

# Memorandum



DATE October 16, 2009

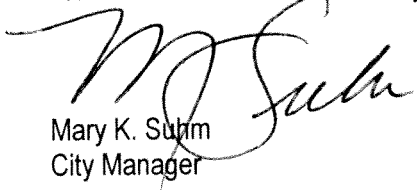
TO Honorable Mayor and Members of the City Council

SUBJECT ZIP Process Improvement

ZIP is the City's standard methodology for improving our business processes. Using this methodology, staff has delivered over \$2 million in increased revenues, avoided costs and productivity gains, as well as many customer service improvements.

On Monday, October 19, 2009 the ZIP process improvement teams that were launched in June 2008 will brief you on the results they achieved. The attached materials provide an overview of their accomplishments.

Please feel free to contact me if you have any questions about this effort.



Mary K. Suhm  
City Manager

c: Deborah A. Watkins, City Secretary  
Thomas P. Perkins, Jr., City Attorney  
Craig D. Kinton, City Auditor  
Judge C. Victor Lander, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
A. C. Gonzalez, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Forest E. Turner, Assistant City Manager  
David K. Cook, Chief Financial Officer  
Helena Stevens-Thompson, Assistant to the City Manager

# ZIP Process Improvement

October 19, 2009



Process Improvement For E<sup>3</sup> Government

# Purpose

- Provide an overview of the ZIP Process Improvement methodology
- Present recommendations of six ZIP teams launched in 3rd quarter, FY2008



# Process Improvement Background

- In the first quarter of FY07-08, staff conducted a pilot program to test a process improvement methodology on six different processes
  - Council was updated on the results achieved during the pilot on March 5, 2008
- Following the successful pilot program, a tailored approach, known as ZIP, was created internally to be the standard methodology for bringing about change to existing processes
  - To date over \$2 million in saved/avoided costs, increased revenue, and/or productivity gains as a result of efficiencies in processes



# Process Improvement Background (continued)

- In a continuous effort to honor the City's commitment to deliver services in the most economical and efficient manner, staff has successfully launched 26 ZIP process improvement teams since the completion of the pilot program



# ZIP Teams

- Teams of 5-7 employees are selected who have “hands on” experience with the process to be improved
- Team Leader runs the day-to-day activities
- Team Sponsor allocates resources and approves changes
- Facilitators serve as methodology experts, and coach the Teams toward success



# ZIP Methodology

- **Step 1:** Develop an objective statement to capture the purpose of the project as agreed upon by the sponsor
- **Step 2:** Define the measurable objectives to identify “success”
- **Step 3:** Map the current process focusing on wait times and decision points
- **Step 4:** Identify other causes of delays and/or errors
- **Step 5:** Brainstorm solutions for improvements
- **Step 6:** Gather baseline data to support recommendations for change
- **Step 7:** Test each recommendation in a simple way to prove that it works
- **Step 8:** Repeat Steps 4-7 as time allows



# The ZIP Experience

- Practical and simple to apply
- Flexible enough to accommodate a wide range of processes
- Engaging and empowering for participants
- Participants think differently about their job afterwards and continuously look for ways to improve how they do it
- Teams may stay together to improve additional processes



# The ZIP Impact

- Small Investment

- Teams work 4 to 6 hours per week for about 3 months

- Large Benefits

- Saved/avoided costs, increased revenue, and/or productivity gains totaling over \$2 million as a result of efficiencies in processes

Examples:

- Reallocated 8,000 hours of staff time to other priority activities in Fire Plan review and Inspection section
- Saved four weeks in obtaining license plates for City fleet vehicles
- Enhanced the Court docketing process to increase revenue from citations and reduce Police overtime and compensatory time

- Numerous customer service improvements

Examples:

- Reduced Sprinkler Plan Review wait time from over 40 days to less than 21 days
- Reduced invoice processing time from 37 days to 18 days on average



# Lessons Learned by ZIP Teams

- Communication between departments is essential to comprehending the entire process and will ultimately improve the level of service provided to City of Dallas residents
- ZIP helped identify where improvements were needed in the process by exposing weak points
- ZIP teams are effective in observing the existing processes, identifying improvement areas and designing valuable resolutions
- Input from staff actually doing the work on a day-to-day basis is crucial



# ZIP Teams

- Six teams were trained to use the ZIP methodology in June '08 and worked to improve the following processes
  - Planned Temporary Alley Closure
  - Parts Management
  - Office Equipment Readiness for New Employees
  - Solid Waste Roll Cart Repair/Replacement
  - Bank Reconciliation
  - Vital Statistics





# Planned Temporary Alley Closure

## ZIP Process Improvement Team



# Planned Temporary Alley Closure ZIP Team Members

## ***Sponsor***

- Kelly High, Street Services Director

## ***Team Members***

- Diana M. Richard, Team Lead, Street Services
- Michael Gonzales, Street Services
- Orlando Harper, Street Services
- Jimmy S. Partain, Dallas Water Utilities
- Doug Sizemore, Sanitation Services
- Chris White, Public Works and Transportation

## ***Facilitator***

- Rachelle Blackwell, Efficiency Team



# Objective

- Reduce customer complaints by providing consistent and timely notification to citizens, departments and other entities/utilities



# Team Goals

- Improve communication between departments
- Decrease the number of resident complaints
- Decrease the number of misdirected phone calls



# Current Situation (June 2008)

- There are approximately 50 planned temporary alley closures per year
- Alley closures and/or complaints are not tracked as a separate issue in CRMS
- Residents may receive multiple alley closure notices which makes it unclear which department is responsible for the closure and who should be contacted if there are questions or concerns
  - Multiple notices leads to misdirected phone calls and incorrect information provided to the affected residents
- Residents may not receive notification of an alley closure (although departments report distributing door hangers)
  - After conducting a random sample of residents in an area affected by an alley closure, an overwhelming majority of the residents polled reported that they did not receive notification prior to the alley closure
- 311 call takers are not informed of alley closures
  - Limited information is available to resolve the residents concerns and as a result they are often transferred more than once before their issue is resolved
  - Department contact information is not current



