

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, 2017
Kickoff Date: September 28, 2017
Current Date: February 12, 2018
Primary Customer: Development Community

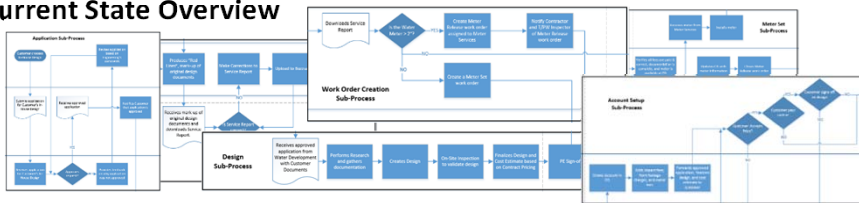
In-House Design Miscellaneous Process

CURRENT CONDITION

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

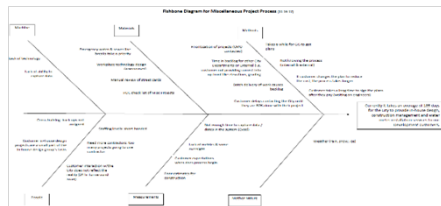
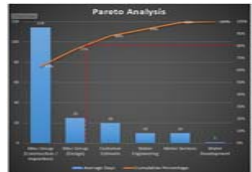


3. Analyze the Problem



UOM	WA/VE	By	Assigned	Address	Application	Date Sent to Meter	Date Returned From Meter	Days at Meter	Days at Water Engineering
187740	WA	MH	MH	3888 Highway 401A Dr	2/22/2018	2/22/2018	2/24/2018	2	3
854560	WA	RT	RT/CC	4800 Lake Way	6/24/2018	6/18/2018	6/23/2018	5	1
336768	WA	RS	RS/CC	3025 North Fury	2/12/2018	2/12/2018	2/12/2018	0	1
232422	WA	MH	MH	3840 W Victory Blvd	2/12/2018	2/12/2018	2/12/2018	0	1
15476	WA	IS	IS	702 Houston St	2/12/2018	2/12/2018	2/12/2018	0	1
648258	WA	CR	CR	2209 W Tarrant Pkwy	4/23/2018	4/23/2018	4/23/2018	0	1
27882	WA	CR	CR	2982 Tropic Ave	8/18/2018	8/18/2018	8/18/2018	0	1
174820	WA	MH	MH	2982 Handley Edenville Rd	8/29/2018	8/29/2018	8/29/2018	0	1
660966	WA	MH	MH	3882 W 10th Street NE	8/14/2018	8/14/2018	8/14/2018	0	1
860434	WA	CC	CC	3829 Edwards Ranch Rd	8/9/2018	8/9/2018	8/9/2018	0	1
848368	WA	CC	CC	1777 Woodridge Ave	2/22/2018	2/22/2018	2/22/2018	0	1
170518	WA	MH	MH	4800 East Fury	4/26/2018	4/26/2018	4/26/2018	0	1

4. Determine and Validate Root Cause



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

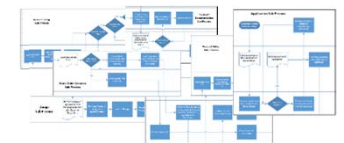
The Field Operations Warehouse would occasionally run out of large meters (3" >), which resulted in 2 types of waste:

- 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 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.



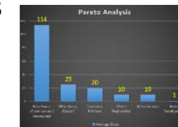
Functional Existing State Map



7. Project Saving & Measures

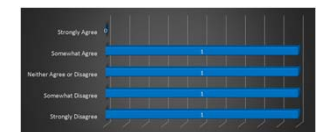
29.4

Potential Project Days Reduced



Benchmark of Task Duration

Developer Survey



8. Next Steps

Develop Key Performance Indicators (KPI's)

Accele (Priority Initiative for FY19)

ERP / PeopleSoft Training

Discovery of Reasonable Sub-Process Duration

User Access Review for all Software Platforms

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.



