

City Performance Lean Program: Case Study & Tools for Reflection

10/17/2017

Photo: David Yu, Flickr

David Yu photography



Case Study: San Francisco Recreation & Parks Structural Maintenance Division

An aerial photograph of a golf course. The central focus is a large, well-maintained green fairway that stretches from the foreground towards the background. To the left of the fairway, there is a clubhouse building with a blue roof and a paved parking area. The golf course is surrounded by a dense forest of tall, mature trees. In the far distance, a residential neighborhood with many houses is visible on a hillside, and the ocean can be seen under a clear blue sky. The text '11 maintenance shops' and '36 City parks' is overlaid in large white font on the left side of the image.

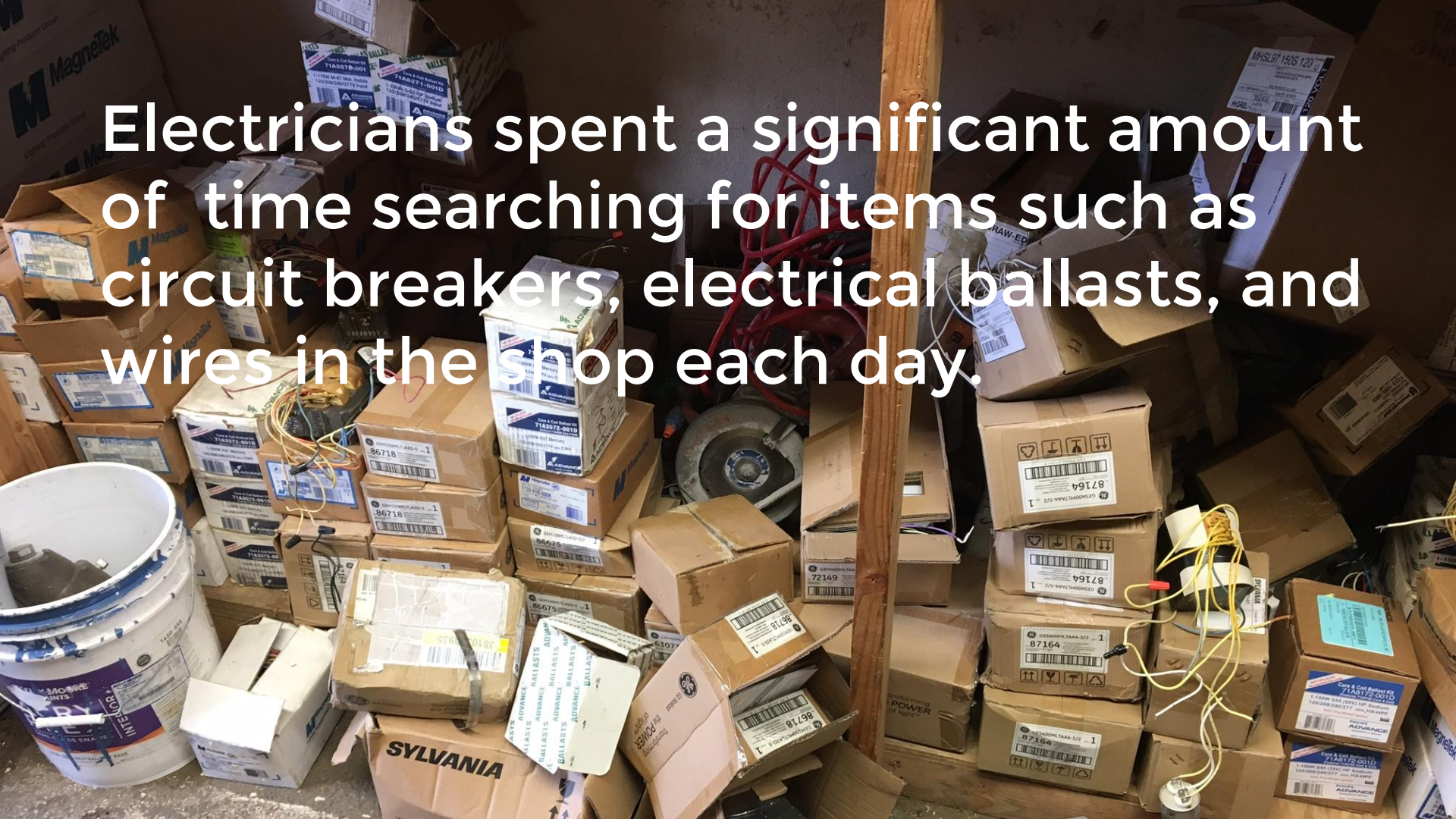
11 maintenance shops
36 City parks

Training Shop Supervisors



5S Project in the Electrical Shop

Electricians spent a significant amount of time searching for items such as circuit breakers, electrical ballasts, and wires in the shop each day.





7256
7257
49767

ADVANCE

↑ This Side Up ↑
Dottie
SAFETY PRODUCTS | FASTENERS | ANCHORS | FITTINGS | TIE RODS | CHAINS

HALO LED
HALO LED
Luminaire LED BLA con adaptador
4
1

GE Ballast
GE Ballast

Magnetek
Magnetek
Magnetek

MH 100

MH 75U

MH 70

Magnetek

Magnetek

Magnetek

ADVANCE
86718

ADVANCE
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#8

Blueprint Rapid Improvement Event

THE PROBLEM

A scenic view of a city, likely San Francisco, featuring colorful houses and a tall tower on a hill. In the foreground, several people are sitting on a grassy slope, looking towards the city. The scene is bathed in warm, golden light, suggesting late afternoon or early morning.

- (1) No comprehensive, regular plan reviews
- (2) No formal process for addressing comments
- (3) Confusion about construction standards across divisions

BLUEPRINT RIE METHODOLOGY

Pre-meetings to understand context

Met with **SMY Supervisors** to discuss past issues with plan review

Met with **Capital Project Managers and Admin** to hear their concerns about plan review



Survey to collect current state metrics

Sent a survey to entire project team about the current levels of plan review



Left time during RIE to work on ideas

Project team built their **standard work documents and visual management boards** during RIE



