

Tommy Gonzalez

City Manager

City of Irving

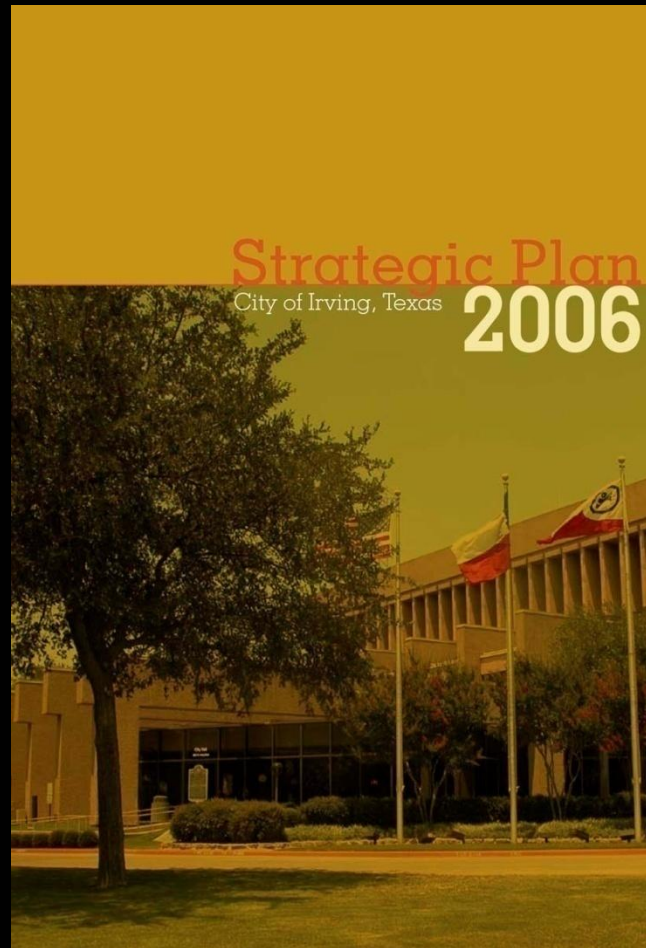


# Innovative Leadership and Decision Making

Creating Organizational Agility



# Strategic Plan



# Mission and Vision

## Mission

- Deliver exceptional services and promote a high quality of life for residents, visitors and businesses.

## Vision

- Irving will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and education opportunities.

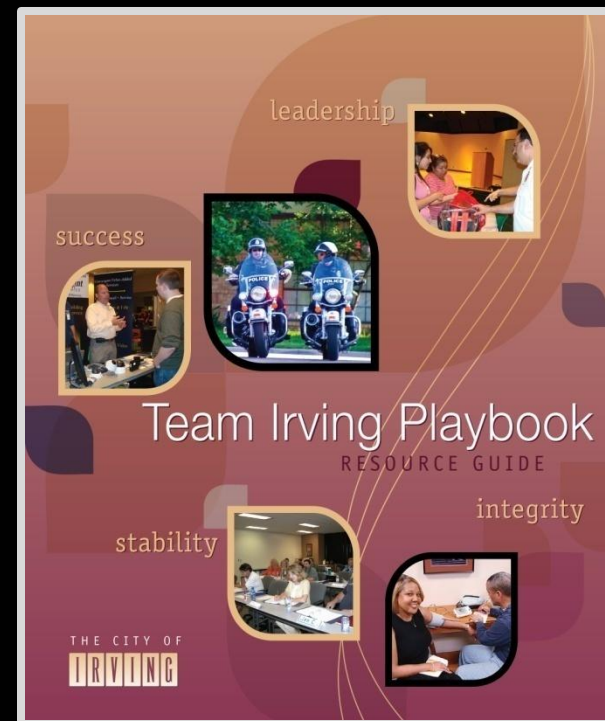
# Values

- We exhibit personal integrity with every decision.
- We serve by leading and lead by serving.
- We show a high level of respect and concern for our coworkers and customers.
- We encourage creativity and innovation to improve our effectiveness.
- We learn and grow in a progressive work environment.
- We excel through desire, determination and dedication.