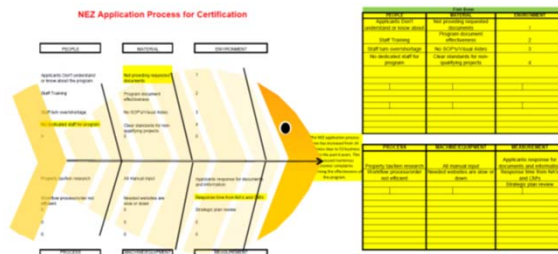
4. Determine and Validate Root Cause

Root causes

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

Other causes

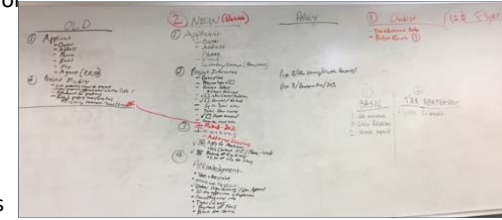
- Response times from neighborhood associations and council members
- Knowledge of program



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

Action Item	Assigned To	Date Completed
Document Review – Update application documents and compile into one comprehensive packet.	Planning and Development & Neighborhood Services	All documents revised. Review in March 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 certification	120 hours to process	25,752 hours saved on an average of 87 certified applications per year.	
Applicants spend an average of 2 hours waiting & \$15.00 on parking to turn in an application in person	Online application will eliminate wait and parking		

8. Insights & Next Steps

Insights	Next Steps
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Revise SOP's to reflect changes • Monitor effectiveness of process changes • Continue meeting to identify future process improvements

The LEAN Team



Fleet Acquisition Process

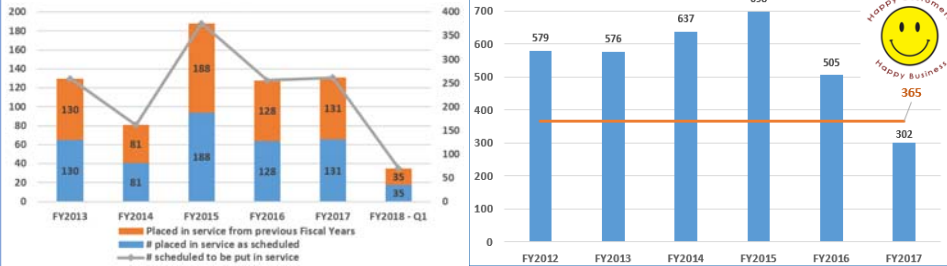
CURRENT CONDITION

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



3. Analyze the Problem

# of days	502	# of days	346
# of Steps	62	# of Steps	49
Fleet Buyers	1	Fleet Buyers	2

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



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	Assigned To	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 months	Purchasing	1/17/18
Participation from purchasing staff to provide feedback and explain their processes (educational for both Fleet and Purchasing staff)	Eliana Guevara	1/19/18
Created checklist for EPR development & created one consolidated approval form for the overall process	Chris Bartley	1/22/18

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

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)
<ul style="list-style-type: none"> - Feedback from customer departments - Rethinking the process order - Identifying bottlenecks 	Document standard procedures for the rest of the process to identify areas of improvement in order to reduce time.

A3 Report	Inventory Control - Combining and Sequencing		Team Member Names:	Leaders:	Mentors:
	Site: Police Department Group: Asset Management	Date: 02/16/18	Parker, Lynch, Moore, Ashton, Kellett	Parker, Jan Lynch, Carmen	Ademaj, Ilir Luna, Leo

CURRENT CONDITION

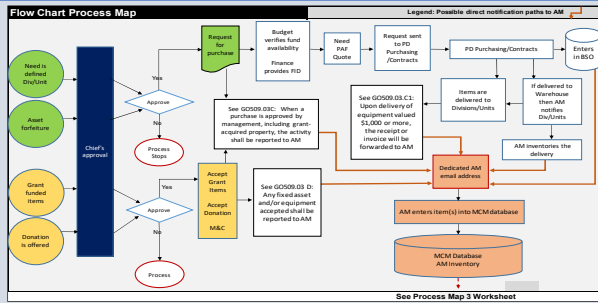
1. Problem Statement

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

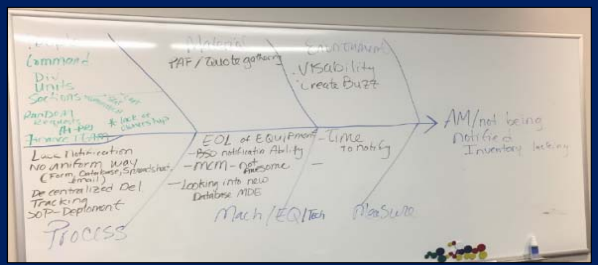
- Dark orange lines illustrate 5 possible notification paths.
- FWPDP General Orders state all purchases approved, all donations and all delivered equipment over \$1,000 must be reported to AM.



