#### Carson City Agenda Report

Date Submitted: January 2, 2015

Agenda Date Requested: January 15, 2015

Time Requested: 45 Minutes

To: Mayor and Supervisors

From: Nick Marano, City Manager

Subject Title: For Possible Action: To accept a Lean Management Training and Green Belt Certification Program for staff as presented by Moss-Adams (Option 2), and approve funding in the amount of \$50,000 for FY 14-15 to be funded from contingency or as an alternative various accounts as determined by the Board. (Rishi Malhotra)

**Staff Summary:** The City Manager has worked with Moss-Adams to develop a Lean Management Training and Green Belt Certification Program to be conducted over a two month period. The techniques and skills learned during this program will be used to improve City processes and enhance the effectiveness of the City's Strategic Goals and Objectives.

Type of Action Requested: (check one)		
( ) Resolution ( X ) Formal Action/Motion	(	) Ordinance ) Other (Specify)
Does This Action Require A Business Im	pact S	Statement: ( ) Yes (X) No

Recommended Board Action: I move to accept the Lean Management Training and Green Belt Certification Program for staff as presented by Moss-Adams (Option 2) and approve funding in the amount of \$50,000 for FY 14-15 to be funded from contingency or as an alternative various accounts as determined by the Board.

Explanation for Recommended Board Action: N/A.

Applicable Statute, Code, Policy, Rule or Regulation: N/A

**Fiscal Impact:** \$50,000 for FY 14-15

**Explanation of Impact:** If the Board approves this action, either the contingency account would be reduced or other various accounts would have to be reduced as determined by the Board for FY 2014/2015.

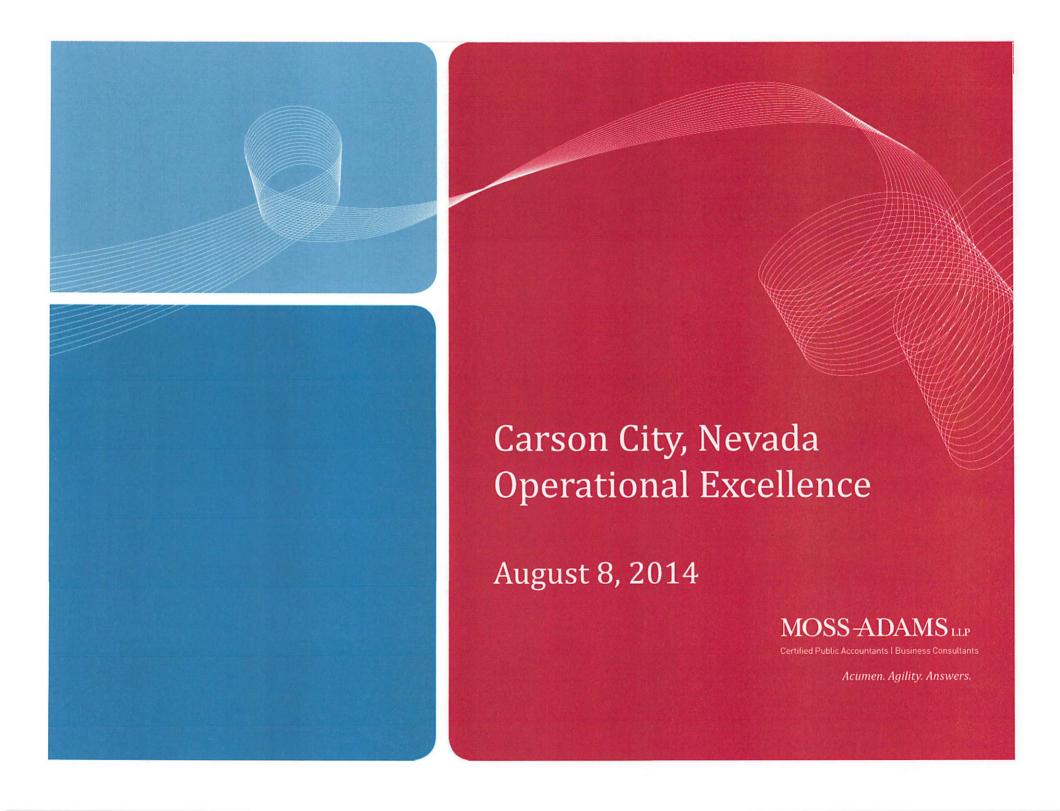
Funding Source: Contingency or as determined by the Board.

Alternatives: Accept, modify or deny.

**Supporting Material:** Carson City Operational Excellence Proposal and supporting PowerPoint presentation.

Prepared By: Nick Marano, City Manager

-
Date: 1/6/15
Date: 11615
Aye/Nay



August 8, 2014

Nick Marano, City Manager 201 N. Carson Street, Suit 2 Carson City, NV 89701

Hello Nick,

It was a please meeting you last week to discuss the Lean needs of Carson City. As discussed, we developed three options. They include:

- Option 1: Lean Training
- Option 2: Develop Green Belt certification program
- Option 3: Develop Green Belt certification program and conduct Kaizen events

Each option has been described on two slides, the first slide lists the program elements and cost, and the second slide provides a detailed description of the elements. All the options are very hands-on and will give the Lean Leaders the necessary tools to be successful. We will use Carson City processes as examples during the training.