# The Culture

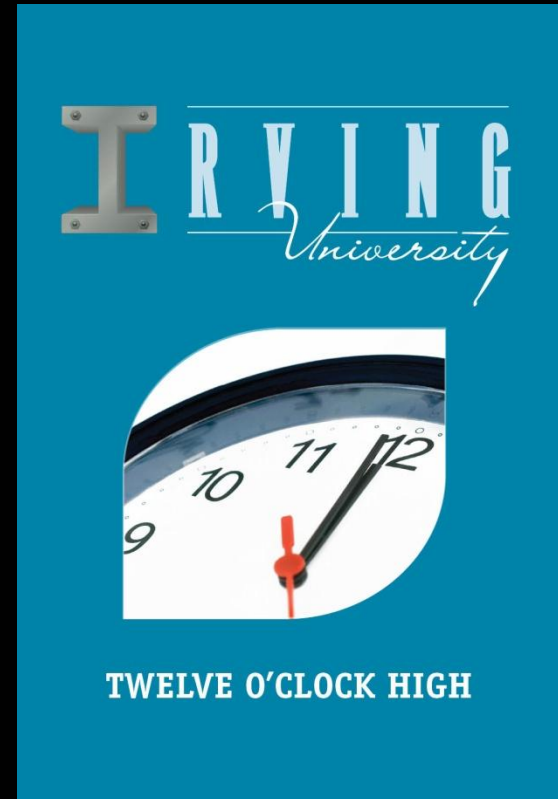
Supports leadership, innovation, development

- Values
- Engaged workforce
- Empowerment
- Incentives



# Leadership Development Opportunities

- Cross-Functional Team
- Leadership Training
- Lean Six Sigma Team
- Presentations
- Strategic Briefing Review



# Leadership Development Opportunities

- Development Plan
- Mentoring
- Irving University
- Temporary Assignments
- Temporary Promotions



# Succession Implementation

Ensuring the availability of experienced and competent employees that are prepared to assume new roles as they become available

# Lean Six Sigma

Use of Lean Six Sigma to  
drive workforce innovation  
and leadership

# What is Lean Six Sigma?

Process improvement tool

- Eliminate waste
- Decrease cycle time/  
variation

Structured Methodology

- Customer focused
- Data collection and analysis



# Benefits

- Improve communication and teamwork
  - Common language / tools
- Exceptional service
  - Remove wasteful/non-value added activities
  - Decrease and cycle time
- Develop leaders
- Increase efficiency
  - Cost / resource reallocation

# Lean Six Sigma Program

- Fall 2007
- 2<sup>nd</sup> to fully deploy

## Recognition from

- State Representative Linda Harper-Brown
- State Representative Chris Harris
- Congressman Pete Sessions



# Training Details

☑ 60% workforce trained

Course
Intro to Lean Six Sigma
Yellow Belt
Green Belt
Black Belt
Leadership/Champions

# Project Selection Process

- Need top leadership buy-in
- Choose projects that are important
- Choose projects that are visible
- Cross-functional projects (when possible)

# Real Results

- ☑ Eliminated 30,000+ hours
- ☑ Saved \$38 million
  - Cost savings and avoidances
- ☑ 25% increase in positions filled by internal candidates

