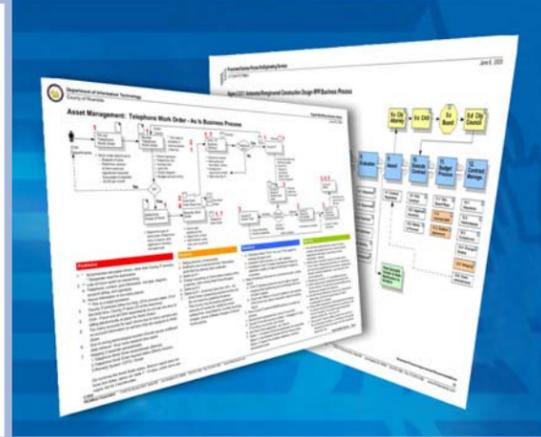
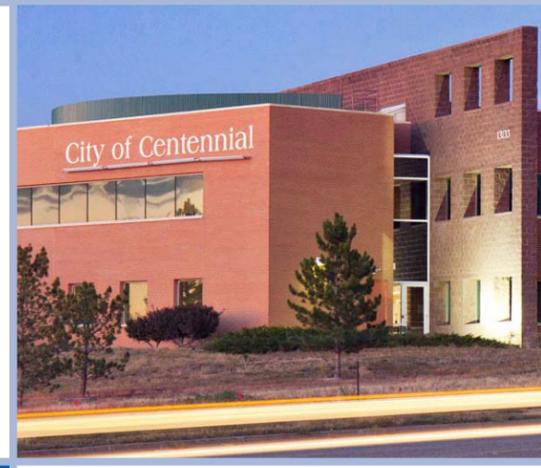
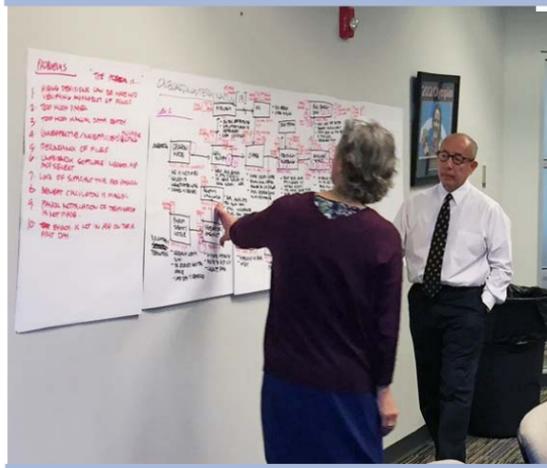


Deliverable



**Information Technology Strategic Plan & Implementation Roadmap**  
D 2.1.3: Final Business Process Requirements  
October 30, 2015



**28**  
YEARS

Thought Leadership,  
Exceptional Performance  
& Results,  
Established 1987



**ThirdWave Corporation**  
*1987-2014: 27 years of  
Information Systems Intelligently Applied*  
11400 W. Olympic Blvd. Suite 200  
Los Angeles, CA 90064  
[www.ThirdWaveCorp.com](http://www.ThirdWaveCorp.com)



## Deliverable 2.1.3

### Final Rapid Workflow® Process Requirements

#### Introduction

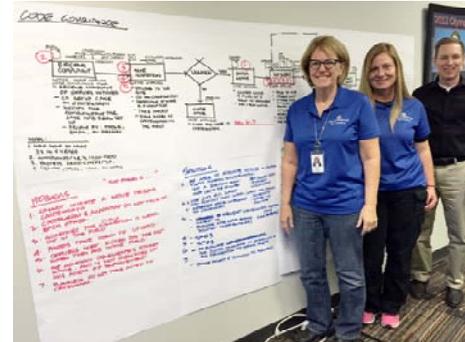
This document contains the results from the Rapid Workflow® Business Requirements Definition workshops held with the City business process owners to assess departmental and enterprise-wide Information Technology requirements.

The objective of the task is to carry out a comprehensive process analysis of the mission critical business functions listed below. Business, functional and technical issues were explored with stakeholders, addressing business and service delivery challenges and opportunities for business process Improvement and enhanced customer service.

Twenty-five (25) Rapid Workflow® workshops were held from October 6 to October 23, 2014.

Staff attendance was outstanding. Seventy-Seven (77) city staff and management participated in the workshops, with some staff participating in several workshops. One Hundred Sixty One (161) business subject matter experts addressed the departmental and enterprise business processes listed below (in the order in which the workshops were held):

- |                                                       |                                                 |
|-------------------------------------------------------|-------------------------------------------------|
| 1. Facilities Management Process                      | 14. Code Compliance Process                     |
| 2. Agenda Management Process                          | 15. GIS Regional Process                        |
| 3. GIS (Enterprise) Process                           | 16. Comm. Development - Land Dev. Apps. Process |
| 4. Finance Budget Process                             | 17. PW - Traffic Systems Process                |
| 5. Accounts Receivables Process                       | 18. Asset Management (Enterprise) Process       |
| 6. Accounts Payable Process                           | 19. Public Records Requests Process             |
| 7. Contract Routing (Enterprise) Process              | 20. Key Performance Measures Process            |
| 8. Credit Card Processing (Enterprise) Process        | 21. Payroll Process                             |
| 9. Operations Management- Street Maintenance Process  | 22. Inventory Process                           |
| 10. Liquor License Process                            | 23. Citizen and Council Request Process         |
| 11. Building Permitting Process                       | 24. ROW Permitting Process                      |
| 12. Electronic Content Management System (Enterprise) | 25. Procurement (Enterprise) Process            |
| 13. HR – Onboarding Termination Process               |                                                 |



Existing manual and automated business processes were modeled (mapped), and the requirements for achieving business process improvement, internal operating efficiencies and/or enhanced service delivery to the public via the use of Information Technologies were identified by workshop participants.

The interactive working sessions reviewed management, operational, and Information Technology challenges faced by City staff in the course of conducting key business functions. The workflow sessions consisted of the following activities:

1. Produce a high-level business process map of the mission critical business process indicating process steps, participants, information collected and/or documents processed, information systems used and internal, external and cross functional business / service delivery process activities.
2. Identify challenges within the existing environment, specifically focusing on articulating problem areas, e.g., technical / operational bottlenecks, inefficiencies and redundancies, business process disconnects, and lack of access to information, etc. Working in collaboration with City management and staff, management, operational and Information Technology challenges were identified.
3. Identify adverse impacts within the current business process, such as duplicated efforts, redundant costs, time inefficiencies, business process / service delivery, lack of access to documents, delays, etc.
4. Identify opportunities for implementing solutions, including process change, the introduction of new policies and practices, and/or the introduction or enhancement of Information Technology solutions.
5. Identify the potential benefits if the proposed solutions were implemented. Benefits were identified at several levels; e.g. Internal business process, to the City, staff, and the City's customers.

The following pages provide the "As Is" business process maps from the Rapid Workflow® sessions. The data contained herein reflects the input and contributions of a highly engaged group of City subject matter experts who participated in the workshops. The business process maps include the following information:

- A list of participants
- As-Is Business Process Model
- Business Process Problem Statements
- Business Process Impact Statements
- Business Process Solution Statements
- Business Process Benefit Statements

ThirdWave will use the data contained in this deliverable as the baseline for articulating business, technical and functional Information Technology initiatives in subsequent project tasks, including the Findings & Recommendations and Strategy Roadmap & Implementation Plan.

*This deliverable contains ThirdWave's proprietary Rapid Workflow® methodology, and is intended for the information and exclusive use of the City of Centennial Information Technology Strategy Plan & Roadmap project, its elected officials, executives, management and staff.*

*ThirdWave Rapid Workflow Process Modeling®, Rapid Workflow® and the five step business process analysis methodology are registered trademarks of ThirdWave Corporation in the United States and/or other countries. The Rapid Workflow® methodology is protected as intellectual property by the US Patent Office, Patent No. 8,615,423.*

## Session 1: Facilities Management

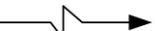
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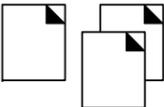
- 

Customer symbol: indicates an internal or external customer coming to initiate or receive services.
- 

Process step box symbol: indicates a step in a business process.
- 

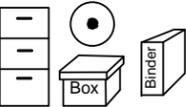
Decision tree symbol: indicates Y / N options or decision in a business process.
- 

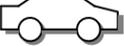
Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop.
- 

Electronic process directional arrow: indicates a process that is carried out electronically, either through an application, e-mail, batch program, etc.
- 

Hardcopy document(s): indicates a system produced document (as output), or documents that start out as hardcopy. An 'E' or 'F' in the symbol indicates e-mail or fax, respectively. Multiple symbol indicates a package of documents.
- 

Envelope symbol: indicates a process step carried out by mail, internal or external correspondence. An "E" in the envelope indicates e-mail.
- 

Existing database symbol: indicates an existing DB and / or a commercial off-the-shelf / custom developed application.
- 

Vertical file, box, binder and CD-ROM symbols: indicates existing hardcopy file storage, onsite / offsite document archives, or electronic file storage.
- 

Car symbol: indicates a step in the process carried out by automobile, or movement of information by car.
- 

Anchor symbol: indicates instance(s) where an external department or organization adversely impedes the effective execution of a business process.
- 

Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.
- 

Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.
- 

Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.
- 

Solution Statement: possible policy, process, and / or technology solutions.
- 

Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

Attendees Name	Title / Division	Phone	Email
1. Loren Roberts	IT Manager/PW	303.325-8023	lroberts@centennialco.gov
2. Kenneth Jackson	Facilities Manager	303.325.8039	kjackson@centennialco.gov
3. Eric Eddy	Assist to the City Manager	303.754.3334	rreddy@centennialco.gov
4. Carla Coburn	IT Manager	303.754.3409	ccoburn@centennialco.gov
5. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandezThirdWavecorp.com



## Session 1: Facilities Management

### Problems:

1. Information does not completely transfer from a Work Request to a Work Order.
2. There is no connection if a work order goes to a vendor. There is no 360° connection.
3. Information used to solve the Work Order is not tied into this system; its on PC or shared drive.
  - Can't build a knowledge base.
  - No common repository to store attached/related documents.
4. The lack of consistency/ framework, standard naming convention on the shared drive.
5. City can't easily access Cartegraph.
6. The requestor can't check the status of a request.
7. Inability to provide mobile functionality; the City version of Cartegraph is not web enabled.

### Impacts:

1. - Staff time: 5 min.
  - Human error.
  - Can result in phone calls facilities manager and call center 1/month.
2. - Incomplete work.
  - Information is managed separately in different format system.
  - Could impact reporting party by not providing accurate update.
3. - Staff time to research.
  - Are not building a knowledge overtime.
4. - Staff time to find information:
  - CRC staff - 1hr / day
  - FAC staff - 1hr / day
  - City staff
  - If this knowledge had to be recreated, it would take time.
5. - Staff time: It can take an IT Manager an hour to get staff in to Cartegraph:
  - Staff to not go in because of time required.
  - PW Coordinator (1) 1 time/mo., 30 min.
  - Client Experience Staff (1), 1 time/mo.
  - IT Manager - PW: 1 hr/mo.
6. - Loss of trust in process
  - Staff time: Requestor
  - Citizen respond: 1hr./day
  - Facility Manager: 1hr./day
7. Facilities Manager's time: 5 min./Work Order: x 50/mo.

### Solutions:

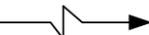
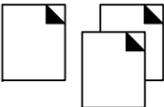
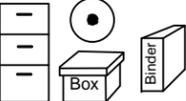
1. - Integration: Attachments to the application.
  - Workflow Automation: Enter the request with attachment and they would move forward together; or: implement (1) Work Order form where the user would enter all information and the attachment.
2. - Open some fields to allow vendors to document their work.
  - Adopt web-enabled feature.
3. - Implement a knowledge-base system, tied to Cartegraph.
  - Adopt the use of a content management system (ECMS).
  - Develop and adopt a Taxonomy
  - Adopt ECMS policies.
4. - Same as #3, ECMS/Taxonomy.
5. - Implement a web-based system.
  - Check status.
  - Varying access privileges.
  - Rigorous security.
  - Provide dashboards.
6. - Same as #5.
7. - Same as #5.
  - Support tablets/mobile devices.
  - Not be OS specific.

### Benefits:

1. - Business process improvement.
  - Staff time savings.
  - Time spent do work that should be done (high value work) vs. managing the people/process.
2. - Get complete (360° ) communication and information to do a complete response.
3. - Centralized knowledge base.
  - Shorter time for resolution.
4. - Same as #1.
  - Spend less time looking for information.
5. - More collaboration, all would be on the same page.
  - Less time spent finding information, easily accessible.
  - Easier to manage the contract.
  - Improved contract management.
  - Improved customer service to public.
6. - Less calls to customer center; time savings.
  - Better customer experience.
7. - Staff time savings.
  - Improved workload management.
  - Better real time information.
  - Fewer cost tickets.

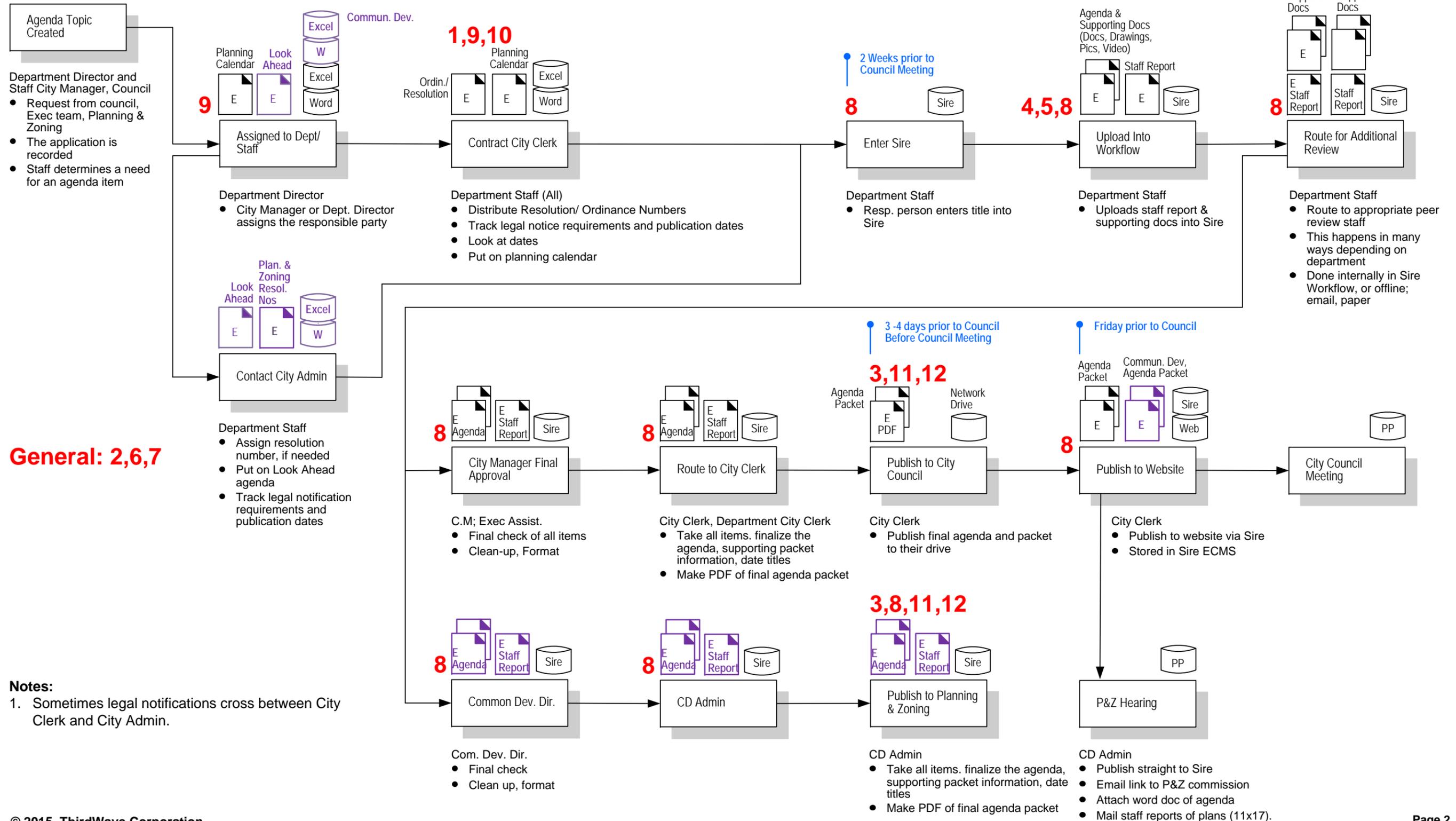
## Session 2: Clerk - Agenda Management As-Is Process

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<b>Solutions</b>	Solution Statement: possible policy, process, and / or technology solutions.
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Attendees Name	Title / Division	Phone	Email
1. Lisa Gajowski	Admin Assistant/Comm. Dev.	303.754.3309	lgajowski@centennialco.gov
2. Derek K Holcomb	Principal Planner/Comm. Dev.	303.754.3336	dholcomd@centennialco.gov
3. Eric Eddy	Assistant to the CM/CMO	303.754.3334	eedy@centennialco.gov
4. Barbara Setterlind	City Clerk	303.754.3324	bsetterlind@centennialco.gov
5. Eboney Brewington	Deputy City Clerk	303.754.3364	ebrewington@centennialco.gov
6. Linda J. Gregory	Dep. Director of Finance	303.754.3368	lgregory@centennialco.gov
7. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandezThirdWavecorp.com

## Session 2: Clerk - Agenda Management As-Is Process

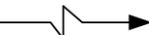
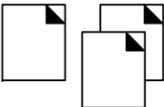
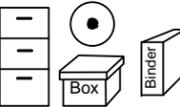
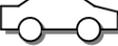


## Session 2: Clerk - Agenda Management As-Is Process

Problems	Impacts	Solutions:	Benefits:
<ol style="list-style-type: none"> <li>1. Staff forget to contact City Clerk or Community Development Admin.</li> <li>2. Staff do not meet deadlines.</li> <li>3. Producing hard copies of agendas. (Planning &amp; Zoning)</li> <li>4. Multiple paper copies with a lack of control.</li> <li>5. Version control when not using SIRE Workflow.</li> <li>6. SIRE only works in Internet Explorer; SIRE only routes to (1) person.</li> <li>7. Some Department use SIRE well, others do not; there is some frustration with SIRE.</li> <li>8. SIRE is no longer supported (it was acquired by a leading ECMS company, OnBase) and will not be further enhanced.</li> <li>9. The creation of other documents to manage the Agenda process.</li> <li>10. There is no way to automate the generating of resolution numbers.</li> <li>11. Have to convert the Word version of the Agenda created in SIRE to remove tables.</li> <li>12. Some staff and Council members still require paper copies of the Agenda.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Delays.</li> <li>2. - Delays. - Staff time for Clerk: All departments 75% of time. - Time spent:     4 – 8 hours/meeting     City Clerk – 3 hours/month     Deputy Clerk – 2 hours/meeting.</li> <li>3. - Time: 2 – 4 hours to copy. - Printing/posting costs. - \$100/Agenda meeting, 2/month.</li> <li>4. - Inefficiency, tracking down the right version. - The wrong version being published. - Overall perception of the City.</li> <li>5. - Same as #4.</li> <li>6. - Staff frustration, cannot use Firefox or Chrome browsers. - It is a specialized tool.</li> <li>7. - No universal use of Sire. - Causes staff frustration. - Same as #4 and #5.</li> <li>8. - Potential security risks. - Technical difficulties.</li> <li>9. - Staff time. - Tracking separate documents.</li> <li>10. - Misnumbered ordinances. - Human error. - Staff time.</li> <li>11. - 15 – 20 minutes/meeting. Community Development Admin. staff</li> <li>12. - 30 min./meeting, 50 – 500 pages.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Provide staff ability to:     - Use SIRE calendaring of Agenda items.     - Use SIRE automated resolution numbers.     - Access to long range Agenda Planning.</li> <li>- Change Management: communication, education, training on calendaring and planning.</li> <li>2. - Change Management. - Department head advocacy.</li> <li>3. - Provide e-copies.</li> <li>4. - Same as #2.</li> <li>5. - Implement a system that allows simultaneous routing and review.</li> <li>6. - Agenda application tool should work across browsers all leading browsers, OS, etc. - Same as #5. - Adopt contemporary functionality.</li> <li>7. - Explore replacing Sire with a contemporary Agenda Management System. - Training.</li> <li>8. - Same as #7.</li> <li>9. - Same as #7.</li> <li>10. - Same as #7.</li> <li>11. - Same as #7.</li> <li>12. - Same as #2, and #7 with user friendly functions.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Happier Clerk. - Higher staff productivity. - Department self-service. - Time savings. - Consistency.</li> <li>2. - Same as #1. - Reduced errors.</li> <li>3. - Cost savings (copying). - Staff time savings.</li> <li>4. - Same as #2 and #3. - Decrease reliance on paper.</li> <li>5. - Business process improvement. - Higher productivity. - Enhanced efficiency. - Increased confidence in City staff.</li> <li>6. - Same as #5.</li> <li>7. - Same as #1 and #5.</li> <li>8. - Same as #1 and #5.</li> <li>9. - Same as #1 and #5.</li> <li>10. - Same as #1 and #5.</li> <li>11. - Same as #1 and #5.</li> <li>12. - Same as #1 and #5. - Decreased reliance on paper.</li> </ol>

## Session 3: Enterprise Session: City GIS

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Attendees Name	Title / Division	Phone	Email
1. Neil Marciniak	Econ Dev. Specialist/Finance	303-754-3351	nmarcinial@centennialco.gov
2. Jeff Cadiz	Revenue Manager/Finance	303-754-3440	jcadiz@centennialco.gov
3. Mike Jones	GIS Analyst/Programmer	303-754-3405	mjones@centennialco.gov
4. Derek Stertz	GIS Supervisor	303-754-3449	dstertz@centennialco.gov
5. Derek Watson	GIS Intern	303-754-3442	dwatson@centennialco.gov
6. John Londo	Sr. GIS Specialist	303-325-8003	jlondo@centennialco.gov
7. Kyoko Oyama	GIS Technician	303-754-3310	koyama@centennialco.gov
8. Roy Hernandez	Project Manager/ThirdWave	310.914.0186	rhernandez@thirdwavecorp.com

### Session 3: Enterprise Session: City GIS

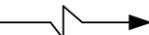
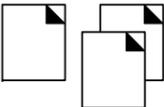
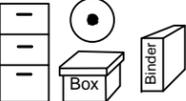
City Department	Use		Existing GIS Utilization	Future GIS Utilization	Lic Users	Existing GIS Application
	Exist	Future				
<b>Innovation</b>			Mapping, Analysis, Transportation, Census, Streetlights	Interactive, 3D Modeling, Crowd Source Data Collection and Analysis	0	ArcGIS Online
<b>Public Works</b>						
CH2M	■	■	Traffic, Facilities, Right of Way, Asset Management, CIP, CRC, Special District, Address Locator	Integrated Data/Systems seamlessly integrated, mobility, Collection of information through field and PW) Locations on a Weekly or Daily basis	1	Public: Street sweeping, Snow plow, OCI, Special projects, CIP, Medians, Street Classifications, Roadside Internal: 2 Year Road Moratorium, Special Projects, street signs, ITS, Snow Plows "Real Time"
Internal	●	■	Fiber Optic Infrastructure, Asset Identification (Fences and Walls)	CIP wit Budget over time, with dashboards, Geotagged Photos, Permits (CIP, SEMSWA, CD, PW) Locations on a Weekly or Daily basis	0	Contract Compliance, Inspections, Project Coordination, Asset Tracking, mobility
<b>Planning</b>						
Building	■	■	Storm Water (DFIRM), Flood Plane, Property, Land Use	Updated property data, permits, Storm water data in an interactive mapping environment	0	Zoning, Land Use, Flood Plane, Special District, Bike Park Trails, Ownership, Permit Fees, Activity, Fees
Animal Services	●	●			0	
Code Enforcement	●	■	Property Ownership, Existing Cases, Neighborhood Info, District, Parcel IDs, Zoning	Workflow, Logistics, Remote entry, Case Files/Tracking, Dispatch	0	Arapamap, Cartegraph, Street Decluttering/sign pulling
Planning & Engineering	■	■	Land Use Zoning, Maps, Staff Reports, CRC, Zoning Verifications, Special Districts, Park Trails.	Planning: Current and Long Range, Planning and Analysis, Push/pull data to the public	5	Active Code compliance cases/ History of Cases
<b>Finance</b>						
Sales Tax	■ ●	■	Sales Tax Distribution, Business Listing, Patterning, Address Location, Revenue, Revenue Analysis,	Crowd sourcing data collection, Update business listing	2	Sales Tax, Predictive analysis
Economic Development	■ ●	■	Basix Mapping, Demographics, Zoning Lookups, Condition Analysis	Marketing/Communications: Concentrations of employment, Business locations, under/over performing retail centers	0	Predictive analysis, SQFT Metrics, Vacancy, Crowd sourcing collection for Retail, Mobility
<b>City Manager's Office</b>						
GIS Division	■ ●	■	Enable decision support, data management	3D capacity, Interactive environment, data modeling	4	Automation of existing data, "Real time" analytics, Frequent "subscribed" aerial imagery, Historic Image Searching (swipe)
City Council/Commission	●	●	Accurate Decision Support for Legislative policy and direction. Variance Mapping	Information on CIP project and conditions	0	Liquor Licensing Support, Youth and Senior Commission, OSAB Mapping and APP support
Emergency Management	■ ●	■ ●	Collector Damage Assessment, EOC Conditions		0	
Court	●	●			0	
Management Analyst	■ ●	●	CDBG Mapping, KPMs, Census			
Clerk	●	■		Election Address verification, Import County data, incorporate into City database, reconciled	0	Precinct data, Election Data, Redistricted
<b>Communications</b>	●	■		Crowd sourcing, event planning, emergency management	0	
<b>City Attorney's Office</b>	●	■			0	

