

2018 Lean Leaders Cohort



February 16th 2018



Agenda

A3 Report Presentations

Break

- Recognition Event Items
- Moving Forward

Name of Project: In-House Design / Miscellaneous Process Review

Sponsor: Edgar Garcia **Champion:** Chris Harder

Process Owners: Multiple (7 sub process owners)

Name of Lean Leader: Martin Phillips, Sheree Collins,

Tim Schwartz

Date Started:September 14, 2017Kickoff Date:September 28, 2017Current Date:February 12, 2018

Primary Customer: Development Community

In-House Design Miscellaneous Process

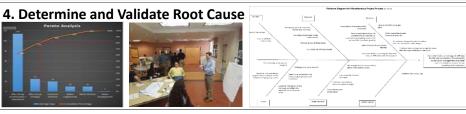
CURRENT CONDITION

L. 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.







TRACKING IMPLEMENTATION & NEXT STEPS

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 conbe 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.



Functional Existing State Map



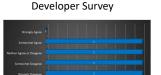
7. Project Saving & Measures

29.4

Potential Project Days Reduced



Benchmark of Task Duration



8. Next Steps

Accela

(Priority Initiative for FY19)

Develop Key Performance Indicators (KPI's)

Discovery of Reasonable Sub-Process Duration

Jser Access Review for all Software

ERP / PeopleSoft Training

Recommend threshold for reconciliation

SOP Development

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 **New 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.



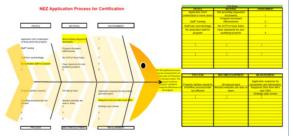
4. Determine and Validate Root Cause

Root causes

- Lack of dedicated staff for review/certification
- Customer error in document submittal

Other causes

- o 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
- Analyzed the inputs and outputs of the deliverables to have a comprehensive understanding of the overall
- Explored the effectiveness of all current application document language.
- Review of other municipality applications and processes



6. Quick Wins

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

7. Project Savings & Measures

Current State	Future State	Annual Hr. Savings	Annual \$ Savings
416 hours to process NEZ applications to	120 hours to	25,752 hours saved on an average of	
certification	process	87 certified applications per year.	
Applicants spend an average of 2 hours	Online application		
waiting & \$15.00 on parking to turn in an	will eliminate wait		
application in person	and parking		

8. Insights & Next Steps

· Revising the process can save thousands of hours

	ghts Next Ste
 Receiving client feedback from stakeholder meetings Collaborative study of process from views of intake, program reporting and no experience with Revise SOP's to reflect change Monitor effectiveness of process changes Continue meeting to identify 	• Monitor effectiven process from views of process changes

future process improvements

The LEAN Team



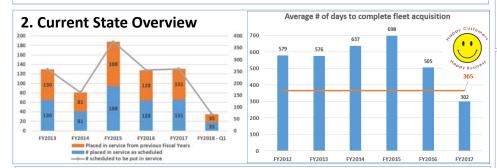
Fleet Acquisition Process

CURRENT CONDITION

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.



3. Analyze the Problem

# of days	502
# of Steps	62
Fleet Buyers	1



# of days	346
# of Steps	49
Fleet Buyers	2

TRACKING IMPLEMENTATION & NEXT STEPS

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 Continue to look for opportunities to address long term solutions

6. Quick Wins

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

7. Project Savings & Measures

Current State	Future State	Annual Savings	Annual \$ Savings
Average # of days to complete fleet acquisition process	346	At least 60 days	\$504K in overages citywide (without offsetting savings)
% of vehicles budgeted & placed in service annually	90%	-	Average of 35% of vehicles purchased over budget

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
- Other Causes

 - Staffing Levels
 - Unstable process

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8. Insights & Next Steps

- Continue developing standard procedures for
- the different steps of the process
- Gemba Walk
- Capture best practices in SOPs
- **Customer Survey**

Went Well / Helped	Future Tasks/ Project(s)
- Feedback from customer	Document standard procedures for
departments	the rest of the process to identify
- Rethinking the process order - Identifying bottlenecks	areas of improvement in order to reduce time.

