

Appendix I
Continuous Improvement Project Updates

New Projects 2019-2020

Project	Department	Problem/Opportunity	Goal
Development application (stream of commercial)	Planning, Engineering and Regulatory Services	The current process for development application processing is perceived to be too long and onerous. This affects both internal and external stakeholders. This problem is a priority for the organization with a goal to reduce the time it takes for the development application to be processed as per conversations with the business community and City Business Roundtable.	The goal is to reduce the overall turn-around time for permits within the category being reviewed by 30%.
Assessment	Finance and Administration	Completing reassessments on more than 45,000 properties is a time-consuming process which often requires significant overtime to ensure it is completed by the legislative deadline. The current cycle occurs every three years (which is now changing to every two years). Staff also manage their time in the appeals process while reassessments are ongoing. There is an opportunity to create standard work processes to improve the time it takes to complete an assessment and increase accuracy and thereby also potentially reduce the number of appeals.	Improve quality of assessment, reduce rework and reduce overtime by \$50,000
Asset Management (AM)	Finance and Administration	Process map the current AM processes to better understand the practices happening across the organization and the level of cross-departmental coordination that occurs for projects. By understanding and improving these processes, we can reduce capital rework, prepare more accurate budgeting based on lifecycle forecasting, provide more accurate information to risk, and ensure compliance with Provincial and Federal cost-sharing agreements. The asset management process will be mapped at the macro level with 2 areas identified for specific improvement – linear assets and city buildings --resulting in two CI projects	30% savings in capacity at year-end for reporting, for those who have responsibility for the assets in the planning and budgeting process. Specific savings and improvements will be further identified in the subprojects.
Street Excavation Permit	Public Works	When a citizen or contractor is required to obtain a Street Excavation Permit (SEP), they are sometimes unsure of the process or which permit they require. This may result in the applicant having to make multiple calls to City staff to clarify the process or to provide the proper steps or procedures to obtain the necessary permit. The SEP is not always a “stand alone” permit, it is often	Improve quality of service given to the citizens and the contractors and will increase efficiencies by City staff.

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		related to another City permit such as: Demolition Permit, Water Deferral Permit, or Application to Connect. If the SEP is related to another permit or application, then the Streets Inspector needs to verify that all other associated permits are in place before the SEP can be issued. The verification of other permits can be time consuming resulting in a delay in issuing the SEP. The SEP process is repeated daily during the construction season and due to the short season, any delays in the permit process can result in delays for construction projects which may have tight or limited time constraints in order to complete the project on schedule.	There is the opportunity to achieve 30% savings in capacity by reducing the overlap of time by staff in going back and looking for the information, repetition of tasks completed by others, as a result improving the process flow and reducing the overall time of obtaining a permits, allowing all departments to stay on task and complete projects.
Fire (work order process for fleet)	St. John's Regional Fire Department	Improve process for doing work orders when vehicles are out of service for extended periods, reduce the amount of time mechanical staff use within the process dealing with deficiencies in requests, service record keeping and tracking and then improve report process.	Improved quality and safety. Reduction in defects and time by approx. 30%. Better tracking methods and preventative maintenance program put in place.
Improve process to obtain fleet shop supplies	Public Works	City Fleet Services employees each spend approximately 30 minutes or more per day collecting shop supplies and consumables from the parts counter to do their work. Parts Clerks also spend up to half their day dispensing shop supplies and consumables. The process will review the process to reduce the time spent on securing parts and consumables and increase time on task.	Expect hard cost savings on inventory, space, printing Reduce rework by 30% More time spent on tasks which will improve production which has the potential to improve turnaround time of equipment in the garage.
Aquatics staff scheduling	Community Services	Problems with the existing system include the manual steps involved in creating documents, steps and time required to get a shift replaced or swapped, the time consuming and inefficient process to get a daily sick call (or other leave request) covered, have additional staff scheduled to work as required, and the rework involved in creating and completing the seasonal shift listing process. In 2019,	Soft cost savings are anticipated to be 30% through reducing staff time to create schedules, reduction of communication challenges, less

