

Meeting Citizens' Needs in Challenging Times Through Employee Engagement

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ICMA Conference Presenter





A Natural Beauty



Case Study: City of Tyler, Texas



Dallas-Fort Worth

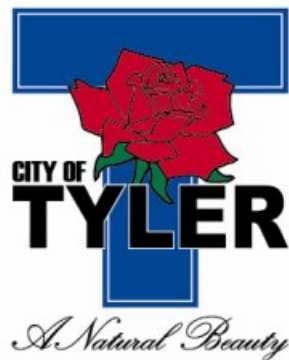
TYLER

Shreveport

ICMA

City of Tyler, Texas

- Full Service City
- Regional Trade Hub – Medical, Education, Retail, Oil & Gas, Manufacturing
- 100,000 Residents/Daytime Population 270,000
- Adopted Council-Manager Plan 95 Years Ago



Our current environment...



Public Servants Defend Benefits

The Dallas Morning News

Cities' worst budget pain in decades won't end for years, U.S. study says

San Antonio Express-News

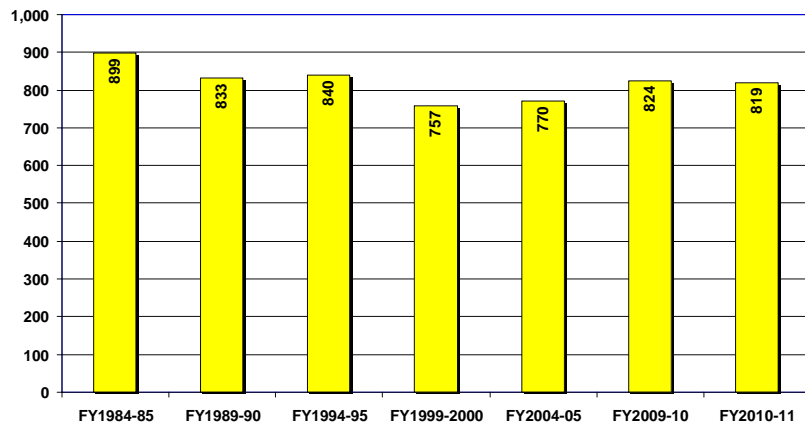
The sky is not falling in city budget

HOUSTON CHRONICLE

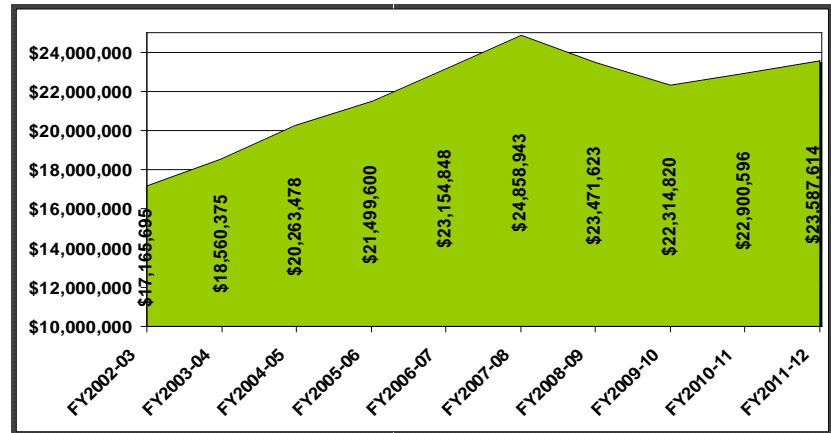
Houston's new fire chief faces a budget blaze

Fewer Resources...

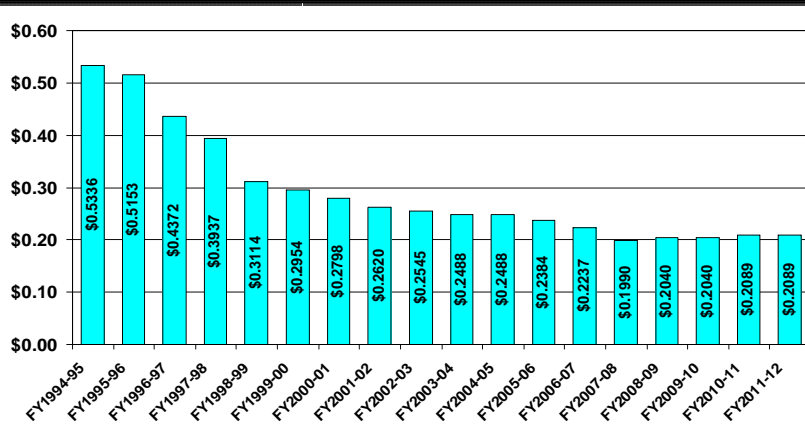
Fewer Actual Employees on Staff Than 25 Years Ago, During a Period of 30% Growth in Population



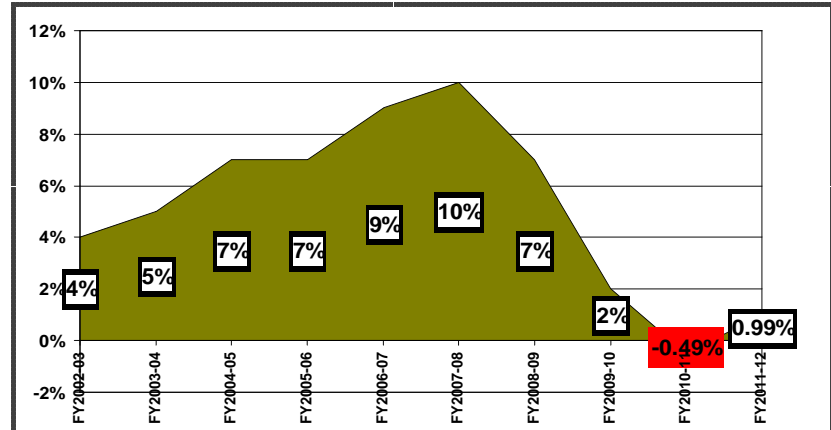
Loss of \$9.1 Million in Sales Tax Since 2008



Dramatic Decrease in Property Tax Rate



Drop in Existing Property Values



The Question:

- What is our resource engine?

The Answer:

- Our employees

The Challenge:

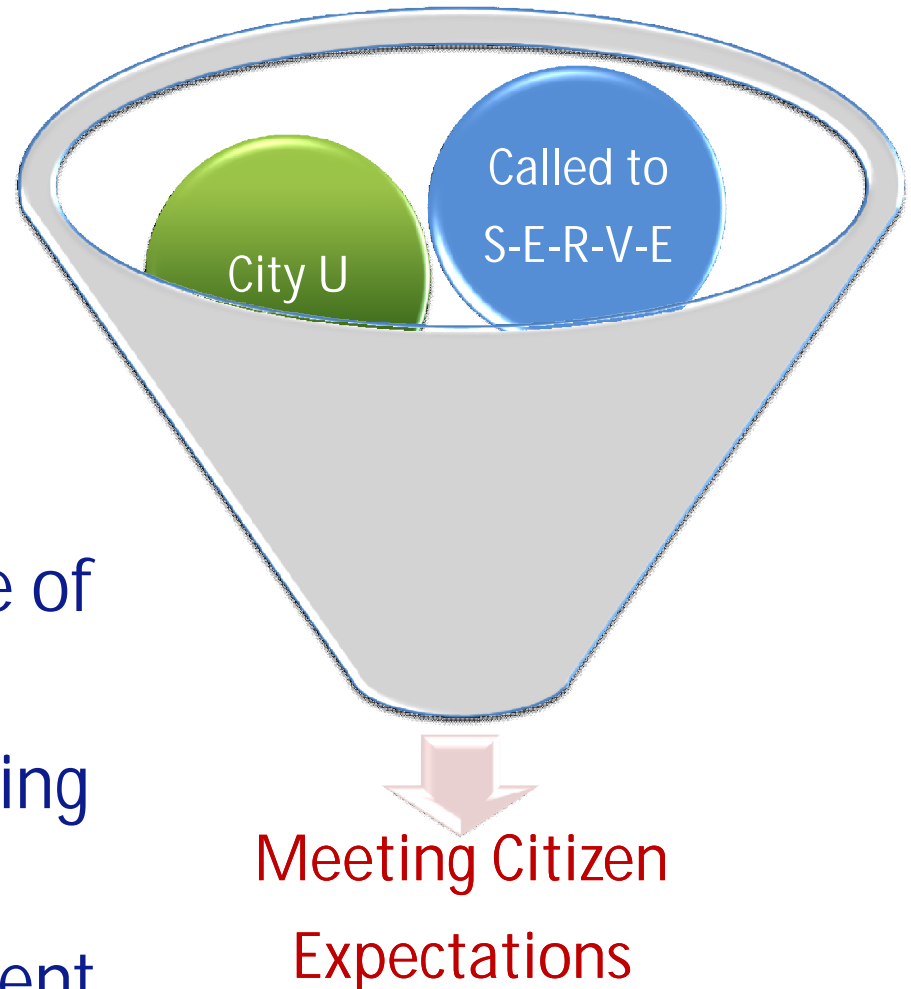
- How do we “super charge” our resource engine to meet citizen expectations given political and fiscal constraints?

