SITE VISIT GOALS:

His goals for the site are to educate the public on cost, regulations, new development and water leaks related to high billing. He also uses the intranet and faces similar issues locating information and regulations.

OBSERVED PAIN POINTS:

- * Lack of parity between customer and service interfaces resulting in customer confusion and calls.
- * Frustration at lack of feedback on critical credit card input and account activities.
- * Difficulty locating Water administrative policy on SanDiego.gov or internal site—Regulations are not in one place; should be available to customer.

IMPLICIT NEEDS:

- * Account management request/notice of users accounts to address aging population power of attorney; and customer address and payment changes.
- * Simplified interface to support seniors with poor vision and cognitive issues (confusion).
- * Customer self meter reporting online
- * Definitions, links and the 'why' attached to keywords in the bill

- * Clear wording that customers understand and ability to correct if not
- * Triage process to determine customer need and guide them to proper resource

IDEAL SITE:

Amazon for payment process

Good security features, very easy to setup and asks simple questions like has your mailing address changed?

EXPLICIT WANTS:

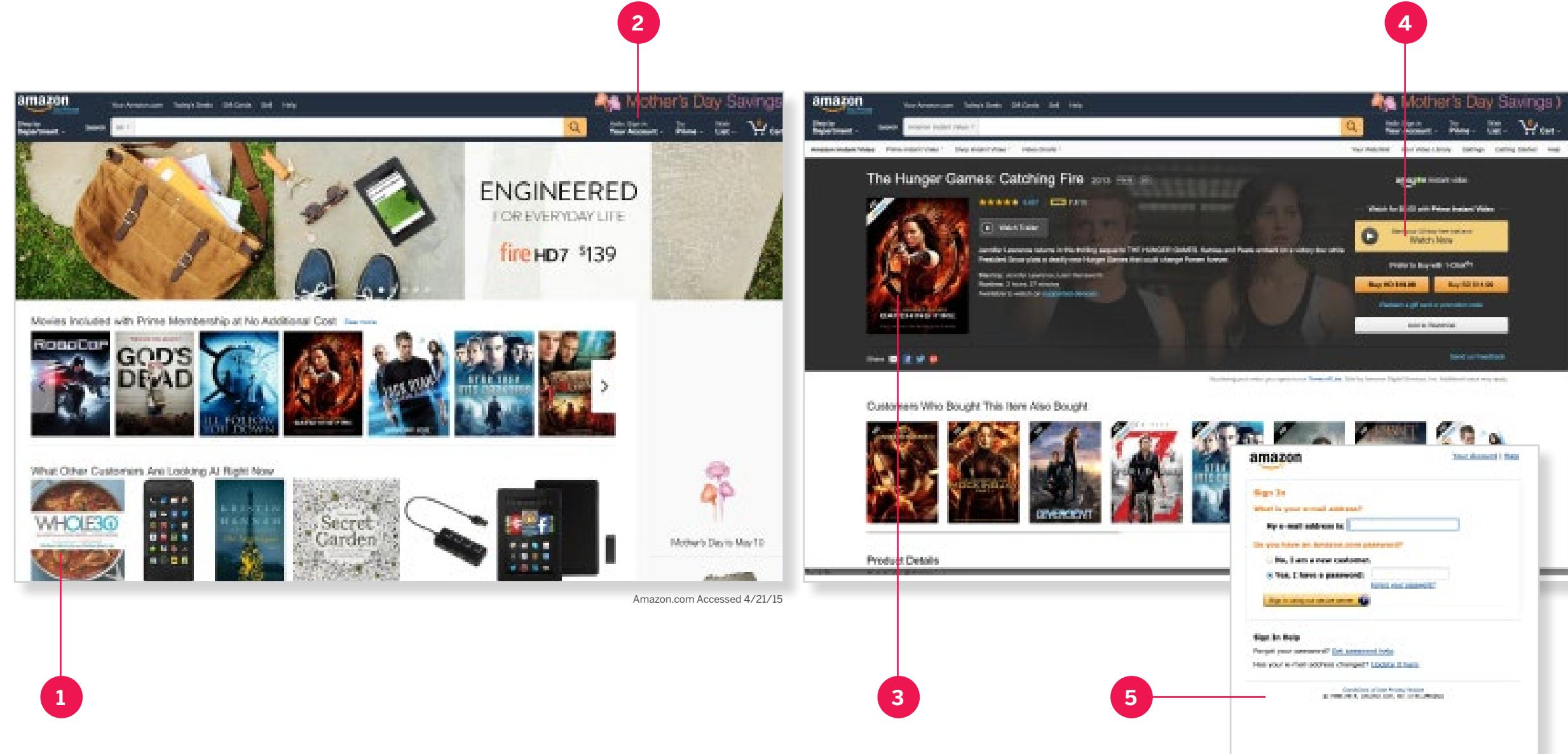
- * Payment account recognition with security like Amazon check out
- * Group law, policy, and administration instructions in one location that can be easily found and shared.
- * Show the Public fee justification.
- * Shared documents for public and internal education.
- * Key department pages linked to keywords for search purposes.
- * Feedback verification at payment and critical account entry to eliminate double entries and unintended over payments.

DETAILED WRITE UP:

He is a passionate customer advocate looking to reduce the extra steps and frustrations he sees. He works with customers primarily due to: payment processes that lack validation; customers not understanding (or given payment options) for fees; and lack of awareness of rights related to repair and administrative processes. There is a disconnect from the 'why' we have fees and costs for the infrastructure. He seeks to remove the arbitrary impression of the fees and rules. He believes a world class site should link fees to the rule and to the legal authority.

Staff

Water Utilities, Consumer Advocate; Compliance and Metering Manager



ANALYSIS

- ① Highly visible, organized products.
- ② Clear navigation, Login, cart and search. Multi-layered text navigation provides two ways to enter and comprehend the content:
1) "Hello. Sign in." 2) "Your Account."
- ③ Single image product display takes up visual real estate to capture attention and focus the reader.
- ④ Product purchase is bold and bright against gray ground.

- ⑤ Account sign in is in a blank field, providing minimal distractions and only necessary prompts.

Staff

Public Information Officer (PIO) - Public Works Department

Has extensive apps for planning and information purposes that are not well understood or utilized; poor CSS implementation and no updates to text, formatting or type of content available.

SITE GOALS:

Communicating Construction: He needs alternate modes to communicate with neighborhoods, beyond door hangers, to moderate discussions (control misinformation) and mitigate the effect of construction in neighborhood, ie: traffic and parking.

Project Information: He wants improved access to construction project details, including mapping, costs, dates; to update it with new information, and to provide Council members (and citizens) current information.

Accessible Maps: He wants citizens to be able to see maps of their community with planned construction, moratoriums and other details clearly accessible and understandable.

OBSERVED PAIN POINTS:

- * Project naming inconsistencies hinder communication and tracking.
- * Triage phone tree to support limited staff (4 PIOs) to route calls for people who don't know who to call.
- * Training and managing door hanging and community liaison consultants is repetitive, and not effective.

- * People often do not know which department will meet their needs.

IMPLICIT NEEDS:

- * Standard naming conventions for projects across departments.
- * Improved interactive maps.
- * Increase trust in the City and its infrastructure projects.
- * Tool improvements to mitigate workload for PIOs.
- * Improved citizen and Council member access to mapped construction data.
- * Revised or eliminate third party apps that do not support ADA goals through poor CSS implementation; that do not support content and format changes per user need.

DETAILED WRITE UP:

His primary role is to manage outreach for Public Works Department. This includes posting all department information to the website. He uses Constant Contact to manage communications about individual Capital Improvement Program (CIP) projects. He uses City of San Diego's PlanetBid to manage consultant contractors that have presented RFQs. They also use a Public Contact Log to track inquiries. Integrative mapping coordination tool uses internal tool within external mapping tool. CIPRAC web page reviews and prioritizes the CIP needs and suggests budgets.

EXPLICIT WANTS:

- * Impact maps for major traffic and parking issues.
- * Layerable project maps.
- * User share-able maps via social media.
- * Users to have the ability to include an attachment when submitting a comment or question.
- * Full project descriptions (no limitations on character count).

Staff

Senior Public Information Officer for San Diego Public Library

Extreme apps and offsite platforms. Needs website information restructuring; smooth/clean user flow between apps and site; flexible skinning for outside apps; photo gallery works well.

SITE VISIT GOALS:

Her goals include supporting library staff and customers—the majority of these duties are informational. She is frustrated with the limited or narrow resources within the site and poor experience for customers going to Library content off the main site.

OBSERVED PAIN POINTS:

- * Website not built for library purposes: finding, housing book catalog.
- * User flow is broken by repeated notice of 'leaving site'.
- * Excessive apps and external content creates messy branding and confusing 'ownership' issues.
- * Bookmarked work-arounds to locate relevant information (catalog).
- * No or minimal support for language translation, Bilingual, Tagalog, Vietnamese etc.
- * Slow internet connections, and load times on app content.
- * Search returns no content hierarchy or organization.

IMPLICIT NEEDS:

- * Primary user is citizen, not staff; focus should be on customer goals and needs.
- * Clear navigation that supports research behavior.
- * Informational resources within the main site, no 'offsite' content.
- * Clear strategy on branding, co-branding and site integration.
- * Fast, responsive and accurate online calendar by customer need not department – "I want zumba class, don't care who puts it on."
- * Long-term support and vision for library site as a 'stand-alone' seeming entity.

EXPLICIT WANTS:

- * Truth in communication between departments—ADA compliance; offsite notice.
- * Library branches need distinguishable location, events, branch amenities and catalog.
- * Cultural institution connected to the community.
- * Greater independence for database integration like Biblio Commons.
- * Cross departmental calendar events to increase public awareness.

DETAILED WRITE UP:

Her primary focus are the customers and their best experience with the library services. She comes from a high tech background and worked in developmental services before. She is frustrated with bureaucracy issues around resources and priorities such as lack of change or updates to content or databases. She sees the library as a cultural institution that is significantly different than other city services and wants the design and database access to reflect this.

IDEAL SITE: NYC LIBRARY

<http://www.nypl.org/>

"I like how they have research" and no cross over with the city site."

Staff
Senior Public Information Officer for San Diego Public Library

The image consists of two side-by-side screenshots of the New York Public Library (NYPL) website. The left screenshot shows the homepage, featuring a large banner for 'INVEST IN LIBRARIES' with the tagline 'Tell the City that Libraries Need More Funding!', several book covers, and a search bar with a red 'SEARCH' button. The right screenshot shows the 'Research' tab page, which has a similar header but a more complex layout with multiple sections: 'ELECTRONIC RESOURCES' (including Article & Databases, Online Exhibitions, Digital Collections, and Online Exhibitions), 'COLLECTIONS' (including Manuscript & Archives, Photo & Photographic Catalog, NYPL Lists, NYPL Digital, and NYPL Recommendations), and 'DETAILS AND SERVICES' (including Research Divisions, Research Guides, Index to NYPL Collections, Get Creative, and NYPL Recommendations). Red numbered circles (1 through 4) point to specific features in both screenshots: circle 1 points to the 'INVEST IN LIBRARIES' banner, circle 2 points to the search bar and 'SEARCH' button, circle 3 points to the book covers in the main content area, and circle 4 points to the 'Research' tab itself.

ANALYSIS

- ① Highly visible new books, collections and authors.
- ② Clear navigation, Login and search. Good organization helps users navigate to the content they're searching for.
- ③ Bright, color coded cards help differentiate content and direct library patrons to their interest.

- ④ Research tab provides all levels of research and content within the library system. It also provides detailed descriptions of the content without over crowding the page with unessential content.

Staff
Senior Public Information Officer for San Diego Public Library

The image consists of two side-by-side screenshots of the Houston Public Library website. The left screenshot shows the main homepage with a red header bar containing the library's logo and navigation links for 'My Account', 'Ask', and 'Locations & Hours'. Below the header is a search bar with the placeholder 'Search in Our Catalog' and 'Search in Our Website'. The main content area features four large orange buttons labeled 'Find It', 'Learn & Explore', 'Research', and 'Get Involved'. To the left of these buttons is a large image of a woman in a red dress. Below the buttons are several smaller sections: 'Readers' Link' with a photo of children, 'Library Programs & Events' with a list including 'Event Calendar', 'Tables', 'Book Clubs', etc., and 'Our Blog' with a photo of a person at a computer. The right screenshot shows a specific exhibition page for 'Maurice Sendak: 50 Years; 50 Works; 50 Reasons'. The header is identical to the homepage. The main content area features a large image of Maurice Sendak's character from Where the Wild Things Are, wearing a crown. Below the image is the title 'MAURICE SENDAK 50 Years Works Reasons' and the text 'HOUSTON PUBLIC LIBRARY CENTRAL LIBRARY AND THE JAMES D. TALIAFERRO BUILDING March 29 - May 3, 2013'. To the right of the exhibition image is a sidebar titled 'Learn & Explore' with links to 'Affordable Healthcare Act', 'Ask', 'Blog', 'Career Resources', 'Computer Classes', 'Tables', 'Alice's 50 Years of Poetry', and 'Maurice Sendak: 50 Years 50 Works; 50 Reasons'. Red numbered circles (1-5) point to specific elements: 1 points to the 'Find It' button on the homepage; 2 points to the 'Search' button on the homepage; 3 points to the 'Learn & Explore' section on the homepage; 4 points to the 'Events' section on the exhibition page; and 5 points to the 'Tables' link in the 'Learn & Explore' sidebar.

ANALYSIS

- ① Straightforward language for navigation – “What do you want to do?” It’s the way people think.
- ② Clean and simple tile layout with white space.
- ③ Menu with large, legible print layers over impact images.
- ④ Calendar of Events filters events by age group, by specific branch or citywide, and type.
- ⑤ “Learn & Explore” tab would fit well with City of San Diego City Library’s mission, too.
 - * To inspire lifelong learning through connections to knowledge and each other.

Staff ADA Department

ADA, no apps, just a 'log a problem'. Need: ability to segment and triage users; should be an underlayer (or similar) to other departments as ADA and similar already sits in Parks/Rec and Library.

SITE VISIT GOALS:

The ADA department receives complaints about access: physical and communication barriers.

Their main goal is to get disability problems addressed quickly and effectively.

Reporting: Providing an easy reporting form that supports and identifies disabled citizens is their primary need.

Triage: Eliminating confusion and redirecting individuals who need services but come to their site by mistake is their secondary goal.

OBSERVED PAIN POINTS:

- * People don't know who to go to for help.
- * People don't understand that the ADA department doesn't provide services—it's a misnomer.
- * Resource links are missing to other ADA content related to building, disability checks, classes and services causing confusion and increased misdirected calls.

IMPLICIT NEEDS:

- * Reliable way to identify if the flagged issue is ADA or other—related to funding.
- * Ability to quickly test or review flagged issue to determine and prioritize fix.
- * Advanced ADA compliant reporting feature, designed specifically to support deaf, blind or other disability and impairments.
- * Invisibility to the general public—their role should be explicit in every department, the department page is not needed.
- * Ability to provide resources to the public on ADA compliance.

DETAILED WRITE UP:

They spoke about the ADA as a monitor of City efforts: Can you fit; park; get around; understand; engage. The City is required to provide communication support such as braille, listening devices and interpreters. They get calls from people related to disability checks (a service), designing (architecture) for ADA requirements (planning) and accessibility of private businesses (a neighborhood compliance issue). The ADA provides advice and training for staff, but does not train outside of the City.

EXPLICIT WANTS:

- * Way for the disabled to identify problems easily.
- * Invisible method for determining ADA 'fit'.
- * Remove separate site for ADA, incorporate ADA into all department sites as a foundational layer.
- * One page that is returned via search with phone numbers, key documents, request form.

Staff

Planning department, GIS background.

SITE VISIT GOALS:

His goals include supporting internal staff needs around mapping and indirectly meeting the public needs. His roles include GIS coordinator and web control.

OBSERVED PAIN POINTS:

- * Lack of connection to the community
- * Constraint of page real estate for viewing of maps
- * Segmented and numerous community agendas and messaging
- * CMS data usage

IMPLICIT NEEDS:

- * Full page view of maps
- * Improved interactive maps
- * Improved access to map data
- * Better access to maps, graphics and videos
- * Better map integration with third party apps

EXPLICIT WANTS:

- * Ease of access for projects with less burdensome community planning
- * Home page drop down list for community mapping
- * Engage the community and communicate online
- * Build own tool like 'MindMixer' to connect online with communities so that it is managed internally
- * Drop news, updates, document library menu selections on nav bar

DETAILED WRITE UP:

His primary focus is supporting internal staff. He is also the coordinator for vendors developing their apps. He is responsible for the look and feel of the maps and data. He supports the planning department and IT support with focus on third party vendors. GIS role of preparation, management and analysis of maps and relevant data. Looking for better engagement with the community.

IDEAL WEBSITE:

- * Denver

Staff

Planning department, GIS background.

Screenshot 1: A screenshot of the Denvergov.org homepage showing a dropdown menu for 'Business Services'. The menu is open, displaying options like 'Business Services', 'Planning', 'Government', and 'Online Services'. A red circle labeled '1' points to the 'Business Services' button.

Screenshot 2: A screenshot of the 'Community Planning and Development' page. It features a sidebar with links such as 'How We Plan', 'Planning Tools', 'Comprehensive Plan (2040)', 'Denver's Future', 'Plan Progress', and 'Complete Plans'. A red circle labeled '2' points to the 'Planning and Design' link in the sidebar.

Screenshot 3: A screenshot of the 'Denver Maps' page, specifically the 'Blueskirt Denver' section. It shows a map of the Denver area with various neighborhoods and landmarks. A red circle labeled '3' points to the map area.

Screenshot 4: A screenshot of the same 'Denver Maps' page, showing a different map view. A red circle labeled '4' points to the map area.

<http://www.denvergov.org/> Accessed 4/21/15

ANALYSIS

- ① Two clicks to get to the Planning Department. Easy navigation provides users confidence in their selections, and in the site.
- ② Clear navigation, Login and search. Good organization helps users navigate to the content they're searching for.
- ③ Simple efficient pages don't overwhelm users with content.

- ④ [Negative] Maps do not go edge to edge on the screen allowing the user more visual space to analyze the map.

