



Where tomorrow's leaders are being trained today!



Annual Report 2009-2010

<http://intranet.cityoftyler.net>

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City U: The Program

City University is the City of Tyler's continuing education program for its employees.

City U's Mission is to provide high-quality comprehensive training to all City personnel and to serve as a resource for information and tools to enhance the productivity and professionalism of City employees.

City U allows employees to access courses that are divided into four tracks:

1. Core Competency Track;
2. Innovation Track;
3. Professional Development Track; and,
4. Leadership Development Track.

“City U gives employees an opportunity to take a variety of classes that help them with their job duties.”
-employee comment

City U: The Facility

Employees have the advantage of a training room that is in close proximity to several City departments in downtown Tyler.

The training room houses 18 computer stations that have the most recent software installed. A projector and screen allow the teacher to present PowerPoint presentations and other visual aids.



The facility is very conducive to learning with no interruptions.
-employee comment

City U: Core Competency Track

The core competency track addresses the basic training skills shared by all employees of the City of Tyler. Courses within this track include New Employee Orientation and Cash Handling.

New Employee Orientation is held the second and fourth Wednesday of every month, depending on the need. During this class, new hires meet with several different department representatives and learn important policies and procedures. The curriculum includes information about:

- The concept of the City's Blueprint;
- A video tour of City departments;
- The City's Called to S-E-R-V-E motto;
- Employee benefit details;
- Risk Management;
- City policies related to Legal and Information Technology;
- City University information and class listings;
- Communication, branding and media relations;
- Customer service;
- Lean Sigma;
- Keep Tyler Beautiful and Tyler Recycling; and,
- The Main Street Program.

Most new hires have never been to a City Council meeting or met the Mayor or City Council members. New Employee Orientation gives new hires the opportunity to attend a City Council meeting to see their City's government at work. During this Council meeting, the new hires are acknowledged by the Mayor and Council Members and receive a City of Tyler lapel pin.



City U: Innovation Track

The innovation track provides professional development coursework to employees who have a desire to enhance their technology skills. City University has taken advantage of both internal subject matter experts as well as contracted with Tyler Junior College Continuing Education to provide technology training.

The following courses were offered during the 2009-2010 fiscal year through the Innovation Track:

- Web Page Training (offered bi-monthly);
- Introduction to Microsoft Word;
- Intermediate Microsoft Word;
- Introduction to Microsoft Excel;
- Advanced Microsoft Excel;
- Intro to Microsoft Access;
- Intro to Microsoft PowerPoint; and,
- Computer Basics.

Computer classes have greatly enhanced my employees abilities to record important data for review and easy retrieval.
-employee comment

During the year, a total of **79 employees** took at least one course in the innovation track. The program offers classes at all skill levels. City employees have varying ranges of computer knowledge. City U allows staff that are more computer literate to take advanced and upper level computer courses while allowing beginners to start at a level that is comfortable for them.

City University will offer 16 Innovation Track courses for the 2010-2011 fiscal year to the City of Tyler workforce.



During the 2009-2010 fiscal year, City U trained 79 employees and offered 13 courses in the Innovation Track.

City U: Professional Development Track

The professional development track provides continuing education for employees to enhance their professional skills. Again, City University utilized both employee subject matter experts and contracted with outside resources.

During the 2009-2010 fiscal year, the following courses were offered at City University in the Professional Development Track:

- Customer Service Made Easy;
- Contract Management;
- Pruning Negativity;
- ABC's of Success;
- Business Writing;
- Creating Collateral Material;
- Open Records;
- Media Coaching (offered twice);
- Are You A Customer Service Star?; and
- Legal Preparation for Court Appearances.

This past fiscal year, **111 employees** have taken at least one Professional Development course. City University has 15 professional development track courses scheduled for the 2010-2011 fiscal year.



During the 2009-2010 fiscal year, City U trained 111 employees and offered 11 courses in the Professional Development Track.

City U: Leadership Development Track

The leadership development track provides continuing education for employees who are currently in supervisory roles or those who wish to transition into a leadership role.

The majority of these courses were contracted to consultants with experience in the specific topics. Some courses specific to the City of Tyler or city government were taught by City of Tyler personnel.

The complete list of Leadership Development Track courses offered during the 2009-2010 fiscal year includes:

- Building Trust;
- Lean Sigma Blue Belt Training;
- The More Effective Leader;
- Discovering Your Blind Spots;
- Leading by Example;
- Coaching Style Management; and
- Supervisor Training.

These courses are designed to empower the workforce to take on leadership positions such as office supervisors, crew leaders and foreman. In 2009-2010, **172 employees** took at least one course in the Leadership Development track.

City University will offer six Leadership Development courses during the 2010-2011 fiscal year.



During the 2009-2010 fiscal year, City U trained 172 employees and offered seven courses through the Leadership Development Track.

City U: Graduation



On September 10, 2010, a graduation ceremony and luncheon was held at the Tyler Rose Garden to celebrate the conclusion of City U's second year.

A total of **20 employees** met the graduation requirements. In order to graduate, an employee must have completed six courses in a given track.

Sixteen employees graduated from the Leadership Development Track, including: Dan Allee, Galen Billington, Kristi Boyett, Drew Brown, Doyle Evans, Barbara Holly, Debbie Isham, Joseph Jones, Teresa Johnson, Chris Lennon, Mark Miers, Rose Ray, Karl Seydler, Eddie Tangadunrat, Michael Wilson and Benny Yazdanpanahi.

Cindy Turbeville and Jami Rogers graduated from the Innovation Track, while Pam Lee and Heather Newman graduated from the Professional Development Track.

Mayor Barbara Bass and Mayor Pro Tem Ralph Caraway presented each graduate with a diploma and frame to commemorating their accomplishments.

During this event, **15 members** of the 2009-2010 Leadership Academy class graduated and 14 employees were announced the 2010-2011 Leadership Academy class.

Nine of the 2009-2010 Lean Sigma Green Belt candidates officially received their green belts, including Drew Brown, Amy Hunter, Judy Minor, Heather Newman, Sherry Pettit, Karl Seydler, Deaun Stinecipher, Jimmy Toler and Benny Yazdanpanahi.

Eighteen employees were announced as the 2010-2011 Green Belt class.

City U: Graduation



City U: Marketing

News of City University courses reach hundreds of employees each month via email, the City's Blueprint Newsletter, the Intranet and brochures.

Below is a screen print of the City University home page on the Intranet. Here, employees can research each of the four tracks, access City University's calendar and course listings, and register for courses through the Intranet. They can also learn about Leadership Academy, Lean Sigma and the City's corporate Toastmaster club, Blueprint Toasters.

Listings of leadership and self improvement books housed in the City University Library can also be located on the Intranet. Employees are encouraged to check these books out for their own educational advancement.

City University
Where Tomorrow's Leaders Are Being Trained Today

Home | City University | Human Resources | IT | Legal Department | City Resources | Claims | Intranet Login | City of Tyler Website

City University

Track Section Information
Registration
City University Calendar
Library
Leadership Academy
Tyler Lean Sigma
Blueprint Toasters

City University

212 N. Border Ave. Tyler TX 75702
Phone: (903) 595-7172
Email: kboyett@tylertexas.com
Kristi Boyett, Training Coordinator

As a City of Tyler employee you have the unique benefit of an in-house City provided training program. City University provides access to courses that will assist you in improving your professional skills while preparing you to become tomorrow's leader... today.

With the belief from City management that the strength of its employee base comes from empowering, educating and training its members.... comes City University!

City U will foster individual advancement and promote lifelong learning by preparing you to be your best and do your best.

