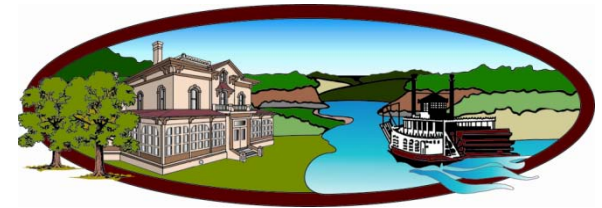


2007  
**Lean  
Government  
Exchange**



City of Prairie du Chien, Wisconsin

October 3, 2007

Cheryl Mader

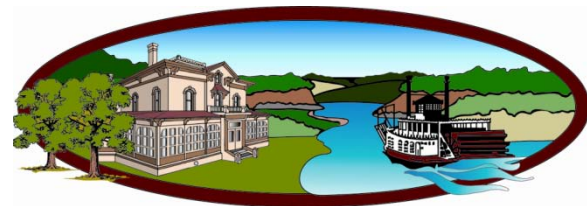
Mayor, Prairie du Chien

# Implementing Lean in a Small Community

It's Not The Size Of The City In The Fight,  
It's The Size Of The Fight In the City



## **Cheryl Mader, Mayor Prairie du Chien, WI**



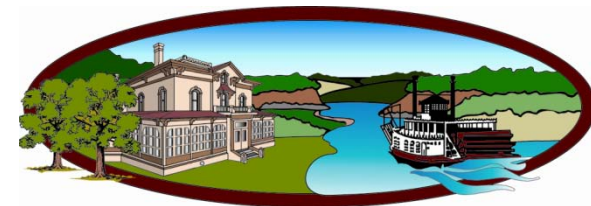
# About the City of Prairie du Chien

- Population of 6,000
- Services Provided:
  - Water & Wastewater Utilities
  - Police & Volunteer Fire Departments
  - Parks & Recreation
    - Hoffman Hall
    - Outdoor Aquatic Center
  - Municipal Airport
- French & Bohemian Origin
  - Oldest City on Upper Mississippi River
  - Descendents of Original Settlers Still Residing
- Budget of \$ 8.0 MM



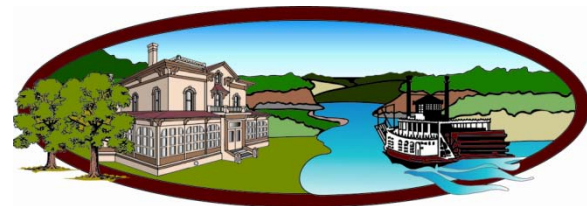
[www.prairieduchien.org](http://www.prairieduchien.org)

[www.prairieduchien-wi.gov](http://www.prairieduchien-wi.gov)



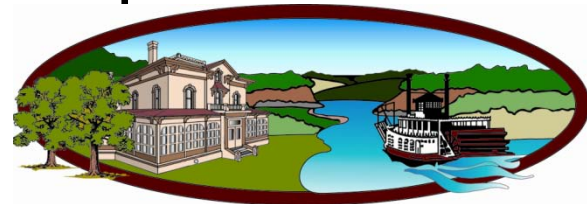
## How We Got Started with Lean

- Elected Mayor in April of 2004
  - Manufacturing Background
- Garth Frable – Former City Planner
  - Lean Background
  - Connection with Iowa DNR – Teresa McMahon
    - Link to Jim Scott at TBM
- Rory Meisner – 3M Plant Manager
  - Lean Six Sigma Black Belts



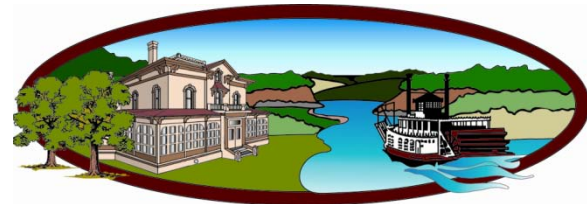
# Creating the Partnership Government & Industry

