

CORAL GABLES

THE CITY BEAUTIFUL

A World Class City with a Hometown Feel

Team:
Information Technology Department

Project:
I.T. Department Productivity & Response Times Improvement

STRATEGIC PLANNING – INNOVATION

CONTINUOUS IMPROVEMENT

CUSTOMER SERVICE – QUALITY OF LIFE

Project Background and Purpose

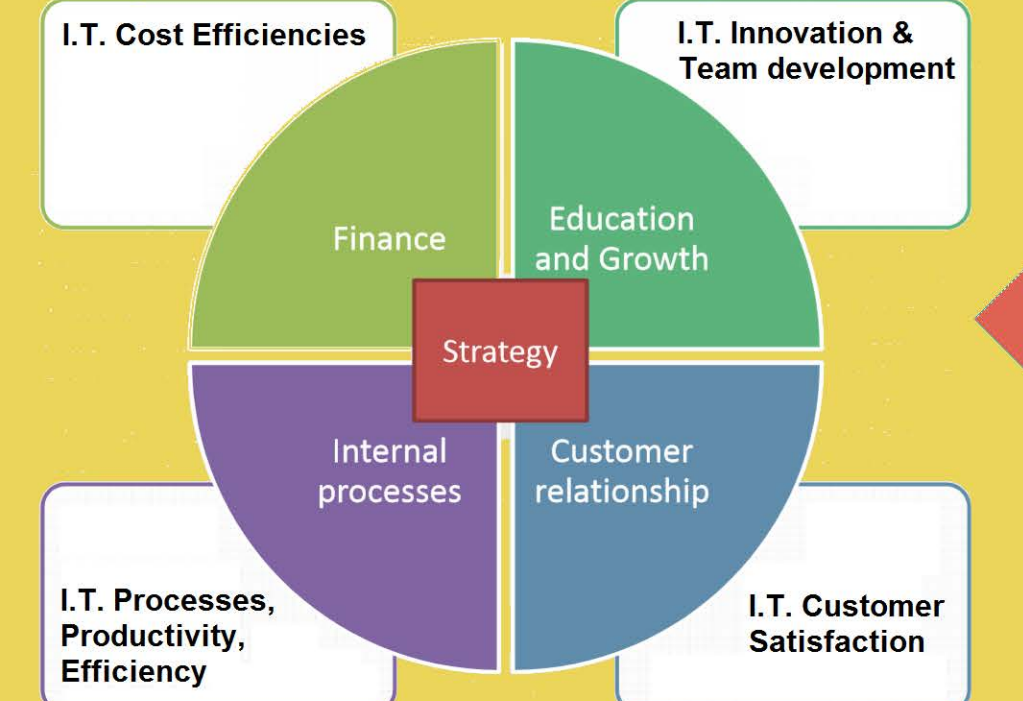
Project Background and Purpose

Project background

- Technical Assistance provided
 - Intranet for employees and city website for the public.
 - Phone number published for Technical Issues.
- Approximately 8800 calls per year come into the IT Help Desk, and 6000 tickets are created annually
- Active project portfolio (~12 big enterprise projects, 30+ medium enterprise projects)
- Operations plan (citywide I.T. services)

Project Initiated in 2016

- To address the time to effectively resolve issues which came through tickets and phone calls
- FY 15 averages: Time to resolve incident tickets – 10 days 15% backlog
- Opportunities for improving balanced scorecards of customer satisfaction, cost efficiencies, operations efficiencies, and challenge the process with best practices, standardization and innovation.



- Project Goals and benefits**
- Reduce ticket resolution time from the historical average of 6.5-10 days to less than 11 hours
 - Improve response time by 3 hours (ticket created to work started)
 - Reduce bad calls by 40%
 - Reduce the amount of calls routed voice mail from 20 per week to less than 5 per week
 - Reduce ticket backlog from 15% to less than 5%
 - Eliminate all calls from city officials relating complaints from citizens due to poor customer service
 - Increase mobile app compatibility
 - Increase mobile app responsiveness and ease of use
 - Reduce browse time by at least 25 seconds (from opening the app to locating desired information)
 - Eliminate unresponsive occurrences (system alerts, user giving up on app)
 - I.T. cost savings between 5% and 10%
 - IT improved performance metrics with 99.9+% uptime

TEAM
Raimundo Rodolfo, P.E., MSEM, PMP, CSSGB – Director Information Technology (Project Lead)
Nelson Gonzalez, CSSP, CSSGB – Assistant IT Director
Mark Hebert – IT Customer Support & GIS Manager
Lemay Ramos, CSSGB – IT Applications Manager
Gisela Rodriguez – IT Network Manager
Ayanae Apolinar, CSSGB – IT Systems Manager
Rayza Collazo, CSSGB – IT Customer Support & GIS Analyst