City U Resources

Class Calendar
Course Evaluations

Home | City University | Human Resources | IT | Legal Department | City Resources | Claims | Intranet Login | City of Tyler Website

Contact Information

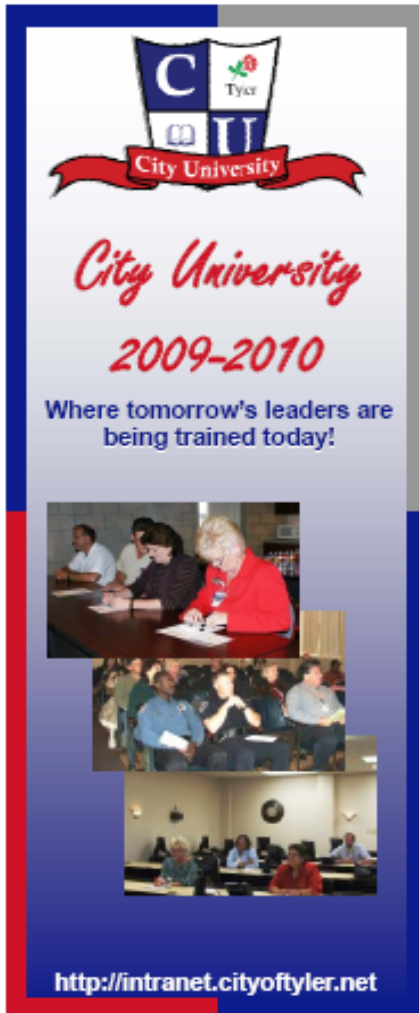
City of Tyler
212 N Bonner
Tyler, TX 75702

Copyright © 2010 City of Tyler Intranet

Local Intranet

City U: Marketing

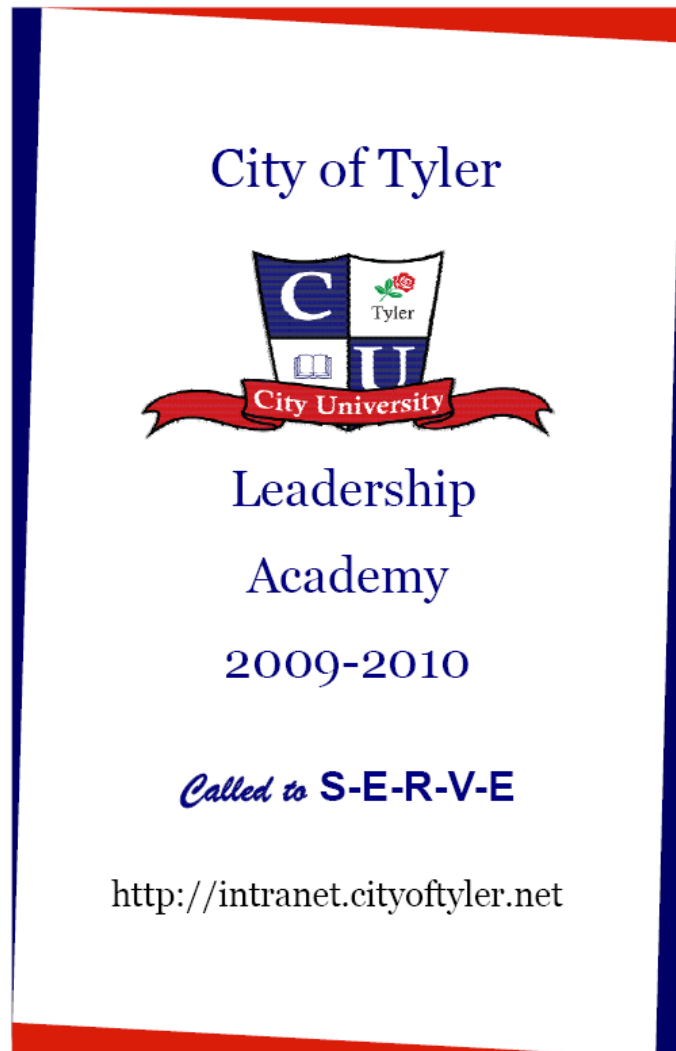
The City University brochure and Leadership Academy brochure include the mission and vision of the programs along with a list of classes offered throughout the year.



The brochure cover features the City University logo at the top, which consists of a shield divided into four quadrants: top-left with a blue 'C', top-right with a red rose and 'Tyler', bottom-left with a blue 'U', and bottom-right with a blue 'U'. A red banner below the shield reads 'City University'. Below the logo, the text 'City University' is written in a red cursive font, followed by '2009-2010' in a red sans-serif font. Underneath is the tagline 'Where tomorrow's leaders are being trained today!' in a blue sans-serif font. The lower half of the cover contains three small photographs: the top one shows three people at a table, the middle one shows a group of people in a classroom, and the bottom one shows a group of people in a meeting. At the bottom, the URL 'http://intranet.cityoftyler.net' is printed in white on a blue background.


City University
2009-2010
Where tomorrow's leaders are being trained today!

<http://intranet.cityoftyler.net>



The brochure cover features the City of Tyler logo at the top, which is identical to the City University logo. Below the logo, the text 'City of Tyler' is written in a blue serif font. Underneath is the text 'Leadership Academy' in a blue serif font, followed by '2009-2010' in a blue sans-serif font. Below this is the tagline 'Called to S-E-R-V-E' in a blue serif font. At the bottom, the URL 'http://intranet.cityoftyler.net' is printed in a blue sans-serif font.

City of Tyler



**Leadership
Academy**
2009-2010

Called to S-E-R-V-E

<http://intranet.cityoftyler.net>

City U: Marketing

Each month, City University publishes a course listing for the next two months in the Blueprint Newsletter. Email announcements about upcoming courses are also sent to all employees who have a city email address.

Blueprint Newsletter

City U course offerings

Dec. 2; 1-5 p.m. <i>Discovering Your Blind Spots</i> Taught by Summit Solutions Leadership Development Track	Jan. 5; 1-5 p.m. <i>Pruning Negativity</i> Taught by Strategic Government Resources Professional Development Track
Dec. 16; 8 a.m.-Noon <i>Characteristics of an Effective Leader</i> Taught by TJC Faculty Leadership Academy	Jan. 19; 8 a.m.-Noon <i>Intro to Access</i> Taught by TJC Faculty Innovation Track
Jan. 5; 8 a.m.-Noon <i>Leading by Example</i> Taught by Strategic Government Resources Leadership Academy	Jan. 21; 9 a.m.-4 p.m. <i>Web Page Training</i> Taught by NetStrategies Innovation Development Track



E-Mail Sent to Employees

Intro to Access

January 19, 2009

8 a.m. – 12 p.m.

Cherie Brown, TJC

City University

INNOVATION TRACK

This course covers basic functions and features of Microsoft Access. Staff will learn how to design and create databases; work with tables, fields and records; sort and filter data; and create queries, reports and forms.

Registration - You may now register two ways:

1) You may register on-line through the employee Intranet – The Blueprint at <http://Intranet.cityoftyler.net>, click on the City University, Registration Link and complete the registration form. A notice will automatically be sent to your supervisor for their approval.

Or,

2). Forward this email to **your supervisor** (unless you are a Department Leader or Key Leader) and add:

Your name
Department
Title
Email Address
Phone number

Leadership Academy

Leadership Academy is a selective program that focuses on training the next generation of leaders for the City of Tyler. This is accomplished through 12 leadership classes, literature review, mentoring and a capstone project.

This program is limited to 15 employees per year. The Leadership Academy class spends one year together developing skills that will help prepare them to fill critical leadership roles in the future.

During the 2009-2010 fiscal year, the group read two chapters per month from John Maxwell's "The 21 Irrefutable Laws of Leadership" book and City Manager Mark McDaniel conducted a book discussion with the group prior to each class. He provided insight on how to apply lessons from the Maxwell book and the Leadership Academy courses to the participants' everyday work life.

Leadership Academy participants chose a mentor from within the organization and met with them monthly to discuss their strengths and weaknesses and how they could improve upon their leadership skills.

Leadership Academy will be expanded to encompass a second monthly session in fiscal year 2010-2011. During this session, participants will review what they learned in their training class, explore their thoughts on the book and have time to network with each other.



Leadership Academy educates you on so many levels. I encourage everyone to strive to become a part of this wonderful learning experience.

