



Service First—Read-Ahead

January 19th, 2016

Attendees

Elected Officials: Rod Bockenfeld, Nancy Doty, Bill Holen, Nancy Jackson, Sue Sandstrom, Nancy Sharpe

County Staff: Lisa Avendano, David Bessen, Ron Carl, Shannon Carter, Andy Cornell, Chandra DeSimone, Nira Duvan, Nathan Fogg, Shannon Geyer, Dick Hawes, Janet Kennedy, Don Klemme, Diana Maes, Matthew Nii, Louie Perea, Andrea Rasizer, Marc Scott, Gail Stumpo, and Cheryl Ternes

Absent Departments: Public Works and Development

Performance Indicator	Agenda Objective	Facilitator
Foster Employee Development		
Training	Provide an overview of 2016 Training and reinforcement courses (no changes in the measures)	Andy Cornell, Human Resources
Employee Engagement	Share highlights from Q4 Speak Up, We're Listening	Andrea Rasizer, Communication Services
Achieve Customer Service Excellence		
Community Awareness	Debrief the 1/14/16 Telephone Town Hall	Andrea Rasizer, Communication Services
	Discuss next steps with the Community Voice Module	
	Provide an update on the Video Project	
	Provide an update on Recording/Broadcasting Public Meetings	
Citizen Participation	Provide an update on the Get Involved initiative	Diana Maes, BOCC Administration
	Discuss recruitment efforts for Citizen Boards and Committees	
	Share and discuss measures for Volunteerism	
County Services	Provide an update on Services Online and Online Utilization	David Bessen, Information Technology
Leadership Workshop Updates Leadership Workshop: March 3 rd and 4 th , 2016		
Emergency Preparedness: Recovery	Discuss the agenda items and necessary prep work for Recovery at the workshop	Louie Perea and Nate Fogg, Sheriff's Office
Employee Engagement	Discuss the agenda items and necessary prep work for Employee Engagement at the workshop (e.g. survey and follow-up about Speak Up)	Matthew Nii, Strategy and Performance (substitute for Patrick Hernandez, Human Resources)

Performance Key:	On Target	Caution	Below Plan	Baselining	Tracking Measure
Initiative Key:	✓ Complete	On Schedule	Behind Schedule	Planning	Not Started