## Session 3: Enterprise Session: City GIS

Problems	Impacts	Solutions:	Benefits:	
<ol style="list-style-type: none"> <li>1. Cannot find data needed (data layer) in ARC GIS.</li> <li>2. Lack of data integration; data is in too many places.</li> <li>3. Do not trust the Asset DB (Cartegraph).</li> <li>4. Do not know when data was last updated; or what is the most current.</li> <li>5. The DB sometimes populates its own data (drawing and Public Works).</li> <li>6. Not being able to share data, for legal reasons. (Business financial data, finances).</li> <li>7. Lack of resources: GIS &amp; DBM.</li> <li>8. Lack of training.</li> <li>9. Lack of data standards and digital submission standards.</li> <li>10. Accessing spatial data thru file GEO DB on the network, it lags quite a bit (the file storage is the problem).</li> <li>11. Lack of functionality for the average users: address, zoning, no searches, or web-abled GIS apps.</li> <li>12. There is a massive tech push from the executive level without a technologist on the executive team; or feasibility analysis.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Use data systems               <ul style="list-style-type: none"> <li>- Cobbled together, which is lower quality.</li> <li>- Takes more time.</li> <li>- Data is not easily replicated.</li> <li>- Occurs 1/week: couple hours, 45 staff.</li> </ul> </li> <li>2. - Time loss.               <ul style="list-style-type: none"> <li>- Cobble together data.</li> <li>- Several buildings systems, finance and accounting.</li> <li>- Have to fish for data, requires talking to staff/sources.</li> <li>- Affects staff: 60 Center, 20 CH2M, 6 FICSO, 5-10% of time, will vary; data is owned by others.</li> <li>- Projects take longer or are shelved.</li> <li>- Limits fully leveraging GIS at the City.</li> </ul> </li> <li>3. - Staff have to recount/re-verify: daily 1 hour (CH2M).               <ul style="list-style-type: none"> <li>- Affects projects; might be under/over bidding project.</li> </ul> </li> <li>4. - Same as #2 and 3.               <ul style="list-style-type: none"> <li>- Business data could be wrong.</li> <li>- Risk using wrong data.</li> </ul> </li> <li>5. - (CH2M) Rounding issues resulting in wrong numbers, potential contractual/legal issues with contracts.               <ul style="list-style-type: none"> <li>- (Planning/GIS) Staff time to verify and correct data in DB, knowing it will not be correct next time.</li> <li>- Additional calls to County (Innoprise Community Development, Permitting)</li> </ul> </li> <li>6. - Not being able to fully integrate data into a GIS datasets by individual businesses/address points. We are still able to fully analyze information, just not incorporate it into GIS with specific Taxpayer information.</li> </ol>	<ol style="list-style-type: none"> <li>7. - GIS               <ul style="list-style-type: none"> <li>- Overworked, stressed out staff.</li> <li>- Staff cannot do their best, which impacts service delivery.</li> </ul> </li> <li>- DBA               <ul style="list-style-type: none"> <li>- Staff time looking.</li> <li>- Poor data quality.</li> <li>- Poor/wrong decisions.</li> <li>- Affects product quality.</li> <li>- Data integrity.</li> <li>- Can affect/delay council initiatives.</li> <li>- Misrepresenting information to the public.</li> <li>- City credibility.</li> </ul> </li> <li>8. - Staff are limited to simple projects instead of significant projects.               <ul style="list-style-type: none"> <li>- Non-GIS staff cannot complete their own simple projects.</li> <li>- Same as #1.</li> <li>- GIS staff have downtime.</li> </ul> </li> <li>9. - Have to fix things that are easy to standardize.               <ul style="list-style-type: none"> <li>- Staff time.</li> <li>- Lack of submittal standards results in data integrity loss.</li> </ul> </li> <li>10. - Staff frustration.               <ul style="list-style-type: none"> <li>- Stress.</li> <li>- Inefficiency.</li> <li>- Staff time: 2 hours/week; GIS: 4 staff.</li> </ul> </li> <li>11. - Staff take longer, or find data in the wrong place.               <ul style="list-style-type: none"> <li>- Making decisions without all available information.</li> <li>- Have to go to Alt. DBS.</li> </ul> </li> <li>12. - Decision making without all required information.               <ul style="list-style-type: none"> <li>- Unrealistic expectations.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. - Staff training for department end users.               <ul style="list-style-type: none"> <li>- Reorganize data, catered to department needs.</li> <li>- Automate supporting data (nightly).</li> <li>- Follow up to reinforce.</li> </ul> </li> <li>2. - Revisit contractual agreements for:               <ul style="list-style-type: none"> <li>- Data sharing</li> <li>- Data consumption</li> <li>- Data formatting (useable)</li> <li>- System</li> </ul> </li> <li>- Adopt one database.</li> <li>3. - Assign appropriate resource.               <ul style="list-style-type: none"> <li>- Database Administrator.</li> <li>- Same as #2.</li> </ul> </li> <li>4. - Database Administrator.               <ul style="list-style-type: none"> <li>- Training: GIS staff, DBA, programming.</li> <li>- Adopt processes/procedures.</li> </ul> </li> <li>5. - Evaluate options to use a different database to replace Innoprise.</li> <li>6. - Revisit City policies with appropriate access.</li> <li>7. - GIS: 2 Analyst, 2 BDA, 1 Finance (economic development), 1 CMO Council.</li> <li>8. - Same as #1.               <ul style="list-style-type: none"> <li>- Policy to enable tech staff to get more ongoing training.</li> <li>- Bigger budget.</li> </ul> </li> <li>9. - Create a policy of standards: internal/external.               <ul style="list-style-type: none"> <li>- Get a data reviewer extension software.</li> </ul> </li> <li>10. - SOE/Cloud access.               <ul style="list-style-type: none"> <li>- Dedicated fiber.</li> </ul> </li> <li>11. - Same as #1.</li> <li>12. - Adopt Chief Technology Officer.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Better informed decisions.               <ul style="list-style-type: none"> <li>- Increased efficiencies.</li> </ul> </li> <li>2. - Same as #1.               <ul style="list-style-type: none"> <li>- Improved data integrity.</li> <li>- Save time and money.</li> <li>- Lowered short/long term costs.</li> </ul> </li> <li>3. - Improved credibility.               <ul style="list-style-type: none"> <li>- Same as #1.</li> </ul> </li> <li>4. - More streamlined updating process.               <ul style="list-style-type: none"> <li>- More effective decisions, support and outcomes.</li> <li>- Less stress, higher morale.</li> </ul> </li> <li>5. - Easier to use for planning staff.               <ul style="list-style-type: none"> <li>- Better assistance to customers.</li> </ul> </li> <li>6. - Same as #1.               <ul style="list-style-type: none"> <li>- Better analysis, more accurate, More collaboration.</li> </ul> </li> <li>7. - Ability to work on bigger projects.               <ul style="list-style-type: none"> <li>- Faster turnaround.</li> <li>- Larger support for other divisions.</li> <li>- Less stress.</li> </ul> </li> <li>8. - Tech staff trained or up-to-date technology.               <ul style="list-style-type: none"> <li>- Anticipate initiatives from departments.</li> <li>- Increase in available tools for staff; decrease workload for GIS staff.</li> <li>- Better quality work.</li> </ul> </li> <li>9. - Long term savings.               <ul style="list-style-type: none"> <li>- Better data integrity.</li> <li>- Increased usability and searchability.</li> </ul> </li> <li>10. - Better adoption rates; tools staff need.               <ul style="list-style-type: none"> <li>- Better data.</li> </ul> </li> <li>11. - Same as #8.</li> <li>12. - Less stress on tech Staff.               <ul style="list-style-type: none"> <li>- Better/clear expectation.</li> <li>- Better direction.</li> <li>- More successful outcomes.</li> </ul> </li> </ol>

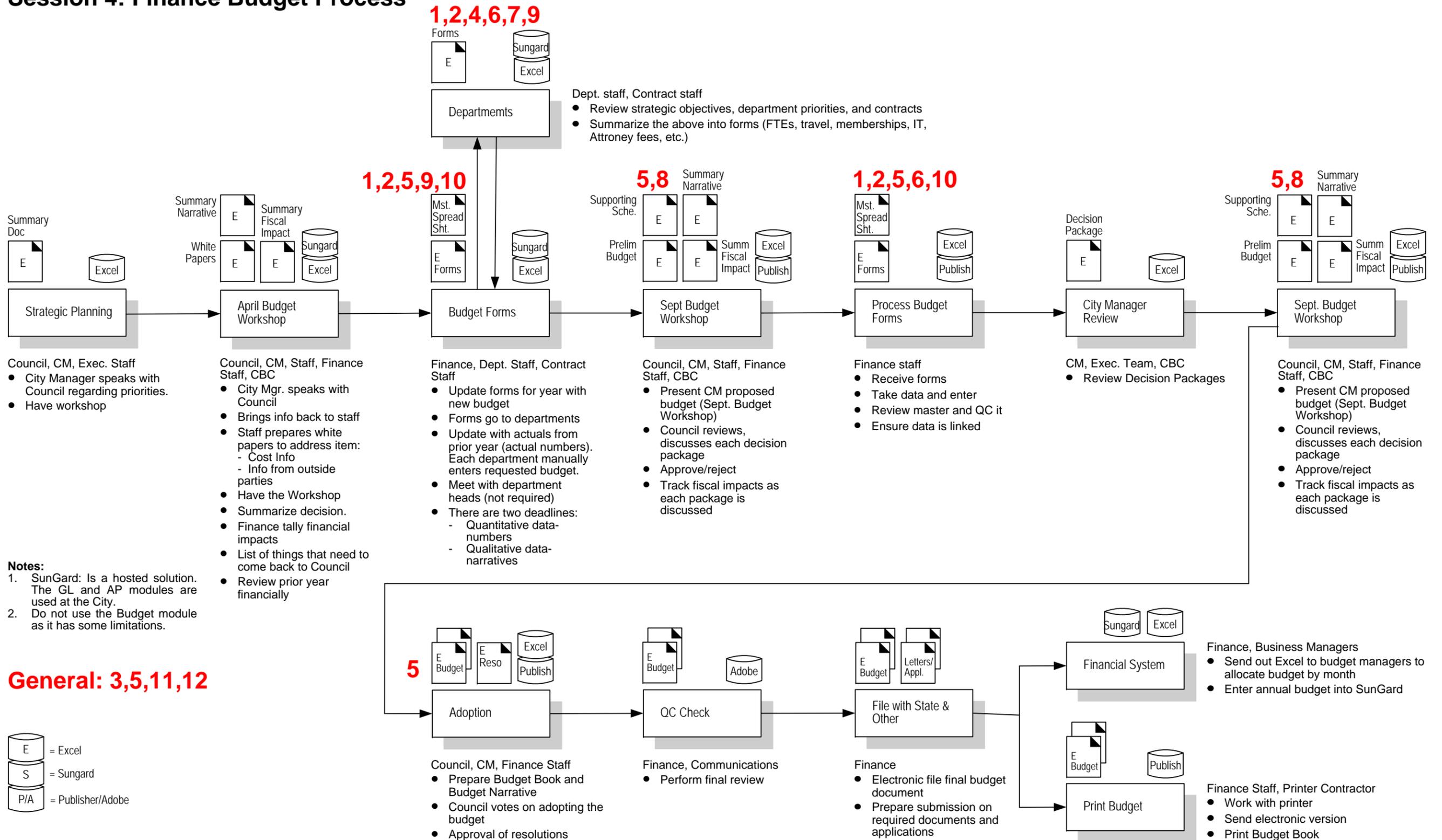
## Session 4: Finance Budget Process

### Symbol Legend

	Customer symbol: indicates an internal or external customer coming to initiate or receive services.
	Process step box symbol: indicates a step in a business process.
	Decision tree symbol: indicates Y / N options or decision in a business process.
	Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop.
	Electronic process directional arrow: indicates a process that is carried out electronically, either through an application, e-mail, batch program, etc.
	Hardcopy document(s): indicates a system produced document (as output), or documents that start out as hardcopy. An 'E' or 'F' in the symbol indicates e-mail or fax, respectively. Multiple symbol indicates a package of documents.
	Envelope symbol: indicates a process step carried out by mail, internal or external correspondence. An "E" in the envelope indicates e-mail.
	Existing database symbol: indicates an existing DB and / or a commercial off-the-shelf / custom developed application.
	Vertical file, box, binder and CD-ROM symbols: indicates existing hardcopy file storage, onsite / offsite document archives, or electronic file storage.
	Car symbol: indicates a step in the process carried out by automobile, or movement of information by car.
	Anchor symbol: indicates instance(s) where an external department or organization adversely impedes the effective execution of a business process.
<b>1,4,7</b>	Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.
<b>Problems</b>	Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.
<b>Impacts</b>	Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.
<b>Solutions</b>	Solution Statement: possible policy, process, and / or technology solutions.
<b>Benefits</b>	Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

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7. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandezThirdWavecorp.com

## Session 4: Finance Budget Process



## Session 4: Finance Budget Process

### Problems:

1. Multiple versions of budget forms.
2. Budget forms are a manual process.
3. Use Word and Excel to produce the pieces; when a change is made, have to go back and run changes all the way through the document.
4. Lack of knowledge how to access information, i.e. actuals/YTD data.
5. Last minute/ongoing changes to the budget.
6. Budget forms are not inherently clear, or easy to respond to.
7. Budget manager lacks clear understanding of budget expectations.
8. Too much narrative at the beginning of the process, which may not be approved.
9. Budget forms are only in Excel, hard to fill out, multiple worksheets.
10. Multiple transfer of data.
11. The budget document request is seen as a finance document, not the departments'.
12. Centralized budgets do not have stake-holder ownership.

### Impacts:

1. - Inefficient staff time.
- Room for error.
- Inconsistencies.
2. - Finance: 40 hours/person, with 1 person doing the work. Do this 1X/year
- Department staff: 2 days.
- Finance:
  - Approximately 100 hours for data entry when forms come back.
  - Budget into publish: 30 hours
3. - Room for HR to make errors.
- Inefficiencies to check.
4. - Couple of hours per department.
- Finance: deadlines are not met.
- Departments could have an incomplete work product.
5. - Stress.
- Same as #1.
- Staff time depends on the change.
6. - Same as #1.
7. - Same as #1.
8. - Staff time.
9. - Stressful to fill out.
- Excel links can get corrupted.
10. - Same as #1.
11. - Lack of ownership.
- More work for Finance.
- Lack of accountability.
12. - Same as #11.

### Solutions:

#### Budget Application

1. E-Forms for the budget forms.
  - Closes at deadline.
  - Data validation.
  - Workflow automation with review and approval.
  - Mandatory fields.
  - Pull data from previous forms.
  - Auto data transfer, auto data population.
  - Interfaces: to Finance system
  - Text and numeric.
  - User friendly,
2. - Same as #1.
3. - Budget Application
  - Ability to publish budget.
  - Charts and graphs.
  - Output PDFs.
4. - Change management.
  - Training.
  - Interface to Finance system.
5. - Same as #1 and #3.
6. - Same as #1.
7. - Same as #4.
8. - Same as #1 and #3.
9. - Same as #1.
10. - Same as #1 and #3.
11. - Same as #4.
12. - Same as #4.
  - Explore decentralizing the budget.

### Benefits:

1. - Improved efficiency.
- Time savings.
- Improved accuracy.
2. - Same as #1.
3. - Same as #1.
- Cut out/reduce formatting.
- Cut/pasting the budget
4. - Meet deadlines.
- More active management by budget managers.
5. - Same as #1.
6. - Same as #1.
- Last minute changes would not be an issue.
- Reduced stress.
7. - Same as #4.
- Bigger sense of ownership.
8. - Same as #1.
9. - Same as #1.
10. - Same as #1 and #4.
11. - Same as #4.
12. - Same as #4.

## Session 5: As-Is Accounts Receivables Process

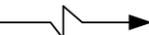
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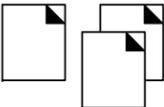
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Customer symbol: indicates an internal or external customer coming to initiate or receive services.
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Process step box symbol: indicates a step in a business process.
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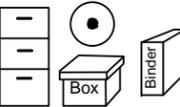
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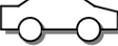
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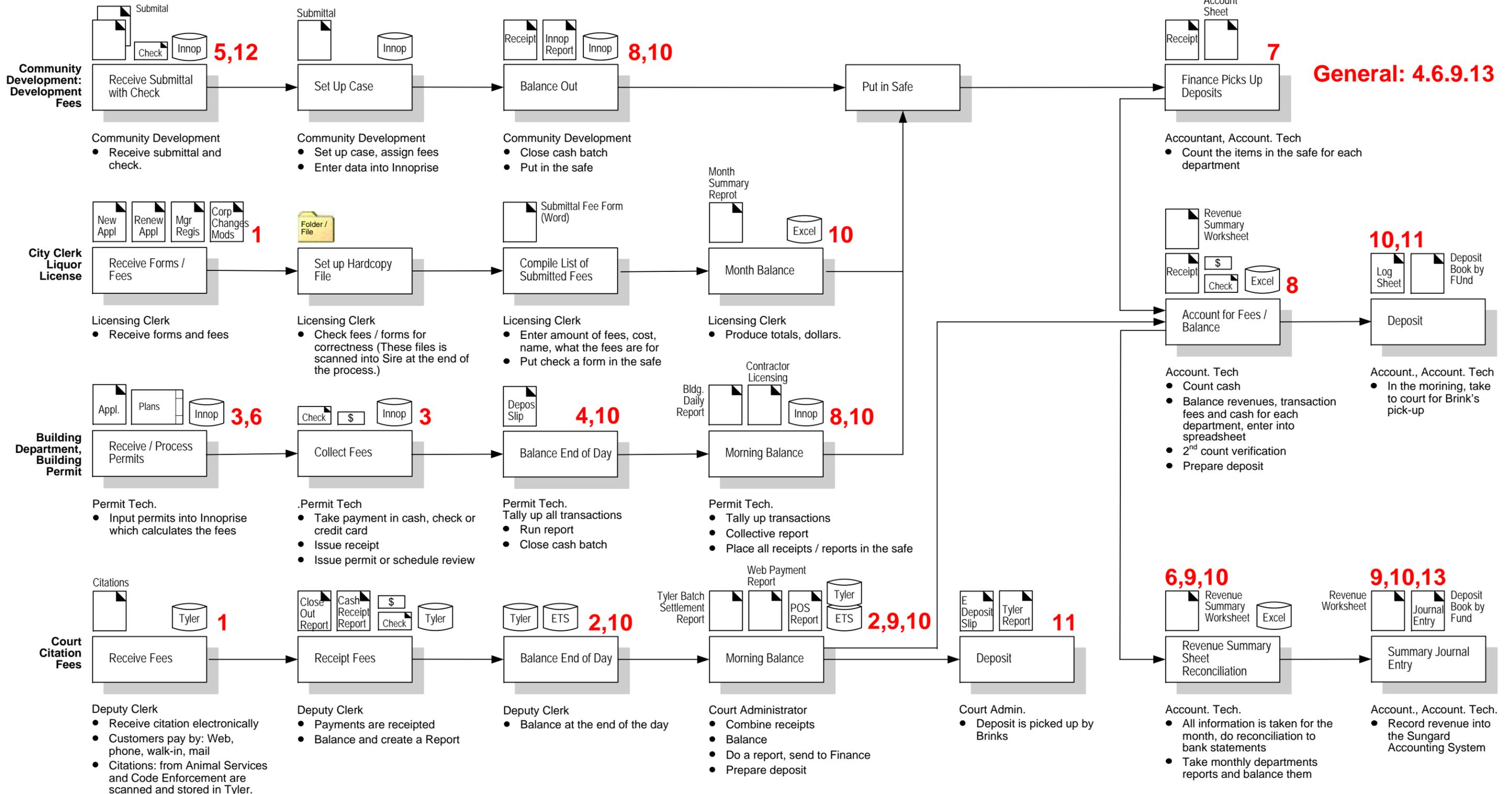
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8. Jessica Hayes	Finance/Accounting Tech	303.754.3414	jhayes@centennialco.gov
5. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandezThirdWavecorp.com

### Session 5: As-Is Accounts Receivables Process



## Session 5: As-Is Accounts Receivables Process

### Problems:

1. Customers come in with incorrect fees (Pass Ports).
2. Court software (Tylor) does not talk to Sungard.
3. (Building) Shuffle a lot of paper.
4. Various departments do not perform daily close-outs timely.
5. (Community Development) Fee sheet is subject to human error by planners.
6. Difficult to correct Innoprise.
7. Sometime check comes without documentation (Finance).
8. Innoprise does not interface to SunGard.
9. SunGard does not talk to anything, i.e. Rec Track, ETS, Official Payment, or Cartegraph.
10. Redundant data entry (3X)
11. (Multiple Depts.) Writing manual deposits.
12. Receive submittals that could represent more than one case: one check for multiple submittal.
13. Innoprise support is poor – system cannot be configured to City processes.

### Impacts:

1. - Customer relations/frustrations; have to go to a bank/ATM.
2. - 1 Hr./day preparing reports that could be sent electronically.
3. - Staff time: 10 min/permit (4 persons).
4. - 1 day/occurrence; 2 X/month
5. - Frustration for the customer; they have to resubmit another check.  
- Planners time: 10 min, 2 X/month.
6. - Frustration.  
- Community impact: have to reimburse/or come in again.  
- Reconciliation is off: identifying the permit; every month; 2 days/month (16 hours).
7. - Confusion.  
- Inefficient recording.  
- Calls to company.  
- Returned checks.
8. - Staff time.  
- Requires revenue worksheets FT job approx. 20 – 30 hrs./week.  
- Recording revenue data batch journal entries for each department in Sungard is FT job: 40 hrs.
9. - Potential for human error.  
- Frustration.  
- Inefficient.
10. - Staff time.
11. - Room for error.  
- Staff time: 4 hrs./week, Finance 15 min./day Courts.
12. - Customer service.
13. - Cannot customize information.  
- Limited data reporting.  
- Does not generate reports that needs to be in the way they are needed.  
- Poor support results affecting customer perception.

### Solutions:

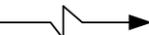
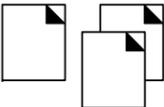
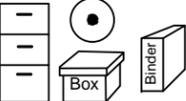
1. - Available to an ATM and/or accept credit cards.
2. - Get Finance a new system that allows for integration.
3. - Adopt/implement inline permitting.
4. - Training.  
- Strengthen procedures.  
- Automate this process; program machines to return the blank screens (Telecheck).
5. - Calculate fees in the system.  
- Adopt credit cards.  
- Automate the fee.
6. - Assign a supervisor to do change or DBA.
7. - Customer service solution, instructing the public.  
- Policy: email from department to finance.
8. - Same as #2.
9. - Same as #2.
10. - Same as #2. (ERP).
11. - Implement desktop teller.
12. - Take a case with multiple submittals and put them all together. Ability to take payments and assign to multiple things.
13. - Same as # 2.

