Continuous Improvement

City of Tacoma | Ben Thurgood

Government Performance and Finance Committee
February 2, 2021

Meet the CI Team

CI Management

Ben Thurgood

Steve Sawada

Innovation & Process Improvement

Diana Surma

Matt Janzow

Vacant CI Fellow

Learning Team

Owen Robinson

Indira Santiago

Jamie Olson

Organizational Effectiveness

Emily Roeben

Yvette Ferrell

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Continuous Improvement

Partnering with people, enhancing processes and empowering others to **LEARN**, **IMPROVE**, **CHANGE**, *and* **LEAD**.
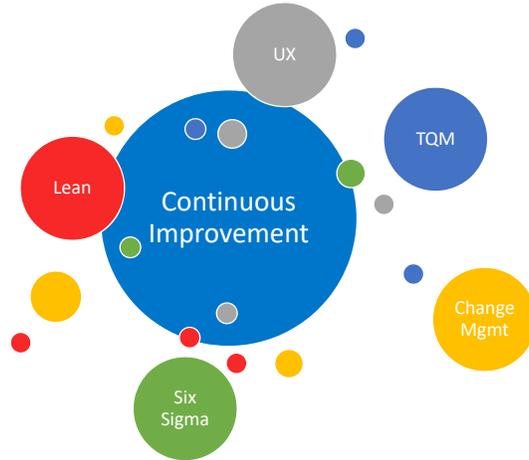
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CI Mindsets

The customer defines "value"

Fix Processes, Not People

Slow down to go Fast

Systems, not Silos

We're in the middle of making it better.

4

A Mix of Useful Tools

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Problem Solving Framework

initiate
Consider
the context

investigate
Understand
what IS

improve
Explore
what COULD be

implement
Create
what WILL be

iterate
Do it all again

6

Rigorous Approach

PROJECT CHECKLIST
initiate · investigate · improve · implement

Ci4i

initiate	investigate	improve	implement
Charter	Current State Map	Future State Map	"30-60-90 Day" Plans
Environmental Scan	Baseline Metrics	Ideation	Experiments
Project Checklist	Root Cause Analysis	Prioritization	Mistake Proofing
Stakeholder Analysis	8 Wastes	Standard Operating Procedures	Evaluations

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Measuring Results

4E's It's how we measure our results.

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CI Advocates (CIA)

CI Advocates Program Structure

6 Workshops + Open House

Session 1 & 2
Ci Mindsets
and **initiate**

Session 3 & 4
investigate

Session 5 & 6
improve and
implement

Management
Open House

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Successes: Finance CI Advocates

- Trained 36 employees in Finance via our Continuous Improvement Advocates Program
  - Director Andy Cherullo and Assistant Director Susan Calderon encouraged employees to improve operations and processes
- A simple 3-step process guided the review process
  - **Brainstorm:** Employees identified 51 potential projects
  - **Prioritize:** Potential projects were evaluated for benefits to customers and staff
  - **Start:** Andy and Susan reviewed the prioritized projects, and selected five to be worked on
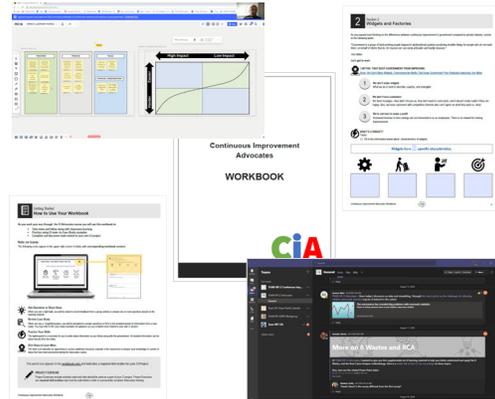
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Adapting CIA

Updated the full CIA experience in response to pandemic
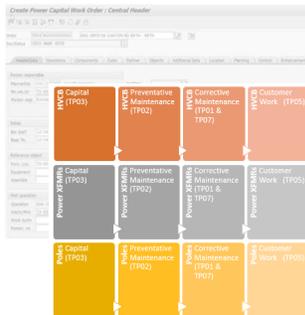

