2018 Lean Leaders Cohort

February 16th 2018
Agenda

- A3 Report Presentations

Break

- Recognition Event Items
- Moving Forward
In-House Design Miscellaneous Process

<table>
<thead>
<tr>
<th>Name of Project:</th>
<th>In-House Design / Miscellaneous Process Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsor:</td>
<td>Edgar Garcia</td>
</tr>
<tr>
<td>Champion:</td>
<td>Chris Harder</td>
</tr>
<tr>
<td>Process Owners:</td>
<td>Multiple (7 sub process owners)</td>
</tr>
</tbody>
</table>

**1. Problem Statement / Elevator Speech**

Our team is working to better understand the Water Department’s In-House Design / Miscellaneous Project process by working with stakeholders and the development customers directly. We hope to identify and reduce sources of wasted time and customer frustration in order to provide quicker service, more efficient hand-off’s, and better visibility into the process as it progresses.

**2. Current State Overview**

![Current State Overview Diagram]

**3. Analyze the Problem**

![Analyzing the Problem Diagram]

**4. Determine and Validate Root Cause**

![Determining Root Cause Diagram]

**5. Brainstorming - Suggested Solutions**

*Internal Stakeholder Feedback*

**TOP 3 CAUSES**

1. Staffing levels
2. Organizational decisions – multiple touchpoints
3. Lack of technology

**6. Quick Wins**

The Field Operations Warehouse would occasionally run out of large meters (3”+), which resulted in 2 types of waste:

1) Contractors waiting for a meter to arrive
2) Added cost in expedite fee’s for the meter

We identified a point in the process where a simple communication could be made between Water Development and the Field Operations Warehouse to notify that a meter would be required. This ensures that the meter would be available when needed.

**7. Project Saving & Measures**

**29.4**

Potential Project Days Reduced

Benchmark of Task Duration

**8. Next Steps**

- Develop Key Performance Indicators (KPI’s)
- ERP / PeopleSoft Training
- Discovery of Reasonable Sub-Process Duration
- Recommend threshold for reconciliation
- SOP Development
- User Access Review for all Software Platforms
- Sub-process Accountability

**Kaizen of:**

- Application Sub-Process
- Account Setup Sub-Process
- Construction and Inspection Sub-Process
- “As-Built” Documentation Sub-Process
**NEZ Application Process**

### CURRENT CONDITION

1. **Problem Statement**
   Neighborhood Empowerment Zone (NEZ) application certification time has increased from an advertised 10 to 14 days to 52 days, causing customer complaints concerning the effectiveness of the program.

   **Related Service Area:** NEZ Program: Neighborhood Services and Planning and Development

2. **Current Process Overview**

3. **Analyze the Problem**
   Data shows process time has increased from 14 business days to 52 business days in the past five years.

4. **Determine and Validate Root Cause**
   - **Root causes**
     - Lack of dedicated staff for review/certification
     - Customer error in document submittal
   - **Other causes**
     - Response times from neighborhood associations and council members
     - Knowledge of program

### TRACKING IMPLEMENTATION & NEXT STEPS

5. **Brainstorming - Suggested Solutions**
   - Identified all process touch points to validate the need for each.
   - Analyzed the inputs and outputs of the deliverables to have a comprehensive understanding of the overall process.
   - Explored the effectiveness of all current application document language.
   - Review of other municipality applications and processes

6. **Quick Wins**

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Assigned To</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Document Review – Update application documents and compile into one comprehensive packet.</td>
<td>Planning and Development &amp; Neighborhood Services</td>
<td>All documents revised. Review in March before launch to take program changes into consideration.</td>
</tr>
<tr>
<td>On-line application and workflow creation</td>
<td>Planning and Development CS, IT &amp; Neigh. Services</td>
<td>Currently being created</td>
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<tr>
<td>Streamlined review by administrative staff and neighborhood groups will save time with processing</td>
<td>Planning and Development &amp; Neighborhood Services</td>
<td>Completed February 2018</td>
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</table>

7. **Project Savings & Measures**

<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
<th>Annual Hr. Savings</th>
<th>Annual $ Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>416 hours to process NEZ applications to certification</td>
<td>120 hours to process</td>
<td>25,752 hours saved on an average of 87 certified applications per year.</td>
<td></td>
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<tr>
<td>Applicants spend an average of 2 hours waiting &amp; $15.00 on parking to turn in an application in person</td>
<td>Online application will eliminate wait and parking</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. **Insights & Next Steps**
   - **Insights**
     - Receiving client feedback from stakeholder meetings
     - Collaborative study of process from views of intake, program reporting and no experience with program
     - Revising the process can save thousands of hours
   - **Next Steps**
     - Revise SOP’s to reflect changes
     - Monitor effectiveness of process changes
     - Continue meeting to identify future process improvements