The Response:

- Though effective employee engagement strategies

Tyler's strategy- employee engagement

- City University – a culture of learning
- Called to S-E-R-V-E – serving a higher purpose
- Lean Sigma – empowerment of employees



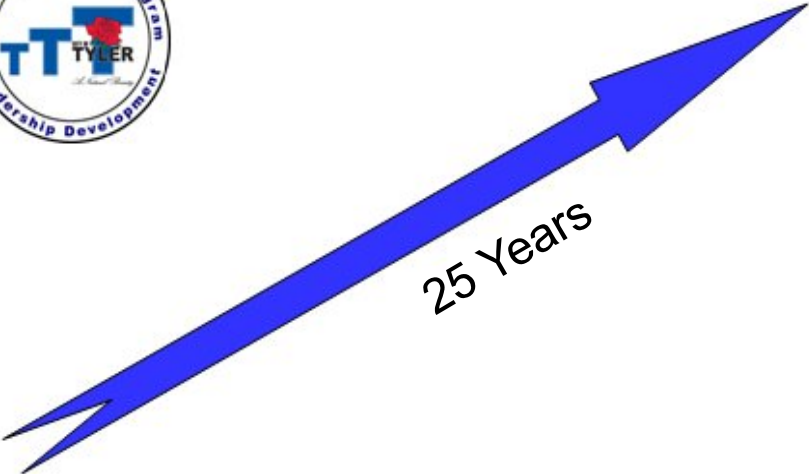
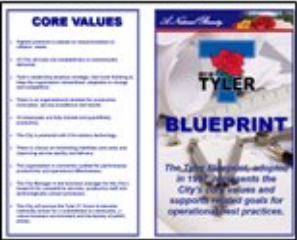
Building on a Culture of Continuous Improvement



Leadership Academy



TYLER21



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- Launched in 2008 - began with a **dedicated classroom** and **training coordinator**.



- **Employee Board of Regents** established to help develop the program.

- Goal: create an environment of continuous, lifelong learning; investing in our employees.

- Needs analysis survey conducted - What training do we need?



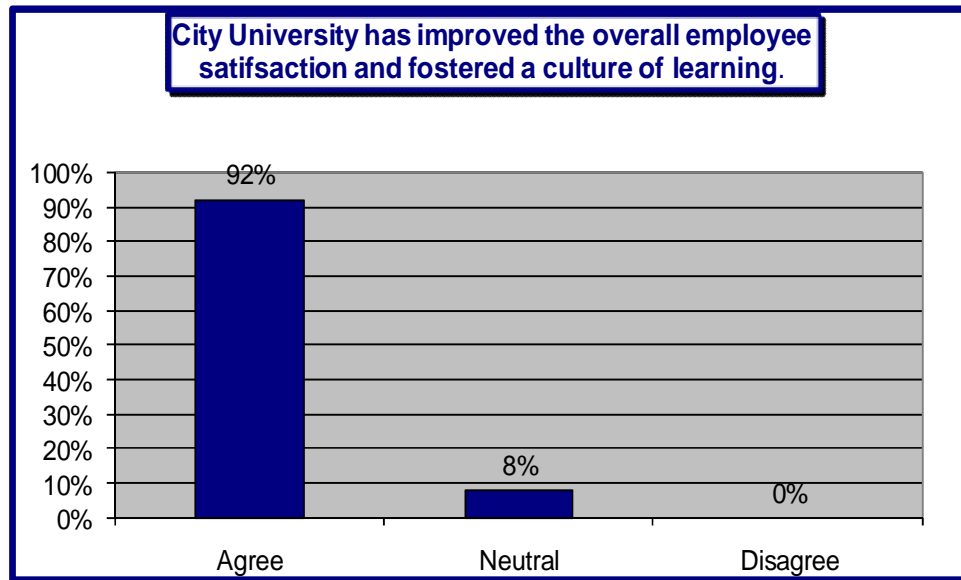
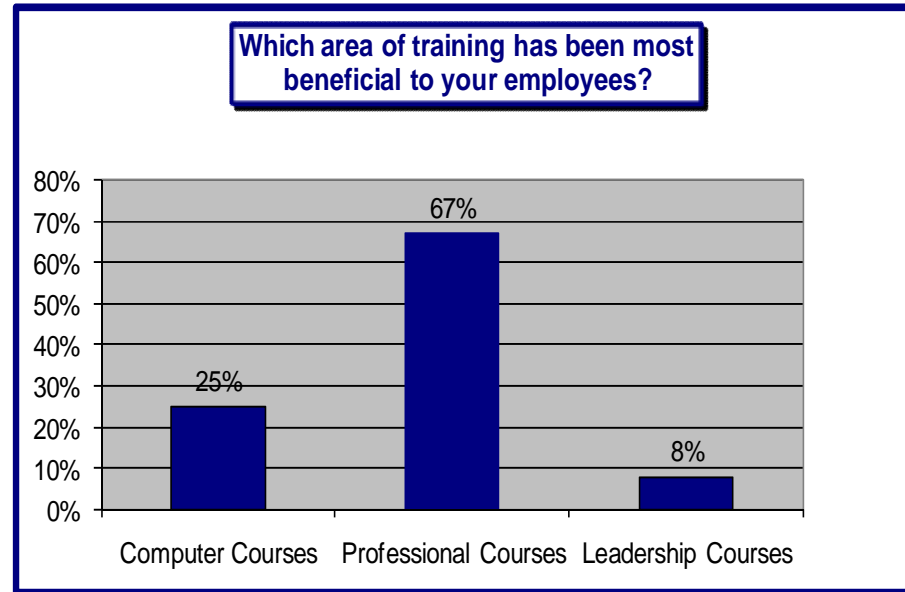
Structure

- Year one: four tracks
 - Core competency
 - Innovation
 - Professional Development
 - Leadership
- Year two: four tracks plus
 - Toastmasters
 - Leadership Academy
 - Lean Sigma
- Year three: four tracks plus
 - Called to SERVE Difference training



Outcomes

Year One – 3 graduates
Year Two – 44 graduates
Year Three - ?



City U has saved the City \$77,520*** annually in training costs in addition to enhancing the quality of the workforce and increasing productivity and job satisfaction.

***Does not include cost of lost time from work, travel & lodging that would have been otherwise incurred.*




A culture of life-long learning



A commitment to invest in our employees



Enhancing job satisfaction



Called to
S-E-R-V-E

Called to S-E-R-V-E...