Staff

Planning department, GIS background

The image displays two side-by-side screenshots of a website interface for the 'Morena Corridor Specific Plan'. The left screenshot shows the homepage with a navigation bar at the top featuring 'Home', 'Topics', 'Activity', and 'About' tabs. Below the navigation is a banner with the text 'Welcome to Morena Corridor Specific Plan.' and a subtext about sharing ideas. It includes social media integration buttons for 'Connect with Facebook' and 'Sign Up with Email'. A 'Topics' section follows, with a heading 'Your Interests' and a sub-section titled 'What brings you to the Morena Corridor?'. This section contains a map pin icon and a detailed text block about the plan's purpose and community input. The right screenshot shows the 'Activity' page, which features a large map of the Morena Corridor area. A prominent 'LOG IN TO PARTICIPATE' overlay is displayed over the map, with buttons for 'Log in now' and 'Sign up for an account'. Navigation tabs for 'Topics', 'Activity', and 'About' are visible at the top of both pages.

1 Clear, simple navigation.
2 Modern headline and image treatment.
3 Community comments are visible to all visitors and encourages engagement.
4 Clear mapping of affected areas.
5 [Negative] Forced login limits participation through artificial barriers to participation: a 'pay to play' format.

ANALYSIS

- ① Clear, simple navigation.
- ② Modern headline and image treatment.
- ③ Community comments are visible to all visitors and encourages engagement.
- ④ Clear mapping of affected areas.
- ⑤ [Negative] Forced login limits participation through artificial barriers to participation: a 'pay to play' format.

City of San Diego Official Website [SanDiego.gov]
Current Site User Testing Report
Informal, Guerrilla Interviews

Informal, Guerrilla Interviews

- 95** Guerrilla Research Overview
- 97** Insights + Understanding
- 99** Community Values
- 100** Mental Models
- 101** Findings
 - * Discussion points + trends
 - * People's experiences with SanDiego.gov
 - * Perceptions of San Diego Findings
 - * Personas

Guerrilla Research Overview

Activities

Hopscotch Labs performed informal 'guerrilla' interviews with 36+ individuals, 32 of whom signed a release. These informal interviews were done with individuals chosen at random, at random locations within City Council Districts across the City of San Diego. Lasting 15-30 minutes, participants shared their experiences with San Diego and the City's website, SanDiego.gov. During the last day of guerrilla research City TV, the City of San Diego A/V documentation team, followed the team to a major tourist attraction to record activities for posterity.

Methods

'Guerrilla' interviews, a form of rapid ethnographic interviewing, was the primary form for capturing quantitative qualitative data. A discussion guide was used to frame the interview; however, the team did not screen individuals beyond asking where participants were from, and what they were doing that day. Researchers worked in teams of two or three, wearing custom T-shirts, with a clipboard, voice recorder and camera.

Drawbacks

The drawbacks of doing guerrilla interviews are twofold: finding the right location at the right time; and participation fatigue.

The right location and the right time was a major source of non-participation. Either there were no people, or those people were intent on other activities. These were primarily locations that were transactional in nature, such as a retail setting.

Participation fatigue is real, and a problem for canvassing techniques. People are familiar with a cold sales/canvas approach for 'non-profits' requesting donations amongst others and as such they avoid people with clipboards or who wear the same clothing (ie. T-shirts).

Errors and Omissions.

Good documentation and note taking is key to guerrilla research. This style of research was chosen specifically to allow for quick qualitative data in a limited time. As such, it informed the survey questions and the formal interviews. Findings from each method will supplement and inform on the overall findings. Errors and omissions from guerrilla research are the direct result of not having input the data or from misrepresenting the data available.

Locations

Council District	Location Visited	Interviews*
1	Carmel Valley Car Wash	2
2	Siesel's, Bay Park	2
3	Seaport Village; Main Library	11+ interviews
4	-	0
5	Rancho Penasquitos dog park	8
6	Kearny Mesa YMCA; Kearny Mesa Boudin	5+
7	-	0
8	Chicano Park, Barrio Logan; West Otay Valley soccer match	2+
9	City Heights; Kensington	2+
Total Interviews:		32+

*Note, participants unwilling to sign a photo/video release are indicated with a +. If these individuals continued the conversation after stating their preference for a release the team kept notes but did not record.

Demographics

Demographics were not recorded beyond zip code. However, the team went to specific neighborhoods to capture diverse populations and income levels. The team met homeless people, recent and longtime retirees, wheelchair bound individuals, veterans, and Peruvian and Somali born San Diegans amongst others. The team met a class of pharmaceutical students from Stanford University; and a dad and his son from Ramona enjoying their first day of spring break by flying a kite in Seaport Village.

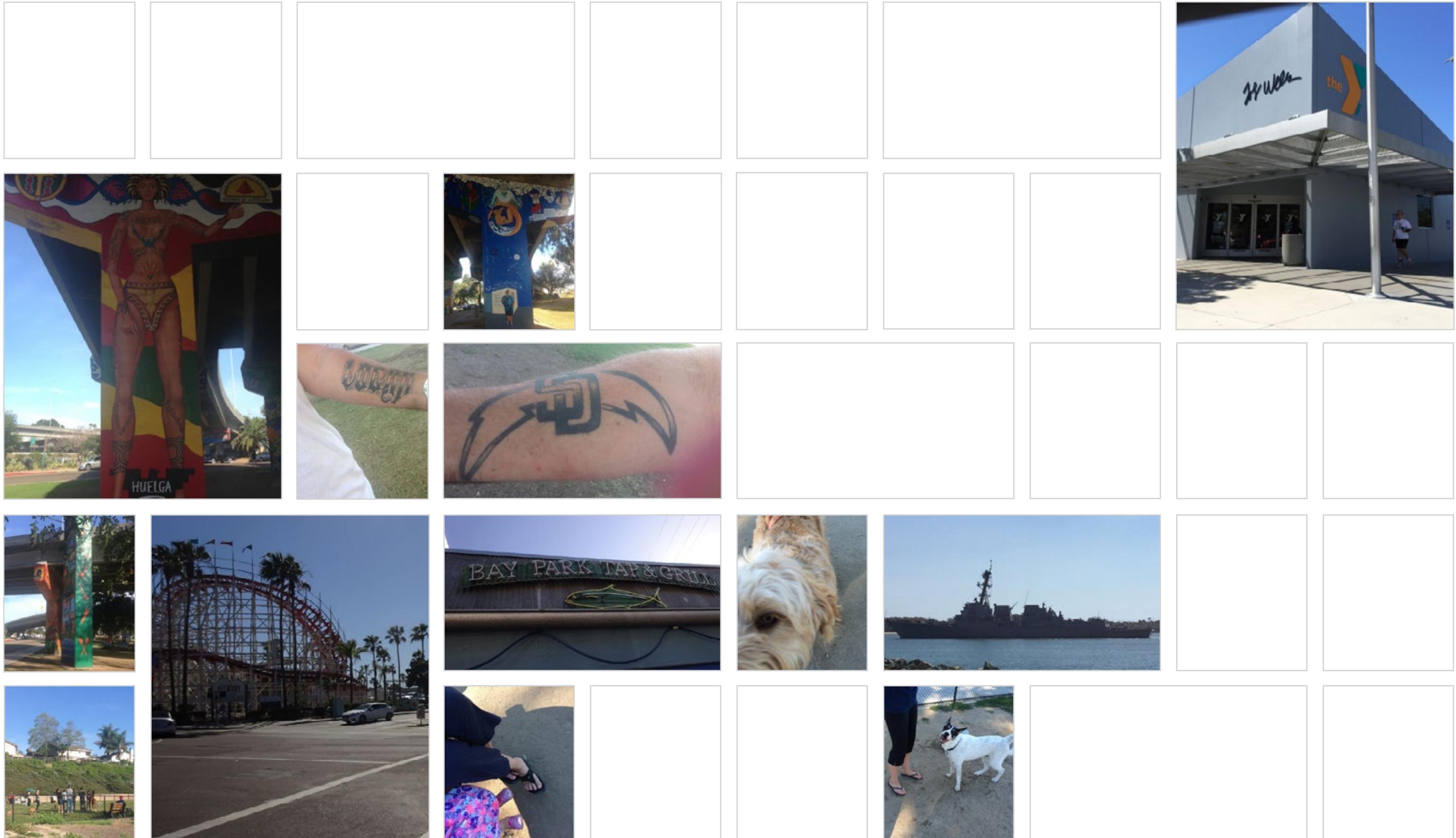
Participation

Participation in the informal interviews was roughly 40%. Of those asked, more than half participated, however not everyone participating agreed to have their photos taken, or have their voices recorded.

Locations that provided the most successful interviews included: leisure sites such as outdoor restaurants, bars, and parks (sidewalk and occasionally groups relaxing on the grass); transition zones (150' from doorways) outside of the library and YMCA; and waiting zones including dog parks and car washes. Places that provided the least success were defined as 'mission-driven' locations, those in which people had a specific goal (and could see their goal) in mind, such as shopping malls and grocery stores; private public spaces; and soccer matches. For example, the YMCA worked earlier in the day and when stationed around corner from the entrance; but not directly in front of the door or when people were going to a class.

Informal Guerrilla Interviews

* hopscotch labs



Insights + Understanding

Guerrilla Research

Guerrilla Research Recommendations and Understanding

Layer Data for Targeting	Support People's Tasks	Focus on Comprehension	Drive Awareness
<p>TIME AND NEED MANAGEMENT: Allow users to peel back the layer of data allowing users the to dig as little or as much as they want.</p> <p>Time Today > This Month > This Year</p> <p>Information Chunked Topical > Process Steps > Deep Dive</p>	<p>TASK AND TIME MANAGEMENT:</p> <ol style="list-style-type: none">1. Add continuity to discrete tasks for individual users.2. Maximize focus during user's engagement with a task.3. Provide feedback to users on task, time and progress.4. Provide flexible task management, allowing users to manage their tasks over time.5. Help users articulate and organize their goals.6. Help users understand, manage and track task processes.7. Visualize task management for individual and group users.	<p>STRENGTHEN UNDERSTANDING:</p> <ol style="list-style-type: none">1. Use natural language.2. Cluster and chunk information.3. Support primary task completion with clear process steps.4. Provide accurate, single source information.5. Visualize information and conversation with illustrations and forums.	<p>PRIORITIZE USER NEEDS:</p> <ol style="list-style-type: none">1. Task completion.<ul style="list-style-type: none">* Help me track my issue.* Help me be part of a community discussion.* Hear me>Show me you're listening.2. Event Awareness<ul style="list-style-type: none">* Help me know what's in/going on in San Diego.* Help me plan.* Help me know San Diego.3. San Diego Safety<ul style="list-style-type: none">* Help me protect my home, protect my family.* Help me know what to do in an emergency.* Alert me to major accidents or traffic jams that impede my travel

Community Values

- * Singular Geography
- * Togetherness
- * Diversity
- * Adventures

Singular Geography

San Diegans value our singular geography.

The geographic eccentricities of San Diego allow for an active life. San Diegan's center their lives around the outdoors.

Tourists and San Diegans value the outdoors. It's what keeps us sane, what keeps people coming back.

Online, San Diegans and tourists alike seek out special events and activities around the area. Tourists are looking for the top places and things to do while they visit.

San Diegans look for community festivals; national holiday observances; unique outdoor opportunities for exercise, enjoyment and dog-friendly recreation.

Togetherness

San Diegans value this community. They live and breathe pride in their neighborhood, our military and our industry.

When they talk about problems with the City's website, they're not complaining about civil servants but how the site functions, and that the civil servants don't have the resources to get things done. They talk about the Military and BioTech industries as a real piece of the San Diego story. Old timers have a firm sense of San Diego and the vibrant change that's happening around them.

These are strong community identities that go beyond the buildings, that speak to a community's history and its future.

San Diegans are in it together. It's a commitment to each other, and to the growth of their neighbors.

Diversity

San Diegans value the diversity of their community.

Diversity in outdoor activities and geo climate—canyons for hiking and biking; surfing; desert; mountains etc. Diversity in cultures—"think of a food and you can have it!".

Tourists value the charm and character; they value its safety and cleanliness. They value the breadth of different activities in the area.

Adventures

San Diegans adventures are varied.

We value the sun and surf; outdoors living and the communities that come with them. We value great food: spicy Mexican and fresh fish.

- * Food
- * Local breweries and wineries
- * Biking
- * Camping
- * Surfing
- * Zoos
- * Paddle Boards
- * Military

Guerrilla Interviews

Mental Models

Participants used different mental models for different modes and requirements. These models were similar across different goal concerns such as family, home, business and neighborhood.

	Events / Activities / Features	Task / Information	News / Conversations
for my family			
for my home			
for my vacation	<ul style="list-style-type: none"> * Date lookup * Information lookup, track * Event identification, schedule * Event/activity planning, needs assessment 	<ul style="list-style-type: none"> * Information lookup, use * Task logging and tracking * Process identification, follow, feedback 	<ul style="list-style-type: none"> * Information lookup, track * Gauge information importance and phase, respond/influence * Join conversation * Feedback on participation
for my business			
in my Neighborhood			
in the City			
as a Citizen			

Initial Findings

Guerrilla Research

SanDiego.gov Website Findings

Discussion points + trends

TASK BASED NEEDS

- * Find general community features and current events.
- * Find personal discrete needs such as jobs and volunteer opportunities; beach fire pit permits.
- * Check things off a personal list.
- * Track City 'assigned' tasks.
- * Get feedback on current task, such as paying a parking ticket correctly.
- * Submit a request, or place a library book on hold.
- * Track/participate in community conversations.

SPANISH SPEAKERS AREN'T USING THE WEBSITE

They don't believe there's anything on it for them. Participants who primarily spoke Spanish or were more comfortable with Spanish than English had not visited the City's website.

THE WEBSITE IS AN IMPEDIMENT

Participants have developed workarounds to accomplish City-based tasks and needs. The current website is hard to navigate and provides unnecessary content that is hard to filter. They will have someone else complete a task; they bookmark a page; and they search by Google.

PARTICIPANTS AVOID MOBILE

The Website is very hard to navigate on mobile devices. "It's a long list of stuff, I get lost. Is there a Search button?"

NO REASON TO STAY

Participants know or have a good idea of the information that they need. Google gets them there fast. The website gives them no reason to stay.

EXPLORATION IS NOT WELCOME

Exploration tasks (event or information searches) on SanDiego.gov are hard to accomplish. Discrete tasks (taxes, library checkout) are perceived as easy.

SEGMENTED DATA

Allow users to peel back the layer of data allowing users to dig as little or as much as they want.

Tourists are searching for information based on time of need: I want to go to San Diego this year. When is the best time to visit? I'm going for a conference, should I arrive early or stay late? I'm here, what's going on today? I have two hours before I need to leave, what must I see or do?

NO CONTENT CURATION

Excess information overwhelms the viewer and causes people to leave confused. A lack of content curation makes good information bad. Maps with too little real information, or pages with too much cause the same problem—frustration and task non-completion.

RESIDENTIAL SERVICES ARE NOT CENTRALLY LOCATED

Locals only need specific services from the city: trash, recycling, safety; but it's difficult to find those services in one place on the website.

Provide a central location (citizen dashboard) to manage concerns, transactions and common information needs.

LACK OF A MODERATED DISCUSSION

Participants have things to say, they want to know the city is listening and see what others have to say. Provide a central location for moderated community conversations that visualize the conversation.

TUTORIALS ARE BURIED

Participants need help understanding which action to take first when on a department website. Existing process documentation and resources are buried within other important information. There is no information chunking.

POOR AUTOMATION WITH NO STATUS UPDATE

Monitoring tasks or activities is not supported. The only recourse is to call to check on it. The lack of an online status creates frustrations, trust issues and unnecessary worry.

City Services: Are you listening to me?

The opacity of city services makes it difficult to trust that your problems and needs are being heard and dealt with.

"I logged the problem with the City three times in 9 months; I finally got it fixed when I wrote to the mayor."

People's experiences with SanDiego.gov

(Logged responses)

Places they went:

- * Noise abatement info
- * Library
- * Password Reset
- * Business taxes online every year - easy
- * Property taxes
- * Schedules for recycling, garden clippings and garbage pick up.
- * Marriage certificate
- * Parking ticket
- * Google
- * Internal City employee site
- * Dog licensing
- * Water bill
- * Employment
- * Park and Rec
- * Health Services

Experiences

I succeeded.

- * Dog licensing. Here's what I did: 1) I went to "Services A-Z", then Animal Services - County of San Diego 2) (navigated out of site to County of San Diego; asked where he was) "the County" [actual: SanDiegoAAC.com (seemed to think city and county services were almost one in the same)], 3) Then, Online Licensing; I did it all online, just followed directions, 4) later mailed fee and proof of shots. I accomplished it.

I failed.

- * 'Things to do in San Diego' Google search. I failed to find theatre shows and sporting events on correct dates. I was hoping to find things to do in the vicinity of the convention center, parks, cool restaurants like Top of the Hyatt, events, etc.
- * Tried to pay business tax certificate online and it didn't work. So I mailed it. That was last year. It just wouldn't take my credit card. It just got stuck and never processed.
- * Uses internal City employee site, but not the public City site. "I also referred people to the website for resources and help, 'Heres where you can call for help.' It should have every single City resource. Type in a question and find out where to go for potholes, nuisance neighbors. You should be able to get a human contact number on the site—a one stop shop."

I only succeed through a work around.

- * Parking ticket. I had son handle it.
- * I was on the website a few weeks ago to pay my water bill. The link is on the bill, but I google 'San Diego water bill' to pay it.
- * I have been on SanDiego.gov for employment, park and rec, water-wise plants, Penasquitos Canyon, health services, library. When I was looking on SanDiego.gov for Penasquitos Canyon I was looking for native plants to plant in my front yard. It was easy to find, though I found it by going on Google, not SanDiego.gov.
- * I'm stumped by SanDiego.gov, I couldn't find the Department of Health. I know it's not Health and Human Services, I bookmarked the page—it's difficult to navigate the site.

Problems in the execution.

- * The last time I traveled I wanted to look at visitor, not resident stuff, for Santa Cruz.
- * The website is clumsy. The library page opens several different boxes, then asks you to close one, takes extra time. I'm not a graphic designer, but weird stuff is going on. SanDiego.gov isn't clean, stuff going on top and sides. It's too busy for my eyes, makes me want to leave the site.
- * Library all the time. Every once in a while will forget password and have to reset.
- * I search for schedules for recycling, garden clippings and garbage pick up. Where we live, all 3 pickup on the same day, not separate schedules.