# Alley Closure Service Request

## The New Process

- The responsible department will enter the alley closure service request into CRMS
  - The SR will request the follow information:
    - What department is closing the alley
    - What is the reason for closing the alley
    - Describe the alley location & blocks being closed
    - What is the approximate start date
    - What time will work be conducted
    - Does the alley have trash pickup
    - Is it rear trash pickup
    - What is the expected alley re-open date
    - What is the approximate start date
    - What time will work be conducted
    - Who is responsible if escalated (assign a supervisor/manager)
    - Which departments need notification
- E-mail notification will be automatically generated to inform Streets, Public Works and Transportation, Dallas Water Utilities, and Sanitation that an alley has been closed (Other departments will be notified when required – Code Compliance, Dallas Fire Rescue, Dallas Police Department)
- The service request will be closed by the responsible department after notifying Sanitation to resume garbage pickup (if required)
- Sanitation and the CRMS Configuration team will monitor the planned temporary alley closure service request





# Alley Closure Service Request Closing Information Entered

Motorola Customer Service Request - Microsoft Internet Explorer provided by City of Dallas

File Edit Overview General Entry Service Requests Custom Admin Help Window

SR Resolution/Activity - <CSR> - City of Dallas - A. GRIER - Group: 311 Call Center Access Group

SR# 08-00589177 Type Alley Closure - Notice to Departments Group Private Alley Closure Status Open

Service Location 7200 CHESTERFIELD DR , DALLAS, TX, 75237

Activities [Complete All Activities](#)

Activity	Assigned To	Due Date	Due Time
<input checked="" type="checkbox"/> ASSIGN TO	KENNEDY, YOLANDA		
<input type="checkbox"/> ASSIGN TO MANAGER			
<input type="checkbox"/> Notify Departments of Alley Closure			
<input type="checkbox"/> Notify Customer of Alley Closure			
<input type="checkbox"/> Notify Sanitation to Reopen Alley			
<input type="checkbox"/> Sanitation Re-inspection for re-opening			
<input type="checkbox"/> Notify Dispatch			
<input type="checkbox"/> Garbage Pickup Resumed			

Outcome ACKNOWLEDGE RECEIPT\* [Complete This Activity](#)

Created OCT 28, 2008 05:21 PM Completed OCT 29, 2008 04:13 PM

Details



# Highlights of Approved Recommendations In Progress

- Require departments to effectively use technology (CRMS) to receive or provide notification of alley closures
- Require department to post project signs on both sides of the alley with contact information
- Require responsible departments to enter alley closure information into CRMS no less than 48 hours before door hangers have been distributed
- Require departments to use a uniform door hanger to notify citizens 48 hours prior to alley being closed



# Highlights of Approved Recommendations In Progress

- Train employees on the Temporary Alley Closure Service Request
- Provide 311 an updated list of responsible individuals in each department
- Provide notification information in Spanish and English
- E-mail notification sent to departments (Streets, Public Works and Transportation, Sanitation, Dallas Water Utilities and other departments when necessary)
- Give 311 call takers the ability to provide more accurate information to residents regarding missed garbage and/or status of an alley closure



# Highlights of Approved Recommendations

## Future Consideration

- Survey Residents to ensure they have received adequate communication about their alley being temporarily closed (May 2010)



# Quantification of Benefits & Costs

Benefit/Cost Description	Calculation	Quantified Benefit/Cost
Use of existing technology – CRMS for service request and tracking of alley closures		\$0
Reduction of staff time spent manually notifying each department of alley closure (approximately 4.1 alley closures a month)	<p>5 people * 10 minutes a month * 12 months per year = 600 minutes per year = 10 hours per year</p> <p>\$ 80,000 fully loaded resource cost / 2,080 hours per year = \$38.46 per hour</p> <p>10 hours per year * \$38.46 = \$385.00</p>	\$385
Reduction of staff time spent answering phone calls, transferring to correct department, and/or researching to appropriate contact for the resident (misdirected phone calls)	<p>5 people * 60 minutes a month * 12 months per year = 3600 minutes per year = 60 hours per year</p> <p>\$ 80,000 fully loaded resource cost / 2,080 hours per year = \$38.46 per hour</p> <p>60 hours per year * \$38.46 = \$2,307</p>	\$2,307
Total Cost Avoidance/Savings		\$2,692



# Parts Management ZIP Process Improvement Team



# Team Members

## Sponsor

Jack Ireland

## Team Members

Steven Brody, Team Lead, EBS

Cesar Cruz, EBS

David Thomas, EBS

Gerald Cook, EBS

Jack Berger, EBS

Joy M. Hayden, EBS

Stanley Davis, SAN

## Facilitator

Liza Bustamante, EBS



# Objective

Reduce the amount of time between when the mechanic comes to the parts window and makes a request and when the mechanic receives the part, which includes setting inventory levels and return parts monitoring.