—employee comment

Toastmasters

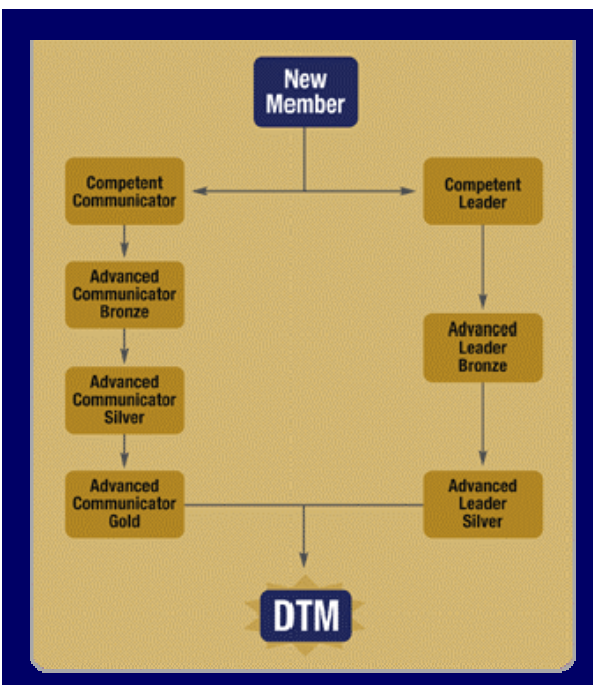
In November 2009, City University launched a Toastmasters club for employees that want to enhance and improve their communication and leadership skills. Members voted to name the club Blueprint Toasters.



Toastmasters is an international organization that was started in 1924. This nonprofit organization now has nearly 260,000 members in over 12,500 clubs in 113 countries. The City realizes that its success depends in large part on how well employees communicate with each other, as well as with citizens. The mission of a Toastmasters club is to provide a mutually supportive and positive learning environment in which every individual member has the opportunity to develop oral communication and leadership skills, which in turn foster self-confidence and personal growth.

Blueprint Toasters meet once a week during lunch to practice speeches, lead meetings efficiently, offer constructive feedback to each other and diplomatically work with a wide range of people. The club has **28 City employee members**, who meet from noon to 1 p.m. every Thursday at City University.

The educational program is the heart of every Toastmasters club. It provides members with a proven curriculum that develops communication and leadership skills one step at a time, with many opportunities for awards and recognition along the way.



Participants progress along each track by working through a series of manuals, each of which offers a set of carefully crafted projects to complete. Each project includes an evaluation guide, which gives club members an easy way to provide immediate feedback as the project is completed.

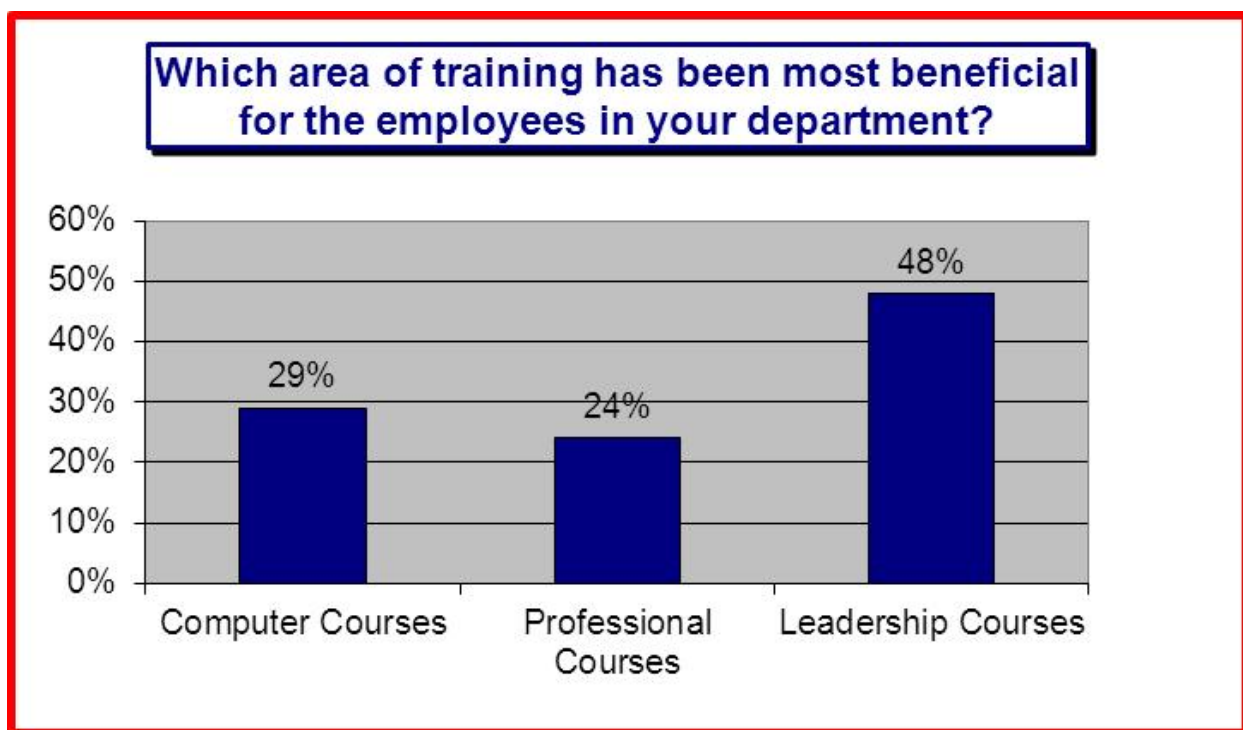
In the first year, four people have completed 10 speeches and were awarded with the Competent Communicator designation. Two people have completed the leadership requirements and were designated Competent Leaders, while one person has completed the Advanced Communicator Bronze designation. All members are working towards the accomplishment of Distinguished Toastmaster (DTM).

Leadership Assessment

In February 2008, City University sent a needs assessment survey to Key Leaders and Department Leaders to assess the training needs of the City of Tyler's workforce. This survey noted that "time constraints" and "cost constraints" prevented Departments from sending their employees to training. Because City University is an in-house training program, many of these constraints have been overcome. City University has offered classes at varying times (e.g. 8 a.m. to noon or 1 p.m.-5 p.m.) to accommodate employee schedules.

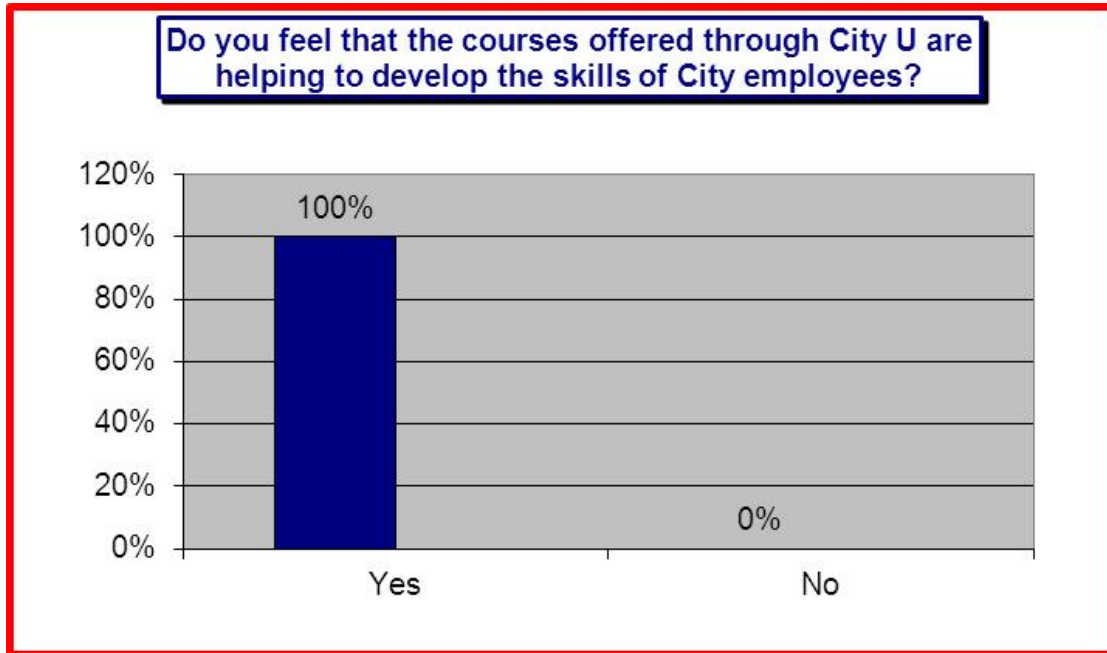
The leadership assessment also indicated that classes in computer courses were most needed amongst the workforce. City University provided 22 computer courses during the past two years to meet this need. The leaders also expressed the need for communication courses and conflict management courses to prepare staff for promotion within the organization. City University has provided both courses.

