

City of Arvada

We are dedicated to delivering superior services to enhance the lives of everyone in our community



The snoozer facts



Population	113,326
Median Age	40.5
Median HH Income	\$69,441
# of HH	45,409
Land Area (sq. mi.)	39.36





The FUN facts

1920: Arvada was the Celery Capital of the World & provided celery for 3 presidential Thanksgiving dinners

1995: Roy Halladay graduated from Arvada West & was drafted by the Toronto Blue Jays

2002: The Fray formed by Arvada schoolmates -1st song was a top-10 hit in the US



Sarah Washburn Senior Landscape Architect

> Link Strate Deputy Police Chief

> > Kelley Hartman Performance Budget Manager

What makes Arvada unique is the work we perform across departments, with respect and collaboration to best serve our customers

ClearPoint Project Management The Arvada Way







PARKS

- A Division of the Parks, Golf & Hospitality Department
- Playgrounds, picnic areas, skate parks, urban plazas, dog parks, community gardens & more
- 109 parks & historic sites equaling
 1,747 acres... and growing
- *Goal*: A park within a 10-minute walk of every resident (goal established 50+ years ago)

TRAILS

- Off-street recreation trails including bridges, underpasses, and wayfinding signs
- 150+ miles... and growing
- *Goal*: Complete all trail gaps







OPEN SPACE

- 3,400+ acres of prairie, pasture, native woods, creeks & lakes
- Protects natural resources, reduces infrastructure burdens, preserves views, and provides amazing places to recreate.
- *Goal*: As City grows, maintain 31 acres O.S. per 1,000 population









ROLE OF LANDSCAPE ARCHITECT:

- Park & Urban Design Capital Projects.... and special initiatives
- Imagine, negotiate, budget, design, gain approvals for, and execute the construction of outdoor public spaces
- Spark inspiration, encourage social and physical wellness, and help create enduring memories in the physical outdoor environment
- Years-long, even decades-long project process

Using ClearPoint Initiatives

Use Initiatives to *Tell the In-Depth Story*



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ClearPoint City of Arvada, Strategy CO	Urban Design. Design and Master Planning.	Performance Measure	Q4-16 Quarterly
< Dec-16 >	Owner		
 ♣ Home ★ My Favorites 	Mike Lee (Parks, Golf & Hospitality)		
🛔 Departments 🛛 🗸	Collaborators	Design and Master Planning	
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City Attorney's Office City Manager's Office Community Development Finance	Description	\$ 1,000,000.00	
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Documents

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Public Works	Standley Lake Library Trailhead: Jeffco Public Libr																					
Utilities	> Terrace Park Renovation																					
Training																2 64 - 117						

Documents

Description	Analysis
This project was selected as one of 3 community "Hubs" to represent the "Be Wild, Jeffco" Coalition in support of a special opportunity Great Outdoors Colorado "Inspire" Initiative. Potential improvements to Fitzmoris Park and Fitzmoris Elementary, exist to capitalize on the investment and focus being brought to the area by the Apex Pool & Rec Center project. Coinciding with the Pool & Rec center is a special opportunity Great Outdoors Colorado Grant. The initiative seeks to provide physical and programmed improvements to underserved youth and families to encourage participation in the community engagement process throughout 2017 for 3 hubs which consist of Fitzmorris Park & Elementary (Arvada) Mountair Park (Lakewood) Crown Hill Park (Lakewood)	2016 Q4: Successful 10/0716 meeting with Jeffoc Public School District Facilities Director & Staff to gam interest, support, and partnership. Successful 10/1116 on-site meeting with B4 Wild, Jeffoc Coalition to gamer support for Fittm support and indirection of the support of the support of the support of the support support and partnership. Working with B4 Wild Jeffoc Project Coordinator to recruit weightborhood based "Community Connectors" to assist with 2017 public engegement process and planning first meeting. Additional GOCO Inspire Initiative Information
Significance This is an opportunity to bring together existing project partners jeffco Public Schools and Apex PRD to join the Be Wild, jeffco calition. This calition of community partners offers a broad base of underserved your and families to the outdoors through physical and program improvements. SociO awarded the jeffco Calition funding for Phase 1 planning. 2017 Will see extensive community emagement as we pursue Phase 2 implementation funding. This endewor supports Park Matter Plan Goals: • Community Recommendation 1. Activate Parks and Improvements to Existing Parks • Wellness Recommendation 3: Encourage Access to Healthy Living for All	Concept 2 Ferenciary School And Concept 2 Ferenciary School An
Collaborators	
Ø Jessica Prosser (City Managers Office)	Linked Objects
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Significance