# Process Measures

Change Request No.	Measure	Baseline Data	Proposed Improvements	Proposed Improved Time
1 (Implemented)	Increase the availability of stocked parts	Average time to receive parts that should have been in stock = 37.5 hours	The Storekeeper will complete a Parts Min/Max Adjustment Request Form that will initiate an inquiry to adjust the inventory levels.	Average time = 24 hours
2 (Implemented)	Increase the availability of rebuilt stocked parts	Average time to research if a core was available for a rebuilt part = 45 minutes	The Storekeeper will manually count cores in stock every evening to expedite the ordering and increase availability of rebuilt cores.	Average time = 10 minutes
3 (Implemented)	Increase the availability of stocked parts	Average time to receive out of stock parts = 5 hours	The Storekeeper will complete an Out of Stock Request Form that will initiate an inquiry to adjust the inventory levels and less emergency request orders (EROs).	Average time = 3 minutes



# Process Measures

Change Request No.	Measure	Baseline Data	Proposed Improvements	Proposed Improved Time
4 (Implementation pending M5 System programming by CIS)	Improve the accuracy of stock orders	Average time to delete incomplete existing orders = 1 hour 20 minutes	The Storekeeper will close the incomplete stock orders in M5 (inventory) System to eliminate backorders.	Average time = 15 minutes
5 (Implemented)	Improve Parts Room counter response time	Average time the Parts Room window is left unattended (8 hour shift) = 3 hour 45 minutes	Assign specific job responsibilities to staff and increase staff at each location.	Average time = 45 minutes
6 (Deferred to FY 2011)	Improve inventory accuracy	Manual data entry errors. 11.7 errors per day with 45 minutes research time to correct errors	Add Bar Scanning equipment to minimize errors and research time.	Average time = 3 errors 5 minutes to research



# Highlights of Approved Recommendations Implemented

- A step was added to request the adjustment to inventory levels.
- Modified existing work instruction to improve the availability of rebuilt components.
- A step was added to increase non-stock parts inventory levels.
- Reorganized staff and responsibilities per location to reduce the amount of time the mechanic stands at the window.



# Highlights of Approved Recommendations

## Future Consideration

- Add a step to ensure that incomplete stock orders are resolved upon receipt.
- Use bar scanning technology to improve efficiency.



# Results

- Reduced the average time to receive parts that should have been in stock.
- Improved the process by which rebuilt parts are sent to vendor, resulting in improved time and increased availability of rebuilt parts.
- Reorganized staff to better service mechanics at the window and reduce time waiting for parts.
- Improved overall fleet productivity.
- Anticipate reducing time coordinators spend doing orders by completing old incomplete stock orders.
- Anticipate improving efficiency and reducing errors by implementing bar code scanning to parts room.



# Quantification of Benefits and Costs

Change Request No.	Calculations	Quantified Benefits
1, 2, 3	Time Savings: 52 hours x 12 months/yr x 11 mechanics x \$16.00/hour	-\$109,824.00/yr
4	Time Savings: 12 stock orders/month x12 months/yr x 12 hours/month x 1 Coordinator x \$20/hr	-\$2,880.00/yr
5	Current staff 20 positions Overall Cost (with overtime)	\$850,150.92/yr
	Proposed Cost 25 FTE (with reduced overtime)	\$865,888.43/yr
	<b>Total Cost Difference with Additional Staff</b>	<b>\$15,737.51/yr</b>
6	18 Scanners Software License (\$965.00 / scanner) Yearly Maintenance fee (15%)	\$42,553.26
	8 Zebra Printers @ 389.00 each	\$ 3,113.52
	Training 20 employees x 2 hour x15.00/ hr	\$ 600.00
	<b>Total Equipment Cost</b>	<b>\$ 46,266.78</b>
<b>Total Cost Savings for all changes when implemented</b>		<b>\$51,063.71</b>



# Office Equipment Readiness ZIP Process Improvement Team



# Team Members

## Office Equipment Readiness Team

Annabelle Eanes, Human Resources –Team Leader

Laura Campos-Martinez, Human Resources

Gaytha Davis, Environmental & Health Services

Sandra Garza, Communication and Information Systems

Ricardo Gonzalez, Dallas Water Utilities

Tammye Stewart-McIntyre, Human Resources

William Spears, Human Resources

Deritte Fernandez, Human Resources, Facilitator

Molly McCall, Human Resources, Sponsor



# Objective

Expedite the processing of logons,  
passwords, e-mails,  
and equipment for new hires.

*Equipment may be defined as computer, telephone, and BlackBerry*



# Process Measures

A survey was conducted of all new hires in a 6 month period to ascertain our current performance on equipment readiness.

Of the 81 new hires, 51 participated in the survey

The equipment set up experience was rated as follows:

19.6% Excellent

41.2% Good

35.3% Fair

2.0% Poor



# Highlights of Approved Recommendations Implemented

- All Human Resources Assistants have been elevated in the NeoGov hiring system, allowing them to completely view the hiring process from the inception of the requisitions to hire. (Completed 11/2008)
- All Human Resources Assistants have been be trained on NeoGov system to fully utilize its functionality to gauge hiring flow. (Completed 10/2008)



# Highlights of Approved Recommendations Implemented

- The New Hire's birth date is included as a required field in the Hiring Action form in NeoGov. Having the birth date allows the generation of an employee number and issuing of office equipment and e-mail without delay. (Completed 11/2008)
- A two-part hiring process has been developed that allows the Human Resources Assistant to generate an employee number for each new hire prior to securing new hire documentation in New Hire Employment Orientation. (Completed 11/2008)



# Highlights of Approved Recommendations

## Future Consideration

- Establish a standard minimum equipment package based on job duties and responsibilities.
- Include equipment package information in “Comments” Section of Hiring Action. With provided information, Communication and Information Services should move forward on basic computer and telephone setups. A Security Authorization Request (SAR) will follow.



# Highlights of Approved Recommendations

## Future Consideration

- Include an electronic version of the Security Authorization Request (SAR) form on the Human Resources intranet websites as part of the on-boarding process.
- Train hiring managers to complete the Security Authorization Request (SAR) form immediately upon approving the hiring action form and submit to Communication and Information Services.



# Quantification of Benefits & Costs

Benefit/Cost Description	Calculation	Quantified Benefit/Cost
Appropriate equipment	Avg. 10 Days (4 hrs x 10 days x \$24.96) x 314 Hires FY08/09	\$313,497

*\* \$24.96 Average Wage for Non-Field Personnel*



# Results

- Full implementation of Office Equipment Readiness will correlate with the implementation of the Human Resources website.
  - This website will provide required documentation for the hiring process.
  - Website is scheduled for roll out in January 2010.



