

● Draft ● Not started ● On Track ● Behind ● Overdue ● Complete → Direct Alignment ---> Indirect Alignment

## GOAL

Goal	Current Completion	Progress Update
Undertake Continuous Improvement Projects: 100%	Behind	<p><b>Progress:</b> The City continues to undertake continuous improvement (CI) projects with goals of improving turnaround times, achieving cost savings and/or creating time savings, all the while improving value for the customer. Since Jan. 2020, one more CI project has been completed, bringing the total number of completed projects to 12. A number of other projects are in various stages of planning, piloting or evaluation as outlined in the report. The weather event in January and the current public health crisis have created some challenges for projects as outlined. In several cases, such as the purchasing project, improvements continue to be developed and piloted.</p> <p><b>Challenges:</b> <i>No value</i> 2020/04/22</p>
→ Improve Operational processes at St. John's Regional Fire Department: 50%	Behind	<p><b>Progress:</b> This project was started in 2019 but due to a number of factors including the January weather event and now the public health crisis has not been able to proceed as planned. Once operations return to normal, the project will proceed with a goal to complete it in 2020.</p> <p><b>Challenges:</b> <i>No value</i> 2020/04/22</p>
→ Improve administrative processes related to all permits to reduce time spent on file management: 100%	Complete	<p><b>Progress:</b> Meetings have been conducted with clerical staff in early February and process implemented to improve processing time of permit applications.</p> <p><b>Challenges:</b> <i>No value</i> 2020/04/17</p>

→ Purchasing process: 100%

Overdue

**Progress:** Several improvements have been developed and are in various stages of implementation:

- Developed a decision tree - finalized this tool and will implement for testing in Q 2
- Developed a vendor form and process document - revised tool and process and await feedback from Audit process.
- Created a new cheque requisition form and procedures guide- the tool and process have been finalized and will be implemented in Q2
- Review of pick list and standing offer options – pilot group – potentially a subset of City Buildings – electrical, plumbing, etc.. on hold
- Mistake proof workplace – continue discussions with IS to see what is possible with upgrades - ongoing
- Procedures document to accompany new policy and then developing a new training program – Outline of new training program development. Modules in development but progress slowed due to COVID-19.
- Create smart list for Vendor look up/Vendor clean up -ongoing
- Some improvements were implemented throughout the mapping process including Capital Works mail out notifications and request for certain information.

**Challenges:** Ongoing delays due to weather events and now COVID-19.

2020/04/17

→ Work order process for City Buildings: 100%

Overdue

**Progress:** This project has not progressed as anticipated. The main improvement identified to eliminate rework associated with incomplete work order submissions was the development of a training program for designated departmental staff. This program would address gaps in knowledge with respect to the use of the Wennsoft work order system and ultimately improve the quality of work order submissions (currently 70% of submissions have incomplete or inaccurate information). The training program is about 50% complete but requires additional work before it can be piloted with staff. Piloting the training will require a return to normal operations.

**Challenges:** Developing the required training materials has been a challenge. In general, training for corporate-wide systems such as Wennsoft is a gap in the organization. Organizational Performance and Strategy along with Information Services is currently working to identify these gaps and how they might be addressed.

2020/04/16

→ **Collection of Accommodation Tax: 100%**

Overdue

**Progress:** The main issue identified in this CI project is non-compliance with the City's Accommodation Tax by-law which sets the deadline for when taxes collected are to be remitted.

The project recommendations focused on 3 main areas of improvement which are awareness, feasibility of the requirements, and the consequences of non-compliance.

1. Awareness : There is a lack of available information for businesses clearly explaining the process for collecting and remitting the tax. An accommodation tax guide will be created providing all the necessary information which will be made available to all businesses.
2. Feasibility : The survey completed by businesses in October identified the current due date of the 15th of the month as being challenging. To address the issues with the current deadline several recommendations are being reviewed including online payment and reporting options, and adjusting the due date.
3. Consequences of non-compliance: Currently there is no interest and/or penalties for not remitting the accommodation tax as required. Options are being explored in this area as a means to increase compliance.

The goal of all identified changes is to increase compliance by a minimum of a 35%.