### Benefits:

1. - Keep to approved schedule.  
- Enhanced customer service.
2. - Staff time savings: submittals.  
- Allow high value work.
3. - Improved efficiency.  
- Enhanced customer service.
4. - Increased finance's efficiency.  
- More timely.  
- Reduced errors.  
- Reduced stress.
5. - Improved customer service.
6. - Get things done quickly, more timely.
7. - Allows quicker deposits.  
- Sales department staff time.
8. - Decrease amount of time for manual reconciliation, errors, improve month/daily closes.
9. - Same as #8.
10. - Same as #2 and #8.
11. - Same as #2 and #8.  
- Less calculation error.  
- Immediate deposits.  
- Move closer to real time date.  
- Improved fund availability.
12. - Better customer service.  
- Staff time savings.
13. - Say that can be conf. to City process.  
- Less stress.  
- Streamline individual jobs/process.

## Session 6: As-Is Accounts Payable Process - Finance

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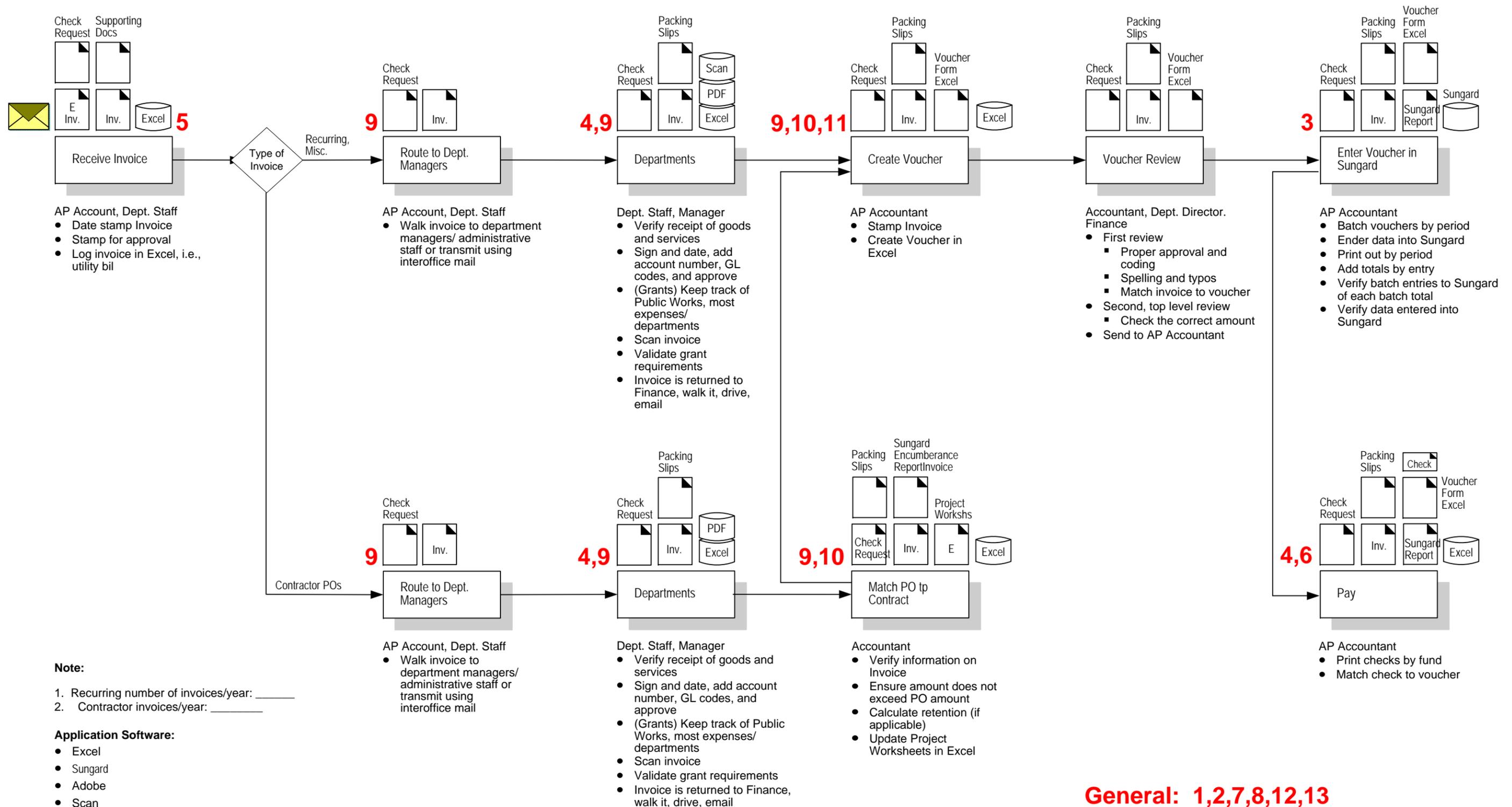
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### Session 6: As-Is Accounts Payable Process - Finance



**Note:**  
 1. Recurring number of invoices/year: \_\_\_\_\_  
 2. Contractor invoices/year: \_\_\_\_\_

**Application Software:**  
 • Excel  
 • Sungard  
 • Adobe  
 • Scan

**General: 1,2,7,8,12,13**

## Session 6: As-Is Accounts Payable Process - Finance

Problems:	General:	Impacts:	Solutions:	Benefits:
<ol style="list-style-type: none"> <li>1. Do not have electronic routing/signatures.</li> <li>2. Not one central way to track budget.</li> <li>3. The backend end entry into the AP system; there is no data entry on the front end.</li> <li>4. Lack electronic/automated way to indicate the receipt of goods.</li> <li>5. Some Invoice terms are net 15; there is not enough time to route the invoice.</li> <li>6. Have many invoices to process and checks.</li> <li>7. Paper invoices get lost.</li> <li>8. Locating the status of an invoice.</li> <li>9. Repetitive data kept in Excel, i.e. declining balances on project contracts. This data is outside of the financial database.</li> <li>10. Lack a voucher generator vs. entering into Excel.</li> <li>11. Having to recheck GL coding.</li> <li>12. SunGard report is not detailed.</li> <li>13. SunGard report is not current.</li> </ol>		<ol style="list-style-type: none"> <li>1. - Slow processing, makes work more time consuming.                             <ul style="list-style-type: none"> <li>- Get calls from vendors.</li> </ul> </li> <li>2. - Staff time.                             <ul style="list-style-type: none"> <li>- Each department does it.</li> <li>- Lag time in seeing information, not in real time.</li> </ul> </li> <li>3. - Cannot see pending payments.                             <ul style="list-style-type: none"> <li>- Could process duplicate invoice and not know it.</li> </ul> </li> <li>4. - Have to keep track of hardcopy packing slips.</li> <li>5. - City has to pay late fees.</li> <li>6. - Increases human error.</li> <li>7. - Same as #5.                             <ul style="list-style-type: none"> <li>- Staff time.</li> <li>- Might have to call the vendor for a new invoice.</li> <li>- Supplier relationship.</li> </ul> </li> <li>8. - Multiple staff time loss.                             <ul style="list-style-type: none"> <li>- Inefficiency.</li> <li>- Every department: 24 times, 20 min. each.</li> </ul> </li> <li>9. - Drain on staff in all departments.</li> <li>10. - Staff time: <math>\frac{\# \text{ of invoices}}{\text{time/invoices}}</math></li> <li>11. - Staff time: 15 min X 2x1/month X all departments.</li> <li>12. - Staff questions: by email, verbal.                             <ul style="list-style-type: none"> <li>- Finance: staff time and disruptions.</li> </ul> </li> <li>13. - Departments have to keep their budget (Grants).                             <ul style="list-style-type: none"> <li>- No real time date.</li> <li>- Phone calls to Finance.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Implement AP System:</b> <ul style="list-style-type: none"> <li>- Provide workflow automation, distribution.</li> <li>- Status.</li> <li>- E-signatures.</li> <li>- Attach packing slips that are scanned.</li> <li>- Notifications.</li> <li>- Integrated with P.O. module.</li> <li>- Integrated with Asset Management module</li> <li>- Provide standard and ad hoc reports.</li> </ul> </li> <li>2. - Same as #1.</li> <li>3. - Same as #1.</li> <li>4. - Same as #1, with ability to electronically receive them.</li> <li>5. - Policy change: Net 30.                             <ul style="list-style-type: none"> <li>- Work with department to change terms on existing contracts.</li> </ul> </li> <li>6. - Fuller implementation of the P-Card.                             <ul style="list-style-type: none"> <li>- AP system with ACH.</li> </ul> </li> <li>7. - Same as #1.                             <ul style="list-style-type: none"> <li>- Capture hardcopy artifacts at beginning of the process.</li> </ul> </li> <li>8. - Same as #1.</li> <li>9. - Same as #1, eliminate Excel.</li> <li>10. - Same as #1, with electronic voucher generator.</li> <li>11. - Same as #1.                             <ul style="list-style-type: none"> <li>- Communication when charges are made.</li> <li>- End user training.</li> <li>- Description of GL codes.</li> </ul> </li> <li>12. - Training.                             <ul style="list-style-type: none"> <li>- Same as #1: new financial system.</li> </ul> </li> <li>13. - Same as #12.</li> <li>14. - Same as #1.</li> </ol>	<ol style="list-style-type: none"> <li>1. - More efficient routing.                             <ul style="list-style-type: none"> <li>- Reduced stress.</li> <li>- Staff time savings.</li> <li>- More effective.</li> <li>- Improved relationships with vendors.</li> </ul> </li> <li>2. - Same as #1.</li> <li>3. - Same as #1.</li> <li>4. - Same as #1.                             <ul style="list-style-type: none"> <li>- Eliminate paper.</li> </ul> </li> <li>5. - Better compliance.                             <ul style="list-style-type: none"> <li>- No late fees.</li> <li>- No calls to vendors.</li> </ul> </li> <li>6. - Same as #1.                             <ul style="list-style-type: none"> <li>- Better use of staff time.</li> </ul> </li> <li>7. - Same as #1.</li> <li>8. - Same as #1.</li> <li>9. - Same as #1 and 6.</li> <li>10. - Same as #1.</li> <li>11. - Same as #1 and #6.                             <ul style="list-style-type: none"> <li>- Better planning and utilization of department funds.</li> </ul> </li> <li>12. - Same as #1.</li> <li>13. - Same as #12.</li> <li>14. - Same as #1.</li> </ol>

## Session 7: As-Is Enterprise Contract Routing Process

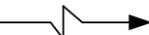
### Symbol Legend

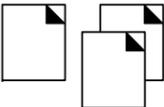
- 

Customer symbol: indicates an internal or external customer coming to initiate or receive services.
- 

Process step box symbol: indicates a step in a business process.
- 

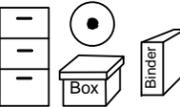
Decision tree symbol: indicates Y / N options or decision in a business process.
- 

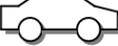
Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop.
- 

Electronic process directional arrow: indicates a process that is carried out electronically, either through an application, e-mail, batch program, etc.
- 

Hardcopy document(s): indicates a system produced document (as output), or documents that start out as hardcopy. An 'E' or 'F' in the symbol indicates e-mail or fax, respectively. Multiple symbol indicates a package of documents.
- 

Envelope symbol: indicates a process step carried out by mail, internal or external correspondence. An "E" in the envelope indicates e-mail.
- 

Existing database symbol: indicates an existing DB and / or a commercial off-the-shelf / custom developed application.
- 

Vertical file, box, binder and CD-ROM symbols: indicates existing hardcopy file storage, onsite / offsite document archives, or electronic file storage.
- 

Car symbol: indicates a step in the process carried out by automobile, or movement of information by car.
- 

Anchor symbol: indicates instance(s) where an external department or organization adversely impedes the effective execution of a business process.
- 1,4,7**

Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.

**Problems** Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.

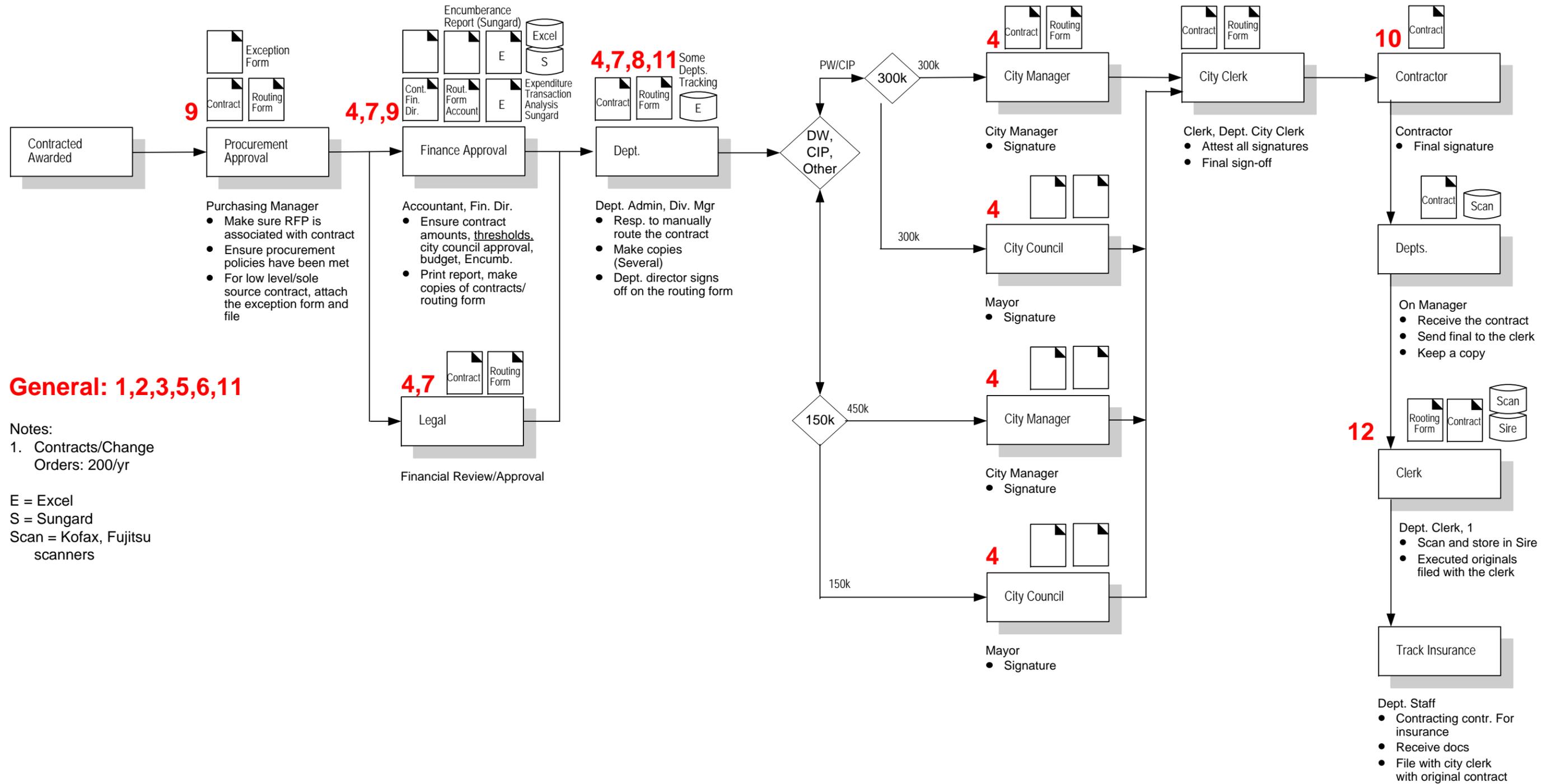
**Impacts** Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.

**Solutions** Solution Statement: possible policy, process, and / or technology solutions.

**Benefits** Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

Attendees Name	Title / Division	Phone	Email
1. Carla Coburn	IT Manager	303.754.3409	ccoburn@centennialco.gov
2. Derek Stertz	GIS Supervisor/Admin	303.754.3445	dstertz@centennialco.gov
3. Barbara Setterlind	City Clerk	303.754.3324	bsetterlind@centennialco.gov
4. Liz Dunaway	Purchasing Manager	303.754.3502	edunaway@centennialco.gov
5. Ron Boswell	Accountant/Finance	303.754.3446	rboswell@centennialco.gov
6. Eboney Brewington	Deputy City Clerk	303.754.3364	ebrewington@centennialco.gov
7. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandezThirdWavecorp.com

### Session 7: As-Is Enterprise Contract Routing Process



## Session 7: As-Is Enterprise Contract Routing Process

### Problems:

1. Contracts get lost.
2. Process is labor intensive, takes too long.
3. Paper intensive process, not automated.
4. Process has multiple signatures that cannot be validated.
5. Cannot see the status of the contract in the process.
6. Process is confusing to staff.
7. There is a lot of redundant effort. Rounding up directors: paper copies.
8. Seems to be lack of checks in the process.
9. Approval forms are not connected to other financial/procurement systems.
10. No e-signatures: routing forms/contracts.
11. At the end of the process, the contract has no dates, and other blanks have not been filled in.
12. Contracts do not make it to Clerk, filed in SIRE.

### Impacts:

1. - Staff stress.
- Delays services.
- Lack of documentation.
- Not compliant with legal requirements.
- City perception.
2. - Takes too long: 2 – 3 weeks.
- Staff stress.
- It becomes more labor intensive.
3. - Same as #1 and #2.
- If changes are made there is no version control.
- There can be disconnect in timing of signatures.
4. - Same as #1, #2, and #3.
5. - Same as #1.
6. - Same as #1.
- Staff game the system, do not follow the process.
7. - Staff time.
- Routing.
- Making copies.
8. - Legal requirements are not met.
- Rift/corruption could happen.
9. - Re-enter data.
- Makes responding to public information request difficult.
- Can affect audits, have to go to several places to find documents.
10. - Staff time.
- Same as #1 and #2.
- False sense of security.
11. - Legal exposure.
- Financial exposure.
12. - Cannot search for contracts.
- Same as #1.

### Solutions:

#### 1. Implement a Contracts Routing Application:

- Workflow Automation
- E-Signatures
- Contracts: City Manager  
Mayor  
Finance Director  
City Clerk  
Legal  
Contractor

(Routing form would be replaced by Automated Workflow)

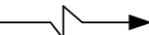
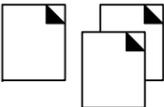
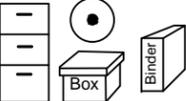
- Data validation
- Signature validating
- Reject/Resubmit
- Status
- Integrated to the ECMS
- Version Control
- Interface to financial system
- E-Signature certificate
- Web enabled
- Delegate signature/approval
- 2. - Same as #1.
- 3. - Same as #1.
- 4. - Same as #1.
- Develop and adopt policies for contract routing.
- Unique contract numbers.
- 5. - Same as #1.
- 6. - Same as #1.
- 7. - Same as #1.
- 8. - Same as #1.
- 9. - Same as #1.
- 10. - Same as #1.
- 11. - Same as #1.
- 12. - Same as #1.

### Benefits:

1. - Predictable process.
- Free staff for high value work.
- Easy access to information.
- Timely execution of contracts.
- Accountability.
- One central location of documents, version control.
- Easy to train.
- Compliance with the law.
- Cost savings in copying/paper/staff time.
- For a City with a contracting model, this is key.
- Better contract management.
2. - Same as #1.
3. - Same as #1.
4. - Same as #1.
- Provide an enforcement tool.
- Consistency/business controls.
5. - Accountability.
6. - Same as #1.
7. - Same as #1.
8. - Same as #1.
9. - Same as #1.
- Improved audits, time savings in A.P.
- Access to information, increased accuracy.
10. - Same as #1.
11. - Same as #1.
12. - Same as #1.

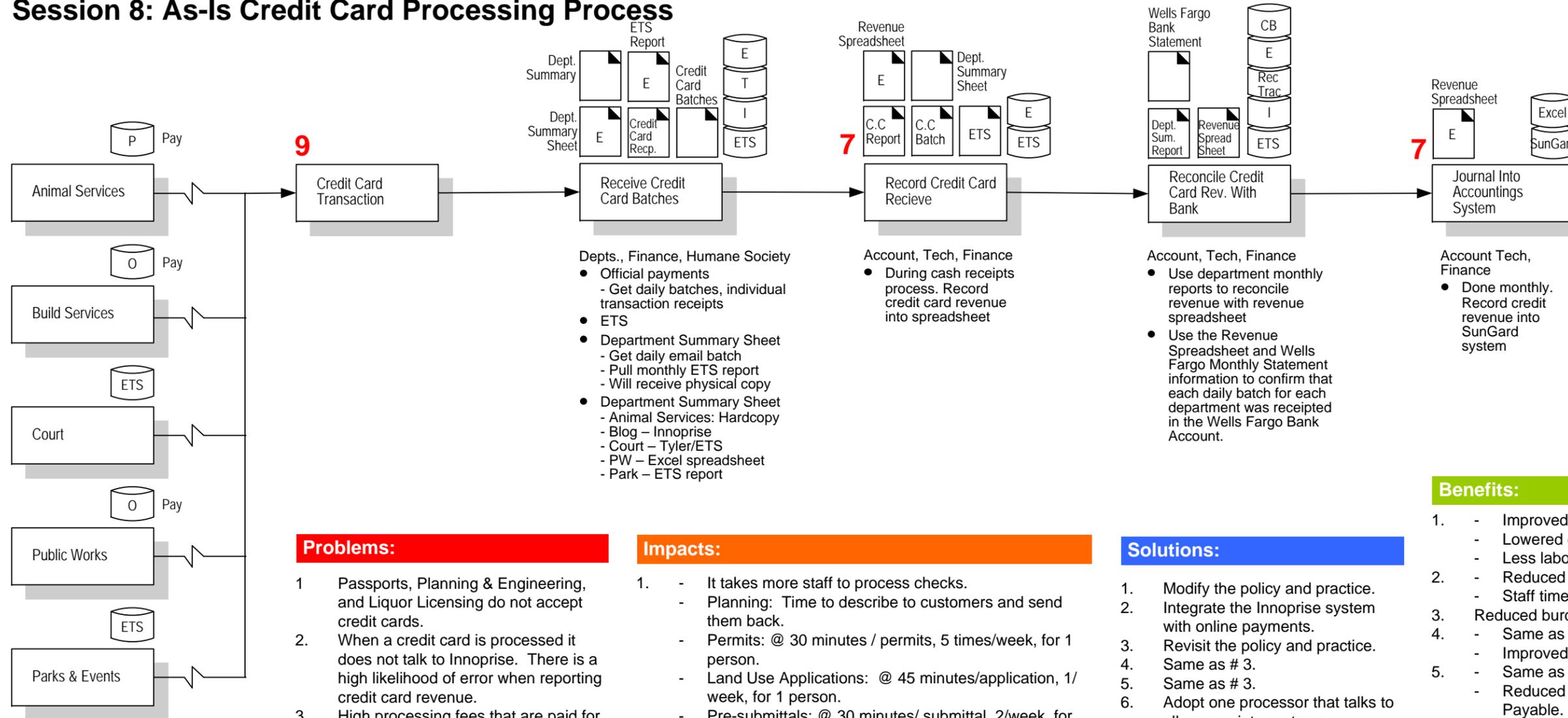
## Session 8: As-Is Credit Card Processing Process

### Symbol Legend

	Customer symbol: indicates an internal or external customer coming to initiate or receive services.
	Process step box symbol: indicates a step in a business process.
	Decision tree symbol: indicates Y / N options or decision in a business process.
	Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop.
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	Car symbol: indicates a step in the process carried out by automobile, or movement of information by car.
	Anchor symbol: indicates instance(s) where an external department or organization adversely impedes the effective execution of a business process.
<b>1,4,7</b>	Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.
<b>Problems</b>	Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.
<b>Impacts</b>	Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.
<b>Solutions</b>	Solution Statement: possible policy, process, and / or technology solutions.
<b>Benefits</b>	Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

Attendees Name	Title / Division	Phone	Email
1. Derek Holcomb	Community Development	303.754.3315	dholcomb@centennialco.gov
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4. Lind J. Gregory	Deputy Director of Finance	303.754.3368	lgregory@centennialco.gov
5. Jessica Hayes	Finance/Accounting Tech.	303.754.3414	jhayes@centennialco.gov
6. Kimber Liss	Court	303.754.3385	kliss@centennialco.gov
7. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandezThirdWavecorp.com

## Session 8: As-Is Credit Card Processing Process



### Problems:

1. Passports, Planning & Engineering, and Liquor Licensing do not accept credit cards.
2. When a credit card is processed it does not talk to Innoprise. There is a high likelihood of error when reporting credit card revenue.
3. High processing fees that are paid for by the City.
4. The City does not accept American Express.
5. There is no option to exit a payment on a credit card machine.
6. It is confusing to have two credit card processing vendors.
7. Redundant data entry.
8. SunGard does not talk to anything.
9. There is no ability to provide appropriate credit card refunds.
10. There is a lack of on-line payments for Innoprise.