# Solid Waste Roll Cart Repair/Replacement ZIP Process Improvement Team



# Roll Carts Repair/Replacement

## *Sponsor*

- ❖ Cheritta Johnson, Assistant Director (SAN)

## *Team Members*

- ❖ Aquila Allen, Team Leader, Sanitation
- ❖ Chatonya Tatum, Sanitation
- ❖ Joe Lee, Sanitation
- ❖ Thomas Pierce, Sanitation
- ❖ Dwight Greenhaw, Sanitation
- ❖ Monica Cordova, 3-1-1

## *311 Expert Advisor*

- ❖ Adrienne Grier, Strategic Customer Services (CRMS Configuration)

## *Facilitator*

- ❖ Sandra Caro, Strategic Customer Services



# Objective Statement

- ❖ Decrease the number of Roll Cart Service Requests registered by Citizens
- ❖ Decrease the response time for Roll Cart Service Requests by anticipating replacement of carts



# Process Measures

Elapsed time between the initial receipt of the Roll Cart Service Request and the number of days taken to resolve and close the Service Request (SR)

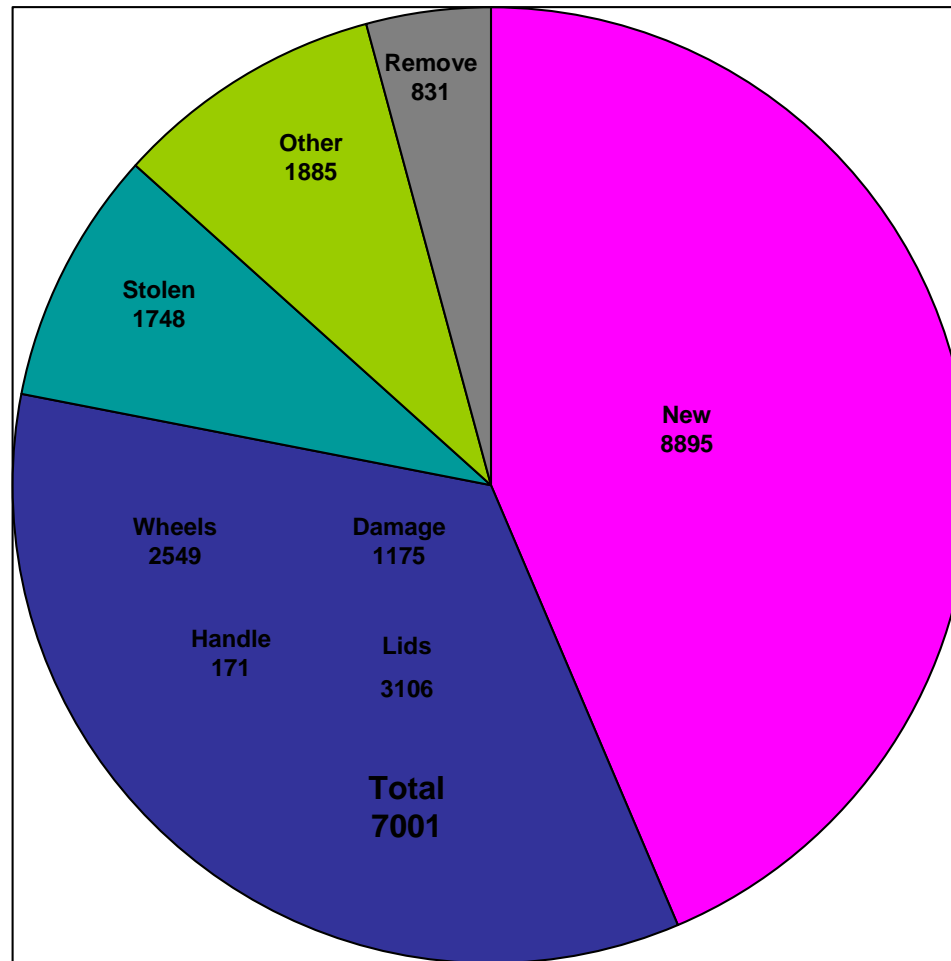
	Sanitation Accounts	SRs Created	SLA Goal	Average Days to Close	Total Closed On Time
<b>Roll Cart – SAN</b> FY 2007-2008	250,000	19,946	10 days	3.2 days	19,938



# Roll Cart Service Request Types

## Historical Breakdown

October 2007 thru September 2008



Total Roll Cart Service Requests: 19,946



# Highlights of Recommendations In Progress

	<u>Cause</u>	<u>Solution</u>	<u>Why</u>
1.	Sanitation received 3,106 Service Requests for Roll Cart Lid Repair which represents 53% of all Roll Cart Repair requests and 15% of all Sanitation Roll Cart Service Request Types.	Take more of a proactive approach to responding to the roll cart lid repair service requests by Sanitation surveying its districts on an ongoing basis for carts in need of repair. Placement of a door hanger on front door of residence or on the roll cart once a cart is repaired or replaced by Sanitation Services. This surveying will be done by utilizing the GPS that has been installed on garbage and recycling trucks. Drivers can push a sensor on the system that will record locations with cart issues. This information can be downloaded into an excel spreadsheet and forwarded to the roll cart team that will make the repairs.	The proactive approach will decrease the amount of time for the customers to receive service and the number of calls to 311 for roll cart repairs. It will also decrease the roll cart repair requests and staff time spent on querying the CRMS system retrieving calls and sorting them by district for distribution. This solution is scheduled to begin in December 2009.
2.	Sanitation received 2,549 Service requests for Roll Cart Wheel Repairs which represents 44% of all Roll Cart Repair requests and 13% of all Sanitation Roll Cart requests (that includes repair of wheels, lid, and handles, replacement of stolen and damaged carts and the removal or distribution of extra requests).	Take more of a proactive approach to responding to the roll cart wheel repair service requests by Sanitation surveying its districts on an ongoing basis for carts in need of repair. Placement of a door hanger on front door of residence or on the roll cart once a cart is repaired or replaced by Sanitation Services. This surveying will be done by utilizing the GPS that has been installed on garbage and recycling trucks. Drivers can push a sensor on the system that will record locations with cart issues. This information can be downloaded into an excel spreadsheet and forwarded to the roll cart team that will make the repairs.	The proactive approach will decrease the amount of time for the customers to receive service and the number of calls to 311 for roll cart repairs. It will also decrease the roll cart repair requests and staff time spent on querying the CRMS system retrieving calls and sorting them by district for distribution. This solution is scheduled to begin in December 2009.