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	Owner	
S	💿 Sarah Washburn (Parks, Golf & Hospitality)	
	Description	Analysis Q416
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	Significance This is an opportunity to bring together existing project partners Jeffco Public Schools and Apex PRD to join the fee Nills Jeffco coulition. This coalition of community partners offers a knowl base of expertise to support City partner, and coalition goals and the GOOL ingring program for connecting underserved youth and families to the outdoors through physical and program improvements. GOOL awarded the performance of the set of partners and the GOOL ingring the community engagement as we pursue Thate 22 implementation funding. This endeavor supports Park Master Plan Goals: © Amark Stecommendation 12. Provide New Plants and improvements to Existing Parks. • Weitness Recommendation 2. Provide New Plants and improvements to Existing Parks. • Weitness Recommendation 2. Encourage Access to Healthy Uving for All • Additional of the Commendation	ACCEPT 2 REmembry States Area of the second states
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GOCO Inspire Community Engagement & Colli

Collaborators

Karen Miller (Parks, Golf & Hospitality)

Jessica Prosser (City Managers Office)

Analysis

2016 Q4:

	Fitzmorris Park & Potential Schoolground Improvements: GOCO Inspire Initiative Parts
arPoint Initiatives	Owner Osarah Washburn (Parks, Golf & Hospitality)
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Linked Objects

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Oh those NINJAS

pROCESS iMPROVEMENT

Arvada STYLE



Ninjas listen deeply for the voice within. They know that others can offer guidance and wisdom, but in the end their choices must ultimately come from that whisper-of-a-roar that already lives inside them.

Ninjas know that answers are overrated. But questions? Questions are not. Ask them, live them, love them.





Leadership has your back and supports you



Alicia Montero

Public Safety

Excellent writing skills Always keeps the team guessing Not afraid to step outside of the box Smart as a whip



Rosa Kougl

Parks, Golf & Hospitality

So organized it hurts Holds everyone accountable Does not shy away from challenges Known as "the spitfire"



Buzz Redding

Utilities - Water Distribution

Well respected with field personnel ClearPoint expert Analytical thinker Energetic (until his first baby is born)



Sarah Washburn

Landscape Architect - PG&H

Solid project management skills Artistic and creative voice for the team Work is totally citizen facing Stealthy





Process Improvement - Ninja Landing Page

Process Improvement - THE NINJAS Leadership Team

Initiative Name

Process Improvement - THE NINJAS

Significance

Process Improvement is woven in the fabric of the City through the:

- 1) Vision We dream Big and Deliver
- 2) Mission We are dedicated to delivering superior services to enhance the lives of everyone in our community
- 3) Values INNOVATION PASSION OPPORTUNITY
- Process Improvement is the next step in the ladder to excellence by:
- 1) Creating documents, standard and repeatable processes
- 2) An openness to creativity and thinking outside of the box
- 3) Embracing change within the organization
- 4) Seeking feedback and using sound data to make decisions



Description

This team of individuals was hand picked and created through a grassroots effort for process improvement. The original team of 6 obtained greenbelt and blackbelt training through Denver Peak Academy in 2016. Four additional team members were added at the end of 2016 and will complete blackbelt training in 2017. The team assisted with the development review and special events process improvement in 2016 and will host 5-7 process improvement events in 2017.

Keeping the NINJAs in the know

Collaborators



- Alicia Montero (Public Safety)
- Barb Morger (City Manager's Office)
- Jason OKeefe (Utilities)
- Christopher Redding (Utilities)
- Josie Suk (Utilities)
- Ezequiel Vasquez (Finance)
- Sarah Washburn (Parks, Golf & Hospitality)



Discussion Owner Image: Subscription (City Managers Office) 1/13/17 11:07 AM 8 days ago Suck it up and eat the donut. (Ben) 4 days ago Image: Subscription (City Managers Office) 1/17/17 4:15 PM 4 days ago Let's put some pants on it! (Kelley) 4 days ago



Process Improvement Projects - Quick Glance

Milestones



Milestones Gantt Chart

	2017							
Name	Jan	Feb						
Leadership Team								
Process Improvement - THE NINJAS								
Development Review Process Improvement Pro								
Procurement Process Improvement Project								
Special Events Process Improvement Project								
Passport Process Improvement Project								

NINJA - PASSPORTS OMG!

The City provides passport (PP) services to all eligible individuals. PP services include:

- taking pp photos
- assisting with documents
- collecting/sending PP application packets to the feds

All staff performing critical steps in the PP process must be certified passport agents. The PP team began tracking the # of PP application packets submitted in January 2014.