An investment in
internal communications.

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Our people ARE our brand

- The organization is only as good as those who work for us.
- Citizen interactions with our employees shape our brand.
- Employees are an invaluable communication vehicle.



Enhancing employee communications is critical

- What is the vision, mission, brand and heart of the organization?
- Not only what is going on...but why?
- Does every single employee know about it?



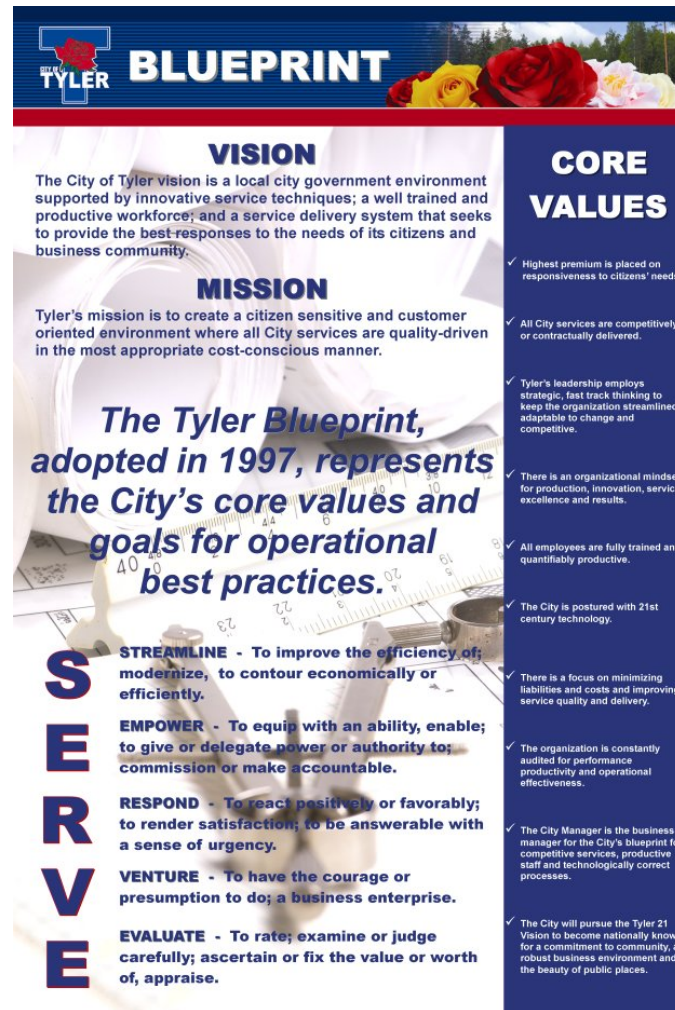
Getting started

- The most important thing to know is your message.
- Define your message.
- Make it CLEAR, CONCISE, and EASY TO UNDERSTAND.



Tyler's Blueprint

- Mission
- Vision
- Goals
- Core Values



TYLER BLUEPRINT

VISION
The City of Tyler vision is a local city government environment supported by innovative service techniques; a well trained and productive workforce; and a service delivery system that seeks to provide the best responses to the needs of its citizens and business community.

MISSION
Tyler's mission is to create a citizen sensitive and customer oriented environment where all City services are quality-driven in the most appropriate cost-conscious manner.

The Tyler Blueprint, adopted in 1997, represents the City's core values and goals for operational best practices.

S **STREAMLINE** - To improve the efficiency of; modernize, to contour economically or efficiently.

E **EMPOWER** - To equip with an ability, enable; to give or delegate power or authority to; commission or make accountable.

R **RESPOND** - To react positively or favorably; to render satisfaction; to be answerable with a sense of urgency.

V **VENTURE** - To have the courage or presumption to do; a business enterprise.

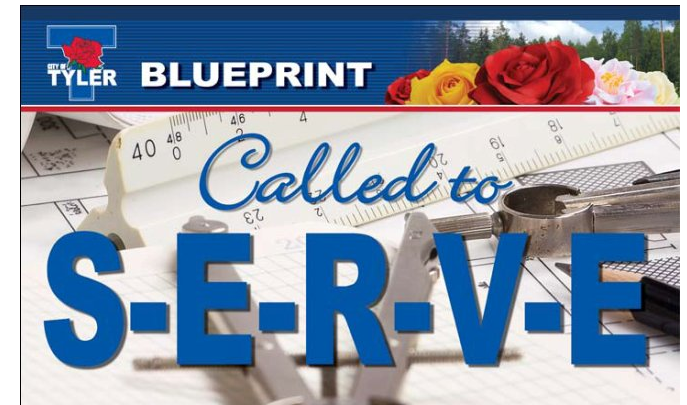
E **EVALUATE** - To rate; examine or judge carefully; ascertain or fix the value or worth of, appraise.

CORE VALUES

- ✓ Highest premium is placed on responsiveness to citizens' needs.
- ✓ All City services are competitively or contractually delivered.
- ✓ Tyler's leadership employs strategic, fast track thinking to keep the organization streamlined, adaptable to change and competitive.
- ✓ There is an organizational mindset for production, innovation, service excellence and results.
- ✓ All employees are fully trained and quantifiably productive.
- ✓ The City is postured with 21st century technology.
- ✓ There is a focus on minimizing liabilities and costs and improving service quality and delivery.
- ✓ The organization is constantly audited for performance productivity and operational effectiveness.
- ✓ The City Manager is the business manager for the City's blueprint for competitive services, productive staff and technologically correct processes.
- ✓ The City will pursue the Tyler 21 Vision to become nationally known for a commitment to community, a robust business environment and the beauty of public places.

Brand the initiative

- Think of the internal communications plan as a marketing campaign.
- How would Coca Cola get the word out about the new beverage? (Get your mind around the “point of sale”).
- Get the employees involved:
 - Motto survey
 - Called to S-E-R-V-E



Communications Plan development

- Develop a plan to roll out aspects of the effort over several months.
- Build on the BRAND.
- Determine what is working as you roll out each item.
- Focus on sustainability. Don't launch more than you can maintain.

Communications Plan

Action	Status	1-Feb	1-Mar	1-Apr	1-May	1-Jun	1-Jul	1-Aug	1-Sep	1-Oct	1-Nov	1-Dec
Objective 1: Provide effective, consistent and ongoing two-way communication opportunities for employees.												
Increase dissemination of Blueprint Newsletter to every other month and then to monthly.	Complete											
<i>Enhance content of newsletter to promote services available through the City, to communicate key City initiatives and provide information about the Blueprint.</i>	In progress											
Send periodic electronic communication from the City manager about significant program changes, services and initiatives.	Ongoing											
Disseminate City of Tyler collateral materials (annual report) to all employees so that they are aware of marketing strategies and strengths.	Complete											
Audit My Tyler Newsletter list to ensure all employees are registered.												
Disseminate all press releases to City staff via email at the time they are sent to the media to ensure our staff is aware of newsworthy events, programs and activities before they read about it in the paper.	In progress											
Host events with employees that promote a team spirit but also reinforce the Blueprint:	In progress											
<i>"Catch the Blueprint Spirit" events held each quarter. These are sponsored by a Department. Snacks are provided and the hosting Department decorates or has some sort of activity that promotes the Blueprint. Blueprint T-Shirts are given away. (Budget question)</i>												
Develop and launch a City Intranet site that is the portal of information for City employees.	Complete - need to feed content											
<i>Audit to ensure quality information is available. Market via email, newsletter and by placing key documents on it (driving traffic).</i>												



Specific actions

- Motto - Called to S-E-R-V-E
- Promotional Materials
 - Brochures
 - Banners
 - Cards
 - T-Shirts
 - Bookmarks
- Employee Communications
 - Personal Visits
 - Monthly Newsletters
 - Emails, Intranet
 - Press Releases
 - Called to SERVE Training
- Events/Recognition
 - Blueprint Bravos
 - Called to S-E-R-V-E Spirit Events



Lean
Sigma



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- Methodology focused on reducing variation and waste in business processes.