**The LEAN Team**
Fleet Acquisition Process

1. **Problem Statement**
   Over the last five years it took an average of 544 days to complete the acquisition and delivery of vehicles/equipment budgeted annually to replace outdated citywide fleet. Delayed acquisition of fleet is costly due to increased maintenance costs of operating outdated equipment & due to overtime price increases of units.

   Related Service Area: Reported under the Fleet Acquisition, Disposition & Fuel Service Area.

2. **Current State Overview**
   ![Graph showing average # of days to complete fleet acquisition](image)

3. **Analyze the Problem**
   - # of days: 502
   - # of Steps: 62
   - Fleet Buyers: 1

4. **Determine and Validate Root Cause**
   - Root Cause – Communication
     - Expectations are not communicated clearly
     - Everyone’s understanding of overall process
     - Define roles of parties involved in order to complete steps timely
   - Other Causes
     - People
     - Staffing Levels
     - Unstable process

5. **Brainstorming - Suggested Solutions**
   1. Categorized root causes to be addressed in the short-term & long-term
   2. Prioritized root causes to be addressed in the short term
   3. Recommended solutions to be implemented in the short-term
      - Change the order of the steps mapped to improve on-time delivery (Setup Reduction)
      - Consolidated steps in the process to reduce processing time and paperwork
      - Consolidated multiple reports into one to reduce review and approval time
      - Set expectations clear for departments during fleet replacement meetings
      - Created reports for management to track acquisition progress and enforce accountability

4. **Quick Wins**
   - Action Item: Established New Procurement Process for Cooperative Agreements
     - Assigned To: Purchasing
     - Date Completed: 1/10/18
   - Action Item: An experienced buyer was assigned to Fleet following 3 different buyers assigned over the last 3 months
     - Assigned To: Purchasing
     - Date Completed: 1/17/18
   - Action Item: Participation from purchasing staff to provide feedback and explain their processes (educational for both Fleet and Purchasing staff)
     - Assigned To: Eliana Guevara
     - Date Completed: 1/19/18
   - Action Item: Created checklist for EPR development & created one consolidated approval form for the overall process
     - Assigned To: Chris Bartley
     - Date Completed: 1/22/18

6. **Project Savings & Measures**

7. **Insights & Next Steps**
   - Continue developing standard procedures for the different steps of the process
   - Gemba Walk
   - Capture best practices in SOPs
   - Customer Survey

   **Current State**
   - Average # of days to complete fleet acquisition process
   - # of Steps
   - Fleet Buyers

   **Future State**
   - At least 60 days
   - # of Steps
   - Fleet Buyers

   **Annual Savings**
   - Average of 35% of vehicles purchased over budget

   **Annual $ Savings**
   - $50K in overages citywide (without offsetting savings)

   **Went Well / Helped**
   - Feedback from customer departments
   - Document standard procedures for the rest of the process to identify areas of improvement in order to reduce time.
1. Problem Statement

Police department assets are purchased and deployed into the department without proper cross functional communication which allows asset management (AM) to add the items to the inventory database. The resulting impact: AM does not have a comprehensive inventory to use as a tool to plan on equipment end of life cycles, which effects proper planning for equipment, goals, and resources.

2. Current State Overview:
   Start - need is identified
   End - AM is notified of item

• Dark orange lines illustrate 5 possible notification paths.
• FWPD General Orders state all purchases approved, all donations and all delivered equipment over $1,000 must be reported to AM.

3. Goal:
   Increase compliance with FWPD General Orders 509.03 C1, C and D.

4. Determine and Validate Root Cause:
   • Lack of notifying AM.
   • Databases don’t talk.
   • Field not using PAF form.
   • Lack of communication between divisions/units.

5. Brainstorming - Suggested Solutions

Revise purchasing authorization form (PAF).
Create routing steps for PAF.
Make PAF electronic and capable of migrating into Needs Assessment database.
Export PAF and import into AM inventory.

