Land Maintenance Division (LMD) Assessment Project

CEE, Incorporated Shows Six Sigma Works in the Public Sector
Part I - Define Problem Using Trees with Pareto Analysis

Tree & Pareto Analysis and relative size of drivers of the LLD Problem.

- Low Ballot Returns
- LMD Assessment for Services Approval
- Fiscal Information
- Funding Balloting Process
- Ballots Review & Mailings
- Low Voting
- Balloting Return Problems
- Delivery Method Problems
- Information Overload
- Inconvenient
- Other

Pareto analysis of root causes (Xs)
Part 1 – Define The Project

1. Review LMD Historical Data Land To Recognize the Opportunity

2. LMD Balloting Charter and Project Plan

<table>
<thead>
<tr>
<th>Land Maintenance Division, USA</th>
<th>Reduce the low LMD assessment balloting (returns), to greater than 30% and hard revenues exceeding $500,000.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity/Problem Statement:</td>
<td>There is dissatisfaction among the home owners and not returning assessment ballots. The opportunity to increase ballot returns.</td>
</tr>
<tr>
<td>Defect:</td>
<td>Balloting packets are excessive (3 pages) overloading voters and causing re-work or re-design.</td>
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<tr>
<td>Goal:</td>
<td>Adjusting Ballot Review stage to get &lt; 3 pages to satisfy voters.</td>
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**Ballots Not Returned**

<table>
<thead>
<tr>
<th>Inconvenient</th>
<th>Info Overload</th>
<th>Other</th>
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</thead>
<tbody>
<tr>
<td>Count</td>
<td>Count</td>
<td>Cum Percent</td>
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</table>
Part 1 – Define The Project

3. Develop a High-level Process Map

- Requests for LLD Services (residents/LLD)
- LLD-CSD Approval of Financials (engineer’s report)
- Activation of LLD Balloting Process

L1: LMD Balloting

L1. Process Owner Analyst

L2 Process Owner, Project Manager

Plan Resources for Balloting Outreach

Outreach (town meetings, news media) prior to balloting

Balloting Information Review & Rework (materials 3 pages)

L3. Process Owner LMD Administrator

Manage Resource Implementation

LLD Schedule balloting (printing, mailing instructions return in 45 days)

New Assessment Billing (docs reviewed/signed)
Part 1 – Define and V.O.C.

4. Kano and voice of the customer

5. Stakeholder Analysis
Part 2 – Validate Measurement System

1. Identify key metrics

3. Analyze Measurement System and Stratify Data

Pareto Not Shown Here

4. Establish Process Baseline

5. Set 5. Process Goals, change ballot review times
1. Model Detailed “As-Is” Process

2. Analyzed the existing process concluding:

- Agency without written balloting process procedures
- Regulations
- Experimentation with re-worked ballot materials failure
- Preparing balloting packets is ineffective
1. Set improvement goals and Map the To-be Process

2. Developed improvement plan

   For example:
   1. Establish set review time (hrs./ds) of materials with assigned staff.
   2. ????
   3. ????

3. Assessed improvement plan risk and developed contingencies by updating the FMEA
3. Execute Pilot

1. Implement new balloting review with established times
   • Record times actually took
2. Assign staff to work on review step (without reworks)
   • Document feedback from supervision control
4. Use new balloting packets on sample in Vineyard
   • Record results (comments)

4. Improvement Results

<table>
<thead>
<tr>
<th>Item</th>
<th>Revenue</th>
<th>Cost Avoidance/FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>(balloting)</td>
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</table>

5. Improvement Benefits

Cost Savings
**Part 5 - Control Plans and New SOPs**

<table>
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<tr>
<th>Change Control Mechanism</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work planning changes</td>
<td>Update balloting guidelines to manage the increased duties review stage changes will cause. Change related documentation to show the new balloting review management. Develop PDPC to bullet proof the new process.</td>
</tr>
<tr>
<td>Budget revisions</td>
<td>Revise the balloting review budget to reflect savings/cost avoidance from packet changes</td>
</tr>
<tr>
<td>Accounting systems changes</td>
<td>No changes</td>
</tr>
<tr>
<td>Workforce changes</td>
<td>Update workforce training on new balloting process and changes to the review step, and packet size.</td>
</tr>
<tr>
<td>Information systems changes</td>
<td>No change</td>
</tr>
</tbody>
</table>

**Institutionalize Changes**

Using FMEA Information and implementing changes
Part 5 – Make Permanent Improvements

4. Validate new measurement system
   • Balloting Review Step:
     – Established review hours

5. Transfer Ownership Process is in Control
   • Validation of New Balloting Review Step
   • Dashboard Validate Benefits
     - On time review times (during sampling period)
     - New process does produce shorter balloting packet (2 pages)

6. Dashboard Validate Benefits
   • Standardized Review Times
The LMD project was a success! Six Sigma Quality Control tools can be used in public agencies. CEE, Inc.…..*your problem solvers!*