- **Why Lean Sigma for Tyler?**

- Tyler has a long history of continuous improvement.
- Tyler Blueprint adopted in 1997.
 - Defines our organizational culture.
 - Represents the City's core values and supports related goals for operational best practices.

...to create a citizen sensitive and customer oriented environment where all City services are quality-driven in the most appropriate cost-conscious manner.

Key decision points

- Pilot or complete roll out?
- Entire organization or single department?
- Outsource training or hire Black Belt?
- Champion (reporting lines)?
 - Communications Department/City University
- How to fund?
 - Shifted funding from retiring employee

Lean Sigma Deployment Plan

Date	Action	Status	Jan	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
January	Overview - Attend Blue Belt Training	Complete	█												
April	Name Six Sigma Champion	Complete		█											
	Develop Lean Sigma Proposed Launch	Complete		█											
	Develop Proposed Master Black Belt (MBB) Description	Complete		█											
	Post for MBB	Complete		█											
	Advertise for candidates	Complete		█											
May	Begin Screening MBB - Develop ranking system and phone interview questionnaire	Complete			█										
	Do phone screenings - and rack and stack	In progress			█	█									
June	Interviews for MBB	Complete				█	█								
	Hire MBB	Complete				█	█								
August	Conduct Blue Belt Training with Key Leader Team							█							
	Refine Launch Plan with Key Leaders Team							█							
	<i>Confirm: Schedule, Schedule, Gap Analysis, "Burning Platform", Stretch Goals</i>							█							
	Do presentation for Lean Consortium							█							
	Develop Training Programs/Schedules for BB and GB							█							
September	Lean Sigma Blue Belt Training for Dept. and Dev. Leaders							█							
	Finalize curriculum							█	█						
	Identify, Interview and Appoint Green Belts							█							
	Have activity at City U Graduation/Open House							█							
	Do presentation at TAP Transition Event							█							
October	Implement Lean Sigma Element Into City U Orientation									█					
	Begin GB Training									█					
November	Launch Initial GB Lean Sigma Projects										█	█	█	█	█



Wave I

- Blue Belt (one-day) training for all leadership.
- Recruit and train eight green belts from throughout the organization.
- Complete eight Lean Sigma training projects.
- Offer Blue Belt classes through City U for other employees.



Wave II

- Recruit and train 18 additional green belts from throughout the organization.
- Train two black belts.
- Complete 18 Lean Sigma training projects.
- Enhance communications about successes.



Outcomes

- An evolution of Tyler's lean, quality-driven culture.
- Reaching all levels of the organization through project teams.
- Solutions are driven by the people involved in the process.



Project Outcomes

- Year I – 179% ROI
 - 9 projects closed
- Year II
 - 19 new Greenbelts
 - 14 total projects completed; 21 underway
 - 4 new Blackbelts
- Nearly \$977,915 saved (hard and soft savings)

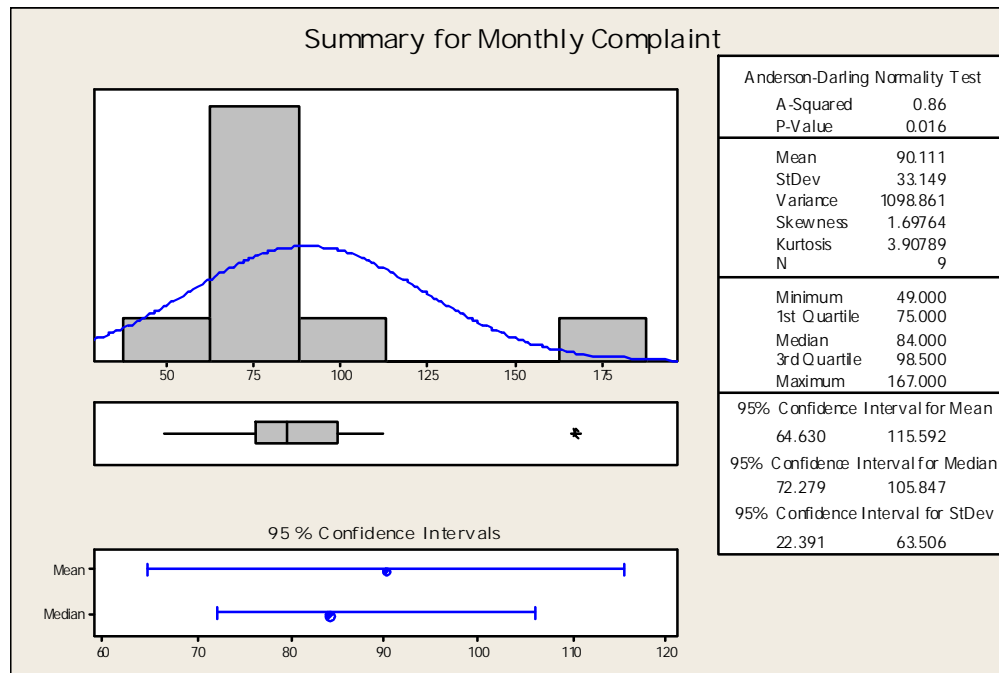
Project outcome examples:

- **Municipal Courts** – Improved warrant process (from 70 to 10 days) and Insurance Verification from 116 to 661 per month
- **Police** - Reduced “error” rate in evidence processing (19% defects to 2%)
- **Water** – Improved variation of response time for customer call outs (variation of 30-60 min to less than 20 min)
- **Fire** – Implementation of TPM program (estimated annual savings of \$220,000)
- **Legal** – Took document review from 16 days to 8 days
- **Solid Waste** – Reduced missed can call-ins from 4 to 1 per month; Saved an average of 10 hours of time to run each route
- **Vehicle Services** - Reduce inventory costs resulting in a total savings of \$327,002

Tools

Project Charter

Descriptive Statistics



Project Charter

Project Authorization

Organization: Police Champion: Dianna Jackson Process Owner: Steve Sharron

Project: Improve Initial Processing of Property Project #:

Problem Statement:
Since 11/02/2009, the initial data reveals that 18.961% of submitted items has a defect. The defect rate includes documentation and packaging errors associated with items submitted to the property unit of the Tyler Police Department.

Project Objective:
Our objective is to improve the initial documentation, handling and processing of property by reducing the number of defects (documentation and packaging) by 75 % from 18.961% to 4.74%.

Estimated Defect Level: 20% Initial Goal: 5% Estimated Benefits:

Approval Date: Champion Signature: Process Owner Signature:

Estimated Completion Date: Project Leader: Jimmy Toler Financial Analyst:

Project Team

Name	Role	Comments	Phone

Project Definition and Scoping

Metrics (unit of measure):
1. Inventory Accuracy 2. Defect Rate of Processing 3. Sigma Level

Critical to Satisfaction (linkage to customer):
1. Accuracy of Information 2. Proper Packaging 3. Inventory Processing

Defect Definition (include opportunity):
Incorrect documentation of property items to include packaging.

Scope of Project:
Initial processing of property into the property area.

Goals and Benefits

Defect Levels/Goals:

Date	DPMO(LT)	Zbench(ST)	Cpk
Baseline 2/3/2010	720400	0.92	0.31
Goal 2/3/2010	180100	1.61	0.84
Stretch Goal 2/3/2010	72040	1.75	0.89

Estimated Financial Benefits:

Important Information

Hard Savings: \$0
Soft Savings: \$10,904
Implementation Costs: \$631

Based on how many months: 12

Note: Improvement goals, estimated financial benefits, actual baseline DPMO, and Zbench should be reviewed and revised as needed after the end of the Measure phase when you have established a solid baseline for the project.