6. Quick Wins

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Assigned To</th>
<th>Date Completed</th>
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</thead>
<tbody>
<tr>
<td>PAF initiators held accountable</td>
<td>Requesting party</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Updating SOPs to include notification</td>
<td>Finance and Procurement</td>
<td>February 22, 2018</td>
</tr>
<tr>
<td>Implementing electronic form/database</td>
<td>Information Technology</td>
<td>February 22, 2018</td>
</tr>
</tbody>
</table>

7. Project Savings & Measures

Increase compliance with FWPD General Orders which states; all purchases approved, all donations and all delivered equipment over $1,000 must be reported to Asset Management.
• Decreases process time by 50%
• Doubles the accuracy of inventory reports
• Increases the Chief(s) acuity of existing inventory

8. Insights & Next Steps

Went Well / Helped
Team combined 4 processes into one in order to identify notification gaps.
Team developed one solution that works for all parties.

Future Tasks/Project(s)
Collect data from procurement, grants and asset forfeiture to reconcile databases.
Create missing data baseline from the City’s data and create new improvement targets.
1. Problem Statement
The Environmental Protection Fund provides funding to the Code Compliance Department’s Environmental Quality Division to cover operations and capital improvement projects that are within the designated use of the fund. Although the population of the City of Fort Worth has increased 79% since 1996 (U.S. Census Bureau, 1996-2016), the Environmental Protection Fee (EPF) revenue has only increased approximately 2%. Since there is no process map currently in place, Code Compliance Department would like to map and standardize the process and identify areas of opportunity to improve the EPF collection process.

2. Current State Overview

3. Analyze the Problem

4. Determine and Validate Root Cause

5. Brainstorming

6. Quick Wins

7. Project Savings & Measures

8. Insights & Next Steps
By engaging in the Lean methodology, effective interactive interdepartmental collaboration was achieved by determining the current state of the Environmental Protection Fee Collection Process. By working together to map the current process the team realize the individual contributions and how it impacts the process as a whole. As a result, Areas of Opportunity were identified and will be further explored in order to maximize revenue.
1. Problem Statement
With the current process we are able to provide assistance to 1 customer per minute or 60 per hour, but when the number of visits goes over, the process starts slowing down. The line of vehicles goes all the way down to the street creating unsafe conditions when vehicles are making U turns to get to line. On busy days customers have to wait too long to get to the check in point. It is hard to get in or get out from the facility when vehicles are blocking the entrance.

2. Current State Overview

3. Analyze the Problem
By analyzing the Pareto Charts, for 60% Value Stream Mapping & observation of the current process the team has determined that:
1. Old Hemphill Drop Off Station is the most busiest Drop Off Station with more than 100 visits on peak hours.
2. With a current process, the employees are able to provide service from 60 to 85 customers per hour, but when this facility is crowded more than 50 customers per hour, the current process starts getting too long.
3. The team identified three vital causes of the problem by using the Fishbone Diagram:
   - 1st. People
   - 2nd. Process
   - 3rd. Equipment

   The team identified three vital causes of the problem by using the Fishbone Diagram:
   - 1st. People
   - 2nd. Process
   - 3rd. Equipment

4. Determine and Validate Root Cause
The team identified three vital causes of the problem by using the Fishbone diagram:

   a. People: The contractor assigns two drivers at this facility to feed cars to the landfill but on busy days the roll off customers are filling up quicker than the drivers are picking them up.
   b. Process: The contractor assigns two drivers at this facility to feed cars to the landfill but on busy days the roll off customers are filling up quicker than the drivers are picking them up.
   c. Equipment: The heavy equipment (RO) assigned to this facility tends to freeze up and the employees have to use the Roll Off Truck. It also contributes to fill up the containers sooner and not having a space for customers (trash).

5. Brainstorming – Suggested Implementation
5.1. Implement a Pull Up System by open two lanes on busy days
5.2. Set to the side a 30CY container for small loads
5.3. Exchange used heavy equipment between Hillshire and Old Hemphill DOS
5.4. Request extra driver from Republic on heavy busy days (total of 3 drivers)
5.5. Have a full crew (5) Equipment Operators and (1) Environmental Technician
5.6. Have a comptitor for the second lane
5.7. Track employees on the Roll Off Truck
5.8. Relocate Brush loads

6. Quick Wins
- Second computer for data entry
- Two lanes open to speed up the process
- One 30 CY container for small loads
- Roll off truck training
- Moderate training
- Over time
- Yes
- Yes
- Yes
- Yes
- Yes
- Yes
- Old Hemphill

7. Project Savings & Measures

8. Insights & Next Steps
The next step will be the completion of the standardization of the minimum weight of the roll off containers.
Excessive resources are being wasted in TPW Streets & Stormwater as field staff are faced with work delays and halted production due to unavailable materials. When work begins but cannot be completed due to the inability to obtain necessary materials, crews are forced to leave incomplete work to move onto another project. This causes traffic delays and hazards to citizens, scheduling conflicts with Tarrant County for Interlocal agreement contracts, and unmet performance goals for TPW field staff.

