WINTER HAVEN
The Chain of Lakes City

BEST PRACTICES ◊ SMART PRACTICES

2019

Effective ◊ Responsive ◊ Innovative ◊ Simplified ◊ Efficient

A **best practice** is a tool, method, procedure or technique that produces optimal results that benefit the customer and is viewed as a benchmark by others in the field.

Utility Services

Smart Processes - Data-Driven Decision-Making

The department is pursuing a data-driven decision-making process supported by advanced software. Systems must be completely integrated to eliminate error potential and to improve efficiencies.

- Through the automatic collection of information from nine water plants, staff can now monitor and control water plants from a computer or iPad. Using this system significantly increases efficiency and reduces overtime costs.

- Cartegraph software efficiently tracks work orders and assets, and ensures preventative maintenance procedures are regularly followed. Operation and maintenance manuals will be integrated making information readily available to employees for greater time efficiencies.

- Advanced Metering Infrastructure (AMI) is an integrated system of smart water meters, communications networks, and data management systems that enable two-way communication between the Utility Department and customers offering access to real-time data. It improves efficiency and controls manpower costs. In addition, customers can monitor water use and water conservation options.

- Hach Water Information Management Solution (Hach WIMS) software will gather data remotely to provide a complete picture of the operational performance of wastewater treatment facilities. Operators can make instantaneous decisions on the most efficient treatment options. It streamlines reporting to regulatory agencies and ultimately provides greater environmental protection.

- The Utility Customer Service Division is implementing software upgrades for more efficient billing procedures and customer water use reviews. Customers can receive leak alerts and high water bill notifications, and will have access to their water use information.

- The majority of utility infrastructure is underground. Equipment and software provided by Envirosight provides a picture of what is happening to the buried infrastructure through the use of crawling digital cameras. This helps keep sewers clean, which prevents backups and failures, minimizes emergency call-outs saving money and time, and helps to plan for future replacement.

- Winter Haven has embarked on the development of "One Water Initiative" to consider all aspects of water as a valuable resource. This process is one of the most comprehensive water planning efforts in the nation and considers the value of lakes, water supply, flooding, water quality, recreation, future development and the environment as an integrated system. Projects and policies will increase the benefits of water management and save considerable funding over time.

Parks, Recreation & Culture

Seamless Event Planning

The City's special event planning process enables external event organizers the ability to research needs and costs, complete the application and submit all necessary information electronically. The application is reviewed by the City's Special Event Review Committee made up of representatives from each City department. This streamlined process provides event organizers with a one stop experience to receive input and approval of their event. The process creates improved planning communications and greater opportunities for promotions, which increases participation and enhances overall satisfaction.

Smart Cemetery Management

The Plotbox Cemetery Program is being implemented to properly catalogue cemetery records, provide cemetery maps with grave spaces, and indicate available graves spaces. The program allows the public to access records, locate the deceased, and even purchase spaces electronically. It produces work orders, funeral service notices, and calendars for employees to track workloads. This integrated program pulls all resources together for cost savings and efficiencies both internally and for the customer.

Digital Library Resources

By downloading a simple app, anyone with a library card can access thousands of digital books and magazines. The Library also offers streaming movies and documentaries through its Kanopy app available on mobile devices, computers and smart TVs. Winter Haven library card holders have access to lynda.com learning database, as well. This allows the library card holder to access a diverse selection of unlimited information and resources without leaving home.

Laser Grading of all Athletic Fields

Purchase of a laser grader will provide the proper and efficient grading of ball fields for a consistent playing surface. A properly graded field is safer for the participants and allows the field to recover faster from rainy weather without the use of expensive drying agents and field conditioners. Purchase of the laser grader will save $100,000 over the life of the equipment by performing the work in house.

Smart Digital Connections for Parents

The Brightwheel app was piloted at the 2019 Summer Camp. Parents have access to their child's profile to check in and out of the program using a personal code. Staff can update the camper's location in real time and send regular weekly notices or last minute information such as a late return from a field trip. If this pilot is deemed successful, the app could be incorporated into other programs such as the After School Program and all summer camps.

Executive Services

Front-End Health Assessments

The practice of requiring post-offer physical exams assures the wellness of individuals recommended for hire; and minimizes the potential for future health and workers' compensation claims.

Personal Concern Assistance

The City's Employee Assistance Program offers a resource for employees and insured dependents to aid in coping with assorted personal issues and matters that have a tendency to contribute to absenteeism and productivity loss.

Collaboration for Professional Growth

A partnership with Polk State College offers a resource for growth and professional development training that enhances commitment to the organization, increases workforce skillset, and facilitates succession.

Growth Management

Development Communication
City staff meets regularly with Winter Haven Chamber of Commerce representatives, community partners and business professionals for a Development Roundtable to discuss development issues and projects ensuring processes, requirements and procedures are in line with the needs of the community.