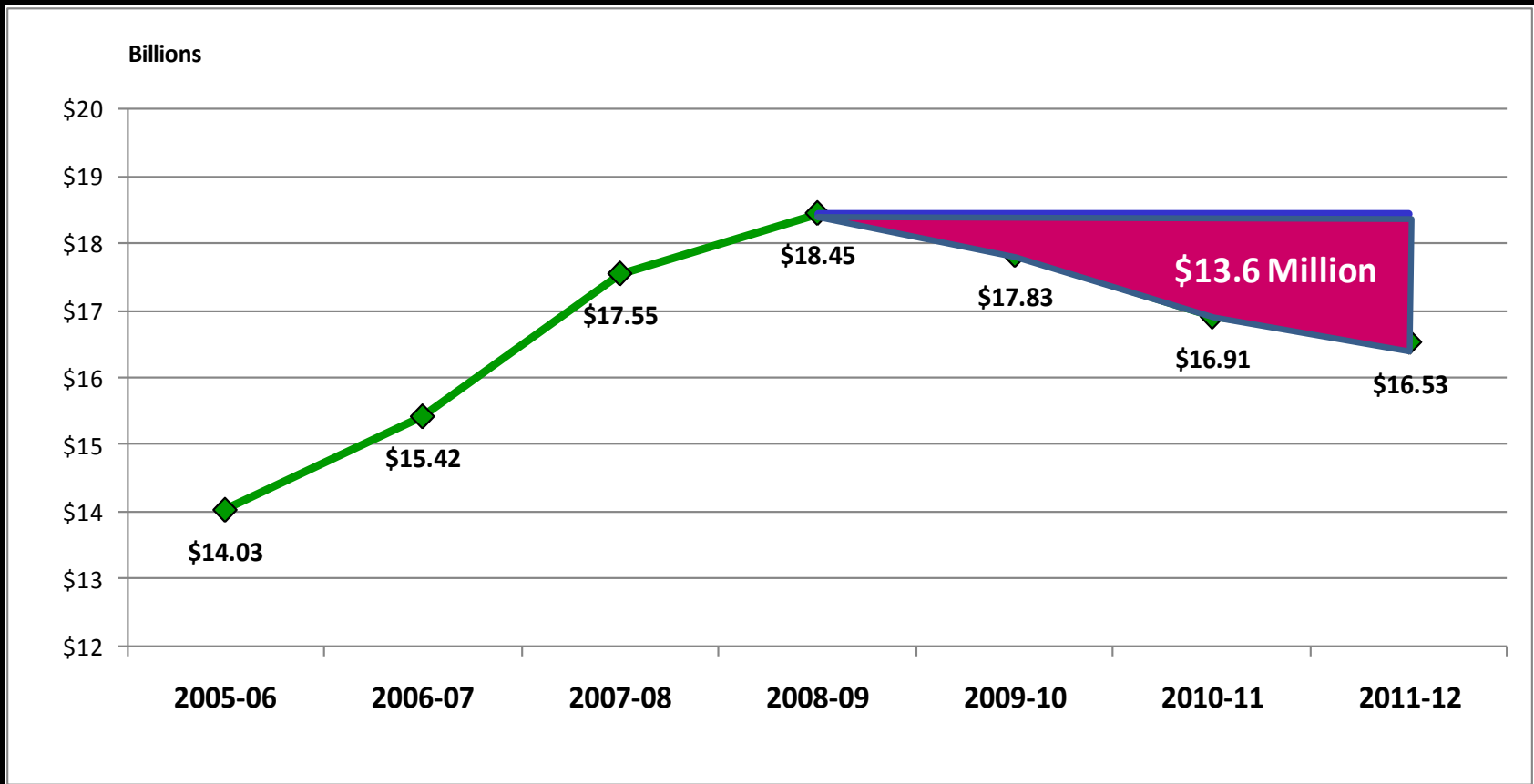
## Key indicators confirm:

- Improved service levels
- Increased satisfaction from customers and employees

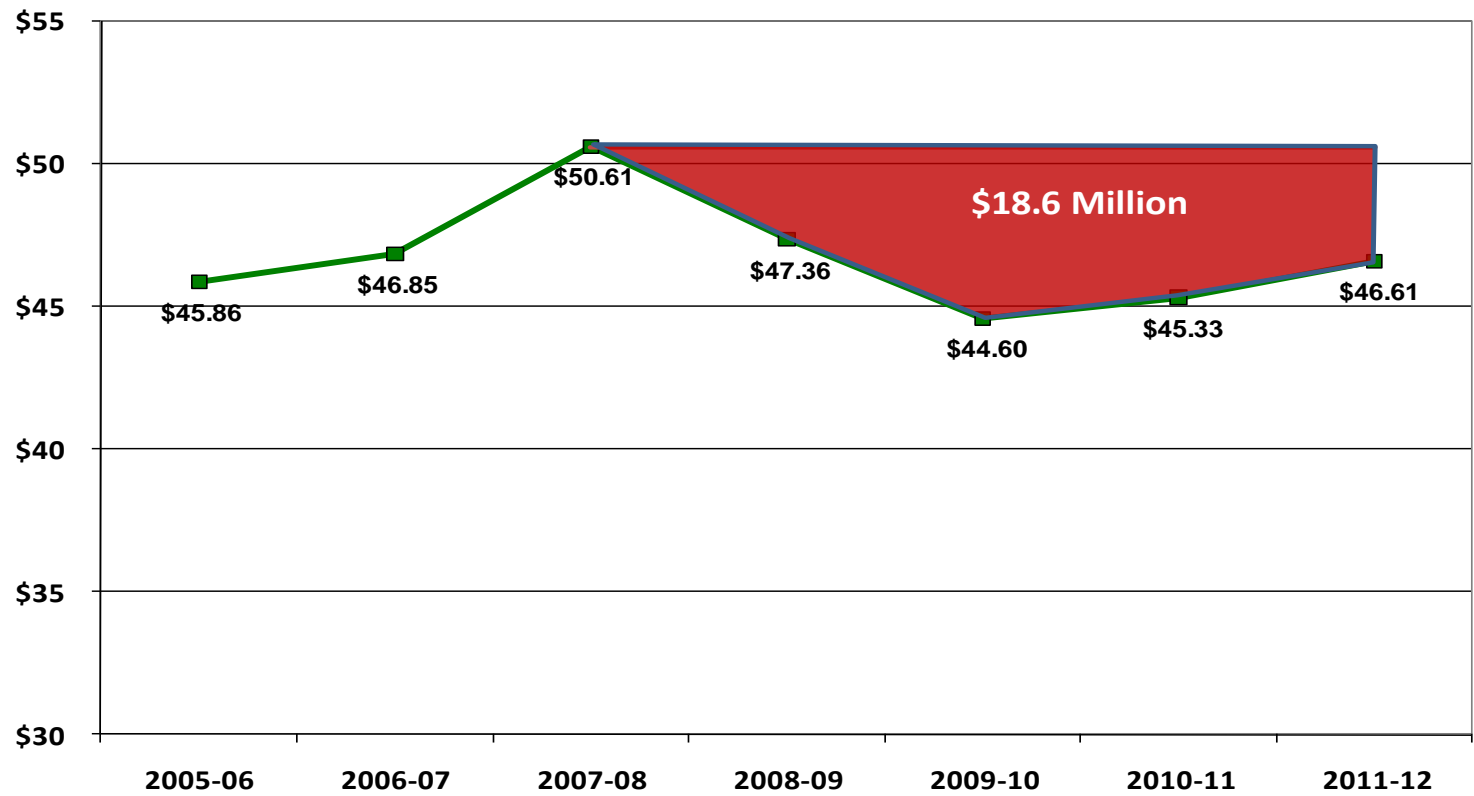
# Challenges

- Aging workforce
- 135 vacant positions; additional 111 eliminated
- Down economy
  - Reduced revenues/budget
- Demand for increase service levels