I expect to find:

- * School and event schedules and links— weekly events for art, music, sports on a calendar and searchable.
- * More events and city sponsored events.
- * A way to let the City know something is happening. Like the homeless using the park for sleeping and other adult activities.
- * Information on bonfires/BBQs/fire rings at the beaches; where they're located and whether you need a permit.
- * Reasons, such as the military and biotech industries, for businesses to come here.
- * A clean organized site, with one clear path to my destination. Stuff that pertains to me, don't make me search for it.
- * A 'go to site' some place where I can find the one person who can solve my problem.
- * San Diego weather—show off how exceptional we are; but also help me know whether the beach is fogged over.
- * Links to top 10 restaurants, where is cheapest parking, least traffic.
- * Clear titles and navigation headings: is Community for residents?

Findings Perceptions of San Diego

My San Diego

"There was a time when San Diego had a different flavor, but now it's changed. Downtown is a draw now. At night we can go out alone. One of the ladies walks her dog really late on her own. They do a great job of patrolling."—Elderly woman

"Logan Heights is the place where I was put and the place where I'm leaving from [when I die]. I never leave Logan—you can do everything here."—Man in his late 40s early 50s

"Chicano Park is the only one of its kind! We fought for it. These murals are about all of San Diego."—Man in his late 40s early 50s

"Came here for a weekend to check it out, after spending the weekend here—Balboa Park—I read the paper back home and thought 'nothing really happens here.' San Diego is my story now."

Local trends

TRANSITIONS

Participants yo-yo between San Diego and some place else, but they always find their way back to San Diego.

IT'S ABOUT MY NEIGHBORHOOD

Locals prioritize their neighborhood then their city. Capture local's attention by prioritizing neighborhoods first, the city second.

COMMUNITY SUPPORT AND TOGETHERNESS

"We had a 2 alarm fire at the Senior Center. Albertson's brought sandwiches, Starbucks brought coffee. The whole neighborhood came out to help."

In each neighborhood the team uncovered uncovered real motivation to work together to support each other and make their San Diego great.

Tourist trends

FAILURE TO DEVELOP A PLAN

Yelp, San Diego Reader are common reference for finding scheduled events after failing elsewhere.

Tourists using paper brochures on location after failing to plan online.

Top 10

Tourists are looking for easy simple excursions to memorable places. They need tourist advice from the locals .

RELAX AND RECHARGE

Tourists see San Diego as a place to come to recharge after a long winter. They want to stay as long as possible, come back soon, and see the surrounding communities.

OUTSIDERS REALLY FEEL IT

Immigrants, and spousal transplants, feel the lack of community, they feel disconnected and alone.

SAN DIEGO DRAWS:

San Diego Staycation, a regional favorite.
People search for activities in San Diego on the website.

They are here for a day, but do they participate in everything the city has to offer or just the things they know?

San Diego Employment draws national interest.

Planning happens over 8 days and multiple trips to the website.

Findings Perceptions of San Diego (continued)

Discussion Points

THE BEACH

They come for the beach... but stay because of the communities. When choosing a school, it starts with the beach, they come back because of everything else.

CITY VS COUNTY

City of San Diego not clearly identified from other service providers.

San Diego is big and spread out. For participants Chula Vista, and other areas are seen as part of San Diego.

GIVE ME A CALL

A population of San Diegans still prefer to do things over the phone and in person.

African refugees, Hispanic men and wealthy retired gentlemen have purposefully stayed off line, and prefer in person contact and communication.

I NEED THE CITY TO LISTEN

I have things to say

Citizen voice: I want the city to know what I have to say. "The city is neglecting my neighborhood's streets, yet they're paying a commission \$500,000 to figure out if the stadium is a good idea."

Are they listening to me?

Problem tracking: 'I logged a broken street light 3 times in 9 months, before writing to the mayor and seeing a change in 3 weeks.'

Remove the middle man

Help me solve this problem: "I need someone to talk to. The website may say something, but the only way to know for certain is to talk to someone in the planning office."

DIALOGUE TO IMPROVE THE CITY

"More of an open dialogue and on how to improve San Diego in general." - USO volunteer

Help me connect with and commit to my community. We heard from young and old that community spaces allowed people to interact in positive ways. They asked for places to rest and relax together in their community.

San Diego is described:

BY ITS CLIMATE

People talked about the surf, the beach, the weather and sun. "We have the ocean; it takes 2 hrs to get to the mountains; we have all different seasons and climates. It's the perks of the beach, best of both desert and beach.

- * Coastal desert, beach
- * Weather, sun

WITH SENTIMENT

"Chicano Park is the only one like this (with locally painted murals) in all the world. We had to fight for it. WE battled for this park with the police. They were clearing the ground to build a Highway Patrol Substation in 1971. We were 10 and our parents had us dig holes with them with shovels and picks. We didn't really know what we were doing. We planted all these trees when we were boys."

- * My pride, my history.
- * My hometown; my home
- * Beautiful; gorgeous! Phenomenal.

BY EXPERIENCE

Diversity: you hear all kinds of languages in grocery store; mixture of cultures; food-you could practically name any food you want, and it's available in San Diego.

- * Salty breeze, sunset
- * Always something to do.
- * Diversification
- * Epic: love it!
- * Adventurous
- * Mexican food
- * Sound of helicopter, jets, boats, ships, horn blowers

San Diegans would share

- * The Japanese gardens (Balboa Park).
- * Our churches or parks.
- * Our military sites: Midway base, Pendleton.
- * Our favorite spots: La Jolla Cove, Encinitas.
- * Our restaurants, Sea World, zoo, Seaport Village.

Personas

Initial conceptualizations

Non-Use of SanDiego.gov

Personas

Local Retiree	Immigrant	Tourist Weekender	Local Staycation
I worked on the computer for 20 years. I shut it off the day I retired and refuse to open it. Don't email me, pick up the phone and CALL!	I don't feel comfortable online. When I get a ticket, I give my son my credit card and he pays it for me.	I'm here for the weekend. I choose Pacific Beach randomly—I wanted a beach that I could take my kids to. I try Yelp and Google but don't know what to look for. I've been relying on the hotel to direct me, they have good pamphlets and the concierge is pretty helpful. Before I came I searched for the things to do. I couldn't find them. At least in LA you've got the Hollywood sign and the Stars—these places are famous, people remember them. What are the memorable places in San Diego? What must I see?	We live in Ramona. Today's the first day of Spring Break. We're out here trying new kites. I love Seaport Village—it's easy and there's enough around here to entertain my son. While I live right next door, I don't really know the neighborhoods and if there's anything that would be fun to do with my son. My son gets here more often with school on field trips. Once he's grown I'd like to move downtown San Diego and experience that life.
Initial Opportunities <ul style="list-style-type: none"> * Allow for quick simple transactions. 	Initial Opportunities <ul style="list-style-type: none"> * Allow for quick simple transactions. 	Needs <ul style="list-style-type: none"> * Show me the top ten things. * Give me a place to hang outside and soak up the vitamin D. * Show me the beaches. * What are the locals doing? Initial Opportunities <ul style="list-style-type: none"> * Have a top 10 list of San Diego attractions. * Introduce people to the San Diego communities through highlighting local festivals and events. 	Needs <ul style="list-style-type: none"> * Help me connect to others in the City. * Help me get to know the City. * Help me spend my time. Initial Opportunities <ul style="list-style-type: none"> * Have a top 10 list of San Diego attractions. * Introduce people to the San Diego communities through highlighting local festivals and events.

Use SanDiego.gov

Personas

Hyper Local		Transplant	Employed
Retiree	Self-Employed	Spouse	
<p>I use the library system all the time—reserving books; checking if they came in. Last year when my street light went out I logged it on the City's website. After 3 months I logged it again, and then again. I couldn't tell what was happening, if anything was happening. Finally, I wrote the mayor and within a week it was fixed.</p> <p>Stories</p> <ul style="list-style-type: none"> * We're out of touch with what's going on in other neighborhoods. I haven't been there in 20 years. <p>Expectations</p> <ul style="list-style-type: none"> * I am jaded by previous experiences with the City. <p>Needs</p> <ul style="list-style-type: none"> * Give me specificity. * Give me results. * Make it easy to manage my home and relationship with the City. <p>Initial Opportunities</p> <ul style="list-style-type: none"> * A citizen dashboard to simplify interaction, provide feedback on transactions and track logged issues. * Feedback on user actions. 	<p>I used the City's website to find out how to start a business. I decided to be an LLC, got my business license with the County and paid my City tax, only to find out I can't be an LLC—I misread the instructions!</p> <p>Who do I turn to for help? The City or the County? It's so confusing.</p> <p>Stories</p> <ul style="list-style-type: none"> * This is my neighborhood. I never leave it. * I've explored San Diego <p>Needs</p> <ul style="list-style-type: none"> * Help me find the local gems. * Help me find events. * Help me know what happens on national holidays. * I don't use the City website unless I'm trying to start a business. <p>Initial Opportunities</p> <ul style="list-style-type: none"> * Clear steps and links to information that support proper process and feedback on user actions. 	<p>I moved here with my husband. He's working all the time so I search for things to do.</p> <p>It's lonely here, I miss my home town—I knew where to turn to find out what was happening in town. Here, I don't know where to find out information for the simplest things—where are the fireworks? What is going on in Balboa Park? I heard there's a Japanese Garden, but where is it? The Park is really confusing.</p> <p>Expectations</p> <ul style="list-style-type: none"> * I base my expectations on experiences with other cities. <p>Initial Opportunities</p> <ul style="list-style-type: none"> * Provide important information on holidays such as events and school closings. * Support community building to strengthen ties to San Diego. * Map and highlight Park and Rec opportunities. 	<p>I moved here for college and have ping ponged between here and San Francisco. I keep coming back because I just love it here. I walk out my door and I have the choice of beach, canyon hiking, surfing, biking. I ran the Hot Chocolate Marathon this year.</p> <p>I use Meetup and Instagram to find new places to go and people to meet. When it comes to holidays and local festivals I rely on the San Diego Reader.</p> <p>Stories</p> <ul style="list-style-type: none"> * I love the weather, I'm out running, biking, picked up surfing and tried paddle boarding. I can be competitive. * Transplants that move to San Diego after high school or college either stay or ping pong between San Diego and other cities—caught between their love of San Diego and jobs that take them away. <p>Initial Opportunities</p> <ul style="list-style-type: none"> * Provide important information on holidays such as events and school closings. * Support community building to strengthen ties to San Diego.

Use SanDiego.gov

Personas

Tourist	
One Day	Semi-Tourist
I googled San Diego before I came. I got some ideas of what to do. Did you know this is a foody town? I use my phone for everything. After my meeting I had my first fish taco—it was delicious. Tonight I want to try one of San Diego's breweries that I found on Yelp. I head back to the cold tomorrow morning, at least I've been able to soak up the sun.	I used to live here, now my son goes to college here—UCSD. When he was deciding on schools it was the beach that won him over—me too! I went to school here too. The first thing I do when I come down is go to the beach—I need that sun and I love the salty breeze. We also always go to Phil's Barbecue for brisket. I don't really go anywhere new. It doesn't feel like we have time.
Initial Opportunities <ul style="list-style-type: none">* Help people take advantage of everything San Diego has to offer.	Initial Opportunities <ul style="list-style-type: none">* Help people take advantage of everything San Diego has to offer.

City of San Diego Official Website [SanDiego.gov]
Survey Results Summary Report

Survey

- [**112**](#) Survey overview
- [**113**](#) Findings and Understanding
- [**114**](#) Mental Model: IA
- [**115**](#) User modes and behaviors on SanDiego.gov
- [**116**](#) Survey Demographics
- [**117**](#) Survey Population Differences
- [**114**](#) English Language Survey Results

Survey overview

ACTIVITIES

The community engagement survey was developed to provide context to the interviews and data analytics through quantitative validation of study findings.

This large scale survey of San Diego's population, businesses and tourists provided additional process maps and relationships between survey participant needs and the paths they took to get that information.

Our goals were comprehensive:

- * To learn why people turn to the city website, what they attempt to accomplish, and whether they were successful.
- * To identify gaps in current website through alternate pathways, and ability to complete desired action.
- * To gain representation from a broad swath of the city—demographic and intent.
- * To gain quantitative data of the perception of the City.
- * To identify longitudinal study individuals.

The survey took place in April 2015, and was heavily publicized (see Outreach Report), both through personal networks and social media; and through City efforts. This was a team effort.

The survey results were analyzed through a mix of proprietary methods and available software programs.

METHODS

The survey was online and anonymous. Survey data was collected for 10 days. The survey consisted of a mix of multiple choice and short answer questions.

Outreach included:

- * Press conference with mayor on local news.
- * Press releases to local newspapers, organizations and city council offices.
- * Email invitations to over 500 community, non-profit and neighborhood organizations.
- * Fliers handed out at during informal research.
- * Social media including Twitter, Facebook, email forums, Instagram amongst others.
- * Pop-up intercept on SanDiego.gov.
- * Email to 20,000 library members and friends.
- * Featured image and URL on the Library home page and within the Library branches.

The survey was translated into Spanish, Filipino or Tagalog, and Vietnamese.

OUTCOMES

We aimed for a sample size of 1,067 individuals for a 3% error rate as based on a population of 1.4 million. This is just under .1% of the population. We surpassed this mark with 4,570 individuals participating, which is equivalent to .3% of San Diego's population.

Demographics

Overall, we had a good distribution of respondents by age, gender and City of San Diego neighborhoods. There was representation from every City of San Diego council district. Participants in the Survey were 96% local—they live here, work here, play here.

	Qty	% of Total
City of San Diego	3,816	84%
County of San Diego (all)	4,296	94%
California (all)	4,387	96%
Mexico	14	0%
Total	4,401	
Total Study Population	4,570	
Study population with potential duplicates removed (all languages)	4,382	

- * 5 people took the survey in Filipino (Tagalog)
- * 0 took it in Vietnamese
- * 25 took the survey in Spanish
- * 4,540 took it in English

Note, due to the extensive amount of surveys collected, and the volume of surveys that came from library participants, these numbers may include repeated data. Charts and data tables in this document reflect the Study Population with all potential duplicates removed.

80% of the respondents took the survey via desktop.

The response was slightly skewed feminine, with 60% respondents checking female. About 1/4 of the respondents were parents of children under 18.

ERRORS AND OMISSIONS

Survey testing

Prior to launching the survey, the team tested all four versions of the survey with individuals from around the city.

The Filipino/Tagalog survey was discovered to have very formal language and it was suggested that the language be changed to more informal with more use of English. The team decided against changing the content. While we did not capture any non-completes for the Filipino version it is possible that the language style impacted the participant's choices during the survey.

Live Survey

During the survey several omissions became apparent:

I can't find my neighborhood: The neighborhood sort feature did not support user search and identification of their neighborhood, causing non-completes and a few angry notes that their neighborhood was missing—an indicator of strong personal identification with the community. The survey was revised and an immediate increase in question completion was observed.

Mutually exclusive, collectively exhaustive:

Questions that asked participants to name their hobbies and what is unique about San Diego did not provide participants answers that exhausted the topic without overlapping other topics. While the topics were limited to support completion rates, 'Other' write in answers showed that the listed topics did not support participants' grouping their topic with one listed.

Findings and Understanding Survey

Survey Mental Model for Information Architecture

	Do in general					Do it now
	Education entertainment, research		Information/research/ business development	Liesure/entertainment/ attraction	Long-term, manage ongoing tasks	Immediate, on the go, mobile
Working title	Library	Departments	San Diego	Account	Task	
When	Leisure time	Business, task, guidance orientation	Planning	Ongoing	Planning: long/short-term Report: immediate	
How	Remove complexity: * Simplify login process * One seamless system * Evenly applied branding	Inform: * Visualized city information * Provide multiple ways to engage with content (video, text, steps) Triage: * Narrow focus to specific need * Organize content: information from basic to complex	News: * Now * Past * Archive Data driven suggestions: * Most emailed * Most searched	Events: * Daily * Monthly * Yearly * Nationally		Smart search and clusters of search findings
What		Navigation support: * Index * Subnavigation * Contact information Process understanding: * Process steps and organization Inform: * City initiatives and planning * City council * Mapping	Time Sensitive Needs * Mayor news * Surf, tides, traffic, weather * News about San Diego * MTS schedule Planning/informational Needs * Neighborhoods * Community forum/discussions * Mayor initiatives * Local events: air carrier schedule; calendar * Crime stats, perpetrators * Bicycle routes General Needs * Attract business * Attract tourists * Top 10 features of San Diego * Wiki facts: history of San Diego	Manage accounts: * Utilities, library, water, services, home * Business permits, planning, taxes * Kids accounts Visualize my usage: * Water; library books, holds, out/in My events: Classes, activities, reservations Track/manage: Payments; tasks; events; issues My tasks: Tickets, books, departments	Browse: * Job search * News Log/File/Report: * Traffic requests; complaints; reports * 911/311/211: Report issue Seek: * Hours * Locations * Phone Payment: * Pay water; tickets Book/schedule/sign-up: * Class, tee time, building, park, waste disposal * Permits	
Roles			Community manager			
Themes		Emergency: prioritize mapping, information Prioritize visualization of information: drought, fire, earthquake, traffic	Community pride: LGBT community			

User modes and behaviors on SanDiego.gov

CONTENT MODES:

Guide

- * Awareness
- * Visualize my usage: water, library (books, holds, out/in),

Attract

- * Attract business
- * Attract tourists

Discover

- * Surf, tides, traffic, weather
- * Top 10 features of San Diego
- * Neighborhoods

Find

- * Bicycle routes
- * Find my car; tow yards
- * Find your precinct location
- * Find hours and location

Lookup/research/check

- * Crime stats, perpetrators
- * Phone
- * How to find a location
- * MTS schedule

CONTROLLING ACTIVE MODES:

Learn/read/inform/instruct

- * What is the issue: drought
- * What is available
- * Wiki facts: history of San Diego
- * Get crime report
- * News about San Diego
- * Mayor initiatives
- * Mayor's news
- * Education: computer class

Process

- * How to set up my home for drought readiness: process steps; activities
- * How to sign up for class
- * How to start a business

Map

- * Know your safety; map
- * Local events: air carrier schedule; calendar
- * Locations
- * Locations: offices
- * Visualize construction
- * Map area: construction

CONTROLLING ACTIVE MODES:

Manage my use

- * My events: classes, activities, reservations
- * My tasks: tickets, books, departments

