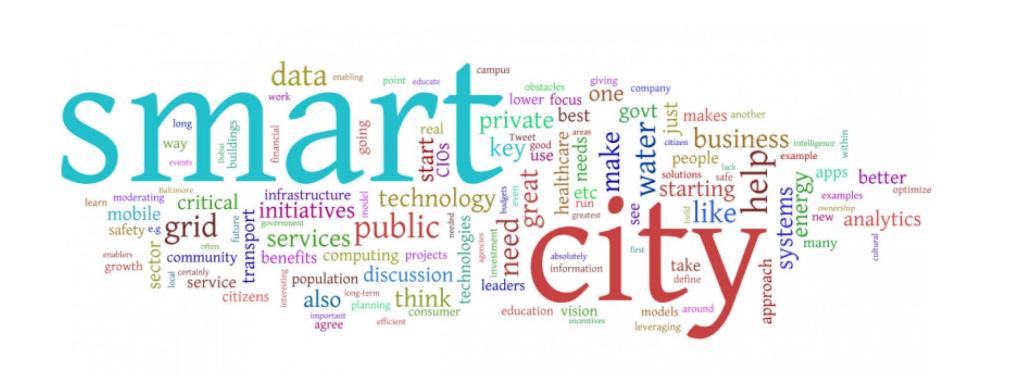


ASQ International Team Excellence Award



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

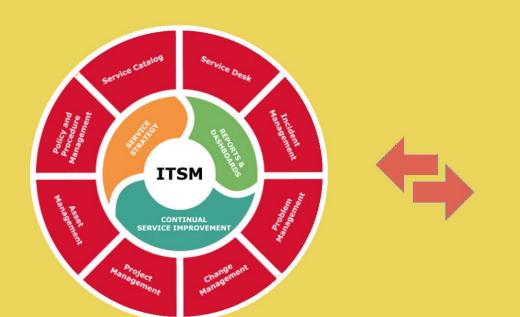
Project Background and Purpose

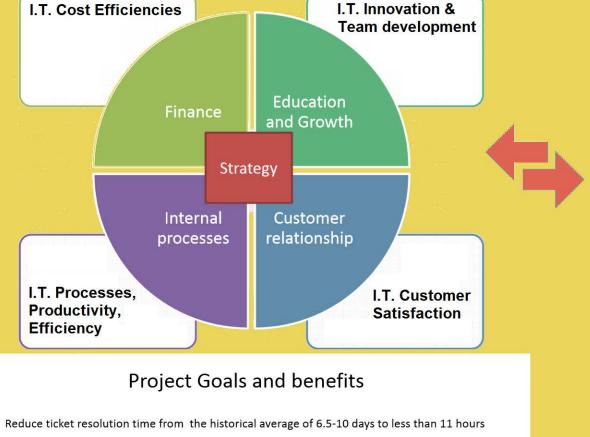


• Active project portfolio (~12 big enterprise projects, 30+ medium enterprise projects

