# Business Process Improvement

Better through Partnerships

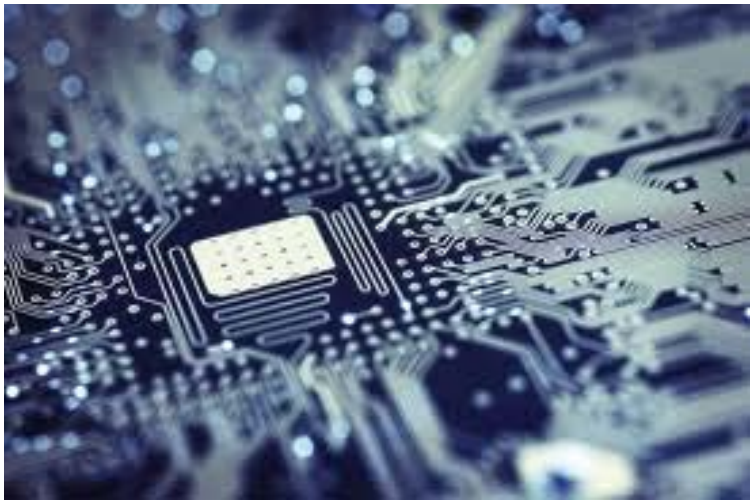
# Background

- City of Glendale
  - 230,482 citizens; ~1800 FTE; ~$579M budget
  - IT staff of 29; $6.9M budget
  - Diana – DCITO
- City of Avondale
  - 76,238 citizens; ~500 FTE; ~$160M budget
  - IT staff of 15; ~$3.5M budget
  - Two-time Digital City of America
  - Rob – CIO

THIS IS WATER - By David Foster Wallace from The Glossary on Vimeo.

# Why IT & Innovation

- Access to Entire Organization
- Valued Change Agents
- Technology is Force Multiplier



# Why Now?

- Crisis
- Line Level Up
- Strategic Direction Down
- The New Norm
- More Technological Workforce
- Change Delivery or Cut/Reduce Service

# LEAN

- What Is It?
- Why and How Glendale Uses
- Saved 18k+ Staff and 24k+ Customer Hours

# Strategic and Operational

| | Innovate | Improve | Sustain |
|---|---|---|---|
| Executive Down (Strategic) | -Go Online<br>-Go Mobile | -Save $<br>-Save Time | -New Platforms<br>-New Skills |
| Line Level Up (Operational) | -Better Tools<br>-Process Leaps | -Iterate<br>-Communicate | -Train<br>-Support |

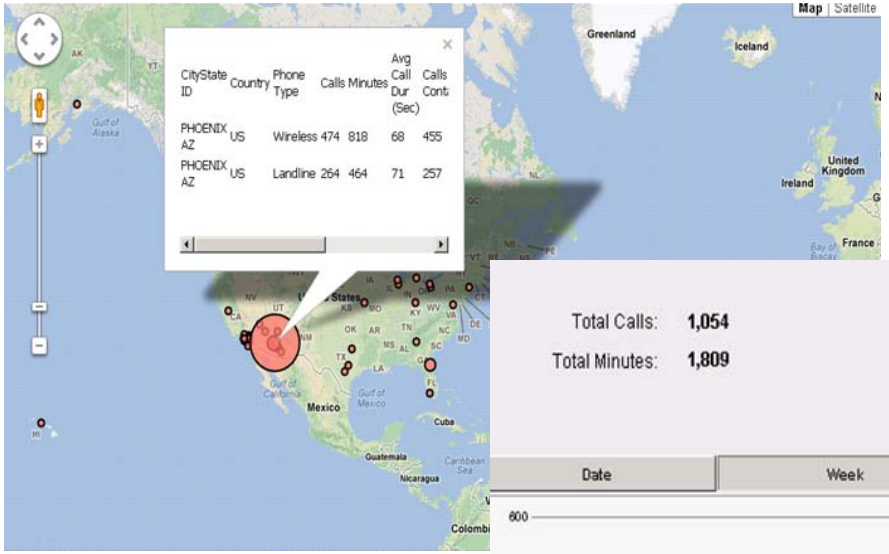
- Capture All Sides
- Sponsors + Functional + Technical
- Keep Checking In
- IT Enables and Sustains the Leaps

"The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency."