Measure phase completed on:

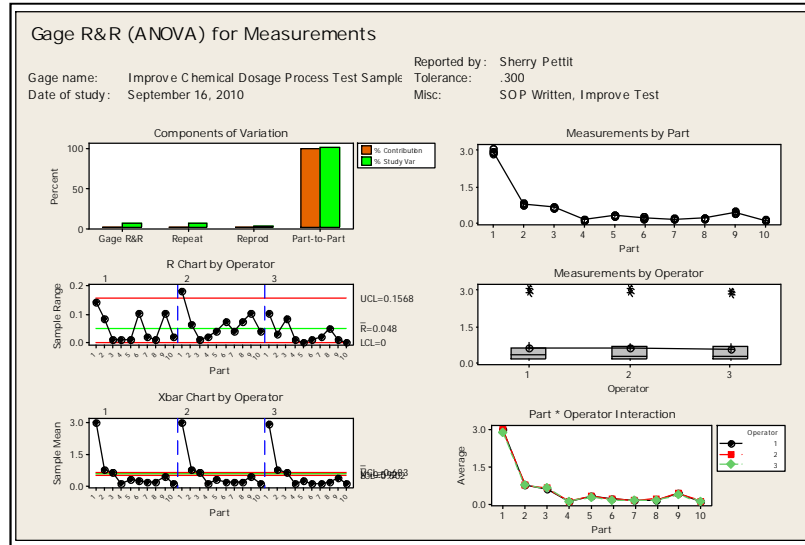
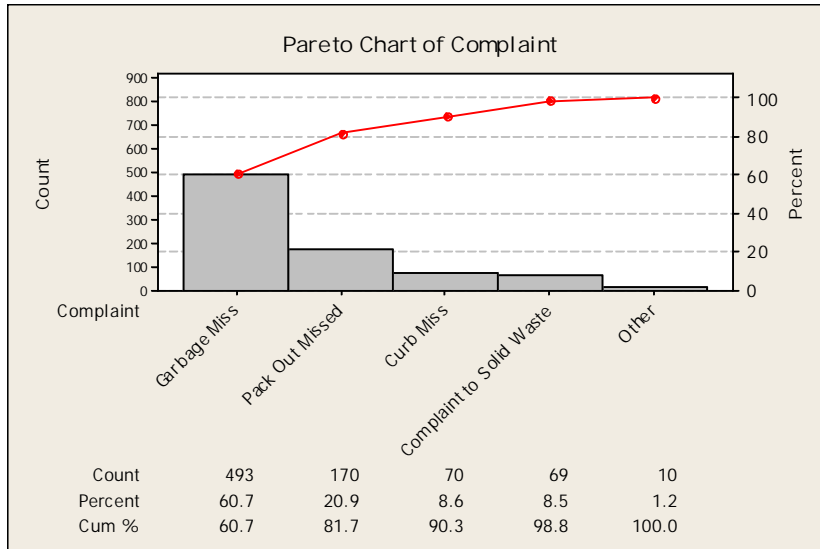
Were goals revised after completion of Measure phase?
 Were financial benefits revised after completion of Measure phase?

Approved by Finance Representative: Date of Finance Approval:

Tools

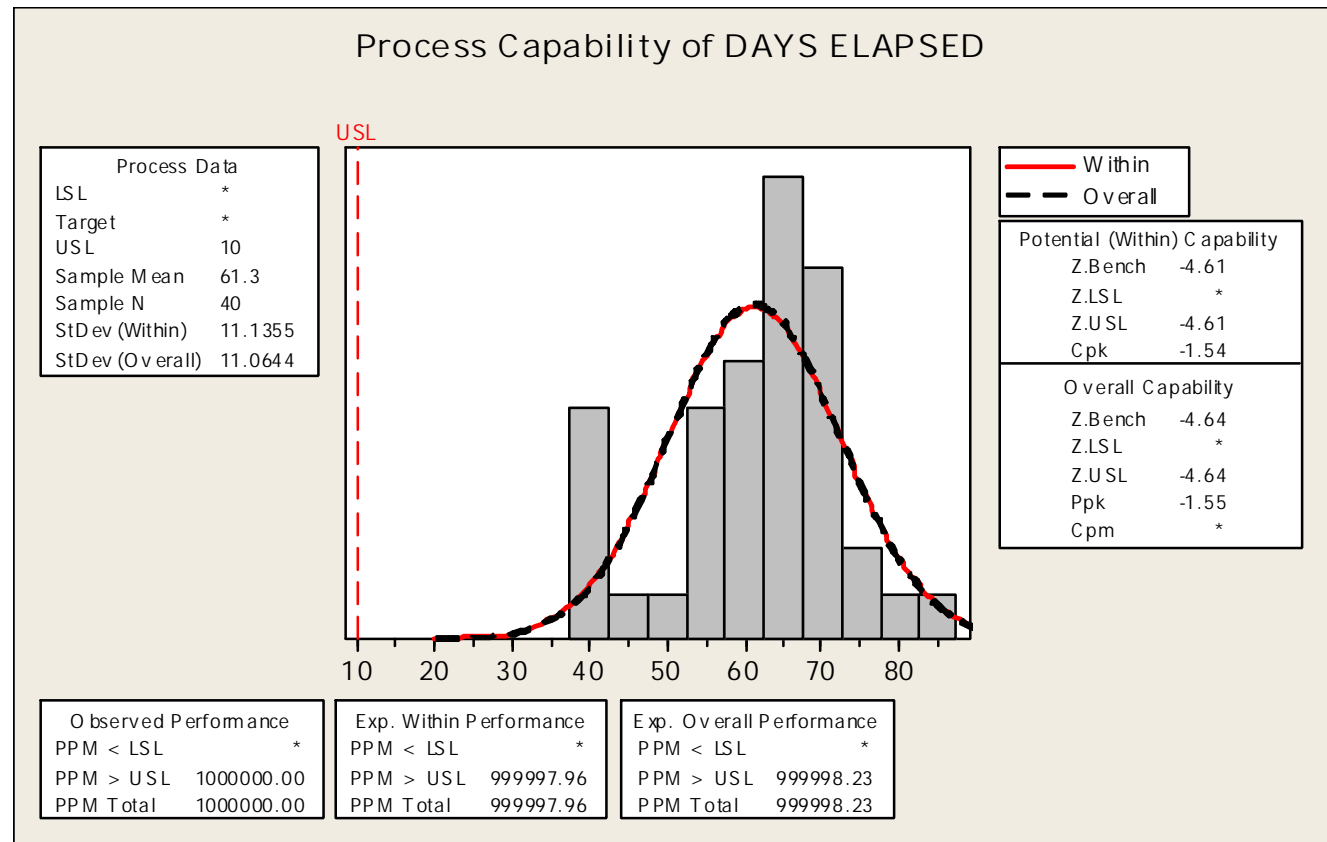
Graphing

Pareto Charts



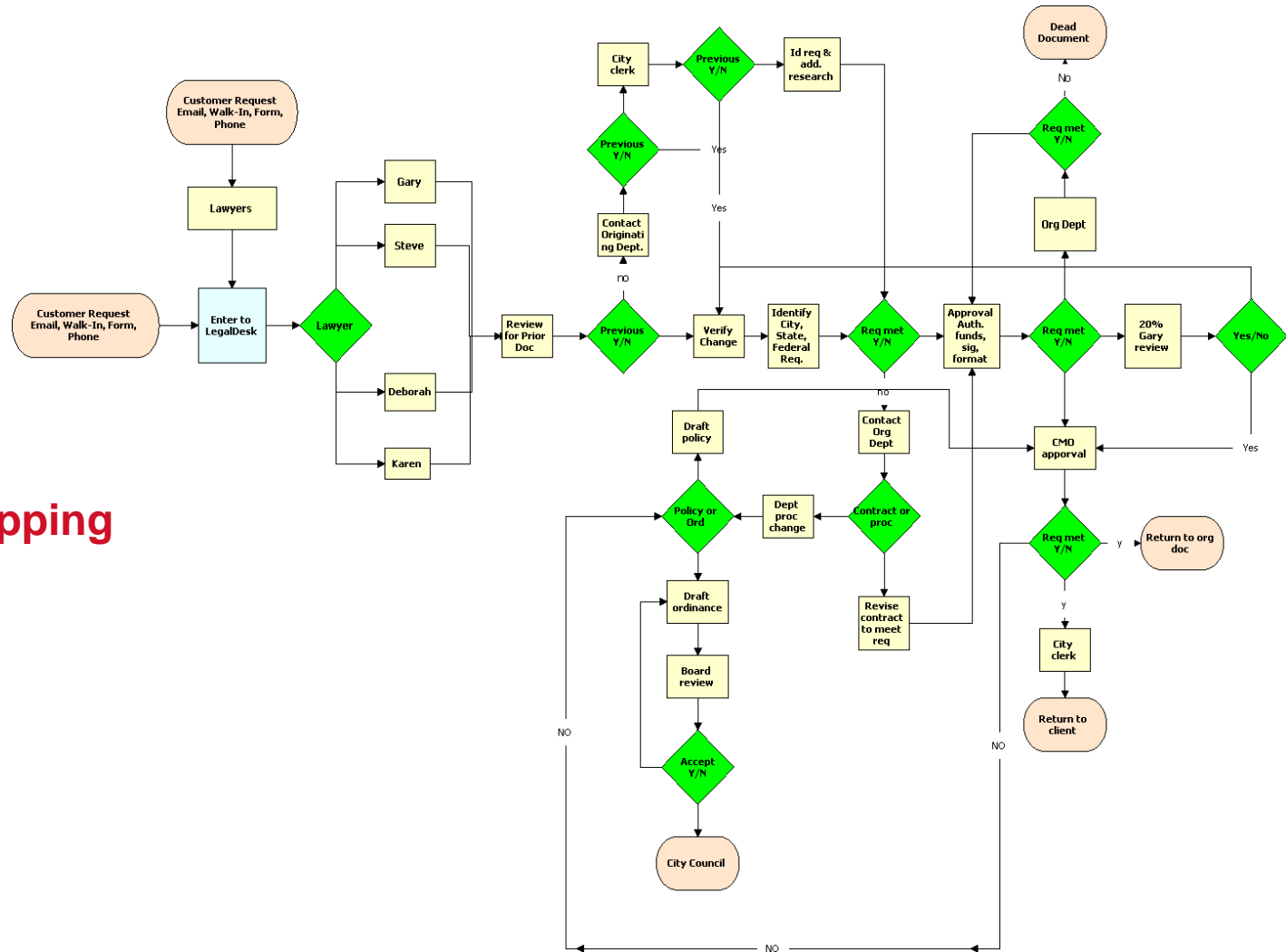
Tools

Capability Analysis



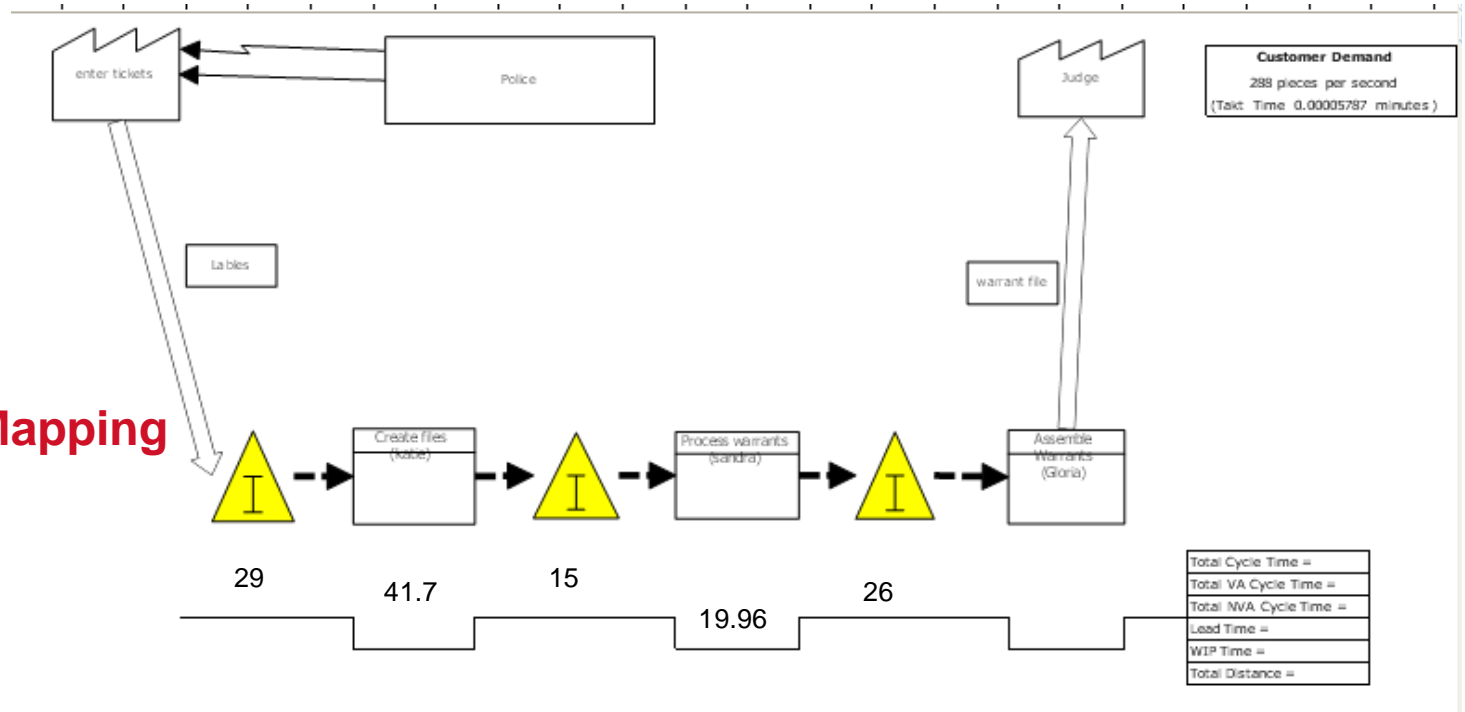
Tools

Process Mapping



Tools

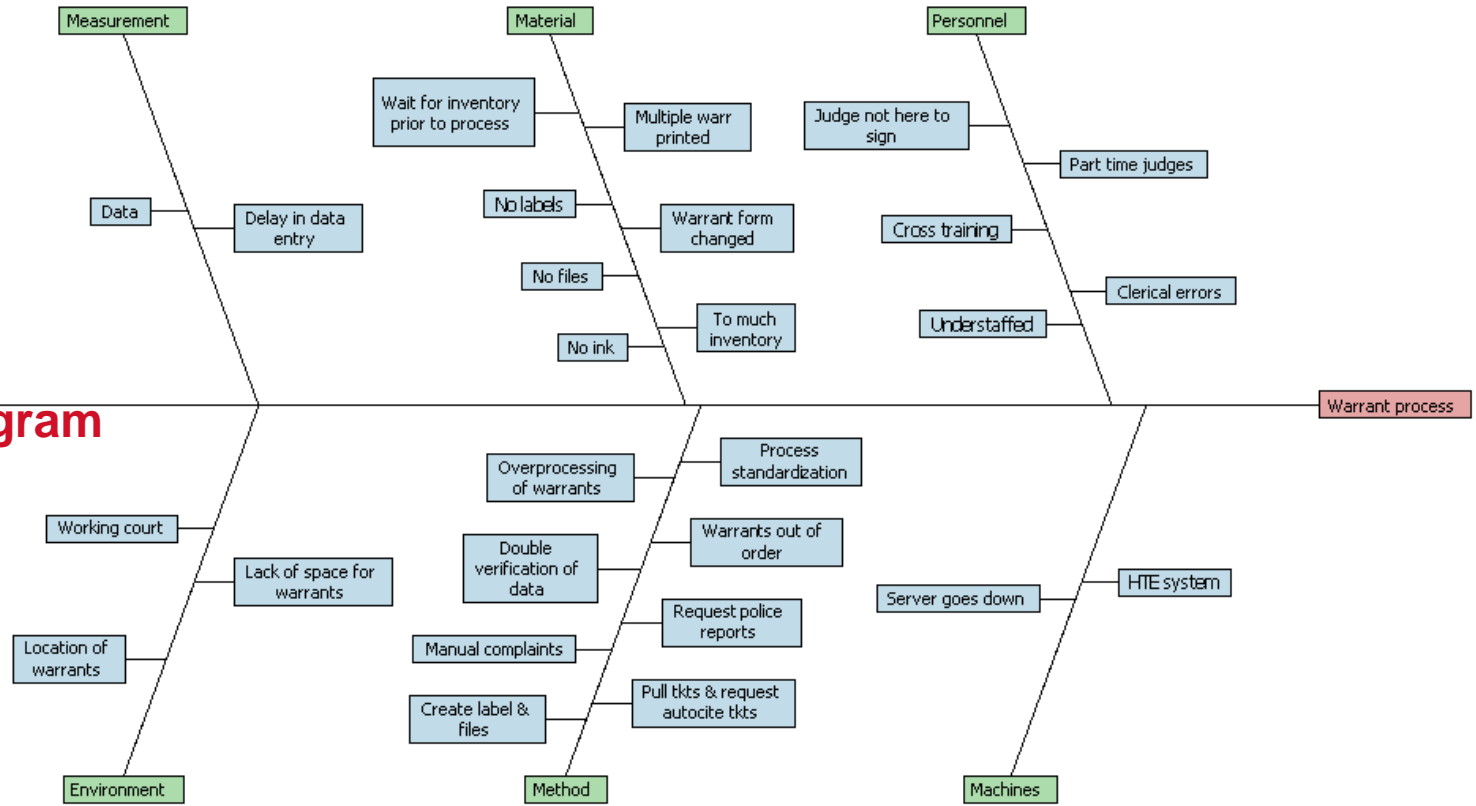
Value Stream Mapping