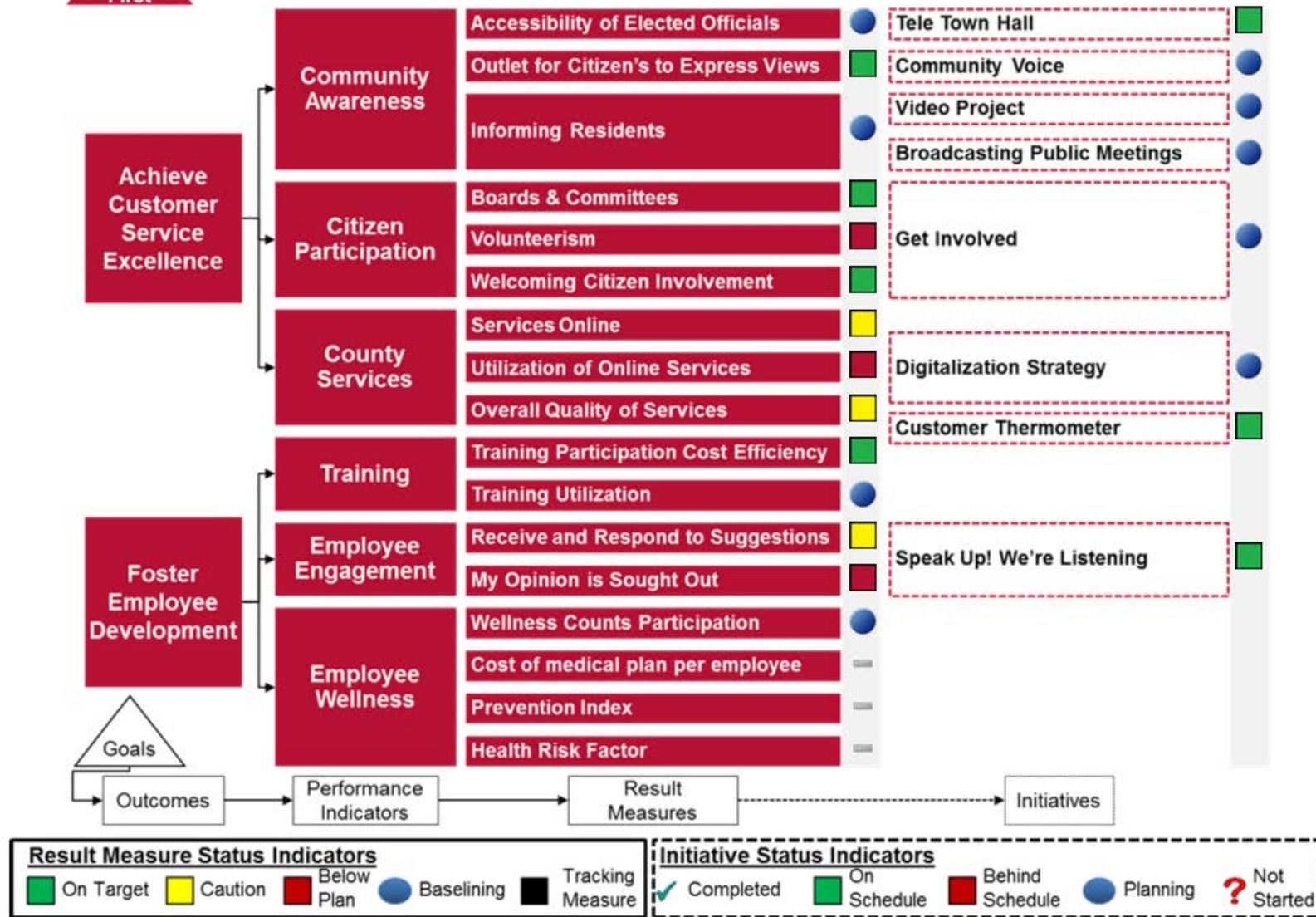


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Arapahoe County will provide reliable, timely and accessible delivery of County services that provide the best customer experience.



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Foster Employee Development

Performance Indicator: **Training**

Agenda Objective: Provide an overview of 2016 **Training** and reinforcement courses (no changes in the measures)

Facilitators: **Andy Cornell, Human Resources**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Training Participation Cost Efficiency: Difference of target per-person spending to actual per-person spending for key employee development courses to be \geq \$0.00	\$453.66 (Q3-14)	-\$514.32 (Q3-15)	\geq \$0.00		<ul style="list-style-type: none"> - There was no change to this result measure during Q4-15 - Andy Cornell (10/19/15): Explore alternative ways to present these data – focus on separating courses
Training Utilization % of participants rating themselves as effective situational leaders	Situational Leadership				<ul style="list-style-type: none"> - There was no change to this result measure during Q4-15
	16.4% (before)	80% (after)	N/A		
% of participants rating themselves as effective change leaders	Change Leadership				
	33.33% (before)	80% (after)	N/A		
% of participants rating criticality of change management	Change Practitioners				
	6.12% (before)	59.18% (after)	N/A		
% of participants rating communications on their project team	8.33% (before)	45.83% (after)	N/A		
% of participants rating ability in using Prosci materials and tools	N/A	41.38%	N/A		

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Performance Indicator: **Employee Engagement**

