Appendix III: Respondents' Ideas for Innovation

This appendix highlights respondents' ideas for using data and technology to improve City operations and customer service-delivery. We should note that some themes, such as: 1) the use of Microsoft Teams or similar software for productivity and collaboration; and 2) using online, app based, and/or cloud-based environments and paperless systems for completing financial transactions and administrative paperwork, were recurrent in the survey comments. Also, respondents suggested training (including cross-training and training in productivity and online based software) as well. The survey questions were:

- **Question 18:**

  When thinking about the future of Beverly Hills, idealistically, how could the use of data and technology improve your ability to do your job and improve customer service-delivery? (Please provide specific examples if you have any)

- **Question 19:**

  Assuming resources were plentiful, and the organizational culture was supportive, do you have any innovative ideas you would seek to explore/pilot/implement in your department to improve operations and customer service-delivery?

Respondent Ideas for Improving City Operations and Customer Service-Delivery

	Automation	Cloud & Secure Information	Collaboration and Productivity	Customer Friendly	Information and Transparency	MUNIS System Review and Upgrades	Permits	Recruitment	Retention	Touchless Commerce	Virtual Environment
Interviewing Process											

• Continue offering remote testing (online) and interviewing opportunities
  ○ Creates more flexible recruitment experience
  ○ Experiencing better attendance and punctuality from candidates during remote interviewing
  ○ Allows testing of a larger number of people with a quicker turnaround time
  ○ Losing fewer candidates since non-local candidates and those who typically cannot miss work can test on their own time (e.g. during evening hours)
		X		X				X			X

	Automation	Cloud & Secure Information	Collaboration and Productivity	Customer Friendly	Information and Transparency	MUNIS System Review and Upgrades	Permits	Recruitment	Retention	Touchless Commerce	Virtual Environment
Use of Microsoft Teams or Similar Platforms											

• Invest in Microsoft Teams or other collaborative platforms
• Investing (e.g. purchasing full license) would:
  o Allow employees to make calls from Microsoft Teams account
    ▪ Multiple respondents expressed concerns about personal cell phone use while teleworking
  o Boost productivity by creating capacity for multiple staff to edit documents in One Drive simultaneously (e.g. Google Docs)
  o Fully utilize Microsoft tools such as One Drive, Teams, etc. and leverage needed tools
		X	X	X							X

Permitting System											

• Add City demographics and statistics and/or add existing/available data to parcel data in the City's permitting system – City Smart
  o According to survey feedback, mistakes observes in City Smart
    ▪ The system could be improved by making data more reliable and creating flexibility with the types of data that can be input
  o Adding data could improve customer service by making information available to customers and cutting down on delivery time
• Improvements needed for inefficient and troublesome permitting and plan review programs
• Implement a more user-and customer-friendly Electronic Plan Review and Permitting system
    ▪ Current system requires staff training on troubleshooting and requires extensive support for customers to use the system
• Provide customers access to city records and permit documents online to conduct their own research
  o Would reduce inquiries to City staff
				X	X		X				

	Automation	Cloud & Secure Information	Collaboration and Productivity	Customer Friendly	Information and Transparency	MUNIS System Review and Upgrades	Permits	Recruitment	Retention	Touchless Commerce	Virtual Environment
o An example would be the ZIMAS system implemented by the City of Los Angeles[1] ▪ System provides property and permit info to customers on every property ▪ Tools provide better customer service and saves staff time											

411 Customer Line											

• Create dedicated 4-1-1 customer service line
 • Have a 411 type of customer service line for the whole City
   o Envisioned Process
     ▪ Customer Service Representatives (or dedicated concierge) would answer all incoming calls
     ▪ They would be trained to answer most general questions and provide direct answers to most of the requests & inquiries
     ▪ Only specific concerns/request transferred to department/staff direct extensions
   o Potentially more efficient and may provide better customer service to the community
     ▪ Residents have trouble navigating website and identifying correct extensions for their requests
     ▪ Callers get frustrated when told they called the wrong number and need to be routed to another line
 • Shorten auto machine narratives for City Hall (existing messages)
				X	X						

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[1] We did not conduct any follow-up research on the ZIMAS system.