# Property Tax Revenue Reduction

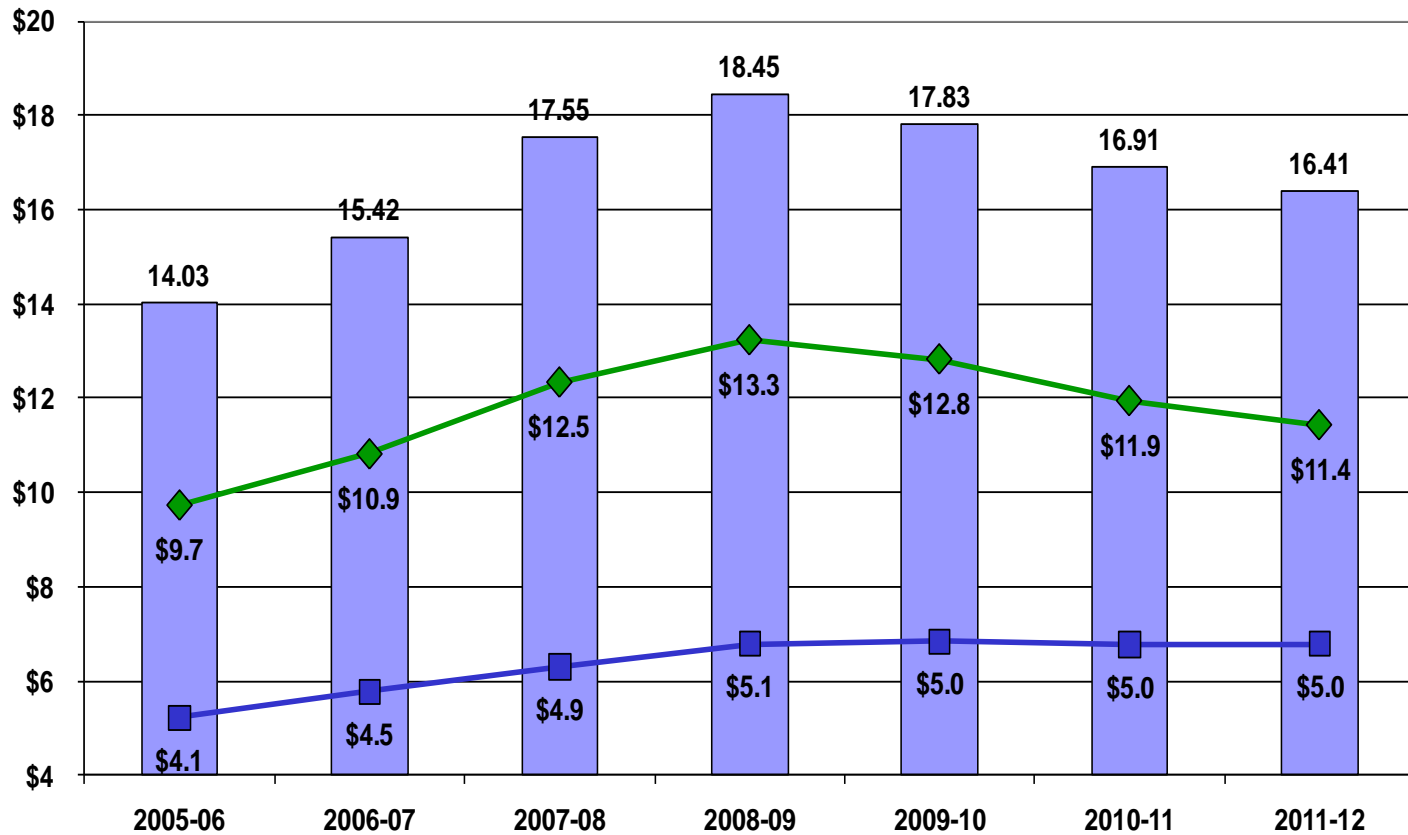


# Sales Tax Revenue Reduction



# Taxable Values

In Billions



# Balancing Act

## FY 2008-09 Budget = \$183.3 million

Transfer of Solid Waste Services reduced revenues and expenditures by \$7.9 million

### Revenue Decreases

Property Tax	(\$10.3)	
Sales Tax	(\$5.0)	
Electric Utility Franchise	(\$2.4)	
Permit and Inspection Fees	(\$1.5)	
Interest Income	(\$1.0)	<b>(\$20.2)</b>

### Expenditure Adjustments

Energy contract savings	\$7.2	
Position reductions	\$7.2	
Other process savings	\$1.2	
Salary and Benefit adj.	\$3.8	
Departmental reductions	\$0.8	<b>\$20.2</b>

### Expenditure Increases

Salaries and Benefits	(\$13.2)	
Market Adjustments	(\$2.5)	
Health Insurance	(\$1.9)	
Incentive Programs	(\$3.6)	
Supplies, Maint & Contracts	(\$2.7)	<b>(\$23.9)</b>

### Additional Expenditure Adjustments

Deferral of capital and maint.	\$3.4	
Departmental reductions	\$3.8	<b>\$7.2</b>
<b>Total Expenditure Adjustments</b>		<b>\$27.4</b>

**Total Loss:** **(\$44.1)**

### Revenue Adjustments

Other Revenues (2009-2011)	\$4.9	
Transfers from Other Funds	\$6.8	
Property Tax Rate	\$5.0	<b>\$16.7</b>

**Total Savings:** **\$44.1**

## FY 2010-11 Budget = \$168.5 million

**Budget Gap** \$0.0

# 2011 Results



# LEAN SIX SIGMA FOR SERVICE

Conquer complexity  
and achieve major  
cost reductions in  
less than a year

6σ

How to Use Lean Speed & Six Sigma Quality  
to Improve Services and Transactions

MICHAEL L. GEORGE

With case studies from Lockheed-Martin, Bank One, Stanford  
University Hospital, and The City of Fort Wayne, Indiana

# Mike George Quote

Dallas Morning News

Cut waste to avoid tax hike

5:41 PM Thu, Sep 23, 2010

Re: “\_\_\_\_\_ raises taxes, preserves services -- Average hike of \$64 will save jobs, fix streets, keep up parks, more,” Thursday news story.