### Impacts:

1.
  - It takes more staff to process checks.
  - Planning: Time to describe to customers and send them back.
  - Permits: @ 30 minutes / permits, 5 times/week, for 1 person.
  - Land Use Applications: @ 45 minutes/application, 1/ week, for 1 person.
  - Pre-submittals: @ 30 minutes/ submittal, 2/week, for 1 person.
  - Zoning verification: letters: 30 minutes, 1/week.
2.
  - Errors.
  - Staff time to correct: 2 days/month, Finance staff.
3.
  - Lower fund balance.
4.
  - Community impact.
  - Missed cost saving opportunity.
5.
  - Staff time to void, reissue a check.
  - Customer service is impacted.
6.
  - Staff confusion.
  - Room for error.
  - Staff time for departments and Finance.
7.
  - Same as # 7.
8.
  - Same as # 5.
9.
  - Staff time.
  - Customer service / convenience.
10.
  - Perceptions, the City looks antiquated.

### Solutions:

1. Modify the policy and practice.
2. Integrate the Innoprise system with online payments.
3. Revisit the policy and practice.
4. Same as # 3.
5. Same as # 3.
6. Adopt one processor that talks to all appropriate systems.
7. Adopt an accounting system that talks to the credit card processor.
8. Same # 7.
9.
  - Same as # 3.
  - Assign a super user with the authority to do an override and adopt a policy and practice for this.
10. Implement one City-wide online payment app for various departments / customer needs.

### Benefits:

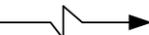
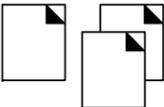
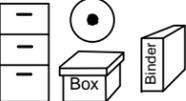
1.
  - Improved perception of the City.
  - Lowered costs
  - Less labor
2.
  - Reduced errors.
  - Staff time savings.
3. Reduced burden on the City.
4.
  - Same as # 1.
  - Improved customer services.
5.
  - Same as # 1.
  - Reduced staff time for Accounts Payable.
6. Business process improvement and streamlining.
7.
  - Staff time savings.
  - Reduced errors.
8.
  - Same as # 7.
  - Real time data available to departments.
9. Same as # 1.
10.
  - Streamlined business process.
  - Get revenue sooner.
  - Enhanced improved perception.
  - Reduced workload at City counters.
  - More efficient process.
  - Staff could perform high value work.
  - Convenient 24x7 customer service.
  - Reduced volumes for records retention for Finance.

### General: 1,3,4,5,6,8,9

Notes:  
I = Innoprise  
T = Tyler  
O = Official Payments  
CB = Chameleon Beach

## Session 9: Public Works, Operations Management – As-Is Street Maintenance Process

### Symbol Legend

-  Customer symbol: indicates an internal or external customer coming to initiate or receive services.
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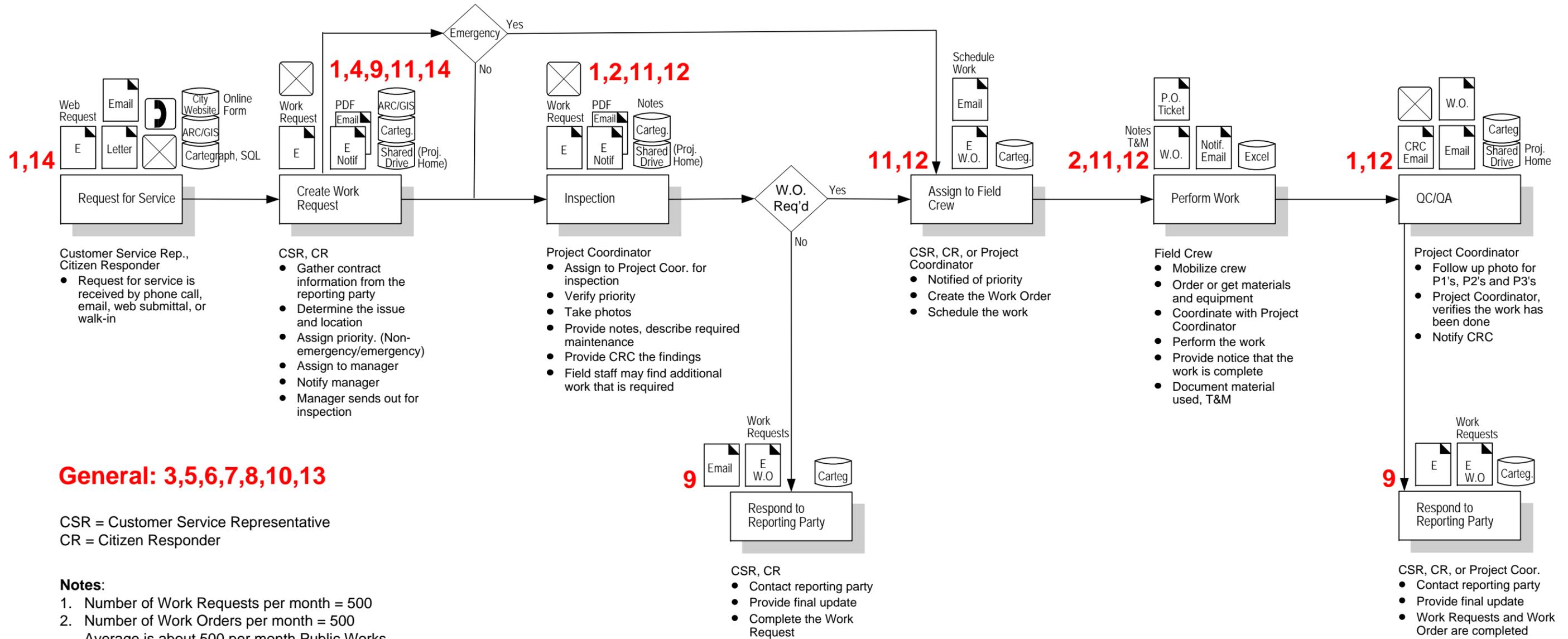
**Solutions** Solution Statement: possible policy, process, and / or technology solutions.

**Benefits** Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

### Attendees Name Title / Division Phone Email

Attendees Name	Title / Division	Phone	Email
1. Laurel Colson	Citizen Responder / PW	303.325.8022	lcolson@centennialco.gov
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3. Mike Nelson	Field Services Manager	303.325.8011	mnelson@centennialco.gov
4. Kelsey Deckert	Engineer / PW	303.754.3349	kdeckert@centennialco.gov
5. Marvin Sytsma	PW Project Coordinator	303.754.3362	msytsma@centennialco.gov
6. Loren Roberts	IT Manager / PW	303.325.8023	lroberts@centennialco.gov
7. Carla Coburn	IT Manager	303.754.3409	ccoburn@centennialco.gov
5. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandezThirdWavecorp.com

### Session 9: Public Works, Operations Management – As-Is Street Maintenance Process



**General: 3,5,6,7,8,10,13**

CSR = Customer Service Representative  
CR = Citizen Responder

**Notes:**

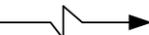
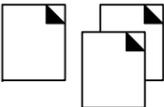
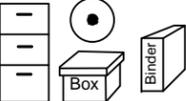
1. Number of Work Requests per month = 500
2. Number of Work Orders per month = 500  
Average is about 500 per month Public Works specific and 2000+ Total Work requests per month for all departments
3. CSR staff = 2  
CR staff = 2  
Project Coordinator = 2

## Session 9: Public Works, Operations Management – As-Is Street Maintenance Process

Problems	Impacts	Solutions	Benefits:
<ol style="list-style-type: none"> <li>1. Placing photos on the shared drive and putting them as attachments.</li> <li>2. Ability to provide real time information from the field.</li> <li>3. Cartegraph: It is difficult for City staff to access Cartegraph.</li> <li>4. Cartegraph: A lack of integration between the web form and Cartegraph.</li> <li>5. Cartegraph: Doing a filter search is time consuming and slow.</li> <li>6. Cartegraph: There is an insufficient number of concurrent licenses: CH2M has 14, the City has 3. Staff also forget to log out.</li> <li>7. Cartegraph: Sometimes if you have multiple Windows open, the system or application crashes.</li> <li>8. Emails are required at every step; there is a lack of automatic notifications.</li> <li>9. Customers can't see the status of the requests.</li> <li>10. Cartegraph: The reporting tool is not user friendly.</li> <li>11. Can't see Work Orders on a map, there is no integration with Arc GIS.</li> <li>12. Cartegraph: Has limited access to work in the field.</li> <li>13. The shared drive is disorganized.</li> <li>14. Third parties cannot close out their tickets in Cartegraph because Cartegraph is sole receptacle for all request. Public Works closes third party when they pass them off to the appropriate department to address the request.</li> </ol>	<ol style="list-style-type: none"> <li>1. - 2 hours/day for staff combined (PW/CRC).</li> <li>2. - Delays the response to reporting parties. - Staff time: to enter hand written notes, 1 hour/day – 2 Project Coordinators.</li> <li>3. - 1 hour/day for the Project Coordinators (City staff). - Engineering staff do not have access at all.</li> <li>4. - Staff time: 30 Min. – 1 hour/day to validate data.</li> <li>5. - Staff time: 1 hour/day X 4 staff, CSR (2) &amp; CR (2) 30 Min./day X 1 Staff, Field Services Manager.</li> <li>6. - Staff cannot log in. - Inability to access Cartegraph. - Cannot perform functions; data entry, inspections, creations of work requests.</li> <li>7. - Happens 1 time/day (4 min. to reboot) - Affects 7 staff in PW /CRS.</li> <li>8. - Inbox get full. - Time consuming.</li> <li>9. - Customer service is impacted. - CRS staff time: they are required to provide an update every time the status changes.</li> <li>10. - Delays producing reports. - Inability to access information quickly. - Duplication of effort, multiple staff building their own reports.</li> <li>11. - 45 min./day (City Project Coordinator) - Have to bother other staff: 15 min./day (Field Service Manager).</li> <li>12. - Duplicate entry: preparing hand field notes and entering in Cartegraph. - Same applies to photos. - Delays final updates.</li> <li>13. - Cannot find information. - Staff time to review, understand and clean up file folders, reports, etc. - Create/store duplicate documents.</li> <li>14. - City does not know if request were addressed or closed out.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Have the application store the photos.</li> <li>2. - Utilize a Work Management system that supports mobile devices (leading OS and browsers) in real time</li> <li>3. - Same as #2.</li> <li>4. - Same as #2, with web forms.</li> <li>5. - Explore archiving historical data. - Revise the existing policy. - Do a feasibility/requirements definition and explore the best solution that can meet those requirements.</li> <li>6. - Adopt enterprise licensing.</li> <li>7. - Same as #5.</li> <li>8. - Implement workflow automation.</li> <li>9. - Same as #2 and #8.</li> <li>10. - Provide staff training. - Clean up old reports. - Provide canned reports. - Same as #5.</li> <li>11. - Real time GIS/Work Management Integration. - End user Graphical User Interface (GUI) with queries and reports, web app.</li> <li>12. - Same as #2.</li> <li>13. - Revisit archiving window. - Set standards and naming conventions. - Use SIRE for non-Cartegraph documents.</li> <li>14. - Web solution with a mobile devices CRM feature.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Staff time savings.</li> <li>2. - Quicker access to information. - More accurate real time data.</li> <li>3. - Same as #1 and #2.</li> <li>4. - More real time updates to the reporting party.</li> <li>5. - Same as #1.</li> <li>6. - Same as #1 and #2.</li> <li>7. - Same as #1.</li> <li>8. - Same as #1 and #2. - Increased accuracy.</li> <li>9. - Enhanced customer service. - Quicker access to information. - Same as #2.</li> <li>10. - Same as #1 and #2.</li> <li>11. - Time savings.</li> <li>12. - Same as #1 and #2.</li> <li>13. - Centralized document management. - Easy and fast access to documents.</li> <li>14. - Better accountability. - Improved customer service.</li> </ol>

## Session 10: Liquor License Application Process

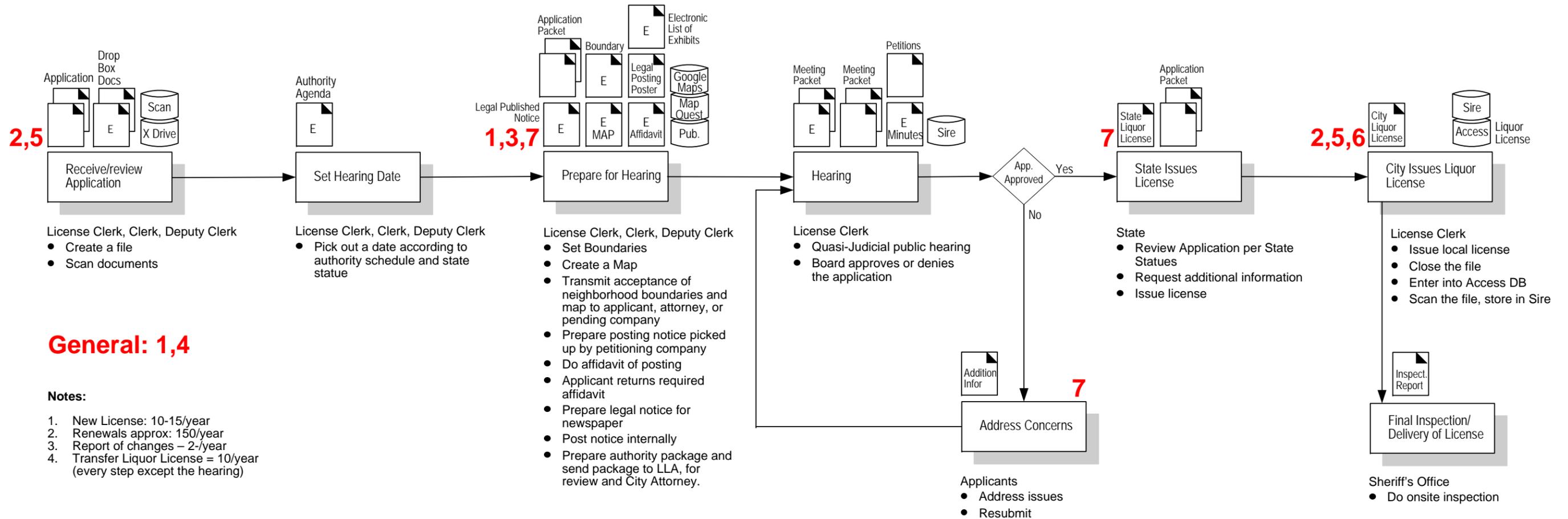
### Symbol Legend

	Customer symbol: indicates an internal or external customer coming to initiate or receive services.
	Process step box symbol: indicates a step in a business process.
	Decision tree symbol: indicates Y / N options or decision in a business process.
	Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop.
	Electronic process directional arrow: indicates a process that is carried out electronically, either through an application, e-mail, batch program, etc.
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	Envelope symbol: indicates a process step carried out by mail, internal or external correspondence. An "E" in the envelope indicates e-mail.
	Existing database symbol: indicates an existing DB and / or a commercial off-the-shelf / custom developed application.
	Vertical file, box, binder and CD-ROM symbols: indicates existing hardcopy file storage, onsite / offsite document archives, or electronic file storage.
	Car symbol: indicates a step in the process carried out by automobile, or movement of information by car.
	Anchor symbol: indicates instance(s) where an external department or organization adversely impedes the effective execution of a business process.
<b>1,4,7</b>	Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.
<b>Problems</b>	Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.
<b>Impacts</b>	Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.
<b>Solutions</b>	Solution Statement: possible policy, process, and / or technology solutions.
<b>Benefits</b>	Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

### Attendees Name Title / Division Phone Email

1. Barbara Setterlind	City Clerk	303.754.3324	bsetterlind@centennialco.gov
2. Ebony Brewington	Deputy City Clerk	303.754.3364	ebrewington@centennialco.gov
3. Sandra Maxwell	Licensing Clerk	303.754.3371	smaxwell@centennialco.gov
4. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandezThirdWavecorp.com

## Session 10: Liquor License Application Process



### Problems

1. This is a paper intensive process.
2. Approval of documentation; getting signatures.
3. No automatic reminders for certain things.
4. Difficult to know where the application is in the process - and its status
5. The X drive and SIRE have duplicate documents.
6. Have to take Access data and reformat it into Excel for the Sheriff.
7. Lack of security in emailing/storing applicant information

### Impacts

1. - Inefficiency.  
- Additional costs: paper, toner, copier maintenance fee, staff time - \$\_\_\_\_\_.
- Misplaced documents.  
- Difficult finding things.  
- Poor perception of the City.
2. - Staff time.  
- Process time and the time to process multiple applications is impacted.  
- Public perception.  
- Delays revenue collection.
3. - Same as #2.
4. - Same as #2.
5. - Staff confusion.  
- System storage.  
- A lack of record retention compliance.
6. - Staff time: 15 minutes, 1 X/month
7. - Exposure for the City

### Solutions

1. **Implement Liquor License Application** with the following features and functions:
  - Automated Workflow
  - Automatic Routing
  - Produce monthly reports
  - E-Signatures
  - Automatic Notifications
  - Status tracking
  - Seamless interface to ECMS
  - Web-enabled application, including outside participants.
  - E-Applications.
  - E-Forms.
2. - Same as #1.
3. - Same as #1.
4. - Same as #1.
5. - Adopt ECMS for the process: capture/store documents as they are produced, store as working documents.  
- Adopt ECMS best practices (unique identities/taxonomy) as part of the automated workflow.
6. - Adopt e-applications, capturing the required data for the Sheriff, which would be sent electronically to the Sheriff.
7. - Adopt email policy.  
- Adopt the use of the ECMS.

### Benefits:

1. - Staff time savings.  
- Free Clerk staff to help department with scanning  
- Clerk Staff could be dedicated to revenue generating activities, i.e. the passport process
2. - Same as #1.  
- Version control.  
- No lost documents.
3. - More efficient process.  
- No missed deadlines.
4. - Better customer service.  
- Same as #1.  
- Beneficial to City departments as a whole, questions could be addressed if License clerk is unavailable.
5. - Better use of storage space.  
- Staff time savings.
6. - Staff time savings.  
- Timely information to the Sheriff.
7. - Better customer service and sense of trust.

## Session 11: As-Is Building Permitting Process

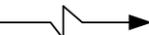
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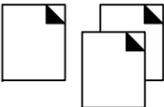
- 

Customer symbol: indicates an internal or external customer coming to initiate or receive services.
- 

Process step box symbol: indicates a step in a business process.
- 

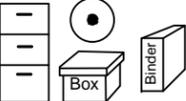
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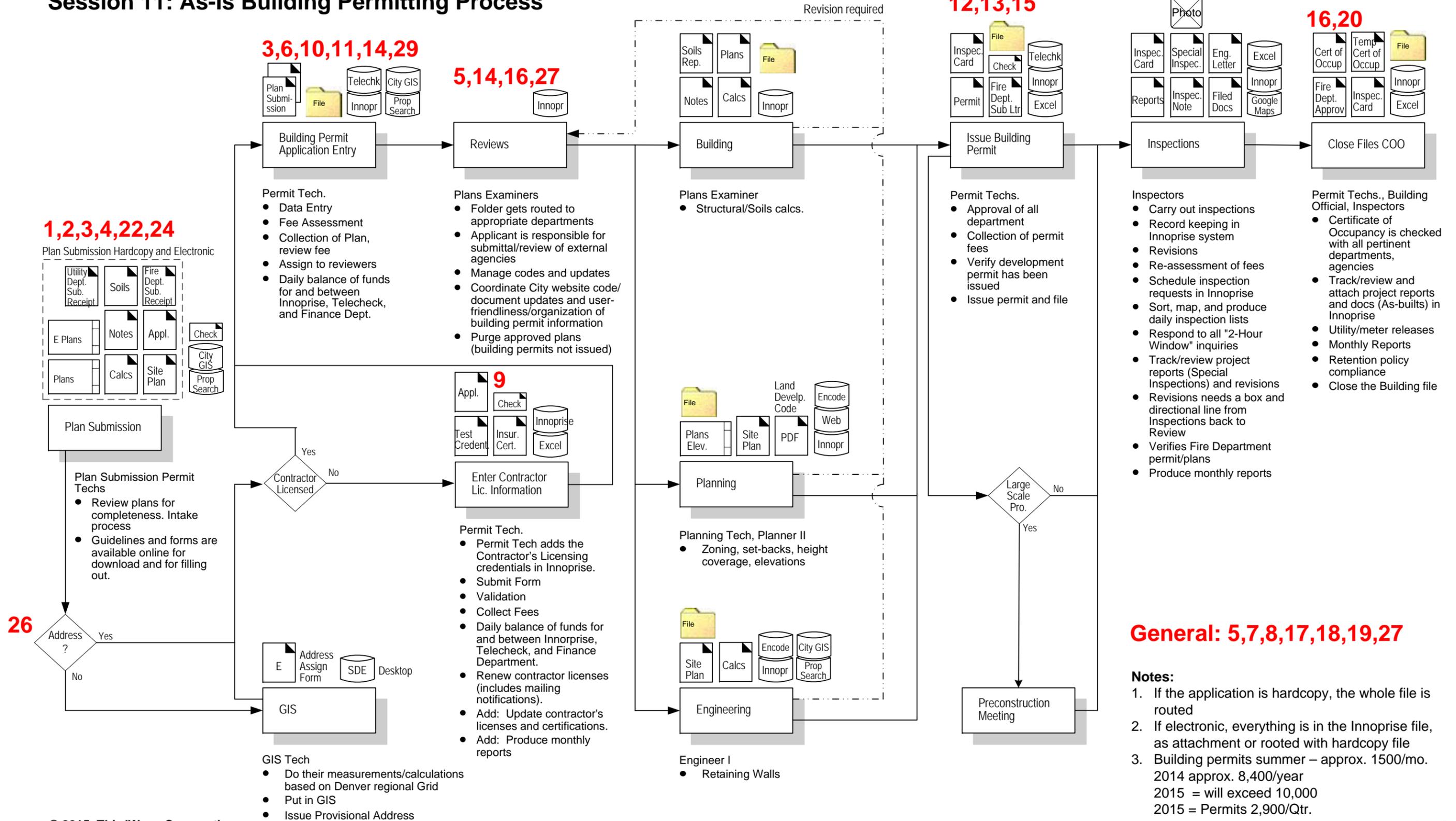
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- Solutions** Solution Statement: possible policy, process, and / or technology solutions.
- Benefits** Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

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6. Andrew Firestine	Director Com. Dev.	303 754-3336	afirestine@centennialco.gov
7. Elisha Thomas	Asst. City mgr./ CMO	303 754-3327	ethomas@centennialco.gov
8. Roy Hernandez	ThirdWave Corp.	310.914.0186	rhernandez@thirdwavecorp.com

### Session 11: As-Is Building Permitting Process



**General: 5,7,8,17,18,19,27**

**Notes:**

- If the application is hardcopy, the whole file is routed
- If electronic, everything is in the Innoprise file, as attachment or rooted with hardcopy file
- Building permits summer – approx. 1500/mo. 2014 approx. 8,400/year 2015 = will exceed 10,000 2015 = Permits 2,900/Qtr.