Book/schedule/sign-up/reserve

- * Book/schedule/sign-up for class, tee time, building, park, waste disposal,

Manage account

- * Business permits, planning, taxes
- * Utilities, library, water, services, home
- * Manage children's library accounts
- * Check the status of a permit

Follow/participate

- * Discuss
- * Community forum/discussions

Track/manage

- * Payments; tasks; events; issues
- * Check a permit

File/submit/report

- * File report
- * Traffic requests; complaints; reports
- * File a complaints
- * Report an issue: pothole; ADA compliance
- * Report over use
- * Send a photo

Payment

- * Pay a ticket
- * Pay my bill
- * Pay water; tickets

Book/request/reserve/sign-up

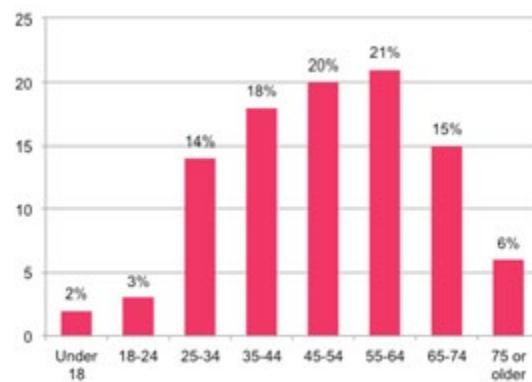
- * Request landscaping
- * Sign-up for a class
- * Reserve a spot
- * Get a permit: park building; events

Search

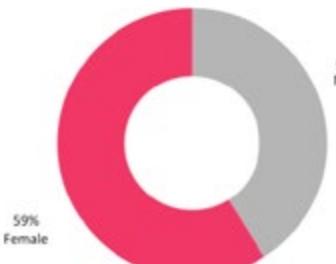
- * Job search

Survey Demographics

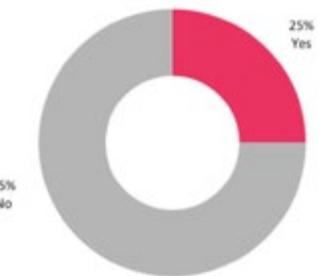
AGE



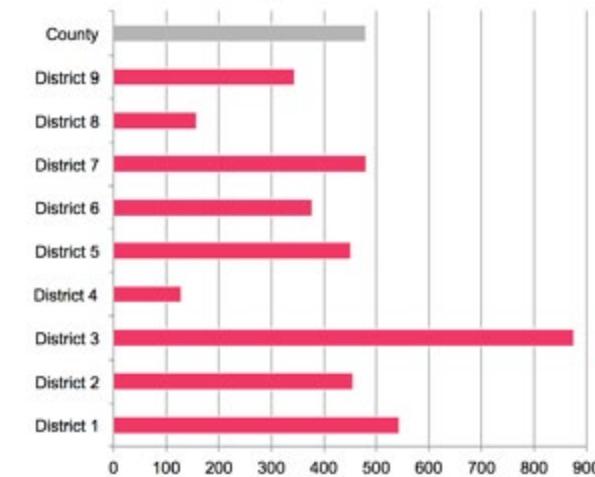
GENDER



FAMILIES WITH CHILDREN UNDER 18?



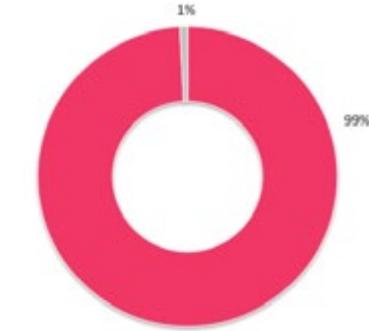
CITY PARTICIPATION



LOCAL PARTICIPATION

Local (4,400 participants)	
San Diego (City)	87%
County (not City)	11%
Los Angeles	0%
CA (all other cities)	2%
Mexico	0%

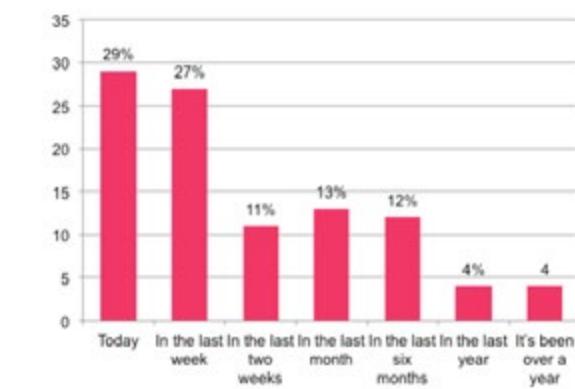
US AND OTHER COUNTRIES



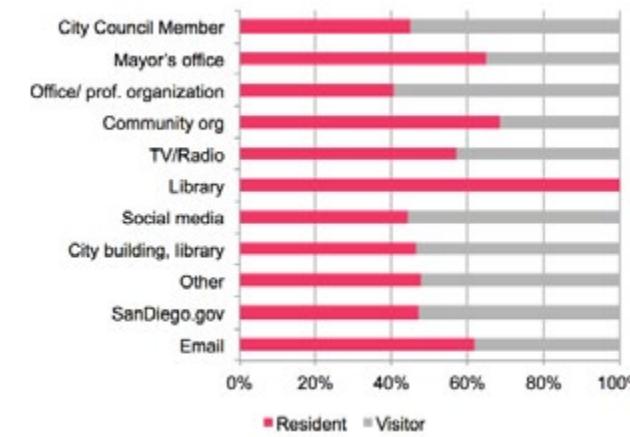
GLOBAL PARTICIPATION

Global (4570 participants)	
San Diego (City)	83%
County (including City)	94%
Los Angeles	0%
CA (all cities)	96%
US (including CA)	97%
Other Countries (all)	1%

REASON FOR LAST VISIT

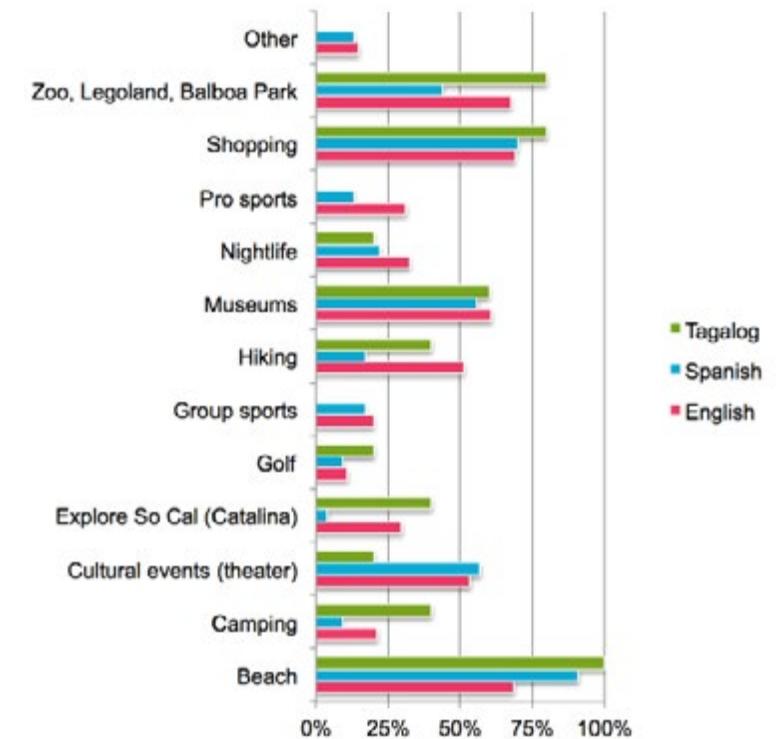


SURVEY ORIGINATION

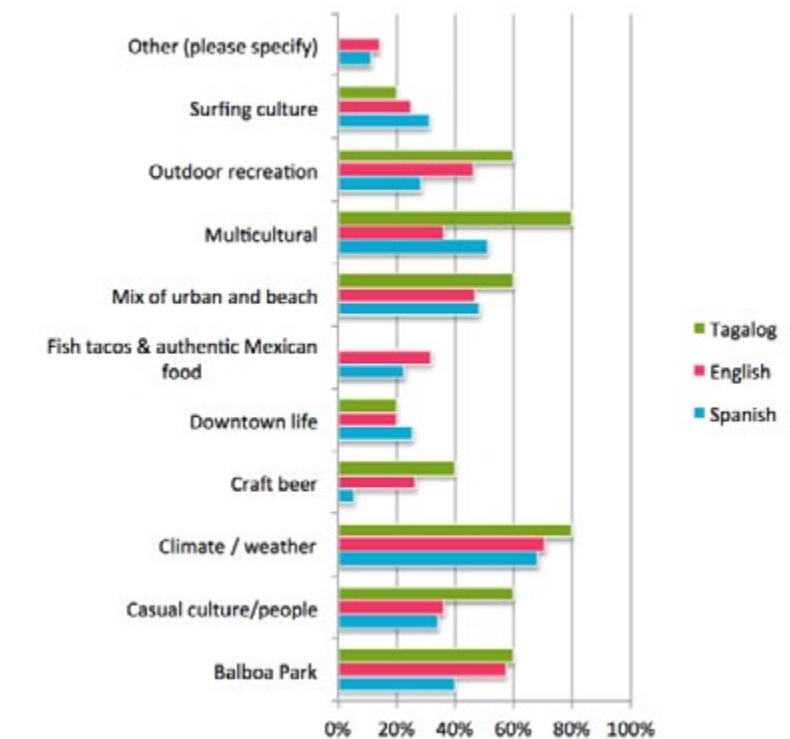


Survey Differences in Population

HOBBIES



UNIQUE BELIEFS ABOUT SAN DIEGO



Findings

English Language Survey Results

Survey Findings

Overall Website Ratings and Usage

The survey respondents were asked to rank the current website on several dimensions, on a five point scale with five being the highest. The website received slightly above average scores, with Ability to complete a task/make a payment scoring 3.05 and Ease of finding information the lowest at 2.64. We'll examine the possible reasons in the rest of the report.

Reason for last visit		
Library hours, locations, book holds and events	56%	
Water, trash and recycling information	17%	
Jobs and volunteering with the city	10%	
Other (please specify)	10%	
Municipal code (zoning, construction permits, code enforcement, etc.)	9%	
Mayor, City Council and Committees	8%	
Taxes	7%	
San Diego leisure information, and reservations (beaches, golf, recreation centers, etc.)	7%	
Permits and payments	7%	
Parking rules and fines	6%	
City news	6%	
San Diego special events info, seat maps, and parking (Qualcomm stadium, fireworks, etc.)	5%	
Other	20%	
* Courts and justice		
* Police and fire		
* Report an issue		
* Services		
* Doing business with the City		
* Visitor info and airports		

Most of our respondents, 85%, have previously visited the City of San Diego's official website. This probably doesn't reflect the overall population. In order to increase survey response, there was pop-up window for the survey on the city website's main page, and the library main page, among other publicity efforts. This high number of people who have previously visited the City of San Diego website, means we were able to get very good feedback about their experiences on the site.

The majority of the respondents have recently visited the City of San Diego website. Many of our respondents clicked through directly from the website when they visited to perform other tasks.

To facilitate survey response to the question For Reasons for last visit to City of San Diego Website, we provided 17 answer choices. These were the most frequently visited website pages as generated from Google Analytics. The top, at 56% was library. Note, this may not be reflective of the population as a whole, the library site prominently displayed survey links and sent out an email to members. The next top two reasons were Water, trash and recycling information at 17%, and Jobs and volunteering with the city at 10%.

Other was also offered as a choice. Ten percent of the respondents chose Other, and wrote in their reasons. The top written-in reasons were available in our multiple choices above, but these respondents chose to provide more specific information. The four most common types of reasons are below.

Category	Sample Reason	Number
Library	Library check for book due date	57
Report Issue	Report abandoned vehicle	17
Contact information	Looking for mailing addresses for project managers on our contract	16
Water	Water regulations and restrictions	12

Some respondents also noted that it's more expensive to pay parking tickets online, so they opted to pay by mail. "I was going to pay a parking ticket, but then realized there was a \$3 fee. It's cheaper to pay for a stamp and mail it in, so I did that instead."

Can't complete task online		
Category	Sample Reason	Number
Library	Downloading and using the library site	69
Information	Police incident report requests	50
Contact and help	Finding the correct contact person	15
Business	Apply for a business license	13
owners' issues		
Documents	Marriage license	12
Account	Change property tax mailing address	11
Booking	Space for parties, etc.	4

In addition to looking up information, 21% or 754 of the respondents have used the city website to perform tasks such as register for a recreation class, pay a parking ticket, or make a reservation at places like a recreation center or Torrey Pines golf course, for birthday parties, tee time, etc. Only 7.5% or 56 of these individuals were not able to accomplish their task.

The number one pain point was registering for a class or reserving a pavilion at a public park at 19 responses. The number two reason, at 12 responses was making a payment such as parking tickets and taxes.

Additionally, respondents were also asked whether there are tasks they cannot complete on the City's website and must call or go in person to complete. Twenty-four percent responded affirmatively. Problems ranged from registering for a class at a Recreation center because registering online was not available to finding the phone number for garbage collection.

Survey Findings (continued)

Website Wish List

After asking about the website visitors' experiences on the site, we next asked them is there anything else you would like to see on the website and how might we improve our website. We received an overwhelming 2,622 responses! These individuals took the time to provide detailed feedback. The top seven categories are in the chart below.

Website wish list		
Category	Sample Feedback	Qty
Content	Information on San Diego beaches that are accessible to persons with disabilities.	792
User Experience	An easy way to log in to renew or check on books; getting my account is multiple clicks and superfluous web pages	381
Design	A cleaner, smoother website that is designed for mobile in mind, with less sharp corners and much less clutter on the main page.	81
Feature	The Water Dept page seems a bit outdated. It would be cool to see a real-time usage reading	62
Culture and Events	Better listing of events	60
Function	Would really like to be able to renew library books from my iPhone or kindle. Website always fails.	55
Information	I think transparency tools that report expenditures on streetlights, sidewalk and street repair, etc. ...would be an important way for the Mayor to demonstrate how well his administration is doing on creating "One San Diego."	17

San Diego Visitors' Needs

Breaking out data from the 404 individuals who reported they do not live in San Diego highlights information specifically important to visitors. The interest in jobs and municipal code suggests these site visitors may be interested in moving to San Diego.

Almost a third of the non-residents visited the library. Ninety-six or 80% of these 120 individuals live in surrounding areas such as La Mesa and Chula Vista. It's possible they were interested in an inter-library loan. The others lived as far away as Canada, Bangkok and Sydney Australia.

Non-Residents' reasons for website visit	
Reason to visit website	Percentage
Library	30%
Jobs and volunteering	11%
Municipal code	8%
Register/reserve or pay for parking	7%
San Diego leisure information	7%
Mayor, Council and Committees	7%
San Diego special events	5%
Visitor information and airports	4%
Water, trash and recycling information	4%

Business owner website transactions

About 12% of our survey respondents were San Diego business owners. In order to determine the most important online needs of San Diego business owners, we asked "What services have you done or looked for information online?" Licenses and taxes was the top online transactions.

Business Owners



Survey Findings (continued)

What Makes San Diego Unique?

We also asked the survey respondents for thoughts on San Diego. San Diegans and Residents both ranked Climate/Weather and Balboa Park as the top unique things about San Diego. The number three reason for San Diegans was Outdoor Recreation, while for visitors it was a Mix of Urban and Beach.

The respondents felt very strongly about this question. There were 578 fill-in responses in addition to the multiple choices above. These ranged from beach, culture, and open space, to negative comments about the high cost of living, lack of affordable housing and high taxes.

Hobbies and Activities

The top ranked hobbies / activities chosen by residents and visitors were the same: shopping, beach and San Diego attractions.

667 chose Other and provided additional answers. San Diegans love to play outside and it was reflected in the hobbies they listed while filling out the survey. The top hobbies listed included cycling, walking, swimming and visiting various street fairs and outdoor festivals. The most popular indoor hobby was visiting their local library branch.

San Diego has thousands of miles of bike routes on both the street and on trails. Several people commented about mountain biking while others spoke of road biking. Survey responders also spoke about walking various routes across the city including local beaches and parks and at various local attractions, like the walking the stairs at the San Diego Convention Center. "Walking....great place to walk...lots of trails, Mission Beach, Pacific Beach, etc....specific exhibits (butterfly exhibit at Safari Park), exhibits at Balboa Park."

Water sports including swimming, surfing, and fishing were also very popular among respondents. People were also very interested in continuing education classes and personal enrichment courses either at the library or other education centers. "Library Yoga classes 3-5 days a week, as a retiree, it provides exercise and social interaction and using library services while there."

Quite a few people talked about the different street fairs that locals and visitors alike are able to enjoy.

"Adam's Avenue Street Fair, OB Street Fair, Brazilian Festival, MB Centennial, anything OMBAC, PB AutoShow (& bikini contest!), Over the Line, Oktoberfests, Craft Beer Festivals, Halloween, St. Patrick's, Marti-Gras, & Carnival celebrations DownTown."

Where do people look for information on San Diego?

We asked for favorite information source on San Diego. Google was number one. Other top contenders were the San Diego Reader, Union Tribune, KPBS, Yelp, City Beat, Voice of San Diego and many more.

Where do people go to find information about San Diego

- * Daily news
- * Weekly alternatives
- * Direct Links

Why do they turn to these sources?

- * Things to do
- * What's happening in my hood

Whom do they turn to for ideas?

- * Search engines
- * Social media
- * Social reviews
- * Word of mouth
- * Friends and family
- * Locals

Survey Dissemination

The majority of the residents heard about the survey by email and via the pop-up on the SanDiego.gov website. This was reversed for visitors, with SanDiego.gov first and email second. There were three main sources: the San Diego Public Library, the City's Water Department and SanDiego.gov.

Many of the survey takers were asked to take the survey when they logged on the public library website were in the process of searching for, or downloading a book and/or were checking their library account when they were prompted to take the survey. "Was going on the city library's website to search for a book."

Other survey takers were perusing the city's water department website at SanDiego.gov, or using the portal wastenowwater.org, to log on to pay their water bills or to look for tips to help them save water. "It popped up when I went to find out about water use."

Another third of survey takers found the survey while logging on to the city's main website at SanDiego.gov, when they came to the site for information. "A link popped up when I searched for some information on a city program."