The decision of the \_\_\_\_\_ City Council to raise property taxes to cover city budget short falls is the wrong move at the wrong time. It perpetuates the false perception that the only way to cover a budget shortfall is to raise taxes.

# Mike George Quote

At least 20 percent of the city's spending can be eliminated. I say that as an expert in the field of waste elimination, who has written seven books on the subject known as Lean Six Sigma. Irving has implemented the approach with impressive results. Key general fund revenues have declined by over \$20 million in the last three years. However, Irving has identified over \$12 million in cost savings, cost avoidance, cost recovery and productivity enhancement. Changes can happen rapidly. Irving has reduced the time required to review and inspect a commercial plan by 88 percent and has reduced other internal processing times. \_\_\_\_\_ should follow Irving's example. I have no commercial interest in Lean Six Sigma, having sold the George Group in 2007.

*Mike George, Strong America Now, Dallas*

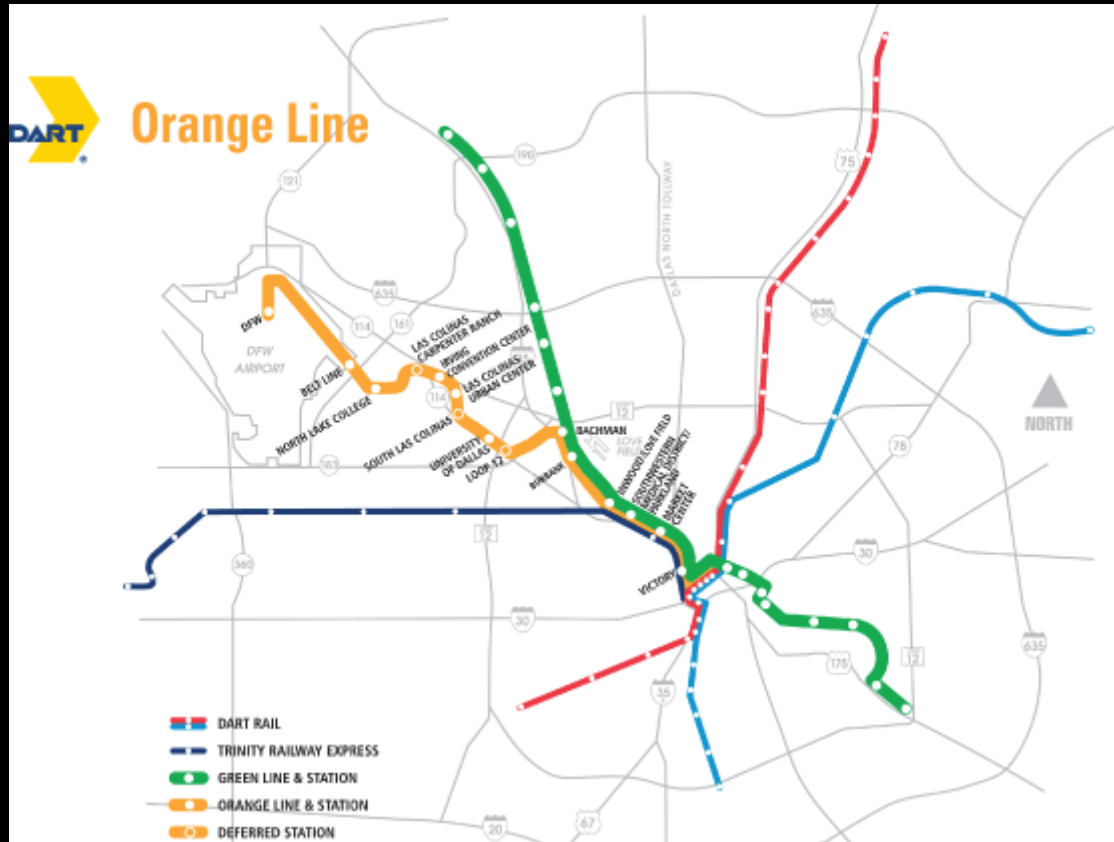
# Animal Care Campus



# Convention Center



# DART Orange Line



# Veterans Memorial Park



# West Irving Library

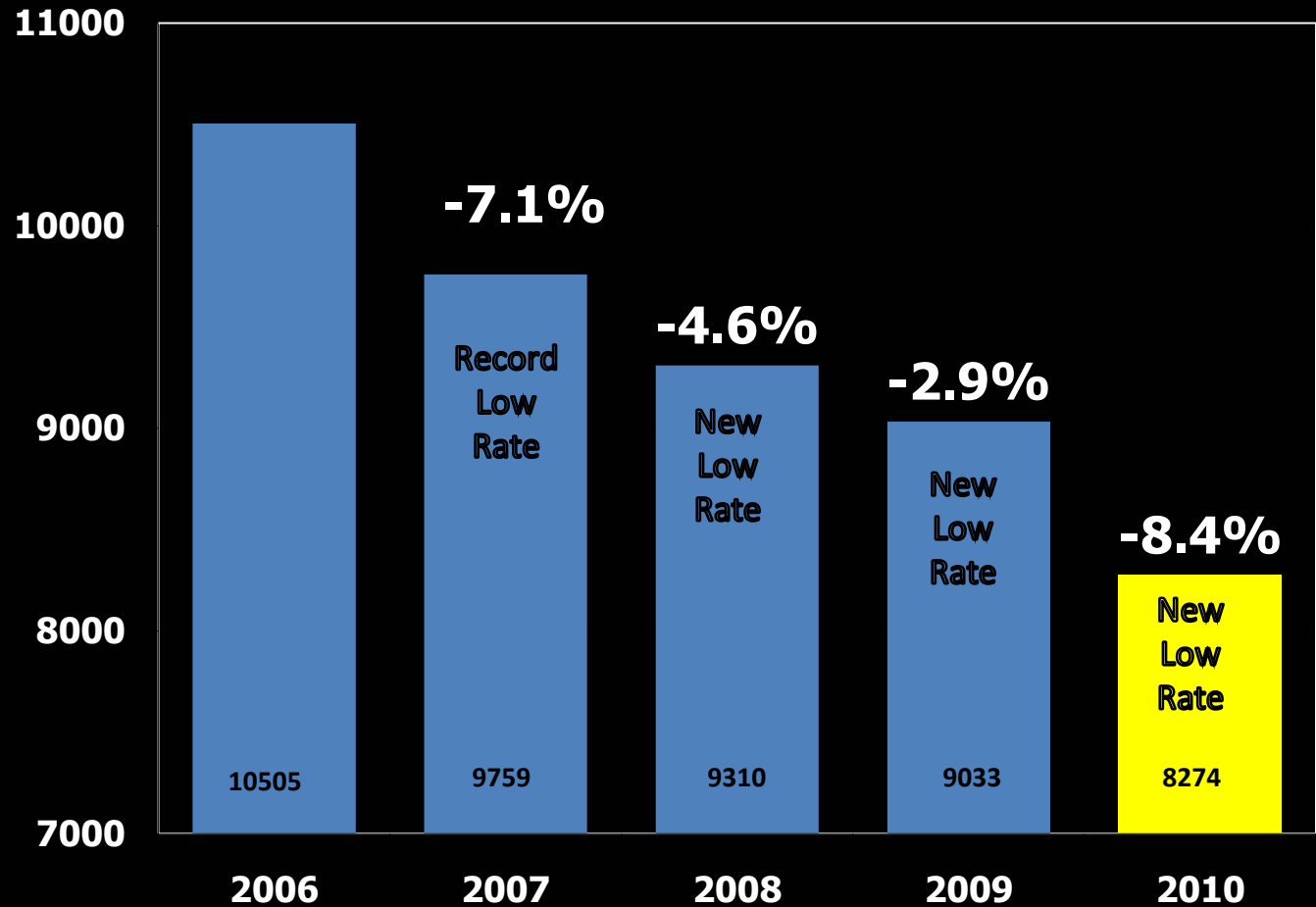


# West Irving Aquatic Center



# Crime Reduction

- Homicide
- Rape
- Robbery
- Aggravated Assault
- Burglary
- Theft
- Vehicle Theft



# Questions

