

Operations Administration

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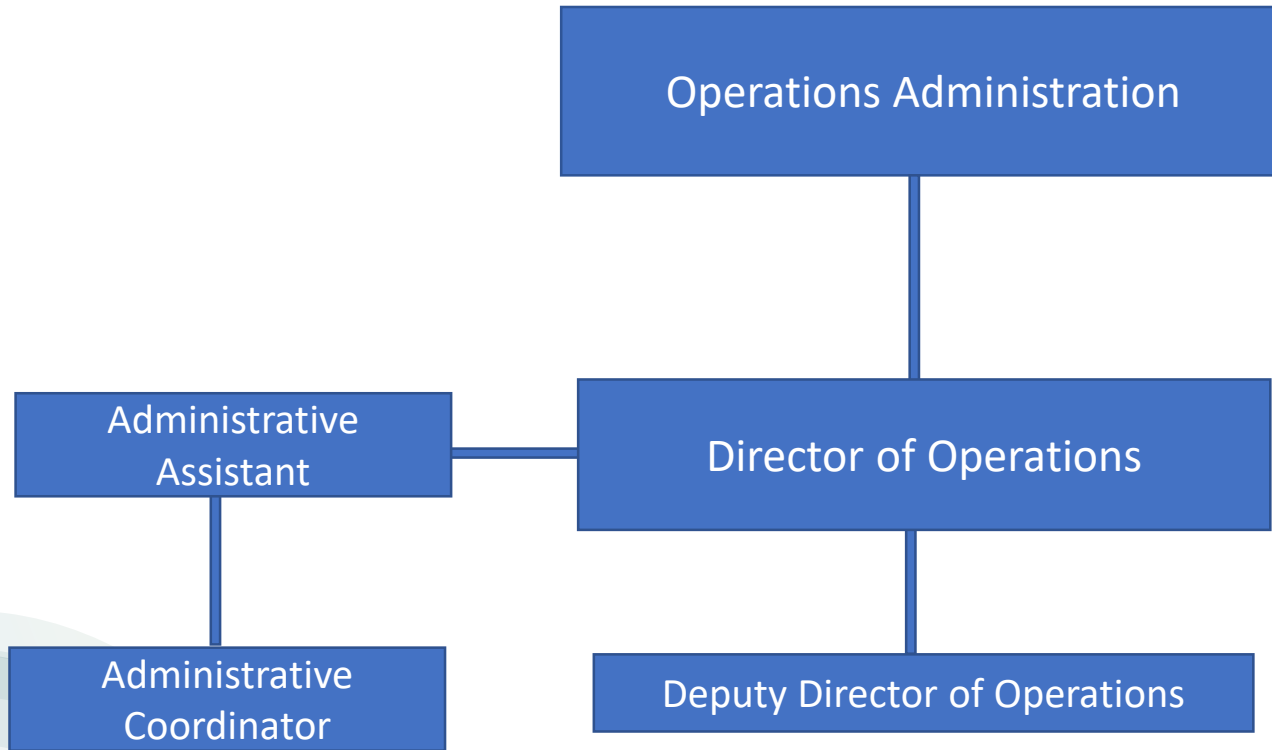




Department Introduction & Brief History

- Operations Administration's goal is to facilitate the successful delivery of services. Establish the successful development and maintenance of reliable and sustainable city infrastructure thru interdepartmental collaboration and performance management.
 - **Core Values and Operating Principles**
 - **Customer Service**-we measure responsiveness and comprehensive solutions
 - **Teamwork**-We build organizational strength through cooperation and collaboration
 - **Integrity**-hold ourselves to the highest's levels of ethical and professional conduct
 - **Accountability**-personal responsibility of ourselves and our staff to ensure proper stewardship and delivery of the tasks we are hired to complete.
 - **Innovation**-We accept change as an opportunity to find better solutions to accomplish our mission.
 - **Adaptability**-We are open and flexible to changing priorities, strategies, methods, and procedures.
 - **Transparency**- We are committed to establishing and further strengthen the public trust by enabling access thru transparency.

