

Efficiency Measures by Department – Completed & In Progress

Human Resources

1. New Hire Onboarding Checklist for the first full year of employment to track follow-up with new hires to address concerns/issues and facilitate.
2. Development of onboarding PowerPoint that will be available on the intranet for use and reference by new hires.
3. Tracking of part-time, temporary and retired annuitant employees and development of notification system to alert hiring departments to hours limits.
4. Tracking of and reporting performance evaluation due dates to departments.
5. Tracking of grievances and appeals to collect information about outcomes, mediators, ALJ's, etc.
6. Improving organization and communication around training programs (considering development of semiannual training publication and designation of department training liaisons).
7. Development and delivery of contracts processing training
8. Transitioned from the City's current risk pool to a more efficient and regionally appropriate pool that results in comprehensive coverage, maximized risk smoothing due to increased geographic and member diversity and market leverage for competitive rates.

Information Technology

1. Initiated City website redesign based on website use data and analytics, which increases accessibility of information and user experience.
2. Outsourcing broadcast services to receive cost savings, gain more efficient use of staff time and reduce use of overtime hours.
3. Renegotiated City's telecommunications data plan for cost savings and more appropriate coverage.

Police

1. Implemented Administrative Investigations Management software.
2. Moved the Park Ranger functions to PD to enhance efficiency and effectiveness of park enforcement.
3. Installed Automatic Vehicle Location services in patrol and field vehicles to make operations and regional response more efficient.
4. Trained additional personnel in Nixle to enhance efficiency of communication with our community.
5. Implemented the Residential and Commercial Security Camera Registration Program to enhance efficiency of the investigative process.

6. Implement Training Management Software.
7. Implement Background Investigations Management software.
8. Enhance field investigations through the deployment of mobile fingerprint identification technology for patrol vehicles.
9. Implement Palantir/Smart Justice access to enhance information sharing and expedite investigations.
10. Make interoperable communications more efficient by transitioning to the ICIS communication system.
11. Enhance investigative abilities with the installation of community cameras and ALPRS at points of ingress and egress.
12. Create a comprehensive Communication Plan.

Community Development

1. Creation of Performance Measure Logs that will track Plan Check turnaround logs for Planning and Building.
2. A counter tracking system to determine counter flow, type of service and wait-times.
3. Revamped inspection log, which has increased the efficiency of inspection requests.
4. Building Record Report processing time has been reduced well over 50+% due to cross training. Wait time has been reduced from 10-20 working days, to 5 working days or less.

Management Services

1. Consolidated Public Records Requests so each dept. has one contact person and all requests come through the same trackable system.
2. Review of contract processes in the City and standardization of contract approvals.
3. Created standard staff report template with common language and brief description to streamline reporting.
4. Uploading physical contracts, resolutions, agendas and other documents that are not currently available in a digital format and making them accessible through the City's website.
5. Increased capacity of City Manager to authorize purchases below a certain dollar amount.
6. Implemented transparency measures for financial information and civic processes, such as Sunshine Ordinance and Open Gov.
7. Added online engagement options for community members to provide feedback outside of meetings.

Fire

1. Collecting patient care records electronically (ePCRs), which improves data collection and ambulance billing documentation.
2. Modified vehicle serving schedules to better coordinate with trainings and fire inspections.
3. Monthly station inspection program to identify maintenance concerns and reduce work related injuries.
4. New child car seat installation trainings to certify CERT members and Fire Department staff in performing those installations.

Parks and Recreation

1. Restructured Dept. Administration structure to enhance communication and collaboration among different divisions, while providing salary cost savings.
2. Reviewed use of no show letters and resulting outcomes and chose to discontinue practice, saving significant staff time and community confusion.
3. Implemented digital, real-time routing information system for Dial a Ride scheduling and tracking, which has improved communication and data collection.
4. Introduced tablets to be used for park inspections and access to real-time information regarding class registration at different facilities.
5. Installed Comet Tracker app on City-issued phones to allow for easy staff location when necessary.
6. Moved the Park Ranger functions to PD to enhance efficiency and effectiveness of park enforcement.
7. Increased use of digital tools and resources, including releasing the quarterly Manhappenings online and promotion of events via social media and email, which creates cost savings by cutting back on printing and postage.
8. Leveraged Los Angeles County grant funding to construct new community Skate Park.
9. Implemented more efficient processes for participants to make clay purchases and reserve open studio time, which decreased redundancy and scheduling errors.
10. Introduced a Sports Coordinator position that eliminated redundant part-time positions and will manage playing field use and expand adult sports leagues, increasing revenue.
11. Established an Older Adults Program phone line for reservations, which allows for more accurate reservation tracking.
12. Maintain and fortify partnerships with community groups and agencies in order to offer additional programming at minimal cost to City.

13. Outsourcing non-essential staff functions, such as event staging, in order to more effectively use staff skills.

Finance

1. Implemented internal monthly budget and fiscal performance checklists for each department to ensure careful review of monthly budget activity.
2. Designated a Budget Lead for each department to coordinate report reviews and financial reporting.
3. Published a “Budget-At-A-Glance” document that summarizes relevant budget information and increases accessibility and transparency.
4. Upgraded cashiering system to integrate with current financial management solution for more efficient information tracking.
5. Completed cross-training in Revenue Services so that more employees were trained in multiple functions, which improves functionality and customer service.
6. Redesigned Revenue Services website to improve user experience and accessibility to information.

Public Works

1. Transitioning City-owned highway safety lights above signaled intersections to LED lamps, which will create approximately \$31,000 in savings each year.
2. Implemented Water Distribution System Flushing maintenance program to clear pipelines, while significantly reducing water loss by up to 29 million gallons of water.
3. Improvements to the City Yard that better address storm water pollution, maximize the facility’s limited space and provide more secure private storage.