- 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

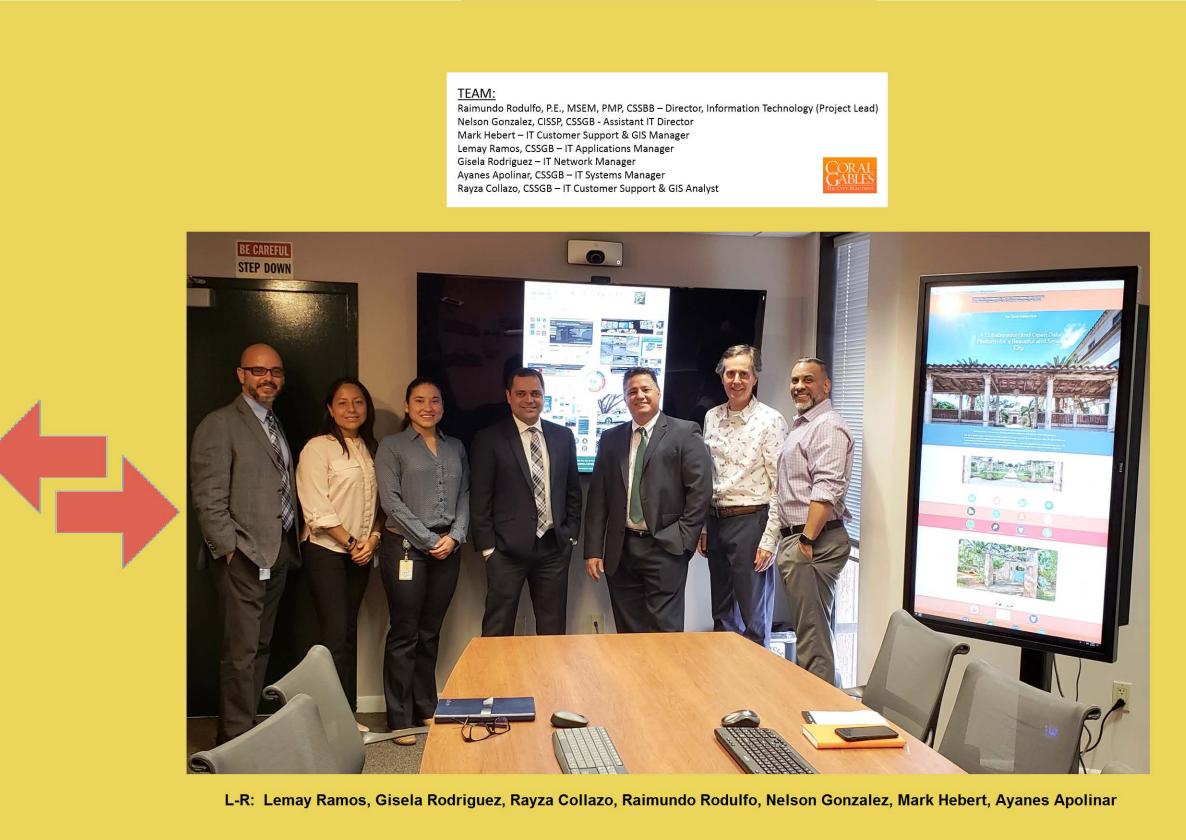
efficiencies, and challenge the process with best practices, standardization and innovation.



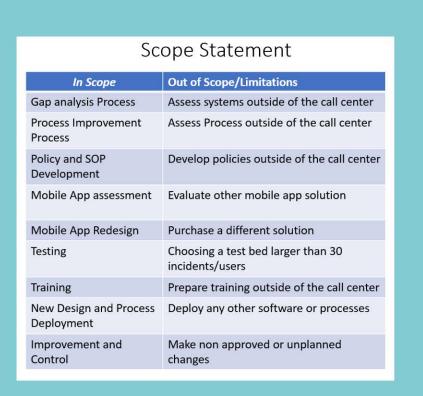


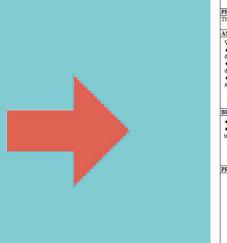
- Reduce ticket resolution time from the historical average of 6.5-10 days to less than 11 hours Improve response time by 3 hours (ticket created to work started) Reduce bad calls by 40%
- Reduce the amount of calls routed voice mail from 20 per week to less than 5 per week Reduce ticket backlog from 15% to less than 5%
- Eliminate all calls from city officials relaying 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)
- Eradicate unresponsive occurrences (system aborts, user giving up on app) I.T. cost savings between 5% and 10%
- IT improved performance metrics with 99.9+% uptime