Agenda Objective: Share highlights from Q4 *Speak Up, We're Listening*

Facilitator: **Andrea Rasizer, Communication Services**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes	
Ability to Receive and Respond to Suggestions Employee favorability rating	47% (Decision Wise global benchmark)	42% (2014)	>47%	Speak Up, We're Listening: Develop new and update existing employee communication channels (two-way, bottom-up) including: employee voice tool, ideas and questions, coffee with a commissioner note posting, kudos, did you know feature in AC Weekly	<ul style="list-style-type: none"> - Moving forward, the E-team and A-team will have the opportunity to respond to submitted ideas/questions that apply to more than one department/office or that is Countywide in nature - Since inception in May 2015, the Ideas and Question feature of Speak Up was received 57 submissions. 42% of the submissions were anonymous. 	
My Opinion is Sought Out Employee favorability rating	64% (Decision Wise global benchmark)	52% (2014)	>64%			
Fear of Retribution Employee favorability rating	63% (Decision Wise global benchmark)	52% (2014)	>63%			<ul style="list-style-type: none"> - Patrick Hernandez (10/19/15): Continue to collect feedback on this topic from employees for discussion in 2016 - Once Speak Up, We're Listening is fully operational and familiar, then re-evaluate an initiative for this measure
Workload and Stress Employee favorability rating	71% (Decision Wise global benchmark)	58.5% (2014)	>71%			<ul style="list-style-type: none"> - See "Fear of Retribution"

Achieve Customer Service Excellence

Performance Indicator: **Community Awareness**

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Agenda Objectives: Debrief the 1/14/16 **Telephone Town Hall**; Discuss next steps with the **Community Voice Module**; Provide an update on the **Video Project**; Provide an update on **Recording/broadcasting public meetings**

Facilitator: **Andrea Rasizer, Communication Services**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Accessibility of Arapahoe County elected officials <i>Citizen favorability rating</i>	N/A	42% (2014) ME+/4%	N/A	Telephone Town Hall: Host 1 telephone town hall by end of 2015	- Andrea Rasizer (1/22/16): Coordinate the follow-up to citizen questions and begin scheduling the next telephone town hall.
Giving residents a chance to express their views before making decisions: <i>Citizen favorability rating</i> In 2008, the survey prompt was “the job ACG does at listening to citizens”	36% (2008) ME+/4%	40% (2014) ME+/4%	>36%	Community Voice: Implement the CivicsPlus Community Voice module as a tool to obtain citizen feedback	- Andrea Rasizer (1/22/16): Set-up the Community Voice Module
Informing residents about issues facing the community <i>Citizen favorability rating</i>	N/A	45% (2014) ME+/4%	N/A	Video Project: Develop and deploy marketing videos about Arapahoe County	- RFP process is underway to create two videos and Andrea Rasizer will report back on selection
				Public Meeting Broadcasting: Develop capability to web broadcast (audio or visual) commissioner meetings	- Funding has been recommended and Andrea Rasizer will provide an update on the RFP

Performance Indicator: **Citizen Participation**

Agenda Objective: Provide an update on the **Get Involved** initiative

Facilitator: **Andrea Rasizer, Communication Services**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
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Welcoming Citizen Involvement <i>Citizen favorability rating</i>	43% (2008) ME+/4%	41% (2014) ME+/4%	> 43%	<i>Get Involved:</i> Create a main page icon that links to a landing page with opportunities to volunteer or serve on a board or committee	<ul style="list-style-type: none"> - Andrea Rasizer (10/19/15): Create an icon for main webpage; create a landing page
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Performance Indicator: **Citizen Participation**

Agenda Objective: Discuss recruitment efforts for **Citizen Boards and Committees**

Facilitator: **Diana Maes, BoCC Administration**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Boards and Committees: For every one vacancy, receive two applicants for boards and committees (applications per vacancy)	3.14 (Q3-15)	3.45 38 applicants for 11 vacancies (Q4-15)	2.00	See <i>Get Involved</i> initiative	<ul style="list-style-type: none"> - Of the 11 vacancies, only 2 didn't have sufficient applications (Citizen Budget Committee and Fair Planning Committee; 1 and 0 respectively). - 19 applicants came from social media (Next Door); 10 from the ACG website; 5 from word of mouth; and 4 from newspaper ads - Diana Maes (1/22/16): Assess current boards and committee training needs; determine a consistent approach for training