# Highlights of Recommendations In Progress

	<u>Cause</u>	<u>Solution</u>	<u>Why</u>
3.	Sanitation received 171 Service Requests for Roll Cart Handle Repairs which represents 2.9% of all Roll Cart Repair requests and less than 1% of all Sanitation Roll Cart Service Request Types.	Take more of a proactive approach to responding to the roll cart handle repair service requests by Sanitation surveying its districts on an ongoing basis for carts in need of repair. Placement of a door hanger on front door of residence or on the roll cart once a cart is repaired or replaced by Sanitation Services. This surveying will be done by utilizing the GPS that has been installed on garbage and recycling trucks. Drivers can push a sensor on the system that will record locations with cart issues. This information can be downloaded into an excel spreadsheet and forwarded to the roll cart team that will make the repairs.	The proactive approach will decrease the amount of time for the customers to receive service and the number of calls to 311 for roll cart repairs. It will also decrease the roll cart repair requests and staff time spent on querying the CRMS system retrieving calls and sorting them by district for distribution. This solution is scheduled to begin in December 2009.
4.	Sanitation received 1,748 service requests for Roll Cart Replacement due to carts being stolen. However, in many instances, Sanitation workers observe carts at locations reported stolen.	<p>Include in job duties of Service Response Agents and Supervisors the requirement of verifying whether customers are paying for more than one cart when multiple carts are observed at a location. If cart is indeed stolen, Sanitation will replace cart.</p> <p>Leave a Sanitation Services Door Hanger advising customers of the charge for an extra cart. If it is determined that they do not wish to be charged, Sanitation will pick up cart.</p>	It will create a system to deter the theft of Roll Carts by verifying that customers have the authority for multiple carts and are paying the fee. Decrease the number of service requests for replacement of roll carts and ensure there is authorization for those locations with more than one cart.



# Highlights of Recommendations In Progress

	<u>Cause</u>	<u>Solution</u>	<u>Why</u>
5.	<p>Citizen requests for new residential service currently require the in-putting of the requests in the City's Water Billing System and CRMS tracking system by two different 3-1-1 Call Agents. The 3-1-1 component does not have sufficient personnel trained on both systems and the two systems are not currently integrated. As a result, there is a time delay in customers receiving Sanitation Service and obtaining Roll Carts if their area is automated.</p>	<p>Train 3-1-1 Call Agents on both Water Billing System and CRMS (tracking system) eliminating the need to solicit the assistance from another person to respond to the request. This training is currently taking place.</p>	<p>Streamline the process whereby Sanitation Services and Water are concurrently handling the request for new service with the assistance of one call taker instead of two. Thereby, the customers sanitation and water accounts can be set up concurrently.</p> <p>The request for service will only be entered by one call taker resulting in a decrease in the response time in serving the customer.</p>



# Highlights of Recommendations In Progress

	<u>Cause</u>	<u>Solution</u>	<u>Why</u>
6.	Sanitation received 831 Service Requests for the removal of extra Roll carts which represents 4% of all Sanitation Roll Cart Service Request Types.	Instituting a more proactive approach whereby Sanitation staff makes an aggressive effort to continuously educate customers through various communication pieces such as water bill inserts, city website, homeowners association, crime watches and town-hall meetings regarding the services provided and associated cost. In addition, the GPS system Sanitation is placing on its recycling and garbage trucks can track locations for multiple roll carts.	<p>A more proactive approach will greatly decrease the amount of time staff has to spend querying CRMS system.</p> <p>Additionally, by utilizing a sensor, a component of the GPS system, it will assist Sanitation's staff in their efforts to track locations with multiple carts.</p> <p>By educating the public, the likelihood of delivering carts will be minimized, resulting in a savings of staff time and fuel.</p>



# Highlights of Recommendations In Progress

	<u>Cause</u>	<u>Solution</u>	<u>Why</u>
7.	Sanitation has received 244 service requests for additional Roll Carts which represents 1.2% of all Sanitation Roll Cart Service Request Types.	Enhanced customer participation in the City's current recycling program will decrease the need for additional solid waste carts.	It will reduce the service requests for additional carts, save staff time and reduce the amount of tonnage of solid waste disposed of at the City's Landfill.



