



City of Dallas

Process Improvement Team Update

Elisa Gouveia Waldrup
Performance, Strategy, and Innovation Executive
Budget & Management Services



Meet the Team



- Tony Rader, LSSBB
- Elisa G. Waldrup, MBB
- Stephen Tusken, LSSBB

40 years combined experience in Process Improvement from a range of industries.

Process Improvement (PI) Team Vision:

To transform the culture at the City of Dallas so that high performance and reliability are part of the organizational DNA, continuous improvement is an intrinsic part of daily operations, and data insights drive leadership's decisions.

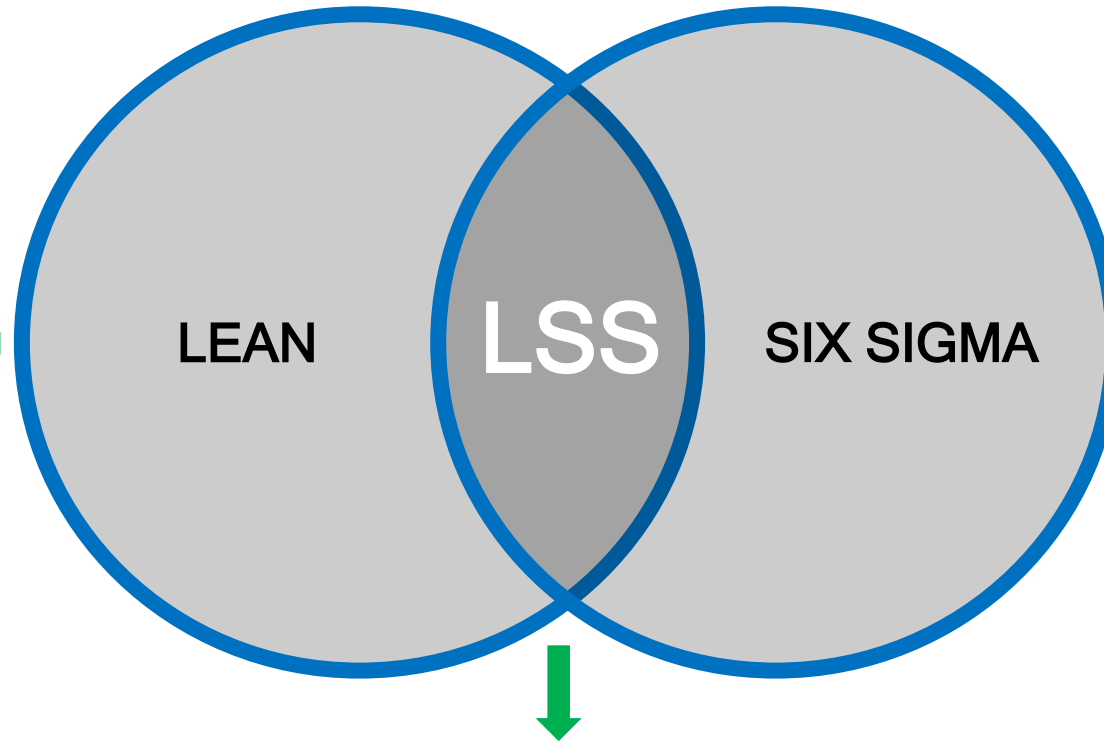


Our Process Improvement Approach



- Maximize Value
- Minimize Cost
- Minimize Time
- Minimize Effort

EFFICIENCY
FOCUS



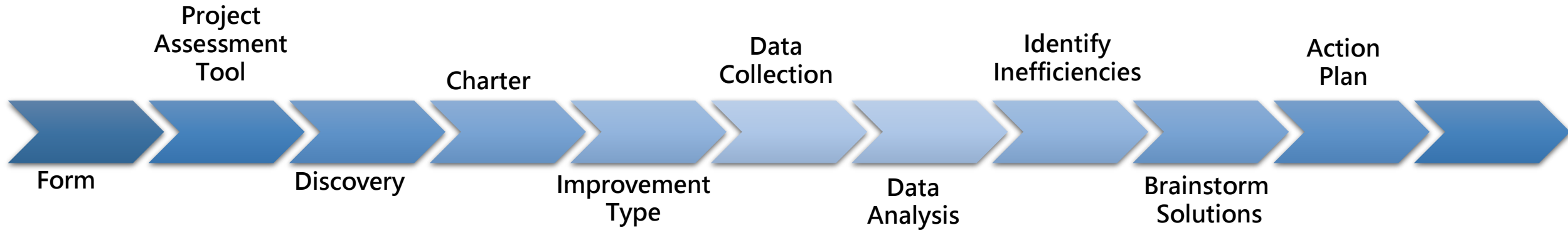
- Minimize Variation
- Maximize Quality
- Continuous Improvement
- Data-driven decisions

