Date 6/26/18	Project – Lien Process

Team

Sponsor: Katerri Johnson/ Caryn Gardner-Young

Team Lead: Katerri Johnson

Improvement Team
ROI Team

Resources:
Related process owners

Stakeholders

Customer: City Commission, City employees, organization

Other Stakeholders:
Community, Banks, Mortgage Companies

Problem Statement

Multiple City Departments have the authority to record liens against property within the City (Code Enforcement, Utility Billing, EMS and Clerk's Office). However, this information is not centralized. Each Department files and maintains its own list of recorded liens. When a lien search request is received by the City Clerk's Office, she must send an email to multiple departments to determine which department, if any, has a recorded lien against the requestor's property. Thus, multiple City Staff are performing the same function and it makes it difficult to provide timely and accurate lien information to persons seeking this information.

Scope

To investigate possible processes or programs which can streamline and provide a more efficient and effective lien recording and lien searching process.

Targeted Outcomes

- Identify possible lien recording and lien search companies
- Evaluate each lien recording and lien search company
- If appropriate, determine which lien recording and lien search company should be used.
- Enter into agreements with appropriate companies
- Determine what actions need to be taken by City Staff to implement the processes/programs
- Train City employees on how to use the new programs/processes
- Advertise the process with public

Boundaries

Available resources.

CONTINUOUS IMPROVEMENT

Timelines

Initiate	Investigate	Improvement	Implement
May 2018	July 2018	July/August 2018	October 2019

Date 7/16/18	Project – Committees, Board, & Commission Application Process & Increased Participation

Team

Sponsor: India Adams and Katerri Johnson
Team Lead: Katerri Johnson and Yolaina Ruiz

Improvement Team
ROI Team

Resources:
Related process owners

Stakeholders

Customer: City Commission, City employees, organization

Other Stakeholders:
Community, Banks, Mortgage Companies

Problem Statement

The City of Delray Beach has 19 Committees, Boards, and Commissions (CBCs) to either provide oversight necessary to comply with the City charter, code, state, and federal mandates and or advise the City Commission. Currently, the City has a web-based application form that is riddled with errors and does not support all browsers. Prior IT staff built this application which is no longer supportable.

Secondly, City Commissioners have expressed interest in increasing participation and diversity of applicants to the City's CBCs. Presently, the City leverages newspaper ads in the Palm Beach Post and Sun Sentinel, the City's Social Media pages and email listservs of the CRA and DDA.

Scope

To investigate alternative(s) methods to our current application process and develop strategies to increase participation of CBCs.

Targeted Outcomes

- Easier application process for prospective candidates
- Staff to leverage the City's NEOGOV platform to ensure a complete application, that can easily be monitored and retrieved by City Clerk staff and provided to City Commission for consideration.
- To identify opportunities to improve outreach to cross promote and market to traditionally underrepresented communities
- Create a branding and marketing campaign for our CBCs to increase awareness and opportunities to "SERVE Delray"
- Increased transparency, which may include formal interviews.

Boundaries

Available resources.

CONTINUOUS IMPROVEMENT

Timelines

Initiate	Investigate	Improvement	Implement
May 2018	July 2018	July/September 2018	October 2019

Date 7/20/2018	*Project* – Web Content Accessibility Guidelines (WCAG) 2.0/Closed Captioning

Team

Sponsor: Katerri Johnson/Nora Emmanuel
Team Lead: Katerri Johnson

Improvement Team
ROI Team

Resources:
WCAG 2.0 Guidelines

Stakeholders

Customer: City Commission, City employees, organization

Other Stakeholders:
Granicus

Problem Statement

The City currently does not possess an enabled closed-captioning feature for City Commission/CRA meetings and workshops that will enable videos to be made accessible to site visitors who are hearing impaired. Web Content Accessibility Guidelines (WCAG) 2.0 provides a range of recommendations on how to make video and web content more accessible. The guidelines are organized under 4 principles: perceivable, operable, understandable and robust. For each guideline, there are three levels of standards, A, AA, AAA, to help entities gauge which bracket they fall under. Based on best practices nationally, we are striving to increase accessibility and to address federal legal requirements.

Scope

Purchasing and implementing a system that is available for users who are hearing impaired.

Targeted Outcomes

– Evaluating the viable options to provide this service to the City.
– Purchasing the closed caption services to accommodate those who are impaired in our community.
– Implementing the closed-captioning system

Boundaries

There are financial boundaries associated with closed captioning
Staff is recommending this package to accommodate both City Commission and CRA regular/ special meetings and workshops held in City Commission chambers. Staff recommends a cost sharing option between the City and CRA to cover at least 50% of the total cost for the agenda management system and closed captioning services in future years.

CONTINUOUS IMPROVEMENT

Timelines

Initiate	Investigate	Improvement	Implement
May 2018	July 2018	July/August 2018	September 2018

Date 7/12/18	Project – Learning Management System

Team

Sponsor: Mark Lauzier & Caryn Gardner-Young

Team Lead: Mark Lauzier & Caryn Gardner Young

Improvement Team
ROI Team

Resources:
Related process & system owners

Stakeholders

Customer: City Commission, City employees, organization

Other Stakeholders:

Problem Statement
The City of Delray Beach's Human Resources Department desires to provide quality training opportunities for all City employees. Training is the basis for employee development, assists in employee retention, and is crucial to providing the ability to promote from within and having a pipeline of quality talent for succession planning. Prior to the City purchasing "Delray Forward", we did not have access to a library of web-based training classes, nor did we have an electronic format for scheduling and tracking employee participation.

Scope
To complete the implementation of "Delray Forward" and fully utilize the functionality of the system.