3. Goal:
Increase compliance with FWPDP 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 FWPDP 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.

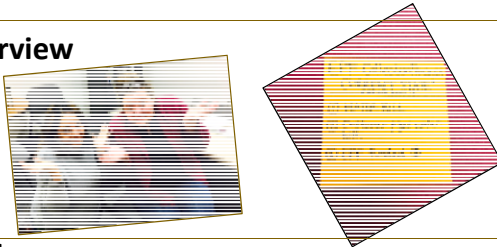
Environmental Protection Fund Review

CURRENT CONDITION

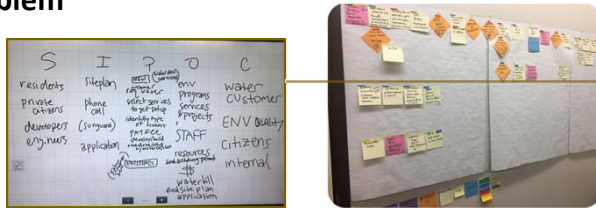
1. Problem Statement

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.

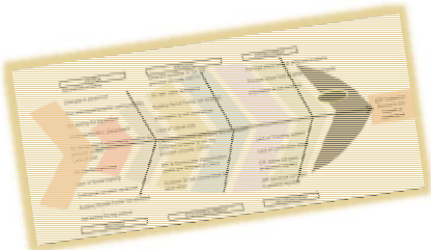
2. Current State Overview



3. Analyze the Problem



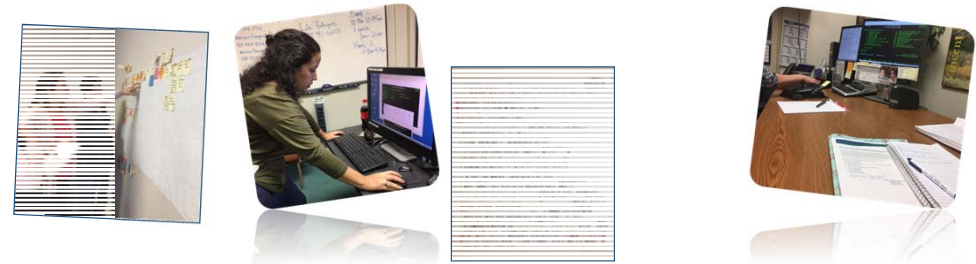
4. Determine and Validate Root Cause



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 interdepartmental communication	Building Permit Forms not updated	Information is not centralizrd
Not seeing the big picture	Information is not centralizrd	
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 regularly
Ordinance not been reviewed		EPF Revenue not been evaluated regularly
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

7. Project Savings & Measures

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

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

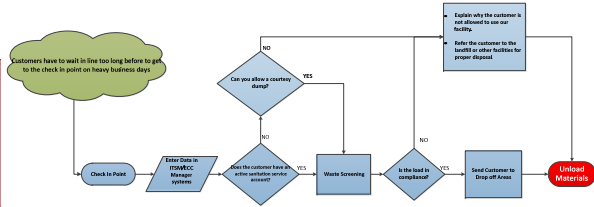
CURRENT CONDITION

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.



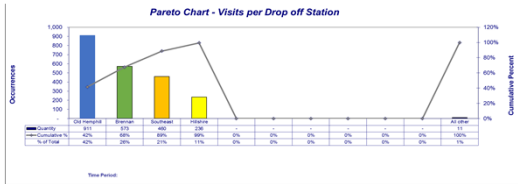
2. Current State Overview



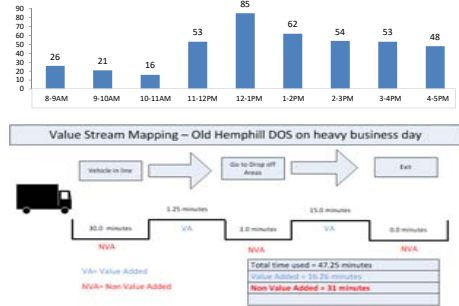
3. Analyze the Problem

By analyzing the Pareto Charts, the KPIs, 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 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 customer has to wait in line from 20-30+ minutes on busy days to get to the check in point.
- 5- The drivers from Republic (contractor) do not pick up full containers as soon as they are filled up (2 drivers are assigned for this facility on busy days).
- 6- On busy days customers are still waiting in line outside the gate after 5 O'clock
- 7- It is difficult for drivers and employees to get in to Old Hemphill DOS because vehicles are blocking the entrance on busy days.