OTHER LANGUAGE SURVEYS

Despite efforts to publicize the survey in Spanish, Filipino/Tagalog, and Vietnamese, the response was very low.

City of San Diego Official Website [SanDiego.gov]
Appendix

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Appendix

Civic Outreach and Participation

PERSONAL EMAIL

Hello!

Yesterday, Hopscotch Labs (a local company I consult for) was part of a press conference with Mayor Faulconer as the agency of record for community engagement for the City of San Diego's website redesign. As part of the community engagement process, we are conducting a survey to find out how the City's website can best serve your needs.

I want to make sure that we're including a broad community in this research and that includes YOU. The San Diego community is so diverse that I'm reaching out to my friends and colleagues to help get the word out.

Can you help me reach out to them by forwarding this email to your friends and family? My goal is to have the City's website truly reflect the nature of our city and what we expect of it.

I'd also appreciate it if you took the survey yourself, if you haven't already.

The survey will be live until April 17, takes just 2-3 minutes to complete and is available in multiple languages. The goal is to have 1,400 people take the survey.

Take the survey here: SanDiego.gov/designSD

With thanks and gratitude,

P.S. I've attached the flier.

P.S.S. We would like tourists and businesses to partake in the survey as well.

EBLAST DEPLOYMENT DATE: APRIL 7, 2015 AT X P.M.

EMAIL SUBJECT LINE:

Feedback needed for www.SanDiego.gov website redesign

CONTENT

Fellow San Diegan,

The official website for the City of San Diego, www.SanDiego.gov, is being redesigned and we need YOUR help!

Have you been frustrated trying to pay your water bill online, figure out library hours or book a park permit? Our website hasn't been working hard enough to help you engage the City on the topics you care about or help you find what you need. Help us redesign San Diego's website to fit your needs! This is your chance to make the City's website work for you.

It takes two minutes to take the opportunity to share your experiences with the City and its website. Take the survey now at SanDiego.gov/designSD.

The survey is live now through April 17.

The survey is available in English, Spanish, Vietnamese and Tagalog.

Invite your friends, colleagues and family to take the survey. All San Diegans, businesses and tourists are invited to participate in the website redesign survey.

Help spread the word. Below is a recommended social media message for your use as you see fit.

[SURVEY] Design SanDiego.gov. Give your input. Take the survey at SanDiego.gov/designSD by April 17. #DesignSD #SanDiego

The new and improved City of San Diego website will be made by San Diegans, for San Diegans. Your experiences, interests and responses will help us to improve the website.

For more information about the Design SD survey, please contact Kristine Angell, Hopscotch Labs at kris@hopscotchlabs.com.

Thank you,

About the www.sandiego.gov Website Redesign:

Design SD is an initiative of the City of San Diego in partnership with Hopscotch Labs, Elevator and Code for America through its Digital Front Door program. This initiative puts San Diegans first by relying on your input during the website design process.

Sample newsclips

Survey Asks Residents What They Want To See In City Of Sa... <http://www.kpbs.org/news/2015/apr/08/survey-asks-residents...>



Survey Asks Residents What They Want To See In City Of San Diego's Website

Wednesday, April 8, 2015

By [City News Service](#)

Faulconer, Lightner: State Water Supply Is Critically Low. Everyone Must Do Their Part and Conserve

Faulconer Invites San Diegans to Help Revamp City Website

City of San Diego

A screenshot of the mayor's redesigned website.

A survey is underway in which residents can describe what they'd like to see in a redesign of San Diego's city website.

An example of the way the city's technology staff is heading is available on the mayor's web pages at <http://www.sandiego.gov/mayor/>. The section was redesigned last month to be more friendly to mobile devices and serve as a testing ground for changes to the overall city website.

"The city of San Diego website should be like San Diego itself — a dynamic, innovative place you want to visit again and again," Mayor Kevin Faulconer said.

"We have to boost the city's online presence, so I've made overhauling our website a top priority," Faulconer said. "We are asking San Diegans in every neighborhood to tell us what online tools and information they want from their local government."

1 of 3

4/8/15, 7:00 PM

What's Wrong With SanDiego.Gov? Site Survey Will Inform \$... <http://timesofsandiego.com/politics/2015/04/07/whats-wrong-w...>

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What's Wrong With SanDiego.Gov? Site Survey Will Inform \$500K Overhaul

POSTED BY KEN STONE ON APRIL 7, 2015 IN POLITICS | 61 VIEWS | LEAVE A RESPONSE

Recommend **Share** 0

Updated at 6:40 p.m. April 7, 2015

It's not Yelp, but Mayor Kevin Faulconer is asking San Diegans for help — in improving the city's website at a cost of \$500,000.



On Tuesday he unveiled a survey to learn what San Diegans want from sandiego.gov.

Faulconer directed "community engagement firm" [Hopscotch Labs](#) to gather input from a diverse group of participants in neighborhoods. Surveyors will walk every council district to reach as many residents as possible until the survey closes April 17, the city said.

The goal is to collect at least 1,400 responses over the next 10 days, said a news release.

"The ... website should be like San Diego itself — a dynamic, innovative place you want to visit again and again," Faulconer said. "We have to boost the city's online presence, so I've made

1 of 3

4/7/15, 9:31 PM

Personal Outreach

The team also reached out personally to individuals, companies and organizations. Fliers were put up in buildings; handed out at meetings; and emails sent to friends, family and colleagues. We cast a wide net to capture as many interests as possible. Here is the list of places, social media used, and demographics of the people that were targeted. When the breadth of reach was known it is included.

Nonprofits, clubs and organizations

- * The Muscular Dystrophy Association of San Diego
- * San Diego Second Chance
- * SBDC North San Diego County
- * Next-door announcement in General category: reached 3921 members in the Adobe Bluffs neighborhood and 15 surrounding nearby neighborhoods which include: Black Mountain Ranch, Sunset Hills, Torrey Highlands, Sunset Hills, Feather Ridge, Los Peñasquitos, Sundance, Park Village, Canyon View, Rolling Hills
- * IXDA San Diego (UXSpeakeasy): 1090 members
- * SDXD: 535 members

Toastmasters Clubs

- * Career Builders Toastmasters
- * GSDBA Toastmasters
- * San Diego 7 Toastmasters
- * LaJolla Toastmasters
- * Improv Toastmasters
- * District 5 (San Diego/Imperial counties) Toastmasters Leadership

Businesses

- * SDG&E
- * Provide Commerce (FTD)
- * Posiba
- * Eset
- * Elevator Agency: shared via Facebook (428 likes) and Twitter (753 likes)

- * LPL Financial (also a member of the Jr. League of San Diego)
- * Out and About Communications (also a member of the University Club)
- * US Dept. of Health and Human Services (USD alum)
- * Scatena Daniels Communications
- * Titan SEO (also a SDSU alum - asked her to send to her sorority sisters)
- * BAM Communications
- * San Diego Elder Law Center (also member of San Diego Elks)
- * Lincoln Financial Media
- * The Lawton Group
- * UCSD

Select Family and Friends

- * Select members of the military (past and present)
- * Members of the design community
- * Members of the startup community
- * Members of the user experience community
- * Select Toastmasters (various industries)
- * Email to a small group of personal contacts

PERSONAL OUTREACH EFFORTS:

Location/Group Type	Count
Nonprofits/businesses	30 companies
Membership/Employees reached	6000+ members
Family and friends	150 individuals
Facebook page	1353 contacts
Shared in SD Bloggers Group/Meetup Group	89 members
Shared in SD Lady Bloggers Group	153 members
LinkedIn profile	2,090 connections
Google+, Shared in SD Local Guides Group	163 members
Twitter	850 followers
Nextdoor	3921 members

*Posted social media message with link and graphic.

Sources:
<http://www.utsandiego.com/non-profit/>
<https://givalike.org/Nonprofit-Directory/Religious/1495230/Ethnos-Community-Church>
 City Of San Diego Community Planning Groups Contact List, <http://www.sandiego.gov/citycouncil/>

Community Groups and Non-Profits

These organizations and nonprofits were contacted via email by the City of San Diego to participate in the research study. They are loosely grouped here to provide ease of identification.

COUNCIL DISTRICTS

District 1
Council President Sherri Lightner

District 2
Council member Lorie Zapf

District 3
Council member Todd Gloria

District 4
Council member Myrtle Cole

District 5
Council member Mark Kersey

District 6
Council member Chris Cate

District 7
Council member Scott Sherman

District 8
Council member David Alvarez

District 9
Council President Pro Tem Marti Emerald

COMMUNITY BOARDS

Barrio Logan
Black Mountain Ranch - Sub-area I

Carmel Mountain Ranch/Sabre Spring Community Committee

Carmel Valley Community Planning Board

City Heights Area Planning Committee

Clairemont Community Planning Group

College Area Community Planning Board

Community Planners Committee

Del Mar Mesa Community Planning Board

Downtown Community Planning Council (Formerly Centre City)

Eastern Area Communities Planning Committee

Encanto Neighborhoods Community Planning Group

Linda Vista Planning Group

Midway/Pacific Highway Community Planning Group

Mira Mesa Community Planning Group

Miramar Ranch North Planning Committee

Mission Beach Precise Planning Board

Mission Valley Planning Group

Navajo Community Planners, Inc.

Normal Heights Community Planning Group

North Park Planning Committee

Ocean Beach Planning Board

Old Town Community Planning Committee

Otay Mesa Nestor Community Planning Group

Otay Mesa Planning Group

Pacific Beach Planning Group

BUSINESS ASSOCIATIONS

Greater San Diego Business Association (GSDBA)
<http://www.gsdba.org>

SD Regional Chamber
<http://sdchamber.org/>

N SD Chamber
<http://www.sdbusinesschamber.com/>

SD Coastal Chamber
<http://www.delmarchamber.org/>

Old Town
<http://www.oldtownsandiego.org/>

Hispanic Chamber
<http://www.sdchcc.org/events>

German American Chamber of California
<https://www.gacca.com/>

Green chamber
<http://www.usgreenchamber.com/contact/>

Sd French Americna Chamber
<http://www.france-sandiego.org/>

CLUBS

Toastmasters

Soroptimist

Junior League

Elks Club

Next Door

Senior citizen's center

Neighborhood Watch groups

Rotary International

Meetup Groups with a San Diego focus.

SCHOOLS

Adams Elementary
[sandi.net/adams](http://www.sandi.net/adams)

ALBA

Albert Einstein Academy Charter Middle
www.aeacs.org

Alcott Elementary
[new.sandi.net/schools/alcott](http://www.sandi.net/schools/alcott)

America's Finest Charter
americasfinestcharterschool.org

Angier Elementary
www.sandi.net/angier

Arroyo Paseo Charter High
www.arroyopaseohigh.org

Ashley Falls Elementary
www.dmusd.org/af

Audeo Charter
www.audeocharterschool.net

Audubon K-8

Baker Elementary

Balboa Elementary
[new.sandi.net/schools/balboa](http://www.sandi.net/schools/balboa)

Barnard Elementary

Bay Park Elementary
www.sandi.net/baypark

Bayview Terrace Elementary

Bell Middle
[sandi.net/bell](http://www.sandi.net/bell)

Benchley/Weinberger Elementary
www.sandi.net/bw

Bernardo Heights Middle
www.powayusd.com/pusdbhms

Bethune K-8

Birney Elementary
[new.sandi.net/schools/birney](http://www.sandi.net/schools/birney)

Black Mountain Middle
www.powayusd.com/pusdbmms

Boone Elementary
[new.sandi.net/schools/boone](http://www.sandi.net/schools/boone)

Burbank Elementary

Cabrillo Elementary
[new.sandi.net/schools/cabrillo](http://www.sandi.net/schools/cabrillo)

Cadman Elementary

Canyon Crest Academy
www.sduhsd.net

Canyon View Elementary www.powayusd.com/pusdcves	Curie Elementary www.curiepta.org	Field Elementary new.sandi.net/schools/field	Henry High	Juarez-Lincoln Elementary www.cvesd.org/juarez-lincoln	Linda Vista Elementary new.sandi.net/schools/lindavista	Mesa Verde Middle www.powayusd.com/pusdmvms
Carmel Creek Elementary sbsd.k12.ca.us/cc	Dailard Elementary www.dailard.org	Finney (Myrtle S.) Elementary www.cvesd.org/finney	Hickman Elementary new.sandi.net/schools/hickman	Kearny Construction Tech www.sandi.net	Lindbergh/Schweitzer Elementary sandi.net/lindberghschweitzer	Metro Region Court www.sdcoe.net/jccs2
Carmel Del Mar Elementary www.dmusd.org/cdm	Dana www.danamiddle.com	Fletcher Elementary	High Tech High www.hightechhigh.org	Kearny SCT www.sandi.net	Logan K-8 www.loganelementary.com	Millennial Tech Middle mtechmiddle.org
Carmel Valley Middle sduhsd.net/cv	Darnall Charter darnallcharterschool.net	Florence Elementary	High Tech Middle www.hightechhigh.org	Keiller Leadership Academy www.keillerleaders.org	Loma Portal Elementary www.lomaportalelementary.com	Miller Elementary sandi.net/miller
Carson Elementary	De Portola Middle www.sandi.net/deportola	Foster Elementary www.sandi.net/foster	Highland Ranch Elementary	Kimbrough Elementary	Longfellow K-8 www.longfellowschool.org	Mira Mesa High www.miramesahigh.org
Carver Elementary	Deer Canyon Elementary www.powayusd.com/pusddces	Franklin Elementary	Holly Drive Leadership Academy www.hdla.org	King-Chavez Academy of Excellence www.kingchavez.net	Los Altos Elementary	Miramar Ranch Elementary miramarranch.org
Central Elementary www.sandi.net/central	Del Norte High www.powayusd.com/pusddnhs	Freese Elementary www.sandi.net/freese	Holmes Elementary www.sandi.net/holmes	King-Chavez Arts Academy www.kingchavez.org	Los Penasquitos Elementary www.powayusd.com/pusdlpes	Mission Bay High www.missionbayhigh.com
Cesar Chavez Elementary new.sandi.net/schools/chavez	Del Sur Elementary	Fulton K-8 www.sandi.net/fulton	Hoover High www.hoovercardinals.org	King-Chavez Athletics Academy www.kingchavez.org	Madison High www.madison.sandi.net	Monarch Elementary Community www.sdcoe.net/jccs
Challenger Middle	Dewey Elementary	Gage Elementary sandi.net/gage	Hope Region Community	King-Chavez Community High www.kingchavez.org	Magnolia Science Academy San Diego sandiego.magnoliascience.org	Monterey Ridge Elementary www.powayusd.com/pusdmres
Charter School of San Diego www.charterschool-sandiego.net	Diego Hills Charter www.dhcharter.org	Garfield Elementary	Horton Elementary	King-Chavez Preparatory Academy www.kingchavez.org	Montgomery Middle	Montgomery Middle montgomery.sandi.net
Cherokee Point Elementary	Dingeman Elementary www.dingeman.net	Garfield High www.sandi.net/garfield	Howard Pence Elementary	Iftin Charter www.iftincharter.org	Mar Vista Middle	Montgomery Senior High
Chesterton Elementary	Doyle Elementary doylepta.com	Godfrey G. Berry Elementary	Iftin High www.iftinhigh.org	iHigh Virtual Academy www.sandi.net/ihigh	Marshall Elementary	Morning Creek Elementary www.powayusd.com/pusdmces
Chollas/Mead Elementary	East Region Court www.sdcoe.net/jccs2	Golden Hill K-8 www.sandi.net/goldenhill	Innovation Middle www.imiddle.org	KIPP Adelante Preparatory Academy www.kippadelante.org	Marshall Middle marshallmiddle.org	Morse High morsehs.enschool.org
City Heights Preparatory Charter www.cityheightsprep.org	Edison Elementary	Gompers Preparatory Academy www.gomperscharter.org	Innovations Academy innovationsacademy.org	Knox Middle	Marston Middle www.marstommiddle.org	Mt. Carmel High www.powayusd.com/pusdmchs
Clairemont High sandi.net/clairemonths	Einstein Academy www.aeacs.org	Grant K-8	Jefferson Elementary	Kumeyaay Elementary	Marvin Elementary www.sandi.net/marvin	Mt. Everest Academy www.sandi.net/mteverest
Clark Middle www.monroeclark.org	Emerson/Bandini Elementary	Green Elementary sandi.net/green	Jerabek Elementary www.jerabekweb.com	La Jolla Elementary www.ljes.org	Mason Elementary www.sandi.net/mason	Muirlands Middle www.muirlandsms.org
Clay Elementary	Emory Elementary	Hage Elementary	John Muir www2.sandi.net/muir	La Jolla High ljhs.sandi.net	McGill School of Success www.mcgillschoolofsuccess.org	Nestor Language Academy Charter
Coleman Tech Charter High www.colemanchartertech.com	Ericson Elementary new.sandi.net/schools/ericson	Hamilton Elementary new.sandi.net/schools/hamilton	Johnson Elementary	Lafayette Elementary new.sandi.net/schools/lafayette	McKinley Elementary new.sandi.net/schools/mckinley/ Pages	Normal Heights Elementary www.sandi.net/normalheights
Correia Middle www.correiamiddle.com	Euclid Elementary	Hancock Elementary www.sandi.net/hancock	Jones Elementary www2.sandi.net/jones	Language Academy sandi.net/languageacademy	Memorial Scholars & Athletes sandi.net/memorialprep	Nubia Leadership Academy nubialeadershipacademy.com
Crawford High	Evangeline Roberts Institute of Learning	Hardy Elementary new.sandi.net/schools/hardy	Joyner Elementary	Lewis Middle www.lewis.edu	Mesa Region Court www.sdcoe.net/jccs2	Nye Elementary
Creekside Elementary www.powayusd.com/pusdcses	Explorer Elementary www.explorerelementary.org	Harriet Tubman Village Charter www.tubmancharter.org	Juarez Elementary	Lincoln High lincolnhighsd.net/hornets		
Crown Point Elementary new.sandi.net/schools/crownpoint	Farb Middle www.farbmiddle.org	Hawthorne Elementary				
Cubberley Elementary new.sandi.net/schools/cubberley	Fay Elementary	Hearst Elementary www.sandi.net/hearst				