## Session 11: As-Is Building Permitting Process

### Problems

1. Submitting incomplete plans.
2. Lack of education/informing the public.
3. The amount of time the applicant spends emailing/faxing, and the time it is entered: 1 day - 2 weeks.
4. Lack of clarification for submission requirements for electronic reviews.
5. One single physical hardcopy file slows down the review.
6. Lack of a standard naming convention for files and attachments in Innoprise.
7. Land data in Innoprise is outdated, and there is no current process to update it.
8. Property owner data is outdated in Innoprise.
9. Majority of contractor licenses expire in June/ July, which are the busiest months of the year.
10. Contractors are difficult to search for in Innoprise.
11. Processing refunds in Innoprise is a problem.
12. Month-end reports are difficult to produce in Excel (Permits).
13. Building permits are being issued prior to development permits.
14. Inability to capture development agreements in Innoprise.
15. Its possible that the City coordinator gets ahead of their external partner agencies in issuing a permit.
16. Lack of access to Innoprise for external agencies.
17. Some records are not permanent records and there is no way for Innoprise to purge them.
18. The Innoprise system does not expire permits.
19. There is no access to a closed file for the public to access on the City website.
20. The Certificate of Occupancy cannot be issued from Innoprise; its done in hardcopy.
21. Inspection Requests take allot of time.
22. Unable to issue building permits on-line.
23. Unable to schedule inspections on-line.
24. No FTP to accept electronic plans.
25. Innoprise does not have an automatic mapping system for inspections/routing.
26. Address conflicts occur between City and Excel for meter releases.
27. Innoprise does not allow you to identify what documents are being submitted for revisions.
28. Inspection tickets must be manually created in Innoprise. Process is time-consuming.
29. When entering a multi-family project into Innoprise, the system does not allow us to identify and create separate inspections for each unit. Example: Building A: Units # 1, 2,3 Inspections for each unit may be conducted at different times with different results.
30. Resulting inspections is cumbersome, requires a minimum of 10 clicks in Innoprise.
31. Extremely difficult to query or retrieve specific data/reports from Innoprise. Requires lengthy process to extract and manipulate data.

### Impacts

1. - Takes 25% more time to process: +/- 15 min./permit.
2. - 1 hour/day educating the public, which applies to plans and inspections.
3. - Customer frustration.  
- Phone calls from customers.  
- Applications can get misplaced: this occurs 1X/month  
- Sets the work back.
4. - 20% of plan examiner's time in reviewing a project.
5. - Affects effective time management.
6. - Makes it difficult for the reviewer to find documents.  
- It can takes an extra 35 minutes to find a document.
7. - Data integrity and credibility problem.  
- Integration problems, cannot integrate land data with other programs.  
- Outdate data prohibits the ability to issue online inspection requests.
8. - Same as #7.
9. - Have to renew contractor license in the two busiest months, which results in falling behind in issuing permits.
10. - It takes 5 minutes to find 20% of applications and 2 min. on another 25% of applications.
11. - Innoprise system issues takes 2 hrs./wk.
12. - Takes 10 hours to produce all requests when it should take 2 hrs.
13. - The disconnect between building and development permits being issued makes the City look disorganized.  
- Puts the City at risk, collateral has not been collected.  
- Staff time to fix the disconnect.
14. - Could have plans submitted under the old code.  
- Costly to applicant.
15. - Same as #13.
16. - Lack of access to Innoprise to partner agencies is inefficient for external agencies.
17. - The inability to purge records presents a legal exposure to the City with regards to discovery.  
- Not compliant with the City's records retention schedule.  
- Unhappy City Clerk
18. - Have allot of open permits on the record.  
- Staff time to manually change the status.  
- Provides an inaccurate read of permit construction status.
19. - Lack of public information and transparency.
20. - Staff time: 5 min/COO.
21. - Takes 1 person, half day to process inspection request.
22. - Customer service lacks.  
- Applicant must come to the city.  
- Material cost money.  
- Credibility.  
- Frustration.
23. - Customer Service lacks.  
- Credibility.  
- Time.  
- Error.
24. - Physical storage is limited.  
- Materials are expensive.  
- Applicate must visit the City.
25. - Staff time creating maps.  
- Requires detailed knowledge of the city, which leads to stress.
26. -. SA #23 above.
27. - Staff time finding documents.  
- Errors.  
- Stress.
28. - Same as #27.
29. - Same as #27.
30. - Same as #27.
30. - Stress, frustration  
- Errors  
- Need to have a Super User rights in the system

## Session 11: As-Is Building Permitting Process

### Solutions

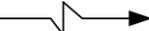
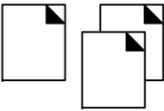
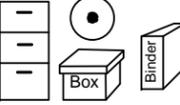
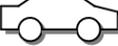
1. - Educate the customer: Information sessions/workshops.
- Implement an Online Permitting Application.
2. - Same as #1.
3. - Manage differently: Have one person oversee emails.
- **Implement Online Permitting Application:** with the following functionality.
  - Identify required document format for plans.
  - Implement standard naming conventions.
  - Identify proper information.
  - Required fields, data validation.
  - Allow for different permit types: various.
  - Track the status of the building permit application via workflow automation; with public access so that applicants check the status of their permits.
  - Allow external agency access.
  - Auto data population (where applicable) to eliminate re-typing typical applicant information.
  - Online Service Capabilities:
    - Implement online payment for fee processing.
    - Online inspection requests.
  - Interfaces:
    - ECMS with Records Retention capabilities, including public access.
    - ERP.
    - GIS, including a Geospatial portal.
  - Reports:
    - This system must be able to produce monthly reports and financials on a monthly basis.
4. - Same as # 3.
5. - Same as # 3.
6. - Same as # 3.
7. Innoprise:
  - Reporting: Standard and ad hoc reports.
  - Adopt polices/procedures to update/maintain land file data by a Database Administrator with extensive experience.
  - Replace Innoprise with contemporary software with friendly quarries.
  - Provide ability to flag the property that developer agreements cover; call up the developer agreement.
  - Place/store agreement in ECMS and interface this to an ECMS.
  - Allow access to external agencies and/or approval box.
  - Link building permits to development permits.
  - Provide ability to automatically change status from open to expired.
  - Provide ability to issue E-Certification of Occupancy.
8. - Same as #7.
9. - Create different/spread out expiration dates
  - Policy change.
10. - 21 Same as #7.
22. - Same as #3.
23. - Same as #3.
24. - Same as #3.
25. - Same as #7.
26. - Regionally accepted address map between City and key stakeholders (i.e. emergency responders and utility entities).
27. - Same as #7.
28. - Same as #7.
29. - Same as #7.
30. - Same as #7.
31. - Same as #7.
- Dashboard of query options.

### Benefits

1. - More efficient process for the application and City staff.
2. - Same as #1.
3. - Reduced lost documents.
  - Same as #1:
  - Improved customer satisfaction, time management, Staff time savings.
  - Reduced stress.
  - Improved accuracy and consistency.
4. - Same as #3.
5. - Same as #3.
6. - Same as #3.
7. - Improved accuracy.
  - Consistency; improved public image.
8. - Same as #7.
9. - Enhanced customer service.
  - Better management of staff time.
  - More effective.
  - Reduced stress.
10. - Same as #3.
11. - Same as #3.
12. - Same as #3.
13. - Same as #3.
14. - Same as #3. Predictable process.
15. - Same as #14.
16. - Same as #14.
17. - Same as # 3.
  - Improved records management.
18. - Same as #14.
19. - Same as #3.
  - Improved transparency.
20. - Same as # 3.
21. - Same as # 3.
22. - Savings in materials.
  - Save applicate and staff time.
  - Less stress.
  - Accuracy increases.
23. - Save Staff and applicant time and frustration.
  - Increased accuracy.
24. - Storage costs saving.
  - Material Cost saving to customer and city.
25. - Reduction of time spent going to inspections through making a map.
  - Reduced stress.
26. - Efficient service and credibility.
  - Savings in staff and applicants time.
27. - Accuracy.
  - Reduction of stress.
  - Efficiency in time spent..
28. - Same as #27.
29. - Same as #27.
30. - Same as #27.
31. - SA #27 above
  - Reports could be run by anyone who needs them

## Session 12: Enterprise Session: Enterprise Content Management

### Symbol Legend

-  Customer symbol: indicates an internal or external customer coming to initiate or receive services.
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### Attendees Name Title / Division Phone Email

Attendees Name	Title / Division	Phone	Email
1. Lisa Hoy	General S.P/HK	303-754-3404	lhoy@centennialco.gov
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4. Ebony Brewington	Deputy City Clerk	303-754-3364	ebrewington@centennialco.gov
5. Marianne Schilling	Management Analyst/CMO	303-754-3319	mschilling@centennialco.gov
6. Jeff Cadiz	Revenue Manager. Finance	303-754-3440	jcadiz@centennialco.gov
7. E. Dunaway	Purchasing Manager	303-754-3412	edunaway@centennialco.gov
8. Jennifer Wood	AA/Community Development	303-754-3444	jwood@centennialco.gov
9. Sandra Maxwell	Licensing Records/City Clerk	303-754-3371	smaxwell@centennialco.gov
10. Kelly Ohaver	Client Exper. Manager, Commun..	303-754-3318	kohave@centennialco.gov
11. Barbara Setterlind	City Clerk	303-754-3324	bsetterlind@centennialco.gov
12. Linda J. Gregory	Deputy. Director, Finance	303-754-3368	lgregory@centennialco.gov
13. Elisha Thomas	Assistant CM/CMO	303-754-3327	ethomas@centennialco.gov
14. Roy Hernandez	Project Manager/ThirdWave	310.914.0186	rhernandez@thirdwavecorp.com

## Session 12: Enterprise Session: Enterprise Content Management

The figure below provides a baseline inventory of the current use of SIRE at the City of Centennial. This information will be referenced, along with all other sources of project data where ECMS requirements were identified in the project, to finalize strategic ECMS requirements.

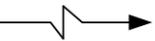
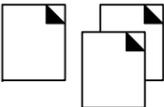
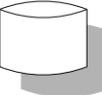
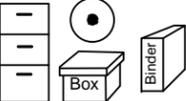
	Imaging	Document Management	Records Management	E-Forms	E-Signatures	Workflow Automation
City Clerk	●	●	●	●		●
City Manager's Office		●	●			●
Finance	●	●	●	●	●	●
Courts	●	●	●	●		●
Communications	●			●		
Public Works	●			●		●
Community Development	●	●	●	●		●
Human Resources	●	●				
Information Technology	●			●		●
Innovation Team						
City Attorney	●					
Council						

## Session 12: Enterprise Session: Enterprise Content Management

Problems	Impacts	Solutions:	Benefits:	
<ol style="list-style-type: none"> <li>1. Cannot find documents easily. (SIRE and the shared drive), Finance.</li> <li>2. Documents are saved in multiple locations.</li> <li>3. Documents are saved in multiple locations that not all staff has access to.</li> <li>4. Contractors have City documents on their servers and City staff have limited access/ or do not have access to those documents.</li> <li>5. Do not have standard policies for contract records and data management.</li> <li>6. Some records are in paper form.</li> <li>7. The City is not compliant with the City's record retention policy.</li> <li>8. Documents/content are not linked/ connected.</li> <li>9. SIRE is not very intuitive.</li> <li>10. Inconsistent records management policies/ practices from one department to another.</li> <li>11. Documents are routed manually.</li> <li>12. No standard onboarding training.</li> <li>13. Lack of an email policy.</li> <li>14. City has a decentralized records system, without oversight/best practices.</li> <li>15. A lack of clarity on who owns the records.</li> <li>16. Late adopters of new tech. because they are trying to develop policies.</li> <li>17. The existing policies do not go far enough, there is a lack of buy in and compliance.</li> </ol>	<ol style="list-style-type: none"> <li>1 - Staff time: 2hrs/week X 15 Finance Staff.</li> <li>- City's perception.</li> <li>- Clerk: for city departments 3hr/day.</li> <li>- Lack of transparency.</li> <li>- Citizen confusion.</li> <li>- Communication: web questions 2-3/hr.</li> <li>2 - Multiple versions.</li> <li>- No control of documents.</li> <li>- Staff time.</li> <li>- System costs.</li> <li>- Duplication of documents and staff effort.</li> <li>- Retrieval time.</li> <li>- Cost of paper.</li> <li>- Physical storage.</li> <li>3 - Lot more duplication.</li> <li>- Staff time.</li> <li>- Legal liability.</li> <li>- Missing or incomplete data.</li> <li>4 - Potential security.</li> <li>- Physical security.</li> <li>- Inconsistency of revised docs.</li> <li>- Inability to do additional analysis.</li> <li>- Reliance on a liaison to act between the City and contractor.</li> <li>5 - Same as #4.</li> <li>6 - Storage, costs.</li> <li>- Vulnerable in disaster.</li> <li>- Difficult to share/retrieve: Public records.</li> <li>- Iron Maintain costs.</li> </ol>	<ol style="list-style-type: none"> <li>7 - Legal compliance.</li> <li>- Cost exposure.</li> <li>- Public perception.</li> <li>8 - Staff time.</li> <li>- Accessibility.</li> <li>9 - Staff time.</li> <li>- Same as #1.</li> <li>10 - Cultural impact.</li> <li>- Same as #7.</li> <li>- Same as #2.</li> <li>- It makes it hard to transition when someone leaves.</li> <li>11 - Documents get lost.</li> <li>- Denied.</li> <li>- Staff time.</li> <li>12 - Have to ask around.</li> <li>- Time consuming.</li> <li>- You never learn the system.</li> <li>13 - Storage space.</li> <li>- Same as #1 and #7.</li> <li>14 - Same as #1, #2, and #7.</li> <li>- Prohibit the enterprise deployment.</li> <li>15 - Same as #1, # 2, #3, and #4</li> <li>16 - Perception.</li> <li>17 - Anarchy.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Staff training.</li> <li>- Unique identifiers/taxonomy.</li> <li>2. - Store documents in one central (enterprise) ECMS.</li> <li>3. - Same as #2.</li> <li>4. - ECMS with web access to contracts.</li> <li>5. - Develop Standard policies.</li> <li>6. - Scan/backfile conversion.</li> <li>7. - Use SIRE ECMS with records retention module.</li> <li>- Training for staff.</li> <li>- Make this an enterprise.</li> <li>8. - Taxonomy.</li> <li>9. - Same as #7.</li> <li>10. - Enterprise deploy, police, practices standard.</li> <li>- Same as #7.</li> <li>11. - Workflow automation.</li> <li>12. - Develop Training, make training computer based training. Based on new standards and best practices.</li> <li>13. - Develop/adopt email policy.</li> <li>- Training</li> <li>14. - ECMS.</li> <li>- Same as #7.</li> <li>15. - Use Taxonomy to identify this.</li> <li>16. - Same as #7.</li> <li>- Address risk of pursuing anything new.</li> <li>17. - Implement ECMS using formal best practices.</li> </ol>	<ol style="list-style-type: none"> <li>1. - More efficient staff/citizens.</li> <li>- Increase ease of use doing business.</li> <li>2. - One stop shop.</li> <li>- Same as #1.</li> <li>3. - Same as #2.</li> <li>4. - Better efficiency City/contractors.</li> <li>- More security.</li> <li>- Reduced errors, less duplication /version control.</li> <li>- More internal control.</li> <li>5. - Same as #4.</li> <li>- Consistency.</li> <li>6. - Same as #1, #2 and #3,</li> <li>- Lower cost: Managing hard copy.</li> <li>- Better emergency preparedness/ resiliency.</li> <li>- Ability to work from home.</li> <li>7. - Same as #4.</li> <li>8. - Same as #1 and #4.</li> <li>9. - Same as #1, #2, and #4.</li> <li>10. - Same as #1, #2, and #4.</li> <li>11. - Reduce paper.</li> <li>- Business Process Improve.</li> <li>- Reduced timelines.</li> <li>- Same as #1 and #4.</li> <li>- Meet deadlines.</li> <li>12. - Base level knowledge.</li> <li>- Increase user accuracy.</li> <li>13. - Decrease liability.</li> <li>- Cost savings.</li> <li>- Improved server storage.</li> <li>14. - Same as #1, #2, and #4.</li> <li>15. - Same as #1, #2, #4, #5 and #12.</li> <li>16. - Cultural change.</li> <li>- Enhanced public perception.</li> <li>- Improved citizen engagement.</li> <li>- Improved consistency with messaging.</li> <li>17. - Same as #1, #2, and #4</li> </ol>

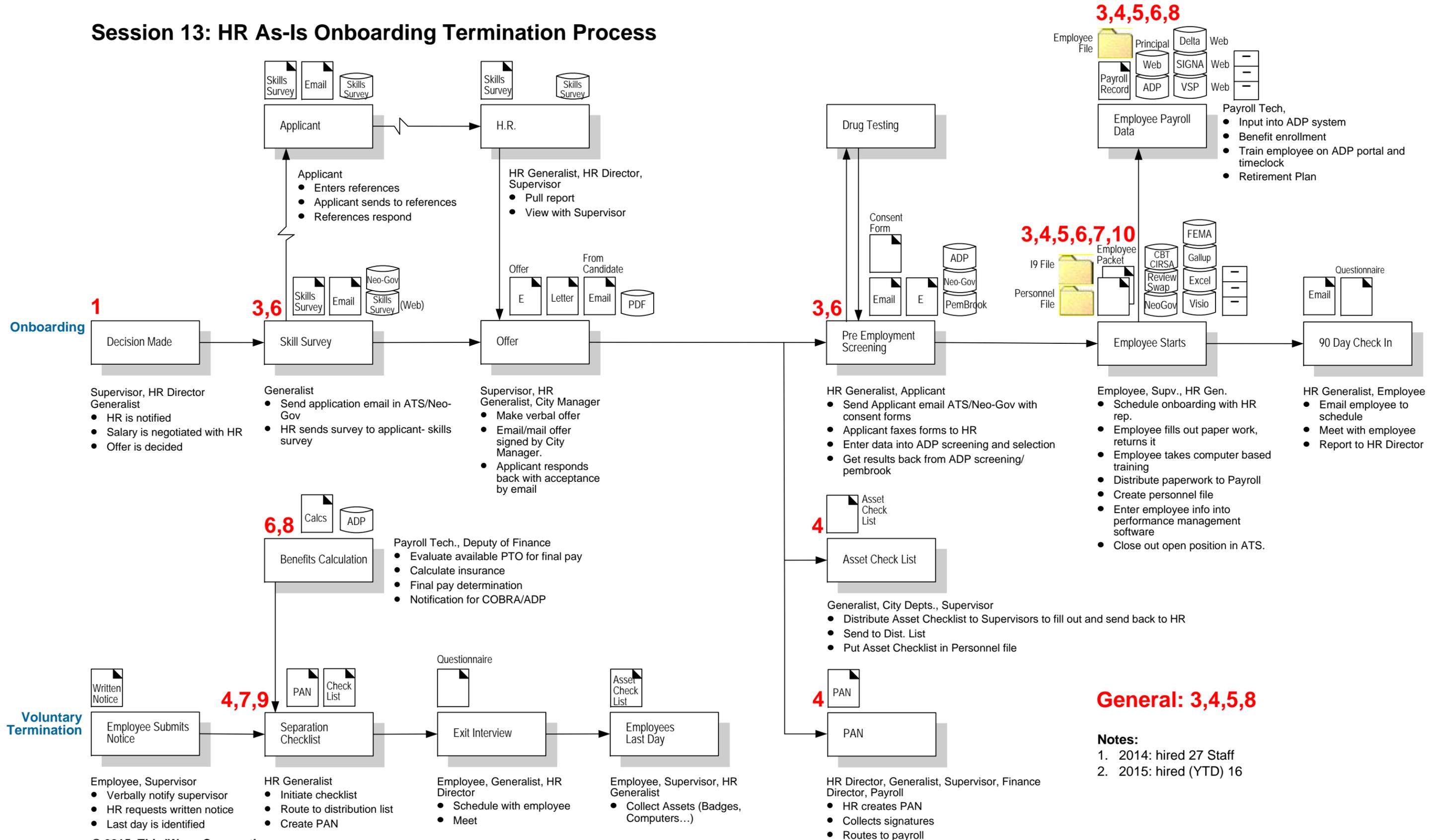
## Session 13: HR As-Is Onboarding Termination Process

### Symbol Legend

	Customer symbol: indicates an internal or external customer coming to initiate or receive services.
	Process step box symbol: indicates a step in a business process.
	Decision tree symbol: indicates Y / N options or decision in a business process.
	Directional arrow: indicates the direction of a process on steps going forward, a dashed line indicates a feedback loop.
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<b>Solutions</b>	Solution Statement: possible policy, process, and / or technology solutions.
<b>Benefits</b>	Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

Attendees Name	Title / Division	Phone	Email
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3. Jessica Shelton	Payroll Tech.	303.754.3361	jshelton@centennialco.gov
4. Lisa Hoy	HR Generalist	303.754.3404	lhoy@centennialco.gov
5. Carla Coburn	IT Manager	303.754.3409	ccoburn@centennialco.gov
6. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandezThirdWavecorp.com

### Session 13: HR As-Is Onboarding Termination Process



## Session 13: HR As-Is Onboarding Termination Process

### Problems:

1. Hiring decisions can be made without verifying availability of funds.
2. Too much paper in the process.
3. Too much manual data entry in the process.
4. (Ineffective/inefficient) Multiple routing.
5. Redundancy of files.
6. Unfriendly software: Neo-Gov, ADP, ADP Select, and SIRE.
7. Lack of sufficient time for payroll.
8. Benefit calculation is done manually.
9. Payroll notification of termination is not made.
10. Employee is not in ADP on their first day.

### Impacts:

1. - Could result in not being able to make the hire.  
- Could lose the candidate.
2. - More work to re-do the process.  
- Annoys HR Director.  
- Cost: paper, toner, copier maintenance, labor, space for file cabinets, and loss of productive use of space.
3. - Staff time.  
- Cost of Labor.
4. - Staff time.  
- Pan routing: 30 min. (the entire process).
5. - Same as #2.
6. - Staff time.  
- Impact to applicant experience; can lose the candidate.
7. - Staff stress.  
- Employee might not get paid.  
- Mistakes, potential for error.
8. - Staff time: 3 hrs./employee termination.
9. - Some could get paid that shouldn't; applies to benefits too.  
- Bad perception of the City.
10. - Employee does not get paid.  
- Not good impression of the City.

### Solutions:

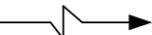
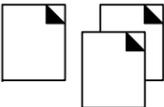
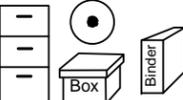
1. - Provide ability for Supervisor, HR Director, and Generalist to see their budgets in real time. (SunGard)  
- Personnel budget items are not changed without notice to Hiring Manager.  
- Policy and procedure review.  
- Educate Hiring Managers.
2. - Adopt ECMS in the process with a New Hire electronic folder and application portal, including background checks.  
- Adopt e-Forms wherever possible.  
- Take data from Neo-Gov for City Apps.  
- Implement an Electronic New Hire packet with applicant authentication that is web based.
  - Personnel File
  - Finance employee file
  - Organization charts
3. - Explore uploading data (pushing) into ADP, ADP Select.
4. - Implement workflow automation/notification, e-signatures.
  - PAN and asset check list.
  - Process change: PAN should be HR General Supervisor and then Payroll; explore reengineering this process to minimize the number of signatures.
5. - Same as #2.  
- Process change to eliminate paper.
6. - Same as #3.  
- Explore replacing ADP Select.
7. - Workflow automation.
8. - None.
9. - Same as #2 and #4.  
- Make the employee resignation letter an e-Form, and have it kick off the termination process/workflow.
10. - Same as #2 and #4.

### Benefits:

1. - More effective hiring.  
- Better candidate experience.  
- More/better decisions.
2. - Cost saving.  
- Staff time savings.  
- Regain space for productive use.
3. - Same as #2.
4. - Same as #2.
5. - Same as #2.
6. - Same as #1 and #2.
7. - Higher employee engagement.  
- Reduction of error.
8. - Staff time.
9. - Cost savings, not overpaying.  
- Enhanced City reputation.
10. - Same as #9.

