Local Government Gets Lean (Six Sigma)

June 8, 2017
About the Alliance

Inspiring Innovation to Advance Communities

- Convene and Engage Networks of Thought Leaders
- Identify and Distribute Leading and Emerging Practices and Trends Important to Local Government
- Provide Training to help Organizations Build and Sustain a Culture of Innovation
All Attendees are Muted, but we do want your participation!

Please ask your questions using your Go To Webinar Toolbox throughout the webinar.
Introducing Today’s Presenters

Guillermo Garcia, City of Dallas, TX
Karen Harrington, City of Aspen, CO
Julie Steenson, Kansas City, MO
Lean Six Sigma Deployment
Local Government Gets Lean (Six Sigma)
6/8/17

Guillermo Garcia, Innovation Manager/LSS Master Black Belt
Center for Performance Excellence
City of Dallas
Presentation Overview

• City of Dallas Lean Six Sigma Background
• Deployment Strategy
• Results
Background

• 2014 – Center for Performance Excellence was created
  • Examine how we can provide services to citizens more efficiently and effectively through the disciplined application of proven management systems
• 2015 – Hired a Master Black Belt
• 2015 – 1st Green Belt Wave
• 2015 – Hired two Black Belts
Deployment Strategy

• Master Black Belt
  • Hire an internal Lean Six Sigma professional
  • Provide training
  • Provide direct mentorship
  • Provide strategic direction for program
Deployment Strategy

• Black Belt
  • Hire two internal Lean Six Sigma professionals
  • Assist in mentoring
  • Work on citywide projects
  • Assist with training
Deployment Strategy

City Level
- CPE

Department Level
- Black Belt
- Green Belt

Process Level
- Green Belt
Results

Total Estimated LSS Savings

<table>
<thead>
<tr>
<th>Hard Savings</th>
<th>Soft Savings</th>
<th>Total Estimated LSS Savings</th>
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<tbody>
<tr>
<td>$2,363,576</td>
<td>$2,787,554</td>
<td>$894,287</td>
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Total Actual LSS Savings

<table>
<thead>
<tr>
<th>Hard Savings</th>
<th>Soft Savings</th>
<th>Total Actual LSS Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>$860,000</td>
<td>$956,357</td>
<td>$894,287</td>
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CITY OF DALLAS
TEXAS
City of Aspen: About Us

Karen Harrington, Director of Quality
Karen.Harrington@cityofaspen.com
970-429-2856
Quality Office: Our Improvement Niches

Goal: Organizational Excellence

Ops & Mgmt

Culture

Technology
Operations: Zoning Improvement Project

Target: Reduce review lead times by 50%
ZIP Project: Measurement and Analysis

**Qualitative**
- Customer Focus Group
- Internal Interviews
- Routing Analysis

**Quantitative**
- Customer Survey
- Random Moments Tracking
- Lead Time Tracking
Results: Decrease in Avg. Lead Times

Average Lead Time By Quarter

- Quarter 1: 21 days
- Quarter 2: 19 days
- Quarter 3: 16 days
- Quarter 4: 5 days

76% reduction in avg. lead times
Improvements by Lean Category

• Defects
• Overproduction
• Waiting
• Non-Utilized Talent
• Transportation
• Inventory
• Motion
• Extra Processing
Technology Improvements: Development Projects

Quality Office Partnership:
✓ Process mapping
✓ Requirements definition
✓ RFP drafting
✓ Process to evaluate vendors
✓ Project management

LSS connections:
• Identification of process efficiencies initially
• Data to allow six sigma analysis in future
Management/Culture Improvements: Police Operations Leadership

Quality Office Partnership:
- Propose scope and approach
- Implement Baldrige-based survey
- Facilitate workshops to:
  - define critical leadership and management attributes
  - Identify gaps
  - Identify where, how and when to implement close gaps

LSS Connections:
- Lay a foundation: Define great leadership
- Identify strengths and opportunities for improvement
- Root cause analysis of gaps
- Identify next steps
Great Leaders:

- Listen with Empathy
- Are Forward Thinking
- Are Good Teachers Who Communicate Expectations Clearly
- Are Loyal Team Players Who Can Motivate Others
- Are Ethical, Have Integrity and Are Trustworthy
- Are Knowledgeable, Competent and Confident
Evaluating the root causes

1. What evidence do we have that this is truly a cause?

2. How often does it happen?

3. How severe is the impact when it happens?

4. What is the risk & impact of guessing wrong?

5. What have we left out?
Triple Red

Confident it is a root cause

It happens frequently

The impact is substantial
Next Steps

• What can I do next week?