2019: In-person classroom learning

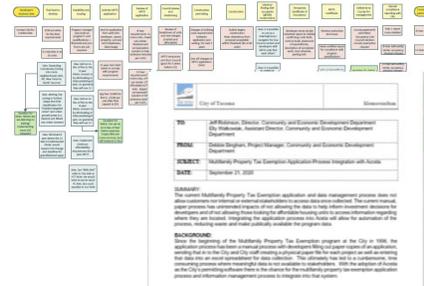**2020: Full virtual experience**

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Round 9 Projects

Enhanced marketing and customer feedback collection for irrigation rebates

Enhanced High Voltage Circuit Breaker asset management in SAP

Streamline the Multifamily Property Tax Exemption application process

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Successes: NCS Derelict Building

- Cross-functional team reduced the time buildings remain vacant
  - Effort improved public safety, economic vitality, and helped reduce blight
- Employees standardized processes and communications between groups
  - Documented processes: improved situational awareness
  - Data entry became proactive, not reactive
  - This single change resulted in staff time savings of 250 hours annually
  - Clear deliverables ensured transparency and engagement
  - Final time savings totaled over 1250 hours!

"If I run into a problem, I now don't have to chase paper around. I can look at the process map and see where the case is in the process."
-Christina Tate

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Successes: Eliminating Dual Entries from 311

- Assisted Neighborhood and Community Services 311 team with eliminating duplicate entries from 311 system
  - NCS received over 20,000 duplicate entries annually, requiring 1,000+ hours of staff time to correct.
  - Improvement event found that IT had solved this issue for another department already
  - IT fix automated duplicate detection and saved 1000+ hours of staff time annually
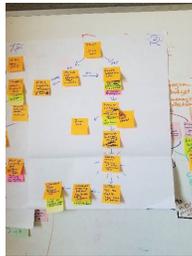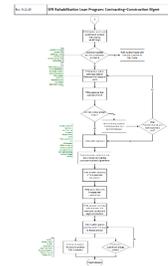

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Successes: SFR Rehab

- **Collaborated with CED to improve process for Single Family Residential Rehabilitation (SFR rehab) projects**
  - Brought previously contractor-led process in-house:

Documented processes from contracting to construction management

Streamlined process and presented to Tacoma Community Redevelopment Authority Board (TCRA) for green light on bringing work in-house

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Successes: Tacoma Public Library

TPL Technical Services Team streamlined processing of new materials

New & Replacement Materials Process Backlog

" We're **buried** in books! "

- Technical Services Team (Main Branch)

50+ Carts in Backlog
90+ Days to Process

" Finally, Summer has come to the library, too. The process is **working better** than it ever has! "

- Technical Services Team (Main Branch)

7 Carts in Backlog
12 Days to Process

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Successes: Tacoma Public Library

Worked with Library pages to improve movement and workflow

Projected 90 efficiency hours per month via direct shelving and reducing unnecessary movement (pre-COVID)

Saved approximately 100 sq feet of vertical shelf space

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Successes: Police Recruitment, part 1

Improved the process of recruiting new police officers

Documented current processes, reviewed testing procedures, analyzed recruiting methods

Implemented standard oral board and recruiting cadres

Reduced average time to hire from 450 days to 115

Stopped charging applicants for testing

Updated recruitment material to emphasize "service and community" instead of "career"

Partnered with JBLM, Universities, and local agencies to broaden applicant pool

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Successes: Police Recruitment, part 2

Improved the process of recruiting new police officers

Improved police recruitment process with an emphasis on equity and accessibility

Identified drop-off points among recruits in existing process

Surveyed over 1400 applicants on their recruitment experience

Implemented online applicant personal history portal and workflow automations

Decreased TPD review time

Increased applicant response rates across all demographics

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Successes:
Body worn camera deployment