## Session 14: As-Is Code Compliance Process

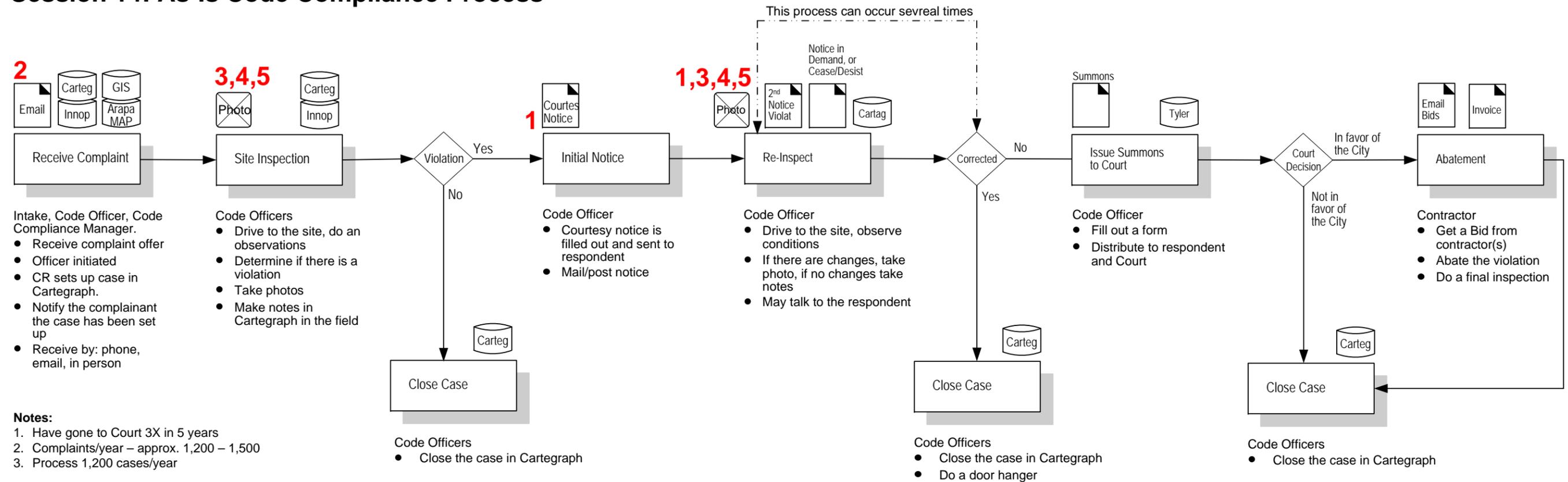
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<b>Benefits</b>	Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

### Attendees Name Title / Division Phone Email

1. Michelle Lantz	Code Compliance	303.325.8042	mlantz@centennialco.gov
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3. Derek Stertz	GIS Supervisor	303.325.3445	dstertz@centennialco.gov
4. Andrew Firestine	CD Director	303.325.3356	afirestine@centennialco.gov
5. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandezThirdWavecorp.com

## Session 14: As-Is Code Compliance Process



## General: 6,7

### Problems:

1. Cannot initiate a notice through Cartegraph.
2. Cartegraph and Arapamap do not talk to each other.
3. Sometime the Citrix connection is weak out in the field.
4. Photos take too long to upload; one at a time.
5. Officers get kicked off the system when they are out in the field.
6. The contact delineates street name and is not predicated on GIS areas of enforcement.
7. Planners do not have access to Cartegraph.
8. Sign removal documentation.

### Impacts:

1. - Impacts the Code Officer and staff.
2. - Duplicate data entry, 5 minutes, 1 Code Officer.
3. - Have to go into two databases: 3 minutes/each time - 2 Code Officers, 1 Manager, 1/2 Intake.
3. - Duplicate work: Code Officer takes manual notes, comes back to the office and does the data entry. 1X/week, 3 Code Officer, 5 minutes per event.
4. - Waiting for photos to load is stressful.
5. - Code Officers might loose their work/notes.
5. - Same as #3.
6. - Signs do not get pulled that should be.
7. - Annexation street may get missed.
7. - Code Compliance staff have to research for planners. (1) planner – 3X/week; 1 minute/each (1) Intake staff.
8. - Staff time.

### Solutions:

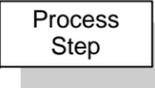
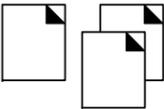
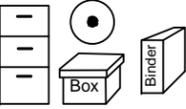
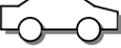
1. - Be able to populate notices with information that is already in Cartegraph.
- Into electronic form that could be printed.
- Propagate owner information:
  - > Address
  - > Violations
2. - Use City GIS, which can push out that information that can publish:
  - Ownership
  - Parcel ID
  - Zoning
  - Assessor parcel integration to Cartegraph.
3. - Invest in newest Cartegraph platform: OMS (web enabled)
- Explore other Code Enforcement solutions (web enabled).
4. - Same as #3.
5. - Same as #3.
6. - Re-evaluate the clutter ordinance to establish a GIS delineation of service areas.
7. - Provide access and training to planners.
8. - Use GPS system to auto disconnect.

### Benefits:

1. - Eliminate forms currently stored on the X Drive.
- Save staff time
2. - More control.
- Staff time savings.
- Quicker solutions.
3. - Eliminate duplicate work process.
- Lower staff stress level.
- More dynamic, more sources/staff could access information.
4. - Staff time savings.
5. - Same as #3 and #4.
6. - Ch2M services would be enhanced.
7. - Staff time savings.
- Convenience to the planners, eliminates the step.
- Less stress.
- Improved efficiency.
8. - Time savings and accuracy of location.

## Session 15: Enterprise Session: Regional GIS

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Attendees Name	Title / Division	Phone	Email
1. Neil Marciniak	Econ Dev. Specialist/Finance	303-754-3351	nmarcinial@centennialco.gov
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8. Roy Hernandez	Project Manager/ThirdWave	310.914.0186	rhernandez@thirdwavecorp.com

## Session 15: Enterprise Session: Regional GIS

Government Entity	Existing GIS Utilization	Data Provider	Get Data from the City	
Arapahoe County	Assessment, Elections, Public Works, Planning/Engineering, Human Services, Road/Bridges	■	●	QA/QC input,
SEMSWA	Storm Water Management, Flood Plane, Drainage Master Planning, Capital Improvements, Maintenance: Water Quality	■	●	Boundaries (when they annex/change boundaries), Land Use, Open Space, Planning/Project Permits, CIP, Street Planning, operational projects, Field Assets.
City of Centennial	(See previous GIS workshop)			
County Sheriff	Pre-planning events, Crime Mapping, Critical Infrastructure, Dispatch, Damage Assessment, Mitigation Efforts	■		
DRCOG	Regional Planning, Transportation Modeling/Forecasting, Data Development/Acquisition.	■	●	Zoning, Land Use, Boundaries, Open Space, Permits, Address Trails.

### Problems

- Lack of access to As-Builts in an effective way.
- There are numerous permitting systems; participants in the process cannot see where everyone is working or has permits open.
- DRCOG data requests is out of sync with Centennial's data development process.
- Lack of City/PW GIS resources to attend to interjurisdictional data request. Interregional data requests do not get priority.
- (ARAP County) Managing duplicate data sets.
- The problem is not GIS, it is other operational systems, e.g., permitting systems (Innoprise, Acela, Cartegraph, and InterGov).
- QA/QC between the County and the City does not really have a defined process.
- Lack of knowing where the data is, or what the authoritative data is. Some users may not know where to go.
- Not sure what is the most current data.
- When the City expands, and the contract does not anticipate growth, the contract for law enforcement is out of balance.

### Impacts

- Compliance issues. (GASB)
- Inefficiency and confusion in the field.
- Duplication (inspectors and data).
- Will develop a regional data set that is based on old data. (DRCOG)
- Staff stress.
- Compromises the integrity of the data.
- Staff stress.
- Inefficiencies.
- Work does not get done.
- A bit of extra work, potentially.
- Small City layers.
- Same as #2.
- Planning inspections is difficult.
- Cannot see active projects.
- If one is not sure who to go to, follow-up is dropped.
- It could affect inter-agency projects.
- Get confused on what data to use.
- Asking several people for the same dataset.
- Project delays,
- Same as #8.
- Cannot provide correct data to elected officials and executives.
- Disproportional resources for their contract.

### Solutions:

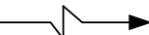
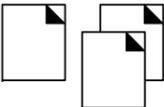
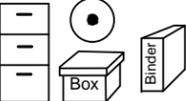
- Policy:
  - Coordinate County/City projects, out into systems.
  - Articulate and adopt digital standards.
  - Make information available to be consumed by others.
- Permitting systems that are open.
- Process change, communicate earlier.
- Build a data portal, where data can be continually added electronically.
- Ongoing staff training.
- GIS DBAs to accomplish data maintenance/sharing.
- Policy: determine what layers would make more sense, data response.
- Same as #2.
- Being able to extract non-spatial data to consume it.
- Get buy-in from executives/department head managers, or a common understanding why this is important.
- Define a formal process and key contacts. "Community curation."
- Hold end users conferences.
- Policy: Same as #5.
- Same as #5.
- Policy: revisit, on a yearly basis, related to go graphic base.

### Benefits:

- Put in compliance with obligations.
- More formal/effective arrangements.
- Have a baseline condition to work from
- Effective stewardship of tax revenue.
- Work faster.
- Produce things quicker.
- Better data.
- Integrity.
- Faster turnaround with projects.
- Overall continuity of operations.
- Same as #4.
- Free up resources.
- Improve data accuracy.
- More efficient projects.
- Fewer interruptions.
- Cost savings.
- More accurate data.
- Same as #2.
- Predictable processes, better outcomes.
- Same as #4 and #5.
- Better public service.
- Better Public Safety.
- Could plan and execute contracts according to necessary/required resources.

## Session 16: Community Development As-Is Land Development Application Process

### Symbol Legend

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- 1,4,7** Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.

**Problems** Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.

**Impacts** Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.

**Solutions** Solution Statement: possible policy, process, and / or technology solutions.

**Benefits** Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

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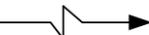
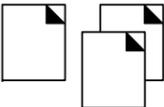
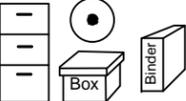


## Session 16: Community Development As-Is Land Development Application Process

Problems	Impacts	Solutions	Benefits
<ol style="list-style-type: none"> <li>1. Redundant data entry, up to 3 times.</li> <li>2. No easy way to create common applicant contacts (for repeat applications); have to re-enter data multiple times.</li> <li>3. If it is multiple cases, using one fee sheet versus one per case.</li> <li>4. Lack an easy way to determine external referrals.</li> <li>5. Lack technology to do an all electronic process</li> <li>6. At the case close out, there is not one place where staff can verify that everything is complete.</li> <li>7. Other departments are not formally involved in the process, GIS, Economic Development, Finance, and Public Works.</li> <li>8. Related cases are not linked in Innoprise.</li> <li>9. GIS is not fully integrated into the process to allow for data maintenance.</li> <li>10. The land file cannot be updated in Innoprise (there is a lack of the institutional knowledge on how to do it).</li> <li>11. Application submittals are often incomplete.</li> <li>12. Managing the hardcopy application submittal file is inefficient and time consuming (purging, scanning).</li> <li>13. Can only accept cash and checks for fees but not credit cards.</li> <li>14. Applicants do not follow the naming conventions for electronic files in their submittal documents.</li> <li>15. External agencies do not have access to Innoprise.</li> <li>16. No way to remove former employees from Innoprise.</li> <li>17. Innoprise is difficult to use.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Staff time: Admin.: 15 min./application.</li> <li>2. - Staff time: Admin.: 5 min./application.</li> <li>3. - It can take up to 30 minutes to track down how fees should be broken down.</li> <li>4. - Staff time: Admin. 1 hr./case. - If one was missed, it could add time to the process. - Makes the City look bad.</li> <li>5. - Have to manage duplicate files. - Scan paper documents. - Pre-submittal staff time: Admin. 15 min./case. - Application submittal staff time: Admin. 30 - 45 min./case. - 1st Comment – Planner staff time: 15 min./day. - Applicant resubmitted staff time: Admin. 15 min./case. - Comment staff time - Planner: 15min./case. - Closeout staff time: Admin.: 20 min./day/case.</li> <li>6. - Planner staff time. - Permit could be issued before it should be.</li> <li>7. - Planners are relying on incomplete information when they do follow up.</li> <li>8. - The integrity of the information affected. - Duplication of research. - Permits could be issued before they should be.</li> <li>9. - Same as #3, #7, and #8.</li> <li>10. - Lack of credibility with the public. - It is time consuming to add correct contract information. - Degradation of data in Innoprise.</li> <li>11. - Slows down the processing. - Reschedule submittal impacts the time of participants. Happens 1 – 2 times/month.</li> <li>12. - Admin.: Admin. 40 min./file (case)</li> <li>13. - Customer service/convenience. - Customers have to come, mail or courier, which delays the process.</li> <li>14. - Admin: have to go through and rename files: 15 min./case.</li> <li>15. - Delay of their review process. 2 - 3 days. - Lack of convenience. - May not get faxes. - Planners have to scan external referral responses. - Planners/engineer have to track down external agency approvals.</li> <li>16. - Takes longer for admin to enter the application. - Outdated data.</li> <li>17. - System crashes. - Time consuming. - There is no training manual.</li> </ol>	<ol style="list-style-type: none"> <li>1. - A. Update Innoprise with auto data-population feature. - B. <b>Replace Innoprise with new Land Development Application (LDA) software.</b></li> <li>2. - Same as #1.</li> <li>3. - Have planners create a fee schedule for each case. - New Land Development Application: provide a E-Fee Schedule, which would print out for the applicant; using check boxes.</li> <li>4. - New Land Development Application: GIS integration with location specific buffers, HOA's, tax districts, utility companies, etc.</li> <li>5. - e-Land Development Application submittal. with the following features and functions: - Workflow Automation (Innoprise has work flow automation). - Routing. - Comments. - Web enabled. - Provide web access to external reviewers.</li> <li>6. - Policy change to encourage and incentivize electronic submittals. - Provide feature to link different cases to the project. - Same as #5 with automation.</li> <li>7. - Policy change to invoice other departments. - Adopt DBA(s) to update policy resources and disseminate updated planning data.</li> <li>8. - Same as #6.</li> <li>9. - Same as #6 and #7.</li> <li>10. - Same as #7.</li> <li>11. - E-submittal with data validation for the naming convention. - Same as #1. - Process messaging.</li> <li>12. - Same as #5.</li> <li>13. - Accept credit cards. - E-payments.</li> <li>14. - Same as #1.</li> <li>15. - Same as #5.</li> <li>16. - Same as #1B</li> <li>17. - Training. - Same as #1B</li> </ol>	<ol style="list-style-type: none"> <li>1. - Staff time savings - Less Stress - Improved credibility.</li> <li>2. - Same as #1.</li> <li>3. - Same as #1.</li> <li>4. - Same as #1.</li> <li>5. - Business Process Improvement. - Streamlined process.</li> <li>6. - Greater collaboration. - Reduced errors.</li> <li>7. - Same as #5 and #6.</li> <li>8. - Same as #1, #5, and #6.</li> <li>9. - Same as #6.</li> <li>10. - Reduced errors. - Same as #1, #5, and #6. - Business Process Improvement - Improved City credibility.</li> <li>11. - Staff time. - Same as #1 and #5.</li> <li>12. - Same as #1 and #5.</li> <li>13. - Improved customer service. - Staff time. - Reduced errors.</li> <li>14. - Same as #1.</li> <li>15. - Same as #1, #5, and #6.</li> <li>16. - Easy to do referrals.</li> <li>17. - Same as #1.</li> </ol>

## Session 17: PW As-Is Traffic Systems Enterprise Workshop

### Symbol Legend

	Customer symbol: indicates an internal or external customer coming to initiate or receive services.
	Process step box symbol: indicates a step in a business process.
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9.	Roy Hernandez	ThirdWave Corp	310.914.0186	rhernandez@thirdwavecorp.com

## Session 17: PW As-Is Traffic Systems Enterprise Workshop

### Problems:

1. Myriad of responsibilities, who does what. Have not defined who is responsible for what.
2. Do not have a clear roadmap of how the system is being implemented (ITS, Signal, fiber, and CCTV).
3. Infrastructure was implemented without a master plan.
4. Lack of documentation: assets, connections, etc.
5. Have to call vendor when software maintenance is required.
6. Do not know what maintenance contracts are and what they include.
7. The traffic system is on the City network, the users are on the CH2M networks, work is not as efficient with no cross-access between systems. CH2M Users have problems getting in.
8. Lack a network architecture, documentation, and detailed specs.
9. Have not defined who is responsible for managing work and where is budget for this work.
10. Competing interest for the fiber network. From the fiber process perspective, they are trying to do more than what the system was designed for.
11. Lack of funding to build out fiber network.
12. The city has to work with other agencies to control its own project i.e. CDOT.
13. Lack performance measures, we don't know if the signal system is performing as expected with no goals/objectives and KPMs

### Impacts:

1. - It takes forever to solve a problem and there are a lot of people involved. i.e. anytime Centracs software goes down, call Greystone, WL (field maintenance), and Econolite (Vendor).
  - 1 - 2 X / year.
  - Takes a week to come up.
  - Making changes 4 - 5X/year.
  - 1st time it took one week.
  - 3 days. (These impacts are caused by lack of documentation. Have to figure the system and maintenance contracts.)
2. - Continued inefficiency with the IT implementation.
  - Do not know what to implement.
3. - Having to go back and redesign each expansion.
  - Will have to go back and replace in the existing network.
4. - Do not know how things are connected.
  - Staff time, inefficient.
  - Additional costs for inventories, Contractors.
5. - The vendor is not always responsive.
  - Do not know who to call on some software.
6. - Not getting the best support.
7. - CH2M: All the work/ data is on a different network.
  - Staff time, inconvenience, save work on thumb drives.
8. - Inconsistency of construction and implementation.
  - Do not always get what they expect.
  - Time delays.
  - Potential system failures, cutting through fiber.
  - Poor perception of the city/council.
9. - Finger pointing.
  - Delayed response time.
  - Exacerbates other issues.
  - Risk of liability.
10. - Broken promises / perception.
  - Time, energy, effort to reconstruct document for retrofit.
  - Going back to do rework. (Requirements were not produced.)
11. - Not providing best service to the public.
12. - Adds a political element.
  - Lack control of other agencies.
13. - Do not know if are doing a good job.

### Solutions:

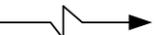
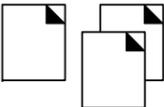
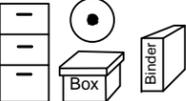
1. Define roles/responsibilities: Contracts and service involved.
  - (1) Program manager.
  - Flowchart, who to call based on the issue:
    - Greystone/City IT
    - Hardware, city network <N> application specialist, CC Camera, ITS, fiber network management.
    - CH2M
    - Program manager, O&M,
    - Vendors
    - Econoline: Centres SW. SW maintenance controller, intersection cameras UPS.
    - Nicevision: CCTV software
    - Acyglaga: Travel time monitoring (Bluetooth)
    - Filed device vendors:
      - Cameras
      - Weather stations
      - Miscellaneous traffic cabinets
      - School beacons
      - Radios
      - Switches
    - WL Contractors:
      - Field maintenance
      - Trouble shooting
      - Fiber maintenance: Splicing/repair
2. - ITS master plan is in progress (underway).
3. - Same as #2.
- Fiber initiative (underway).
4. - Create policies, procedures on logging assets: inspecting what goes in the ground.
  - Implement Asset Management/O&M and allow for integration.
5. - Same as #1.
6. - Same as #1.
7. - Explore why to allow CH2M staff to do their work from their computers, instead of walking to the City network computers to do their work.
  - Adopt new policies.
  - Use W drive.
8. - Develop/articulate a network architecture.
  - Ch2M to develop documentation/specifications.
9. - Modify with contract, i.e. preventive maintenance.
10. - Fiber initiative.
  - Converge fiber and ITS Master Plan.
11. - Same as #2.
12. - Finalize IGA for sharing: Conduit, Access, and R/W.
  - Same as #1 and #2.
13. - Develop key performance program for Traffic Operations.

### Benefits:

1. - Clear understanding of work.
  - Quicker response time.
2. - Investments would improve O&M.
3. - Same as #2.
  - More efficient use of City resources.
  - Better understanding of operations.
4. - O&M improvements.
  - Reduced cost and time for implementation of fiber projects.
5. - Better trouble shooting.
  - Same as #1.
6. - Same as #1.
  - Prevent overlaps with contracts.
  - System longevity.
7. - Reduced down time.
  - More actively monitor the traffic system.
8. - Save money on design/construction.
9. - Would provide maintenance data/costs.
  - Allow for performance measures.
10. - Better public perception.
  - Better planning overall
  - Defined system use.
11. - Redundancy.
  - Network security/reliability.
  - Improved O&M.
  - Capacity for additional use.
12. - Self-determination.
  - Local control.
  - More immediate information.
  - More immediate decision making.
  - More immediate information.
13. - Incremental improvement.
  - Proof of concepts.
  - Identified deficiencies.

## Session 18: Asset Management Enterprise Workshop

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## Session 18: Asset Management Enterprise Workshop

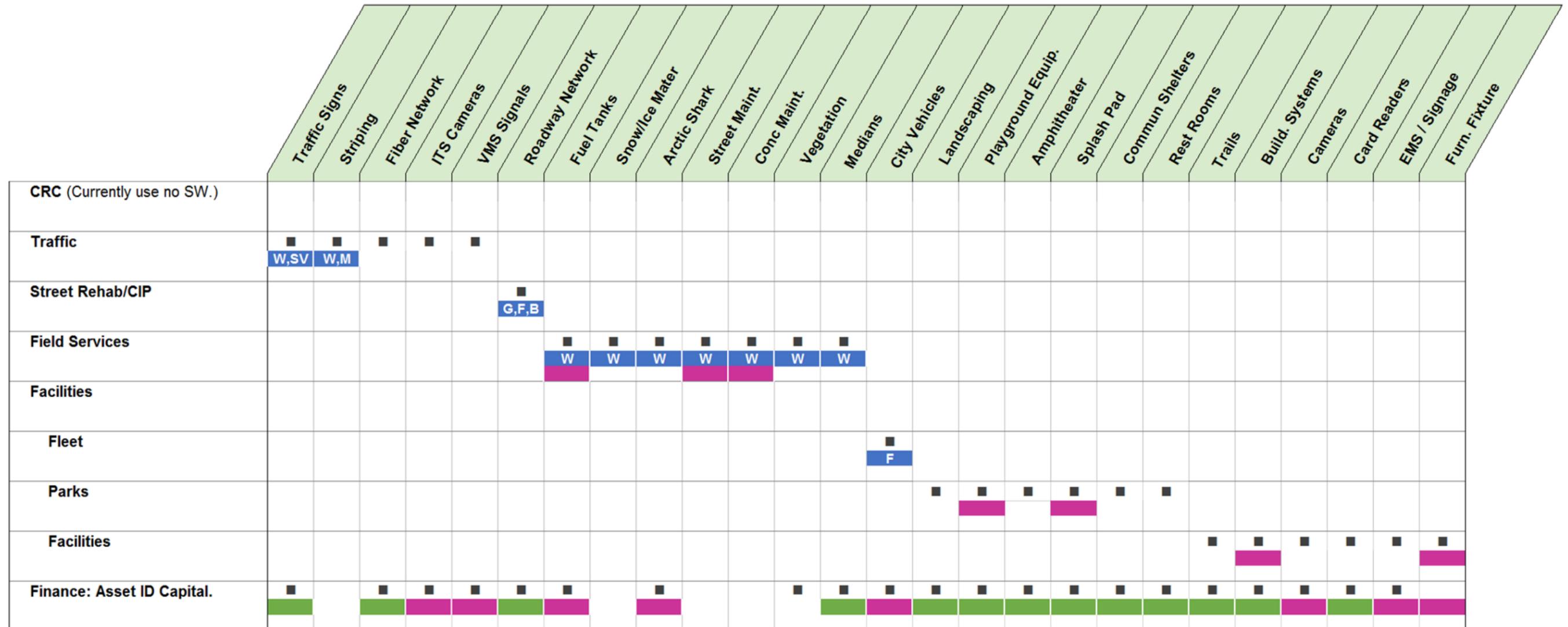
### Existing Asset Management Functions by Departments & Software Used

#### Department Asset Management Functions

The figure below lists the departments with an asset management function along the y axis. The types of assets that each department supports is shown at the top of the matrix. The black dot in each column indicates an asset management responsibility, independent of software used.