# Highlights of Recommendations

## Future Consideration

	<u>Cause</u>	<u>Solution</u>	<u>Why</u>
8.	Sanitation Services' staff must research sanitation routes to determine type of service provided in a given area which creates a delay in responding to the customer's request for service. It has to be determined if solid waste is picked up in bags (manual routes) or roll carts (automated routes).	Have Sanitation route information on hand and/or in CRMS. Updating the Geo files in CRMS tracking system will be the ideal solution.	By having Sanitation route information readily available for customers during their initial request for service, it will: <ul style="list-style-type: none"><li>• Eliminate the need for a third party having to research Sanitation routes.</li><li>• Greatly improve the response time in serving the customer.</li><li>• Allow staff to Inform the customer when requests are made whether they are entitled to a roll cart.</li></ul>



# Bank Reconciliation ZIP Process Improvement Team



# Bank Reconciliation Team

- Junior Compass, Team Lead, City Controller, OFS
- Anna Pham, City Controller, OFS
- Davette Rodgers, Special Collections, OFS
- Simone Haas, Accounts Payables, OFS
- Cassandra Daniels, Courts
- Rena Gutierrez, Dallas Police
- Frances Herford, Parks
- Kamilah Thompson, Sanitation
- Robbie Porter Wooten, Facilitator, Efficiency Team
- William Sullivan, City Controller, OFS, Sustaining Sponsor
- Edward Scott, City Controller, OFS, Sponsor



# Objective

- Decrease time elapsed between cash receipt and the approval of the deposit warrant in the financial system while reducing errors in the cash reporting process



# Process Measures

Measure	Baseline Data January – June 2008	Estimated With Improvements (December 2009)
<p>Elapsed time from when the cash/credit transaction is received to the time the cash receipt (CR) is approved</p>	<p><b><u>Elapsed Days Between AMS Entry - AMS Approval</u></b>                      Average = 6.34 Days                      Range = 1 Day to 1.4 years</p> <p><b><u>Elapsed Days Between Bank Receipt - AMS Approval</u></b>                      Average = 11.83 Days                      Range = 1 Day to 1.4 years</p>	<p>Average 1 Day</p> <p>Average 1 Day</p>
<p>Number of error on the Deposit Warrant to Bank of America                      Average 2,750 deposits per month</p>	<p><b>Bank's Deposit Correction Notice</b>                      Average = 660 errors per month (24%)</p>	<p>Average &lt; 275 errors per month (10%)</p>



# Causes & Solutions

- The team identified over 60 “Causes” for process time delays and/or errors
- They voted on the top 6 Causes to focus on
- The team then brainstormed 42 potential “Solutions” for the 6 chosen Causes
- Members voted on Solutions and selected the best recommendations to be considered for implementation
  - Several of the other solutions will be incorporated with training and the Standard Operating Procedures Manual



# Approved Recommendations In Progress

	<b>Cause</b>	<b>Solution</b>	<b>Benefit</b>
1	Departments do not approve the Cash Receipts (CR's) timely	Created an automated notification escalation procedure for unapproved CR's	Reduced the time elapsed between the date of the deposit and the approval of the CR in the City's general ledger system.
2	Data Entry errors including, writing, transposition, etc.	Electronic Cash Receipts (CR's)	Cash Receipt will be generated automatically from the sub-ledger system; thereby, eliminating data entry errors and redundant data re-entry.



# Approved Recommendations

## In Progress (continued)

	Cause	Solution	Benefit
3	Lack of a standard operating procedure (SOP) for all City departments	Develop and maintain an on-going comprehensive policies and procedures manual (SOP) Recommended standards include: <ul style="list-style-type: none"><li>• Receipts deposited within 24 hours</li><li>• CR's posted to AMS within 24 hours</li><li>• CR's approved within 72 hours</li><li>• Deposit corrections made within 72 hours of notification</li></ul>	Will provide a standard to which all employees can be held accountable. In addition, the SOP can be used as the basis for training.



# Approved Recommendations In Progress (continued)

	Cause	Solution	Benefit
4	Lack of training	Develop and maintain an on-going comprehensive training program for all City departments on the polices, CR data entry and cash handling procedures	Will ensure knowledge of the job resulting in increased accuracy and enhanced job performance. Create consistent and effective workflow practices.



# Approved Recommendations

## Future Consideration

	Cause	Solution	Benefit
5	Financial system not designed for specific use	Configure AMS Financial system to default basic departmental information for Cash Receipt/Deposit Warrant data entry based on the user login ID	Defaulted information will save time and reduce the potential for data entry mistakes.
6	No technology to validate checks for insufficient funds	Purchase Check 21 Scanners for cashier stations to validate availability of funds and place hold on funds	Technology will eliminate the acceptance of checks with insufficient funds; funds will also be made available to the City faster.



Environmental & Health Services  
Bureau of Vital Statistics  
ZIP Process Improvement Team



# Team Members

- Teressa Page-Davis, Sponsor, EHS
- Renée Clay, Team Lead, EHS
- Betty Foxx, EHS
- LaDonna Bouldin, EHS
- Michael Loller, EHS
- Terrence Spann, EHS
- Kris Sweckard, Facilitator, Efficiency Team



# Objective

- Decrease time and increase ease of use for customers in the issuance of vital records



# Process Measures

Measure	Baseline Data (September 2008)	With Improvements (September 2009)	Comments
Time between customer walking in the door and receiving record	18 minutes	17.4 minutes	Overall process time decreased slightly
Time for customer to complete application	5.0 minutes	4.2 minutes	Some customer download application from website and completed prior to coming to our office
Time customer spent in line	4.9 minutes	5.3 minutes	Increase due to implementation of a new cashiering system in October 2008
Time for cashier to process transaction	3.2 minutes	3.9 minutes	Increase due to implementation of a new cashiering system in October 2008
Time from customer receiving receipt to receiving record	4.8 minutes	4.0 minutes	Customer Service Rep processing request at the same time cashier entering transaction
Percent of customers say the process is easy	90%	89%	Customer not satisfied with the length of time standing in line and cashier entering transaction



# Highlights of Approved Recommendations Implemented

- Improved routing of customers and reduce customer uncertainty by:
  - Separating area for customers to request and pay for records, from area where records are issued, and information obtained
  - Installing stanchion lines in lobby area
- Better informed customers by providing information/resourceful handouts in English and Spanish
- Updated/Redeveloped the website to include resourceful information



# Highlights of Approved Recommendations Implemented (Cont.)

- Provided information, directions, and instructions to customers via signs outside of City Hall, inside City Hall, and in the Vital Statistics Lobby
- Added large instructional signage, including examples, on the wall in lobby area
- Added two (2) additional tables in the lobby area for completing applications and better flow of customers
- Designated areas for picking up and completing applications (English and Spanish)



# Highlights of Approved Recommendations Implemented (Cont.)

- Discarded unnecessary forms and materials placed in the lobby area
- Developed Birth and Death informational brochures in both English and Spanish
- Redeveloped Vital Statistics website
- Installed new IVR after hours pre-recorded phone message



# Highlights of Approved Recommendations

## Future Consideration

- Purchase / install flat screen television and DVD player in the lobby area to show educational and informational videos from various City departments (ex: Trinity Trudy, Perry the Pipe, Recycle Program, etc.)