One Stop Review
Staff is evaluating and budgeting for integrated development review and permitting software that will enable any Planning Division, Engineering Services, or Building Division employee to receive any Growth Management application and provide development review and permitting assistance to our citizens from any office or location.

Drone Inspections
The Building Division is pursuing the use of drone technology to assist with roof inspections. Roof inspections can be both dangerous and time consuming. The use of drone technology substantially improves both safety and efficiency.

Real Time Mobile Inspections
Our inspectors utilize iPads and mobile inspection software allowing for real time notification of inspection results to both the Building division office and the site contractor. This significantly improves efficiency by reducing paperwork and drive time, creating more time for actual inspections.

Financial Services

Unaudited Internal Report
Conforming to GASB standards has made the annual financial report (CAFR) better for actuaries and finance professionals, but difficult for non-accounting staff , elected officials and the public. The development of an annual Unaudited Report takes the CAFR information and reports it in a budget format with a narrative. This streamlined information provides greater clarity to the reader.

Employee Purchase Management
The use of special employee-assigned purchase cards saves the City money ($70,000 to $80,000 annually in rebates) and expedites the accounts payable process. There are controls in place to prevent abuse of the purchasing power of the cards.

Technology Services

Smart City Innovation
- Punch Above Our Weight
The City of Winter Haven invests 2.14% of its budget/revenue on Information Technology, compared to the average amount of 3.28%. Key factors contributing to this includes:

- **The long-term Fiber optic investment is a revenue-generating infrastructure.** Dark fiber is excess fiber optic strands that are not yet in use, and the strands are ready to be connected for future use.
- **Strategic outsourcing** by renting datacenter co-location instead of building one; using Cloud-based hosting infrastructure; use of Email and Office productivity software; and producing no in-house programming.
- **Partnerships** are established with all City Departments, community organizations; educational institutions for talent recruitment; vendors for expertise and industry trends; and professional organizations and groups to leverage and aggregate purchasing contracts.
- **Deploying the right tools** through fiber and computing infrastructure; enterprise applications; mobile connectivity; and GIS and other business intelligence tools.
- **Getting early to the game** by recruiting early; getting engaged at the design level (i.e. dig once, building construction); exploring promising technology (i.e. drones, blockchain, virtual reality); tracking promising commercial companies, projects and technologies (i.e. hyper-converged hardware, mobile apps).

Public Works

Electronic Information

With the overhaul of the Public Works webpage, users can access frequently requested information including a customer address search to learn pickup days for garbage, recycling and yard debris; interactive tools to learn about lake levels and water quality; and a tool to explore the condition of roadways throughout the City. Further enhancements are planned to improve the customer experience.

Smart Fleet Management

A digital tracking tool was developed in-house to better track and analyze vehicle status, repair turnaround time, demand on resources, and other important metrics. This enables clearer communication between the fleet team and internal customers about vehicle status. This tool analyzes the metrics to identify service improvement opportunities and it lays the groundwork for future fleet management software upgrades.

Smart Data Collection

Cartegraph is an asset and customer management platform utilized by multiple operations. For example, it contains all City street assets, their location and their condition scores allowing staff to analyze conditions and plan short and long term work investments. The improved access to information allows for more timely decisions and fluid work order tracking from receipt of the issue to customer follow-up. Work records are stored with the asset systemizing institutional knowledge that would be lost with staff turnover.

Stormwater Evaluation & Improvement Project

This project is completely funded through The Florida Department of Environmental Protection, serving as a standard for how other communities can evaluate and manage their stormwater systems. It models flooding and pollutant loading and identifies areas of focus to develop future storm system enhancements. It also includes conceptual design of future stormwater capital projects that provide multiple benefits. This is the first time the City's stormwater system has been holistically evaluated in this fashion.

Centralized GIS Data

Geospatial data is critical to today's Public Works operations. This data has previously been segmented and stored in specialized software that is difficult to access and navigate. Department data has been brought into ArcGIS online, which stores the data in one central location, allows less digitally savvy staff to interface with it, and enables deeper analysis. This data structure has increased the efficiency by which planning and decision-making can occur. An example of this includes a sidewalk analysis to prioritize closing sidewalk gaps, which was expedited due to the organized data that enabled staff to collaborate digitally without personal meetings.

Lake Data Management Tool

A tool was created in house to aggregate collected natural resource data such as sonar based aquatic vegetation mapping, hydrologic monitoring, and water quality analysis. This tool creates one master data interface for quick searches and analysis, which was previously a laborious process using multiple manually updated spread sheets. Once the data is collected in the field it populates a database and the program automatically performs the analysis, which can be explored almost immediately. Staff can now make lake management decisions with greater efficiency. This tool has become a model that regional and state agencies are looking to replicate.

Pavement Management Program

All roads in the City were measured for quality and assigned a "Pavement Condition Index." This data is used to create a paving strategy. A Multiyear paving service contract is under development for future improved paving efficiencies. Citywide roadway condition data helps forecast costs to effectively maintain assets.

