

# Memorandum



CITY OF DALLAS

DATE May 30, 2013

TO Honorable Members of the Budget, Finance & Audit Committee: Jerry Allen (Chair), Tennell Atkins (Vice Chair), Monica R. Alonzo, Scott Griggs, Ann Margolin

SUBJECT ISO 9001- Quality Management System Overview

Attached is the ISO 9001- Quality Management System Overview briefing. This briefing will be presented by Frank Camp, Director of the Office of Environmental Quality.

Please let me know if you need additional information.

A handwritten signature in cursive script that reads "Jill Jordan".

Jill Jordan  
Assistant City Manager

## Attachment

c: Honorable Mayor and Members of the City Council	A.C. Gonzalez, First Assistant City Manager
Mary K. Suhm, City Manager	Ryan S. Evans, Assistant City Manager
Rosa A. Rios, City Secretary	Jill A. Jordan, P.E., Assistant City Manager
Thomas P. Perkins, Jr., City Attorney	Forest E. Turner, Assistant City Manager
Daniel F. Solis, Administrative Judge Municipal Court	Joey Zapata, Assistant City Manager
Craig D. Kinton, City Auditor	Stephanie Cooper, Assistant to the City Manager

# ISO 9001:2008 QUALITY MANAGEMENT SYSTEM OVERVIEW

BRIEFING TO BUDGET, FINANCE & AUDIT COMMITTEE  
JUNE 3, 2013

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# PURPOSE


- Provide an overview of the City's ISO 9001 (Quality Management System)
- Summarize the history of City involvement with ISO 9001
- Summarize the current status of implementing a Quality Management System (per ISO 9001) in City of Dallas departments

# QUALITY MANAGEMENT POLICY

## Quality Management Policy

Approved by Dallas City Council 2/11/09

The City of Dallas shall pursue continual improvement in our delivery of customer service with its commitment to comply with requirements by efficiently using all available resources to enhance the vitality and quality of life for all in the Dallas community

  
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Mary K. Suhm, City Manager



REV 2

# OVERVIEW

- What is ISO?
  - International Organization for Standardization (ISO) establishes standards for management in various types of business operations
  - ISO is internationally recognized as the most prestigious set of management standards for organizations
  - ISO registration must be validated by a third-party registrar which ensures compliance with the ISO standard

# OVERVIEW (CONTINUED)

- The City of Dallas has been implementing two ISO standards and the Occupational Health and Safety Assessment Series (Safety) standard into City departments
  - **ISO 9001:2008 – Quality Management System (QMS)** – Focus is on operating more efficiently and meeting the needs and expectations of our customers
  - **ISO 14001:2004 – Environmental Management System (EMS)** – Focus is on reducing the environmental impacts of our operations
  - **OHSAS 18001:2007 – Occupational Health and Safety Assessment System (OHSAS)** – Focus is on improving our health and safety performance

# OVERVIEW (CONTINUED)

- ISO 9001– Quality Management System (QMS)
  - Ensures that repeatable and consistent processes are used with goals being to (1) enhance quality of services, (2) improve customer service, and (3) improve productivity and efficiency (i.e., save money).
  - QMS is based on applying eight quality management principles (all fundamental to good business practice)
    - Customer focus
    - Leadership
    - Involvement of people
    - Process approach
    - System approach to management
    - Fact based decision-making
    - Mutually beneficial supplier relationships
    - Continual improvement

# OVERVIEW (CONTINUED)

- Key benefits of ISO 9001
  - Demonstrates our true commitment to quality (i.e., that we are serious about it)
  - Allows us to measure our progress toward continual improvement of business performance
  - Puts in place a system to identify, track, and resolve corrective & preventive actions



# HISTORY

- Dallas is the first major city in the United States to achieve ISO 9001 certification for an entire city department (i.e., Street Services Department in 2007)
- Since 2007, ten departments have become ISO 9001 certified
- Four additional departments will become ISO 9001 certified by FY14-15
  - Aviation
  - Public Works
  - Office of Risk Management
  - Trinity Watershed Management

# CITY OF DALLAS MANAGEMENT SYSTEM IMPLEMENTATION STATUS

Department	9001	Registration Date (9001)	14001	Registration Date (14001)	18001	Registration Date (18001)
Aviation	I		✓	Jun-08	P	
Code Compliance Services	✓	Dec-09	✓	Jun-08	✓	Nov-12
Communication & Info Service-Radio Shop	P		✓	Jun-08	P	
Convention & Event Services	✓	Dec-08	✓	Jun-08	✓	Dec-08
Courts & Detention Services-Marshal Services	✓	Dec-08	✓	Jun-08	✓	Dec-08
Business Development & Procurement Services	✓	May-10	NP		NP	
Dallas Fire-Rescue	NP		✓	Jun-08	NP	
Dallas Police Department	NP		✓	Jun-08	NP	
Dallas Water Utility	✓	Apr-12	✓	Jun-08	✓	Apr-12
Equipment & Building Services	✓	Apr-08	✓	Jun-08	✓	Apr-09
Human Resources	✓	Apr-12	NP		NP	
Library Services	✓	Dec-09	NP		✓	Jan-13
Office of Risk Management	I		NP		NP	
Public Works	I		✓	Jun-08	P	
Parks and Recreation	P		✓	Jun-08	P	
Sanitation Services-Landfill	✓	Oct-10	✓	Jun-08	P	
Street Services	✓	Apr-07	✓	Jun-08	I	
Sustainable Development & Construction	P		NP		NP	
Trinity Watershed Management-Engineering	P		P		P	
TWM - Flood Control	✓	Jan-13	✓	Jun-08	P	