With the current process the employees are able to assist from 1 to 1.4 customers per minute on heavy business days



TRACKING IMPLEMENTATION & NEXT STEPS

5. Brainstorming – Suggested Solutions

1. Implement a Pull Up System by open two lanes on busy days
2. Set to the side a 30CY container for small loads.
3. Exchange used heavy equipment between Hillshire and Old Hemphill DOS.
4. 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
8. Relocate Brush loads

Task	Assigned To	Start Date	End Date
1. Implement a Pull Up System	John	1/15/17	1/15/17
2. Set to the side a 30CY container for small loads	John	1/15/17	1/15/17
3. Exchange used heavy equipment	John	1/15/17	1/15/17
4. Request extra driver from Republic	John	1/15/17	1/15/17
5. Have a full crew	John	1/15/17	1/15/17
6. Have a computer for the second lane	John	1/15/17	1/15/17
7. Train employees on the Roll off Truck	John	1/15/17	1/15/17
8. Relocate Brush loads	John	1/15/17	1/15/17

6. Quick Wins

Project/Issue	Easy to implement (Y/N)	Fast to implement (Y/N)	Change to implement (Y/N)	Within the Team's Control (Y/N)	Benefits will be achieved (Y/N)	Implemented (Y/N)	Implemented By	Implemented Date
Roll off Truck Tracking	Moderate	Training	Over time	Yes	Yes	Yes	John, Michael, Travis, Dylan, Michael, Travis	1/15/17
Open second lane	Yes	Yes	Yes	Yes	Yes	Yes	John, Michael, Travis	1/15/17
Team computers	Yes	Yes	Yes	Yes	Yes	Yes	Old Hemphill	1/15/17
Relocate Brush Loads	Yes	Yes	Yes	Yes	Yes	No	Old Hemphill	1/15/17
5 employees DOS + 1 from DOS	Yes	Yes	Yes	Yes	Yes	Yes	Old Hemphill	1/15/17
Exchange Heavy equipment between Hillshire and Old Hemphill DOS	Yes	Yes	Yes	Yes	Yes	Yes	Approved by Customer	12/07/17

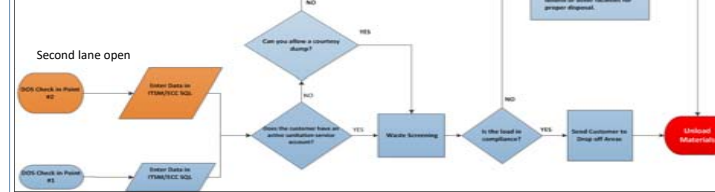
Second computer for data entry



Two lanes open to speed up the process



New state process mapping Pull up System



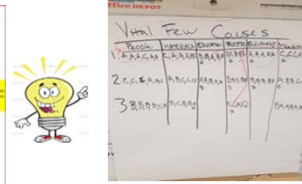
One 30 CY container for small loads



4. Determine and Validate Root Cause

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

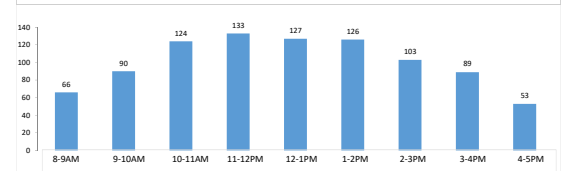
- 1st. People: the contractor assigns two drivers at this facility to haul cans to the landfill but on busy days the roll off containers are filled up quicker than the drivers are picking them up.
- 2nd. Process: the number of visits per hour causes a bottleneck at the check in point (window) and the slowness of the TSM system also contributes to slowdown the process.
- 3rd. Equipment: the heavy equipment (CAT) assigned to this facility breaks down constantly and the employees have to use the Boom truck. It also contributes to fill up the containers sooner and not leaving a space for customers' trash.