**Related Service Area:** Field Operations & Fiscal Administrative Staff

### 2. Current State Overview

The procurement process for obtaining new services and contract renewals are lasting up to one year. There is no clear understanding of who does what when in the procurement process.

### 3. Analyze the Problem

- Root cause of problem is lack of clear understanding and communication. This project identified the various criteria necessary and differences in types of procurement which could be considered when initiating a new requisition of requesting a renewal of an existing contract.
- Turnover in staff without clear processes in place resulted in a lack of communication and understanding. This ultimately led to expired contracts and the department being unable to procure goods and services needed for scheduled work.

### 4. Determine and Validate Root Cause

- Brainstorming consisted of the group identifying their understanding of the process and comparing those contrasting views.
- Upon identifying the process as we understood it team members worked to implement solutions they could contribute to make the process more effective and accurate.
- Field Operations management will provide quantity, product and vendor estimated for work scheduled quarterly.
- Fiscal Administrative Staff verifies capacity of existing contracts quarterly to identify any expirations/shortages prior to work start date.

### 5. Brainstorming - Suggested Solutions

- Identify division existing contracts
- Identify capacity and expiration dates of existing contracts
- Put reminder dates on calendars
- Utilize visual management to promote communication
- The new process cuts the time it takes to obtain a new contract by 60-148%.
- Implementing a contract management process within TPW results in positive outcomes for citizens, employees, and vendors.
- The new process provides added accountability to management & citizens regarding fiscal accountability.

### 6. Quick Wins

- New process
- Stockpile is maintained
- Purchase order is processed
- Purchase order is delivered
- Purchase order is paid

### 7. Project Savings & Measures

- The new process cuts the time it takes to obtain a new contract by 60-148%.
- Implementing a contract management process within TPW results in positive outcomes for citizens, employees, and vendors.
- The new process provides added accountability to management & citizens regarding fiscal accountability.

### 8. Insights & Next Steps

- This project identified the areas of training needed for fiscal administrative staff to successfully complete their roles within the procurement process.
- This project identified the need for more organized consistent communication between departmental fiscal staff and buyers assigned to assist with procurement.
- Moving forward there will be monthly departmental meetings with assigned buyer to assure that department procurement needs are being met and questions being answered.
**Street Lights - Maintenance Change Outs to LEDs**

**Recommendations & Tracking**

1. **Problem Statement:** The TPW Traffic Management division is required to provide a monthly report of all streetlight wattage change outs to Oncor. The current report does not provide the 1699 number of SLH changes from FY17 completed through routine maintenance causing TPW to be billed incorrectly by Oncor.

2. **Overview**

   **Current State:**
   - Broken process
   - Unhappy customer
   - Data entry/multiple files
   - Lack of confidence in data
   - Non utilized talent

3. **Objective**

   Improve the rate of delivery and accuracy of the streetlight maintenance data provided to Oncor by 100% using a streamlined approach for data collection and delivery.

4. **Root Cause: Material & Process**

   - Lack of information/inventory
   - No unique identifier on data
   - Clear data collection methods in place
   - Wattage Information
   - Location Information & X/Y

5. **Brainstorming & Suggested Solutions**

   - Potential Savings Based on current Tariff for 175 Watt Mercury Vapor Lamp & 0-55 Watt LED

6. **Quick Win**

   - Action Item: Updates to call taker scripts/Training on new scripts
     - Assigned To: Streetlight Lean Team Collaboration/James West
     - Date Completed: 1/29/17-1/30/2017

7. **Results & Projections**

   - Lamp Watts Schedule D Cost
     - Mercury Vapor 175 $1.57
     - LED 0-55 $0.46
     - Cost Difference $1.11

8. **Insights & Next Steps**

   - Process meeting check-ins
   - Train new staff
   - Shift to new asset management system/collection tool
   - Parking lot items

**City of Fort Worth Lean Leader Project**
### Location ID Audit Project - A3 REPORT

#### 1. Problem Statement / Elevator Speech
Currently an unknown number of accounts in the City’s water billing system have invalid location ID’s. As such, the City estimates it could spend approximately 5 hours per week researching and correcting issues associated with invalid location ID’s (LID’s). While customers are not being negatively affected by this problem, the resulting inefficiencies are draining resources that could be dedicated elsewhere. The City's current targets are to have no invalid location ID’s in the City billing system and to spend no more than 1 hour per week on researching location ID’s.