I would be pleased to get together to discuss the options and determine which approach will best meet your needs. I look forward to hearing from you.

Best regards,

Rishi Malhotra

# Option 1: Lean Training

#	Element	
1	Introduction	<u>Time line</u> - delivered over
	Training - Introduction to Lean	a one month period
	High level current state process map	
	High level pain point identification	
	Effort-Impact chart	Outcome: The Lean
	Facility tours (as needed)	Leaders trained in a few
	Interviews (as needed)	Lean concepts
2	Training - Lean concepts	
3	Wrap-up	
	Cost (expenses, at cost, are in addition)	22,000

### Option 1 details

This option can be delivered over a period of one month. While mapping the current state, we will determine which tools would best serve the needs of Carson City, and train the Lean Leaders on those tools. Highlights are as follows:

- We will conduct 'Introduction to Lean' training sessions to introduce the concept to as many City personnel as possible. We would hold 2-4 sessions so that people understand Lean concepts and how a Lean program will support the needs of the City.
- A high-level mapping session will be conducted with senior management. This session will be conducted to understand the inter-connections between various process and the highlevel pain points that exist. An Effort-Impact chart will be developed to understand the priorities of various pain-points/actions. This chart could be used by the City to develop their Lean roadmap.
- Training will be provided to the Lead Leaders selected by the city. These training sessions will be very hands-on. As much as possible, Carson City processes will be used for demonstration purposes. For example, when discussing 5S, we will select an area within one of your facilities to demonstrate the concept and gain some practical experience.

## Option 2: Green Belt Certification

#	Element	
1	Introduction	<u>Time line</u> : delivered
	Training - Introduction to Lean	over a two month
	High level current state process map	period
	High level pain point identification	<u>Outcome</u> : Trained Lean
	Effort-Impact chart	Leaders and custom
2	Design of Green Belt Certification Program	Green Belt certification
3	Development of the Certification program	program
4	Wrap-up	
	Cost (expenses, at cost, are in addition)	48,000

#### Option 2 details

This option can be delivered over a period of two months. A customized Green Belt Lean certification program will be developed to meet the needs of Carson City. The program could be developed in three stages: White belt, Yellow belt, and Green belt. Highlights are as follows:

- We will conduct 'Introduction to Lean' training sessions to introduce the concept to as many City personnel as possible. We would hold 2-4 sessions so that people understand Lean concepts and how a Lean program will support the needs of the City.
- A high-level mapping session will be conducted with senior management. This session will be conducted to understand the inter-connections between various process and the high-level pain points that exist. An Effort-Impact chart will be developed to understand the priorities of various pain-points/actions.
- In consultation with the Lean Leaders, the Carson City Green Belt Lean Certification program will be designed.
- Moss Adams will then lead the Carson City Lean Leaders in the development of the certification program. The Lean Leaders will develop training materials that are specific to the City and will be used to train other City employees.
- To further enhance the learning, the Lean Leaders will be assigned 'homework'.

## Option 3: Green Belt Certification & Kaizens

#	Element (Phase I)	
1	Introduction	<u>Time line</u> : delivered over
	Training - Introduction to Lean	a four month period
	High level current state process map	(Phases I & II)
	High level pain point identification	Outcome: Trained Lean
	Effort-Impact chart	Leaders, custom Green
2	Design of Green Belt Certification Program	Belt certification program
3	Development of the Certification Program	& experienced Kaizen
4	Kaizen events	facilitators
	Cost (expenses, at cost, are in addition)	46,000

#	Element (Phase II)	
1	Development of the Certification Program	
2	Kaizen events	
3	Wrap-up	
	Cost (expenses, at cost, are in addition)	48,000

### Option 3 details

This option (Phases I & II) can be delivered over a period of four months. This option is similar to Option 2, and Kaizen events have been added. Kaizen events are continuous improvement events during which a small group of employees get together and focus on a small process, and they determine how things need to change and make those changes/improvements happen.

- We will conduct 'Introduction to Lean' training sessions to introduce the concept to as many City personnel as possible. We would hold 2-4 sessions so that people understand Lean concepts and how a Lean program will support the needs of the City.
- A high-level mapping session will be conducted with senior management. This session will be conducted to understand the inter-connections between various process and the highlevel pain points that exist. An Effort-Impact chart will be developed to understand the priorities of various pain-points/actions. .
- In consultation with the Lean Leaders, the Carson City Green Belt Lean Certification program will be designed.
- Moss Adams will then lead the Carson City Lean Leaders in the development of the certification program. The Lean Leaders will develop training materials that are specific to the City and will be used to train other City employees.
- We will provide training related to Kaizen events (process mapping, charter writing etc.). Depending on processes, 3-5 day Kaizen events would be conducted on City processes.
- The Lean Leaders would be given the experience to independently run Kaizen events.

#### Contacts



Mark Steranka, Director mark.steranka@mossadams.com | D (206) 302-6409 | C (206) 890-3627



Rishi Malhotra, Manager rishi.malhotra@mossadams.com | D (415) 848-0951 | C (775) 287-6168