Oak Park Elementary www.sandi.net/oakpark	Ross Elementary Rowan Elementary Sage Canyon www.dmusd.org/sage	Shoal Creek Elementary www.powayusd.com/pusdscs	TRACE www2.sandi.net/speciale/pages/ils/3trace.h	Nonprofits and Organizations	Bethany Church www.sdbethany.org	Coastlands Church College Avenue Baptist Church www.cabc.org
Oak Valley Middle www.powayusd.com/pusdovms		Silver Gate Elementary new.sandi.net/schools/silverage		Academy of Our Lady of Peace aolp.org	Bike San Diego bikesd.org	Community Budget Alliance
Ocean Air www.dmusd.org/oceanair		Solana Highlands Elementary	Turtleback Elementary www.powayusd.com/pusdtes	Access to Independence accesstoinddependence.org	Birthline of San Diego County www.birthlineofsandiego.org	Community Health Improvement Partners www.sdchip.org
Ocean Beach Elementary		Solana Pacific Elementary	Twain High www.sandi.net/twain	Accion San Diego www.accionsan diego.org	Black Contractors Association www.bcasd.org	Community Of Praise www.communityofpraise.org
Ocean View Hills	San Diego Cooperative Charter	Southwest Middle www.sweetwaterschools.org	University City High www.universitycityhigh.org	ACLU Foundation of San Diego and Imperial Counties www.aclusandiego.org	Blessed Hope Baptist Mission	Congregation Beth Am www.betham.com
Old Town Academy K-8 Charter www.oldtownacademy.org	San Diego County ROP www.sdcoe.net	Southwest Senior High www.sweetwaterschools.org	Urban Discovery Academy Charter www.urbandiscoveryacademy.com	Body Of Christ Baptist	Congregation Beth El www.congregationbethel.com	
Pacific American Academy	San Diego County Special Education www.sdcoe.net/speced	Spreckels Elementary spreckelsweb.net	Valencia Park Elementary new.sandi.net/schools/valenciapark	Activist San Diego www.activistsandiego.org	Boys & Girls Club of Greater San Diego sdyouth.org	Congregation Beth Israel cbisd.org
Pacific Beach Elementary www.sandi.net/pbe	San Diego Early/Middle College	Standley Middle www.sandi.net/standley	Vista Del Mar www.sysd.k12.ca.us	All Saints' Episcopal Church, San Diego, CA	Boys & Girls Clubs of San Dieguito bgcsandieguito.org	Congregation Ohr Shalom www.ohrshalom.org
Pacific Beach Middle pbmiddle.sandi.net	San Diego Global Vision Academy www.sdgva.org	Stone Ranch Elementary www.powayusd.com/pusdsres	Vista Grande Elementary www.vistagrandeelementary.net	All Souls' Episcopal Church, San Diego, CA	Bread of Life Rescue Mission bolrescue.org	CONNECT2Careers c2csd.org
Paradise Hills Elementary	San Diego Global Vision Academy Middle www.sdgva.org	Sundance Elementary www.powayusd.com/pusdsdes	Walker Elementary	Alliance for Responsible Medicinal Access www.responsibleaccess.org	Bright Future Church	County of San Diego sdpublic.sdcounty.ca.gov
Park Village Elementary www.powayusd.com/pusdpves	San Diego LEADS leads.sdhhs.sandi.net	Sunnyslope Elementary	Wangenheim Middle sandi.net/wangenheim	Alpha Project www.alphaproject.org	Casa Cornelia Legal Services www.casacornelia.org	Creative, Performing, and Media Arts www.cpmamiddle.org
Penn Elementary new.sandi.net/schools/penn	San Diego Metro Career and Tech sandiegomet.webs.com	Sunset Hills Elementary www.powayusd.com/pusdshes	Washington Elementary www.sandi.net/washington	Alpha Project alphaproject.org	Casa del Alfarero Church of the Nazarene	Deaf Community Services www.deafcommunityservices.org
Perkins K-8	San Diego MVP Arts arts.sdhhs.sandi.net	Sunset View Elementary www.sunsetviewelementary.com	Webster Elementary webster.sandi.net	Catholic Charities ccdsd.org	Center for Excellence in School Counseling and Leadership (CESCaL) www.lgbtqia2013.org	Del Mar Community Connections http://dmcc.cc/
Perry Elementary www.sandi.net/perry	San Diego Science and Technology	Sycamore Ridge www.dmusd.org/sycamore	Wegeforth Elementary www.sandi.net/wegeforth	America's Angel www.americasangel.org	Challenged Athletes Foundation www.challengedathletes.org	Del Mar Schools Education Foundation www.dmsef.org
Pershing Middle www.sandi.net/pershing	San Diego SCPA www.scpa.sandi.net	Taft Middle sandi.net/taft	Westview High www.powayusd.com/pusdwvhs	American Cancer Society cancer.org	Children's Lifeline International childrens-lifeline.org	Del Sur Educational Foundation delsurfoundation.org
Point Loma High www.pointlomahigh.com	Teofilo Mendoza	Westwood Elementary www.powayusd.com/pusdwwes	Whitman Elementary new.sandi.net/schools/whitman	Anaheim Gardens Corporation an Alpha Project Affiliate www.alphaproject.org	Christ Cornerstone Church www.christcornerstone.us	Donate Life California www.donatelifeCalifornia.org
Porter Elementary	The O'Farrell Charter ofarrellschool.org	Tierrasanta Elementary www.sandi.net/tierrasanta	Whittier K-12	Angels Foster Family Network www.angelsfoster.org	Clairemont Church of the Nazarene	East Clairemont Sbc www.eastclairemont.org
Preuss School UCSD preuss.ucsd.edu	Sandburg Elementary www.sandi.net/sandburg	Toler Elementary www.sandi.net/toler	Willow Grove Elementary www.powayusd.com/pusdwges	Ark Christian Cmty Church	Classroom of the Future Foundation classroomofthefuture.org	East Village Association eastvillagesandiego.com
Rancho Bernardo High www.powayusd.com/pusdrbhs	Scripps Ranch High	Torrey Hills www.dmusd.org/torrey	Wilson Middle	Arroyo Paseo Charter High School www.arroyopaseohigh.org	Barabbas Road Church www.whoisbarabbas.com	East Village Cmty Church www/evcc505.com
Rodriguez Elementary new.sandi.net/schools/rodriguez	Sequoia Elementary new.sandi.net/schools/sequoia	Torrey Pines Elementary www.sandi.net/torreypines	Zamorano Elementary new.sandi.net/schools/zamorano		Cloudbreak Church www.cloudbreaksd.com	
Rolando Park Elementary	Serra High www.serra.sandi.net	Torrey Pines High				
Rolling Hills Elementary	Sessions Elementary new.sandi.net/schools/sessions					
Rosa Parks Elementary parks.sandi.net	Sherman Elementary					

Ebenezer Msny Baptist Church www.sdedsynergy.org	Foundation of La Jolla High School www.ljhs.sandi.net/foundation	Greater Love Baptist Church Greater Mt Moriah Bc www.greatermountmoriah.org	Hospice of the North Coast and Pacifica House hospicenorthcoast.org	Kid*Spark www.kid-spark.org	Mental Health America of San Diego www.mhasd.org	North County Health Services nchs-health.org
Elder Help of SanDiego elderhelpofsandiego.org	Fourth District Seniors Resource Center fdsrc.org	Greater San Diego Business Association (GSDBA) http://www.gsdba.org	Ib Nueva Esperanza www.newhopefriendship.org	Koinonia Cbc Of San Diego www.kcbcisd.org	Mesa View Baptist Church	North Park Community Advent Christian Church of San Diego
Elderhelp of San Diego www.elderhelpofsandiego.org	Francis Parker School www.francisparker.org	Greater Victory Bc www.greatervictorychurch.org	Iglesia Bautista Buenas Nuevas	Koinonia Cmty Baptist Church www.kcbcisd.org	Mi Raza Fellowship	Ocean View Church
Elementary Institute of Science www.eisca.org	Freedom Station USA www.warriorfoundation.com	Green chamber http://www.usgreenchamber.com/contact/	Iglesia Bautista Southwest	La Jolla Community Church www.ljcommunitychurch.org	Mind Treasures www.mindtreasures.com	Old Town http://www.oldtownsandiego.org/
Elevate Church	Friends of Balboa Park friendsofbalboapark.org	Grove Christian Fellowship	Iglesia Familiar	La Jolla Presbyterian Church www.ljpres.org	Mira Mesa Chinese Bc www.mmcbc.org	Open San Diego opensandiego.org
Emilio Nares Foundation enfhope.org	Friends of Homeless Veterans www.friendsofhomelessveterans.org	HandsOn San Diego www.handsonsd.org	Iglesia Familiar Clairemont	La Jolla Youth Baseball Association www.ljyb.org	Mission Edge San Diego missionedgesd.org	Osteopathic Center for Children osteopathiccenter.org
Encanto So Baptist Church www.esbcnet.org	Friends of the Poor www.friendsofthepoor.us	Harmony Intl Baptist Church	Indian Human Resource Center indianhrcenter.wix.com/indianhrcenter?	La Maestra Community Health Centers www.lamaestra.org	Mission Mosaic	Oxford Garden Community an Alpha Project Affiliate www.alphaproject.org
Eritrean Church	Garden of Innocence San Diego gardenofinnocence.com	HeadNorth www.headnorth.org	Interfaith Community Services interfaithservices.org	Lambda Archives of San Diego www.lambdaarchives.us	Mission Trails Church www.missiontrailschurch.com	Pacific Beach Presbyterian Church www.pbpres.org
Ethnos Community Church www.ethnos.us	German American Chamber of California https://www.gacca.com/	Health Sciences High www.hshmc.org	Its All About the Kids Foundation www.itsallaboutthekids.org	Lee Elementary	Mission Trails Church East www.missiontrailschurch.com	Palisades Presbyterian Church www.palisadespres.org
Ethos Church www.everydayethos.com	Gethsemane Evangelical Church www.gechurch.net	Helen Woodward Animal Center animalcenter.org	Ixoye Cmty/comunidad Ixoye www.ixoyecommunity.com	LGBT Community Center	Mission Village Sbc	Paradise Hills Sbc www.phsbc.net
Exodus Msny Baptist Church www.exodusbc.org	Girl Scouts San Diego-Imperial www.sdgirlscouts.org	High Tech High International www.hightechhigh.org	Jamie's Joy www.jamiesjoy.org	Linda Vista United Presbyterian Church	Mt Olive Baptist Church	Paternal Opportunities Programs & Services sandiegopops.org
Father Joe's Villages my.neighbor.org	Girls on the Run of San Diego gotrsd.org	High Tech High Media Arts	Jenna Druck Center www.jennadruckcenter.org	Linda Vista United Presbyterian Church	Museum www.museumschool.org	Peace River Fellowship Community Church of the Nazarene
Father Joe's Villages neighbor.org	Girls Think Tank www.girlsthinktank.org	High Tech Middle Media Arts www.hightechhigh.org/schools	Jewish Community Center http://www.ljfjcc.org/	Lion's Club	Museum of Photographic Arts www.mopa.org	Point Loma Community Presbyterian Church pointlomachurch.org
Fellowship At The Ranch www.fellowshipofsd.com	Good News Missionary Church	Highpoint Church www.highpointsd.org	Junior Achievement of San Diego & Imperial Counties jasandiego.org	Lions club-united	N SD Chamber http://www.sdbusinesschamber.com/	Point Loma United Methodist Church
FirefighterAid firefighteraid.org	Good Samaritan Episcopal Church, San Diego, CA http://www.sdchcc.org/events	Hispanic Chamber	Junior Achievement of San Diego County, Inc. jasandiego.org	Make-A-Wish San Diego sandiego.wish.org	NAMI San Diego www.namisandiego.org	Pro Kids The First Tee of San Diego www.thefirstteesandiego.org
First Baptist Of Bay Park	Good Shepherd Baptist Church	Home Start Inc. home-start.org	Honor Flight San Diego www.honorflightsandiego.org	Maritime Museum Association of San Diego www.sdmaritime.org	Nestor United Methodist Church	Project Concern International www.pciglobal.org
First Baptist Of Clairemont www.fbcclairemont.org	Grace Point Church www.gracepointsd.com	Hope Well Baptist Church	Just Call Us Volunteers www.justcallusvolunteers.org	Marvin Elementary School Foundation sites.google.com/site/marvinelementaryptf	New Assurance Baptist Church	Promises2Kids Foundation www.promises2kids.org
First Baptist Of Mira Mesa www.fbcmmm.org	Gracepoint San Diego Church www.gracepointsandiego.org	Horn of Africa www.hornafrika.org	Karen Baptist Church	Mayan Families www.mayanfamilies.org	New Genesis Sb Church www.newgenesisssbc.com	Pulmonary Transplant Foundation www.ptfsd.org
First Baptist Of Pacific Beach www.fbcpb.com	Greater Golden Hill CDC goldenhillcdc.org/?	Horses of Tir Na Nog www.horsesoftirnanog.org	Kearny Digital Media & Design dmd.khs.sandi.net	Meals-On-Wheels Neighborhood Healthcare	New Hope Church www.newhopechurch.com	
First Chinese So Baptist Church www.fcsbcisd.org	Greater Life Baptist Church		Kearny International Business www.sandi.net	Media Arts Center www.mediaartscenter.org	New Hope Friendship Mbc www.newhopefriendship.org	
					New Jerusalem Cmty Church	
					New Paradise Baptist Church	
					New Vision Christian Fellowship www.fellowshipofsd.com	

Rancho Bernardo Community Presbyterian Church www.rbcpc.org	San Diego Childrens Choir www.sdcchoir.org	San Diego Mission Church of the Nazarene	Set Free Church Of North Park	St. Timothy's Episcopal Church, Rancho Penasquitos, CA	Trinity Chapel, San Diego, CA
Reality Changers www.RealityChangers.org	San Diego Clairemont Celebrate Church of the Nazarene	San Diego Mount Carmel Church of the Nazarene	Set Free Church Of Pacific Beach setfreepb.com	Stay Cool for Grandkids www.staycool4grandkids.org	True Faith Missionary Bc
Redeemer's Grace Church www.rgcsd.com	San Diego Council on Literacy literacysandiego.org	San Diego Music Foundation www.sandiegomusicfoundation.org	Set Free Ocean Beach www.myspace/setfreeoceanbeach	STEAMConnect	Truevine Missionary Bc web.mac.com/aghicklin/truevine
Regional Task Force on the Homeless www.rtfhsd.org	San Diego County Bicycle Coalition www.sdcbc.org	San Diego Myanmar Cc	Set Free Of Ocean Beach	Tennis 4 Anyone www.tennis4anyone.org	Tyrannus Church www.tyrannuschurch.org
Revival Cmty Baptist Church	San Diego Dental Health Foundation www.sddhf.org	San Diego Public Market www.sandiegopublicmarket.com	Silver Wing Elementary www.cvesd.org/silverwing	The Body www.thebodysd.com	United Msny Baptist Church
Rhema Baptist Church	San Diego Diplomacy Council sandiegodiplomacy.org	San Diego Southeast Church of the Nazarene	Slavic Evangelical Bc	The Chula Vista Charitable Foundation www.shadowmountain.org/iglesiahispana	Unity Msny Baptist Church
RISE San Diego RISESanDiego.org	San Diego First Church of the Nazarene	San Diego State University Foundation campaign.sdsu.edu	Smcc En EspaÑol www.shadowmountain.org/iglesiahispana	The Front Burner Fund www.facebook.com/FrontBurnerFund	USS Midway Museum
River Church www.riverchurchsandiego.com	San Diego Food Bank sandiegofoodbank.org	San Diego Workforce Partnership workforce.org	So Say We All www.sosayweallonline.com	Social Advocates for Youth (SAY) San Diego saysandiego.org	Veterans Village of San Diego www.vvsd.net
River Church Santee	San Diego Gay Menís Chorus www.sdgmc.org	San Diego Youth Symphony www.sdys.org	Songs Of Joy	The River Sdsu www.theriversd.com	Vietnamese Baptist Church
River Of Faith	San Diego Genesis Church of the Nazarene	San Ysidro Sb Mission	Southeast Community Presbyterian Church	The San Diego Foundation www.sdfoundation.org	Voice of San Diego www.voiceofsandiego.org
River Sdsu www.riverchurchsandiego.com/sdsu	San Diego Humane Society sdhumane.org	Scripps Elementary	Southeast Community Presbyterian Church	The San Diego Humane Society Foundation www.sdhumane.org	Voices of Women www.voicesofwomen.org
Romanian Baptist Church	San Diego Humane Society & SPCA www.sdhumane.org	Scripps Health Foundation www.scripps.org/about-us__giving	Southwest Baptist Church	The Vine Christian Church www.vinechristianchurch.com	Volunteer Administrators Network vansandiego.wordpress.com
Roosevelt International Middle rooseveltmiddle.org	San Diego International Studies is.sdhs.sandi.net	Scripps Research Institute www.scripps.edu	SpaceUp Foundation spaceup.org	The Watchmen Ministry www.thewatchmenministry.com	Walden Family Services Foundation www.waldenfamily.org
Root 54 Giving Circle www.strikingly.com/root54givingcircle	San Diego Junior Theatre juniortheatre.com	SD Coastal Chamber http://www.delmarchamber.org/	Ssubi www.ssubi.org	The Way Community Church	Wesley
Rwandan Orphans Project www.rwandanorphansproject.org	San Diego Mid-City English Church of the Nazarene	Sd French Americna Chamber http://www.france-sandiego.org/	St. Andrew's by-the-Sea Episcopal Church, San Diego, CA	Thursday Club Foundation www.thethursdayclub.org/foundation.html	West Coast Affordable Housing an Alpha Project Affiliate www.alphaproject.org
Saint Paul's Foundation for International Reconciliation stpaulsfdr.org	San Diego Mid-City French Church of the Nazarene	Sd Living Water Church	St. David's Episcopal Church, San Diego, CA	Tifereth Israel Synagogue www.tiferethisrael.com	Young Nonprofit Professionals Network (YNPN) San Diego www.ynpnsandiego.org
Salk Institute for Biological Studies www.salk.edu	San Diego Mid-City Samoan Church of the Nazarene	SD Regional Chamber http://sdchamber.org/	St. James by-the-Sea, La Jolla, CA	TKF www.tkf.org	YWCA of San Diego County www.ywcasandiego.org
Salk Institute for Biological Studies salk.edu	San Diego Mid-City Spanish Church of the Nazarene	SDSU LGBT Advisory Board go.sdsu.edu/student_affairs/intercultural/lgbtq1.aspx	St. Joseph Cathedral sdcathedral.org	Torrey Pines Christian Church www.torreypineschurch.org	Zion Christian Fellowship www.zionsandiego.com
San Diego Architectural Foundation sdarchitecture.org	See World Baptist Church	Sepsis Alliance www.sepsisalliance.org	St. Mark's Episcopal Church, San Diego, CA	Toussaint Academy San Diego www.toussaintacademy.org	
			St. Paul's Episcopal Cathedral		
			St. Pauls PACE www.stpaulspace.org		

Appendix

Current Site User Testing: Formal Interviews

Discussion Guide: Citizen Formal Interview

[Housekeeping Activities]

- * Confirm Demographics:
- * 1st Name
- * Location
- * Age range
- * Neighborhood
- * SD business owner
- * Signature on consent form
- * Photo (headshot)
- * Shot List Appendix for other helpful photos
- * Give out release form, assure them of confidentiality, and get signature
- * Turn on video camera
- * Confirm timing: 45 minutes - 60 minutes
- * Explain who we are and why we are doing this

-----[INTERVIEW SCRIPT]-----

Overview

Thank you for coming in. We have lots of questions to ask you, and we're interested in hearing your stories and experiences. There are no wrong answers; this is information that will help us design a better website for you.