A3 Report

Inventory Control - Combining and Sequencing		Team Member Names:	Leaders:	Mentors:
Site: Police Department	Date: 02/16/18	Parker, Lynch,	Parker, Jan	Ademaj, Ilir
Group: Asset Management		Moore, Ashton, Kellett	Lynch, Carmen	Luna, Leo

CURRENT CONDITION

. Problem Statement

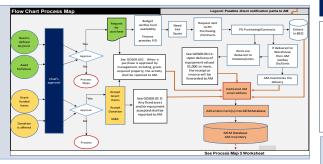


Police department assets are purchased and deployed into the department without proper cross functional communication which allows asset management (AM) to add the items to the inventory database. The resulting impact: AM does not have a comprehensive inventory to use as a tool to plan on equipment end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



TRACKING IMPLEMENTATION & NEXT STEPS

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

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

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

509.03 C1 509.03 C 509.03 D Orders

8. Insights & Next Steps

Went Well /	Team combined 4 processes into one in order to identify notification gaps.
Helped	Team developed one solution that works for all parties.
Future Tasks/	Collect data from procurement, grants and asset forfeiture to reconcile databases.
Project(s)	Create missing data baseline from the City's data and create new improvement targets.

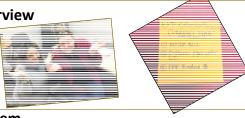
Environmental Protection Fund Review

CURRENT CONDITION

L. 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

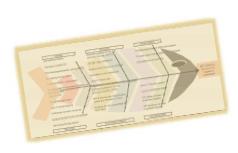


3. Analyze the Problem





4. Determine and Validate Root Cause



Fish Bone						
PEOPLE	MATERIAL	ENVIRONMENT				
Not trained properly	Different systems to run the process (Accela, CISCO)	Process steps held at different locations				
Changes in personnel	No rate class definitions	different departments				
Poor interdepartamental communication	Building Permit Forms not updated	Information is not centralized				
Not seeing the big picture	Information is not centralized					
Understaffed Env. Department	Lack of Visual Aids					
No designated Environmental Position for proc	Classification code definitions are					

PROCESS	SYSTEM/EQUIPMENT	MEASUREMENT
Lack of SOP	Different systems to run the process (Accela, CISCO)	Lack of Tracking system
No standard process	EPF & Stormwater Classification codes are different in CISCO	Lack of verification steps
Lack of formal training	Systems do not connect/talk to each other	EPF Rates not been evaluated regulary
Ordinance not been reviewed		EPF Revenue not been evaluated regulary
Building Permits Forms not updated		
Not seeing the big picture		

TRACKING IMPLEMENTATION & NEXT STEPS

5. Brainstorming









6. Quick Wins



Action Item	Assigned To	Date to be Completed					
Defining the Classification Codes	Environmental Quality	02/28/2018					
List of Industrial Accounts	Water Billing	02/28/2018					
Accounts							

7. Project Savings & Measures

Current State	Future State	Current Revenue	Future Revenue
178	Estimated	125400	252000
Industrial	600		
Accounts	Industrial		
(\$74,760)	Accounts		

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.

Improve Site Flow

CURRENT CONDITION

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 in 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 facilities when vehicles are blocking the entrance.







2. Current State Overview Fort Worth Drop Off





3. Analyze the Problem

By analyzing the Pareto Charts, the KPIs, Value Stream Mapping & observation of the current process the team has determined

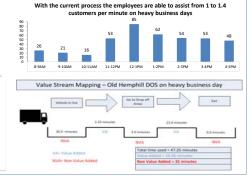
- 1-0ld Hemphill Drop off Station is the most busiest Drop off Station with more than 100 visits on peak hours.