–Bill Gates

# Examples

- **SaaS/PaaS Approach**
  - IVR voice services
    - Assistance Registration
    - Utilities Disconnections
    - Garbage Service Notifications
  - MyAvondale
    - End-to-end mobile app for case submittals
    - Handles requests and staff work reporting



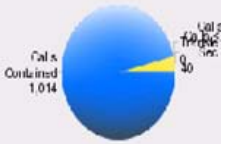

Total Calls: **1,054**

Total Minutes: **1,809**

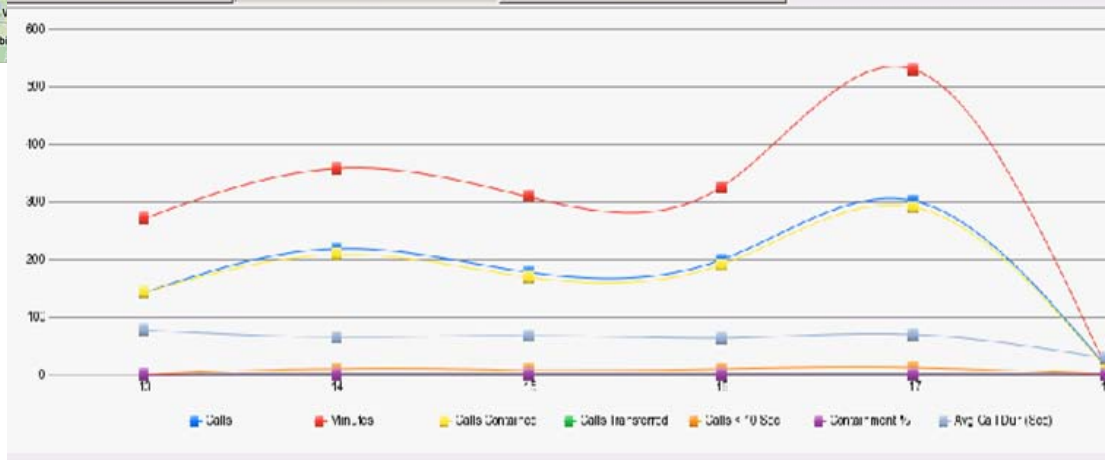
Average Call Duration (Sec): **67**

Containment %: **96.20%**

View by Dialed Number




Date | Week | Month




| Week Of Year | Calls | Minutes | Calls Contained | Calls Transferred | Calls < 10 Sec | Containment % | Avg Ca |
|---|---|---|---|---|---|---|---|
| 13 | 143 | 272 | 142 | 0 | 1 | 99.30% | |
| 14 | 218 | 357 | 208 | 0 | 10 | 95.41% | |
| 15 | 177 | 309 | 169 | 0 | 8 | 95.48% | |
| 16 | 199 | 326 | 190 | 0 | 9 | 95.48% | |
| 17 | 302 | 530 | 291 | 0 | 11 | 96.36% | |
| 18 | 15 | 15 | 14 | 0 | 1 | 93.33% | |

# Examples

- **Platform Approach**
  - SharePoint–Collaboration, workflow, and document management resource
    - Enterprise document management and search
    - Request for Legal and Procurement Services
    - Budget Actions
    - Agenda Prep
    - Many Others…
  - Glendale SharePoint Online
    - Fast launch with less cost
    - Easy back-end management
    - Comes with trade-offs

GLENDALE

City of Avondale

## Human Resources Department

### Personnel Action Form

**SECTION A - EMPLOYEE INFORMATION**

Employee Number:
Employee Name:
Department:
Department Director:
Department Director Email:
Represented: Select...
Effective Date:
Pay Period Ending:
Created By Email Address: jimmyl@avondale.org