#### Department Asset Management Software Used

The figure below illustrates the software used by each departments for asset management purposes. The color coding in each column correlates to the legend at the bottom of the figure. The letter(s) in the blue color coding indicates Cartegraph modules, independent of software used.



LEGEND: F Cartegraph   Excel   Asset Works   SunGard   CompasCom   Cetras

## Session 18: Asset Management Enterprise Workshop

### Existing Asset Management Software Inventory

The figure below provides a list of software currently used for managing a variety of City assets. Three types of functionality were inventoried: asset inventory, maintenance management, and work orders. Cartegraph modules are also listed, with a letter designation indicating where each module is used.

		Inventory	Maint. Management	Work Order	Notes
	<b>Cartegraph</b>				
M	Marking	●			
W	Work Director			●	Store materials
S	Signals	●			
SV	Sign Views	●			
F	Fleet	●	●	●	
B	Bridges	●			
G	GIS Director		●		
P	Pavement	●			
V	Versaview Custom	●	●		Use for Remits/Code compliance
	<b>Excel</b>	●	●		
	<b>Asset Works</b>	●			
	<b>SunGard</b>	●			Used to record costs
	<b>Compas Com</b>		●	●	Track performance/efficiency
	<b>Centras (Signals)</b>		●		

### Problems

- The Finance side of asset management is labor intensive.
- Determining when an asset is placed in service.
- Not all assets are in the system.
- Do not have all costs associated with an asset.
- Staff in the workshop are not all clear in how the City manages all of its assets.
- lack the ability to accurately and effectively maintain assets in one system.
- Are reactive versus proactive on maintenance.
- There doesn't seem to be a connection between asset management to financial practices.
- Do not have an easy to use interactive map to visualize road related assets.
- Lack of integration between Arc-Online and Cartegraph.
- Too much Excel is used in asset management.
- Finance has two separate methodologies for tracking assets: Excel and AssetWorks.
- Public Works asset tracking is separate than finance's.
- Finance does not know if financial asset casts reconcile with Cartegraph.
- Cartegraph does not track costs or historical data.
- ECMS is not linked or interfaced to Cartegraph.
- Multi-agency not providing as-builts of the assets.

### Impacts

- Staff time: Financial Account.: 2 week process at the year end.
- Could have some items not in depreciation.
- Could impact maintenance.
  - Increased maintenance costs.
  - Staff time to track down.
- Same as #2.
  - Could impact long range planning.
- Staff time to find assets, who owns it.
  - Time to research.
- Staff time: research to find information, history, ownership – 1 day/week total for Public Works..
  - Some might be retired systems.
- Costs can't be predicted.
  - Have planned maintenance for some areas, but not building maintenance.
- Unclear standards.
  - Lack of full needs assessment.
- Staff time Most staff in Public Works: 1 x / day at 1 hour / day.
- Same as #9.
  - Lack real time data.
  - Inability to do workload optimization in the field.
- Duplicate workload.
  - Room for errors.
- Sower reconciliation of assets.
  - Same as #11.
- Same as #11.
- Unrealistic numbers and costs for long range planning.
  - More work for Finance.
- Same as #14.
  - Will not reconcile in Finance.
- Incomplete information.
  - Staff time to track documents.
- Same as #16.
  - Slows down the work.
  - Potential damage costs.

### Solutions

- Instead of waiting until year end to track, have the data provided to Finance in a progressive manner as it occurs.
  - Finance use the same system, configured to meet their needs.
- Provide electronic notification form the asset management system to Finance.
  - Same as #1.
- Explore doing a complete asset management inventory and populate the asset management application with that data.
- Have the asset management system record actual costs.
  - Policy change: record all costs in the asset management system.
- Additional staff training.
  - Same as #1.
- Same as #1.
- Adopt a facilities maintenance program.
  - Entry of all assets in one system.
- Identify a lifecycle schedule with appropriate policies related to assets.
- Same as #1, integrated with GIS tools.
- Same as #9.
- Same as #1.
- Same as #1.
- Same as #1.
- Same as #1, 3 and 4.
- Same as #1 with additional training on Cartegraph.
- Interface with ECMS.
- Policy change: require plans during the permitting process.
  - Same as #16.
  - Relate plans to the GIS coverage.

### Benefits

- Staff time savings.
- Proper asset class recognition for financial statements.
- Better asset management and scheduling.
  - More visibility.
  - Better planning.
- Better long range planning.
- Same as # 1,2, 3, 4.
- Same as #5.
  - Cost savings.
  - Improved resource utilization.
- Same as #3.
- Same as #3 and 4.
- Same as #1..
- More efficient use of field staff.
  - Same as #6.
  - Cost savings from driving around.
- Staff time savings.
  - Reduced errors.
  - Reduced reconciliation.
- Same as #1.
- Same as #1.
- No reconciliation would be needed.
  - Staff time saving.
- Same as #14.
- Same as #1.
  - Access to historical asset management information.
- Better ore realistic information.

## Session 19: As-Is Public Records Request Process

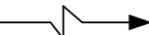
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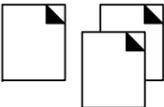
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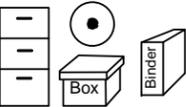
Decision tree symbol: indicates Y / N options or decision in a business process.
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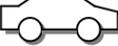
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Anchor symbol: indicates instance(s) where an external department or organization adversely impedes the effective execution of a business process.
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**Problems** Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.
- 

**Impacts** Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.
- 

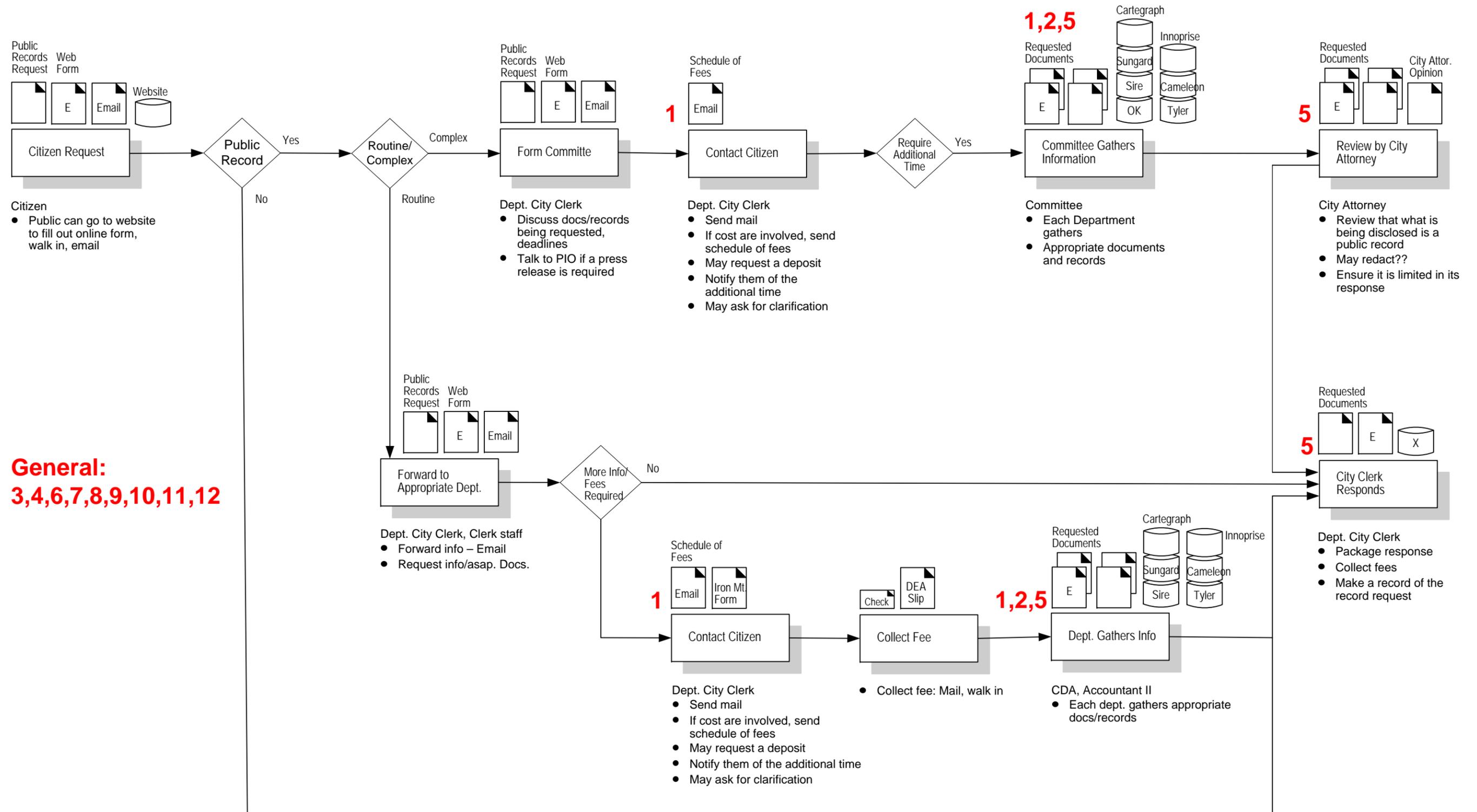
**Solutions** Solution Statement: possible policy, process, and / or technology solutions.
- 

**Benefits** Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

### Attendees Name Title / Division Phone Email

Attendees Name	Title / Division	Phone	Email
1. Sandra Maxwell	Records/Licensing Clerk	303.754.3371	smaxwell@centennialco.gov
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4. Liz Dunaway	Purchasing Manager	303.754.3402	edunaway@centennialco.gov
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### Session 19: As-Is Public Records Request Process



**General:**  
3,4,6,7,8,9,10,11,12

## Session 19: As-Is Public Records Request Process

Problems	Impacts	Solutions	Benefits
<ol style="list-style-type: none"> <li>1. A good portion of the records are stored off site.</li> <li>2. The indexing of the off-site records is inadequate (by box, date range - not records).</li> <li>3. Some departments may not go through this process.</li> <li>4. Departments do not use the routine records policy.</li> <li>5. Delays in response time from departments.</li> <li>6. Lack of automation.</li> <li>7. Still have allot of paper.</li> <li>8. Vast majority of records are not accessible electronically.</li> <li>9. Systems that do not have records do not talk to each other.</li> <li>10. Front line staff who get requests are not trained at on boarding.</li> <li>11. Department custodian of records do not make this a priority.</li> <li>12. Not all departments know who their custodian of record is.</li> </ol>	<ol style="list-style-type: none"> <li>1. - High cost: 15K/year for storage and retrieval.</li> <li>2. - Cost: retrieval cost and staff time looking thru books. - 1X/month ~ 15 min. – 30 min. - City reputation/perception.</li> <li>3. - Liability to the City. - The process gets written, does not get closed out. - Customer service. - Inconsistency in the response.</li> <li>4. - Same as #3.</li> <li>5. - Customer service. - Staff time - Legal liability, need to respond in three days.</li> <li>6. - Higher likelihood of falling through the cracks. - Lost documents. - Staff time.</li> <li>7. - Same as #3, #5, and #6.</li> <li>8. - Same as #3, #5, and #6.</li> <li>9. - Same as #6.</li> <li>10. - Customer service. - Perception. - Same as #3.</li> <li>11. - Delays. - Same as #10 and #5.</li> <li>12. - Same as #11.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Implement back file conversion program. - Inventory (hardcopy: by box/documents), by department. - Enterprise taxonomy. - Back file conversion.</li> <li>2. - Same as #1.</li> <li>3. - Culture change/policy form. - <b>Implement an CRMS.</b></li> <li>4. - Same as #3.</li> <li>5. - ERMS.</li> <li>6. - Same as #5. - Make appropriate documents available online to the public.</li> <li>7. - Same as #1 and #3.</li> <li>8. - Same as #1 and #3.</li> <li>9. - CRMS/ECMS, integrated with appropriate system; would require an assessment.</li> <li>10. - Cultural shift/Training.</li> <li>11. - CRMS.</li> <li>12. - CRMS.</li> </ol>	<ol style="list-style-type: none"> <li>1. - Find documents faster. - Better customer service. - Allow customer access.</li> <li>2. - Easier to use/retrieve documents.</li> <li>3. - More compliant. - Nag a lot less. - Reduce confusion.</li> <li>4. - Consistency. - Same as #3. - Better records provided.</li> <li>5. - Same as #3.</li> <li>6. - Same as #1, #2, #, and #4. - Improved public perception. - Support the innovation objective/transparency.</li> <li>7. - Same as #1, #2 and #3.</li> <li>8. - Same as #6 and #7.</li> <li>9. - Same as #6.</li> <li>10. - Same as #3.</li> <li>11. - Same as #2.</li> <li>12. - Same as #2 and #3.</li> </ol>

## Session 20: As-Is Key Performance Measures Process

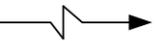
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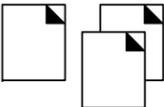
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Customer symbol: indicates an internal or external customer coming to initiate or receive services.
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Process step box symbol: indicates a step in a business process.
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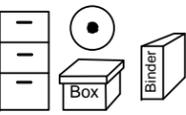
Decision tree symbol: indicates Y / N options or decision in a business process.
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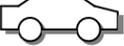
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Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.
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Problem Statements: problems in the existing process, identifying any obstacle to the effective and efficient execution of a task or service delivery.
- 

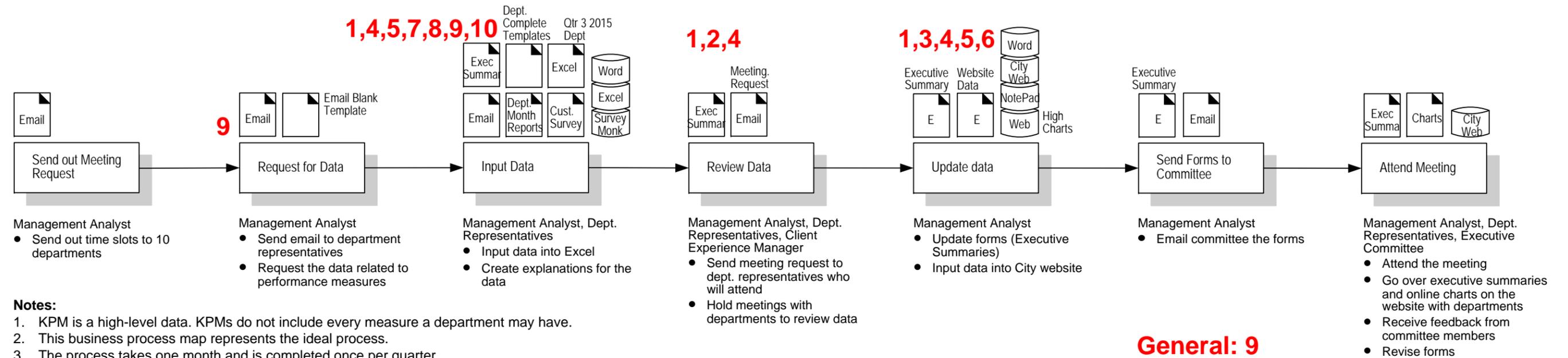
Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.
- 

Solution Statement: possible policy, process, and / or technology solutions.
- 

Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

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1. Linda J. Gregory	Deputy Dir. Of Finance	303.754.3368	jgregory@centennialco.gov
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## Session 20: As-Is Key Performance Measures Process



### Problems

- Receiving data in a timely manner.
- Scheduling data reviews with 10 departments (due to schedules).
- Updating online information.
- The process gets bottlenecked to the last week of the month long process.
- Input of data to multiple forms:
  - Email
  - Excel
  - Word
  - Java Script
- There is manual data entry that must occur with High Charts.
- Receiving data in different formats:
  - Monthly reports (PDF)
  - Email templates
- Multiple data collection processes.
- Lack of staff training on the existing form.
- The current process of data collection is onerous.

### Impacts

- Work gets loaded at the end of the month, so may have to prioritize other work.
  - This affects departments because there is less time to schedule a meeting.
- Staff time: Management Analyst (approx. 1 hour/quarter).
- Staff time: Management Analyst – 40 hours/quarter.
- Affects prioritizing other projects for the Management Analyst.
  - The KPM must take precedence.
  - Affects other departments.
- Staff time: Management Analyst – 2 weeks' worth of work.
  - Effect on departments varies (30 minutes).
  - There is more chance for error.
- Same as #3.
- For the Management Analyst; the process is less efficient.
  - The process creates more forms that need to be saved.
  - There is more of a chance for error.
- Same as #7.
- Takes staff longer.
  - Same as #7.
- Makes the process become more urgent at the end.

### Solutions:

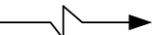
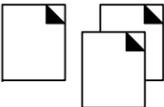
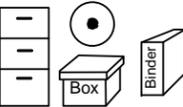
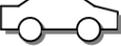
- Implement KPM application with the following features and functions:
  - Automated workflow
  - Automatic notifications and escalations
  - E-Forms to replace templates (Word and Excel) and monthly reports. The E-form design should, at a minimum, include:
    - KPM data
    - Accomplishments
    - Explanation of variances between quarters
  - Data from E-Forms will populate the web dashboard.
  - E-Form will provide an executive summary section (completed by the Management Analyst).
  - Explore Business Process Re-engineering this process for scheduling meetings. (This will happen due to KPM application).
- Establish a set date for meeting.
- Same as #1.
- Provide custom tailored, role-based, end user training.
- Same as #1.

### Benefits:

- Reduced human error.
  - Frees up staff time to do other projects.
  - Staff time savings for other departments.
  - Business Process Improvement for the process.
- Makes scheduling easier.
- Same as #1.
- Same as #1 & #2.
  - Reduced stress of staff.
- Same as #1.
- Same as #1.
  - Time savings to Management Analyst. (40 hours)
- Same as #1.
- Same as #1.
- Reduced stress of staff, Business Process Improvement.
  - Frees up staff time to work on other projects.
- Same as #1 & #9.

## Session 21: Finance – As-Is Payroll Process

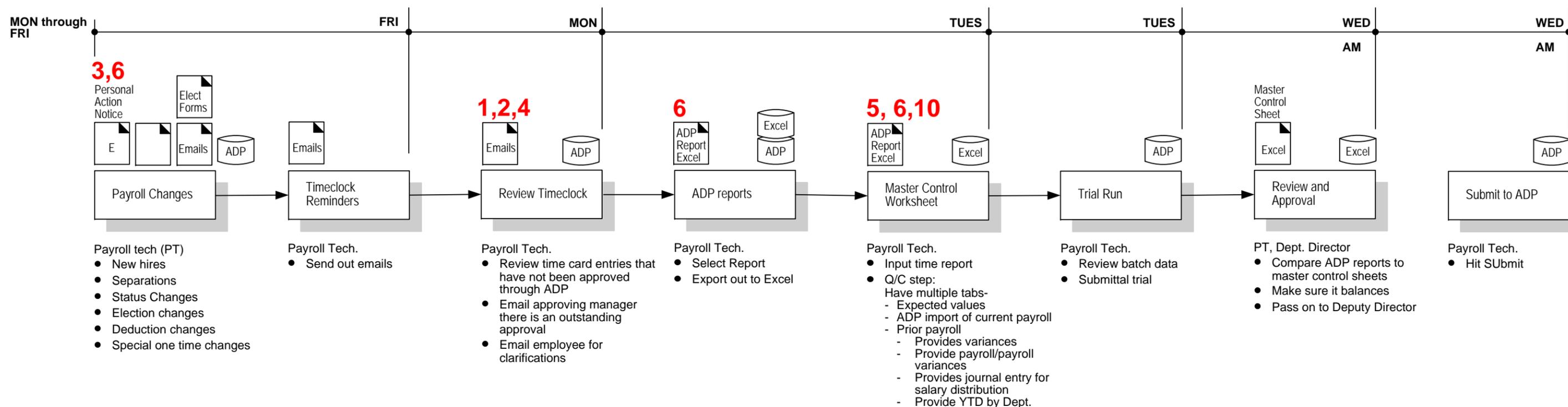
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	Decision tree symbol: indicates Y / N options or decision in a business process.
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<b>1,4,7</b>	Red Problem Number Keys: visual cues placed next to process steps where problem occurs in the existing business process. The same number can be used more than once for the same problem in several steps in the process.
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<b>Impacts</b>	Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.
<b>Solutions</b>	Solution Statement: possible policy, process, and / or technology solutions.
<b>Benefits</b>	Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

### Attendees Name Title / Division Phone Email

1. Jessica Shelton	Finance	303.754.3361	jshelton@centennialco.gov
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## Session 21: Finance – As-Is Payroll Process



### General: 7,8,9,10

#### Problems

- Lack of compliance in time sheet approvals.
- There is a lack of entering exceptions for exempt staff.
- Lack of sufficient information to enroll employee into ADP, as part of the on-boarding process.
- Once time checks are reviewed and accepted, any changes require you to go back to the beginning. The manager does not know this is happening.
- Master Control Sheet is time intensive.
- There is a lot of redundant data entry, between ADP and Master Control.
- Not all ADP modules are linked. HR/Payroll/Timeclock.
- ADP is not user friendly and there is a large dependency on ADP support - and they are not responsive.
- ADP has behind the scenes programming that the City is not privy to.
- ADP has a lack of useable reports for audit use.
- Data does not import ADP to SunGard.

#### Impacts

- There is a potential for mistakes.  
- This happens every payroll period.  
- Delays the start and calculation of payroll.
- Earnings and benefits are wrong.  
- Must do a manual entry to ADP to correct.  
- Potentially costly to the City if not caught.
- Slows the process down. Can be the wrong payroll.  
- May need to run a separate payroll.
- Same as #1.
- Takes staff time.
- There is huge room for error.
- Same as #6.
- Time consuming, happens twice a week for 30 minutes - 2 hours.
- Inconsistent application of policies.  
- There are errors in accrual rates.  
- Potential loss of employee confidence in earning statement and staff.
- Terminated employees still populate for holiday pay.
- Staff time to create the City's own reports, which happens every payroll period, (2 hours) during budget, projections (40 hours) and quarterly audits (16 hours/quarter).
- Requires staff time (2 hours/pay period).  
- Redundant work.

#### Solutions

- Incorporate into management performance measures.
- Same as #1.  
- Implement training on ADP time off request.
- (See on-boarding process map.)
- Check with ADP to see if a notification can be implemented to the approving manager.
- Have ADP generate reports to implement Quality Control.
- Same as #5.
- Update ADP system.  
- Request ADP identify their missing integrations.  
- Include staff re-training.
- Same as #7.
- Require transparency or a listing of the behind-the-scenes programming.
- Explore other services levels within ADP.
- Same as #10.  
- Obtain an export from ADP.

#### Benefits

- Save staff time.  
- Reduced stress.  
- Improved accuracy  
- Will not need to do follow up.
- Same as #1.
- Staff time savings.
- Same as #3.
- Same as #1 and #3.

