



City of

El Paso

Operational Briefing:
Lean Six Sigma Projects



LEAN
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Lean Six Sigma Project

ESD Discounts & Special Program Process

Environmental Services Department

**Strategic Goal 6 - Set the Standard for Sound
Governance and Fiscal Management**





Project *Team*



- **Ellen Smyth, ESD Director (Sponsor)**
- **Patrick Ross, Solid Waste Collection Manager**
- **Terrence Newman, ESD Fleet Manager**
- **Elsa Segura, ESD Customer Relations & Billing Supervisor**
- **Barbara Settle, ESD Customer Relations Representative**
- **Waleed Abuissa, Green Belt Candidate**



OPERATIONS

ESD Discounts and Special Programs Process

Opportunity in improving our WORK PROCESSES

An inefficient process for determining continued eligibility for the Senior or Disabled Citizens Discount leads to abuse of the program by ineligible recipients and increases program costs.

Innovate our OPERATIONS

Improve the eligibility program process for ESD Discounts and Special Programs for residential solid waste customers. The new process will ensure discounts are only provided to eligible recipients thus controlling program costs.



Pre-Project Annual Cost of Program

ESD Discounts and Special Programs Process

Current number of Participants in the program 16,610

Monthly trash charge per resident \$17.00

20% discount for qualified applicants per month \$ 3.40

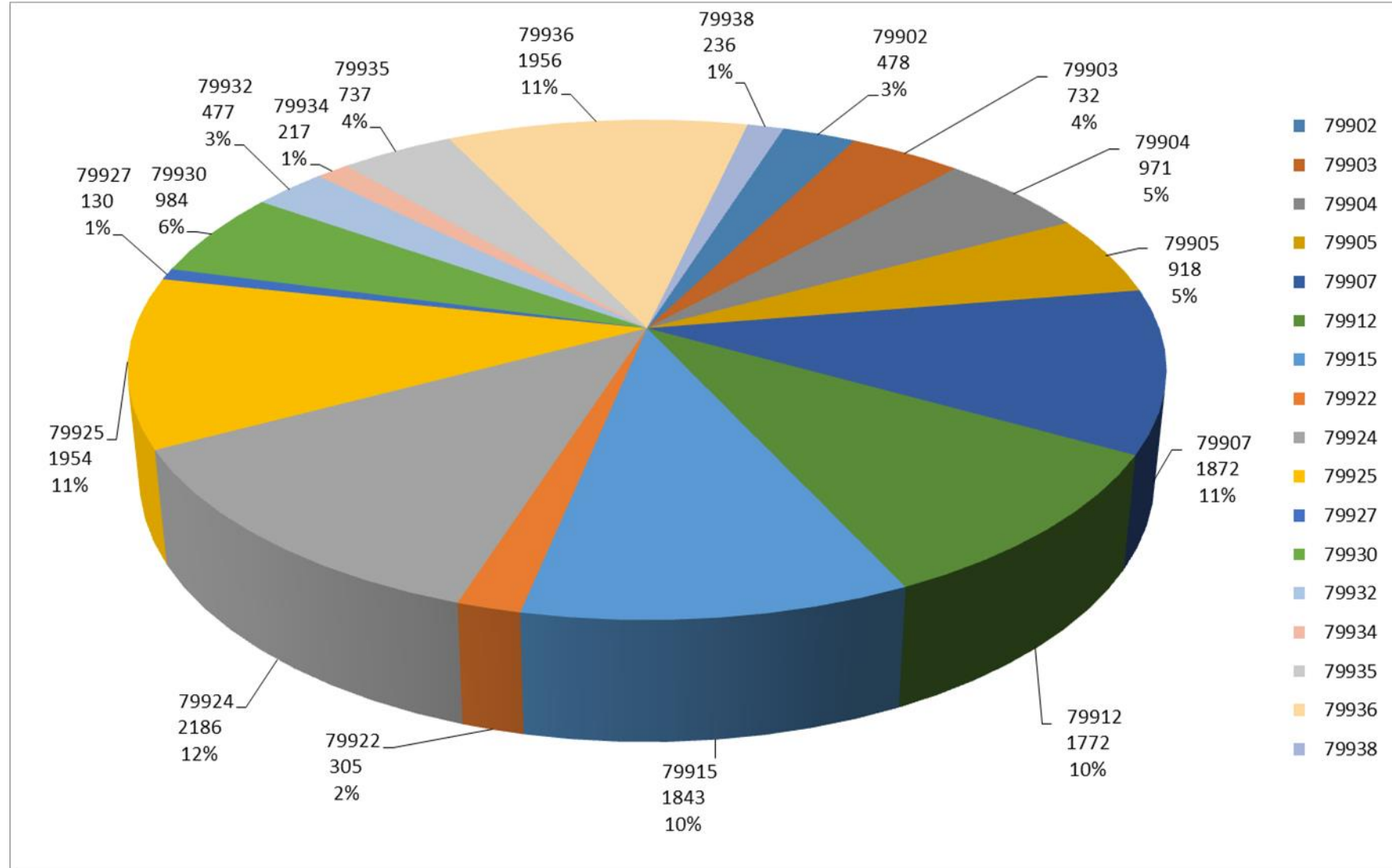
20% Discount x 16,610 Participants \$56,474.00