• What can we do by next month?

• What can we do by the end of the year?
Management/Culture Improvements: Utilities

- Partnerships
- Communication
- Staff Capacity and Capability
- Explicit Standard Operating Procedures
CONTINUOUS IMPROVEMENT IN KCMO

Embedding the tools of Lean into a performance improvement and CitiStat framework

Julie Steenson, Deputy Performance Officer
@HoosierJuwils
Performance Management Milestones
City of Kansas City, Missouri

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**COMMITTING TO CHANGE**
Early 2000's

- Annual citizen survey
- Kansas City government optimization program
- National benchmarking efforts

**IMPLEMENTING CHANGE**
2007-2011

- Departmental performance management meetings
- KCStat

**COMMITTING TO A SOLUTION**
2011-Current

- Open data policy ordinance
- Data Academy
- Process Improvement Academy
- Digital Roadmap
- Department Stat meetings
- Neighborhood area reviews

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**2000**

- Consolidated 311 call center
- 311 service request data/reporting
- Service request surveys
- Dedicated staff for data collection and analysis

**2007-2009**

**2010-2011**

**2013-2014**

**2015-2017**

- Employee engagement survey
- Open data portal
- Online dashboard
- Citywide Business Plan alignment with KCStat
- Dedicated staff for data collection and analysis
- Internal services survey

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CREATED BY
City Manager's Office of Performance Management
City of Kansas City, Missouri
Forming a culture ready for continuous improvement

Managing with Data
- Data became embedded into operational decisions and high-level resource allocation decisions
- City leaders using data like service requests, citizen survey data and operational metrics

Maturing in our use of data
- Emphasis on data analysis revealed where processes are in most need of improvement
- Customer Service was a key driver for digging deeper
- Needed to create a systematic approach to improvement
Lean embedded as tool for improvement

Managing Performance – Discovering a problem

DeptStat

Diagnosing and Solving

Principles of Lean

KCStat

Data Analytics
- Descriptive and prescriptive analysis of large datasets
Who does this work in KCMO?

- Centralized staff in the City Manager’s Office of Performance Management –
  - five members Green Belt certified
  - three with Black Belt level training hours, including Denver Peak Academy

- City staff:
  - Ten certified Green Belts throughout city – local community college provided
  - Process Improvement Academy (PIA) attendees
The Goal of Process Improvement Academy is:

- To empower and invest in employees
- To create a common language of continuous improvement
- To maximize limited resources
- To be more responsive to our customers
- To interrupt business as usual practices

“Identify the largest opportunities for cost savings and efficiencies through operational analyses, managed competition and performance indicators.”

- Citywide Business Plan, Finance and Governance Goal
**Baby Steps!**

**Projects lead by OPM Staff**
- Animal control data entry
- Fleet Non-Targeted Repairs
- Delinquent tax collection process review
- Dangerous building demolition permits
- KCStat development

**Budget Office Projects**
- Workers compensation

**Projects being done in departments**
- Parks and Recreation Procurement process for community centers
- Law Department legal claims

*Julie pet projects: Leaning my coffee making process in the morning!*
Are you too busy to improve?

Lovingly stolen from Denver PEAK Academy....

No thanks!

We are too busy
Q&A

Guillermo Garcia, City of Dallas, TX

Karen Harrington, City of Aspen, CO

Julie Steensson, Kansas City, MO
Webinar Resources
To Receive Copies, Contact rspillers@transformgov.org
Save the Date!

Upcoming learning events:

- Workshops
  - Innovative Idea and Culture Exchanges in Wylie, TX (6/26)

- Webinars
  - Unveiling the Mysteries of Public/Non-Profit Partnerships on 6/14
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