Just-in-time training

Trained project team on tools and then project team **used tools immediately**



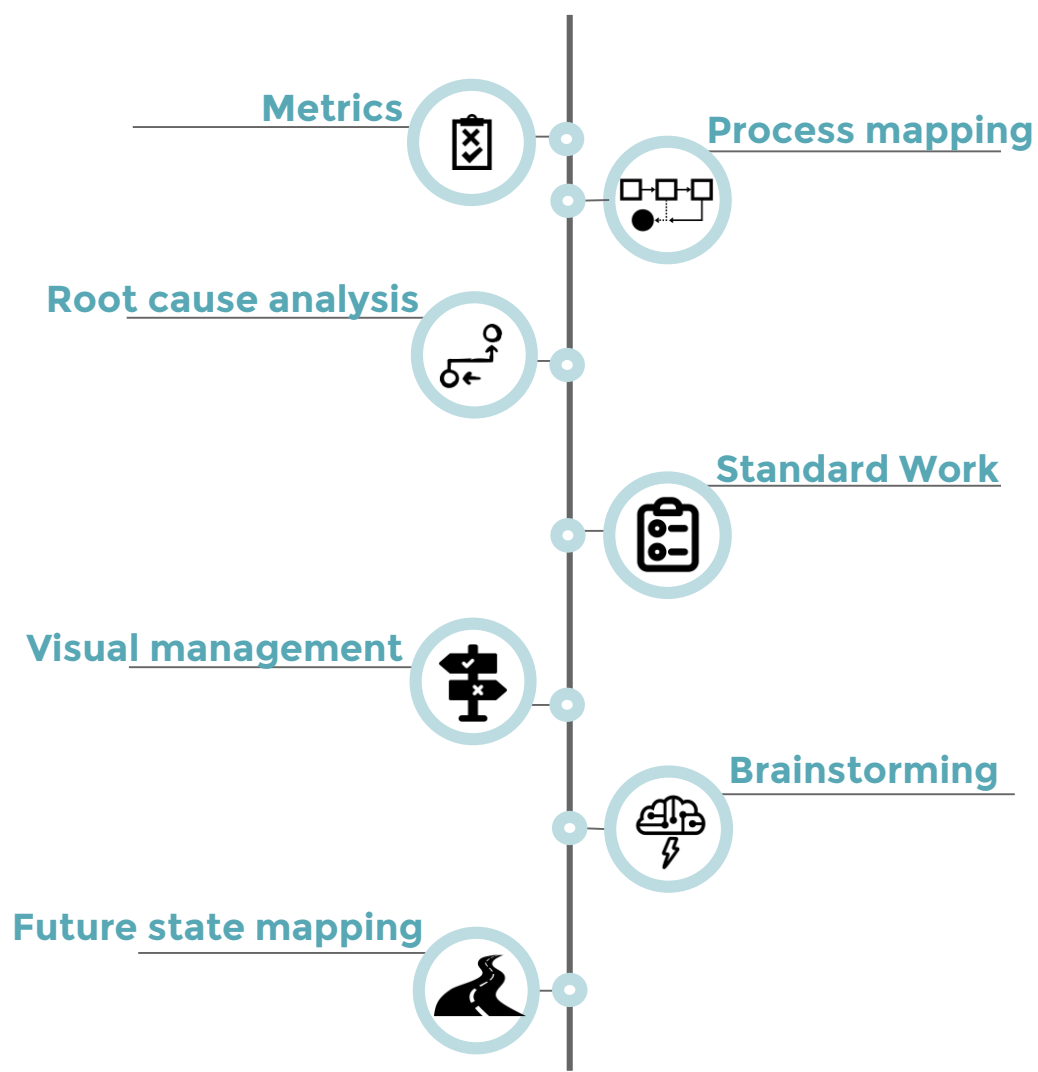
Asked supervisors for input

Had the supervisors who weren't on the project team come in for a few hours to **review the process & give feedback**

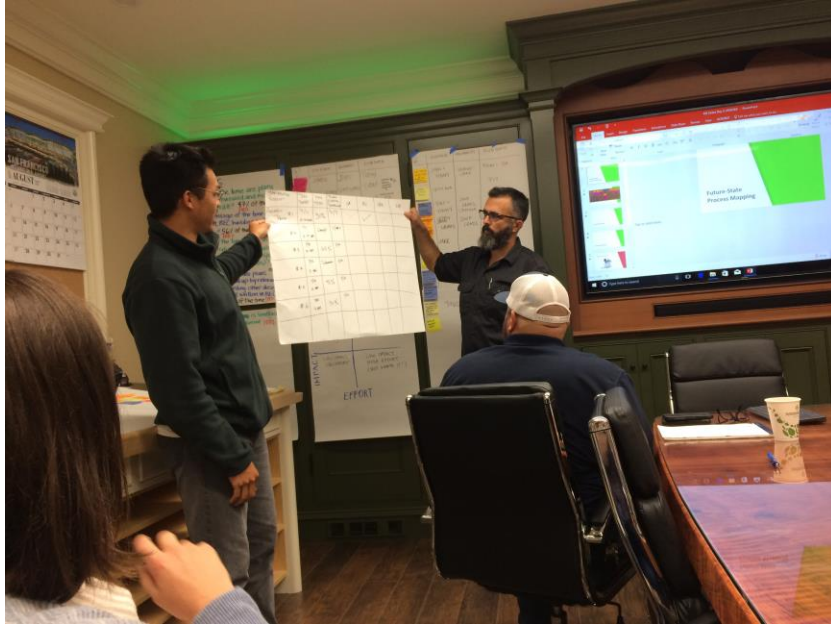


Event over 3 consecutive days

Attendees appreciated the **concentrated time spent on problem-solving**



EXPERIMENTS



RESULT: NEW PROCESS

- ✓ Developed process for comprehensive, regular plan reviews
- ✓ Developed formal process for addressing comments
- ✓ Approved project to conduct updates to standards