 2- With a current process the employees are able to provide service from 60 to 85 customers per hour, but when this facility
- receives more than 85 customers per hour, the current process starts getting too slow.

 3- By using value stream mapping, the team was able to identify sources of non-value added time
- 4- The results by using the value stream mapping tool are that a customers have to wait in line from 20-30+ minutes on busy days to get to the check in point.

- 7- It is difficult for drivers and employees to get in to Old Hemphill DOS because vehicles are blocking the entrance on busy days.





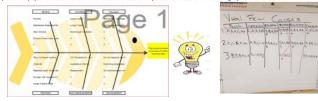
4. Determine and Validate Root Cause

The team identified three vital causes of the problem by using the Fishbone Diagram:

1st. People: the contractor assigns two drivers at this facility to haul cans to the landfill but on busy days the roll off containers are filled up quicker than the drivers are picking them up

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TRACKING IMPLEMENTATION & NEXT STEPS

5. Brainstorming – Suggested Solutions

- 1. Implement a Pull Up System by open two lanes on busy days
- Set to the side a 30CY container for small loads.
- Exchange used heavy equipment between Hillshire and Old Hemphill DOS.
 Request extra driver from Republic on heavy busy days (total of 3 drivers)
- 5. Have a full crew (5) Equipment Operators and (1) Environmental Technician.
- 6. Have a computer for the second lane.
- 7 Train employees on the Roll off Truck

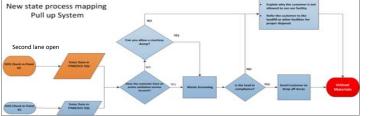
	Ferting Lift
1	Assigned Roll off Truck for Securitys
2	# of times allowed at DOS from same customer
3	Open second line
,	Have a laptop computer for the second line
	Have office #1 enter all info so driver can drop ticket and go
3	Mave a side container for bagged trash
6	Have a Roll off Truck
7	Have a Chipper for Brush and have 7 best for Mix trash.

6. Quick Wins

Goals: Eliminate, change, rearrange, combine, simplify, imagine								
Potential Loss - Quick Win Opportunity		Fact to	Cheap to	Team's	Team's gained	Implement	Implemented by:	Implemented
	ordinary important (*) important (*) Control		Control (*)	(Ves/No)			date	
Roll off Truck Training	Moderate	Training	Overtime	Yes	Yes	Ves	Mario, Michael, Travis, Brian, Marquett	11/15/17
Open a second lane	Yes	Yes	Yes	Yes	Yes	Yes	Ruben, Marquett, Michael, Travis	11/18/07
Two cumputers	Yes	Yes	Yes	Yes	Yes	Yes	Old Hemphill Team	11/18/17
Relocate Brush Loads	Yes	Yes	Yes	Yes	Yes	No	Old Hemphill Team	
Set to the side a 30CY container for small loads	Yes	Yes	Yes	Yes	Yes	Yes	Old Hemphill Team	11/18/17
5 employees DOS + 1 from ECC	Yes	Yes	Yes	Yes	Yes	Yes	Ruben	11/25/17
Exchange heavy equipment between	Mare	Man	Man	Mar.	Man	Man	Aproved by	400747



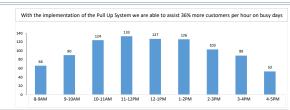






7. Project Savings & Measures

	Current State	Future State	Annual Hr. Savings	Annual \$ Savings
Customers assisted per hour	85	133		
Waiting in line (minutes)	30	3	1050	
Drivers to haul cans to the landfill	2	3		
Equipment Operators	4	5		
Environmental Technicians	0	1		
Loads sent to the landfill	5460	5240		\$17,600



Feedback for a customer that visited our facility on 11/25/2017

I took a load of assorted items to the drop-off station on Old Hemphill Road on Saturday morning about 10am. The drop off station was busy but not overcrowded. They had two lanes set up checking people in and the process was very smooth. Since it took me about 15 minutes to unload the other items, the bay I was told to unload in was no longer open so I just found an empty bay, backed up and unloaded. As usual the drop-off station was very clean, the staff was friendly and helpful and I was in and out in a very reasonable amount of time.

