

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

DEPARTMENT: Purchasing & Strategic Sourcing
AGENDA DATE: December 12, 2017
CONTACT PERSON/PHONE: Roman Sanchez, Performance Office, (915) 212-1090
Bruce D. Collins, Purchasing & Strategic Sourcing, (915) 212-1181
DISTRICT(S) AFFECTED: All
STRATEGIC GOAL NO. : #6 Set the Standard for Sound Governance and Fiscal Management

SUBJECT:

Presentation and review of the Lean Six Sigma Project titled the Kaizen Event

BACKGROUND / DISCUSSION:

Staff to provide a detailed overview of the Kaizen Event

SELECTION SUMMARY:

Not Applicable

COMPENSATION ANALYSIS:

Not Applicable

PROTEST

There was no protest received for this requirement.

Protest received.

PRIOR COUNCIL ACTION:

Not Applicable

AMOUNT AND SOURCE OF FUNDING:

Not Applicable

BOARD / COMMISSION ACTION:

Not Applicable

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

DEPARTMENT HEAD: _____



City of

El Paso

**Operational Briefing:
*Lean Six Sigma Projects***



**LEAN
6σ**



Lean Six Sigma Green Belt Project

Competitive Sealed Proposal (CSP)

Purchasing and Strategic Sourcing Department

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





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.



"Delivering Outstanding Services"



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





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

6σ *LEAN*

"Delivering Outstanding Services"



Project *Team*



From Left to Right: Alberto Yáñez, Yvette Hernandez, Michelle Gardner, Monica Puga, Deniese Baisley, Bruce Collins, Claudia Garcia, Tracy Novak, Sam Rodriguez, Javier Reyes, Diana Martinez



Our CUSTOMERS

Reduce Competitive Sealed Proposal Time

Listening to the Voice of the Customer

Over the last twenty-four months the Competitive Sealed Proposal (CSP) process has taken 108 to complete. This impacts the end users ability to deliver services in a timely manner.

Improving Customer Engagement

The goal of the LSS project was to reduce the time to award a Competitive Sealed Proposal Process by 25% and stretch goal of 30%.





Our CUSTOMERS

Reduce Competitive Sealed Proposal Time

Improving our WORK PROCESSES

- Activities in the process were re-organized to be done concurrently.
- Establish definitive standards and timelines for specific task i.e., advertising, negotiations.
- Creation of a project monitoring template to be used as a timeline to indicate each step of the process, including when and who has to complete it



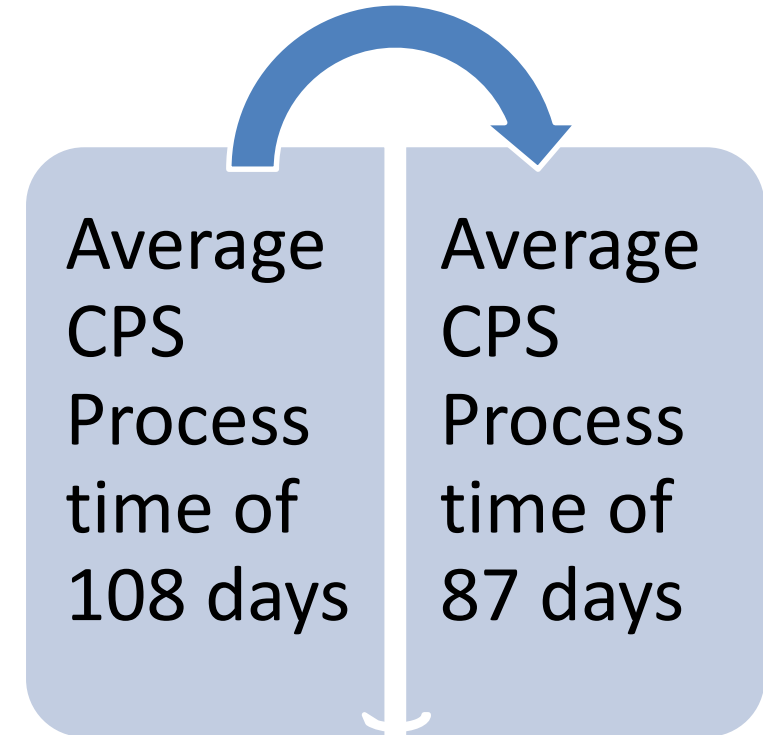


Our *CUSTOMERS*

Reduce Competitive Sealed Proposal Time

Process Results

- The process was reduced from 108 to 87 days
- Subsequent CPS was completed in 77 days





Our CUSTOMERS

Reduce Competitive Sealed Proposal Time

Process Results

- Procurement schedule/calendar “rainbow schedule” is now utilized for all formal procurement processes