	Automation	Cloud & Secure Information	Collaboration and Productivity	Customer Friendly	Information and Transparency	MUNIS System Review and Upgrades	Permits	Recruitment	Retention	Touchless Commerce	Virtual Environment
Online Platforms and ERP Modules											

• Stay current on construction software platforms such as Building Information Modelling (BIM)[2]
• Eliminate standalone modules that are not part of the citywide ERP system and invest efforts and resources to expand existing system
  o Example:
    ▪ Allow inventory modules to be linked to purchasing and accounts payable, timekeeping systems with payroll, and capital assets with CIP project ledger
    ▪ Have inventory modules feed into work order system using GIS tracks, tracks/reports repair needs, job status, and that post results to public
• Create more online platforms for applications, forms, permits and other needs which could be more user-friendly for the community
  o Including smartphone applications that provide GIS/zoning information and access to City's permitting system
  o Including chat services to connect to library patrons at the time they need assistance
• Fully digitize records
  o Including historical collection materials (books and newspapers)
		X		X	X	X	X				X

Data Dashboards											

• Include City demographics and statistics in a dashboard
  o Data is often requested by Commissions and the City Council to assist in decision-making on existing/new regulations
  o Data should be more readily available to city residents/staff/decision makers, perhaps collected and distributed by the city
  o Data can illustrate the volume and nature of calls received from residents and be used to analyze the trends among what our residents want/need
				X	X						

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[2] We did not conduct any follow-up research on construction software platforms.

	Automation	Cloud & Secure Information	Collaboration and Productivity	Customer Friendly	Information and Transparency	MUNIS System Review and Upgrades	Permits	Recruitment	Retention	Touchless Commerce	Virtual Environment

• City started an Open Data initiative a couple of years ago
  o Would like to see it gain more traction
  o Also, identifying who holds what data and where can make the City more transparent internally and externally											

Payment Options and Customer Transactions											
• Fully eliminate paper: first EE paper checks, manual printed pay advices, transition all payments to online platforms, or at least payment kiosk that will eliminate the need for cashiers and parking attendants • Streamline payment of invoices for vendors, consultants, and contractors • Use of touchless technology and mobile apps to transact city services would be an improvement • Elderly customers could make a phone call to pay their bills instead of coming into the city		X		X		X				X	
Public Participation											
• Continue virtual element of City Hall meetings o Allows people to attend even if they cannot come to City Hall and wait for their item(s) to be heard				X							X
Automation											

• Automate services
  o If task involves paper or computer and is repetitive, can probably automate in part or in whole
  o If task does not provide all necessary information up-front
    ▪ Example:
      • Dog park registration does not record addresses for non-residents
      • Requires staff to email registrants for their address prior to mailing them key fobs
	X			X							

	Automation	Cloud & Secure Information	Collaboration and Productivity	Customer Friendly	Information and Transparency	MUNIS System Review and Upgrades	Permits	Recruitment	Retention	Touchless Commerce	Virtual Environment
Other											

• Use of Live Video for Inspections
  ○ Deployment of cameras at jobsites or live stream handheld cameras could greatly improve our ability to telecommute
  ○ Live video can help the interaction with the Public Works inspectors and contractors to solve project issues or problems
			X	X			X				X

• Contract out a team to respond to and write 5150 holds for psychiatric emergencies
  ○ Currently police write the holds which takes the patrol out of service for too many hours
  ○ Holds also require training
			X								

• Link COVID tracking forms to keycards ○ Keycards are way to control access and identify who is in City facilities	X										

• Community Development, Public Works, and IT collaborate to implement digital street signs on parking meters or signposts wherein regulations or announcements could be changed remotely
  ○ Would no longer need to post temporary cardboard signs on meters
  ○ Communicate temporary parking regulations/announcements can be communicated faster to customers
	X			X							

Source: OCA generated based on data from the Confidential, Management and Professional, and Municipal Employees Association bargaining units' survey results.