7. Project Savings & Measures

Description	Current State	Future State	Annual Hrs. 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

With the implementation of the Pull Up System we are able to assist 36% more customers per hour on busy days



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

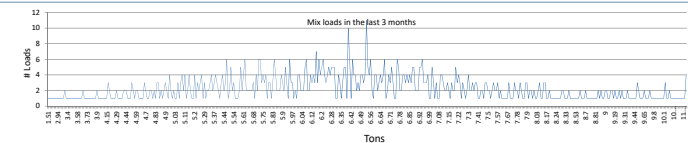
- Employees from Old Hemphill DOS have expressed that they can provide an excellent customer service by not having the pressure of a long line of vehicles waiting for service.
- Customer satisfaction has improved with the new implementation because they do not have to wait in line (Customer Value-Added)
- 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

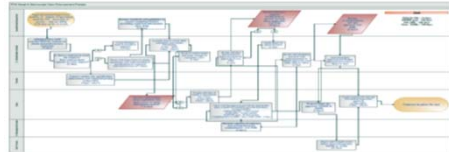
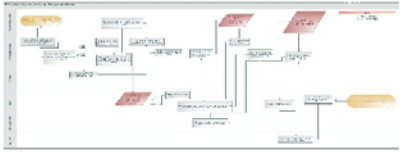
1. Problem Statement

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

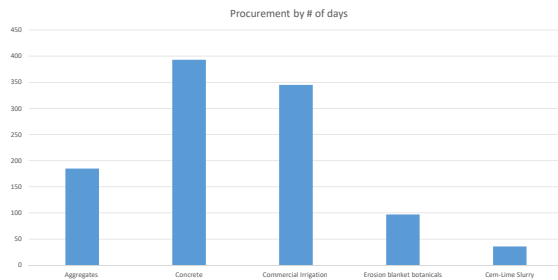
2. Current State Overview

New State Overview



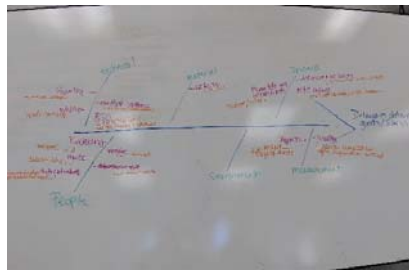
3. Analyze the Problem

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.



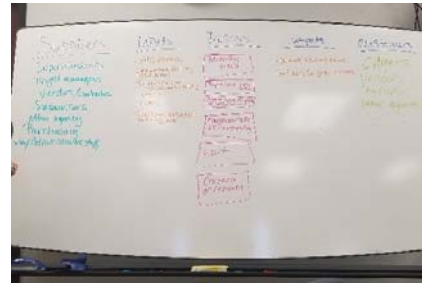
4. Determine and Validate Root Cause

- 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

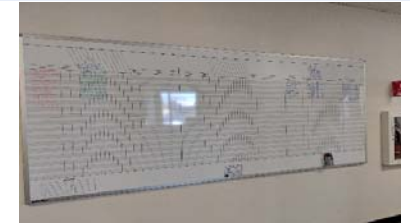
5. Brainstorming - Suggested Solutions



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

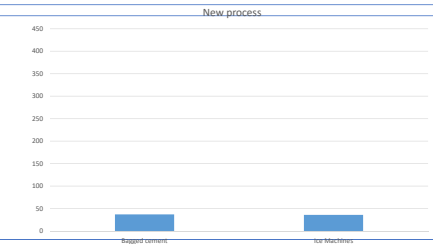
6. Quick Wins

- 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.

Taskforce Requests for Reimbursement

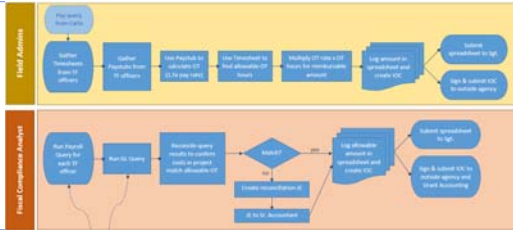
CURRENT CONDITION

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.