Status	Owner	Helper(s)	Due Date
			13-Jul
	Ryan Jackson		13-Jul
			19-Jul
	Christina		17-Jul



Lessons Learned:

1. Understand unconscious group dynamics

- * Understand the hierarchy
- * Understand past experiences in the department

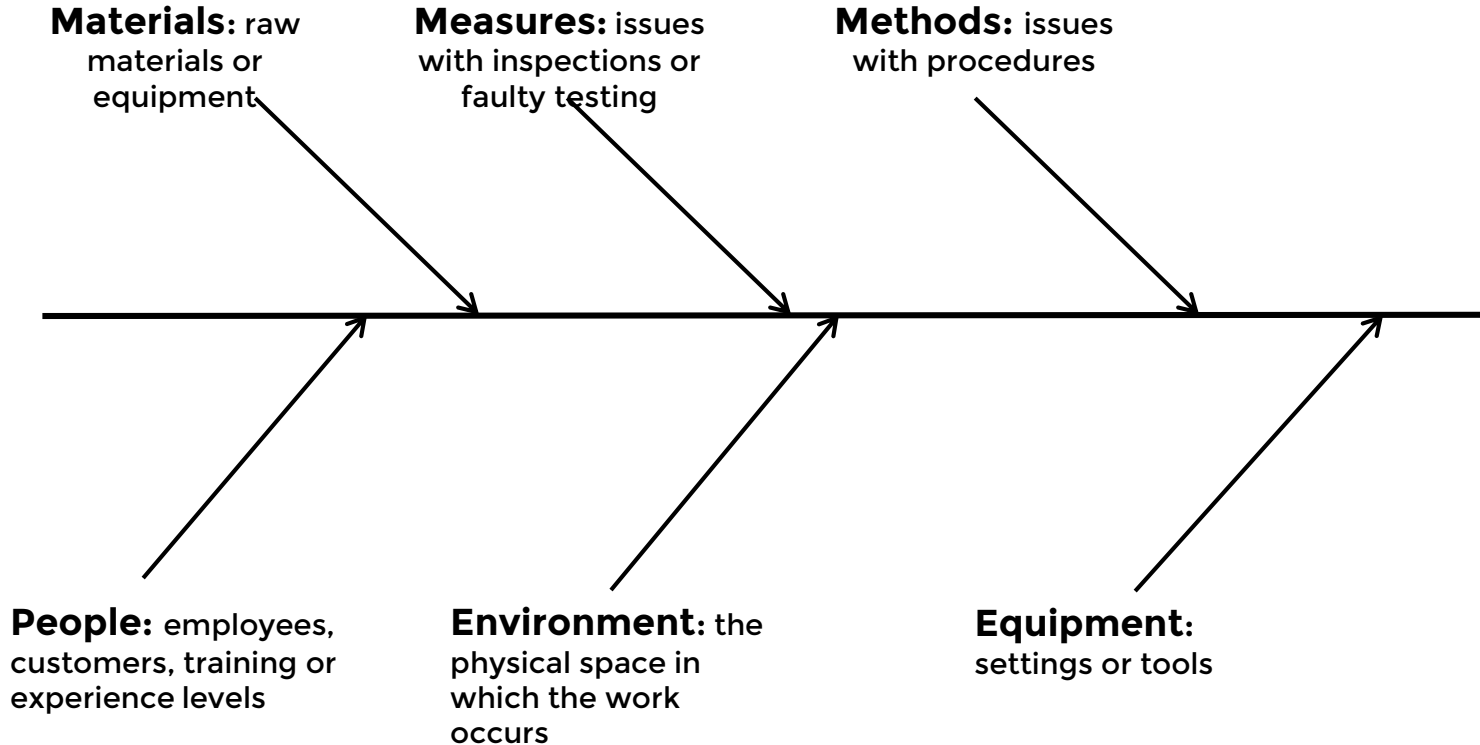
2. Be adaptable

- * How do you build flexibility into your project plan?

3. Be accountable

- * Being physically present makes all the difference

Fishbone diagram



Stormy
first
draft