**SECTION B - APPOINTMENT**

Position Number:
Title:
Underfilled:
Reason: Select...
Work Status: Select...
Classification: Select...
Grade:
Hourly Rate:
Hours Scheduled:
Fund(s): % %
% %

**SECTION C - CHANGES**

Reason: Select...
Work Status Change:
Other:

| | FROM | TO |
|---|---|---|
| Department: | | |
| Position Title: | | |
| Position #: | | |
| Work Status: | Select... | Select... |
| Reclassify: | Select... Grade: | Select... Grade: |
| Amounts: | Hourly Rate Salary Hrs. Sched | Hourly Rate Salary Hrs. Sched |
| Funds: | % | % |
| | % | % |

**SECTION D - SEPARATION**

Reason: Select...
Pay Sick Leave: Select...

Number of Hours

# Request for Legal Services

Contract Transmittal Sheet | Submit

## Departmental Contact Information

| | | | |
|---|---|---|---|
| *Requestor Name:* | Rob Lloyd | *Department:* | Information Technology |
| *Telephone Number:* | | *E-Mail Address:* | robl@avondale.org |
| *Additional Contacts:* | | *Additional E-mails* | |

## Services Request Information

*Date of Request:* 5/13/2013

*Due Date (From CA's office):* *

*Proposed Council Date:*

*Council Approval not Required:*

*Request Title* *(refrain from using special characters such as "../-" these will keep the file from saving properly):* *

*Description of Services/goods being sought:*

*Services Required:* Select or type... *

*Specify:*

*This request is related to prior review (Please document if this RFLS references a past review)*

## Contractor/Vendor Information

*Company:*

*Contact Person:*

*Address:*

*E-Mail Address:*

*Telephone Number:*

*Fax Number:*

*Registrar of Contractors/Business License Number:*

*License Expires:*

*AZ Registrar of Contractors Website:* AZ-ROC

*Arizona Corporation Commission File Number:*

*Arizona Corporation Commission Website:* ACC

## Contract/Document Attachment Information

*How was Vendor/Contractor/Consultant* Does this review have associated *Contract Term From:* *Contract Term To:*

# Invoice Request Form

| | | | |
|---|---|---|---|
| Date | * | Dept Name | * |
| Special Handling Y/N | NO | Company/Person | * |
| Attn: (Opt) | | | |
| Mailing Address (include city, state, zip) | * | | |
| Meter # | | Gallons Used | |