City Clerk

Agenda Management

The Granicus Peak Agenda Management Portal is available to the public on the City's website, allowing access to the Commission Meeting agenda packets in two formats: an agenda-only version with hyperlinks to supporting documentation and an entire-agenda-packet version with the same hyperlinks. With these clearly-defined hyperlinks, the public can get to specific information quicker than ever before for greater efficiency.

Smart Public Records Request Process

The Just Freedom of Information Act (JUSTFOIA) system on the City's website streamlines the public records request process. The requestor receives a confirmation and code confirming the request and they have the ability to not only check on its status, but track of all of their submitted requests. This solution promotes transparency and efficiency.

Board and Committee Management

Granicus is a paperless, cloud-based solution that better manages City boards and committees through the use of a dashboard and the generation of a myriad of reports. The public can view vacancies, apply online, and learn more information on ways to be engaged. Once fully customized, it will save time and promotes efficiency.

Public Safety

Saving More Lives

The LUCAS 3.1 Machine (or Lucas Chest Compression System) not only allows for consistent compressions at 102 per minute, but also relieves the medic when chest compressions are critical as a patient is in cardiac arrest. Within the year, all frontline fire trucks will be equipped with the device. During the first six months, public safety responders used the device as a life-saving measure for 19 citizens. These devices can quickly be set up giving optimal time for chest compressions and allowing the medics to focus on other needs. Once the machine is applied, the patient receives continual compressions even when transported out of a house, down stairs or loaded into an ambulance.

Neighborhood Initiative

A cross-section of the City team walk the neighborhoods together to identify issues and offer solutions. They engage residents, connect them with resources, and assist them into compliance where code violations are present improving neighborhoods.

Smart Tracking Technology

Code Compliance Software, TRAKit, greatly improves overall efficiencies using cloud-based technology, provides transparency of information, and gives citizens 24/7 access to report violations and track case history all while alleviating the need for hiring additional Code officers.

Smart Drone Response Unit (DRU)

Winter Haven Police Drone Response Unit (DRU) deploys drones to enhance safety. There is one Law Enforcement Drone with FLIR (Forward Looking Infra Red) and two Non FLIR. The Fire Department Drone is a Non FLIR. Drones are deployed for immediate response needs including searches for people lost or fleeing, rescue efforts, locating fires in a large building, and even quickly delivering floatation devices to boat accident victims. Additional purposes will develop as needs arise. The ability to adapt this tool to the City's daily operations is endless.

Smart License Plate Reading

License Plate Readers (LPR's) enable law enforcement to set alarms for stolen cars and vehicles used in other crimes, Amber alerts, and Silver alerts. The alarms notify officers when the tag being sought is read electronically by an LPR. The LPR's are portable and can be moved where crime trends are occurring. This tool makes investigations more efficient.

Cleaner Air for Firefighters

The Ward No Smoke Diesel Exhaust Removal System was purchased and installed on apparatus for cleaner air quality. Prior testing set off the monitor's alarm for an Immediate Danger to Life and Health atmosphere. After installation, testing produced a normal reading. This system improves the air quality Firefighters encounter on a daily basis.

Smart Teamwork

Implementation of video conferencing of the morning public safety coordination briefing establishes a one shift approach. All stations now work as one to provide the highest quality service to all.

Valuable Volunteers

The hours contributed by volunteers in the Police Department saves more than $125,000 annually.

Service Dog Miranda

When a victim or witness is traumatized or apprehensive around law enforcement, studies show a service dog lessens the stress and relaxes the individual. Miranda also assists Police officers as they deal with stress and PTSD experienced in their duties.

Service Dog Miranda is ready to help those in need.

Stop the Bleed Training

The 'Stop the Bleed' campaign trains the public to stop life threatening bleeding from everyday emergencies, and man-made and natural disasters. Training is inspired by military medicine and research in hemorrhage control studied during the Afghanistan and Iraq wars.

Life Scan

The Life Scan Wellness Centers program focuses on early detection and prevention for public safety officers. Services provided are carefully selected to maintain uniformed personnel's overall health status including physical and mental capabilities. With a focus on early detection and treatment, Life Scan offers a thorough health examination as well as recommendations for achieving and maintaining a long term healthy lifestyle and managing medical risks to prevent fatalities. Early detection shows a decline in irregular findings after abnormalities were identified and addressed. Thorough examination and attention to detail have allowed us to identify many illnesses that show no signs or symptoms such as; Heart Disease, Cancer, Aneurysms, Stroke and Diabetes.

Police Mobile App

The Winter Haven Police Mobile App is one more way citizens can receive the most up-to-date information regarding traffic, news and even weather. Submit-A-Tip offers an instant way to submit non-emergency information, including photos, to help officers respond across our City without making a phone call. Immediate public safety notifications assist to serve our citizens in this face-paced world.

WINTER HAVEN
Police Department

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