L-R: Lemay Ramos, Gisela Rodriguez, Rayza Collazo, Raimundo Rodolfo, Nelson Gonzalez, Mark Hebert, Ayanae Apolinar

Project Framework

Scope Statement

In Scope	Out of Scope/Limitations
Gap analysis Process	Assess systems outside of the call center
Process Improvement Process	Assess Process outside of the call center
Policy and SOP Development	Develop policies outside of the call center
Mobile App assessment	Evaluate other mobile app solution
Mobile App Redesign	Purchase a different solution
Testing	Choosing a test bed larger than 30 incident/users
Training	Prepare training outside of the call center
New Design and Process Deployment	Deploy any other software or processes
Improvement and Control	Make non approved or unplanned changes

Project Framework/Charter

Project Objectives	Business Case	Stakeholders	Risks
Reduce ticket resolution time from 6.5-10 days to less than 11 hours	Improved customer satisfaction and reduced operational costs	IT Department, City Management, Citizens	Change management, resource allocation

Project Statement

As a result of a comprehensive process improvement project in the IT Department, the City of Coral Gables, Florida is seeing significant improvements in costs and quality of technology services for residents. The IT Department Productivity and Response Time Improvement Project is intended to achieve excellent customer service and meet world-class benchmarks of balanced scorecards in performance, financial efficiencies, customer satisfaction, change, improvements and smart city innovation. We have identified several issues associated with IT long response times, customer complaints, lack of standardization and systematic processes and procedures in IT operations, systems downtime, insufficient data analysis and business intelligence of IT performance and financial metrics, and other related issues. The purpose of this project is to close those gaps by implementing comprehensive analysis and action plans aimed to reduce IT costs (5%), reduce response times (from days to hours), eliminate backlog of service tickets, eliminate response issues within the city mobile app, increase customer satisfaction to 4.8/5, increase efficiencies and productivity in operations and projects, reduce downtime of IT systems and services, standardize operations, create strategic plans to implement and sustain the improvements achieved through the project, and foster an organizational culture of continuous improvement and innovation throughout the project phases.

Project Scheduling

Task	Start	End	Progress
Project Initiation	2016-01-15	2016-02-15	100%
Analysis & Design	2016-02-15	2016-04-15	80%
Development & Testing	2016-04-15	2016-07-15	60%
Deployment & Control	2016-07-15	2016-09-15	40%

Risk Management

Risk	Mitigation Strategy
Four stakeholder participation	• Periodic meetings were held to keep stakeholders engaged • Stakeholders were encouraged to provide input in the assessment phases • All proposed solutions were shared with stakeholders to keep them engaged in the project • Several improvements were made that directly impact the stakeholder department's daily operations in a positive manner
Resistance to adopting new processes	• Follow-up, 100% were written to support the goals of the project • Trainings were tailored to introduce staff to the new processes • Staff members were included at all stages of the project to show them the benefits of the proposed change and get their buy-in and commitment
New interface acceptance	• Organizational engagement/Training since the beginning • Members of upper management were included in the assessment phases and the final user group consisted also throughout the new interface and processes • Several improvements were made that directly impact the stakeholder department's daily operations in a positive manner

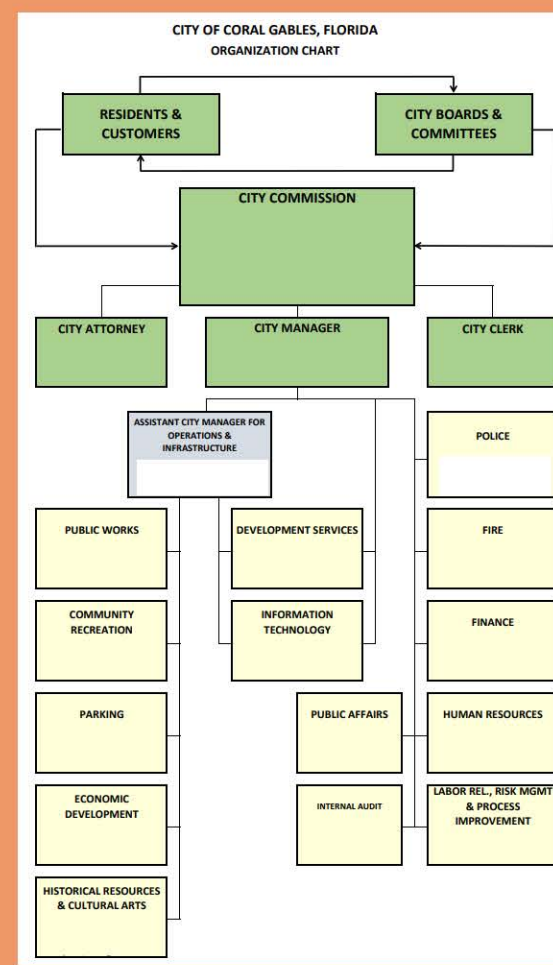
Project Stakeholders and the Project Team