## Fund 1

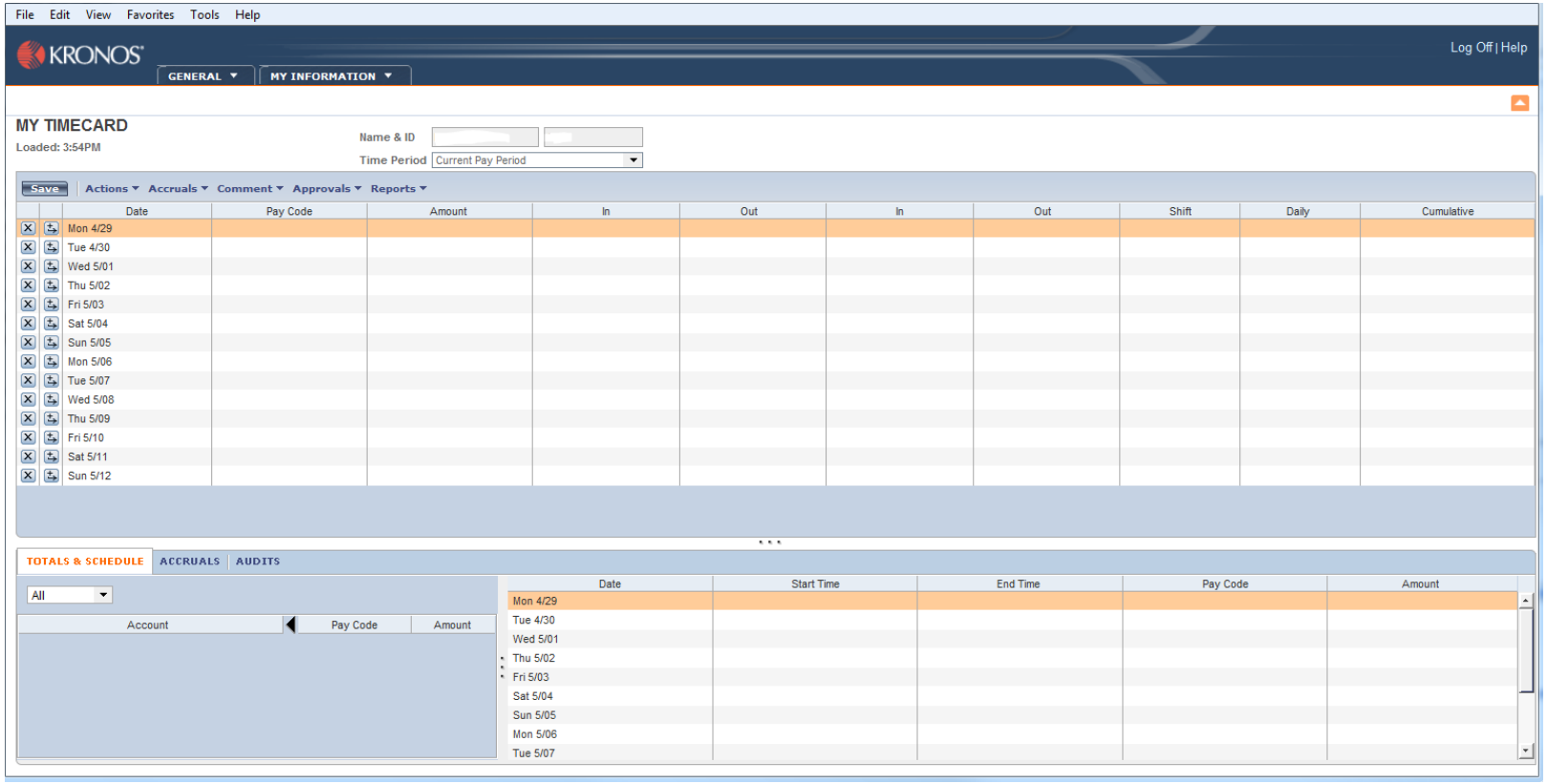
| Fund | Dept | Account | Description | Amount |
|---|---|---|---|---|
| * | * | * | * | * |

## Fund 2

| Fund2 | Dept2 | Account2 | Description2 | Amount2 |
|---|---|---|---|---|
| | | | | |

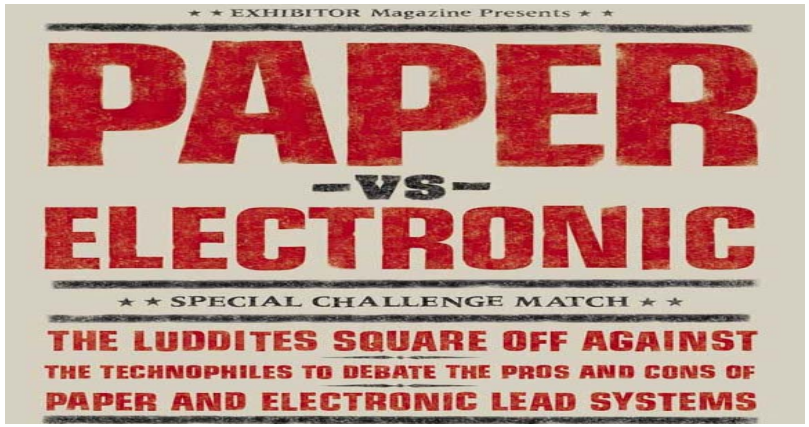
# Examples

- **Platform Approach**
  - Kronos
    - Biometric clock-ins and time approvals
    - More accuracy, less memory
    - Payroll costs fell ~$700K per year
    - Next: Union time rules