- Managed multi-department effort to implement body worn cameras (BWC) to all TPD patrol officers by Q1 2021.
  - Key priority for City of Tacoma organization-wide, anti-racist transformation
  - Ensured public transparency and awareness of project milestones, department policy and procedures
  - Documented workflows and staff responsibilities to ensure operational effectiveness from day one

- Timeline
  - Dec. 14, 2020, 20 BWC deployed for testing / evaluation
  - Jan. 4, 2021, 80+ BWC deployed (100+ operational)
  - Mar. 31, all patrol officers will have BWC equipped (~250 total)


Axon BWC 3

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Successes:
GovQA payment module project

- Added payment collection functionality to 311 and public records system, GovQA
  - Public Records Office and other users of GovQA can process and manage payments safely and securely
  - Supports credit card payments, invoicing, estimates and enhanced reporting
  - One-stop shop to pay for public records requests
    - BWC footage
    - Documents
    - Digital files

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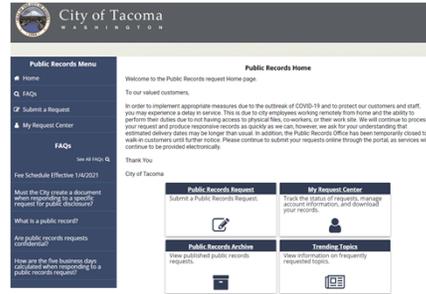
## Successes: Parking enforcement data automation

- Automated data review, cleaning, and preparation for citywide parking studies
  - Eliminated need for 40-hour manual data prep/cleaning process. Process now takes 5 minutes.
  - Increased accuracy and privacy of data
  - Simplifies parking study logistics and enables more studies in less time.

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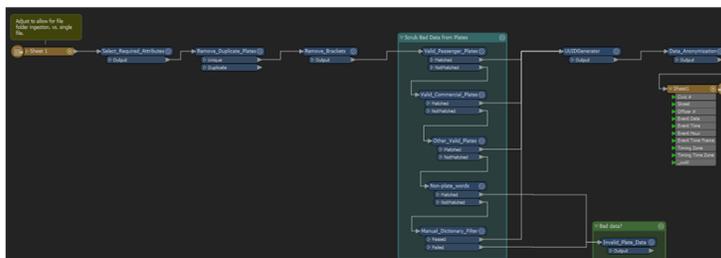
●●● Successes: EEO Dashboard

- Built a Tableau Dashboard for all City employees to view workforce demographic data
  - Allows quick access to race, ethnicity, and gender data across all departments with more than 5 employees
  - Includes comparison data to City, County, and State demographics
  - Supports citywide anti-racist organizational transformation efforts

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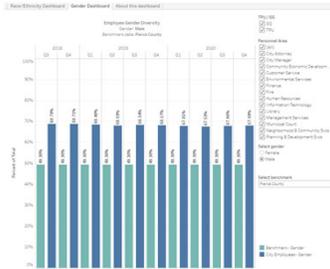
●●● Successes: HANAnalytics

Project goal: Achieve enhanced reporting and analytics capabilities associated with getting data out of SAP in an easier way.

TECHNICAL	PEOPLE
Faster, more accurate financial and budget **data** access	**150** analysts trained for self-service analytics using financial data
Improved **visibility** to manage employee benefits	**300** active users with **4,000** report views
New **transparency** for organization-wide financial data	**375%** increase in Community of Practice engagement (from 12 to 45)

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●●● Successes: Adapting to Remote Work

- New Employee Orientation improvements – now fully online/on demand

- Deployed remote worker, field worker, EEO, & safety online learning tracks

- Supported field/operational workers with meaningful training recommendations to be completed while working from home

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●●● Successes: Training Improvements

2019 In-Class Trainings		2020 LinkedIn Learning
15	Topics/Classes with at least 15 participants	100+
408	Number of unique participants	1500
3192	Hours of training completed	7576
$150	← Cost per student per vendor-led class vs Cost per student per year →	$35

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Successes: Digital Signatures