•Our lead time is 70 days.
 •Our cycle time is 132.40 seconds.

Tools

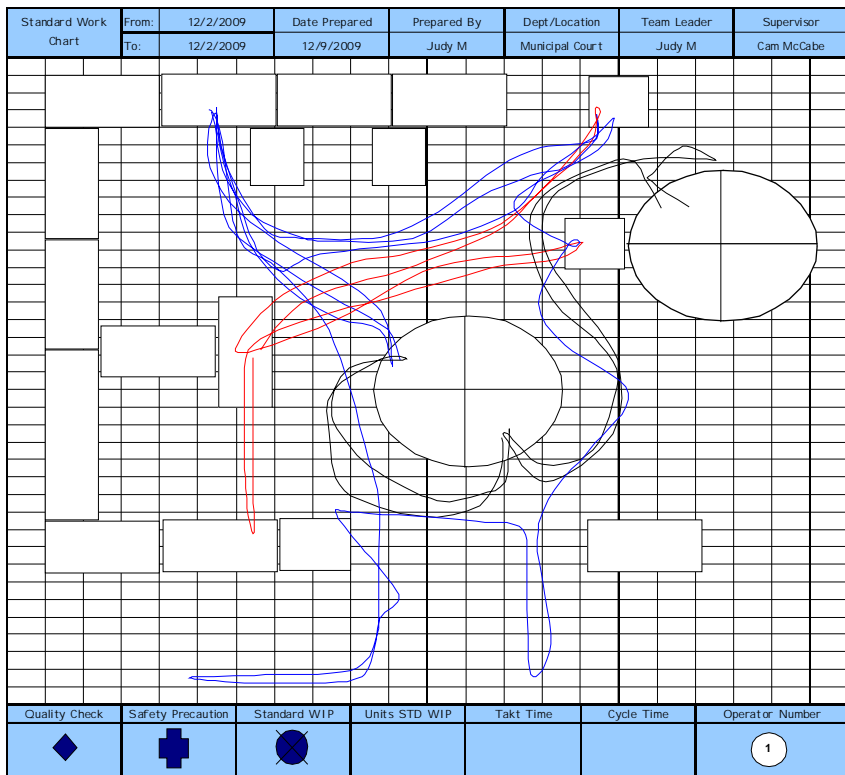
Fish Bone Diagram



Tools

YX Summary

Spaghetti Diagram



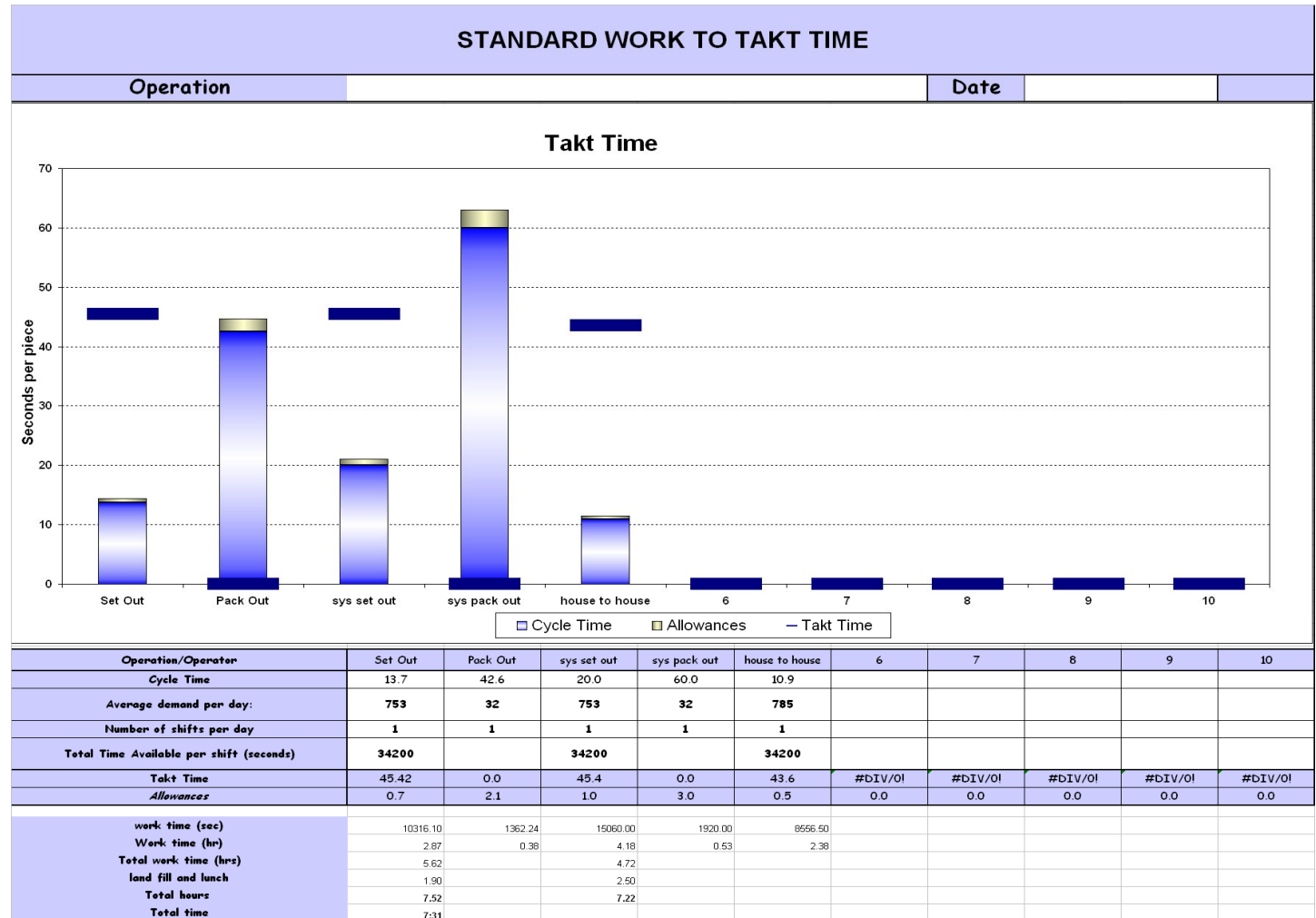
Process:	Improve Warrant Process
Date:	11/4/2009