The volume of work performed by this team and our administrative team has increased significantly since that time. This is a result of our success! We offer SUPERIOR customer service, a first come first serve no appointment environment and positive interactions with the public.

Year	Volume	Revenue	FTE
2014	2,270	\$ 73,995	.94
2015	3,617	\$116,385	.94
2016	6,361	\$197,310	.94



The unfortunate result of this success is a staff that is exhausted and distracted.

RECEPTION

PR

PA:

PA

PA

PASSPORT



Process Improvement - consistent & repeatable

novation Title	All Ninjas
assport Process Improvement	using the
	same format
art Date	for PI events
/10/17	citywide
d Date	
/28/17	
*ner	
Barb Morger (City Manager's Office)	
llaborators	

Customize CP fields - if you build it they will come

Why Change is Needed

The City provides passport (PP) services to all eligible individuals. There are currently 6 staff members in the City Clerks office who are certified passport agents and three executive assistants in the CMO that touch the PP process. It should be noted that all staff members have a variety of other duties assigned and no staff are 100% dedicated to PP services. The significant increase in PP business in the past two years results in a high degree of time dedicated to PP services. Staff experience interruptions and spend a great deal of time traveling from the back office to the front to assist with the PP process.

tesults		

	Current State	Lessons Learned	
NE_	Future State	Experiments	
	Gap Analysis	Attachments	
	Brainstorming		R



<u>Document as you go</u>


ClearPoint - thanks for a great PM platform!











ClearPoint

Ferbruary 15, 2017

Arvada Police Department

POLICE DEPARTMENT

The Mission

WE, THE MEMBERS OF THE ARVADA POLICE DEPARTMENT, PLEDGE:

Respect For the Law, Our Community, and One Another

> **Dedication** To Service and Professionalism

Responsibility For Public Safety and Ethical Conduct

We will always strive for excellence.



The Arvada Police Department sets the standard for excellence in policing. Built on a foundation of honor, integrity and commitment, members of the department take great pride in providing exceptional police service to those who not only live and work in Arvada but also visit this outstanding community.

The Arvada Police Department was the first Colorado law enforcement agency and 18th agency in the United States to achieve accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). In order to achieve accreditation status, Arvada's police department must meet 459 standards developed by CALEA. Arvada achieved its 8th Accreditation in 2010 and has been accredited for 24 years. Arvada is a CALEA Flagship agency, one of the highest honors bestowed upon a police department through the accreditation organization.



Overview of the Police Department

- Authorized 185 sworn officers
- 68 professional staff
- Full service police department
 - Patrol
 - Investigations
 - Animal Management
 - Administrative functions



Managing the Initiative (Project)



This lets all users know, at a glance, who the Owner of the initiative is and who all collaborators are. Also noted is the number of day the initiative has been active.



Who is involved in

scussion	the discussion.	Discussion topic.
Kelley Hartman (City Managers Office) 5/4/16535 PM		9 months ago
No definitiv have a job	e timeline define (thought 12 months is considered doable) 23 Currently employed Comm (Center Employees (civilians) All that want a job (with the Regional Comm Center) will
Link Stra 5/6/16 10:	ate (Public Safety) 00 AM	9 months ago
Timeline fro	om Jeffcom added to attachments	
Kelley H 5/27/16 3:	artman (City Managers Office) 48 PM	8 months ago
Moved Actio	on Items to Risk according to our meeting on 5.25.16	
Kelley H 7/27/16 1:	artman (City Managers Office) 00 PM	6 months ago
Discuss Cod	le Red system today and what we need to do to make this system work for everyone	
Link Stra 8/10/16 5:	ate (Public Safety) OS PM	5 months ago
New Timeli	ne for hiring and Go live added, old Timeline removed.	
Carlos V 12/27/160	ulgamott (Information Technology) 607 PM	a month ago
GIS scoping	meeting - South metro fire reviewed the work required and they didn't seem to take up an	y issue with the workload.
Carlos V 12/29/16	ulgamott (Information Technology) 1:43 PM	25 days ago
Tri Tech Cor options.	nference February 26 - Wednesday, March 1, 2017 - Hard Rock Hotel Las Vegas, NV. We wou	Id like to send Amy and Terri as the IT representatives. Vicki will check into to funding
	ate (Public Safety)	5 minutes ago

When the discussion and topic were posted.

Action Items

Allows all collaborators to see the status of action items.