# Results

- Better flow of customers
- Reduced wait time for general information
- Customers better prepared when coming in person by bringing proper ID/information/documentation
- Customers more informed as to where to go and what to do to obtain records
- Efficient use of space



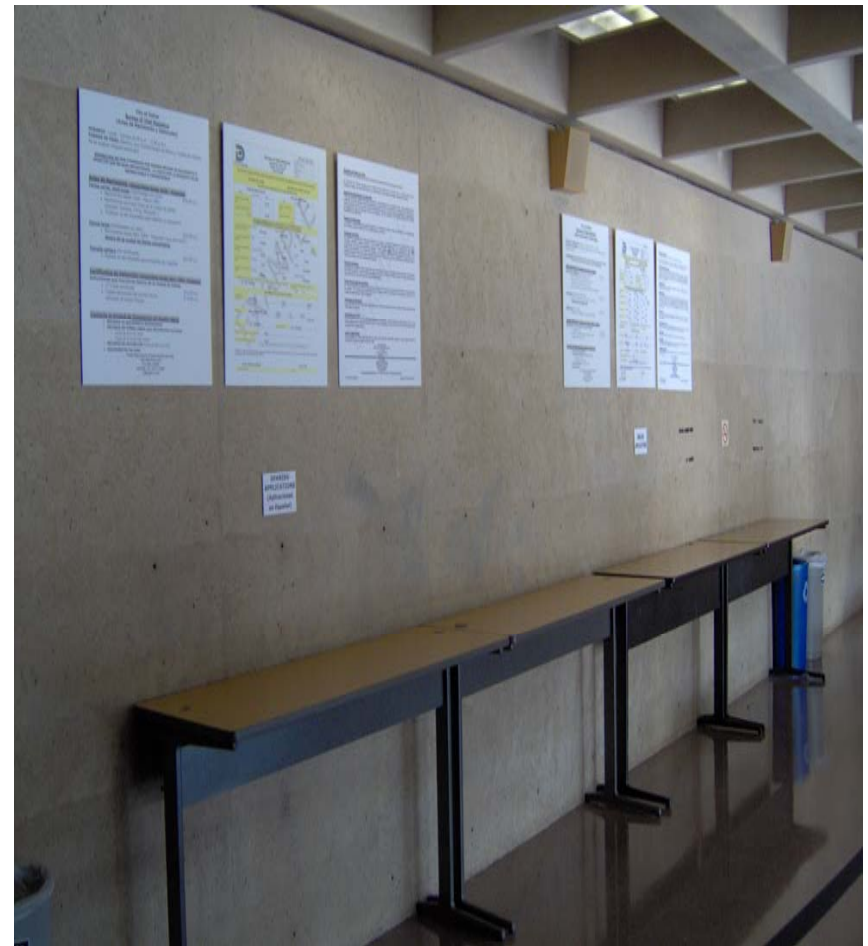
# Quantification of Benefits & Costs

Benefit/Cost Description	Calculation	Quantified Benefit/Cost
Reduction of staff time spent explaining process and forms to customers	<p>4 people x 10 minutes per day x 250 days per year = 10,000 minutes = 167 hours per year</p> <p>\$40,000 fully loaded resource cost / 2080 hours per year = \$19.23 per hour</p> <p>167 hours per year * \$19.23 = \$3,211</p>	\$3,211
Cost of new tables, stanchions, and signs	\$1,050 for tables + \$875 for stanchions + \$396 for signs	(\$2,321)
Cost of printing 4,000 colored informational brochures in both English and Spanish	\$332.75 per box of 1,000	(\$1,331)