Current legislation limits what the City can do to administrator the accommodation tax. For example the current legislation allows the City to impose the tax only on businesses that are registered with the province. Suggested changes have been identified and can be included in future discussions with the province.

**Challenges:** Implementation of identified changes to the accommodation tax process is currently on hold until such time the impact on businesses can be evaluated as this industry has been severely impacted by the pandemic.

2020/04/16

→ **Improve process for tax sales to increase efficiency: 100%**

Not started

**Progress:** While preliminary meetings to establish the scope of the problem took place, no meaningful work has occurred yet on this project due to COVID-19.

**Challenges:** *No value*

2020/04/20

On Track

**Progress:** The entire development process was mapped. The main challenge in the application process is the need to review an application multiple times as a result of incomplete information being submitted. By improving the quality of information submitted, we can reduce the number of review cycles within the process.

The Team looked at improving the quality of intake information by revisiting instructions to developers. These included mandatory submission of the following items at intake:

1. Signed Concise Checklist - Each review of the application is completed in accordance with a checklist developed by individual departments. A review of the existing development checklist, in conjunction with the departmental checklists, was undertaken to ensure the Developer is clear on submission requirements. This checklist has been compiled and awaits formatting.
2. Completed Application - The current application was not altered but rather supplemented with the information missing on most applications.
3. Drawings - Each application is to be accompanied by two full sets of hard copy drawings 24 x 36 (Civil).
4. Digital Information- A thumb-drive should include the project survey with description, CAD Files, PDFs and the XPSWMM Model.

Addition of a pre-development meeting:

The team began developing guidelines for a pre-development application meeting where the Developer will be provided with the first round of comments prior to formally submitting. Information on piloting and scheduling was developed by the team, as well as the requirements from the Contractor pre-meeting. Due to the in-person nature of this improvement, it has been put on hold until COVID-19 is resolved/addressed. If implemented, we would anticipate this reducing the overall cycles of review.

**Challenges:** The Development Application Process is very large and could sustain a dozen CI Projects.

2020/04/15

On Track

**Progress:** Several processes were mapped for this CI project including: 1. New residential assessment, 2. Supplementary residential assessment, 3. Residential reassessment, 4. New commercial assessment, 5. Commercial reassessment, 6. Appeal process for residential appeals

The CI project focused on the Residential Reassessment process. The main issues identified in the process were:

- There was no set procedure or standard best way for assessors to follow when completing an assessment.
- There was rework happening in the process. For example, staff reported duplication in information being entered and edited in two computer systems.

The key planned improvements are to reduce rework, reduce overtime costs required to complete the residential reassessment, and improve efficiencies by introducing standard procedures.

A procedure manual was implemented for assessors to use while completing the Residential Reassessment. This was implemented in two parts – the appeal process in December 2019 and the remainder residential reassessment in early March 2020. The Residential Reassessment will be complete by 2022 and we will be able to determine if the goals of CI project were met with respect to overtime. The Assessment Division continues to work with Information Services to implement changes to Assessment Analyst (AA) software to eliminate, or at least reduce, the amount of rework required to sync Govern and AA.

In future, we plan to develop manuals to ensure the same standards are used when completing all assessments. Also want to create more knowledge across the team for specific tasks. The goal is to have all processes documented as time permits.

**Challenges:** *No value*

2020/04/15

→ **Map and improve the asset management process for linear infrastructure: 100%**

On Track

**Progress:** The main issue identified through this project was the lack of information sharing - with different divisions/departments doing pieces of the work, it is often a challenge to see the big picture and understand why information is needed and what information is valuable to others.

Planned improvements identified are:

- Phased condition assessments
- Shared Street Condition Ratings
- Centralized storage location of Development Package (for sharing of as-builts/drawings for users).
- Addition of Finance to the development checklist/notification to users that Phase has been accepted.

Next steps:

- Meet on the development planned improvement.
- Plan course of action to pilot sewer phased assessments (the entire process will take several years).

The expected outcomes of the planned improvements is to increase coordination of capital work so we are looking at projects holistically (i.e. when we rehab a road we have assessments completed on all underground infrastructure so work can be completed together).