Multiplied by 12 months x 12

Total Annual cost for Discounts \$677,688.00



Number and Percentage of Senior or Disabled Citizens Discount Program participants by Zip Code



"Delivering Outstanding Services"

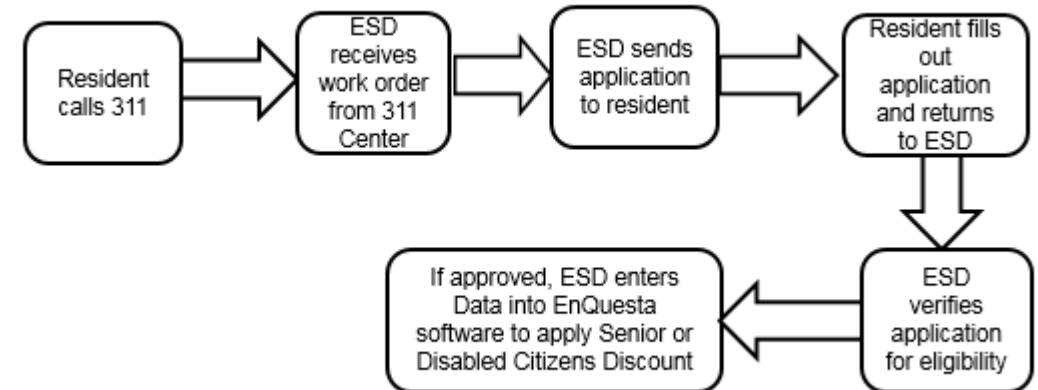


OPERATIONS

ESD Discounts and Special Programs Process

Improving our Processes

- Developed an integrated and efficient process.
- Straightforward application process for customers
- Controls the cost of the program.





OPERATIONS

ESD Discounts and Special Programs Process

Improving our Processes

Hired a full-time ESD Office Assistant to verify eligibility for Discounts and Special Programs.

- Supports continuous monitoring of program
- Provides improved customer service to program customers



"Delivering Outstanding Services"



OPERATIONS

ESD Discounts and Special Programs Process

Improving our Processes

Developed analysis and reporting to identify ineligible program participants.

- Supports the process used to determine continued eligibility.





OPERATIONS

ESD Discounts and Special Programs Process

Improving our Processes

Mail notices to residents 30 and 60 days in advance informing them that their “Senior or Disabled Citizens Discount” is going to be cancelled. If they still qualify they need to call 311 to reapply.





OPERATIONS

ESD Discounts and Special Programs Process

Process Results

- Project Goal: Identify ineligible program participants estimated at 20% of program population
- Goal Savings: \$135,537





OPERATIONS

ESD Discounts and Special Programs Process

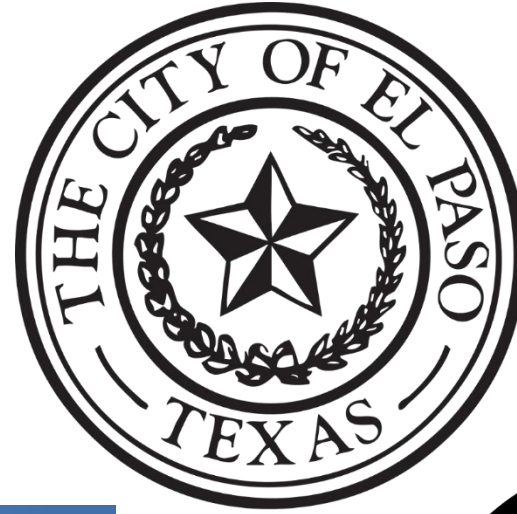
Process Results

- 5,445 ineligible participants identified
 - **30%** of program population
- Estimated annual savings:

\$222,156



Questions?



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