- Benefit to 3M
  - Improve City Effectiveness / Streamline
  - Attract 'Talent' to Community
  - Opportunity for Community Involvement  
Good Corporate Citizen
- Benefit for the City of Prairie du Chien
  - Local Continuous Improvement Experts
  - Commitment of Black Belt Leadership for  
Kaizens to Begin Lean Journey



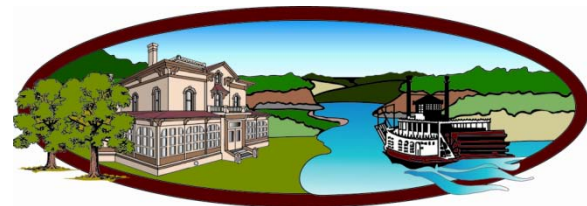
# Case Study #1: Police Department Written Reports Kaizen CopZen 5-0

December 2006



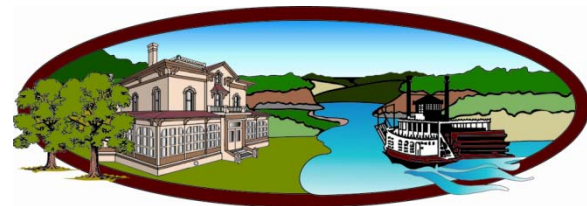
# Case Study #1: Police Department Written Reports Kaizen

- Our Challenge
  - Negative Community Perception of the Effectiveness of Police Department
  - Police Chief – Mike King – Embraces Change (first to volunteer)
  - Lack of Employee Satisfaction with Internal Processes



# Case Study #1: Police Department Written Reports Kaizen

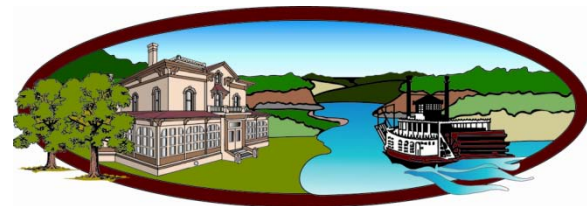
- Obstacles
  - Upcoming Retirement of Sergeant
  - Experienced Police Force – Fear of Change
  - Consolidation of Dispatchers
    - City's Police Department
    - County's Sheriff's Department
  - Change in Report Documentation Software





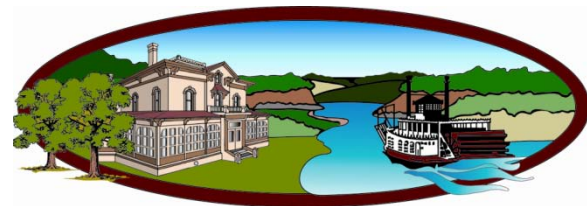
# Case Study #1: Police Department Written Reports Kaizen

- Problem Statement
  - Improve the Quality and Timeliness of Documenting Police Reports
  - Improve Citizen Satisfaction with Responsiveness and Follow-Up of the Police Department
  - Improve Effectiveness of the Police Report for Further Prosecution and Conviction



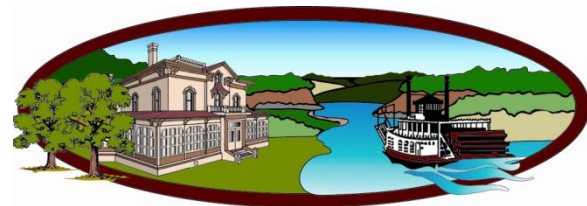
## Case Study #1: Police Department Written Reports Kaizen

- Event Objectives
  - Non Follow-Up Cases Closed within Three Working Days
  - Instant Incident Report Completed before End of Shift
  - Increase Conviction/Resolution Rate by 100%.
  - 100% of all Reports Defect Free