Performance Indicator: **Citizen Participation**

Agenda Objective: Share and discuss measures for **Volunteerism**

Facilitator: **Nira Duvan, Community Resources**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Volunteerism: Increase service hours of volunteers by 5%--or 1,288—creating a total cost-savings of \$609,879 in 2015 (hours/ \$ saved)	6,335 / \$142,843 (Q4-14)	5,574 / \$128,583 (Q4-15)	11,688 / \$269,632 (Q4-15)	See <i>Get Involved</i> initiative	<ul style="list-style-type: none"> - Since October, the Volunteer Connections program has met with 4 departments: Human Services, PWD, Open Space, and Community Resources to revamp volunteer needs and processes - In November, an article about Volunteer Connections was published in YourHub
	32,993 / \$743,998 (2014)	32,186 / \$742,523 (2015)	34,643 / \$781,198 (2015)		

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					<ul style="list-style-type: none"> - The program is currently upgrading the volunteer pages of the website, including a new link to volunteer on the homepage, 14 updated or new volunteer descriptions online with another 21 positions in development - Nira Duvan (1/19/16): Determine methods for involving high school groups - The expansion of volunteer programming includes new group opportunities and higher-level volunteer roles.
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Performance Indicator: **County Services**

Agenda Objective: Provide an update on **Services Online** and **Online Utilization**

Facilitator: **David Bessen, Information Technology**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Utilization of Services: Increase website page views of transaction pages by 3% in 2015 (# of page views)	2,002,255 (2014)	1,450,134 (2015)	2,062,323	<i>County Digitalization Strategy</i> : Complete the strategy document by end of 2015	<ul style="list-style-type: none"> - David Bessen (10/19/15): Further develop the initiative - NOTE: The County Digitalization Initiative (Service First) and the Analog to Digital Transformation Initiative (Fiscal Responsibility) are overlapped.
Services Online: Increase # of offerings by 3	33 (2014)	34 (2015)	34		<ul style="list-style-type: none"> - David Bessen (10/19/15): Generate a replicable model to evaluate cost-savings/ cost-avoidance of online services - During 2015, two applications were removed and three applications were added. The 2015 target was to add three new services. <p><u>Removed Applications:</u></p> <ul style="list-style-type: none"> - Assessor -- Special taxing authority search - Community Resources -- 4-H Interest Form <p><u>Added Applications:</u></p>

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					<ul style="list-style-type: none"> - Clerk and Recorder: Civil union licenses - Clerk and Recorder: Marriage licenses - Assessor: Residential and personal property valuation appeal
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Performance Indicator: **Employee Wellness**

Agenda Objective: Discuss the agenda items and necessary prep work for **Recovery** at the workshop

Facilitator: **Louie Perea and Nate Fogg, Sheriff's Office**

Key takeaways: Recovery is the last piece of the disaster management cycle (mitigation, preparedness, response, recovery). The purpose of recovery is to return the community to normal after a disaster. As such, recovery planning and implementation requires collaboration between the entire community (government, business, non-profits, community groups, etc.) At the March leadership workshop, the Sheriff's Office of Emergency Management will lead discussion and activities designed to build understanding and identify next steps for recovery planning in Arapahoe County.

Agenda Objective: Discuss the agenda items and necessary prep work for **Employee Engagement** at the workshop (e.g. survey and follow-up about Speak Up)

Facilitator: **Matthew Nii, Strategy and Performance (substitute for Patrick Hernandez, Human Resources)**

Key Takeaways: Using the 2014 employee engagement survey as guidance, in May of 2015 the County launched an employee engagement initiative called *Speak Up, We're Listening*. This initiative included 4 programs to help improve communications and idea sharing throughout the county: Employee Voice Discussion Forum, Ideas and Questions Box, Coffee with a Commissioner, and Share Kudos. To help guide discussion at the workshop, the County will deploy a short all-employee survey to determine awareness and use of these programs across the County. The survey will be sent to all employees the week of January 25th.