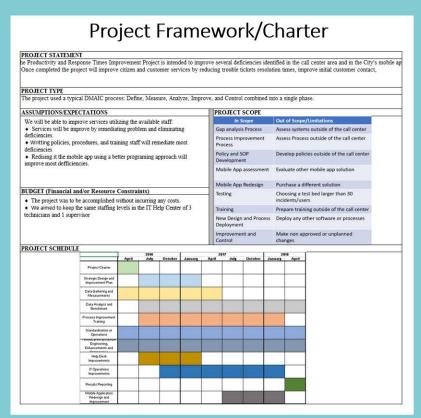


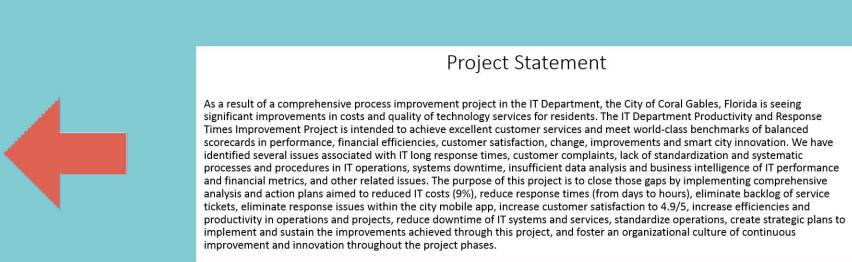


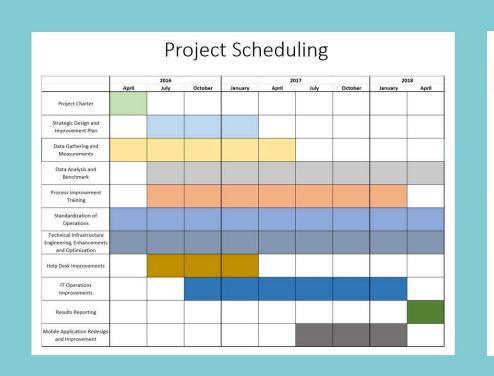
Project Framework







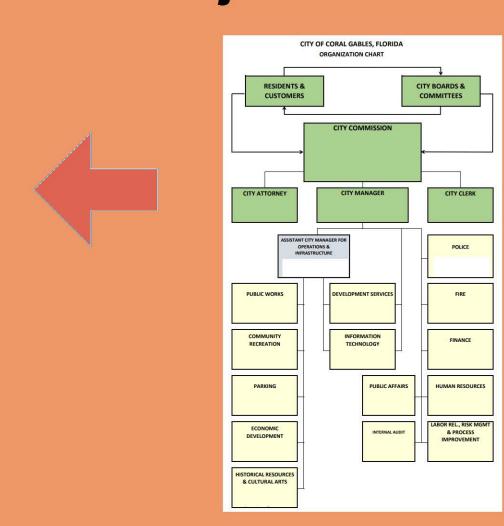




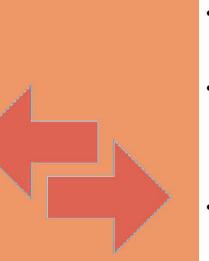
Risk Management	
Risk	Mitigation Strategy
Poor stakeholder participation	 Periodic meetings were held to keep stakeholders engaged Stakeholders were encouraged to provide input in the assessment phases All proposed solutions were shared with stakeholders to keep them engaged in the project Several improvements were made that directly impact the stakeholder department's daily operations in a positive manner
Resistance to adopting new processes	 Policies, SOPs, were written to support the goals of the project Trainings were hosted to introduce staff to the new processes Staff members were included in all stages of the project to show them the benefits of the proposed changes and get their buy-in and commitment.
New interface acceptance	 Obtained management's buying since the beginning Members of upper management were included in the assessment phases and their input was strongly considered when developing 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









Team Preparation Members of the team were sent to formal process

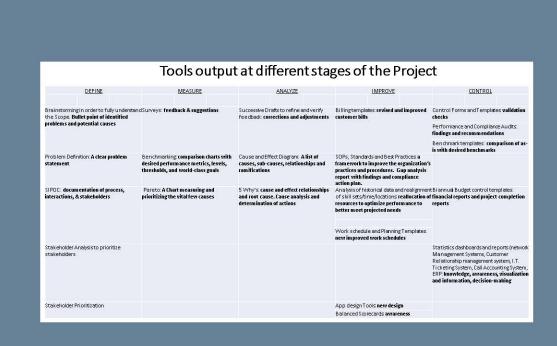
- improvement training at Florida International University, and obtained six sigma certifications. Members of the team were also part of a City-wide Process
- Improvement Performance Excellence (PIPE) effort, a Baldrige Award Journey initiative, an I.T. Strategic Plan, and a City Strategic Management 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.