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		<p>from January till May, there have been approximately 450 days/shift changes requested by staff. The time it takes for shift coverage (up to 6 times per year for seasonal schedules) could be greatly reduced. Results and improvements are transferrable to other divisions that manage shift schedules.</p>	<p>paperwork, less information to track and less rework due to shift coverage issues. Quality of schedules and communication increased through new methods, and quality of service from employees will be increased. Rework will be decreased by at least 30%. The turnaround time to process shift schedules, and to communicate and track shift distribution could be reduced significantly.</p>
Standardization of digital records	Office of the City Manager	<p>Improperly digitized files severely compromise the quality of the City's information and the ability to search and retrieve records. There is currently a lack of consistent processes for born digital and/or digitized records. Quality of the record comes into question when lack of readability due to cropped copies, blurriness or missing pages is discovered. The implementation of standards/best practices/procedures from the creation of a record at the department level will help prevent rework and help eliminate duplications or missing pages. This will further ensure a more complete and true digital record that is of best quality at the end of its active lifecycle. Due to the volume of digital files created/stored on their drive, this project will focus on Facility Engineering. Improvement results and standards can be transferable to all employees and departments to create an organization-wide standard ensuring the authenticity, accuracy, accessibility and protection of digital records.</p>	<p>Improved quality at the source of the record will reduce the need for re-work and save server space. It is estimated that savings up to 30% in capacity is possible. Re-work and research time will also reduce by half. Quicker and more thorough searches will provide improved service by making information more easily accessible to requesters.</p>

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Tenant move in-move out process	Community Services	The move in and move out process for tenants in Non-profit housing is a manual process and is taking too much time. This impacts the city's ability to do a full review to meet the legislated timelines for return of damage deposits thereby creating risk for loss of revenue.	30% reduction in re-work and reduction of errors, hand offs Quality of work will increase, which will increase quality of service Minimum 30% improvement in turnaround time to meet legislative requirements

In-Progress Project Updates 2018-2019

Project	Department	Problem/Opportunity	Improvement	Results
Reduce processing time for permits of new home construction, renovations and extensions by speeding up plan reviews.	Planning, Engineering and Regulatory Services	On average, it takes nine days from the time the inspector receives the application from the Access Centre to process a new house construction file. Rework is frequent in terms of multiple customer contacts.	<ul style="list-style-type: none"> • Application form modifications • Created internal form to reduce variation for plan reviews with mistake proofing built in • Created a checklist to help standardize the work process and create the one best way. 	Pilot improvements in progress during 2019 construction season.
Reduce lead time for setting of grades in the permit process for new home builds, to reduce the overall timeline for permit approval.	Planning, Engineering and Regulatory Services	For new home builds, setting the grade is a key piece of information in the process. In the current situation, no further work occurs until this step is complete (i.e. it can be a bottleneck). The timeline associated with this process directly impacts the time at which the customer can receive their permit. It was estimated that the turnaround time for grading reviews was averaging 7 days, which is considered too high.	<ul style="list-style-type: none"> • Planned work • Application improvements 	Pilot improvements in progress during 2019 construction season.

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		In addition, many files were requiring follow up, which all contribute to long lead times in the overall permit approval process.		
Work order process	Public Works	56% of all service requests to City Buildings received via Wennsoft, the system designed for work order entry and processing. Of those requests, 71% have incomplete or inaccurate information. This results in rework for staff, delays for those seeking service, and makes for an inefficient process.	<ul style="list-style-type: none"> Establish a group of employees to act as departmental designates and alternates for the entry of service requests in Wennsoft. Develop and implement a training program for designates and alternates and provide associated training materials. <p>The goal of these improvements is to increase the percentage of work orders that originate in Wennsoft from 56% to 85% (43% improvement) and to decrease the number of defective work orders from 71% to 25% (65% improvement).</p>	A pilot will be conducted in the Fall of 2019.
Public notification process (development and planning applications)	Planning, Engineering and Regulatory Services	It currently takes 3 to 3.5 weeks to prepare a notice to be advertised in the local paper and a letter mailed to the property owner. Currently a lot of manual effort goes into producing mailed letters for notifications to the public. There is waste in rework and transportation. There is also no one standard process that is documented and followed.	<ul style="list-style-type: none"> Create one template to use for all notifications to improve consistency of message used across all communications channels. Discontinue using labels. Remove duplicate address information and use a mail merge for sending letters. 	This project is currently piloting improvements and team is collecting data to determine results.