To measure the impact of the program following the second year, a survey was sent to Key Leaders and Department Leaders asking their opinions of City U services and gathering additional needs analysis data. Overall, the survey yielded positive input. Of those surveyed, 48 percent believe the Leadership Development courses are most beneficial to their staff.

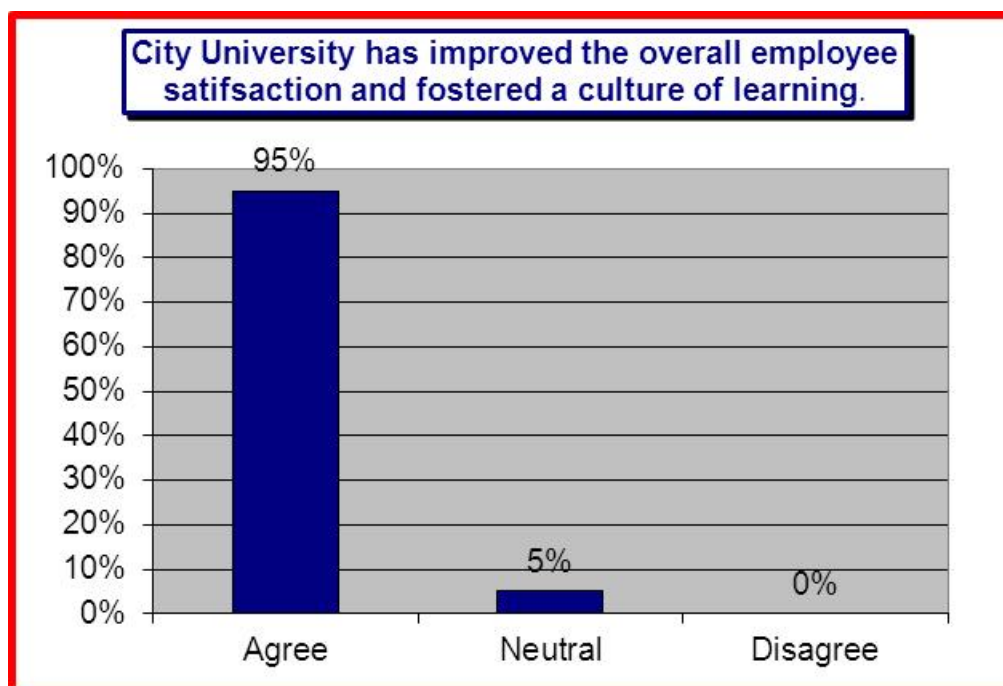


Leadership Assessment

The Leadership Team agreed that the courses being offered were helping to develop the skills of their employees. This is illustrated in the following chart.



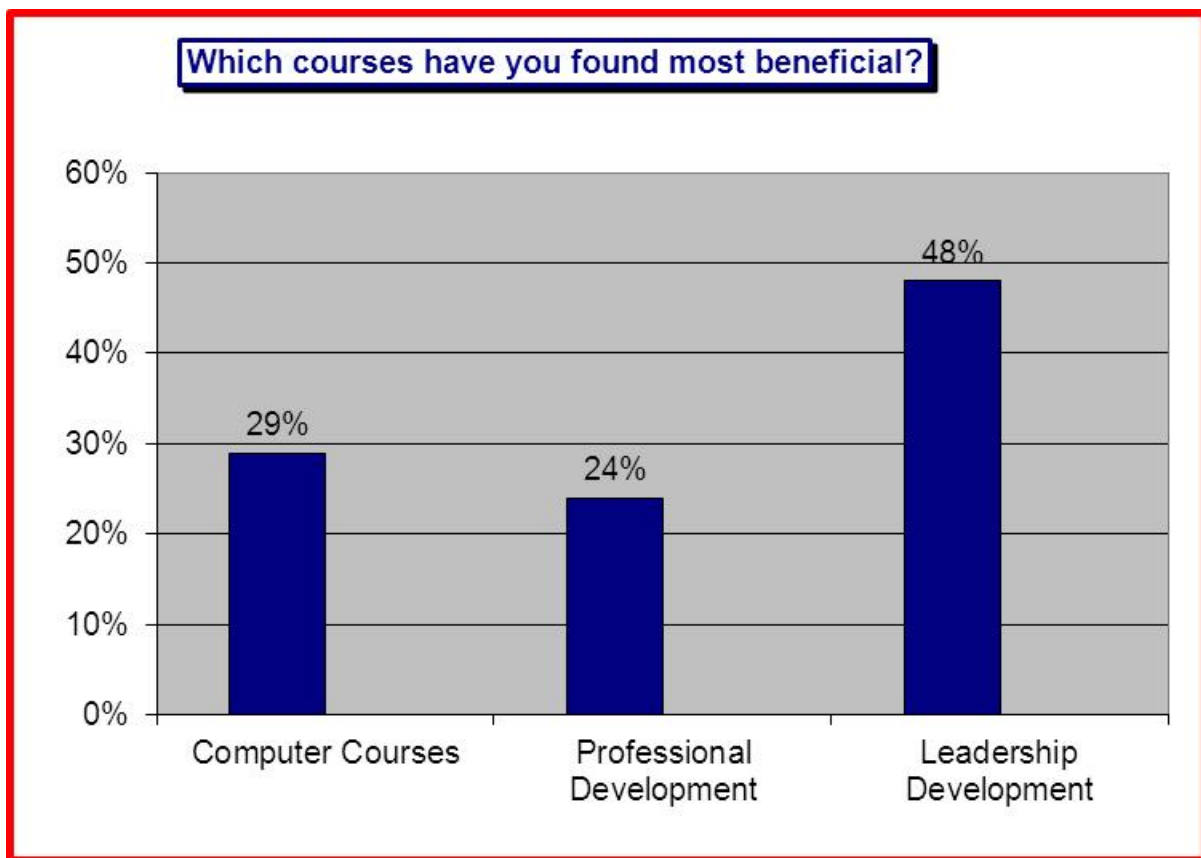
Of the supervisors who responded to the survey, 95 percent said City U has improved overall employee satisfaction and fostered a culture of learning among their employees.



Employee Assessment

A second survey was sent to the City employees that have taken at least one course at City University. Information from this survey will allow City University to make changes to the curriculum to ensure that the program meets the needs of the workforce.

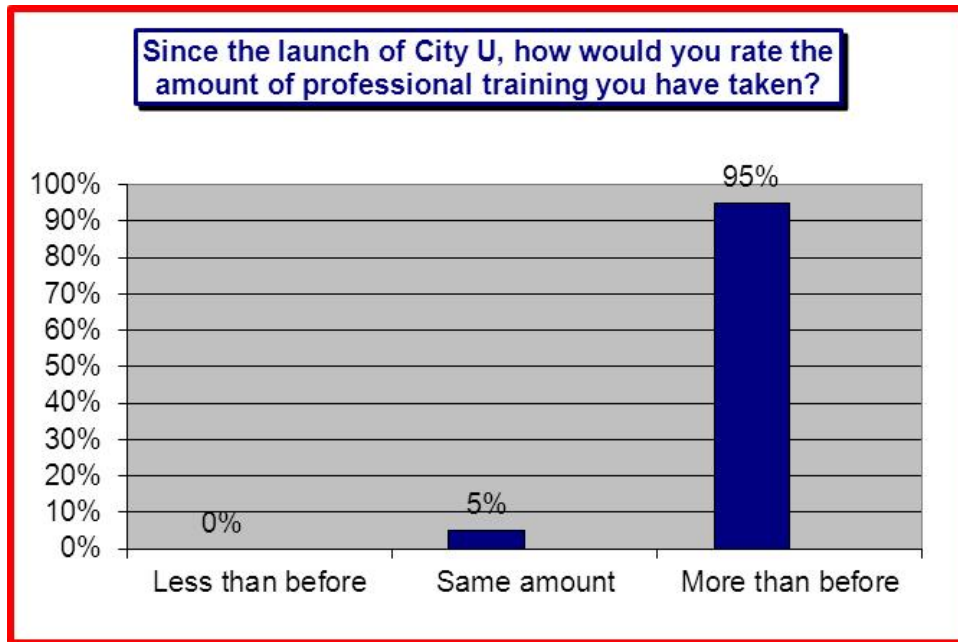
This survey was sent to the 247 employees who have attended City U and 28 percent responded. The results of the survey show that employees found the Leadership Development courses most beneficial, followed by the Innovation (computer) courses and finally the Professional Development courses. The totals and percentages are noted in the chart below and are exactly the same outcome as supervisors' response.