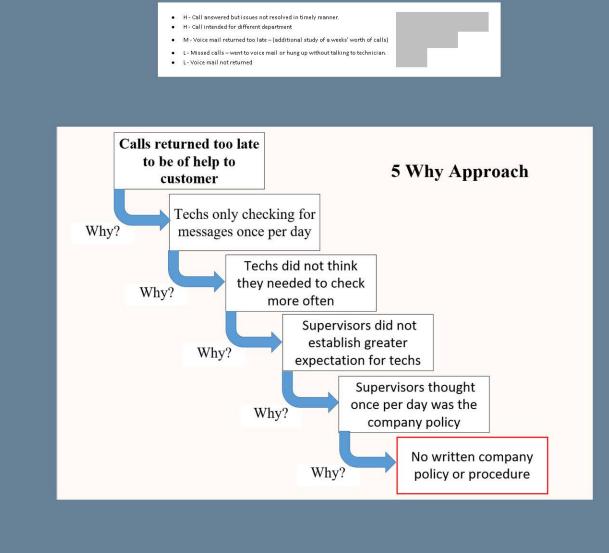
Team Routines

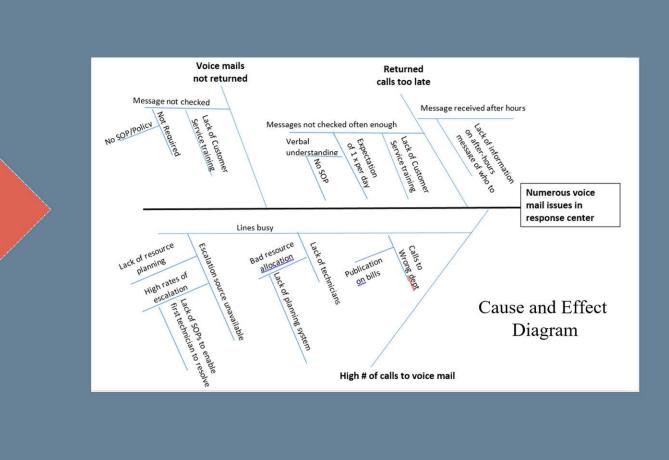
- Meetings were held at the I.T. conference room in our HQ. The team leader used these meetings to review documentation, progress, status, scheduling, resource
- allocation, and adjust strategies as needed. All documentation was kept in the network's Project repository which was available to all team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