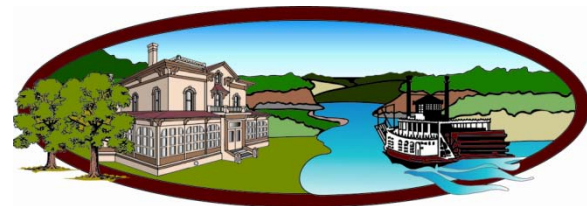
# Case Study #1: Police Department Written Reports Kaizen

- The Process
  - Documented Current and Future State Maps
  - Focused Improvements around Documentation of Roles & Responsibilities and Software Training
    - All Officers Capable of Documenting & Owning Reports
    - Daily Audit Procedure Implemented
  - Engaged DA to Provide Feedback on Quality of Written Reports



## Case Study #1: Police Department Written Reports Kaizen

- Results
  - Eliminated Written Report Backlog
  - Providing Feedback to Reporting Party
  - Facilitated Transition to New Software & Consolidation of City and County Dispatchers
  - Created an “atmosphere of change and has become bigger than the original scope.”
    - Mike King – Police Chief



# Case Study #2: Water/Wastewater Connection & Billing Kaizen Team Clean Flush



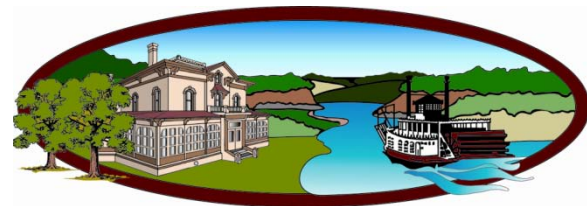
April 2007



## Case Study #2:

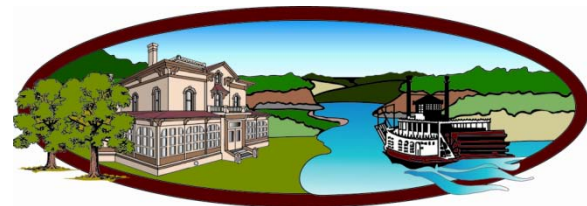
# Water/Wastewater Connection & Billing Kaizen

- Our Challenge
  - Numerous Customer Complaints Regarding Accuracy of Sewer & Water Bill
  - Office Stress!!!
  - Lack of Cross Training



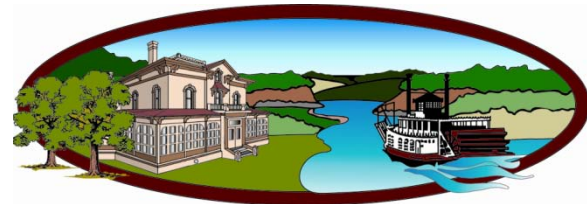
## Case Study #2: Water/Wastewater Connection & Billing Kaizen

- Obstacles
  - Experienced Work Force – Fear of Change
  - Culture – “It’s the Way We’ve Always Done It”
  - Lack of Knowledge of Billing Software Capability



## Case Study #2: Water/Wastewater Connection & Billing Kaizen

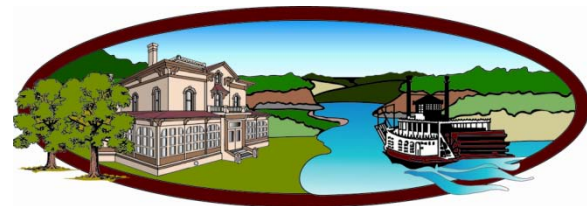
- Problem Statement
  - Streamline Work Order / Permitting Process
  - Improve Speed and Accuracy of Response to Customer Complaints / Increase Customer Satisfaction
  - Improve Software Utilization
  - Improve Documentation and Cross Training
  - Standardize Data Entry





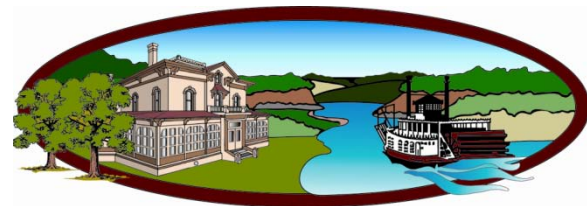
## Case Study #2: Water/Wastewater Connection & Billing Kaizen