OPERATIONS ADMINISTRATION





Major Changes

- Fully automated online Special Events, Pavilion Rentals, Parks Usage, Meter Requests, Film Permits. Eliminated the physical bottleneck caused by the Traffic Advisory Committee monthly meetings to a daily digital collaborative review process for applications as they are received.
- Launched online digital and integrated Zoning Application and ADU application as to expedite responsiveness and progress the transparency of city services.
- Significant time reduction in Construction Permit process from application submission to permit issuances; 140-day reduction from 180 days on average to 39 days.
- Implemented Service Level Agreements and progress improvement meetings with permitting departments resulting in further streamlined and effective processes.
- Decreased the length of permitting applications, eliminated redundant questions and language thus increasing user base and eliminating abandonment of application while decreasing work without permits.
- Established walk in permitting center for small residential homeowner Q&A
- Established collaborative residential pre-plan review remote meetings with applicants and department staff to assist and provide proactive responses to applicants concerns prior to their application submission; increasing trust and communication



Major Changes

- Continual department level improvement working sessions. Goal focused and Metrics driven efforts that provide transparent and dynamic ways to eliminate redundant resource taxing protocols and replacing them with efficient, digital and streamlined protocols.
- Conducted detail analysis of outsourced services. Evaluating the cost benefit and potential elimination of contracted services that can be completed by city staff.
- Enhance digital plan reviews to reduce the cost of physical plans and the future maintenance of documents that can be housed digitally.
- Reduced overtime via enhanced time management and supervision.
- Established enhanced supply ordering process to reduce supply of expendable items as to ensure that when items are requested, they are delivered directly to the requestor and not maintained for future distribution.
- Reduced OT with the re-organization of Parks and Recreation and Facilities. The re-organization provided the correct amount of management and administrative support across two departments which has resulted in a decrease in OT services and emergency repairs via predictive modeling.
- Dredged Cove Marina
- Began Cummings Marina design
- Respectfully and safely demolished of dangerous structure at Courtland



List goals and priorities for your department	Describe in detail the plan to achieve them	What are the obstacles to attaining your goals?	How will you measure your success?	Budget highlights
Increase On-line Services (Marina Slips, Parking Permits, Beach Permits, etc.)	Streamline & Automate manual and inefficient applications	Process transparency, change management, departmental collaboration	Service from home, reduced processing time, Increased responsiveness	Reduce administrative costs, deduction office visit time increasing inspection time
Establish Code Enforcement Team	Alleviating departments of enforcement, allowing for them to focus on providing proactive assistance and city services	Services for potential displacements, legal assistances for enforcement litigation, future staffing demands	Increased enforcement, increased compliance, resources for homeowners, safe and clean neighborhoods	Collaborative efforts with Public Safety should result in a low-cost, high reward program
Vegetation Maintenance Program	Identify key safety areas, establish predictive work order schedule for road maintenance	Allocating resources such as mowers. Working with leadership to establish versatile and flexible work crews	Establish Service Level Agreement with managers and monitor compliances and work order completion	Should result in minimal increase in costs. Cost increases would be associated in asset acquisition and maintenance
Launch Oracle Work Order Project	Document, automate, and streamline Operations daily maintenance 12-month project	Time management, Executive Functioning, and Change Management	12–15-month project go live. All departments using work orders to operate and respond to emergency, routine, and preventive requests daily	Seasonal support may be required to establish baseline work migration. Asset Inventory will be required for building mechanicals baselines
Automate Park Lighting	Identify areas where city lighting can be automated for energy and labor savings.	Identify utilization metrics, constraints, and daily operational knowledge held by individual staff	Document policies, procedures, and create a completely remote operated lighting solution	Grant funding approved for this FY
Increase proactive construction safety inspection program	Hire Building Inspector specifically for weekly commercial project site visits	Staffing	Reduction in safety emergencies and legal actions for compliance	Minimal increase. 1 additional inspector to Building Department
Automate Glenbrook & Springdale Train Station Parking	Research automated gate and RFID Vehicle tags for train station marking	None currently	Reduction in fines, penalties, collections on non-permitted parking and enforcement	Should reduce enforcement overt time