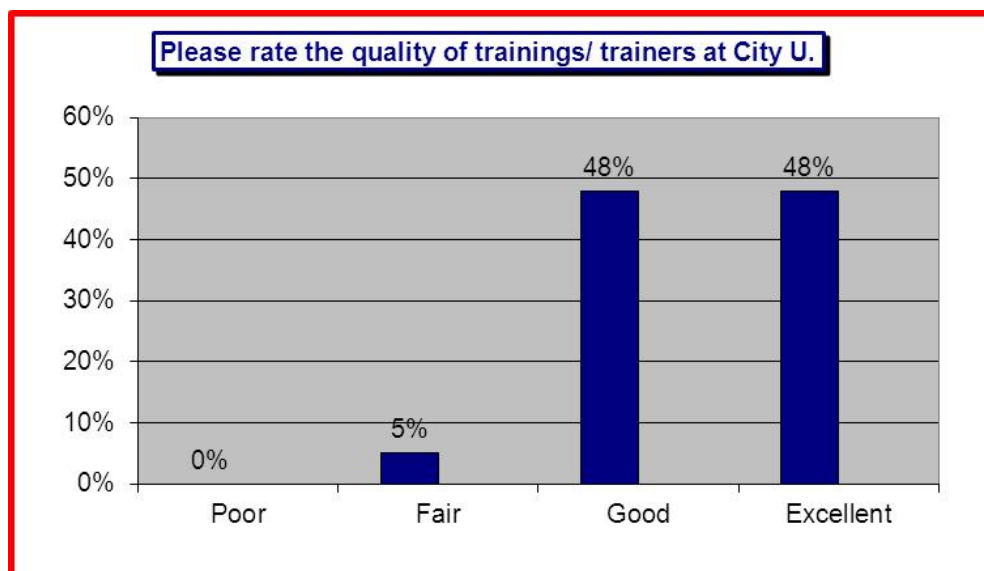
I not only like the leadership courses, but I also greatly enjoy the computer training classes. They allow me to be more productive.

Employee Assessment

To foster a culture of life-long learning and professional excellence, City U strives to offer courses that are relevant and timely. To measure the success of these efforts to encourage employees to take advantage of training offered, the survey asked if they had taken more, the same amount, or fewer classes than before the launch of City U. The majority of respondents noted that they had attended more training.



City University prides itself on offering high quality courses taught by well qualified instructors. Training was provided by Tyler Junior College, Summit Solution Group, Strategic Government Resources, NetStrategies; and City Employees. Survey participants were asked to rate the quality of these trainings and trainers at City U. Ninety-five percent of respondents said the trainings were either good or excellent.

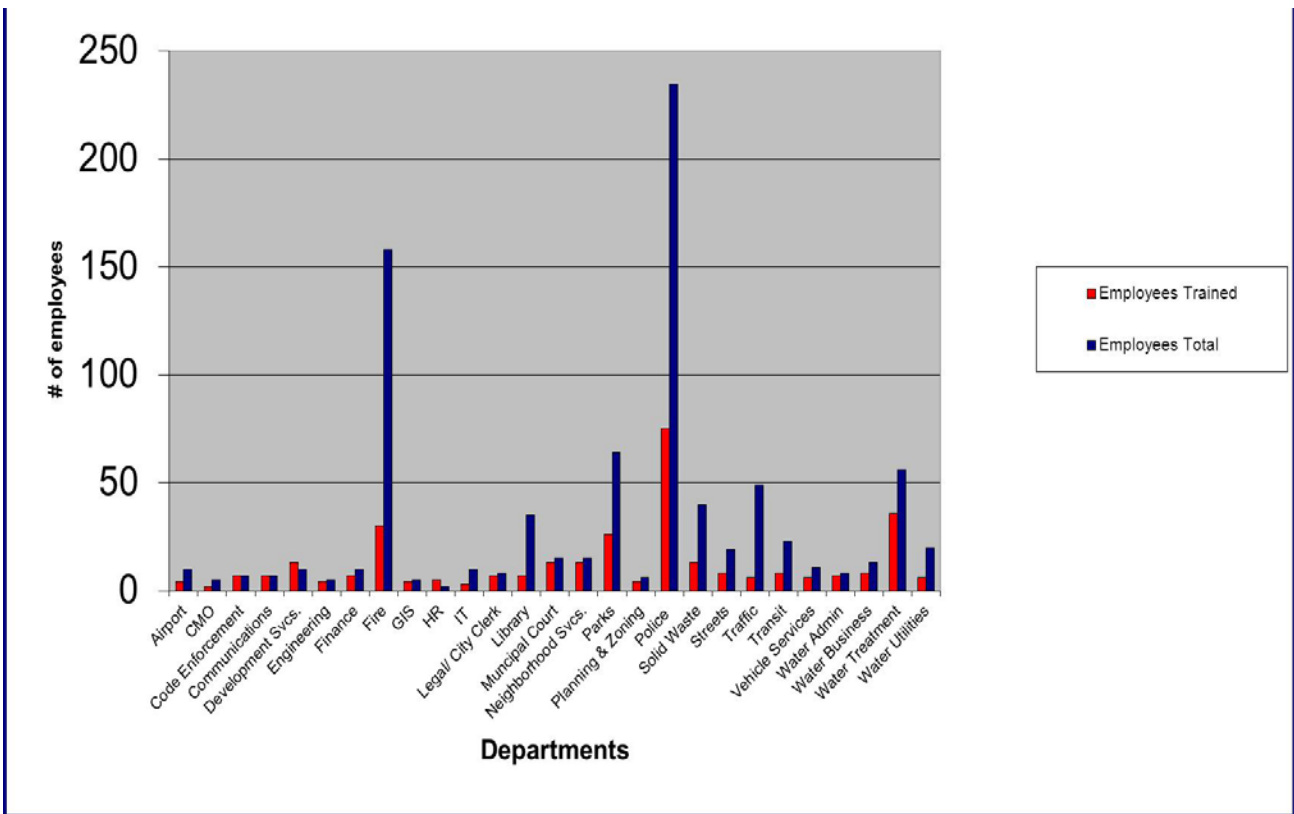


Department Participation

For the 2009-2010 fiscal year, the City of Tyler employed approximately 850 people. Of this, 337 employees (or 40 percent of the total workforce) took advantage of City U trainings. This chart illustrates the total number of employees per department in relation to the number of employees that have attended City University courses.

For example, Tyler Fire Department has a total of 158 employees. Of those 158 employees, 30 have had at least one training course at City U during the 2009-2010 fiscal year. Therefore, 19 percent of the Fire Department workforce has been trained through City University.

As the City's largest department, the Police Department utilizes City U courses most; 75 of their 235 employees have attended at least one training this year.



Training Cost Comparison

Since the launch of City U, individual departments as well as the entire organization have saved valuable resources previously allocated to external training. In each track (Innovation, Professional and Leadership Development) examples of savings can be found.

For example, the **Innovation Track** centers on providing computer and technical courses to City employees. The City utilizes Tyler Junior College's Continuing Education program to provide the majority of computer courses. City University pays \$810 for up to 18 participants for each computer course. If an employee went out on their own or if a department sent an employee to computer training at TJC, they would spend \$95 per person. The table illustrates the savings being captured from utilizing City University. If 18 employees attended a continuing education course at TJC the cost would be 1,710. The same 18 employees could attend the computer courses offered through City U at a flat fee of \$810.

<i>Innovation Classes</i>	<i>External Instructor at City U</i>	<i>Internal Instructor at City U</i>	<i>Cost if not offered through City U</i>
# of Participants	18	18	18
Cost per Class	\$810 (\$45 per participant)	\$0	\$1,710 (\$95 per participant)
Total Classes per Year	7	5	12
Total Cost Annually	\$5,670	\$0	\$20,520
Total Savings	\$14,850		

Training Cost Comparison

The cost for offering **Professional and Leadership Development** classes through City U is also more affordable than outside classes.