	Activity	Concurrent Activity	Allocated Time	Cumulative Time	Day	Target Date	Completed	
Advertising to Bid Opening Date	Send advertisement to Newspaper	Schedule Evaluation Committee Meeting			Monday	12/12/2016	12/12/2016	
	1st Advertisement	Post Solicitation Online	1	1	Tuesday	12/13/2016	12/13/2017	
	2nd Advertisement	Receive questions and issue amendments	7	8	Tuesday	12/20/2016	12/20/2017	
	Pre-Bid Conference		1	9	Wednesday	12/21/2016	12/21/2017	
	Last Day to Submit Questions		7	16	Wednesday	12/28/2016	12/28/2017	
	Last Day to Issue Amendment		7	23	Wednesday	1/4/2017	1/4/2017	
Bid Opening			7	30	Wednesday	1/11/2017	1/11/2017	
Bid Tab Preparation	Prepare Bid Tabulation	Review for bids for compliance	5	35	Monday	1/16/2017	1/16/2017	
	Bid Tab Review and Approval		2	37	Wednesday	1/18/2017	2/2/2017	
Evaluation Phase	Start Checking References - 1st Attempt	Pre-Evaluation Committee Meeting to Start Evaluation	1	38	Thursday	1/19/2017	1/19/2017	
	Checking References 2nd Attempt	Committee Evaluating Proposals	4	42	Monday	1/23/2017	1/23/2017	
	Checking References 3rd Attempt			1	43	Tuesday	1/24/2017	1/24/2017
	Score References			1	44	Wednesday	1/25/2017	1/25/2017
	Committee Submits Scoresheets to Purchasing			1	45	Thursday	1/26/2017	1/26/2017
	Receive and Compile Ranking			6	51	Wednesday	2/1/2017	2/2/2017
Protest Phase	Protest Period		6	64	Tuesday	2/14/2017	2/14/2017	
Negotiation Phase	Notification to the Highest Ranked/ Negotiations	Due Diligences - Highest Ranked & Negotiation Strategy	1	65	Wednesday	2/15/2017	2/15/2017	
	Negotiation Phase	Recommendation to Award	13	78	Tuesday	2/28/2017	3/2/2017	
City Council Packet Process	Packet Preparation	DHS send to CID	1	79	Wednesday	3/1/2017	3/3/2017	
		Receive DHS	1	80	Thursday	3/2/2017	3/6/2017	
		Submit to Supervisors	4	84	Monday	3/6/2017	3/7/2017	
	Submit to Admin Analyst			1	85	Tuesday	3/7/2017	3/8/2017
	Purchasing Director Reviews with Legal			1	86	Wednesday	3/8/2017	3/8/2017
	Revisions			1	87	Thursday	3/9/2017	3/8/2017
Posting			0	87	Thursday	3/9/2017	3/8/2017	

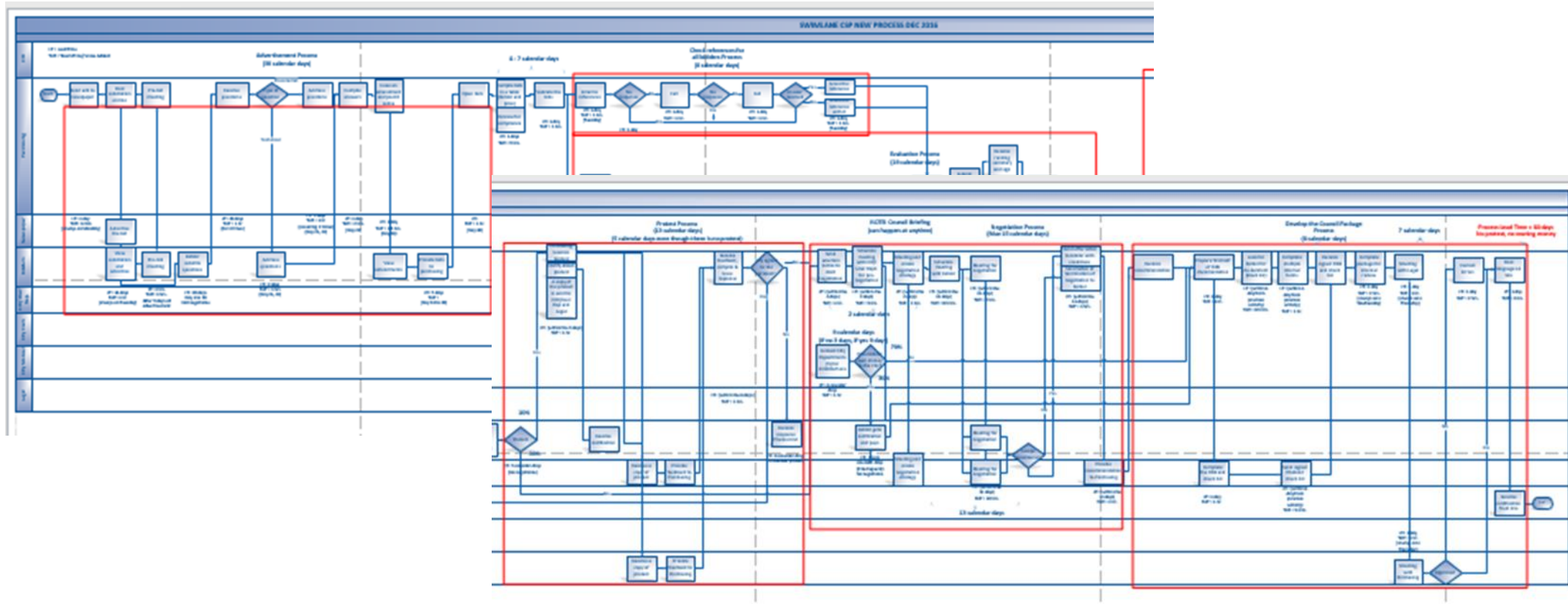


Our CUSTOMERS

Reduce Competitive Sealed Proposal Time

Improving CUSTOMER engagement

- Processes maps were revised based upon learning



“Delivering Outstanding Services”



Questions?



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