Project team

- Raimundo Rodolfo, P.E., MSEM, PMP, CSSGB – Director, Information Technology (Team Leader)
- Nelson Gonzalez, CSSP, CSSGB – Assistant IT Director
- Mark Hebert – IT Customer Support & GIS Manager
- Lemay Ramos, CSSGB – IT Applications Manager
- Gisela Rodriguez – IT Network Manager
- Ayanae Apolinar, CSSGB – IT Systems Manager
- Rayza Collazo, CSSGB – IT Customer Support & GIS Analyst

Stakeholders

- City Manager
- Assistant City Manager
- Directors (Finance, Communications, HR, All City Departments)
- Customers (Employees, Citizens, Smart City Ecosystem)



Project team selection

Name	Title	Department	Role
Raimundo Rodolfo	Director	Information Technology	Project Lead
Nelson Gonzalez	Assistant IT Director	Information Technology	Team Lead
Mark Hebert	IT Customer Support & GIS Manager	Information Technology	Team Member
Lemay Ramos	IT Applications Manager	Information Technology	Team Member
Gisela Rodriguez	IT Network Manager	Information Technology	Team Member
Ayanae Apolinar	IT Systems Manager	Information Technology	Team Member
Rayza Collazo	IT Customer Support & GIS Analyst	Information Technology	Team Member

- Team Preparation**
- Members of the team were sent to formal process improvement training at Florida International University, and obtained six sigma certifications.
 - Members of the team were also part of a City-wide Process Improvement Performance Excellence (PIPE) effort, a Baldrige Award Journey initiative, an IT Strategic Plan, and a City Strategic Management Plan that allowed them to put in practice what they learned at the formal training.
 - The IT Department initiated also internal kaizen blitz events to improve specific issues, which started fostering a team dynamic around quality.

- Team Routines**
- Meetings were held at the I.T. conference room in our HQ. The team leader used these meetings to review documentation, progress, status, scheduling, resource allocation, and adjust strategies as needed.
 - All documentation was kept in the network's Project repository which was available to all team members at all times
 - Process and quality metrics and benchmarks were routinely reviewed and analyzed, becoming actionable information for the team members.

Project Overview

Tools output at different stages of the Project

- Define: Voice mail problems in response center
- Measure: 5 Why Approach
- Analyze: Cause and Effect Diagram
- Improve: 5 Why Analysis
- Control: Team Routines

Project Walkthrough

Customer Service Problems to Action table

Problem	Root Cause	Action
Messages not returned	Messages not checked often enough	Standardize message checking process
Messages not returned	Messages not checked after hours	Standardize message checking process
Messages not returned	Messages not checked after hours	Standardize message checking process

Improvements in IT Balanced Scorecards Metrics

- Increased overall productivity by 12.4% (IT Support) and 10.8% (IT Projects)
- 10 days (FY15) to 6.5 days (FY16) to 11 hours (FY17 to date) for incident resolution
- Reduced response time average 3 hours per ticket. 40% reduction of "Bad calls"
- Customers to voice mail from 20/week >>> 1 per week. From 15% to 0% backlog
- Standardized operations, project management and recurring maintenance plans
- Reduced I.T. annual costs 9% in the last 3 years
- Increased uptime 0.6% up in network & telecommunications services, 0.4% up in Systems, and 0.3% up in GIS and customer support systems and applications
- Reduced network latency, increased performance and capacity for IT services
- Reduced frequency and duration of service-affecting incidents and events.
- Improved I.T. quality of services, reliability and availability
- Improved I.T. operations efficiency | 4.8/5 average customer satisfaction ratings
- No calls from city officials relating complaints from citizens

VOICE OF THE CUSTOMER AND CUSTOMER SERVICE IMPROVEMENTS

FINANCIAL AND BUSINESS EFFICIENCY IMPROVEMENTS

Metric	2016	2017	2018
Customer Satisfaction	4.8/5	4.8/5	4.8/5
Response Time	10 days	6.5 days	11 hours
Backlog	15%	0%	0%

Measure: Survey results

The primary metric associated with the app usage was time to perform required functions. This table shows times for functions most commonly used in the app during testing with users. Users felt that these time delays were indicative of significant problems with the app.

Function	Time Required
Return an issue on the CSDB (e.g., a problem on the street - auto logs, select category, select address, attach photo, GPS location, enter comments...)	15-40 seconds
Ask the City a question or comment via the City	30-55 sec
Check available parking	30 sec to 1:30 min
Pay for parking	45 sec to 1:30 min
Track and find the nearest Trolley vehicle during operating hours	45 sec to 1:30 min
Check business or attraction before to establish what to do...	30 sec to 1:30 min