For example, Skillpath Seminars offers Leadership and Professional courses that are occasionally available in Tyler. The cost is \$139 per participant for these workshops. If departments individually sent up to 20 employees to one of these Skillpath seminars, the cost would be \$2,780. However, City University can offer the same type of class at a cost of \$1,200 (\$60 per participant). Additionally, the variety of courses offered locally is quite limited. To access the variety of courses offered at City U, employees would likely need to travel to other cities, which would incur expenses from mileage, hotel stay and meals. By attending classes at City U, the employee can get back to work the same day.

<i>Professional and Leadership Classes</i>	<i>External Instructor at City U</i>	<i>Internal Instructor at City U</i>	<i>Cost if not offered through City U</i>
# of Participants	20	20	20
Cost per Class	\$1,200 (\$60 per participant)	\$0	\$2,780 (\$139 per participant)
Total Classes per Year	14	9	23
Total Cost Annually	\$16,800	\$0	\$63,940
Total Savings	\$47,140		

Training Cost Comparison

Many of the Leadership Academy classes were taught by Strategic Government Resources. Their cost for a class would usually be \$2,000 but since we asked for 11 classes, they priced the classes at \$1,450.

<i>Leadership Academy Classes</i>	<i>External Instructor at City U</i>	<i>Internal Instructor at City U</i>	<i>Cost if not offered through City U</i>
# of Participants	15	15	15
Cost per Class	\$1,450 (\$97 per participant)	\$0	\$2,000 (\$133 per participant)
Total Classes per Year	11	2	13
Total Cost Annually	\$15,950	\$0	\$26,000
Total Saving	\$10,050		



City U: The Next Steps

2010-2011 Curriculum

City University will continue to offer quality courses to the City of Tyler's workforce. Continuing with the four curriculum tracks, City U has added more outsourced trainings to provide a wider variety of subjects to the workforce.

The 2010-2011 class schedule includes:

Core Competency:

- New Employee Orientation;
- Cash Handling;
- Email Retention; and
- Disease Exposure Training.

Innovation Track:

- Web Editing (offered bi-monthly);
- Microsoft Outlook 2010 Basic;
- Microsoft Word 2010 Basic;
- Microsoft Word 2010 Intermediate;
- Microsoft Excel 2010 Basic;
- Microsoft Excel 2010 Intermediate;
- Microsoft Access 2010 Basic; and
- Microsoft Access 2010 Intermediate.

Professional Development Track:

- Anger and Stress Management;
- Conflict Resolution;
- Working with Lean Sigma Tools (quarterly);
- Creating City Contracts;
- Media Coaching (quarterly);
- Blue Belt Training (quarterly);
- Time Management;
- Customer Service; and
- Business Writing.

Leadership Development Track:

- Transitioning From Peer To Team Leader;
- Ways To Build Your Team;
- Coaching Style Management;
- ABC's of Success;
- Managing Employees; and
- Presentation Skills.

Leadership Academy:

- DISC Assessment;
- Hiring and Firing;
- Intro to City Management;
- Blue Belt Training;
- Ethics is a Personal Choice;
- Strategic Visioning and Planning for the Future;
- Managing a Budget;
- Five Dysfunctions of a Team;
- Managing Employee Performance;
- Monday Morning Leadership;
- Media Training; and
- Effective Feedback Delivery.

Lean Sigma Green Belt Training:

- Half day classroom training for a week for four months.

Toastmasters

- Every Thursday from noon to 1 p.m.

Lean Sigma: The Methodology

Lean Sigma is a structured methodology that combines two schools of thought to reduce and eliminate waste and variation in a process. Lean Sigma is a combination of Six Sigma (pioneered by Motorola) and Lean Manufacturing (the Toyota Production System).

Six Sigma was developed at Motorola in the mid-1980's and is a business and problem solving strategy that uses data to make decisions that positively impact the culture and business paradigm. The ultimate goal of Six Sigma is the relentless pursuit in variation reduction. Variation is quantified as a sigma level; the higher the sigma level a process performs at, less variation and fewer defects exist. The strategy uses a five phase approach to problem solving: Define, Measure, Analyze, Improve and Control.

Lean Manufacturing is based upon the principles and practices of the Toyota Production System. Lean Manufacturing was first developed after World War II during the reconstruction of the Japanese automotive industry. Taiichi Ohno was a major contributor to the development of Lean Manufacturing at Toyota. The overall goal is the elimination or reduction of waste in a process. The principal wastes that should be looked at are transportation, over production, over processing, defects, waiting, motion and inventory. These wastes are found in all processes and need to be limited or eliminated.

The City of Tyler has a long tradition of continuous improvement. In 1997 the City of Tyler adopted the Tyler Blueprint, which expresses the City's core values and related goals for developing operational best practices. The Blueprint defines our organizational culture and is what differentiates us from other municipal governments. The overall goals outlined by the Blueprint are to Streamline, Empower, Respond, Venture, and Evaluate. The overall goal of management was to ensure that Lean Sigma become a part of the way the City of Tyler does business. To ensure that this became a reality, City leaders decided to hire a Master Black Belt as a full time employee instead of an outside consultant.

“Lean Sigma is a natural transition within our Blueprint culture and will allow us to reduce waste and eliminate variation in our process.”

-Mark McDaniel

The City launched the Lean Sigma program in August 2009 with the hiring of a Black Belt and the formation of a Lean Sigma Strategic Deployment Committee (SDC). This committee was assembled from the Key Leader group along with the Master Black Belt. The SDC is responsible for establishing goals, removing roadblocks, reviewing projects and providing any additional resources that may be needed to complete projects and ensure a successful deployment.

Lean Sigma: The Program

Blue Belt Training

The first stages of the deployment were to provide some basic education of what Lean Sigma is and how it could potentially aid the various departments throughout the City of Tyler. An introductory course was created called Lean Sigma Blue Belt training. Numerous training sessions were offered including a course for all Key Leaders, Department Leaders and Developing Leaders.

Project Selection

With any deployment it is imperative to identify projects that are going to be impactful and successful. To ensure that appropriate projects were selected, one on one meetings were held with each Key Leader and Department Leader that would be involved in the first wave of Green Belt training. In those meetings a discussion of individual department goals were discussed. As a result of those meetings, 79 potential opportunities were identified.



Green Belt Training

The next task was to identify the candidates who would be trained as Lean Sigma Green Belts. The Key Leaders consulted their Department Leaders to identify the best candidates. In total, 12 individuals were selected from various departments.

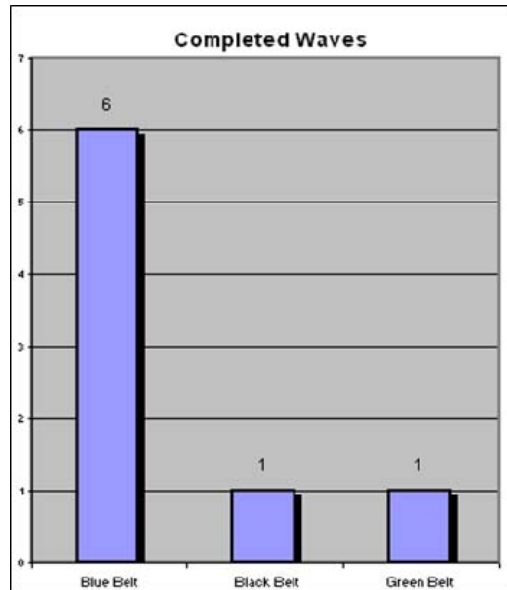
The traditional Green Belt training is conducted in increments of a week-long training over two months, thus taking employees out of work for large periods of time. The City of Tyler decided to change the format to four weeks of half day training conducted over four months. The Lean Sigma Green Belts received a total of 80 hours of training on subjects that range from Quality Function Deployment, Process Capability Analysis, ANOVA, Design of Experiments, Kanbans, 5S and many other continuous improvement and analytical tools. As part of certification, the Lean Sigma Green Belt must complete a project within a fiscal year and prove an understanding of the Lean Sigma principles.