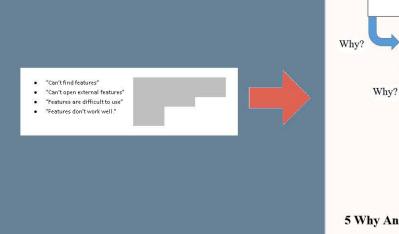
Project Overview

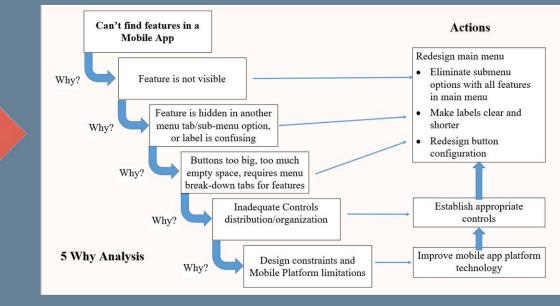




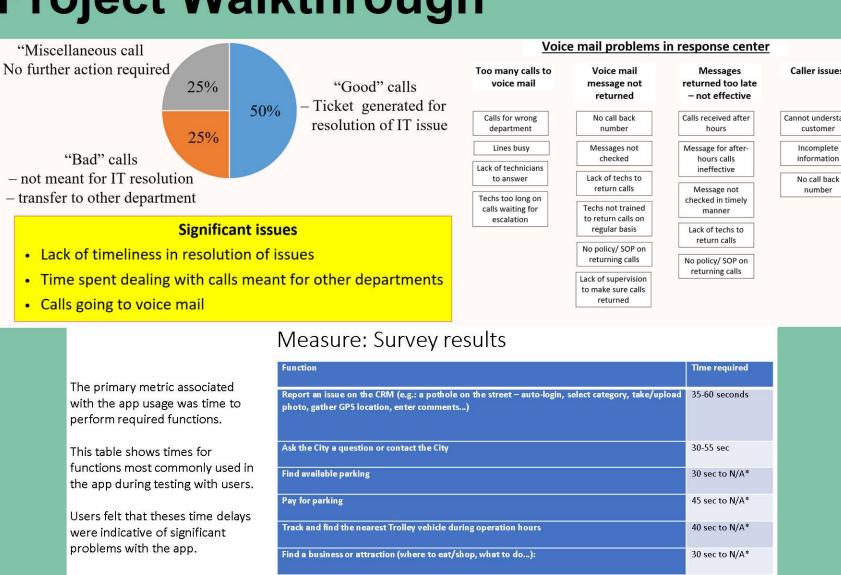


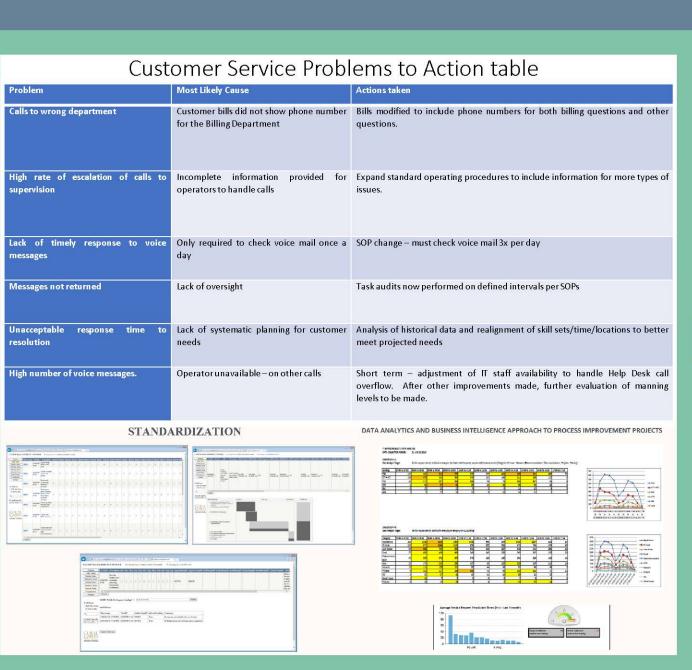


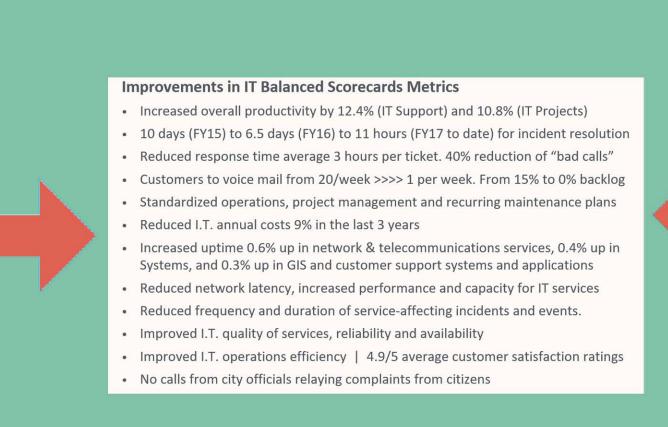




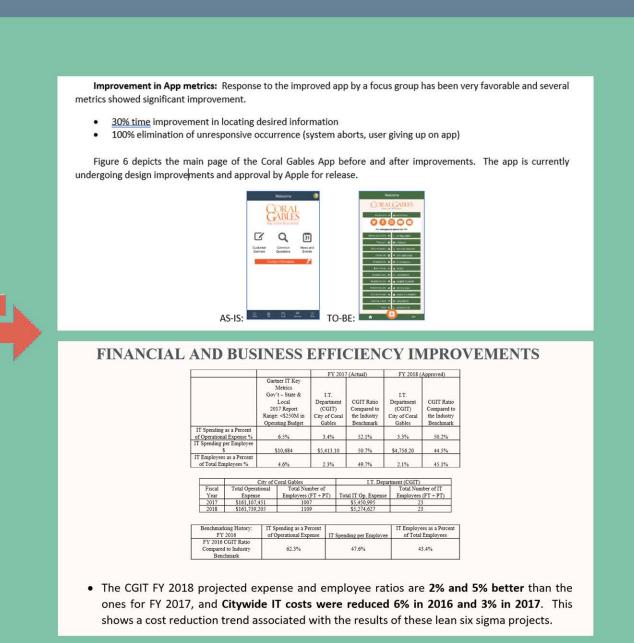
Project Walkthrough















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