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Agenda Objective: **Not on the agenda for 1/19/16**; this will be discussed in depth at the 4/18/16 Service First Align Arapahoe meeting

Note: Kaiser and Lockton are changing their reporting format, which has changed how we obtain these measurements – we are in the process of finding a solution

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Wellness Counts Participation: # of wellness counts participants / total # of employees and family eligible to participate	18.7% (2014)	23.6% (2015)	TBD		<ul style="list-style-type: none"> - Kim Mallory/Sue Good (10/19/15): Determine reasonable performance target for 2016 - Over 100 people who signed up for Wellness Counts in 2015 did not complete the program
Cost of medical plan per employee: total cost of medical claims per member per month	\$330.81 (2014)	\$TBD (2015)	TBD		<ul style="list-style-type: none"> - The expectation is to mitigate cost increases over time – we don't expect total costs to decrease (AC's costs increase at ~2% per year, Kaiser's benchmark is an 8% increase)
Prevention Index: % of screened plan members meeting index criteria. Index criteria includes: <ul style="list-style-type: none"> • Do not use tobacco • Have a BMI in the range of 18.5 - 24.9 • Are up-to-date on all age/gender appropriate cardiovascular and cancer screenings 	40.9% (2014)	TBD% (2015)	TBD		<ul style="list-style-type: none"> - Kim Mallory/Sue Good (10/19/15): Determine reasonable performance target for 2016 -
Health Risk Factor: % of screened plan members with zero risk factors <ul style="list-style-type: none"> • Blood pressure > 140/90 • Total Cholesterol > 200 • Obesity (BMI > 30) • Smoker • Fasting blood sugar 100-125 (pre-diabetes) 	39.4% (2014)	TBD% (2015)	TBD		<ul style="list-style-type: none"> - Kim Mallory/Sue Good (10/19/15): Determine reasonable performance target for 2016 - Kaiser and Lockton are changing their reporting format, which might limit the availability of this measure

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Performance Indicator: **County Services**

Agenda Objective: **Not on the agenda for 1/19/16**; this will be discussed in depth at the 4/18/16 Service First Align Arapahoe meeting

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Overall Quality of Services <i>Citizen favorability rating</i>	61% (2008) ME+/-4%	56% (2014) ME+/-4%	> 61%	<i>Customer Thermometer Initiative:</i> Implement the use of customer thermometer	<ul style="list-style-type: none"> - Sarah Godlewski (10/19/15): Oversee implementation with 4-6 departments/offices January-March 2016 - Phase 1 organizations: Assessor, BoCC Admin, Community Resources, Communication Services, FFM, Finance, Open Space, Strategy and Performance

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Supplemental Information: Citizen Participation

Result Measure: **Volunteerism**: Increase service hours of volunteers by 5%--or 1,288—creating a total cost-savings of \$609,879 in 2015

	Community Resources	C&R	Human Services	Open Spaces	PWD	Sheriff Office	Wage	Total Hours	Wage*total hours
2014	13,760	416	5,165	3,774	2,644	7,236	\$ 22.55	32,993	\$ 743,998

	Community Resources	C&R	Human Services	Open Spaces	PWD	Sheriff Office	Wage	Total Hours	Wage*total hours
Jan-15	541	-	260	83	110	795	\$ 23.07	1,789	\$ 41,266
Feb-15	836	-	268	139	120	595	\$ 23.07	1,957	\$ 45,154
Mar-15	814	-	285	172	130	750	\$ 23.07	2,150	\$ 49,595
Apr-15	969	-	333	211	20	613	\$ 23.07	2,146	\$ 49,502
May-15	982	-	402	232	152	709	\$ 23.07	2,477	\$ 57,144
Jun-15	1,159	-	379	404	153	918	\$ 23.07	3,014	\$ 69,521
Jul-15	2,934	54	736	2,750	250	1,193	\$ 23.07	7,916	\$ 182,622
Aug-15	1,111	54	642	70	80	723	\$ 23.07	2,680	\$ 61,835
Sep-15	877	56	569	102	70	811	\$ 23.07	2,484	\$ 57,300
Oct-15	808	57	226	327	431	638	\$ 23.07	2,486	\$ 57,358
Nov-15	579	62	215	101	70	492	\$ 23.07	1,518	\$ 35,011
Dec-15	473	-	221	256	60	560	\$ 23.07	1,570	\$ 36,215
2015	12,082	282	4,533	4,846	1,646	8,796		32,186	\$ 742,523