- Event Objectives
  - Reduce Work Order Cycle Time by 100%
  - Eliminate Work Order Backlog
  - Reduce Permit Cycle Time by 100%
  - Reduce Number of Customer Complaints by 50%
  - Eliminate Credit Balance on Closed Accounts Backlog



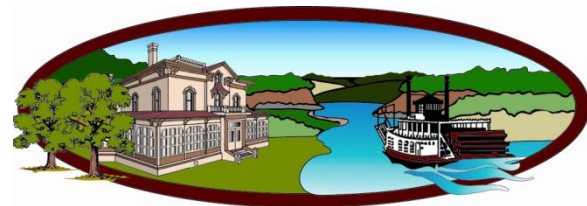
## Case Study #2: Water/Wastewater Connection & Billing Kaizen

- The Process
  - Documented Current and Future State Maps
  - Focused Improvements around Software Training & Utilization
    - Exception Reports Created
    - Automated Estimation Procedure and Sorting & Counting
    - Standardized Data Entry per USPO Guidelines
  - ... and Permits & Work Orders
    - Combined Water Connection, Sewer Connection and Street Opening Permits into One Permit
    - Processing Work Orders Electronically

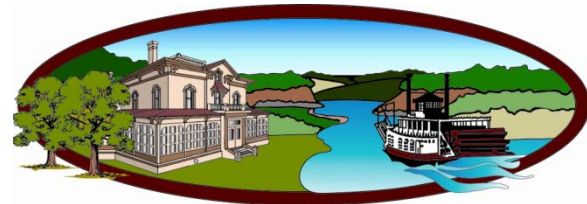


## Case Study #2: Water/Wastewater Connection & Billing Kaizen

- Results
  - Greatly Increased Customer Satisfaction
    - Reduced Number of Complaints for Billing Accuracy
    - 1 - Permit / 1 - Check / 1 - Trip to City Hall
    - 'Welcome Letter' Provided for New Customers
  - Increased Employee Morale
  - Eliminated Work Order Backlog and Significantly Decreased Work Order Generation
    - Utilizing Exception Reports
  - Balanced the Books

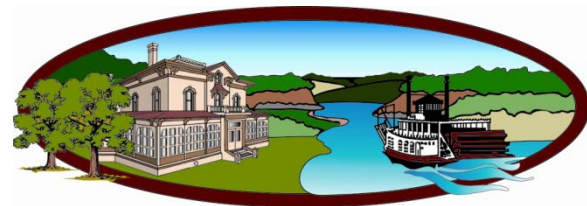


- Lessons Learned
  - Make Sure to Include All Key Stakeholders
    - Sergeant from Police Department Kaizen
  - Need to Involve Entire Team in Follow-Up Meetings
  - Pull-In Key Resources (i.e. Software Consultant)



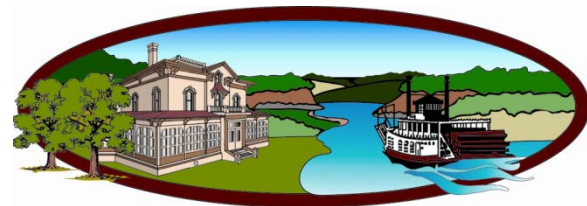
## Sustainment

- Need to Replace Key City Functions
  - City Administrator
  - City Planner
- Continue Partnership with 3M Company
- Additional Partnership Opportunities (i.e. GE)
- Building Internal 'Infrastructure'



## The Challenges Ahead

- City Lawn Mowing & Maintenance – Street Department
- Data Entry and Reporting of Lab Analysis at Sewer Plant
- Citizen Complaint Response (potholes, etc.)
- Records Management
- Purchasing
- Collective Bargaining
- Hiring Process
- Building and Assessment - County Assessment
- Website Management
- Maintenance of City Buildings
- Hoffman Hall Management



**Thank You!**

**Questions?**