#### 2. Current State Overview
- The City’s water billing system database has invalid location ID’S for some customers
- Estimated costs to the City (staff allocation, money)
- Multiple sections within the Customer Care Division are affected

#### 3. Analyze the Problem
- SIPOC Diagram
- Process Flow Chart
- Meetings with Subject Experts
- City billing system database queries

#### 4. Determine & Validate Root Cause
- Fishbone diagram completed
- Historical errors in the City’s billing system database
- No SOP’s for LID review and validation
- No cross-functional workgroups
- City billing system database limitations
- LID creation not restricted

#### 5. Brainstorming Suggested Solutions
- Meetings with subject experts
- Multiple groups involved (Water Development, Meter Services, Customer Relations, Water IT)
- Ensure only Water Development can create new LID’s
- Form cross-functional workgroup to review invalid LID’s
- Develop SOP’s for LID review & validation

#### 6. Quick Wins
- Develop procedures for reviewing and validating LID’s
- Validate new procedures on "Cycle 21". Then adjust procedures as needed and utilize on all meter routes and cycles
- Complete review of Cycle 21 prior to MyH2O implementation
- Ensure that only Water Development can create new LID’s

#### 7. Project Savings & Measures
- Reduce LID research time and costs by 75%
- Reallocate resources/time to operate more efficiently
- Eliminate invalid LID’s from the City’s billing system

#### 8. Insights & Next Steps
- Finalize SOP’s for LID review & validation
- Periodic meetings of cross-functional workgroup to review LID’s
- Take lessons learned from the Cycle 21 review and apply to all meter routes & cycles
- Prepare the City’s billing system data for MyH2O Project

Prepared by: Steven Nutter and Stephanie Nikirk  Date: 2-15-18
Getting a Jump on Illegal Dumps

The process for investigating an illegal dump case is not clear as it could be and work is being duplicated by Code Compliance Neighborhood Investigations (NIU) and Solid Waste Division Environmental Investigations Unit (EIU). The team is exploring how the illegal dumping process can be improved to more clearly define inter-departmental duties between the Environmental Investigations and Neighborhood Investigation Units to eliminate staff from both units investigating and abating illegal dumps and reduce duplicate citations to citizens.

Current State Overview:
Staff are duplicating efforts to eradicate illegal dumping throughout the City. Issues such as inconsistent training, no current SOP and computer software interface have plagued staff with resolving this issue.

Analyze the Problem:
Some of the key processes have been eliminated and some have been added to clarify roles between NIU and EIU. Some of the factors that contribute to the problem are communication beginning with the Call Center, citizens, inter-departmental and management: training processes, lack of an updated SOP, no information materials for the public; no software interface between NIU and EIU.

Dilution of effort between the units leads to double the hours for resolving an illegal dump or improper bulk set out. Thus, the new mapping process is implemented. It is expected that the staff members will be eliminated from the initial inspection process; unverified complaints; and many of the investigations of illegal dumping and improper bulk set out are not as less than 100 pounds.

Determine and Validate Root Causes:
Some of the root causes identified during the question exercise are communication beginning with the Call Center, citizens, inter-departmental and management; training processes; lack of an updated SOP; no information materials for the public; no software interface between NIU and EIU.

Project Savings & Measures:
Currently, no steps are measured for this process. The lack of a role in the Environmental Investigations Unit is used to raise the issue. It is not being used to raise the issue.

Recommendation: All illegal dump calls, high priority calls (water, water, water management, etc.) be transferred to the Call Center. All lower priority calls be transferred to the Environmental Investigation Unit. How is the Call Center to be able to respond to these calls? The system should allow for a standard priority to be set for all calls and the same applies to the Code Compliance website. The system would save the staff more time and effort.