File Edit View Favorites Tools Help
KRONOS
Log Off | Help
GENERAL
MY INFORMATION
MY TIMECARD
Loaded: 3:54PM
Name & ID
Time Period
Current Pay Period
Save
Actions
Accruals
Comment
Approvals
Reports
Date
Pay Code
Amount
In
Out
In
Out
Shift
Daily
Cumulative
Mon 4/29
Tue 4/30
Wed 5/01
Thu 5/02
Fri 5/03
Sat 5/04
Sun 5/05
Mon 5/06
Tue 5/07
Wed 5/08
Thu 5/09
Fri 5/10
Sat 5/11
Sun 5/12
TOTALS & SCHEDULE
ACCRUALS
AUDITS
All
Account
Pay Code
Amount
Date
Start Time
End Time
Pay Code
Amount
Mon 4/29
Tue 4/30
Wed 5/01
Thu 5/02
Fri 5/03
Sat 5/04
Sun 5/05
Mon 5/06
Tue 5/07

# Examples

- **Niche Approaches**
  - Electronic-only Agendas and Council Packets
    - Green IT initiative
    - Reimbursement program = 15% of enterprise
    - -700,000 prints/year
    - ~$19,000/year in savings
    - $20,200 starting cost, $8,000/year ongoing



# Examples

- **Niche Approaches**
  - Digital Fire Safety Toolbox
    - Functional champion
    - iPads loaded with a library of digital content– videos, photos, and documents
    - Engage and educate in inspections and planning
    - Tracks prevention, protection, firefighting, hazmat
    - Access construction plans, annotate/add photos, email docs, record statements, update reports
    - Conduct firefighter preplanning, fire safety program

# Examples

- **Custom Development Approach**
  - ASPECT Budget System
    - Budget submittals
    - Departmental narratives and performance
    - Supplemental budget requests and rankings
    - Automates assembly of Budget → 1 FTE
  - Risk Management System
    - All-electronic records
    - Popular with insurance carriers due to speed and accuracy

File Edit View Favorites Tools Help

# Aspect v1.2 Budget Management System

Year: 2014 | Department: Information Technology | Division: IT Business Systems

**Base Budget** | Supplements | Department Activity | Reports | Resources

Base Budget: $567,880.00 Current Budget: $561,880.00 Available Budget: $6,000.00

Back Add

Fund: 101-General Fund

| | | |
|---|---|---|
| Select | 5000 Personal Services | $484,770.00 |
| Select | 6000 Contractual Services | $65,830.00 |
| Select | 7000 Commodities | $5,200.00 |
| Select | 9000 Transfers Out | $6,080.00 |

# Examples

- **Custom Development Approach**
  - Follow Your Money
    - Detailed financial transactions
    - Budget versus actual for revenues and expenditures
    - Saves 6,600+ staff hours annually
    - Instant access to information