EFFECTIVENESS FOCUS

Improved process performance = Happy leaders
Improved quality and service delivery = Happy customers
Empowered frontline = Happy employees



Structure of PI Approach



Sustaining Results After Project Completion



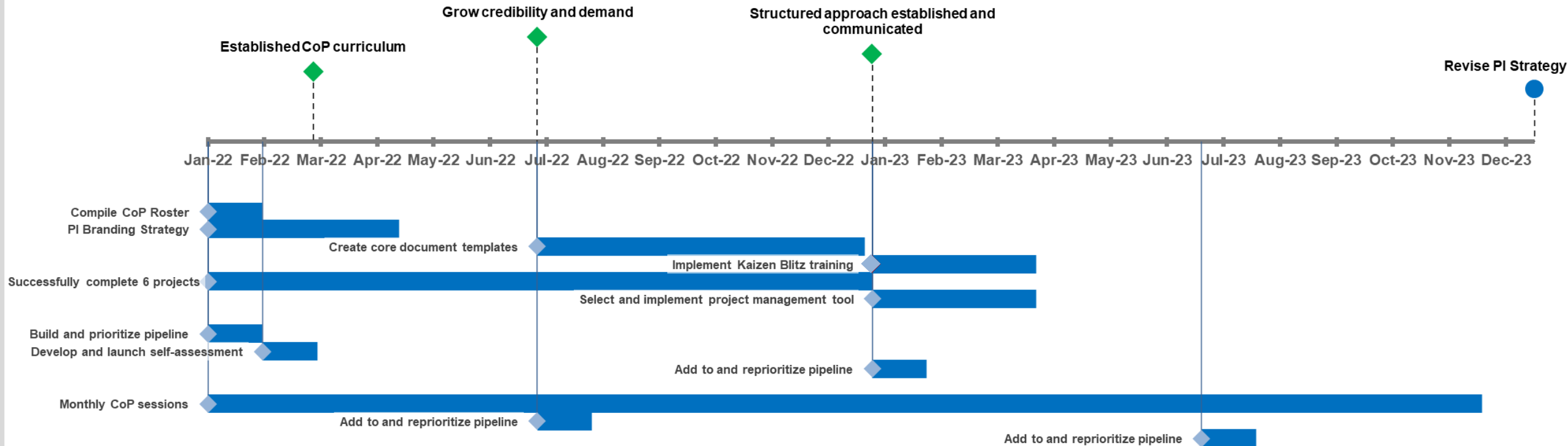
- Continue checking in with Team progressively (weekly, bi-weekly, and monthly)
- If improvements are not sustained, establish an intervention/action plan
- Document best practices in detailed work instructions to ensure smooth transition for new hires
- Determine best date for process handoff



Strategic Timeline



PI Strategy Timeline



Project Pipeline Prioritization



- Projects are constantly being added to the pipeline and ranked for prioritization.

Other Projects in Pipeline:

- Budget Development Process
 - Financial Target Analysis (FTA) Process
 - IT Onboarding Cycle Time
 - Technology Request Process
 - Dallas Fire Rescue (DFR) Training Lead Time
 - Hotel Occupancy Tax – Short Term Rentals
- Prioritization assessment tool utilized to rank factors such as financial uplift, speed of payoff, number of residents affected, etc.



Building Inspections Call Center



Project Description

Increasing customer satisfaction at the Building Inspection (BI) Call Center by eliminating common issues, increasing number of satisfactorily resolved calls, and reducing overall calls.