**Challenges:** Final meetings and demonstrations were delayed due to the pandemic.

2020/04/21

→ **Map and improve the asset management process for City buildings: 100%**

On Track

**Progress:** The key improvements identified are as follows:

- 1). Creation of a standardized checklist to ensure all parties are notified upon acquisition;
- 2). Creation of a Building Condition Assessment electronic template to be completed by our consultants at handover;
- 3). Creation of a Mechanics Lien Act Release Form;
- 4). Implementation of a mobile application for Wennsoft to close out work orders in the field;
- 5). Creation of a spare parts inventory and asset ID nomenclature;
- 6). Creation of a checklist for Legal to execute sale of a property and provide notifications to appropriate stakeholders;
- 7). Adoption of a City-wide Asset Management Software.

The expected outcomes of these improvements are:

- 1). Improved communication and elimination of silos
- 2). Improved cross departmental collaboration
- 3). Improved awareness of processes and outcomes
- 4). More preventative maintenance as an industry best practice
- 5). A decrease in the amount of paperwork and enabling work orders to be closed out in the field (huge time gains to be achieved in being more efficient)

**Challenges:**

2020/04/17

<p>→ <b>Improve the process used to obtain fleet shop supplies in Public Works: 100%</b></p>	<p>Not started</p>	<p><b>Progress:</b> No significant work has taken place on this project to date.</p> <p><b>Challenges:</b> The challenging winter season for Public Works, including the State of Emergency, impeded this project from proceeding as planned.</p> <p>2020/04/21</p>
<p>→ <b>Improve the scheduling process for Aquatics staff: 100%</b></p>	<p>On Track</p>	<p><b>Progress:</b> This project focused on improving the scheduling for up to 90 aquatics staff at both Paul Reynolds and Mews facilities. The majority of staff are call-in who are students and rely on quick and simplified methods of communicating and scheduling.</p> <p>The main issues discovered throughout the project include:</p> <ul style="list-style-type: none"> <li>• There is no online/ live version of staff availability that can be updated regularly.</li> <li>• Staff can't view work or pool schedules that change daily (at times hourly).</li> <li>• There is no effective method of communicating with the team as we complete shift distribution processes. There are multiple processes we engage in daily with this team including shift replacements, swaps, daily call-ins and seasonal shift listings.</li> </ul> <p>Next steps include working to create a Request For Proposals (RFP) to source an online scheduling software that will work for the large staff group, has seniority based functionality, works for multiple sites, assists with payroll, tracking of leave, etc., and will be accessible to City staff via mobile platforms.</p> <p>The ultimate goal is to reduce our process times significantly, move from manual to digital procedures, and ensure our lead aquatics staff are spending their time on the pool deck rather than completing administrative functions that can be modernized and digitized. This solution has potential to work for other end users across the organization.</p> <p>Anticipate the RFP will be issued prior to the summer season of 2020 and a decision on a vendor made by the end of the year. Testing and piloting would take place Fall 2020 or Winter 2021.</p> <p><b>Challenges:</b> <i>No value</i></p> <p>2020/04/15</p>
<p>→ <b>Improve the tenant move in-move out process in non-profit housing: 100%</b></p>	<p>On Track</p>	<p><b>Progress:</b> The key planned improvements for the tenant move-in/move-out process are:</p> <ul style="list-style-type: none"> <li>• Move in – standardization of process and paperwork saving time</li> <li>• Move out – standardization of process and paperwork saving time, but also ensuring the security deposit is returned within the 10 day legislated time frame.</li> </ul> <p>The goal of this project is to achieve a 30% improvement in both processes.</p> <p><b>Challenges:</b> <i>No value</i></p> <p>2020/04/17</p>

→ Standardize the records management process  
to increase quality at source: 100%

On Track

**Progress:** The team mapped the records management process for paper records and identified the main issue in the process to be quality at source. Poor quality records received at Records Management and Archives creates rework for staff and reduces the City's ability to search, retrieve and/or interpret records. To improve quality at source a set of standards for the creation, management and transfer of records will be developed and implemented. This will also require some employee training and communications. The goal of the project is to reduce the number of defective records by 30%. While the standards have been created, piloting the improvement will require a return to normal operations.

**Challenges:** *No value*

2020/04/17