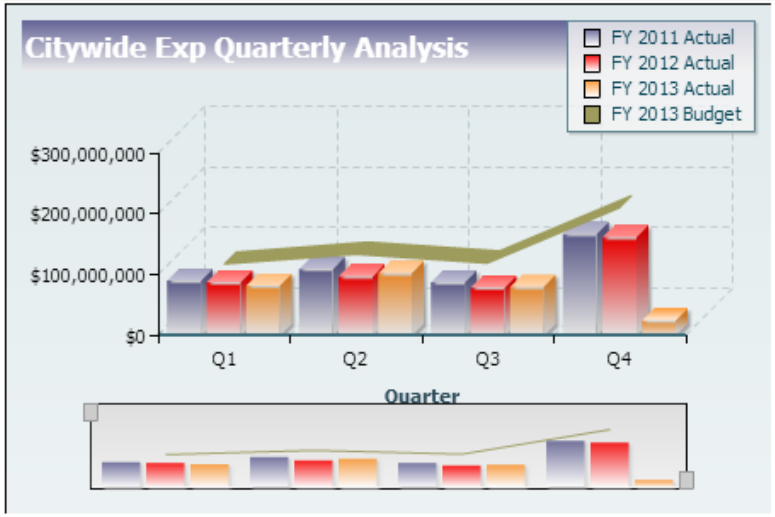
## Citywide Exp Quarterly Analysis

| | FY 2013 Amended Budget | FY 2013 Actual Exp | % of Total Budget | 3 Year Actual Exp Avg |
|---|---|---|---|---|
| Q1 | $117,076,017 | $81,014,559 | 13.99% | $90,321,097 |
| Q2 | $133,394,925 | $101,812,726 | 17.58% | $102,910,709 |
| Q3 | $118,690,780 | $79,251,506 | 13.69% | $91,566,845 |
| Q4* | $209,838,278 | $23,995,529 | 4.14% | $161,884,764 |
| ALL | $579,000,000 | $286,074,320 | 49.41% | $446,683,415 |

**Variance for Completed Quarters** $-107,082,931 -29.01%

ON TARGET

*Current Quarterly YTD Numbers are not included in Variance calculations

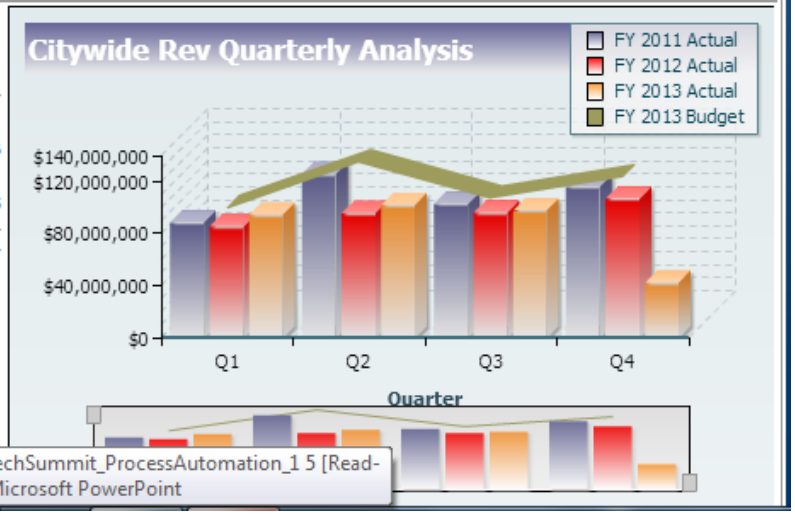



## Citywide Rev Quarterly Analysis

| | FY 2013 Amended Budget | FY 2013 Actual Rev | % of Total Budget | 3 Year Actual Rev Avg |
|---|---|---|---|---|
| Q1 | $99,726,783 | $94,413,961 | 20.25% | $90,581,767 |
| Q2 | $135,351,115 | $101,848,578 | 21.84% | $122,939,323 |
| Q3 | $107,423,875 | $97,721,823 | 20.96% | $97,573,030 |
| Q4* | $123,748,732 | $42,157,621 | 9.04% | $112,400,886 |
| ALL | $466,250,505 | $336,141,983 | 72.09% | $423,495,007 |