Current Staff: 6 Code Officers, 1 Senior Officer, 1 Supervisor
Future Staff: 10

Quarterly Savings:
Approximately 50% initial inspections

Annual Savings:
Approximately 150% initial inspections

Other unexplained savings:
approximately 20% vehicle wear and tear costs

Insights & Next Steps:
During the SARA process, staff uncovered several issues that could be streamlined: improved training program; future opportunities will save staff hours, costs and reduce citizen complaints. This project can be used for reimbursing other efforts in the Code Compliance Division. See Parking Lot issues below.
Taskforce Requests for Reimbursement

**CURRENT CONDITION**

1. **Problem Statement**
   Task Force Requests for Reimbursement are being calculated and processed inconsistently throughout the police department which means that we were not always receiving full reimbursement of overtime paid out. The process takes too much time and still does not always get sent to Carla, which makes reconciling deposits more difficult as well. The process relies upon various users memorizing the due date and method.

2. **Current State Overview**
   2 Parallel processes create Waste and inconsistencies

3. **Analyze the Problem**
   Only 60% of process was value added
   Only 57% of process was right 1st time

4. **Determine and Validate Root Cause**
   2nd process for Field Admins could not use PeopleSoft queries or FLSA OT
   Also, payroll query is inefficient

**TRACKING IMPLEMENTATION & NEXT STEPS**

5. **Brainstorming - Suggested Solutions**
   Feasible Solutions included: changing payroll query to use project number or multiple employee ID numbers; making FLSA worksheet; centralizing the process in Financial Management Unit; and, getting new projects started before MOU’s executed

6. **Quick Wins**
   Changing payroll query was not anticipated to be a quick win due to the need to work with another dept, but was completed within 15 minutes without needing any discussion or approval.
<table>
<thead>
<tr>
<th>Action Item</th>
<th>Assigned To</th>
<th>Date Completed</th>
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</thead>
<tbody>
<tr>
<td>Change Payroll Query</td>
<td>Kristina</td>
<td>February 5, 2018</td>
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</tbody>
</table>

7. **Project Savings & Measures**
   New, single process will be implemented with or before hiring of new Fiscal Compliance Analyst (previous employee quit during project). Non-Value added steps will be completely eliminated.

8. **Insights & Next Steps**
   As part of the process, we also decided to ask Grants Accounting About the possibility of allowing new projects to get running Without executed MOU’s each year in light of the fact that there Are existing executed contracts.
Water Call Center

**Problem Statement**
The Ft. Worth Water Dept. operates a 24/7, 365 days call center. These operating hours are creating inconsistencies in the delivery of quality service levels and difficulties in meeting or exceeding the 80/60 performance target during the high volume hours of 7AM-7PM, Monday-Friday.

**Overview**
With a proposed date of April 1st, 2018, the Ft. Worth Water Dept. Call Center will operate on a schedule of 7 am – 7 pm, Monday through Friday and will auto-route all emergency after-hours calls to the Field Operations 24 hrs. dispatch. This streamlined approach will allow for efficient delivery of service and a more consistent high performance level during the peak volume call periods.

**Analyze the Problem**
Began analysis of call volumes and determined service level failures consistently occurred during the operating hours of 7AM-7PM (Mon-Fri).

**Determine and Validate Root Cause**
Process begins with customers calling during peak hours and ends with an available agent providing service for the customer. Additional staff needed, however, no approval to hire additional staff.

**Brainstorming**
- Presentation
- Feedback and Recommendation
- Request for additional info.
- Meet with stakeholders

**Project Savings**

<table>
<thead>
<tr>
<th></th>
<th>Current State</th>
<th>Future State</th>
<th>Annual Hr. Savings</th>
<th>Annual $ Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday Premium</td>
<td>Eliminate</td>
<td>1360</td>
<td></td>
<td>$37,740</td>
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<tr>
<td>Shift Differential</td>
<td>Eliminate</td>
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<td>$10,660</td>
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<td>Overtime</td>
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<td>Total</td>
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<td>4943</td>
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<td>$138,400</td>
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**Modified Average Service Level 7AM-7PM (June, July, Aug)**

**Insights & Next Steps**

1. Schedule visit with the City of Arlington Dispatch to see their process for after hours
2. Second Stakeholder Meeting with FOPS
3. Review Field Operations current staffing and potential impact of additional task
4. Provide detailed scripting for Field Operations After hours process
5. Execute both Internal/External Communication Plan (Customer, Departments, City Council, CMO)
6. Execute Kaizen event (Customer Service shadow with Field Ops Dispatch for 30 days)
1. Problem Statement
Internal and external monthly parking requests are not standardized. Surface lots are by waiting list and a first come first serve basis depending on the lot. The Taylor street garage is by Roundup only. Tom much time is spent on customer service and most customers are confused.