Soft Savings

- Employees from Old Hemphill DOS have expressed that they can provide an excellent
- customer service by not having the pressure of a long line of vehicles waiting for service. Customer satisfaction has improve with the new implementation because they do not have to wait in line (Customer Value-Added)
- Drivers and employees can easily access to the facility because there are no vehicles blocking
- the entrance.

 No more turnover at the closing time

With the new implementation the unsafe conditions with vehicles getting in line will be eliminated.





8. Insights & Next Steps

The next step will be the completion of the standardization of the minimum weight of the roll off containers sent to the landfill.



Equipment and Material Availability Process

CURRENT CONDITION

Problem Statement

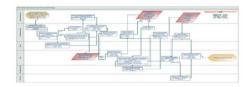
Excessive resources are being wasted in TPW Streets & Stormwater as field staff are faced with work delays and halted production due to unavailable materials. When work begins but cannot be completed due to the inability to obtain necessary materials, crews are forced to leave incomplete work to move 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

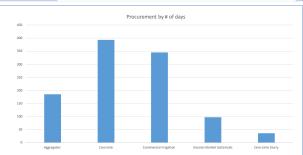


New State Overview



3. Analyze the Problem

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.



4. Determine and Validate Root Cause

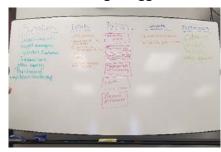
Root cause of problem is lack of clear understanding and communication. This project identified the various criteria necessary and differences in types of procurement which could be considered when initialing a new requisition of requesting a renewal of an existing contract.

Turnover in staff without clear processes in place resulted in a lack of communication and understanding. This ultimately lead to expired contracts and the department being unable to procure goods and services needed for scheduled work.



TRACKING IMPLEMENTATION & NEXT STEPS

5. Brainstorming - Suggested Solutions



Brainstorming consisted of the group identifying their understanding of the process and comparing those contrasting

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

6. Quick Wins

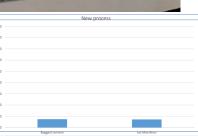
- · Identify division existing contracts
- · Identify capacity and expiration dates of existing contracts
- Put reminder dates on calendars
- Utilize visual management to promote communication

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

Division: TPW Department: Business Support & Truffic Management

Proiect Chammoon: Sam Werschley. Proiect Suonson: Elizabeth Young. Process Owner: Marisa Conlin. Lean Team: Vireil Cobb. Katy Cyt., Iames John, Jose Contreras. Doue Hoffman

CURRENT CONDITION

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.

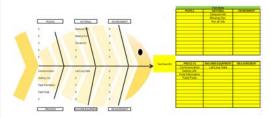
2. Overview



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



Recommendations & Tracking

5. Brainstorming & Suggested Solutions



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1.Data collection in the field

2. Quality Control/Quality Assurance of field data collection

3. Implement Department point for final QA/QC & data delivery

4. Updates to Tap Sheet Report to Oncor

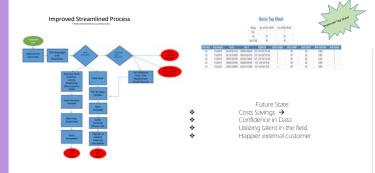
5. Tools for data collection

As part of another project initiative Traffic Management received a city wide inventory of street lights

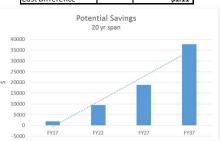
6. Quick Win

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

7. Results & Projections



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



^{*}Potential Savings Based on current Tariff for 175 Watt Mercury Vapor Lamp & 0-555 Watt LED

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

CURRENT CONDITION

TRACKING IMPLEMENTATION & NEXT STEPS

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.