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		Approximately 10,000 notifications are sent each year. Besides the cost of printing, envelopes, labels and postage, numerous internal stakeholders are affected including staff in LIS, planning, development, communications and printing services.	<ul style="list-style-type: none"> • Move planning notifications through the system quicker. • Create written standards to document the new process. <p>The goal of these improvements is to increase internal capacity with an estimated improvement of 30% reduction in waste of rework, defects and transportation. The improvement could also improve quality of service. It is also anticipated there will be hard cost savings in printing, envelopes and labels.</p>	
Improve purchasing process	Finance and Administration	While the project to reduce rework in Accounts Payable undertaken in 2018 did not yield improvement results, the learning indicated that a review of the entire process would be a better approach to get to the root causes of the issues. Through this project it was determined that 30% of requisitions require rework and there is a need to improve clarity of information and standardize processes for all types of purchasing and improve the processes within specific departments.	<p>Several improvements have been identified and are being prioritized. These include:</p> <ul style="list-style-type: none"> • Creating a decision tree to help with purchasing tool selection • Develop FAQs for all purchasing tools • Undertake training for everyone who uses purchasing tools, so they understand the whole process and their role including how to set up 	As each improvement is implemented in pilot stage, data will be collected to determine the impact of the improvement towards the goals.

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			<p>proper requisitions, mistake proof where possible</p> <ul style="list-style-type: none"> • Improve the Vendor form and improve process for who sets it up • Review one-of scenarios where there is lack of clarity in which purchasing tool to use • Review pick list inventory and standing offer options to ensure regularly purchased goods and service are available to avoid LVPO use in these circumstances. • Look to mistake proof workplace – especially for attachments re: thresholds, • Review Cheque Reqs. for regular errors and then update the form and train people on how to use it correctly. Mistake proof it. • Review divisional processes and reduce waste 	
Improve process for collection of accommodations tax	Finance and Administration	All accommodation businesses within the City registered under the Tourism Establishment Act are required to collect a 4% accommodation tax (ACC Tax) on all rooms sold and remit it to the City on a quarterly basis as per by-law 1410. The	This project is in the planning stages and will include a voice of customer survey. Further updates will be provided later in 2019.	

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		funds are used to pay the debt obligations for the Convention Centre. The process to notify businesses of this tax or to monitor compliance is challenging. As a result, there is risk to tax collection. Additionally, when a new business with a requirement to collect and remit this tax opens, the process of notifying the business of their requirements and ensuring staff responsible for collection are aware of the new business is flawed thereby resulting in delays in collection or frustration for the business owner.		

Completed Projects 2018 (updates)

Project	Department	Problem/opportunity	Improvement	Results	Learning
Reducing rework in accounts payable processing	Finance and Administration	20,000 invoices received annually, 20% do not contain a PO # and cannot be processed. Invoices waiting for processing can result in late payments to vendors, missed vendor discounts, and frustration for staff and vendors.	Clarify requirements for vendors/staff. Additional information on intranet and internet. Training for staff. Improve requisition process.	Pilot did not yield intended results.	Need to make improvements at the start of the process – when requisitions are created (see project above)

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Improving electronic file management	City Clerk	Network drive contained over 60K files, 77 main level folders, and 86 gigabytes (GB) of data. Difficulty finding files. No standards for organizing or naming folders or files. Risk that information could be lost or that information distributed and relied upon is not the most current. Growth in GB increases requirements for IT infrastructure.	Undertook a 5S which allows for a sort, tagging and reorganization of the folders.	44% reduction in number of files. 49% improvement in file retrieval accuracy rate. 86% reduction in number of main level folders. 30% reduction in GB. File and folder standards to reduce variation/create consistency. Plan for sustaining the improvement including audits.	Need for information management strategy which has been outlined in new strategic plan. 5S process can be used for all divisional file management clean ups. A tool kit has been developed and another division will pilot the tool kit in 2019.
Improving process for employee learning and development	Finance and Administration	Various and inconsistent processes. Guidelines unclear. 72% of the time staff perform rework to process applications due to incomplete information received.	One application form with guidelines, clarity of process for managers and staff. Removed the requirement for signatures so the form could move more efficiently and timely.	During the pilot: Overall steps in process reduced by 51%. Rework eliminated. Overall time to process an application improved by 55%.	Signatures are required on many City forms and are not always necessary. Moving forms through approvals electronically could be applied to other forms to remove waste. Identified need to create a new comprehensive policy, change process for required training.

