



Minneapolis
City of Lakes

**Office of the
City Coordinator**

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To: Mayor R.T. Rybak
City Council Members

From: Steven Bosacker, City Coordinator

Subject: Business Process Improvement Initiative – Round 2

I would like to inform you about a new initiative that was kicked off in the fall of 2007.

The Business Process Improvement (BPI) initiative was created in response to the 2006 City of Minneapolis employee survey and our collective desire for continuous improvement. The most unfavorable response on the employee survey was on the question, "Where I work, we have enough people to get the work done." The survey also found employees do not feel they are tapped enough to share their ideas for business improvements. The BPI initiative is all about allowing the employees who do the work to be the drivers of systems change and address workload issues through efficiencies and creative problem-solving.

A BPI steering committee consisting of senior staff from 911/311, BIS, CPED, Human Resources, Police, Public Works, and the City Coordinator's Office met for several months earlier in 2007 to develop the initiative. During the course of development, it was decided the best way to make change is to empower employees with the tools and opportunity to improve the process and systems they work within.

Expected results from this initiative include:

- Enhanced City staff and manager skill sets to include business process improvement techniques
- Streamlined processes to eliminate unnecessary steps, backlogs, complexity and redundancies
- Engaging City employees to get their innovative ideas on improving processes
- Improved quality of services delivered to our customers
- Built-in continuous improvement as part of the City's culture



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Similar in design to the project management training the City offers, the BPI training is conducted within a framework that includes: business process improvement training & workshops, education on

tools & techniques, a project timeline of about four months, weekly team meetings, and project support & guidance. Each project has a project sponsor, two team coordinators and several team members. We expect to provide two "waves" of training a year with five to six projects going through each wave.

Currently, there are five project teams at work with recommendations for change expected in early February 2008. The following projects were chosen from over 40 project proposals submitted by department heads:

1. **Professional Services Procurement**. This project is focused on streamlining the request for proposal process for professional services (over \$50,000).
2. **Hiring**. Using input from customers and an in-depth analysis of the process, this project seeks to shorten the time it takes to hire in the City while improving the quality of candidates.
3. **Civil Rights Complaint Investigation**. This project is focused on improving the timeliness of the investigations process and avoiding future investigation backlogs.
4. **Business Licensing Renewals**. Based on input from customers and an analysis of the current process, this project is focused on making the license renewal process faster and more user friendly for business owners.
5. **IMAC**. This project aims to make the IMAC (installs, moves, adds, changes) process more user friendly and seamless for the internal providers.

The project sponsors and team coordinators were encouraged to select team members representing various aspects or perspectives of the process they were analyzing. As a result, almost all of the project teams are made up of City staff from multiple City departments. Reaching out to other departments has had a significant impact on the possibilities of what these teams can accomplish. It has brought the departments who "own" the process closer to their customers who use the process to better understand their needs.

The steering committee recently selected projects for the second wave of training from another 40 project proposals submitted by department heads, managers and supervisors. We were encouraged at the number of requests we received for this second wave and are excited to start the training. The second wave projects are:

Police Criminal History and Records Review. This project will examine the process used to produce criminal histories.

Fleet Services Dispatch. This project will look for efficiencies in our current approach for dispatching our Public Works fleet and staff.

Appointments to Boards and Commissions. This project will examine the process of appointment to boards and commissions, especially how to improve the engagement of citizens in that process.

Administrative Citations for Exterior Violations. This project will look into our internal processes for creating and maintaining administrative citations as well as the clarity of citations from the residents' perspective.

Sidewalk Billing. This project will examine how we can streamline and improve the usability of our sidewalk billing process.

As part of building a continuous improvement culture, we are continuing to improve this initiative and hope to offer additional training for projects that may be better suited to other types of process improvements.

If you have questions about the BPI initiative, please call me or contact Jodi Molenaar-Hanson, 673-3188, in the Coordinator's Office.

cc: Jodi Molenaar-Hanson
Jay Stroebel