2. Current State Overview

3. Goal
Included in the budgeting and procurement process to be able to track

4. Determine and Validate Root Cause

5. Brainstorming - Suggested Solutions
A. Use waiting list for all properties
B. Use third party app to organize parking
C. Take small steps in implementing
D. Make all first come first serve and eliminate waiting lists
E. Make everything Roundup/email.

6. Quick Wins
<table>
<thead>
<tr>
<th>Action Item</th>
<th>Assigned To</th>
<th>Date Completed</th>
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</thead>
<tbody>
<tr>
<td>Rewrite waiting list form</td>
<td>Keishia</td>
<td>01/16/2018</td>
</tr>
<tr>
<td>Rewrite orientation paperwork</td>
<td>David</td>
<td>01/16/2018</td>
</tr>
</tbody>
</table>

7. Project Savings & Measures picture

8. Insights & Next Steps
Lessons learned and future opportunities.
Travel Reimbursement Process

1. Problem Statement
Travel reimbursement process is leading to delays in reimbursement request, eligible expenses verification, and the actual reimbursement. Challenges in using the correct Rates (per diem), and organizational challenge.

2. Current State Overview
Process Map with Times

3. Analyze the Problem
From the current state map and SIPOC the team has a better view of where the bottlenecks are in the process along with superfluous/repetitive tasks, and organizational challenges.

4. Determine and Validate Root Cause
- Root causes of the problem were determined to be inconsistent/ altered document forms (along with volume of paper created), failures in proper travel training, and varying rate calculations of per diem and mileage.
- Other causes that were determined to have a meaningful impact are delays due to current BSO access and processing limitations, outdated travel directives, and advances process.

5. Brainstorming - Suggested Solutions
- Brainstorming consisted of prioritizing “Root Causes”, and analyzing “Root Cause” impact to workflow and accuracy.
- The team utilized workshops to collaborate and develop solutions and possible “Quick Wins”.
- Two “Quick Wins” were developed by the team which projected to be implemented by EOM Feb-18

6. Quick Wins
- Mass email to departments asking to stop sending/attaching unnecessary form
- Update both the Advance Requests and Expense Reimbursement Form.

7. Project Savings & Measures
- Volume of “Paper” submitted to A/P should decrease
- A/P Staff scanning time of documents should decrease
- Uniformed forms will enable A/P to process document in less time due to consistency.

8. Insights & Next Steps
By engaging in Lean tactics and tools, the team was able to collaborate effectively, and determine the true state of a process and root causes to problems. By studying the current process along with the root causes to waste, the team was able to analyze and provide resolutions that will lead to less waste.
1. Problem Statement
The utility invoicing process is fragmented, with 18 people/groups currently administering City utility accounts. This disjointed process structure has resulted in frustration for customers as well as process owners and introduces the potential for costly errors associated with the city’s 2470 utility accounts and $30 million dollar annual utility expense.

Related Service Area: PM.3.4 Utility Management

2. Current State Overview
In a macro level process map, 37 process steps were identified.

3. Analyze the Problem: We used the fishbone diagram to identify root cause

4. Determine and Validate Root Cause
Using a 5 Why’s technique 5 causes were determined to be directly linked to the problem statement.

5. Brainstorming - Suggested Solutions
In total, 15 process solutions were identified and grouped into 4 main categories:
1. Establish centralized ownership of the process
2. Re-define the process
3. Technology updates/requirements
4. Process maintenance

6. Quick Wins
- 9 quick wins
- 4 mid-term action items
- 4 long-term action items
- 4 quick wins that had been completed over the course of the project.

7. Project Savings & Measures:
- Development of an SOP (documentation of the process)
- Development of implementation plan for improvement
- Development of job description for approved position

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<th>Steps Realigned</th>
<th>Hours Re-allocated</th>
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- Defects, Waiting, Not-Utilizing Employee Talent, Transportation

PM: to establish invoices, validation requirements in consultation with PB. & PMS management & consider validation of both medical amount & units of use.

Lean Cohort 1, Yellow Belt Project