Black Belt Training

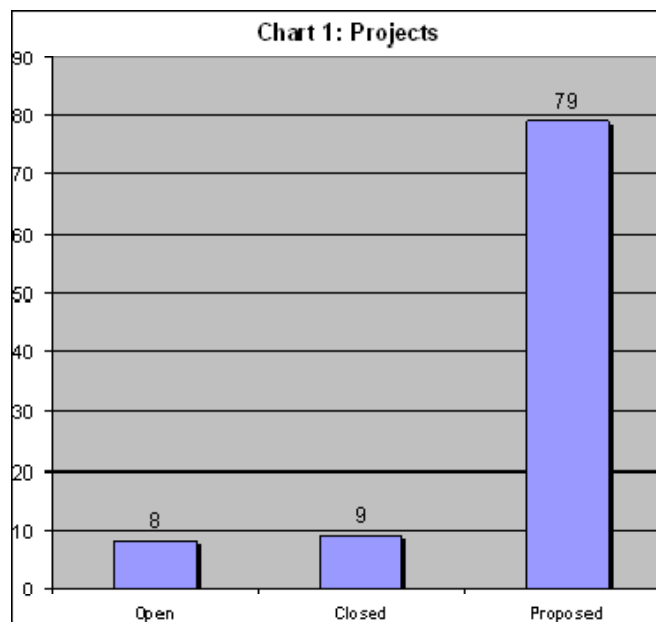
Two individuals were selected to become Lean Sigma Black Belts. These Black Belts will go on to receive an additional 80 hours of training that provides much deeper discussion of continuous improvement and analytical tools. The Black Belts must also complete two projects, mentor green belts and become a driving force in the deployment of Lean Sigma.

Lean Sigma Accomplishments

In Fiscal Year 2009-2010, the Master Black Belt offered three different levels of training. There was one session of Lean Sigma Black and Green Belt training and six sessions of Lean Sigma Blue Belt training.



During this time period, the Green and Black Belts have worked on a total of 17 projects. Of those projects, nine have been brought to closure and an additional eight projects remain open.



Lean Sigma Accomplishments

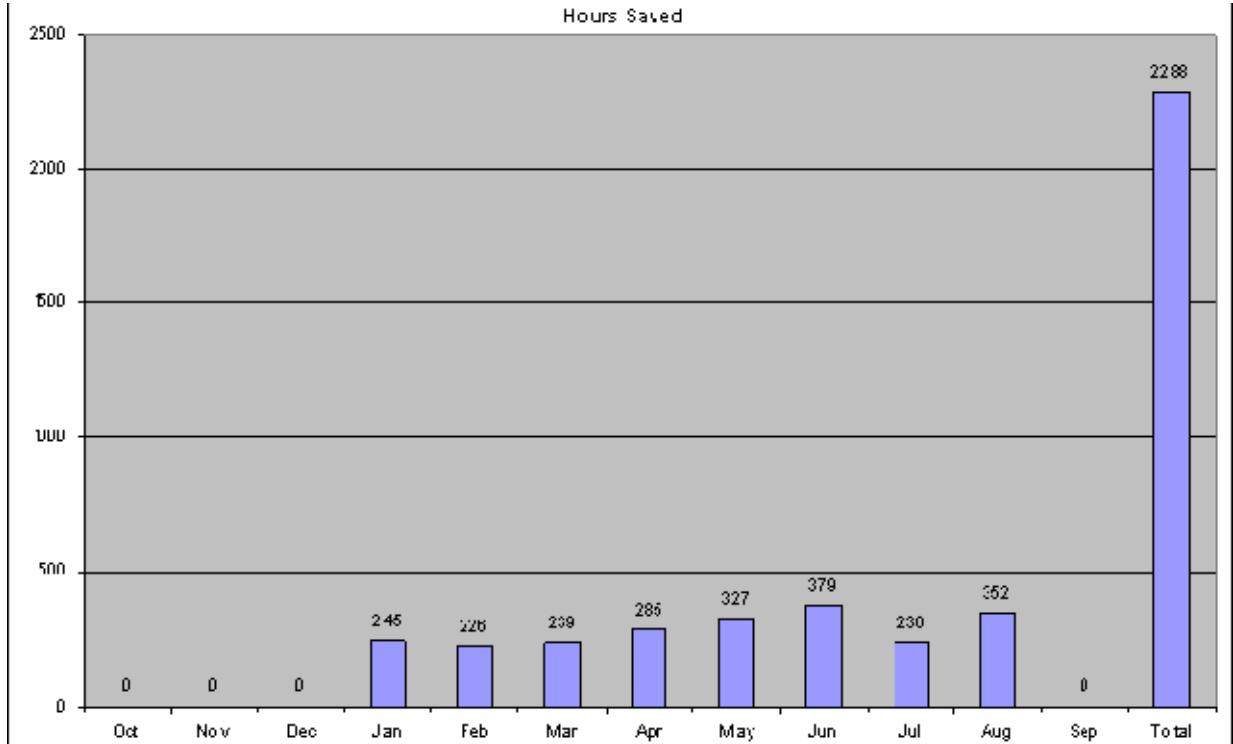
Project accountability and project status is necessary for a successful deployment of Lean Sigma. The database used to monitor and document projects is Minitab's Quality Companion. The Quality Companion provides a Dashboard that can be used to get the status on the various projects that are being worked on. It captures the project name, champion, project leader, status, and cost savings.

The Quality Companion has a module in it that allows for the Lean Sigma practitioner to follow the 12 step breakthrough strategy. It allows for documentation of actions, files and documents. Below is a copy of the Dashboard:

Summary										
Projects			Finance (Estimate)			Finance (Final)				
All Projects			All Projects			All Projects				
Total:	16	Hard Savings:	28,113	Hard Savings:	51,556					
Completed:	9	Soft Savings:	202,440	Soft Savings:	77,077					
In Progress:	7	Implementation Costs:	631	Implementation Costs (Final)	666					
Past Due:	3	Cost Savings (Estimate)	230,553	Cost Savings (Final)	126,633					
Average Duration(days)	198.33									
Projects (Export Data)										
Project Name	Champion	Project Leader	Actual Start Date	Completion Date	Percent Complete	Project Status	Cost Savings (Estimate)	Cost Savings (Final)	Hard Savings (Final)	Soft Savings (Final)
Improve Forecast Accuracy for Half-Cent Sales Tax	Carter Delleney	Amy Hunter	6/11/2010	None	0%	In Progress	0	0	0	0
Warrant Processing (Stage 2)	Cam McCabe	Judy Minor	5/10/2010	None	10%	In Progress	0	0	0	0
Improve Chemical Disposal Process	Jimmie Johnson	Sherry Pettit	7/23/2010	None	20%	In Progress	0	0	0	0
Improve Property Storage Tracking and Disposal	Dianna Jackson		None	None	20%	In Progress	0	0	0	0
Improve Audit & Collateral Material Process	Susan Guthrie	Heather Newman	10/26/2009	None	60%	In Progress	12,481	0	0	0
Improve New Employee Requisition Process	Mark McDaniel	ReNissa Wade	10/26/2009	None	60%	In Progress	2,720	0	0	0
Improve Trash Pick Up on Route 11	Kristi Soyett	Drew Brown	10/26/2009	None	70%	In Progress	1,422	0	0	0
Fire House SS Project	Neal Franklin		5/18/2010	7/12/2010	100%	Completed	1,094	2,031	0	2,031
Improve Dispatch Process	Greg Morgan	Sherry Pettit	10/26/2009	5/27/2010	100%	Completed	27,778	6,716	3,298	3,418
Improve Initial Processing of Property	Dianna Jackson	Jimmy Toler	10/26/2009	3/31/2010	100%	Completed	10,904	7,039	547	6,492
Improve New Employee Orientation Process	Susan Guthrie	Alexia Hunter	10/26/2009	5/18/2010	100%	Completed	6,304	8,170	0	8,170
Improve Opinion Response Time	Scott Well	Benny Yazdanzadeh	10/26/2009	8/2/2010	100%	Completed	62,904	22,629	16,253	6,376
Improve Residential Plan Review	Michael Wilson	Karl Seydler	10/26/2009	5/1/2010	100%	Completed	0	0	0	0
Improve The Form and Function of Records	Carter Delleney	Amy Hunter	10/26/2009	3/18/2010	100%	Completed	0	437	0	437
Improve Warrant Issue Process	Cam McCabe	Judy Minor	10/26/2009	3/19/2010	100%	Completed	47,521	72,468	31,458	41,010
Improve Tracking of PSE	Neal Franklin	Deaun Sinecoper	10/26/2009	8/2/2010	100%	Completed	57,405	9,143	0	9,143