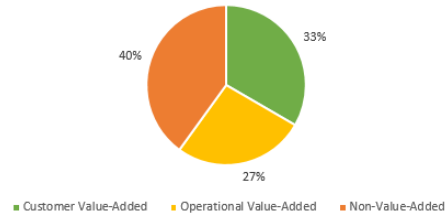
2. Current State Overview

2 Parallel processes create Waste and inconsistencies



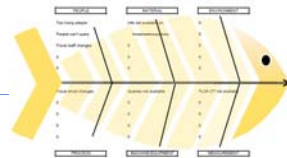
3. Analyze the Problem

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

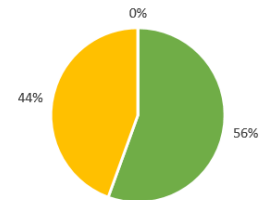
6. Quick Wins

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

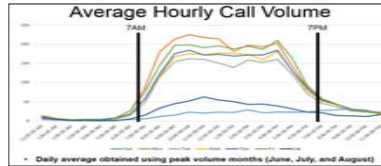
As part of the process, we also decided to ask Grants Accounting About the possibility of allowing new projects to get running Without executed MOU's each year in light of the fact that there Are existing executed contracts.

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.



CURRENT STATE



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.

Average Service Level 7AM-7PM (June, July, Aug)



Benchmarking City Utility Call Center

City	Hours Of Operation	Holiday/Weekends
Arlington	8:00 - 5:00 Mon-Fri	Closed
Austin	7:00-9:00 Mon-Fri	Closed/Open
Dallas	8:00 - 5:00 Mon-Fri	Closed
El Paso	7:00-9:00 Mon-Fri	Closed
Houston	8:00-7:00 Mon-Fri	Closed
San Antonio	8:00 - 5:00 Mon-Fri	Closed
Fort Worth	24x7 Mon-Fri	Open/Open

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.

AVERAGE Call Volume						AVERAGE Call Volume					
Time	MON	Current	Current	Modified	Modified	Time	MON	Current	Current	Modified	Modified
Totals	2,776	Staff Count	SLA	Staff Count	SLA	Totals	2,776	Staff Count	SLA	Staff Count	SLA
12:00	15	1.50	74.97%	CLOSED	CLOSED	12 noon	215	19.00	54.47%	36.00	95.00%
1:00	8	1.50	79.05%	CLOSED	CLOSED	1:00	182	17.50	49.88%	32.00	93.00%
2:00	4	2.00	86.32%	CLOSED	CLOSED	2:00	198	18.50	54.63%	36.00	95.00%
3:00	4	1.50	87.69%	CLOSED	CLOSED	3:00	194	17.50	56.20%	36.00	95.00%
4:00	4	1.50	79.54%	CLOSED	CLOSED	4:00	203	18.50	54.31%	36.00	95.00%
5:00	9	1.50	88.37%	CLOSED	CLOSED	5:00	142	14.50	67.86%	22.00	92.00%
6:00	27	2.50	68.04%	CLOSED	CLOSED	6:00	88	9.00	80.30%	8.00	80.00%
7:00	87	12.50	89.11%	8.00	80.00%	7:00	58	5.50	77.84%	CLOSED	CLOSED
8:00	181	10.00	83.68%	22.00	90.00%	8:00	45	3.00	70.13%	CLOSED	CLOSED
9:00	214	20.50	72.76%	36.00	95.00%	9:00	30	2.00	76.24%	CLOSED	CLOSED
10:00	225	21.00	61.06%	44.00	98.00%	10:00	25	2.00	64.97%	CLOSED	CLOSED
11:00	218	19.00	56.12%	36.00	95.00%	11:00	20	2.00	68.00%	CLOSED	CLOSED