I - In process  
P - Planned  
NP - Not to be implemented

# VALUE OF INTEGRATED AUDITS

- Currently have 14 departments that have achieved EMS certification (per ISO 14001)
  - Goal is to integrate QMS (ISO 9001) into these EMS departments in order to provide the department with fewer “single” system Internal and External audits
    - Departments prefer integrated audits
- Provides economy of pricing for scheduled External audits

# HOW A DEPARTMENT ACHIEVES REGISTRATION

- An ISO Registrar (from an Accredited Registering body) verifies in an audit that a management system has been implemented satisfactorily by:
  - Procedures implemented against the standard
  - Reviewing documents
  - Interviewing staff
  - Visiting work sites
  - Look for opportunities for improvement
  - Corrective/Preventive actions
  - Resolution of non-conformances (i.e., gap(s) in the system)
- Successful audits confirm a high level of quality and performance

# HOW A DEPARTMENT MAINTAINS REGISTRATION

- During years one and two of a three year certification, Surveillance audits are conducted in departments by the External auditor
- Re-certification audits are conducted every three years by the External auditor
- Internal audits are performed annually by the Internal ISO 9001 Lead Auditor

# SUMMARY

- Why is ISO 9001 important to the City of Dallas?
  - Aligns everyday work with the environmental, quality, and safety & health policies
  - Sets and achieves quality goals
  - Provides targets that can be measured
  - Allows easy review of performance (with performance defined as improved product and service quality)
  - Provides accountability
  - Drives continual improvement in customer service
  - Utilizes repeatable and consistent processes
  - Reduces waste/duplicity (i.e., saves money)

# QUESTIONS?

ISO 9001:2008 - QUALITY MANAGEMENT SYSTEM

DEPARTMENTAL PROCESS IMPROVEMENTS &  
ACCOMPLISHMENTS  
**APPENDIX**  
FY 11-12

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# EQUIPMENT AND BUILDING SERVICES IMPROVEMENTS

- Wheel alignment brought in-house
- Standardized and documented the Veedor Root Testing procedure to ensure the integrity of the fuel system
- Accounts Payable Division centralized payment so that vendors are now paid on monthly basis which reduces labor hours and increases on-time payments to vendor

# EQUIPMENT AND BUILDING SERVICES PROGRAM AWARD

- Recognized for “Outstanding Petroleum Reduction Efforts in 2012”

# LIBRARY SERVICES IMPROVEMENTS

- Customer Print release stations
- Standardized expiration dates for library cards
  - Able to send alerts to customers regarding library cards expiring and how to update
- Black Belt Librarian Training
  - Focused on safety and security training for staff
- Literacy Web Portal
- ESL and GED classes
  - Taught by trained DPL volunteers
- Expanding Roaming Reference to all locations
  - Using new technology
- E-book and audiobook hands-on training for staff

# COURT AND DETENTION SERVICES IMPROVEMENTS

- Enhanced In-House collection efforts
- Implemented a process to reconcile court activity to the CTS main frame system to improve data integrity
- Implemented use of RevQ software to monitor collections
- Implemented a new Jury tracking system to minimize manual processes
- Reconciled a \$2M bond forfeiture backlog
- Streamlined Off Docket Motion process

# COURT AND DETENTION SERVICES

## ACCOMPLISHMENTS

- Increased the collection rate for cases 30 to 120 days old from 18% to 30%
- Increased environmental arrests by 22% from 73 to 95 arrests
- 100% of traffic settings were scheduled within 6 months (average time is 2 months from request)
- Within the last 2 years, witness conflicts were down 88%
- Average amount collected per case has increased \$10 per year

# SANITATION SERVICES – LANDFILL IMPROVEMENTS

- New Scale house opened
- New Administration building completed
- Filled-in holes at front entrance and Eco-Park entrance
- Painted road bumps for visibility
- Soil disposal procedure developed in conjunction with OEQ staff
- Updated WasteWORKS version on October 14, 2012 to include vehicle description on account customer printed ticket at wizard
- Time and Motion Analysis Form developed to capture customer wait time in progress
- Improved the Annual Tare Weight Inspection Process
- Improved the Cashier Balancing Process
- Draft process has been completed for the Landfill Security Process which will include emergency operational procedures.

# BUSINESS DEVELOPMENT & PROCUREMENT SERVICES IMPROVEMENTS

- Increased training opportunities for BDPS staff and customer departments
- New BDPS staff is provided formal training within the first month of On-boarding

# DALLAS WATER UTILITIES PROGRAM AWARDS

## Pretreatment & Laboratory Services Division

- 2013 – Water Environment Federation’s Laboratory Analyst Excellence Award
- 2012 – TX Environmental Excellence Award for Pollution Prevention (Cease the Grease Program) TCEQ Award
- 2012 – Excellence in Education and Outreach Finalist, Green 3 Awards from NTX Corporate Recycling
- 2012 – Office of Environmental Quality Environmental Stewardship Award

## Southside Wastewater Treatment Plant

- 2012 – Platinum Peak Performance Award (NACWA Award)
- 2012 – Texas Operator of the Year Award (WEF)

## Central Wastewater Treatment Plant

- 2012 – Silver Peak Performance Award (NACWA Award)
- 2012 – Platinum Peak Performance Award (NACWA Award)