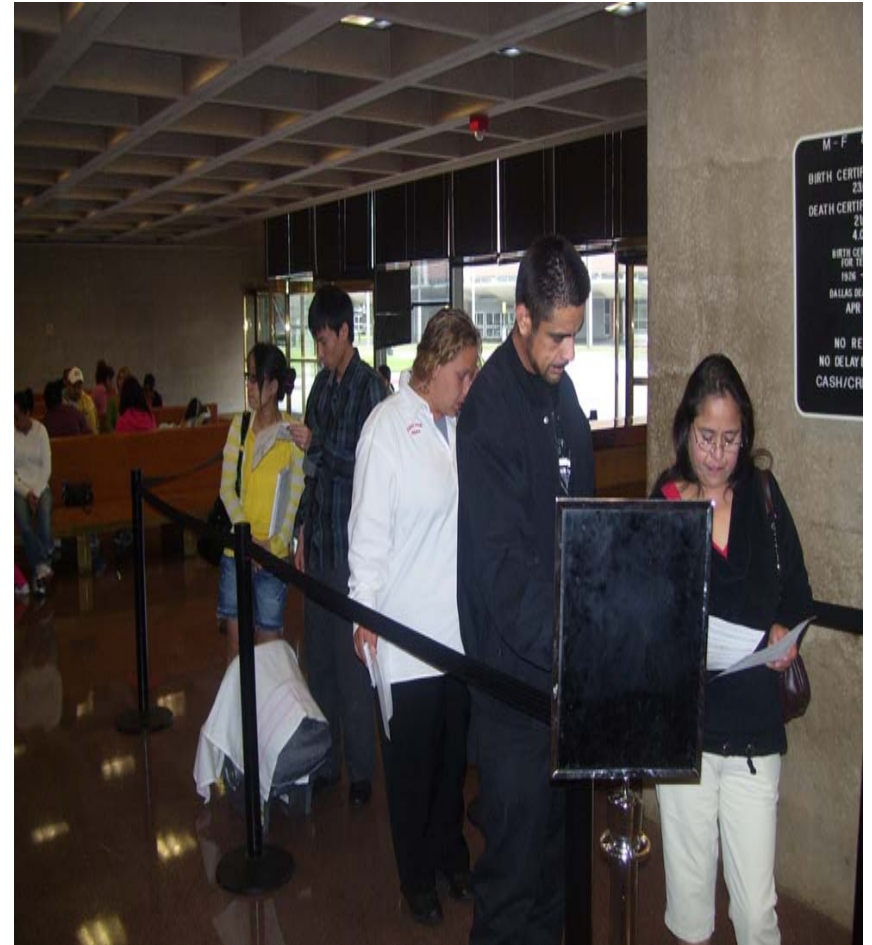


# Before / After

## Informational / Instructional Signage & Tables



# Before / After Stanchion Lines



# Birth Certificate Brochure

## How much will a birth certificate cost?

\$23.00 Each certified copy  
\$23.00 Wallet size certificate

If we search for a certificate and no records are found the birth certificate fee is retained as a search fee. **NO REFUNDS.**

## What forms of payments are accepted?

Cash (In person **ONLY**)

Business check, **no personal checks**

Money orders or cashier's checks

Debit/credit card (Visa, MasterCard, American Express, Discover, Diners)

## What type of records and years are available?

### Birth

For the state of Texas  
Years 1926 - Present (Abstract)

Dallas Only  
Years April 1983 - Present (Long form)

## Office Hours

Monday - Friday 8:30 a.m. - 4:30 p.m.

Telephone (214) 670-3092

Fax (214) 670-0880

City of Dallas  
Bureau of Vital Statistics  
1500 Marilla, Room 1FN  
Dallas, Texas 75201  
24-Hour Information Line  
214-670-3092

**S. Renée Clay**  
Manager  
Local Registrar

**Anedrya Price**  
Supervisor  
Deputy Registrar

Bureau of Vital Statistics

## General Information on Birth Certificates



## an error on the birth certificate?

endment to correct the certificate. mpleting an application to amend rth. The form must be notarized Austin with documentation that nformation along with a \$15.00 corrected certificate is usually is and may be obtained through 00

## her's name is not listed?

, 1989, Texas law required that were married at the time of rth, the father's information was after September 1, 1989, the n may be placed on the certificate s not married.

ot married, both parents must lgement of Paternity (AOP) in time of birth or the Vital Statistics

office after the birth has occurred. If the mother was married to someone other than the biological father, the husband must sign a denial before the biological father may sign the AOP. The AOP must be mailed to Austin with \$25 fee.



# Death Certificate Brochure

## How much will a death certificate cost?

\$21.00 First certified copy  
\$4.00 Each additional copy

If we search for a certificate and no records are found the birth certificate fee is retained as a search fee. **NO REFUNDS.**

## What forms of payments are accepted?

Cash (In person **ONLY**)

Business check, **no personal checks**

Money order or cashier's check

Debit/credit card (Visa, MasterCard, American Express, Discover, Diners)

## What type of records and years are available?

### Death

Dallas Only  
Years April 1983 - Present (Long Form)

For all other years, contact the State, Vital Statistics Unit at 1-888-963-7111 or [www.texasonline.com](http://www.texasonline.com)

## Office Hours

Monday - Friday 8:30 a.m. - 4:30 p.m.

Telephone (214) 670-3092

Fax (214) 670-0880

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## General Information on Death Certificates



## an error on the certificate?

amendment to correct the certificate. Completing an application to amend a death certificate. The form must be notarized in Austin with documentation that supports the information along with a \$15.00 fee. A corrected certificate is usually issued within 30 days and may be obtained through the Bureau of Vital Statistics.

## cause of death is incorrect?

When the cause of death on the certificate is incorrect, the medical examiner must examine the body to determine the final cause of death.

The Bureau of Vital Statistics files the amendment to the certificate within 8 - 12 weeks without any fee. Then it submits it to the Department of Health Services in Austin, Texas.



# What's Next?

- Continue to look throughout the organization for opportunities to improve processes and enhance customer service
- Continue to identify, train, and launch ZIP Process Improvement teams each quarter
- Continue to implement ZIP Teams' recommendations and track their results



# Appendix

## List of “ZIPped” Processes



# “ZIPped” Processes

- August – November 2007 (Pilot)
  - Hiring
  - 311 Customer Response (Code)
  - Fire Protection Plan Review & Inspection
  - Fleet Procurement & Make-Ready
  - Grants
  - Building Permits
- 3<sup>rd</sup> Quarter FY2008
  - Employee Off Boarding
  - Relocation
  - Accounts Payable
  - Performance Appraisals
  - Addressing



# “ZIPped” Processes

- 4th quarter FY2008
  - Equipment Readiness for New Employees
  - Alley Closure
  - Vital Statistics
  - Bank Reconciliation
  - Roll Carts Service Request
  - EBS Parts Management
- 1st quarter FY2009
  - DPD Fleet
  - Demolition
  - Courts Docket Management
  - Loose Aggressive Animals
  - Personnel Classification Authorization
  - EBS Paint and Body



# “ZIPped” Processes

- 2nd quarter FY2009
  - Travel Authorization and Reimbursements
  - Expiration of Master Agreements
  - Special Event Management & Marketing
  - High Weeds Service Request
- 3rd quarter FY2009
  - Pet Registration
  - Open Records
  - Sanitation Missed Collections
  - Litter Service Request
  - Contractor ISO Compliance

