

**CITY OF EL PASO, TEXAS
AGENDA ITEM
DEPARTMENT HEAD'S SUMMARY FORM**

DEPARTMENT: City Manager's Office

AGENDA DATE: November 28, 2017

CONTACT PERSON NAME AND PHONE NUMBER: Process Improvement Administrator, Roman Sanchez,
(915) 212-1090

DISTRICT(S) AFFECTED: All Districts

SUBJECT:

Introduction and summary of customer focused projects under the Lean Six Sigma (LSS) Program.

BACKGROUND / DISCUSSION:

The City of El Paso utilizes the Lean Six Sigma methodology with its city operations to become more effective and efficient while enhancing customer satisfaction in all of our service delivery systems. This aligns with the City's Mission: Deliver outstanding services to support a high quality of life for residents, businesses and visitors. Employees are engaged in city-wide teams and initiatives applying Lean Six Sigma methods and tools to deliver improved services throughout the organization.

PRIOR COUNCIL ACTION:

N/A

AMOUNT AND SOURCE OF FUNDING:

N/A

BOARD / COMMISSION ACTION:

Enter appropriate comments or N/A

*****REQUIRED AUTHORIZATION*****

DEPARTMENT HEAD:


(If Department Head Summary Form is initiated by Purchasing, client department should sign also)



City of

El Paso

Operational Briefing:
Lean Six Sigma Projects



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Our Culture

- Team-oriented
- Results-driven
- Organizational learning valued
- Mission-centered:

Delivering outstanding services





Delivering our *Mission*

Deliver outstanding services to support a high quality of life for residents, businesses and visitors.





LSS Organizational Reach

Lean Six Sigma (LSS) Training & Project Reach				
	Green Belt Training	Yellow Belt	Sponsor/Champion Training	LSS Projects
Airport		x	x	x
Animal Services	x	x	x	x
City Attorney			x	x
City Manager	x		x	x
Community & Human Development	x	x	x	x
Capital Improvement Department	x	x	x	x
Economic Development	x	x	x	
Environmental Services	x	x	x	x
Fire	x	x	x	x
Human Resources	x	x	x	x
Information Technology	x	x	x	x
International Bridges	x	x	x	x
Internal Audit	x		x	x
Library	x		x	
Mass Transit	x		x	
Municipal Clerk & Municipal Court	x	x	x	x
Museums & Cultural Affairs	x		x	x
Office of the Comptroller		x	x	x
Parks & Recreation	x	x	x	x
Planning & Inspections		x	x	x
Police	x		x	x
Public Health	x	x	x	x
Purchasing	x	x	x	x
Streets & Maintenance	x		x	x
Tax	x		x	x
Zoo		x	x	
City Wide Projects				x

- LSS Green belts are leading projects across the City
- 46 Green Belts have completed training
- 75 Yellow Belts have completed training
- 340+ employees engaged
- \$822,004 in savings
- \$2,285,770 in cost avoidance
- 44,960 hours saved



Lean Six Sigma Delivery

WORKFORCE

Building a WORKFORCE conducive to HIGH-PERFORMANCE

- Developing an effective and supportive WORKFORCE environment
- Engaging our WORKFORCE to achieve high-performance

OPERATIONS

Designing, managing, improving, and innovating our WORK PROCESSES

- Innovating and improving our WORK PROCESSES
- Ensuring effective management of our OPERATIONS

CUSTOMERS

Delivering Outstanding Services to Our CUSTOMERS

- Listening to the Voice of the CUSTOMER
- Improving CUSTOMER Engagement

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Our *CUSTOMERS*

Delivering Outstanding Services to Our Customers

Listening to the Voice of the Customer

How we engage and listen to our CUSTOMERS

How we serve and exceed our CUSTOMER'S expectations

How we build relationships with our CUSTOMERS

Improving Customer Engagement

Improving our processes to exceed our CUSTOMER'S expectations

Building new CUSTOMER relationships

Expanding our existing CUSTOMER relationships

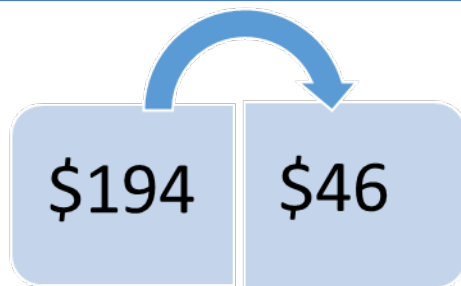
Being responsive to our CUSTOMER'S expectations

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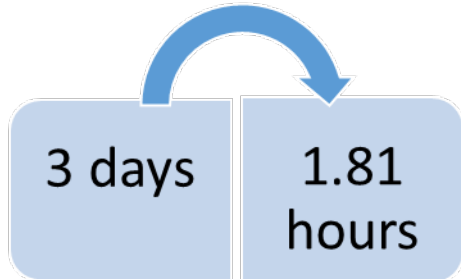
LSS Delivers Outstanding Customer Services

Reduce Zoning Case Process and Initial Inspection Time



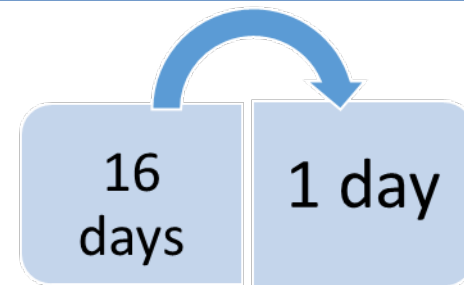
Reduction in cycle time resulted in a cost per case decrease of \$194.70 to \$46.73
\$394,214 in cost avoidance

Reduce Irrigation Repair Time



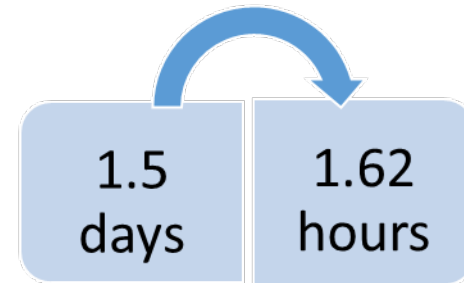
Process cycle time reduced from 3 business working days to 1.81 hours
Cost reduction from \$297 to \$22.40 per repair

Reduction in Parks Permitting Process



Process time reduced 16 days to less than 1 day
Reduction in admin cost \$214 to \$13.38

Decrease Work Order Process Time at Airport Warehouse



Material request cycle time process reduced from 747 minutes to 97 minutes
Annual cost avoidance of \$215,030



Continuing our CUSTOMER service delivery

Reduce Competitive Sealed Proposal Time

– Bruce D. Collins, *Green Belt*

Decreasing Customer Wait Times for Food Handler Course Registration – Mary Ann Gallegos, *Green Belt*

Reducing Heavy Equipment Repair Turnaround Time – Rene Barraza, *Green Belt*

Streamlining the non-emergency telephone report taking process – Isaura Valdez, *Green Belt*





Questions?



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