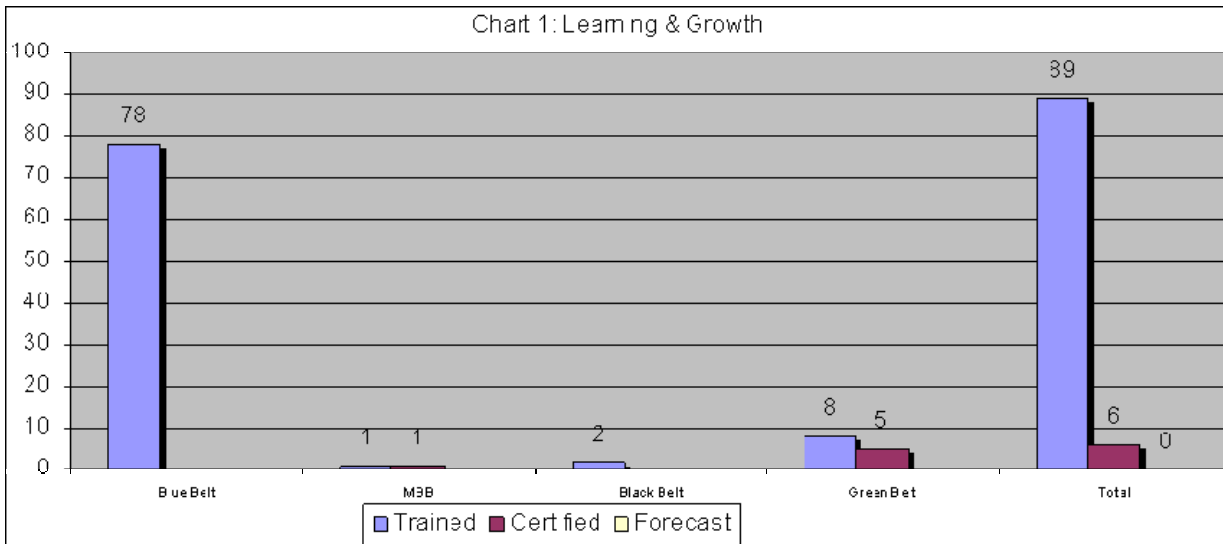
Lean Sigma Accomplishments

One of the main goals for the implementation of Lean Sigma was to increase productivity and time. An important metric that was measured was the Hours Saved. To date the projects have saved 2,288 hours. This allows departments more time to get other initiatives accomplished in a more productive manner.



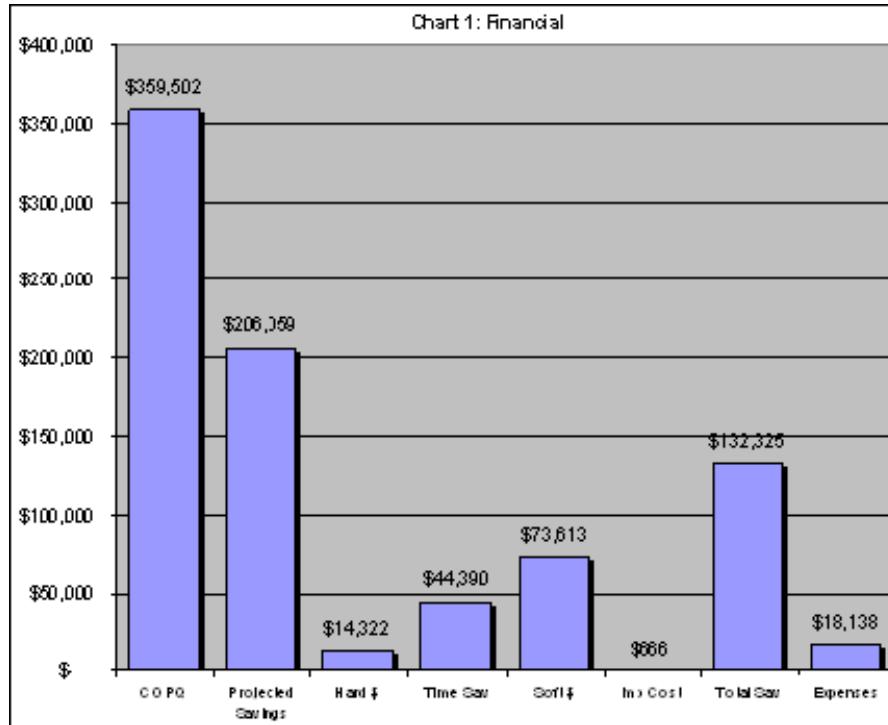
Lean Sigma Accomplishments

Learning and Growth is vital to any organization that wishes to remain competitive. Throughout the 2009-2010 fiscal year, 89 employees have been trained (or 11 percent of all City employees). Of the 89 city employees, 78 were trained as Lean Sigma Blue Belts, eight employees as Lean Sigma Green Belts and two employees as Lean Sigma Black Belts. At least one person from 96 percent of the departments have received Lean Sigma Blue Belt training.

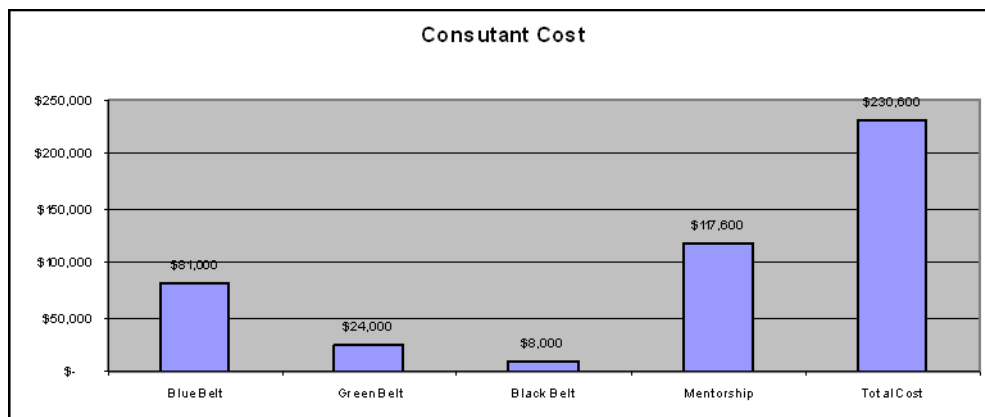


Lean Sigma Accomplishments

The financial perspective is an analysis on how Lean Sigma has impacted the financial outlook of the City of Tyler. The savings that can be attributed to the success of project completion was at an accumulated total of \$132,325 at the end of September 2010.



By hiring a Master Black Belt the City of Tyler has been able to save thousands of dollars. When looking at the potential cost of what a consultant may charge an analysis based on ISixSigma magazine was used as a reference to determine cost. The City of Tyler would have spent approximately \$230,600 in consulting costs; however, internal costs have amounted to \$117,100 which has saved the City of Tyler \$113,500.



Lean Sigma Next Steps

As the City of Tyler moves forward into the second year of deployment we have identified an additional 19 Green Belts that will begin training in October 2010 to continue the overall goal of saving time and hard dollars for the City of Tyler.

Projects include:

Reduce the error rate in processing Accounts Payable.

Implement a TPM program with small engines to reduce waste and spending.

Improve the organization of the Police Department armory and reduce the time spent there in an effort to get officers in the field sooner.

Improve the building inspection process to better serve the customer.

Develop a customer service program that will meet and exceed customer expectations.

Improve the communication in the Solid Waste Department to meet customer demand.

Reduce the error rate in Council Communications.

Improve the set up process at Faulkner Park.

Reduce the time that it takes to verify automotive insurance at the Municipal Court.

Reduce the time to conduct misdemeanor cases.

Improve the timing that it takes to conduct a review of a subdivision.

Improve the time it takes for the Information Technology Department to respond to questions and needs from other city departments.

In the Neighborhood Service Department, reduce the time to process an applicant and conduct an urgent repair of a house.

Reduce the time it takes to process grant expenses.

Improve the time it takes to process requests to buy books at the City of Tyler Library.

Optimize the utilization of magnesium in the treatment of waste water.

Implement and reduce variation in the area development plan.

Improve the circulation of traffic in the Beckham corridor.

Reduce inventory levels in the Vehicle Equipment Services Department and implement a Kanban system to control inventory.



Additional training will be offered to city employees who are not currently part of the Lean Sigma Black and Green Belt training. These classes will focus on the implementation of basic Lean Sigma tools such as 5S, Visual Management and Value Stream Mapping.