

Notice of Motion – Creation of a Service Delivery Excellence Public Advisory Committee:

Given that taxpayers pay for the city services, they should have a way of advising council on the service levels taxpayers want to see while balancing the amount that they are willing to pay in taxes.

Be it moved that a Service Delivery Excellence Public advisory committee be created with the goal of providing taxpayers with a formal process for providing feedback on the quality of city services and identifying opportunities for improvement of our existing city services, while balancing the cost for these services.

The Service Delivery Public Advisory committee would consist of:

- A lean six-sigma blackbelt facilitator to guide the committee through service delivery processes
- 5 voting members of the public
- One or more members of Staff
- One Council member as chair plus another council member as alternate chair

The committee's mandate would be:

- Develop and recommend processes for gathering public and staff feedback (such as a Survey)
- Identify opportunities for improving taxpayer Service Delivery satisfaction
- Identify key issues and limitations (budget, staff, legal) for improving the selected process
- Make recommendations for service delivery improvements which balance public needs and city budget and staffing limitations
- Recommend options for ongoing feedback (public and staff) for continuous improvement.

How the Service Delivery Excellence Public Advisory Committee might work:

- The advisory committee members to work with a lean six-sigma blackbelt facilitator using the techniques for Lean Six-Sigma to fully understand current processes and recommend ways in which they can be improved.
- Possible low hanging fruit for the panel might be, for example, the current single family home building permit approval process that currently takes over 2 years to complete on average. The goal could be to provide this service to builders so families can quickly get their new dream home approved within six months, by improving the process without sacrificing quality of the results nor the elimination of required process steps such as holding public hearings.
- Working with the Lean Six-Sigma facilitator, members of the advisory committee would capture how the current approval process works, then work with staff and stakeholders to identify steps that could be eliminated or streamlined, with the goal to reduce the time required to get approvals for building a single family home in White Rock.

Such a public advisory committee would improve taxpayer satisfaction with city services over time, resulting in lower costs, and improved employee morale and retention.

To quote Dr. Deming, the founder of Continuous Improvement:

“People generally want to do the right thing, but in a large organization, they frequently don't really understand what is the right thing.”

Some background on Continuous Improvement and Lean Six-Sigma

The city of White Rock provides many excellent services to its taxpayers. To achieve Service Delivery Excellence, best practice requires measuring the quality of those services by capturing taxpayer satisfaction with the services the city provides.

"You cannot manage what you do not measure"

Continuous Improvement and Lean Six-Sigma are best practices used to fully understand the service delivery process, identify opportunities for improvement, implement incremental improvements over time, and measure the impact of implementing change to ensure that changes improve the quality of service and speed up delivery of those services to taxpayers.

Lean Six-Sigma is a collaborative process where all stakeholders work together in a safe and cooperative environment to provide service excellence for taxpayers while also improving efficiency, resulting in reduced costs and improved employee satisfaction and retention. It is an industry best practice involving City Council, senior management staff, and especially our customers: the taxpayers.

It is often said that we optimize what we measure. Thus, it is critical that we engage all stakeholders to agree on the optimal set of service delivery metrics for achieve a win-win for all stakeholders. Metrics include taxpayer satisfaction with city services as well as employee job satisfaction enabled by streamlined processes and providing service excellence.

Currently, taxpayers pay for services yet have no official process with which to provide feedback on the quality of those services that is formally tracked to ensure taxpayers get value for money. By measuring service quality, the city can identify best practices that should be adopted by other departments, and these metrics will enable identification of service delivery improvement opportunities for the future.

Continuous Improvement is an iterative and on-going process used to improve service delivery satisfaction, as measured by our taxpayers and staff. Metrics are selected by stakeholders and used to identify service delivery improvement opportunities. A single opportunity is selected for implementation, and then taxpayer service delivery satisfaction is measured to ensure the implemented solution improves customer satisfaction. The process repeats, providing better and better services to our taxpayers and better job satisfaction and retention for our staff.

The 7 Principles of Lean Six-Sigma

1. Focus on the customer
2. Map the value streams to understand the work process
3. Manage and improve the process flow
4. Remove non-value-added steps and waste
5. Manage by fact and reduce variation
6. Involve and equip people in the process
7. Undertake improvement activity in a systematic way