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 UD review & validation

2. Current State Overview

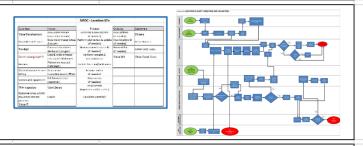
- The City's water billing system database has invalid location ID'S for some customers
- Estimated costs to the City (staff allocation, money)
- Multiple sections within the Customer Care Division are affected

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 MyH20 implementation
- Ensure that only Water Development can create new LID's

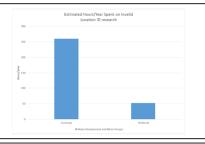
3. Analyze the Problem

- SIPOC Diagram
- Process Flow Chart
- Meetings with Subject Experts
- City billing system database queries



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 billing system



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



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 MyH20 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 abeting illegal dumps and reduce duplicate citations to children.

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 map processes have been eliminated and some have been added to clarify noise between EU and MU. Some of the factors that contribute to the problem are communication beginning with the Cell Center, citizen, inter-departmental and management, training processes, lack of an updated 50% no information materials for the public, no software interface between EU and NU.

Duplication of effort between the units leads to double the hours for recolving an illegid dump or improper busik set out. Thus, if the new mapping process is implemented, it is expected that the staff members will be eliminated from the initial impection process, unfounded complaints, and many of the investigations of litegal dumping and improper busik set out of piles less than \$500 pounds.

Determine and Validate Root Causes:

Some of the root causes identified during the Ribbone exercise are communication beginning with the Call Center, dittens, interdepartmental and management, training processes, lack of an updated SOP, no information materials for the public, no otherwiinterface between Rib and NU.





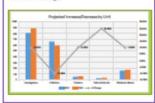


Project Savings & Measures: Currently, no KPIs are measured for this process.

Currently the bulk of Environmental Investigations Unit cases are Claus Cor Class is initidemeanors. Our team is looking valuable time that could be used lineatingsing felicinise by responding to requests for minor and false leads or information.

Recommendation: All llegal dump calls, minus high priority calls (the jor, Courcil, Sesior Management, etc.), be investigated by a Colid Officer before the case as presented to the investigated by a Colid Officer before the case as presented to the investment investigations that. This sould reduce or the investment of the control of the colid Control of the consultation should go through the call Control with a set of standard questions to be saided by the Coli Genter to determine if it in they are liegal demay or improper ball set out. The same applies to the Code Compiliance wealth. The wholes would them the distinct ancrear issuerial year on a questions to determine where this compiliant chould be matted.

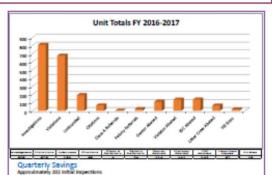
Current Staff 4 Code Officers, 1 Senior Officer, 1 Supervisor Future Staff Unchanged



Insights & Next Steps

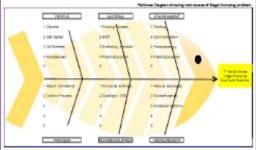
During the USAN process, staff uncovered several losses that impede a streamlised lilegal dumping program. Future opportunities will save staff hours, feel constrand indicate offices complaints. This project can be a catalyst for streamlining other duplicate efforts in the Code Compliance Division. See Perking Let assure below:





Annual Savings
Agenativasely 80% initial inspections
B/J Unbounded Violations
Hus unknown salary, fuel and vehicle wear- and-tear savings.





Taskforce Requests for Reimbursement

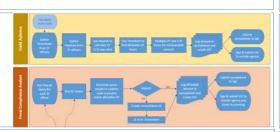
CURRENT CONDITION

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



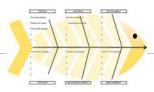
3. Analyze the Problem

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

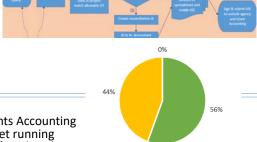
6. Quick Wins

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.

