

CPI Tracking and Outcome Report – BRiCk Membership Process

Project Summary Information

Department	Parks and Recreation	Date Launched	11/20/2014	Project Status	Completed/Control (Highlight One)	Open
Project Description	Evaluate how to streamline and improve membership and renewal process.					
Problem Statement	Customers and staff are frustrated that the membership process is cumbersome and certain requirements not easy to understand. The membership renewal process is also impacted by some of the same issues that impact new membership.					
Customers	Anyone wanting information about the BRiCk membership and members who want to renew their membership.					
Stakeholders	<ul style="list-style-type: none"> • BRiCk employees who staff the desks and service the customers. • Finance to ensure proper procedures for taking payments and processing electronic funds are followed. 					

Phase Updates DMAIC - (Define, Measure, Analyze, Improve, Control)

Define

Date	Action/Outcome	Comments	Action Item Outcome
	Complete the As-Is membership Flow Chart		Done
	Identify current constraints that directly impact customers and staff and identify who the stakeholders are that directly influence constraints. <ol style="list-style-type: none"> 1. Proof of Residency 2. Proof of Dependents 3. Banking/Payment Options <ol style="list-style-type: none"> a. ACH requires checking account routing data not everyone has checks/ understands process 4. Software capabilities for self-service and on-line payment do not allow for online completion or renewal and for financial payments 		Done

Measure

Date	Action/Outcome	Comments	Action Item Outcome
	Impact revenue model-need financial model of current membership as base line		Done

Analyze

Date	Action/Outcome	Comments	Action Item Outcome
	<p>Identify potential solutions to address City imposed constraints</p> <ul style="list-style-type: none"> • Redefine “Resident” <ul style="list-style-type: none"> ○ Don’t have to be tax paying-just proof of mail residence <ul style="list-style-type: none"> ▪ Impact revenue model-need financial model • Redefine current fee structure from individual and family (with proof of dependents) <ul style="list-style-type: none"> ○ Individual and Household. ○ Establish flat fees structure similar to benefits, (Individual, Individual +1, Individual plus 2, Individual plus 4 or more) <ul style="list-style-type: none"> ▪ Impacts revenue-need financial model • Current Finance Department policies do not allow for changes to fee collection and contract renewal <ul style="list-style-type: none"> ○ Rhett said they can allow for more streamlined banking if system(s) can support it. ○ Eliminate need for annual ACH confirmation with revolving payment method (i.e. debit or credit card) <ul style="list-style-type: none"> ▪ Investigate system payment capabilities ○ Annual approval for payment currently tied to annual contract. <ul style="list-style-type: none"> ▪ Investigate implications to contract if 		Done

	<p>other payment options are available</p> <ul style="list-style-type: none"> • Must revise contract language to reflect acceptance of perpetual membership and payment until notified by customer. • Eliminate resident verification in renewal process <ul style="list-style-type: none"> ○ May impact revenue model 		
	<p>Investigate best practices others use to address constraints</p> <ul style="list-style-type: none"> • Fort Worth Parks & Recreation <ul style="list-style-type: none"> ○ initial information obtained-need more clarity • ID other cities with similar quality facility and survey • Hugley Hospital Facility • YMCA 		Done
	<p>Investigate system capabilities to address self-service/online constraints.</p> <ul style="list-style-type: none"> • investigate Rec Track E Commerce capabilities <p>Investigate Rec Track online form completion capabilities</p>		Done
	<p>Proposed Solutions</p> <ul style="list-style-type: none"> • Improve software to allow for online renewal and fee collection • Implement the Lobby CPI solutions • Move to perpetual contract from annual contract to eliminate annual signature & verifications • Redefine “Resident” to Burleson address as proof • Redefine current fee structure from individual and family • Develop FAQ’s or other tutorial tools to help customers understand the constraints and what is required to reduce frustration and time of completion 		Done
	Final Solutions	Several of the proposed	Give a presentation to

	<ul style="list-style-type: none"> • Improve software to allow for online renewal and fee collection • Implement the Lobby Flow CPI solutions • Move to perpetual contract from annual contract to eliminate annual signature & verifications • Redefine “Resident” to Burleson address as proof • Redefine current fee structure from individual and family 	<p>solutions are impacted by Council fee structure requirements and will need to have formal review and change</p>	<p>Peter and Dale to test solutions and changes</p>
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Improve/Implementation

Date	Action/Outcome	Comments	Action Item Outcome
	<p>Develop presentation for Dale to get his reaction, input and perspective on Council reaction and requirements</p>	<p>Presentation completed approval to move ahead with items that do not require Council input/direction</p>	<p>Done</p>
	<p>Implement Lobby Flow solutions</p> <ol style="list-style-type: none"> 1. Re-align desk assignments 2. Improve signage 3. Move forms to Kiosk and self-service area 	<p>Status of items not done are tracked in Lobby Flow CPI</p>	<p>Done Done Open Item</p>
	<p>Can other payment methods be accepted if Rec Track will take them?</p>	<p>Investigate capabilities</p>	<p>Open Item</p>
	<p>Change to perpetual contract that may only require response from member rather signing new contract</p>	<p>Legal does not see any issues</p>	<p>Develop implementation and marketing plan</p>
	<p>Develop implementation and marketing plan and present to team and Peter.</p>		<p>Open Item</p>
	<p>Residence requirement verification is required by council adopted fee schedule. Any room for redefining if it?</p>	<p>Test during budget process or in separate discussion</p>	<p>Open Item</p>