Action

100

		 Click to go to item 	٦
on Items		Create dispatcher transistion FAQ Public Safey	
Meeting to discuss GearPoint as the tool to use for project tracking Aultic Safey	47376-47276 Sup 16	Owner	
Training for project team - GearPoint Public Saley	428/16-57/16 400/15	Comments Common Center employees are concerned about the transition and how it will affect their job. Critical to communicate what is happening as soon as the transition team knows something.	Start Date 5/24/16
Need to set up a weekly meeting for this group to set a cadence Public Safety	54/16-6/3/16 (Mp/16)	https://sites.cogle.com/a/anada.org/regional-dis	End Date
Carlos needs access to Clear Point Aublic Safey	5/4/16-63/16 tage16	Prograph	-
Need to Establish project dates and timeline(s) Public Safety	5/4/16-7/29/16 Dec-16	Performance Measures	
Set up Clear Point Logins for Carlos V, Mike W, and Alicia M Public Safety	Shene-ensite Jan-te	Questions	Answers
Create dispatcher transistion FAQ Public Safety	5/24/16-7/1//6 Deco16	Will I have the option to go to the Paladina clinic after my employment ends? Will I be eligible for a severance package?	No - After employment ends, Paladina will not be available. No - Severance will not be offered based on the understanding that all those employees in good standing at the time of the transition will be offered a position and will have comparable rate of pay.
Annada: Regional-Dispatch-Stre (intermal-Only) Public Safety	5/24/16-6/23/16 100-16	What are the options I will have with my retirement accounts?	HR staff intends to set up one-on-one meetings with each employee as the time gets closer for the transition. The intent will be to go through all the benefits and issues relevant to an employee exiting the organization. Employees will also have access to the CARP
Anada Radio Equipment Aubic Safey J effCom 911 - Google Site	504/16-600/16 Dec16	Who can I contact if I have questions about this transition plan?	consultant who handles the account via phone. For policy or City transition questions- Human Resources, Heather Spencer 720-898-7565. For benefit or CARP/401 questions, Karen Smiddy (in HR) 720-898-7566. Vicki will be available to take questions on operational issues.
Public safety	6/2/16-7/2/16 Dec16	What happens to my 401k if I am not fully vested? (5 years)	Questions on operational issues. City of Avrada Retirement Plan (CARP) Board of Trustees approved a change to the plan to allow non-fully vested City employees that are moving to JefCom to become fully vested if the employee stays with JefCom for 180 days after the Employee has separated from the City.
		When will our benefits end?	Health,vision and dental benefits will end the last day of the month in which the employee was employed. All employees will receive COBRA (limited amount of time for coverage) notices if they choose to elect to keep benefits after the layoft. Rates for coverage will be included in the COBRA notice.
	Click to follow link.	What happens to my vacation or sick leave?	HR staff intends to set up one-on-one meetings with each employee as the time gets closer for the transition. The intent will be to go through all the benefits and issues relevant to an employee exiting the organization. We will pull the payroll data for vacation and sick to discuss what you can or cannot do according to City policy.
	CIICK TO TOHOW IINK.	If I choose not to take the job at Jeffcom, will I be eligible for a severance package?	No - If you are an employee that is in good standing you will be offered a job. If you choose not to accept the job due to your circumstances that is a personal choice

circumstances, that is a personal choice.

Milestones



Attachments

Attachments





Risks

Risks

- Arvada Alarms, Panic, booking, kick plates (Does this move to the regional center?)
 Public Safety
- After Hours notification (Does this move to the regional center?)
 Public Safety
- Camera Connections (Does this move to the regional center?)
 Public Safety
- Video Footage (Does this move to the regional center?)
 Public Safety
- Public PA system (Does this move to the regional center?) Public Safety
- Code Red (Does this move to the regional center?) Public Safety
- Public Safety
- 911 Surcharge is possibly on hold Public Safety
- Arvada May be moving to Jeffcomm First
 Public Safety
- Merging data conversion / flat file import for City's enterprise systems
 Public Safety
- Jeffcom employees will work at Arvada for 6-8 months Public Safety
- Non-employee access to systems NCIC and CCIC Public Safety
- Ask Arvada
- Public Safety
- Special Events Permits Public Safety

We have created a Risk chart to assist in tracking items focused on APD

 Click on Risk to bring up person responsible and explanation.



Owner



Comments

Dec-16

Who will be responsible to monitor kick plates?



911 Centers slated for consolidation: Arvada Police, Arvada Fire, Evergreen Fire, Golden Police, Jefferson County Sheriff, Lakewood Police, West Metro Fire, Wheat Ridge Police and all the agencies served by these centers.

Questions?