TRACKING IMPLEMENTATION & NEXT STEPS

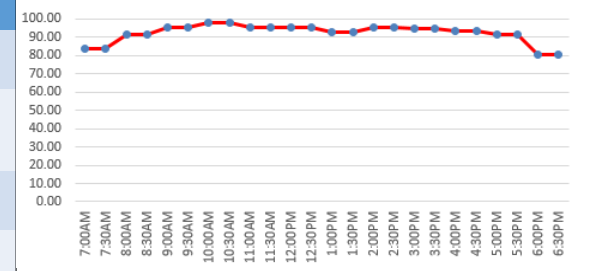
Brainstorming



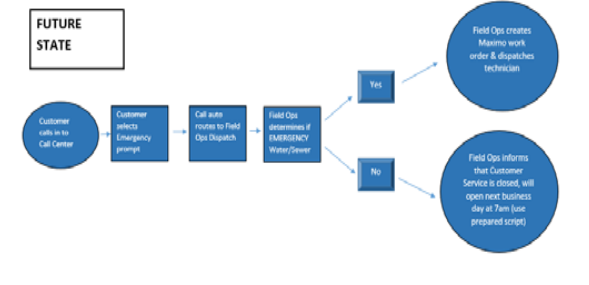
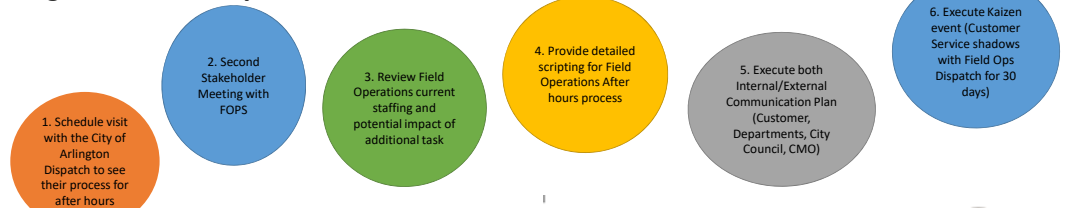
Project Savings

Current State	Future State	Annual Hr. Savings	Annual \$ Savings
Holiday Premium	Eliminate	1360	\$37,740
Shift Differential	Eliminate	340	\$10,660
Overtime	Reduce Spending	3243	\$90,000
Total		4943	\$138,400

Modified Average Service Level 7AM-7PM (June, July, Aug)



Insights & Next Steps



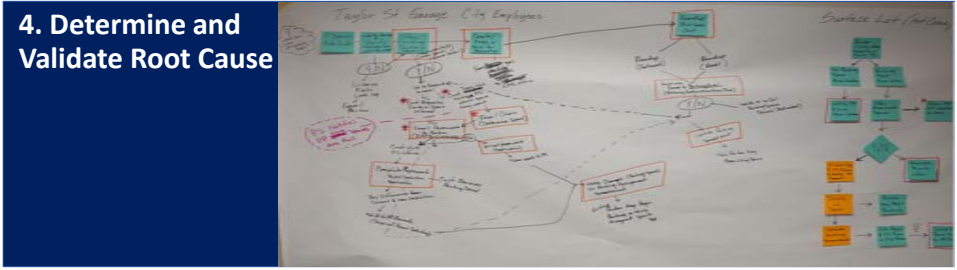
A3 Report	Monthly Parking Standardization		Team Member Names:	Leaders:	Mentors:
	Site: TPW/Parking Services	Date: 02/01/18	Lora Carlson, Keishia Franklin, David Pierce	Carlson, Lora	Elliott, Peter
	Group: Garages	Standardization			Amethyst

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.



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



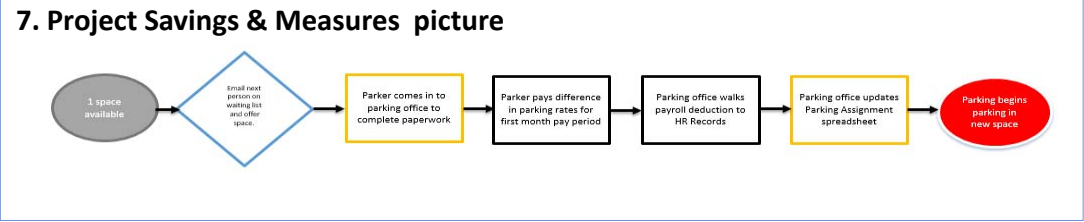
TRACKING IMPLEMENTATION & NEXT STEPS

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



8. Insights & Next Steps
 Lessons learned and future opportunities.

Travel Reimbursement Process

CURRENT CONDITION

1. Problem Statement

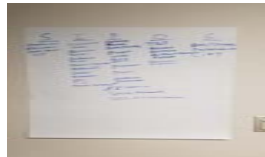
Travel reimbursement process is leading to delays in reimbursement request, eligible expenses verification, and the actual reimbursement. Challenges in using the correct Rates (per diem), and organizational challenge.