- **Worked with Finance and IT to modernize our purchasing processes:**
  - Generated 5,000 hours of efficiencies:
    - 13,000 purchase orders avoided (not required in Ariba)
    - 11,000 invoices electronically submitted
    - 44 citywide contracts
    - DocuSign reduced signature days from 18+ to 5.5

"I am the first person in the history of Tacoma to sign a contract with a digital signature."
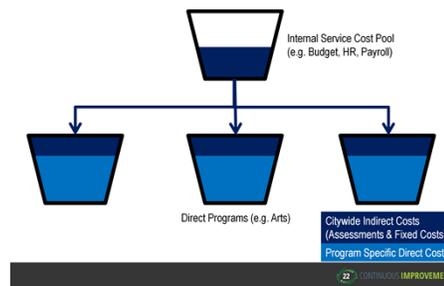
-Jack Kelanic, IT Director

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Success: Assessments Review

- Internal Service Cost Assessments
  - Simplified model

  - Created internal service fund to more correctly distribute assessments

  - Created consistency and predictability in internal service charges to support development of rate and fees in other departments of the City

Allocating Costs to Direct Services

Internal Service Cost Pool
(e.g. Budget, HR, Payroll)

Direct Programs (e.g. Arts)

Citywide Indirect Costs
(Assessments & Fixed Costs)
Program Specific Direct Costs

CONTINUOUS IMPROVEMENT

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Successes:
Office of Health and Safety

- Facilitated citywide safety restructuring effort, leading to the creation of Office of Health and Safety (OHS)

Welcome to the City's Safety Site!
Safety Training | Contact Safety

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Successes: Strategic Hiring Team

- Worked with HR Analysts, HR Specialists and Dept. Customers to improve classified hiring process
  - Weeklong improvement event saw internal tensions give way to cooperative problem solving.
- Results
  - HR began assigning an HR Analyst and Specialist to work with each department.
  - Departments identified HR Liaisons to coordinate hiring efforts
 - Communication between HR and customers greatly improved as a result

Employees physically rearranged seating to encourage communication and idea generation from all participants

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Successes: IT SAP Change Requests

- Improved process for requesting SAP changes
  - All projects, regardless of size or importance, were being reviewed by three to four staff at least 10 times on a monthly basis.
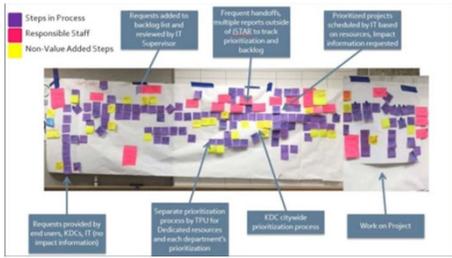
Improvements Made

Small projects (39 hours or less) no longer received stringent reviews

Eliminated 2,000+ staff touch points annually. Employees now work on smaller projects in between larger initiatives as they have time

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Successes: New Hire Portal

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Successes:
Emergency Telework Checklist

- Developed a comprehensive list of IT, HR, and related essential resources for employees to reference as they transitioned to work from home
  - Centralized multiple data sources and resources into one document available to all employees
  - Partnered with MCO and Emergency Management for outreach and awareness efforts
  - Another CI led team improved this resource for long-term use several months later

TELEWORKING AND HOME OFFICE
TRANSITION CHECKLIST

The intention of this document is to provide detailed setup guidance for teleworking.

- **COVID-19 Response**
  - COT Emergency Telecommuting and Home Office Directive 12Aug2020.pdf
  - Emergency Telecommute Directive Reference Sheet
  - In effect for duration the COVID-19 emergency

- **City Policy**
  - Review Personnel Management Policy 325
  - Long term policy, may be revised for 'new normal'

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CI 2021+

- Anti-Racist Transformation
  - Applying ci4i tools and and continuous improvement mindset to support anti-racist transformation in our policies, systems, and procedures

- Continued support of prior CI Advocates

- Assist with departmental improvement efforts

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