Output Variables	
Description	Weight
On Time Warrants	9

Input Variables	
Description	Ranking
Process Flow	81
Waiting for Inventory Prior to Process	81
Create Lable Files	81
Manual Complaints	81
THE System (Program)	81
Understaff	81
Double Verification of Data	63
Over Process of Warrants	63
Part time Judge	45
Absent Judge	45
Training/Cross Training	45
Clerical Error	45
Process Standardization	45
Working Court	45
Warrant Form	45
Location of Warrant	45
PD Reports	45
Pull Tickets	45
Autosite	45
Multiple Warrants	32
Server Out of Order	27
Delay in Data Entry	27
No Files	9
No Ink	9
No Labels	9
Incorrect Data	9
Lack of Space	27

Tools

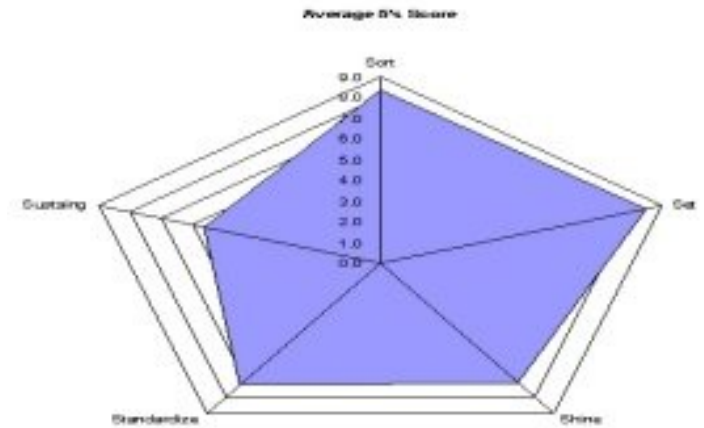
TAKT Time and Cycle Time



Tools

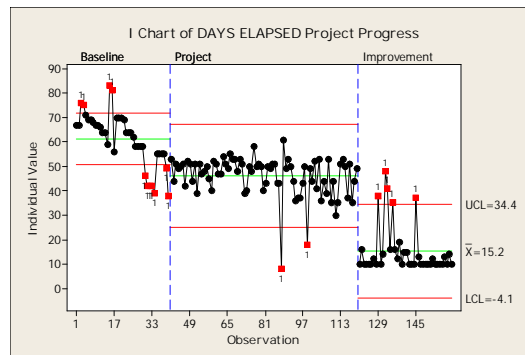
Six Sigma Process Control Plan												
Process Name: Support Request Process			Project #:			Sheet #:			Page: 1 of 1			
Customer: Client of Job			Approved by:			Date:			Reviewed by:			
Location: West Valley Service Center			Approved by:			Date:			Reviewed by:			
Area: City of Davis			Approved by:			Date:			Reviewed by:			
Process	Subprocess Step	CR	Specification (Acceptance)	Typical Cause	Measurement Method	Sample Size	Frequency	Who Measures	When Measured	Where Measured	How Measured	Control/Reaction
Customer In	Call Center Interaction		Response time of 15 minutes	Call center staff	Call center	100%	Every call	Call center staff	Every call	Call center	Call center	Call center staff
Emergency	Emergency response		Response time of 15 minutes	Call center staff	Call center	100%	Every call	Call center staff	Every call	Call center	Call center	Call center staff
Search	Search for information		Response time of 15 minutes	Call center staff	Call center	100%	Every call	Call center staff	Every call	Call center	Call center	Call center staff
Call Center	Call center interaction		Response time of 15 minutes	Call center staff	Call center	100%	Every call	Call center staff	Every call	Call center	Call center	Call center staff
Work Area	Work area interaction		Response time of 15 minutes	Call center staff	Call center	100%	Every call	Call center staff	Every call	Call center	Call center	Call center staff
Support	Support interaction		Response time of 15 minutes	Call center staff	Call center	100%	Every call	Call center staff	Every call	Call center	Call center	Call center staff

Process Control Plan



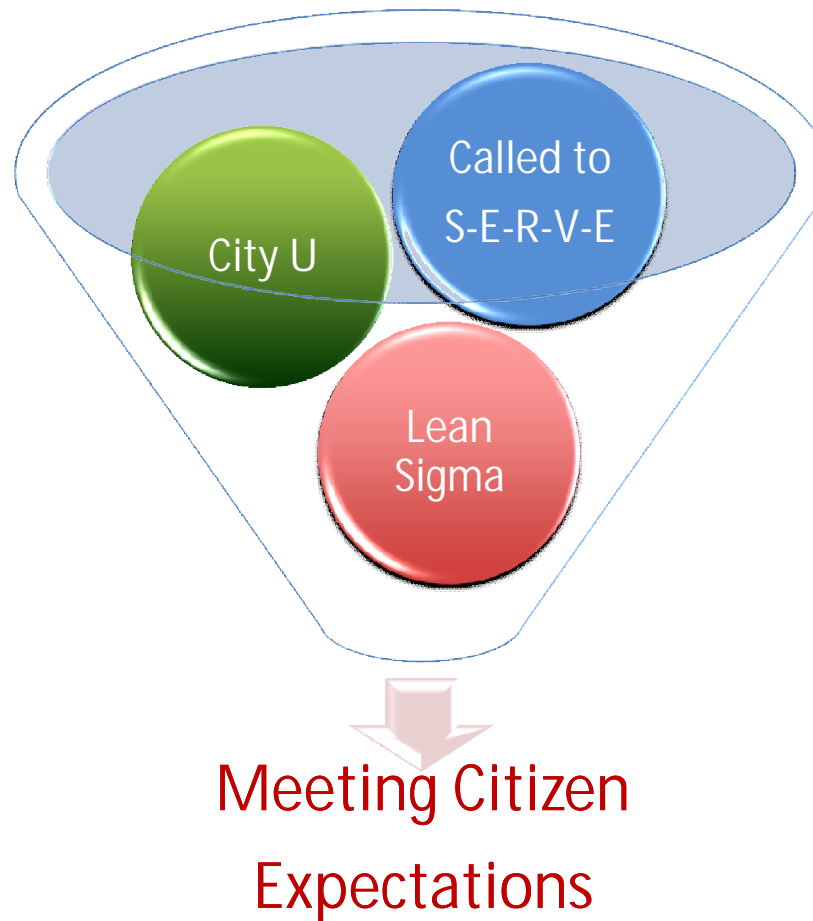
5S

Visual Management



Statistical Process Control

When it all comes together...



Questions/Comments?

Additional Information...



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