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Supplemental Information: County Services

Result Measures: **Utilization of Services:** Increase website page views of transaction pages by 3% in 2015 and **Services Online:** Increase # of offerings by 3

		Application	2014	2015	%-age change	Notes
1	Assessor	Business Personal Property Search	46,829	39,263	-16.16%	
2	Assessor	Commercial Parcel Search	725,661	518,132	-28.60%	
3	Assessor	ArapaMAP	4,340	2,241	-48.36%	
4	Assessor	GIS Data Download	5,868	5,367	-8.54%	
	Assessor	Special Taxing Authority Search	429	NA		Page no longer on site
5	Assessor	Residential, Commercial, Ag and Vacant Property Search	725,661	518,132	-28.60%	
6	Assessor	Residential Neighborhood Sales Search	10,286	7,652	-25.61%	
7	Assessor	Residential and Personal Property Valuation Appeal				New in 2015
8	BoCC	Agendas and Minutes	8,619	1,603	-81.40%	
9	BoCC	Boards and Committees Application	926	1,306	41.04%	
10	C&R	Civil Union License				New in 2015
11	C&R	Driver's License address/name change	359	667	85.79%	
12	C&R	Driver's License online renewal	3,114	2,790	-10.40%	
13	C&R	Register to vote	941	653	-30.61%	
14	C&R	DMV Title and Renewal	6,590	5,299	-19.59%	
15	C&R	Marriage License				New in 2015
16	C&R	Passport Application	652	1,571	140.95%	
17	C&R	Recording Fraud Detection	91	55	-39.56%	
18	CommRes	Judicial Services check-in and fee payment	2,482	3,302	33.04%	
	CommRes	4-H Interest form	35	NA		Page no longer on site
19	CommSvcs	Signup for alerts	9,184	5,836	-36.45%	
20	HR	NeoGov career opportunities	89,822	39,086	-56.49%	
21	HS	PEAK (assistance application)	16,031	1,950	-87.84%	
22	HS	Foster care information night registration	1,016	905	-10.93%	
23	OpSpace	Trail, Facility search	23,075	1,054	-95.43%	
24	PWD	Animal complaint submission form	43	1,095	2446.51%	
25	PWD	Building Permits Online	3,010	171	-94.32%	
26	PWD	R&B Service Request From	245	159	-35.10%	
27	Sheriff	Report a Crime Online	173	187	8.09%	
28	Sheriff	Online traffic accident report	3	98	3166.67%	
29	Sheriff	Inmate Charges and Bonds	309,007	289,513	-6.31%	
30	Sheriff	Emergency Notification Signup	13	149	1046.15%	
31	Sheriff	Crime Mapping	6,053	751	-87.59%	
32	Sheriff	Sex Offender information	1,610	1,143	-29.01%	

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33	Treasurer	Pay taxes online	87	4	-95.40%	
		Sum	2,002,255	1,450,134	-27.57%	

Supplemental Information: County Services

Overall Arapahoegov.com traffic characteristics			
	2014	2015	%-age Change
Total Visits	1,801,380	2,105,735	16.90%
Avg. Duration (sec)	230	249	8.26%
Bounces after one page	42%	47%	11.90%
Actions per visit	3.6	3.5	-2.78%
Avg generation time (sec)	0.80	0.84	5.00%
Pageviews	5,609,609	5,675,854	1.18%
Unique pageviews	3,887,591	3,997,605	2.83%
Total searches	123,995	139,765	12.72%
Downloads	316,190	1,808,355	471.92%
Unique downloads	172,880	554,149	220.54%
Outlinks	396,290	394,927	-0.34%
Unique outlinks	333,249	333,907	0.20%

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