Cost Mitigation

Area for Cost Savings	None-savings in customer time and effort	Estimated Annual Cost Savings	None
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Completion

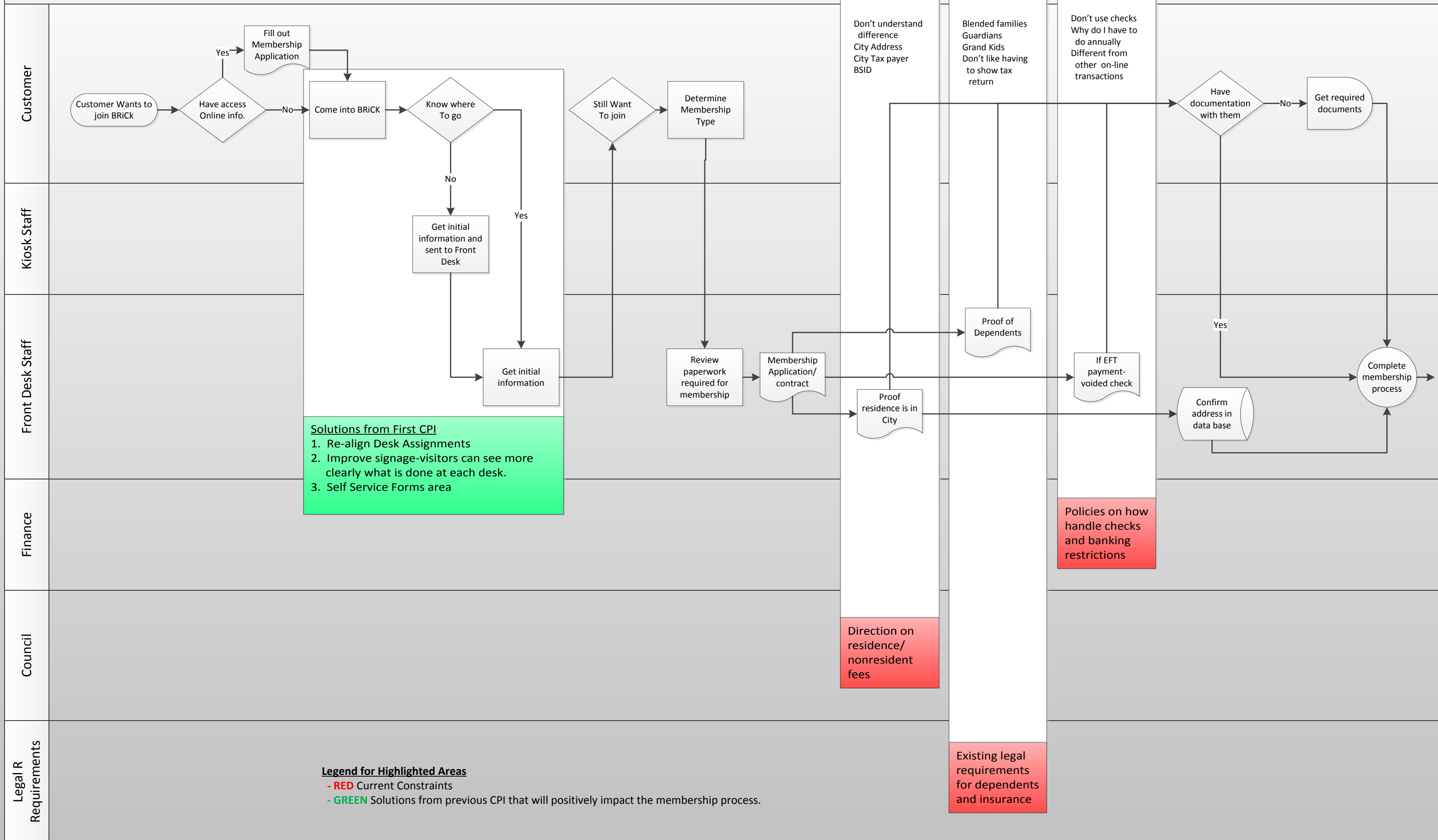
Presentation Date		Completion Date		Celebration Date		On Going Project	Yes	No
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Control

Date	Action/Outcome	Comments	Action Item Outcome

Title: BRiCk Membership and Renewal As Is Process

Membership Process



Title: BRiCk Membership and Renewal As Is Process

Join

Renewal

Customer			
Kiosk Staff			
Front Desk Staff			<p>Issues to address</p> <ol style="list-style-type: none"> 1. What are the new E-Commerce features as they relate to on-line bill paying for registration? <ul style="list-style-type: none"> * One time payment * Monthly installments 2. What features are available in Rec Track for online registration completion and filing? 3. Could a list of FAQ's help visitors and members better understand constraints that frustrate them? 4. How do other entities deal with residence, dependents and online payment issues? <ul style="list-style-type: none"> * Best practices from other cities * Competitive practices/advantages from non-resident are based options (YMCA, Health Clubs)
Finance			
Council			
Legal Requirements			