## Session 22: As-Is Inventory Tracking Process

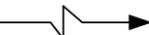
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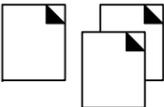
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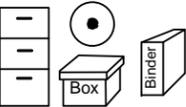
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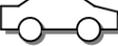
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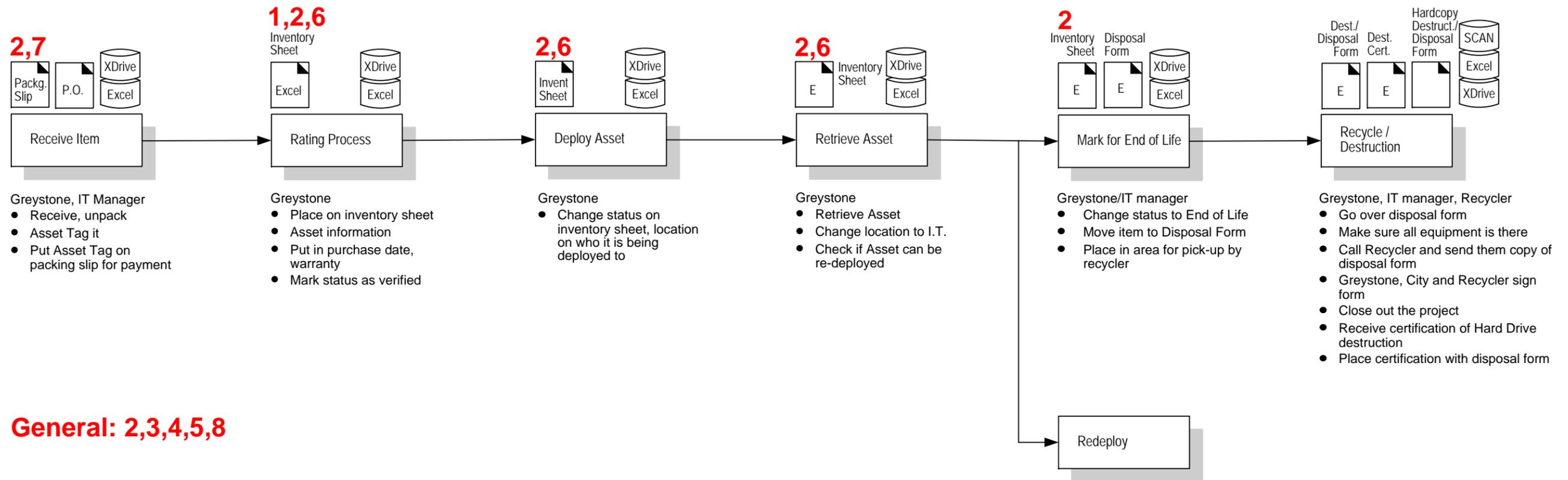
**Solutions** Solution Statement: possible policy, process, and / or technology solutions.
- 

**Benefits** Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

### Attendees Name Title / Division Phone Email

Attendees Name	Title / Division	Phone	Email
1. Ron Bozwell	Accountant/Finance	303.754.3448	rboswell@centennialco.gov
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3. Mitch Meier	Sr. Mgmt. Analyst/CMO	303.754.3328	mmeier@centennialco.gov
4. Linda J. Gregory	Deputy Director of Finance	303.754.3368	lgregory@centennialco.gov
5. David Stokes	IT	303.754.0779	dstokes@centennialco.gov
6. Roy Hernandez	Project Manager, ThirdWave	310.914.0186	rhernandez@ThirdWavecorp.com

## Session 22: As-Is Inventory Tracking Process



**General: 2,3,4,5,8**

**Notes:**

Inventory takes two weeks duration per year at minimum.

## Session 22: As-Is Inventory Tracking Process

### Problems: IT Department

1. Greystone does not always put the asset on the inventory sheet.
2. Inventory is on an Excel spreadsheet.
3. There may not be enough staff support to do this. There is a lot of trust that Greystone is doing this.
4. Inventory is very time consuming.
5. IT does not fully understand what information Finance needs.
6. It's hard to search the spreadsheet for an end of life item. The spreadsheet is left in the state of the last person who used it.
7. There are old items in the spreadsheet, and they don't know where they are. Unaccounted assets.
8. There is no version control in Excel.

### Impacts

1.
  - Inaccurate master listing.
  - Missing assets.
  - Lack of internal controls.
  - Makes it difficult for budgeting.
2.
  - There may be errors in data entry.
  - Lack of version control.
  - Data can get corrupted.
3.
  - There can be delays in updating information.
  - Inaccuracies.
  - Lack of time to verify.
4.
  - Staff time.
5.
  - IT may not be capturing the data needed by finance.
  - Additional time is needed to find the asset.
  - A system can't be designed to meet Finance and its needs.
6.
  - Staff time.
  - Stress.
  - Leads to inaccuracies.
7.
  - Can't give an accurate account.
  - Lack of confidence.
  - Lack of public trust.
  - Lack of business controls.
  - Management challenges.
8.
  - Staff time.
  - Inaccurate information.

### Solutions

1. **Inventory Management Application**
  - Database application customizable form to meet IT and Finance's needs, data entered by IT would auto-populate the Finance system.
  - Good GUI.
  - Web enabled.
  - Supports e-signatures.
  - Provides an audit trail.
  - Has the ability to attach documents.
  - Has the ability to support mobile devices.
  - Interfaces to finance system: push the following data
    - Cost
    - Physical location
    - Serial Number
    - Department
    - Asset class
    - Anticipated life
    - Disposal information; date, donated, destroyed, obsolete
    - Beginning and ending asset tag numbers
2. Same as 1
3. Same as 1
4. Same as 1.
5. Same as 1.
6. Same as 1.
7. Bring data current (scrub the data)
8. Same as 1.

### Benefits

1. - More efficient and accurate.
2. - Same as 1.
- Staff time savings.
- Improved reliability.
3. - Staff time savings.
4. - Same as 3.
5. - Efficiency.
- It is more collaborative.
- Complete information is available to Finance.
6. - Same as 1 & 3.
7. - Better, current information
- More relevant data.
- Improves confidence in the data.
8. - Same as 2 and 7.

### Problems: FINANCE

- A. There is not a consistent methodology of when to track an asset.
- B. There is not an internal control system of beginning and ending asset tag numbers.
- C. There is not a clear delineation of who is responsible for tagging assets.
- D. Our contractors often receive assets and there is resistance by them to tag assets.
- E. There is difficulty in determining small items that are part of a larger component.
- F. Payment may occur without asset tagging number.
- G. There's not an integrated system.
- H. Contractors can buy City assets without letting the City know.
- I. Contractor can dispose/sell City assets unbeknownst to the City.

### Impacts:

- A. - Not all assets are tracked.
- B. - No accountability
- Outside verification by finance.
- C. - Assets are not tagged
- The city doesn't know what it has.
- D. - Same as C.
- E. - May be missing assets.
- May not catch all of the costs.
- Staff time to track an asset down.
- Could be violating purchasing guidelines to get under the threshold.
- F. - Same as A, B, C.
- G. - Uncertainty concern over reliability of data and lack of access.
- Lack of ability to verify. Staff time. Inability to interface to other systems.
- H. - Unrecorded assets and where they reside. Lack of ability to verify that assets purchased are exclusively for City use.
- I. - They're not following City disposal policies and procedures.
- Possibly unrecognized revenue. Unethical personal gain in selling government assets.
- Lack of internal control.

### Solutions:

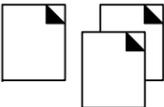
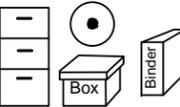
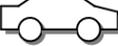
- A. - Policy
- Address dollar value & data ownership.
- B. - Same as #1.
- C. - Articulate and adopt a new policy and practice
- Adopt an electronic check-off list
- Same as #1.
- D. - Review contracts, scope of work.
- Same as 1.
- E. - Staff and contractor training on guidelines.
- F. - Same as 1.
- G. - Same as 1.
- H. - Same as D.
- I. - Same as D.

### Benefits:

- A. - Streamlined process, same as B.
- B. - Enabled internal control
- Better audits.
- C. - Capture City assets with improved inventory.
- D. - Same as C.
- E. - Same as C.
- F. - Same as #5.
- G. - Same as #1, #2, and #5.
- H. - Same as C.
- Better business controls.

## Session 23: As-Is Citizen and Council Requests Process

### Symbol Legend

-  Customer symbol: indicates an internal or external customer coming to initiate or receive services.
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- Impacts** Impact Statement: quantitative or qualitative impact to the effective and efficient execution of an internal business process or service delivery to the customer.
- Solutions** Solution Statement: possible policy, process, and / or technology solutions.
- Benefits** Benefits Statement: quantitative / qualitative benefits to the internal / external group, enterprise or customers.

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## Session 23: As-Is Citizen and Council Requests Process

### Problems:

1. The reporting structure was set up by departments, not for the public.
2. It's difficult to know the status of a project.
3. There are many different systems in place and not everyone is able to access them, or are trained on them.
4. There is no one clear ownership of a customer relationship management. It's owned by how it was set up.
5. There is no clear understanding of the department's processes.
6. There is no clear understanding of what a department is doing.
7. Lack of communication across departments.
8. Lack of consistency.
9. Inability to identify trends across departments.
10. Departments are duplicating each other's efforts.
11. There is no clear understanding of deadlines.

### Impacts:

1. - It can be confusing to the public.
  - Public cannot get their own answers.
  - Questions the City's credibility.
  - May create the tendency for the public to ask in multiple ways.
2. - Delayed response to the citizen.
  - Increased staff time trying to track something down.
  - The City may be possibly providing inaccurate information to citizens.
3. - Slower responses.
  - Same as #2.
4. - Public perception.
  - Service delivery at different levels.
  - The inability to track trends.
5. - Response to the citizen or council member.
  - Impacts the time to complete requests.
6. - Same as #5.
7. - Same as #5.
  - Duplication of efforts.
8. - Same as #4.
  - Credibility of the City.
9. - Unable to improve service,
  - Missed opportunities to communicate trends.
  - Request slip through the cracks causing slower response times.
  - Repeated mistakes.
  - Inefficient.
10. - Inefficient.
  - Creates lack of consistency and confusion.
  - Poor service.
11. - Same as #10 and #2.
  - Poor public perception.

### Solutions:

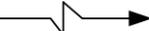
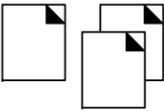
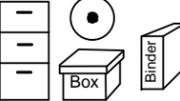
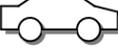
1. - **Implement CRMS (Customer Relationship Management System)** with the following minimum features and functions
  - Single point of entry.
  - Web enabled.
  - Workflow automation with request status tracking.
  - Enterprise application.
  - Cloud-based.
  - Provide KPIs.
  - Track deadlines.
  - Support collaboration.
  - Prioritization of tasks with assignable deadlines.
  - Knowledge database.
  - Customer ability to check status.
  - Queries by topic, requests, dates, etc.
  - Reports - out of the box or ad-hoc.
  - System requirements:
    - Interfaces with multiple platforms.
    - Support mobile devices.
    - Interoperability.
    - Open architecture.
2. - Same as #1.
3. - Same as #1.
  - Staff training.
4. - Same as #1.
5. - Same as #1.
6. - Same as #1.
7. - Same as #1.
8. - Same as #1.
  - Policy on customer standards.
9. - Same as #1.
10. - Same as #1.
11. - Same as #1.

### Benefits:

1. - Easy to use, enhanced customer experience.
  - Enhanced transparency.
  - Help with council requests.
  - Increased loyalty and advocacy.
  - Supports the Innovation initiative.
2. - Quicker completion time.
  - Time savings of staff.
  - Improved consistency and accuracy.
  - Same as #1.
  - Improved follow through.
  - Increased accountability.
3. - Improved efficiency.
  - Same as #2.
  - Improved resource utilization.
  - Possible cost savings.
  - Staff available for high-value work.
4. - Same as #1.
  - Identify trends.
5. - Same as #3.
6. - Same as #3.
7. - Same as #1 and #3.
  - Improved internal transparency.
8. - Performance measurement.
  - Enhanced public perception.
  - Regular reports to executives and council provides real-time understanding.
9. - Same as #8.
10. - Eliminate duplication.
  - Same as #3.
11. - Improved customer experience.
  - Improved internal and external communications.
  - Performance measurements.
  - Managed accountability.
  - Public self-service.
  - Know who is working on an item.

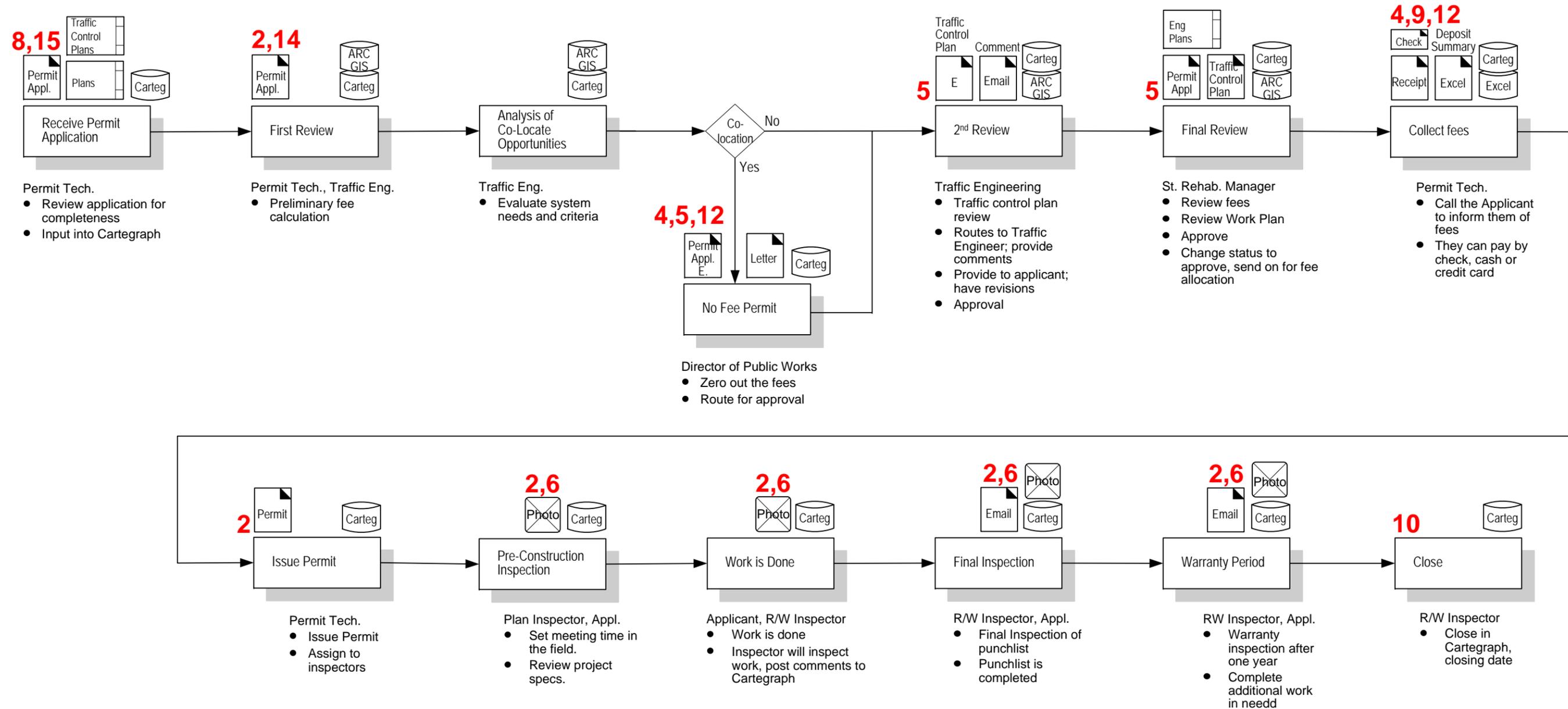
## Session 24: As-Is ROW Permitting Process

### Symbol Legend

-  Customer symbol: indicates an internal or external customer coming to initiate or receive services.
-  Process step box symbol: indicates a step in a business process.
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### Session 24: As-Is ROW Permitting Process



**General: 1,2,3,7,11,13,15**

Notes:

1. The Permitting Application in Cartegraph is custom programming.
2. The new We-Based version of Cartegraph does not have a Permit Module.
3. CH2M has ARC GIS/GDB (Geobase) tied into (Geoconnected to) Cartegraph.
4. Application Permits processed: 50/month submitted.
5. 20 – 30K Project Delay.

## Session 24: As-Is ROW Permitting Process

### Problems:

1. PW Coordinator cannot see this process in:
  - Cartegraph; he loses access.
  - Cartegraph/GIS; Permitting
2. No integration between City (ARC/SDE) GIS and Cartegraph.
3. Cartegraph Permit customization are becoming cost prohibitive and more difficult to support.
4. There is not integration between Cartegraph Permit and Financial system; transactions are placed in Excel.
5. There is no automated approval process in Cartegraph Permitting.
6. Due to lack of mobility, inspections done in the field have to be manually entered in the system at the office.
7. Applicant cannot track progress on the permit.
8. Applications cannot be submitted online.
9. Lack online payment.
10. Warranty information in Cartegraph Permitting is limited.
11. The process is manual and electronic.
12. Payment platform is not integrated with Cartegraph.
13. Cartegraph can be changed after permit is closed.
14. Lack of integration between Cartegraph/Innoprise, i.e. contractors license.
15. Applications are completed inconsistently.

### Impacts:

1. - Staff time – phone calls/emails. 1 – 2 appl./day; 2 hours/day
  - Inefficiencies for customer service.
  - Not being able to provide accurate, real-time information.
2. - Manual comparison of data.
  - Added step (staff time) to communicate data.
  - Duplicate data entry.
3. - Cannot implement financial reporting due to costs, i.e. recently 36K was estimated to do financial reporting out of Cartegraph, but was not.
  - Support: legacy system, long term support will become more and more limited.
4. - Lack of internal controls, reporting.
  - Human error.
  - Staff time: Permit Tech., transcribes information from Cartegraph into Excel: time – 15 minutes.
5. - Staff time: all staff.
  - Staff involved in the Permit approval process (first review to final review).
6. - Same as #2.
  - Applicant: customer service/experience.
7. - Customers have to call.
  - Waste their time and staff's time, i.e. 5 calls/day during peak season (May thru September).
8. - Staff time.
  - Customer service.
  - Inefficiency.
  - Duplication of effort, filing out forms with same information.
9. - Same as #8.
10. - Potential to miss something.
11. - Same as #1 and #2,
12. - Same as #1, #2, and #4.
13. - Data integrity.
  - Same as #4.
14. - Same as #1.
15. - Customer service.
  - Staff time.
  - Same as #1.
  - Training issue for tech.
  - Revenue impact.

### Solutions:

1. **R/W Permitting Application**, with the following features and functions:
  - Web enabled.
  - Remote access.
  - Support mobile devices.
  - Support multiple platforms.
  - Workflow automation.
  - Automatic notifications.
  - Provide application access to check status.
  - Online application submittals, rules for uploading.
  - Online payments, interfaced to payment process.
  - Support user account, auto data population.
  - Audit tracking
  - Form log and data validation, rules for upload.

**Interfaces:**

  - Cartegraph
  - GIS
  - Finance system
  - Contractor Licensing System (Innoprise)

**Report:**

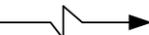
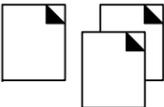
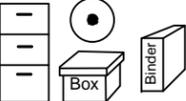
  - Standard Reports/Ad Hoc.
2. - Same as #1.
3. - Same as #1.
4. - Same as #1.
5. - Same as #1.
6. - Same as #1.
7. - Same as #1.
8. - Same as #1.
9. - Same as #1.
10. - Same as #1.
11. - Same as #1.
12. - Same as #1.
13. - Same as #1.
14. - Same as #1.
15. - Same as #1.

### Benefits:

1. - More efficient.
  - Real-time/accurate information.
  - Better support to Management.
  - Improved customer service.
2. - Same as #1.
  - Protect infrastructure assets.
3. - Reduced risk in protecting data assets.
4. - Better internal controls, reporting, financial analysis.
5. - Business process improvement.
  - Accountability.
6. - Same as #1.
  - Improved accuracy.
7. - Increase customer service.
  - Same as #5.
  - Increased transparency.
  - Fewer follow-up calls.
  - Lifecycle tracking.
8. - Same as #1 and #7.
9. - Same as #4: higher value work.
10. - Better field management.
  - Avoid liabilities.
11. - Same as #5.
12. - Same as #4.
13. - Better internal controls/data integrity.
14. - Same as #1 and #10.
15. - Better customer experience.
  - Time savings for customer/applicant.

## Session 25: As-Is Procurement Process

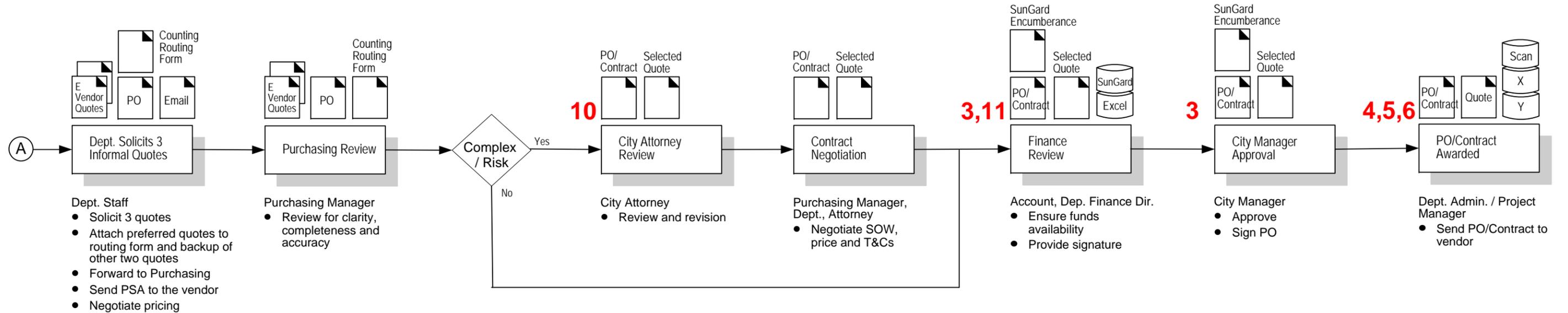
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## Session 25: As-Is Procurement Process



### Problems:

1. This is paper intensive process.
2. This process is not automated.
3. This is a long process that can take weeks, the less than \$30k.
4. Keeping multiple versions of solicitation documents.
5. City Clerk has no guaranty she has received contracts.
6. SIRE is not user friendly.
7. This process is not integrated with the City's financial system.
8. Files and documents can easily be lost.
9. There is a lack of version controls.
10. Do not know when the process should go to the City Attorney. There is some confusion on the process.
11. The Finance Department is brought in at the end of the process.
12. Some staff have difficulty writing the Scope of Work.

### Impacts:

1. - Staff time.  
- Cost of processing paper: paper, toner, copiers, maintenance contracts.
2. - Misplaced documents  
- Don't know where they are in the process.
3. - Might miss delivery deadlines.  
- Staff time.  
- Customer service.  
- Decreased staff productivity.  
- Might pay a premium.  
- Duplication of effort, i.e., scanning contracts.
4. - Electronic storage space.  
- Risk of sending the wrong information.
5. - May have to call vendors for contracts.  
- Poor records management.
6. - Do not use.  
- Store documents on personal shared drives, which 90% of staff re doing.  
- Records management exposure.  
- Duplication of effort creating documents on the X drive, saving the hardcopies and saving them in SIRE.

7. - Produces a paper intensive process, paper has t be provided to Finance.  
- Creates more work for Finance.
8. - Staff time.  
- legal issues.  
- Non-compliance with laws.  
- Project delays.
9. - Staff time.  
- Errors and rework.
10. - Staff time.  
- Costs, in Attorney's fees.  
- Staff stress and frustration.
11. - Staff stress.  
- Reprioritization of work.
12. - Time to train staff.  
- Scope creep.  
- Potential for higher vendor cost proposals

### Solutions:

1. **Implement E-Procurement System** with the following minimum features and functions:
  - Automated workflow
  - Web-enabled
  - Simultaneous approvals, allowing management approvals in parallel, where appropriate
  - Ability to kick-back documents in the approval process.
  - Assign signature authorities.
  - E-Signatures.
  - E-Forms
  - Interface with Finance System:
    - Check for available funds
    - Tie directly for payments
    - Establish the vendors
    - Encumber fund
  - Generate POs.
  - Allow for receipt of products.
  - Produce purchase requests.
  - Provide Automated Templates, i.e., SOW, standard specifications, etc.

- System requirements:
  - Interoperability.
  - Open architecture.
- 2. - Same as #1.
- 3. - Same as #1.
- 4. - Same as #1.
- 5. - Same as #1.
- 6. - Provide staff custom tailored, role-based training.  
- Easier user interface.  
- Explore implementing a new system.
- 7. - Same as #1.
- 8. - Same as #1.
- 9. - Same as #1.
- 10. - Same as #1.
- 11. - Same as #1.
- 12. - Same as #1.

### Benefits:

1. - Cost savings.  
- Staff time savings.  
- Reduced staff frustration.  
- Would allow implementing version control.  
- Integrated with Finance.  
- Business process improvement.  
- Improved efficiencies.  
- Could have concurrent reviews.  
- Ability to approve procumbent documents from remote locations.  
- Reduced scanning.  
- Compliant records management, in real time.  
- Better decision making.  
- Improved financial management.  
- Eliminates staff having to make decisions they are not sure about.  
- Provide early notifications would be provided to Finance, more familiarity of what is going on In the City.  
- The system could provide standard templates improving the quality of solicitation documents.
- 2 - 12 Same as #1.