Note: To help our memory, is it okay if we record our interview today with a camera and video camera?

We'd like to talk with you today about the way you view San Diego, your experiences with the City of San Diego's website, and what you need from that website.

Participant Background

- * Let's start with you. Can you tell us about you?
- * Do you have family here in San Diego?
- * What kind of hobbies do you do on the weekend?
- * How long have you lived in San Diego?
- * Do you plan to stay indefinitely? Why or why not?
- * What kind of work do you do?
- * Do you own your own business?

[If they are a SD Business Owner]

- * What kind of business do you have?
- * How long have you been in business in San Diego?
- * Do you have employees?
- * Do any of them deal with the City and State on your behalf?

SAN DIEGO THEMES

Goal: The goal is to capture what values participants place on San Diego.

Secondary: To identify visual themes and attributes for development purposes.

What does SD mean to people, what are the topics, and visual references that people place on their idea of the city?

What are your favorite neighborhoods in San Diego?

What images or words come to mind when you think of San Diego?

[Probe on why, meaning, people, locations, activities, the 5 senses—smell, sight, sound, touch, taste]

- * What is your quintessential San Diego story?
- * What does being a San Diegan mean to you?
- * If you have out-of-town guests come, where are the places and what are the things you recommend (or like to take them to see and do)?
- * What does San Diego mean to you?
- * What is unique about San Diego that other cities cannot claim?
- * Where have you looked for information about San Diego? About your neighborhood? About events in San Diego?
- * What are your typical San Diego activities that you do with your friends and families?

CITY'S WEBSITE

Goal: understand use cases. Define points of entry, paths, patterns, points of need, deviations, pain points, errors, workarounds

Goal: define targets, flow patterns.

Goal: understand goal orientation. Define approaches, process, and trajectories.

Goal: understand users' decision making process and how it relates to website visits and their: frequency, duration, goal definition.

Let's talk about the City's website. Have you ever been on the site? What do you remember?

Expectations

- * What do you expect to find on SD's website?
- * What would you like to find on SD's website?
- * What should be there? (or not)

Experiences

When was the last time you visited the City of San Diego's official website, SanDiego.gov?

- * What kinds of things were you looking for or doing on SanDiego.gov?

[Probe] park and rec department, library, police, parking]

- * Do you remember the last time you were on the site?
- * [Probe:] What do you remember?
- * What led to your visit?
- * What did you want to do?
- * Can you show me?

Please walk us through the last time you remember using it.

- * Where did you start? [Let's start there]
- * What were your "next steps"?

[Probes:]

- * Did that take you where you **intended/expected** to go?
- * Do you know where you are right now? (If they navigate out of the site to a 3rd party site such as an external tourist link or an external library system)
- * What was your goal? Did you find what you needed? Accomplish what you intended?

- * How did this work for you? Was it efficient?
How would you improve the process?

What did you do because of your visit?

- * Did you do this from your computer? [Probe on location, motivations, type of access]
- * About how often do you need to do this? (The task they have walked through)
- * How do you find what you're looking for on SanDiego.gov (or similar)?
- * Have you ever had to go in person or call?
- * Walk me through what happened? What steps did you go through and what was the outcome?
- * Why couldn't it be done on the website?
- * How easy was it to find the person or location that you needed?

Dream Site

- * After having gone thou the City's website, can you think of and show me any other websites that do this better?
- * Let's try something a little different.
- * If you think of McDonald's vs Burger King. The two companies have the same business, but their approach is very different.
- * What are the main differences that you see between the two companies?
- * Now think about Carlsbad and San Diego. What are they're main differences?
- * If you could build your **ideal experience** on the City website, what would it be like?

WRAP UP

- * Did we miss anything? Is there anything you want to tell us?
- * Is there anything you want to ask us?

EXTEND THE FEEDBACK:

- * Do they want to participate in future efforts to test the new website?
- * Do they know someone else that we should hear from?

APPENDIX

- * Shot List
- * Headshot of Participant
- * Who are you visiting?
- * Establishing Shots, interior (room in home/cubicle at library/office) and exterior
- * Where are you? Where does the participant most often work from?
- * Computer Environment
- * What impact does their computer/device/mobile have on their use of the City Website?
- * Two-shot of interviewer and participant
- * What did the interaction between researcher and participant look like?

Usage of the City Website

- * What screens do they have open to accomplish a specific task?
- * Usage of Another City's Website
- * What screens do they have open to accomplish the same task as the SD City Website?

Discussion Guide: Staff Formal Interview

[Activities]

- * Give out release form, assure them of confidentiality, and get signature
- * Turn on video cameras
- * Confirm timing: 45 minutes - 60 minutes
- * Explain who we are and why we are doing this
- * Confirm demographics

-----[INTERVIEW SCRIPT]-----

OVERVIEW

Thank you for participating in our research. We have lots of questions to ask you and we're interested in hearing your stories and experiences.

There are no wrong answers; this is information that will help us design a better website for you and the citizens you serve. Note: to help our memory, we will be recording our interview today. [Confirm that it is ok]

We'd like to talk with you today about your work role with the City of San Diego, your personal perspectives about San Diego, your experiences with the City's website, and your experiences with the San Diego citizens who interact with you and the site.

- * Participant's Role
- * Title of your position? time in role
- * Tenure with the City
- * Department? Primary functions
- * Explain your role

- * How would you summarize your job to a new acquaintance?

SAN DIEGO THEMES

Goal: The goal is to capture what values participants place on San Diego.

Secondary: To identify visual themes and attributes for development purposes.

- * How long have you lived in San Diego? Where prior?
- * What differences do you see between the two cities?
- * What is your San Diego story.
- * What does San Diego mean to you?

EXPERIENCES ON CITY'S WEBSITE

Goal: understand use cases. Define points of entry, paths, patterns, points of need, deviations, pain points, errors, workarounds

Goal: define targets, flow patterns.

Goal: understand goal orientation. Define approaches, process, and trajectories.

Goal: understand users' decision making process and how it relates to website visits and their: frequency, duration, goal definition.

Show and Tell

Let's talk about your experiences with the City's website. As we go through our questions we would like you to not only tell us what you did, but show us. Please feel free to use your computer and guide us through what you're telling us.

Personal visit to SanDiego.gov

Have you ever visited SanDiego.gov as a citizen, for your own use rather than for use as an employee?

When was the last time you visited the City's website?

Please walk us through the last time you remember using it.

What led to your visit?

What did you want to do?

Where did you go first?

Did that take you where you intended/expected to go?

What were your "next steps"?

What was your goal? Did you find what you needed? Accomplish what you intended?

About how often do you need to do this?

How did this work for you? Was it efficient? How would you improve the process?

What did you do because of your visit?

Did you do this from your home computer?
[Probe on location, motivations, type of access]

COMPARING EXPERIENCES

What are other great online experiences

- * After having gone through the City's website, can you think of an online experience that you enjoy? What would that be?
- * Can you show us?
- * What is it about this site that you enjoy?
- * What are your thoughts about the look and feel of this city's website compared to SanDiego.gov?
- * Does this website give you a sense of that particular city? In what ways?

INTERACTIONS WITH CITIZENS

Goal: define what jobs need doing

Goal: define what are the parameters of their job

Goal: define what, when, where they interact with citizens

Goal: define what could make their job easier

Let's remain focused on the City's website, the focus of this study is on the City of San Diego's staff interactions with the citizens-- how you might better serve them, and how the website might better serve you in your communications with them. Let's delve into that now.

- * Tell us more about your job and your department?
- * How often do you and your co-workers have contact with citizens?

- * What do those interactions look like? [Probe: kinds of contact, duration of that contact]
- * Do citizens call you (or your department) for information or for help with tasks that could be accomplished through the website?
- * How do you see this working more effectively on the website?
- * What tasks related to your department have to be accomplished in person or on the phone? (Currently cannot be accomplished on the website)
- * Please walk us through that process. What steps did you take them through and what was the outcome?
- * Why couldn't it be done on the website?
- * Tell us about your department's content on the website?
- * What works for you and the citizens?
- * What doesn't work?
- * What else is important to know about your job and your relationship to the citizens?
- * What other things are important for us to know so that the site makes your job easier?
- * What type of feedback about the website have you heard from your contact with citizens?

Dream Site

- * What do you expect to find on SD's website?
- * What should not be there?
- * How do you find what you're looking for on SanDiego.gov (or similar)?

- * If you could build your ideal experience on the City website, what would it be like?

WRAP UP

- * Did we miss anything? Is there anything you want to tell us?
- * Is there anything you want to ask us?
- * Extend the Feedback
- * Do they want to participate in future efforts to test the new website?
- * Do they know someone else that we should hear from?
- * Ask to take photographs [see appendix]

APPENDIX

- * Shot List
- * Headshot of Participant
- * Who are you visiting?
- * Establishing Shots, interior (cubicle/office) and exterior
- * Where are you? Where does the participant most often work from?
- * Computer Environment
- * What impact does their computer have on their use of the City's Website?
- * Two-shot of interviewer and participant
- * What did the interaction between researcher and participant look like?
- * Usage of the City Website
- * What screens do they have open to accomplish a specific task?

Photograph, Audio & Video Release Form

I hereby grant permission to the rights of my image, likeness and sound of my voice as recorded on audio or video tape without payment or any other consideration. I understand that my image may be edited, copied, exhibited, published or distributed and waive the right to inspect or approve the finished product wherein my likeness appears. Additionally, I waive any right to royalties or other compensation arising or related to the use of my image or recording.

I understand that this material may be used in any and all media related to the City of San Diego's Website Redesign Initiative, including, but not limited to, activities related to research and marketing, press conferences, meetings, hearings, and educational conferences in person and on such mediums as cable and broadcast television, internet, social media, brochures and other print media.

I will be consulted about the use of the photographs, audio or video recordings for any purpose other than those listed above. Unless otherwise authorized, my participation will remain anonymous.

There is no time limit on the validity of this release nor is there any geographic limitation on where these materials may be distributed.

By signing this form I acknowledge that I have completely read and fully understand the above release and agree to be bound thereby. I hereby release any and all claims against any person or organization utilizing this material.

Full Name _____

Address _____ City _____ State _____

Zip Code _____

Phone _____

Email Address _____

Signature _____ **Date** _____

If this release is obtained from a presenter under the age of 18, then the signature of that presenter's parent or legal guardian is also required.

Parent's Signature _____ Date _____

Appendix

Current Site User Testing: Informal, Guerrilla Interviews

Appendix: Research Participation



San Diego Council District Neighborhoods

Council District Neighborhoods									
1	2	3	4	5	6	7	8	9	
Carmel Valley	Bay Ho/ Bay Park/ Morena	Balboa Park	Alta Vista	Black Mountain Ranch	Clairemont Mesa East/West	Allied Gardens	Barrio Logan	Alvarado Estates	
Del Mar Mesa	Midway/North Bay	Bankers Hill/ Park West	Broadway Heights	Carmel Mountain Ranch	Kearny Mesa	Del Cerro	Egger Highlands	City Heights	
Del Mar Heights	Mission Bay	Downtown	Chollas View	Rancho Bernardo	Mira Mesa	Grantville	Grant Hill	College Area	
La Jolla	Mission Beach	Golden Hill	Emerald Hills	Rancho Encantada - Stonebridge	Rancho Peñasquitos	Linda Vista	Logan Heights	College View Estates	
Pacific Highlands Ranch	Ocean Beach	Hillcrest	Encanto	Rancho Peñasquitos	Sorrento Valley	Mission Valley	Memorial	El Cerrito	
Torrey Hills	Pacific Beach	Little Italy	Greater Skyline Hills	Sabre Springs		San Carlos	Nestor	Kensington	
Torrey Pines	Point Loma	Mission Hills	Jamacha	San Pasqual		Serra Mesa	Ocean View Hills	Mountain View	
University City		Normal Heights	Lincoln Park	Scripps Ranch- Miramar Ranch North		Tierrasanta	Otay Mesa East	Mt. Hope	
		North Park	Lomita Village	Torrey Highlands			Otay Mesa West	Rolando	
		Old Town	North Bay Terrace				San Ysidro	Southcrest	
		South Park	Oak Park				Sherman Heights	Talmadge	
		University Heights	O'Farrell				Stockton		
			Paradise Hills				Tijuana River Valley		
			Redwood Village						
			Rolando Park						
			South Bay Terrace						
			Valencia Park						
			Webster						

Informal Interviews Discussion Guide: Guerrilla

- * Discussion guides were used to guide the interviews, and to make sure the team hit the necessary topics.
- * Note, questions are here for guidance, not all questions were used or intended to be used during the 10-20 minute interviews; or in the order listed here.

Informal Interviews Discussion Guide: Guerrilla

Check list:

- * Capture Demographics:
- * 1st Name.
- * Location.
- * Age range.
- * Neighborhood.
- * San Diego business owner.
- * Signature on consent form.
- * Photo (headshot).

Topics:

1. San Diego: What makes it awesome, what are its attributes.
Goal: The goal is to capture what values participants place on San Diego.
2. Website: Approach, Process, goals problems, work arounds
Goal: understand users' decision making process and how it relates to website visits and their: frequency, duration, goal definition.
Goal: understand approaches, process, and trajectories.
3. Participate in more research.

LOCAL INTRODUCTION:

Hi. We're redesigning the City of San Diego's Website. Have you ever been on that website? Would you mind telling us about your experience? And your thoughts on the city itself? It will take 10-15 minutes.

[If yes:] Do you mind if we record our conversation to aid recall later? [Sign release].

1. San Diego Themes

- * In two minutes, tell me What is your San Diego Story?
- * What one word would you choose to describe what San Diego means to you.
- * Why that word?
- * What does it mean?
- * What does it bring to mind?
[Probe on people, locations, activities, the 5 senses—smell, sight, sound, touch, taste].
- * What is unique about San Diego?
- * What is San Diego not?
- * How is San Diego different from Carlsbad/Poway? Or Los Angeles?
- * You could live anywhere, why San Diego?
- * What's your favorite thing about San Diego?
- * What do you like least?

2. Visits to the San Diego website

You said earlier that you have been to San Diego's website. Tell me about your experience.

Decision Making on Purpose:

- * When was the last time you were on San Diego's website?
- * What were you trying to do? [Probe on goals and purposes].
- * Can you show me? Walk me through what you did?
- * Do you know where you are right now?
- * What led to your visit?

- * What did you do because of your visit?
- * Did you do this from your computer? [Probe on location, motivations, type of access].
- * Were you doing this alone or with someone else?

History/Methods/Context:

- * What other reasons have you had to go onto SanDiego.gov?
- * Where do you find out information about the City? About your neighborhood? About events in San Diego?
- * What are your typical San Diego activities that you do with your friends and families?
- * What activities do you do with tourists?

Expectations:

- * What do you expect to find on San Diego's website?
- * What would you like to find on San Diego's website?
- * What should be there? (Or not).
- * How do you find what you're looking for on SanDiego.gov (or similar)?

3. Extend the Feedback

- * Do they want to participate in future efforts to test the new website?
- * Do they know someone else that we should hear from?
- * Do they have more stories to tell?

TOURIST TOPICS:

San Diego Stories, Experiences, Senses:

- * What is your San Diego Story?
- * What is unique about San Diego?
- * What is San Diego not?
- * What one word would you choose to describe what San Diego means to you [probe on meaning, people, locations, activities, the 5 senses].
- * What's your favorite thing about San Diego?
- * What do you like least?

Finding information on San Diego:

- * Where/what/when/who.
- * Expectations of SanDiego.gov website.

Destination:

- * Why did you choose San Diego for your destination?
- * What have you experienced of San Diego?
- * If you were home this weekend what would you be doing?
- * What one thing would you come back to San Diego to do or try?

Participant Release

- * Releases were explained and provided to all participants.
- * Note, roughly 10% of our participants did not sign a release. A portion of those individuals continued with the interview but asked not to be recorded, photographed or videotaped. The remainder did not participate in the study.
- * Note, in cases of group interviews, the manager or group lead would sign. Individuals were encouraged to add their names, but in some instances did not include them.

Photograph, Audio & Video Release Form

I hereby grant permission to the rights of my image, likeness and sound of my voice as recorded on audio or video tape without payment or any other consideration. I understand that my image may be edited, copied, exhibited, published or distributed and waive the right to inspect or approve the finished product wherein my likeness appears. Additionally, I waive any right to royalties or other compensation arising or related to the use of my image or recording.

I understand that this material may be used in any and all media related to the City of San Diego's Website Redesign Initiative, including, but not limited to, activities related to research and marketing, press conferences, meetings, hearings, and educational conferences in person and on such mediums as cable and broadcast television, internet, social media, brochures and other print media.

I will be consulted about the use of the photographs, audio or video recordings for any purpose other than those listed above. Unless otherwise authorized, my participation will remain anonymous.

There is no time limit on the validity of this release nor is there any geographic limitation on where these materials may be distributed.

By signing this form I acknowledge that I have completely read and fully understand the above release and agree to be bound thereby. I hereby release any and all claims against any person or organization utilizing this material.

Full Name _____

Address _____ City _____ State _____ Zip Code _____

Phone _____ Email Address _____

Signature _____ Date _____

If this release is obtained from a presenter under the age of 18, then the signature of that presenter's parent or legal guardian is also required.