**Variance for Completed Quarters** $-48,517,411 -14.17%

WATCH

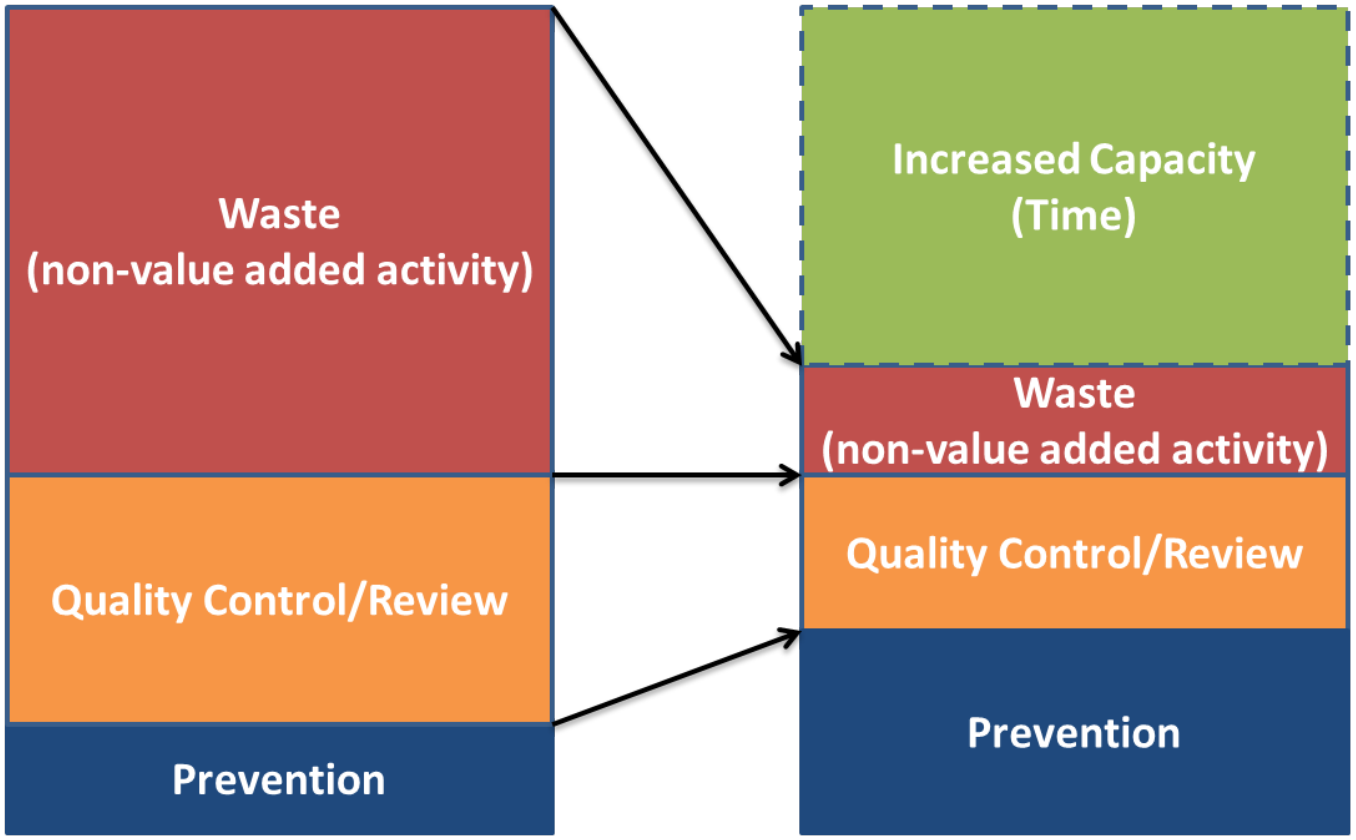



2013_GTechSummit_ProcessAutomation_1 5 [Read-Only] - Microsoft PowerPoint

# The Keepers

- Executive Support Clears the Path
- Teams Accomplish the Work
- Capture Executive and Operational Views
- Sustain → Not One-Time Efforts
- **Run with Those Who Will Run with You**
- **Share with the Government IT Community**

# Goal of Process Improvement




Resource: Value Creation Partners, Dan Madison

# Contacts

**Avondale**

- SharePoint
  - Jimmy Leffew – jleffew@avondale.org
- Fire Inspections
  - Roger Parker – rparker@avondale.org
- Tablets; XaaS; IVR
  - Rob Lloyd – rlloyd@avondale.org

**Glendale**

- LEAN; SharePoint
  - Diana Bundschuh – dbundschuh@glendaleaz.com
- LEAN
  - Jean Moreno – jmoreno@glendaleaz.com
- SharePoint
  - David Timm – dtimm@glendaleaz.com
- Follow Your Money
  - Christian Polintan– cpolintan@glendaleaz.com

GLENDALE AZ

# Questions?

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