Targeted Outcomes
- Supervisors and managers will have the ability to identify which training classes should be offered to which employees
- Department representatives will be trained on how to launch training classes, electronically schedule employees for classes, and pull tracking reports
- Classes that the City had been offering prior to the purchase of "Delray Forward" will be uploaded into the system
- New and/or updated policies/procedures that require employee acknowledgment will be uploaded into the system for distribution and tracking

Boundaries
Available resources.

CONTINUOUS IMPROVEMENT

Timelines
Initiate	Investigate	Improvement	Implement
July 2018	July 2018	July/August 2018	October 2018

Date *7/23/2018*	**Project – Paperless Bidding**

Team

Sponsor: Jennifer Alvarez/Mark Lauzier
Team Lead: Jennifer Alvarez

Improvement Team
ROI Team

Resources:
Related process owners

Stakeholders
Customer: Current and potential City vendors, Purchasing employees

Other Stakeholders:
Community, City Departments

Problem Statement
Currently, the City of Delray Beach (City) accepts responses to formal solicitations (over $65,000) both via paper (delivered physically to City Hall) and electronically via BidSync, the City's electronic bidding system. Purchasing staff administering the solicitation process use both email and BidSync to communicate with vendors during the solicitation process. This creates a double/parallel process to administer and thus greatly increases the potential for errors both in processing documents and in ensuring identical information is shared among all vendors. Workloads for the purchasing staff are impacted as buyers must go to both email sources as well as through BidSync to monitor questions and distribute appropriate information.

BidSync, the City's electronic system that provides complete functionality for the bidding process. The system's full capabilities are not currently being utilized.

Scope
To implement a fully automated electronic bidding system for formal solicitations (over $65,000) vendors wishing to do business with the City of Delray Beach.

Targeted Outcomes
- Procurement integrity and impartiality is maximized – buyers are not aware of which vendors are bidding or asking questions and all bids are kept completely anonymous until opened
- Electronic bid tabulations minimize human errors in handling and tallying
- Paper reductions assist in keeping vendor costs low, internal printing costs are reduced and to promote sustainabillity
- Delivery/postage/courier costs are eliminated
- Vendors are always in the loop – solicitations, award notices, and agendas are all documented and transmitted electronically
- Errors are minimized in lost paperwork and emails
- Audit of actions are maintained in a centralized system
- Implement a world-wide procurement best practice

Boundaries
- Proficiency and familiarity with BidSync system for vendors and City staff

CONTINUOUS IMPROVEMENT

Timelines

Initiate	Investigate	Improvement	Implement
June 2018	July 2018	August 2018	September 2018 -May 2019

Date 7/12/18	*Project – Labor Contract Negotiations*

Team

Sponsor: Mark Lauzier & Caryn Gardner-Young

Team Lead: Mark Lauzier & Caryn Gardner Young

Improvement Team
ROI Team

Resources:
Related process owners

Stakeholders
Customer: City Commission, City employees, organization

Other Stakeholders:
Community

Problem Statement
The City of Delray Beach has existing labor contracts with IAFF (Fire), PBA (Police), and SEIU (blue collar employees). The contracts for PBA and SEIU expire in October 2018. Negotiations are currently taking place with both bargaining units and should be ratified prior to October 2018.

Scope
To negotiate and ratify PBA and SEIU labor contracts.

Targeted Outcomes
- Ratify PBA contract for Officers, Sergeants, and Lieutenants
- Ratify SEIU contract
- Process change notice forms for all affected personnel
- Instruct all payroll administrators on how salary adjustments will be implemented
- Complete the above prior to October 1, 2018

Boundaries
Budgetary Constraints

CONTINUOUS IMPROVEMENT

Timelines

Initiate	Investigate	Improvement	Implement
May 2018	May – October 2018	July/August 2018	October 2018

Date 7/20/18	Project – Utility Billing Process Improvements

Team

Sponsor: Mark Lauzier & Caryn Gardner-Young
Team Lead: Mark Lauzier & Caryn Gardner Young

Improvement Team
ROI Team

Resources:
Related process owners

Stakeholders

Customer: City Commission, City employees, organization, Utility Billing Customers

Other Stakeholders:
Technology Vendors

Problem Statement

The Utility Billing applications and processes are not as efficient as allowed by current technology in some instances.
Examples:
- Currently 100% of utility bills are mailed to the customer, which is not cost effective. Given current technology, we will be able to electronically send invoices, whereby reducing the cost of processing and mailing, and shorten the payment time.
- Currently City departments utility bills are sent to each department, processed through Accounts Payable, whereby a physical check is produced, and then processed by the Utilities Cashier. This process is time consuming and lacks cost efficiency.
- Only 17% of utility payments are received through Automatic Bank Draft. The majority of customers still pay by check, which is a cost to the City via lockbox processing fees and increases the time in which payment is applied.
- Customers currently must come to City Hall to setup their utility account, which can be an inconvenience to the customer.
- New customers currently must call Customer Service to obtain information about their daily water usage, however, with current technology customers can have the option to access their usage via website or mobile app, thus reducing the call volume, and giving customers more control of their water usage (ex. leak warnings).

Scope

To investigate possible processes improvements and additional applications that may be utilized to streamline and provide a more efficient and effective utility billing function.

Targeted Outcomes
- Evaluate alternatives available to facilitate e-billing for 22,000 utility customers
- Automate interdepartmental utility billing between City departments
- Promote the utilization of bank drafts as the primary method of payment collection
- Develop an on-line/telephone utility account initiation option
- Research availability of electronic customer notifications (text, email) for high usage and past due accounts
- Evaluate the possibility of automated telephone notifications for pending service terminations

Boundaries

Available resources
Integration of technology solutions

CONTINUOUS IMPROVEMENT

Timelines

Initiate	Investigate	Improvement	Implement
June 2018	August 2018	October 2018	March 2019