Parent's Signature _____ Date _____

Guerrilla Research Flier

Fliers were handed out to each interviewee, and at every meeting we visited. These meetings include Toastmasters and NMA.

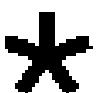
SanDiego.gov Website Redesign: Community Engagement

Signup to participate in the redesign.
<http://bitly.com/SDWebsite>



Make San Diego's website work for you! All San Diegans, businesses and tourists are welcome to participate in San Diego's website redesign. Share your experiences with the City's website and its departments by signing up for the survey. You will have the option to participate in long-term interviews when you signup through bitly.com/SDWebsite.

An initiative of the City of San Diego, the Community Engagement for SanDiego.gov is conducted by Hopscotch Labs, an innovation company. For more information on this project or community engagement for product, service or website development please contact:

 **hopscotch labs**

Kristine Angell, Principal, Lead Research Strategist
Kris@hopscotchlabs.com (646) 631-7035
www.HopscotchLabs.com

Appendix Survey Results

Survey

Thank you! This survey will help the City of San Diego do a better job of serving your needs through its website. Your responses are completely confidential.

If you have any questions, please email us at

DesignSD.Research@gmail.com

This survey will take about 5 minutes

A. Have you ever visited the City of San Diego's official website, SanDiego.gov?

- * Yes
- * No

B. About when was the last time you visited the City of San Diego's official website?

- * Today
- * In the last week
- * In the last two weeks
- * In the last month
- * In the last six months
- * In the last year
- * It's been over a year

C. I LAST visited the City of San Diego's official website to look up:

- * San Diego leisure information, and reservations (beaches, golf, recreation centers, etc.)
- * Library hours, locations, book holds and events
- * San Diego special events info, seat maps, and parking (Qualcomm stadium, fireworks, etc.)
- * Visitor info and Airports
- * Water, trash and recycling information
- * Jobs and volunteering with the city
- * Police and fire (emergency, locations, crime statistics, etc.)
- * Parking rules and fines
- * Services (affordable housing, accessibility)

* Municipal code (zoning, construction permits, code enforcement, etc.)

* Mayor, City Council and Committees

* Taxes

* Doing business with the City (procurement, bidding on city contracts)

* City news

* Courts and justice

* Permits and payments

* Report an issue such as a pothole or graffiti

* Other (please specify)

D. Have you ever used the City website to register for a class, pay a parking ticket, or make a reservation at places like a recreation center or Torrey Pines golf course, for birthday parties, tee time, etc.?

- * Yes
- * No

E. Were you able to accomplish the task?

- * Yes
- * No, and I was trying to:

F. How would you rate the website on the following?

Look and feel of the website	*****
Organization of the content	*****
Ease of finding information	*****
Content	*****
Ability to complete a task/make a payment	*****

7. Are there task(s) you cannot complete on the City's website and must call or go in person to complete?

- * No
- * Yes, it is:

H. What is unique about San Diego?

- * Mix of urban and beach
- * Climate/weather
- * Outdoor recreation

* Surfing culture

* Balboa Park

* Downtown life

* Craft beers

* Fish tacos & authentic Mexican food

* Casual culture / laid back people

* Multicultural

* Other (please specify)

* No

[If yes to 26]

N. What services have you done or looked for information online?

* Business payments

* City permits

* Licenses and taxes

* Public property leasing/purchasing

* Start and grow a business

* Partnership, donation opportunities, green city initiatives

* Public notices and information

O. Do you have children under 18?

* Yes

* No

P. What's your gender?

* Male

* Female

Q. What is your age?

* Under 18

* 18-24

* 25-34

* 35-44

* 45-54

* 55-64

* 65-74

* 75 or older

R. Is there anything else you would like to see on the website? How might we improve our website?

S. Would you like to be part of the ongoing activity of redesigning the website? May we contact you for an in-person interview and testing the website?

* Yes

* No

* [If yes]

T. Please provide us your contact information, allowing us to can contact you.

- * Name
- * Email address
- * Phone number

U. Where did you hear about this survey?

- * TV/Radio
- * SanDiego.gov
- * Social media
- * Office or professional organization
- * Community organization
- * Email
- * City building, library etc
- * City Council Member
- * Mayor's office
- * Other

V. Are you a City of San Diego employee?

- * No
- * Yes

Thank you for taking our survey. Your response is very important to us.

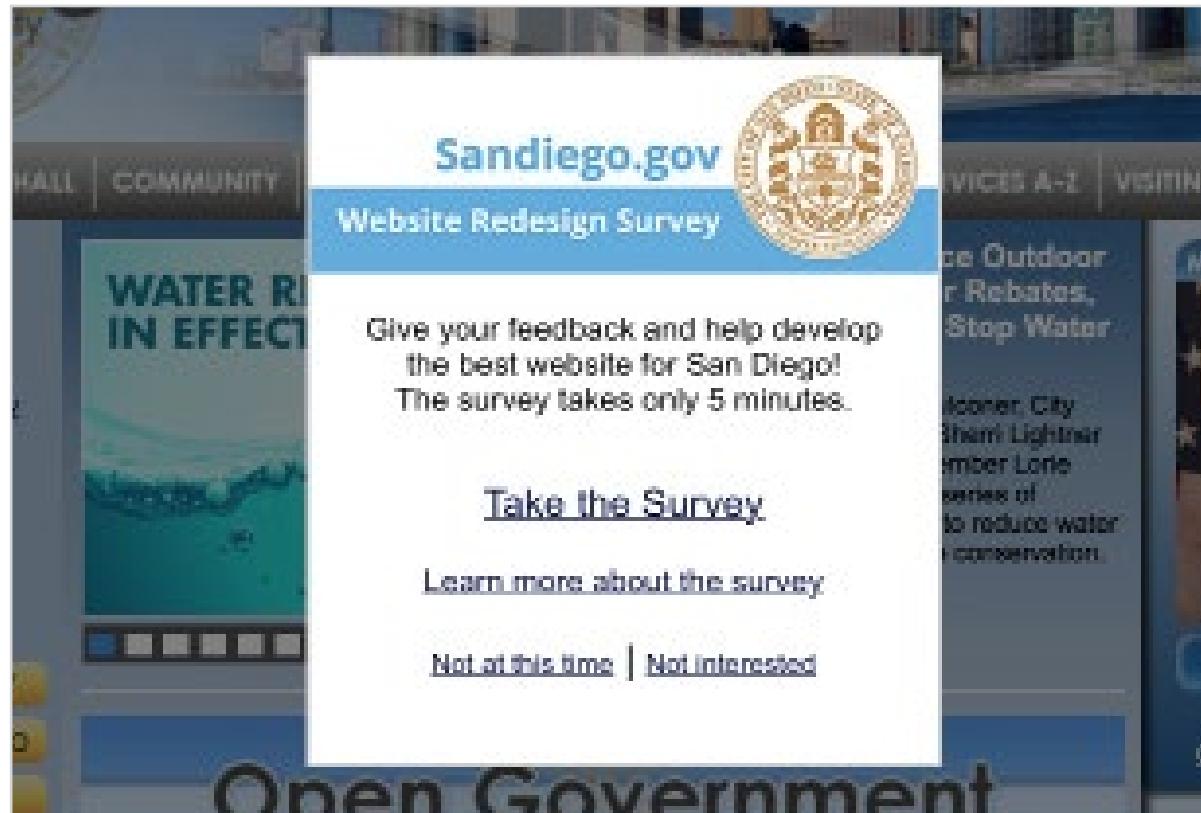
[END]

Note, any information provided through this survey will be utilized by the City of San Diego and its vendors on this project to improve the City's website. The information you enter will be made private and secure, any identifiable information will be made anonymous.

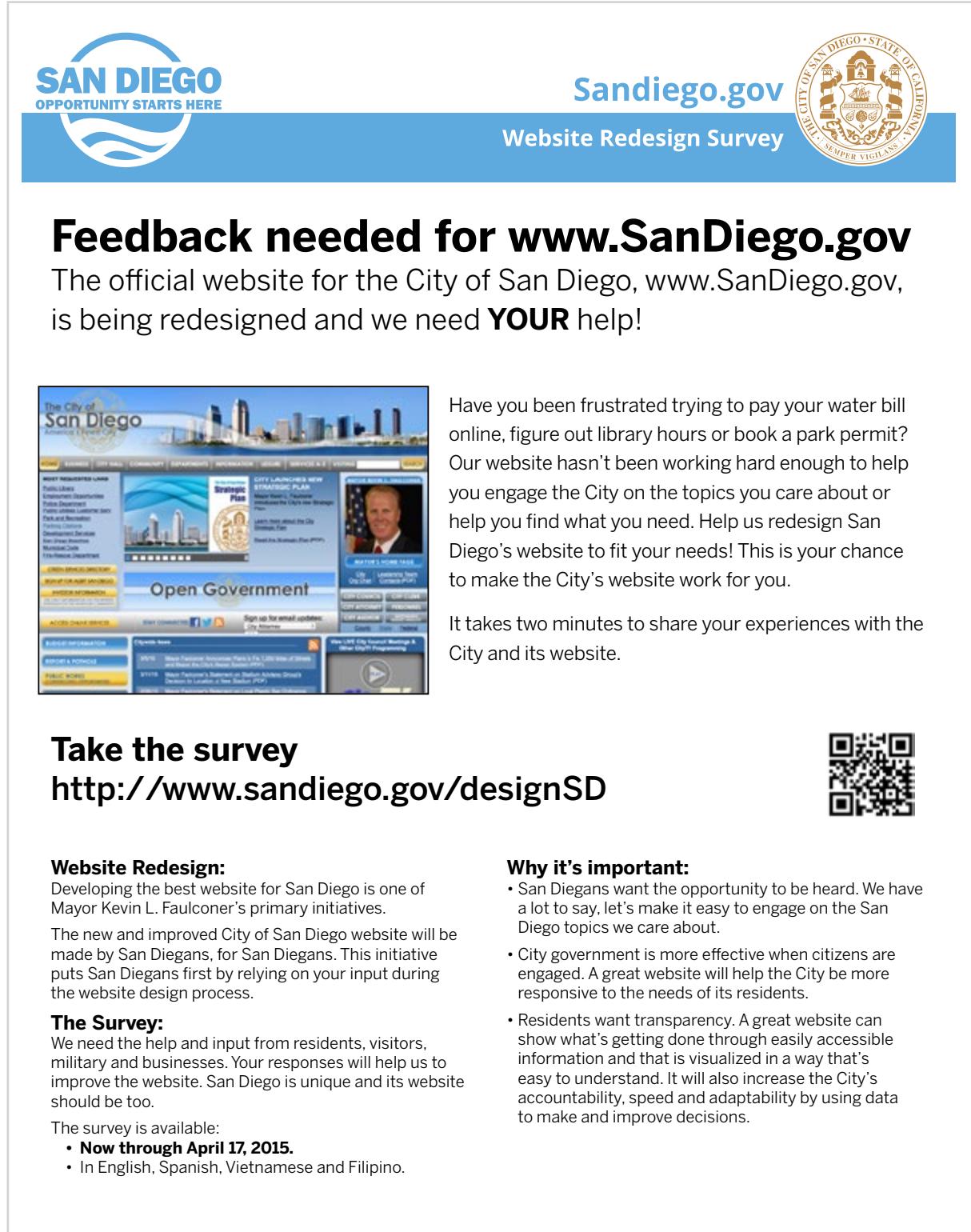
Information provided to the City of San Diego is subject to the Public Information Act. To read more about the City's guidelines, click here:

<http://www.sandiego.gov/directories/privacy.shtml>.

Website Placement



Library Fliers



The flier features the San Diego logo at the top left and the City Seal at the top right. The title "Sandiego.gov Website Redesign Survey" is centered above the main content. Below the title, a large heading reads "Feedback needed for www.SanDiego.gov". A subtext below it says "The official website for the City of San Diego, www.SanDiego.gov, is being redesigned and we need **YOUR** help!"

On the left side, there is a screenshot of the current San Diego website homepage, which is cluttered and difficult to navigate. On the right side, there is a screenshot of the redesigned website homepage, which is clean, modern, and user-friendly.

Take the survey:
<http://www.sandiego.gov/designSD>

Website Redesign:
Developing the best website for San Diego is one of Mayor Kevin L. Faulconer's primary initiatives. The new and improved City of San Diego website will be made by San Diegans, for San Diegans. This initiative puts San Diegans first by relying on your input during the website design process.

The Survey:
We need the help and input from residents, visitors, military and businesses. Your responses will help us to improve the website. San Diego is unique and its website should be too.

The survey is available:

- Now through April 17, 2015.
- In English, Spanish, Vietnamese and Filipino.

Why it's important:

- San Diegans want the opportunity to be heard. We have a lot to say, let's make it easy to engage on the San Diego topics we care about.
- City government is more effective when citizens are engaged. A great website will help the City be more responsive to the needs of its residents.
- Residents want transparency. A great website can show what's getting done through easily accessible information and that is visualized in a way that's easy to understand. It will also increase the City's accountability, speed and adaptability by using data to make and improve decisions.



The flier features the San Diego logo at the top left and the City Seal at the top right. The title "Sandiego.gov Website Redesign Survey" is centered above the main content. Below the title, a large heading reads "www.SanDiego.gov Redesign".

A subtext below it says "Our website hasn't been working hard enough to help you engage the City on the topics you care about or help you find what you need. Help us redesign San Diego's website to fit your needs! It takes two minutes to share your experiences with the City and its website."

Take the survey:
<http://www.sandiego.gov/designSD>

The survey is available:

- Now through April 17, 2015.
- In English, Spanish, Vietnamese and Filipino.

SanDiego.gov website

City of San Diego Website Redesign

Thank you San Diego. The survey is now closed.

We are proud to report an overwhelming response to help redesign San Diego's official website. More than 4,500 San Diegans and visitors took the opportunity to help us understand what they want from the City online. Nearly 1,000 people have offered to help test and refine the website in its next phase. Thank you to everyone who participated in the survey. We will periodically update this page with information about the website redesign process.

Developing the best website for San Diego is one of Mayor Kevin L. Faulconer's primary initiatives. To do this, we asked for input from residents, visitors, military service members and businesses. The City of San Diego website is being made by San Diegans, for San Diegans.

What is being done:

A survey went out to over 30,000 people. The survey was available in English, Spanish Vietnamese and Filipino.

Formal and informal interviews of staff, tourists and residents.

Data and website analysis

Why it's important:

San Diegans want the opportunity to be heard. We have a lot to say, let's make it easy to engage on the San Diego topics we care about.

City government is more effective when citizens are engaged. A great website will help the City be more responsive to the needs of its residents.

Residents want transparency. A great website can show what's getting done through the easily accessible information and that is visualized in a way that's easy to understand. It will also increase the City's accountability, speed and adaptability by using data to make and improve decisions.

What are the next steps?

The next phase of the project includes design, development and testing.

Once completed we'll move into implementation.

We expect to launch the new website in early 2016.

The screenshot shows the City of San Diego website with a header featuring the Mayor's photo and name, along with navigation links like About, News, City Services, Staff, and Contact. The main content area has a heading 'City of San Diego Website Redesign' and a sub-section 'What is being done:' with a bulleted list. Below that is a section 'Why it's important:' with a bulleted list. At the bottom, there's a section 'What are the next steps?' with a bulleted list.

Council Districts

1	2	3	4	5	6	7	8	9
<ul style="list-style-type: none"> * Carmel Valley * Del Mar Mesa * Del Mar Heights * La Jolla * Pacific Highlands Ranch * Torrey Hills * Torrey Pines * University City 	<ul style="list-style-type: none"> * Bay Ho/Bay Park/ Morena * Midway/North Bay * Mission Bay * Mission Beach * Ocean Beach * Pacific Beach * Point Loma 	<ul style="list-style-type: none"> * Balboa Park * Bankers Hill/ Park West * Downtown * Golden Hill * Hillcrest * Little Italy * Mission Hills * Normal Heights * North Park * Old Town * South Park * University Heights 	<ul style="list-style-type: none"> * Alta Vista * Broadway Heights * Chollas View * Emerald Hills * Encanto * Greater Skyline Hills * Jamacha * Lincoln Park * Lomita Village * North Bay Terrace * Oak Park * O'Farrell * Paradise Hills * Redwood Village * Rolando Park * South Bay Terrace * Valencia Park * Webster 	<ul style="list-style-type: none"> * Black Mountain Ranch * Carmel Mountain Ranch * Encanto * Greater Skyline Hills * Jamacha * Lincoln Park * Lomita Village * North Bay Terrace * Oak Park * O'Farrell * Paradise Hills * Redwood Village * Rolando Park * South Bay Terrace * Valencia Park * Webster 	<ul style="list-style-type: none"> * Clairemont Mesa East/West * Carmel Mountain Ranch * Encanto * Greater Skyline Hills * Jamacha * Lincoln Park * Lomita Village * North Bay Terrace * Oak Park * O'Farrell * Paradise Hills * Redwood Village * Rolando Park * South Bay Terrace * Valencia Park * Webster 	<ul style="list-style-type: none"> * Allied Gardens * Barrio Logan * Del Cerro * Kearny Mesa * Linda Vista * Mira Mesa * Rancho Peñasquitos * Sorrento Valley * Serra Mesa * Tierrasanta 	<ul style="list-style-type: none"> * Barrio Logan * Egger Highlands * Grantville * Linda Vista * Logan Heights * Memorial * San Carlos * Serra Mesa * Tierrasanta 	<ul style="list-style-type: none"> * Alvarado Estates * City Heights * College Area * College View Estates * El Cerrito * Kensington * Mountain View * Mt. Hope * Rolando * Southcrest * Talmadge

County Cities

<ul style="list-style-type: none"> * Alpine * Bonita * Bonsall * Borrego Springs * Camp Pendleton * Campo * Cardiff by the Sea * Carlsbad * Chula Vista * Coronado * Dulzura * East County * El Cajon * Encinitas * Escondido 	<ul style="list-style-type: none"> * Fallbrook * Imperial Beach * Jacumba * Jamul * Julian * La Mesa * Lakeside * Lemon Grove * Mt. Palomar * National City * Oceanside * Pala * Pine Valley * Potrero * Poway 	<ul style="list-style-type: none"> * Ramona * Rancho San Diego * Rancho Santa Fe * San Diego * San Marcos * Santee * Solana Beach * Spring Valley * The Cays * The Shores * The Village * Valley Center * Vista * Warner Springs * Winter Gardens 						
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