Action Item	Assigned To	Date Completed
Change Payroll Query	Kristina	February 5, 2018

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

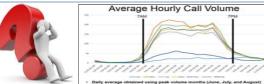
As part of the process, we also decided to ask Grants Accounting About the possibility of allowing new projects to get running Without executed MOU's each year in light of the fact that there Are existing executed contracts.

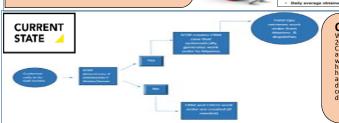
Water Call Center

CURRENT CONDITION

Problem Statement

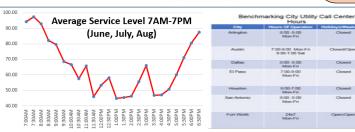
The Ft. Worth Water Dept. operates a 24/7, 365 days call center. These operating hours are creating inconsistencies in the delivery of quality service levels and difficulties in meeting or exceeding the 80/60 performance target during the high volume hours of 7AM-7PM, Monday-Friday.





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 auth-route all emergency afterhours 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 operating hours and ends with an available agent providing service for the customer. Additional staff needed, however, no approval to hire additional staff.





TRACKING IMPLEMENTATION & NEXT STEPS



Project Savings

Project	Javiligs			Modified Average Service Level 7AM-7PM
Current State	Future State	Annual Hr. Savings	Annual \$ Savings	(June, July, Aug)
Holiday Premium	Eliminate	1360	\$37,740	90.00 80.00 70.00 60.00
Shift Differential	Eliminate	340	\$10,660	50.00 40.00 30.00 20.00
Overtime	Reduce Spending	3243	\$90,000	10.00
Total		4943	\$138,400	7:00AM 7:30AM 8:00AM 8:30AM 9:30AM 10:00AM 10:00AM 11:30PM 12:30PM 12:30PM 13:30PM 2:30PM 2:30PM 2:30PM 5:30PM 6:30PM 6:30PM



Meeting with

1. Schedule visit with the City of Dispatch to see their process for after hours

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

event (Customer Service shadows with Field Ops Disnatch for 30

6. Execute Kaizen



FUTURE

STATE









	Monthly Parking Standardization			Leaders:	Mentors:
A3 Report	Site: TPW/Parking Services	Date: 02/01/18	Lora Carlson, Keishia	Carlson, Lora	Elliott, Peter
	Group: Garages	Standardization	Franklin, David Pierce		Amethyst

CURRENT CONDITION

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.

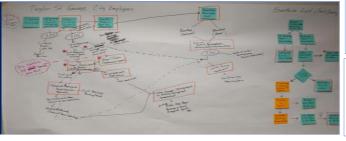
2. Current State Overview



3. Goal

Included in the budgeting and procurement process to be able to track

4. Determine and Validate Root Cause



TRACKING IMPLEMENTATION & NEXT STEPS

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

6. Quick Wins

Action Item	Assigned To	Date Completed
Rewrite waiting list form	Keishia	01/16/2018
Rewrite orientation paperwork	David	01/16/2018

7. Project Savings & Measures picture



8. Insights & Next Steps

Lessons learned and future opportunities.

Travel Reimbursement Process

CURRENT CONDITION

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 were 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.



TRACKING IMPLEMENTATION & NEXT STEPS

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 resolutions 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.

Action Item	Assigned To	Date Completed
Mass to Departments	Cathy Simpson-A/P Payroll Supervisor	currently being updated, ETA 2/16
Form Updates	A/P Group- Treasury	currently being created. ETA 2/28/16

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.

Current State	Future State	Annual Hr. Savings	Annual \$ Savings

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.