Partnering Department:

DEV

Latest Project Update:

The PI Team is engaged with new leadership to support daily performance monitoring using data collection forms and post-call customer satisfaction surveys. Frequent check-ins will continue to ensure an upward trend. The BI Call Center has been combined with ProjectDox Pre-screen team, allowing peak volumes to be handled by additional personnel.



Project Complete



Water | Wastewater Permitting Process



Project Description

Reducing cycle time of Water / Wastewater permit application process, in order to decrease overall building permit lead time.

Partnering Departments:

DEV | DWU

Latest Project Update

The Water/Wastewater permit processing time has been decreased to 1 day during recent months. Currently, it has increased slightly to 3 days due to staff turnover. Management has started cross-training additional staff to sustain performance.



Project Complete



Building Permitting Process

Single Family Dwelling



Project Description

Decreasing building permits issuance lead time for single-family residential developments requested at the City of Dallas and stopping the loss in revenue and ongoing customer dissatisfaction.

Partnering Department:

DEV

Latest Project Update

Action items from Rolling Action Items List (RAIL) have been submitted for work through ITS team and all enhancements are being worked into project management schedule.
Communication plan being compiled to manage changes stemming from these action items.



DPD Workload Optimization



Project Description

Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes.

Partnering Department:

DPD

Latest Project Update

Weekly meetings with stakeholders are ongoing. Site visits, assemble front-line team members for brainstorming sessions, and next steps to take place within the next two weeks.



10

DFR Workload Optimization



Project Description

Assessing current operational demands and identifying opportunities for improving and optimizing workload management processes, while supporting the transition to an automated scheduling system.

Partnering Department:

DFR

Latest Project Update

Relevant factors have been determined. The training pipeline project will be launched as a result of process analysis.



New Employee Hiring Process



Project Description

Reducing lead time for recruiting new employees from requisition until hiring decision, in order to maximize throughput and increase internal customer satisfaction.

Partnering Departments:

HR | CVS

Latest Project Update

New hiring and department leaders' tools were developed and presented to department directors and hiring managers. These tools include updated instructions to guide hiring managers through the process, Microsoft Planner Tasks, and a Tableau dashboard for leadership to track recruitment progress and timeliness. Data is continuously monitored through performance tracking tools to ensure results are sustained.



Project Complete



New Employee Onboarding Process



Project Description

Reducing lead time for recruiting new employees from requisition until hiring decision, in order to maximize throughput and increase internal customer satisfaction.

Partnering Departments:

HR | CVS

Latest Project Update

A team has been formed, and weekly meetings are being conducted. A process map is being developed, opportunities for improvement have started to be identified, and solutions will be documented in an action plan. The actions will result in a process redesign, to be communicated shortly.



Contract Review and Execution



Project Description

Decrease contract review and execution lead time in order to minimize costs to the City and improve quality of procurement services from vendors.

Partnering Departments:

OPS

Latest Project Update

Team has been formed, and weekly meetings are being conducted. The process map is developed, opportunities for improvement have been identified, and solutions are currently documented in an action plan.



Risk Review & Certificate Insurance



Project Description

Decrease the number of days and rework to process Risk Reviews and Certificates of Insurance.

Partnering Departments:

ORM

Latest Project Update

Following the Executive Review on Oct. 25, 2022, all City Directors were sent a communication requesting their necessary actions in order to aid in updating outstanding certificates of insurance. The team is currently rolling out new business processes for the top priority high-impact action items.



Low Sterrett Prisoner Intake



Project Description

Streamline the central prisoner intake process at Low Sterrett to maximize staff capacity.

Partnering Departments:

DPD

Latest Project Update

This project will be handed off to Toyota Consulting Services to take over so that they may leverage their ongoing relationship with the County to support them in improving the central intake process at Low Sterrett.

 Project Closed



Low Sterrett Officer Turnaround Process



Project Description

To streamline current arrest reporting practices in order to minimize reporting cycle time without negatively impacting effectiveness or accuracy.

Partnering Departments:

DPD

Latest Project Update

The PI Team is engaging with DPD to launch an improvement project that will address opportunities to optimize current reporting practices in order to maximize field officer capacity during peak arrest times. Currently in the discovery initial assessment phase.





City of Dallas

Process Improvement Team: Update on Completed and Current Projects

Elisa Gouveia Waldrup
Performance, Strategy, and Innovation Executive
Budget & Management Services