2. Current State Overview

Process Map with Times



SIPOC



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.



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

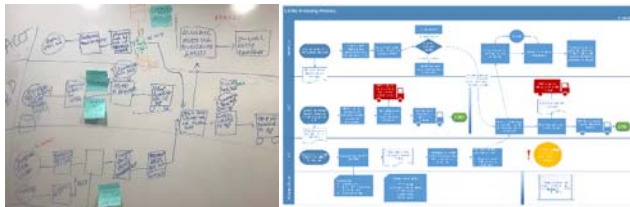
1. Problem Statement

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.

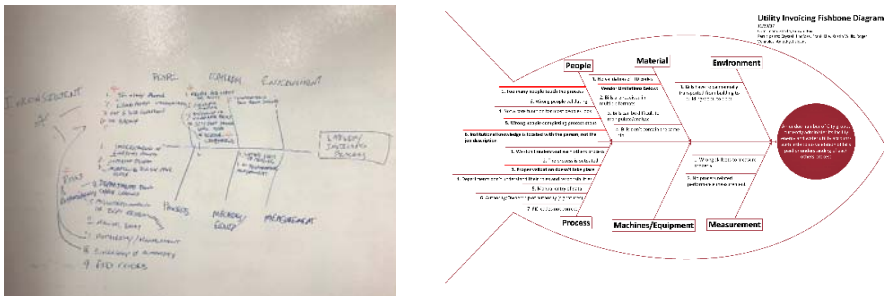
Related Service Area: PM.3.4 Utility Management

2. Current State Overview

In a macro level process map, 37 process steps were identified.

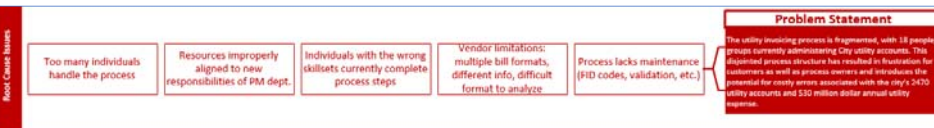


3. Analyze the Problem: We used the fishbone diagram to identify root cause



4. Determine and Validate Root Cause

Using a 5 Why's technique 5 causes were determined to be directly linked to the problem statement.

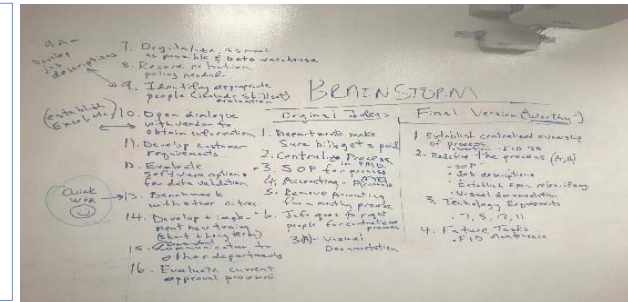


TRACKING IMPLEMENTATION & NEXT STEPS

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 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.

Potential Loss - Quick Win Opportunity	Implemented by (City Dept)	Implemented (Date)	Implementation Task	Completion (Date)
Update of Control Document	PMD	During Project	Update of Billing Control Document to include alpha numeric listing by bill of all active City energy & water utility accounts.	During Project
Field Improvement	PMD	During Project	Revision of Q21-Billable file structure to include City energy & water utility providers by fiscal year for ease of reference.	During Project
Assignment of missing information	PMD	During Project	Request of all energy utility service providers to address all missing to be received by Q21-Billable directly.	During Project
Standardization of ACCOT Changes	PMD	During Project	Standardization of Account Change Request Process across all City energy & Water utility customer departments.	During 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

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 Implement (✓)	Fast to Implement (✓)	Cheap to Implement (✓)	Within Team's Will (✓)	Benefit & Will (✓)	Implement (Yes/No)	Implemented by: (City Dept)	Implemented (Date)	Implementation Task	Completion (Date)
2. Redefine Process: c Level of Validation				✓	✓	Yes	PMD, PBD, FMS	31-Mar-2018	PMD to establish invoice validation requirements in consultation with PBO- & FMS-management (consider validation of both invoice amount & units of use)	