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Reducing rework in printing process	City Manager	30% of print jobs needed rework at intake due to missing information, being of poor quality, or not in the right format. Rework can impact the number of print jobs produced on time. Staff estimated rework at 5-9 days/year.	Intake form changed, and visual management-based guide created. Process "How to" information made available on the intranet. Identified the need for a 5S to improve physical space and workflow.	Rework at intake reduced by 63% during pilot phase. Future state sees rework reduced and saves 3.5 to 5.9 days of capacity. 5 S completed in 2019 – better physical set up for workflow. Changes being reviewed.	There is an opportunity to review all forms with a customer focused CI lens to reduce errors on intake.
Reducing turnaround time for the building permit process for residential new construction & renovations	Community Services and Planning, Engineering and Regulatory Services	Process flow issues existed in building permit process. 40% of applications received with incomplete information requiring staff follow-up and delays in processing. Average wait time for application processing in the Service Centre was 6 days.	<ul style="list-style-type: none"> • Application form redesigned (customer). • Workflow improvements made in Service Centre. • Intake fee eliminated from first step. • Visual Management set up. 	Average wait times at intake reduced to 1 day, a 93% improvement in this step and 24% improvement in lead time during pilot. Incidents of rework reduced from 80% to 20%.	As a significant process, it was important to map the entire process and focus improvement on a key area – tackle one problem area at a time. Other improvement opportunities identified, and two more projects are in pilot phase as outlined above.

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Reducing customer wait times at the Residential Drop Off, Robin Hood Bay	Public Works	During peak demand, specifically Saturdays, residents experience increased waiting times. Turn-around-time averaged 57 minutes and 11 seconds. Bin availability/uptime a factor in long wait times.	<ul style="list-style-type: none"> • Ensure enough contracted trucks available to haul bins to meet peak demand. • Maintain dedicated staff on Saturdays to compact bins. • Educate staff on traffic flow. • Divert wastes to other areas of landfill. 	Turn-around-time reduced by 29% to 40 minutes and 24 seconds.	This project provided the Project Team with an opportunity to speak with the various stakeholders, from the residents who use the RDO to the staff who manage and operate it. There was clear evidence that stakeholders had similar needs from a value-added perspective.
Streamlining the 569 seasonal employee transfer process	City Manager	Seasonal change of shifts leads to layoffs, rehires, bumping, reverse bumping. Unionized staff in a state of uncertainty. Intense demands on HR staff causing overtime. Department delayed getting final staff complement. Frustration for all. Cycle time for the process was 17 hours.	<ul style="list-style-type: none"> • Single form created for layoff, bumping, recall waiver and benefits information. • Employees provided with bump options at time of layoff. • Use of mail merge eliminated manual input and errors. • Individual meetings with employees not required. 	Cycle time reduced to 4 hours, a 77% improvement. Additional improvement in HRIS keying of data and lost productivity time when bumps actioned.	The inclusion and support of the union was huge and while there were challenges, in the end everyone came together in the best interest of the employees and the process.

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Reduce rework in recreation facility booking process	Community Services	<p>Process for booking space for programs resulted in schedule conflicts, double bookings, and unnecessary room set-up. Process had 7 hand-offs. Staff rework such as follow-up emails, phone calls resulted in decreased productivity. Impacted ability to deliver, advertise programs, and plan. Frustration for staff and customers.</p>	<ul style="list-style-type: none"> • Allocate online administration rights to other staff. • Standardize charts for submissions. • Create a room inventory with amenities. • Ensure program analysis completed first. • Enter all internal and external programs one year in advance to improve booking. 	<p>Internal and external clients can book long term since the process for booking is streamlined and controlled (one best way). Identified discrepancies in program offerings regarding variable pricing, min and max number of participants, variations in program titles. Template for staff to complete and submit which ensures consistency across the department. Changed the titles of the programs to line up with the High Five program and in turn are working towards ensuring the website is consistent with same. We have improved the City guide submissions as well. This process in past was consuming about 40 percent of coordinators, supervisors and managers time.</p>	

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				As a result of being able to program and book out facilities for a one-year period, the city has been able to realize in increase in revenue from facility rentals by nearly 70% over the previous year to date for 2019 so far.	
Streamlining the fire inspection process	Regional Fire	Approximately 35% of public assemblies back logged for inspection. There was also visual indication of rework that could be impacting the amount of work being conducted each day, which potentially resulted in 35% of rework. This included making notes during inspection, translating those notes to a form and then entering the info on a system once they returned to the office. Each inspection takes about 3 hours.	Paper process has been eliminated. Removed need to track violations by paper – instead documented electronically and sent via email to property owners. A review of the risk assessment model to determine if/when all properties are required to have an inspection and service standard. Use of tablets being tested which will eliminate the need to make notes, translate it to a paper form for the owner and then transfer the information to a computer system.	15 minutes shaved off an inspection – savings of one hour a day per inspector. Technology improvements still in progress to fully implement the improvements. Further improvements in the number of steps it takes to complete the inspection will be achieved at that time.	