Utility Invoicing Process: Sam Steele, Forrest Brown, Morgan Hix

Lean Cohort 1, Yellow Belt Project

CURRENT CONDITION

1. Problem Statement

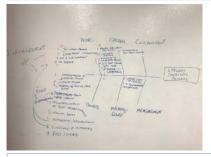
The utility invoicing process is fragmented, with 18 people/groups currently administering City utility accounts. This disjointed process structure has resulted in frustration for customers as well as process owners and introduces the potential for costly errors associated with the city's 2470 utility accounts and \$30 million dollar annual utility expense. Related Service Area: PM.3.4 Utility Management

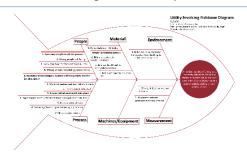
2. Current State Overview

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.

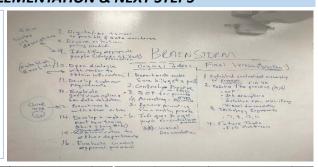


TRACKING IMPLEMENTATION & NEXT STEPS

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 guick wins
- · 4 mid-term action items
- 4 long-term action items
- 4 quick wins that had been completed over the course of the project.

Potential Laws - Quit With Opportunity	(City Dept.)	Inglementation Tech	Win Connections		try Dept 3	Implemented (Date)	Implementation Task	Completion (Date)
 Establish Denership a: ENG/W Bill-paymen 	PMD, PBD, PMS	PMO to set meeting of Directors of PMO, PBD, & FMS to determine appropriate responsibility shifts		Update of Cortrol	PMD	During Project	Update of Utility Control Document to include alpha- numenc listing by tab of all active City energy & water	During Project
t. Establish Ownership b. 1. FSD, FMS, 4.FM	PMOAPEO	PMD to reliate process of absorbing electricity payment functions from PSD & FMS (natural gas after new ten)		Document	100	2000	utility accounts.	F-YORKET
2. Redefine Process. a. As-is 30Ps	Lean Team	PMO, PBO, & FMS process owners to deliver written procedures for their monthly utility shooce responsibilities		Filing Improvement	PMO	During Project	Revision of 021-Utilities file structure to include City energy & water utility providers by fiscal year for ease of-	During Project
2 Redefine Process to Juli Descriptions	PMD	PMD to breaker jets descriptions with HRD and initials reclassification of purolions (after above SDPs review)					selesence	
2 Reddine Process d New Process Map	Lean Years	PMO, PSO, & FMS process owners to establish new map with necessary swins larse changes (after approvals granted)		Realignment of invoicing	PMO			During
2 Nestrine Process 1 Approve Process	FMD & P60	PMO to revisit approval process after transfer of responsibilities from PSO & FMS		information	Page 1	During Project	all invoicing to be received by (Q1-Utilities directly	Project
3. Technology Updates is Digital Records/Bib		PMD to ensure digital capture and storage of original revocing from energy oblig windows.					5 11 5 2 5 5	
4 Process Martenare a Records flatertion	PMD	PMD to establish records retention process in consultation with CSO. & CAO staff regardings specific requirements		Standardization of ACCT Change	PMD	During Project	Standardization of Account Change Request Process across all City energy & Water stilty customer-	During Project
A Process Marriemens d Best Practices Servi		PMO to continue engagement with other cities as regards then utility administration best practices.		V-100			departments.	T TORNAL

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 •

Staff Involved	Steps Eliminated	Steps Realigned	Hours Re-allocated	Waste Eliminated
11	5	19	10	Defects, Waiting, Not-Utilizing Employee Talent, Transportation

Improvement Opportunity	Easy to	Fast to Implem	Cheap	Within Team's	Benefit s will	Implement	implemented by:	Implemented	plemented Implementation Task	
	(4)	(4)	(~)	(~)	(✓) (Yes/No) (City Dept.)	(City Dept.)	(Date)		(Date)	
Redefine Process: Level of Validation				*	*	Yes	PMD, PBD, FMS	PMD to establish invoice validation require consultation with PBO- & FMS-manageme validation of both invoice amount & units of		