

Prepared By: Nick Marano, City Manager

Reviewed By:

Nick Marano
(City Manager)

Date: 1/6/15

Joseph R. Wood Jr.
(District Attorney)

Date: 1/6/15

Danny Paulson
(Finance Director)

Date: 1/6/15

Board Action Taken:

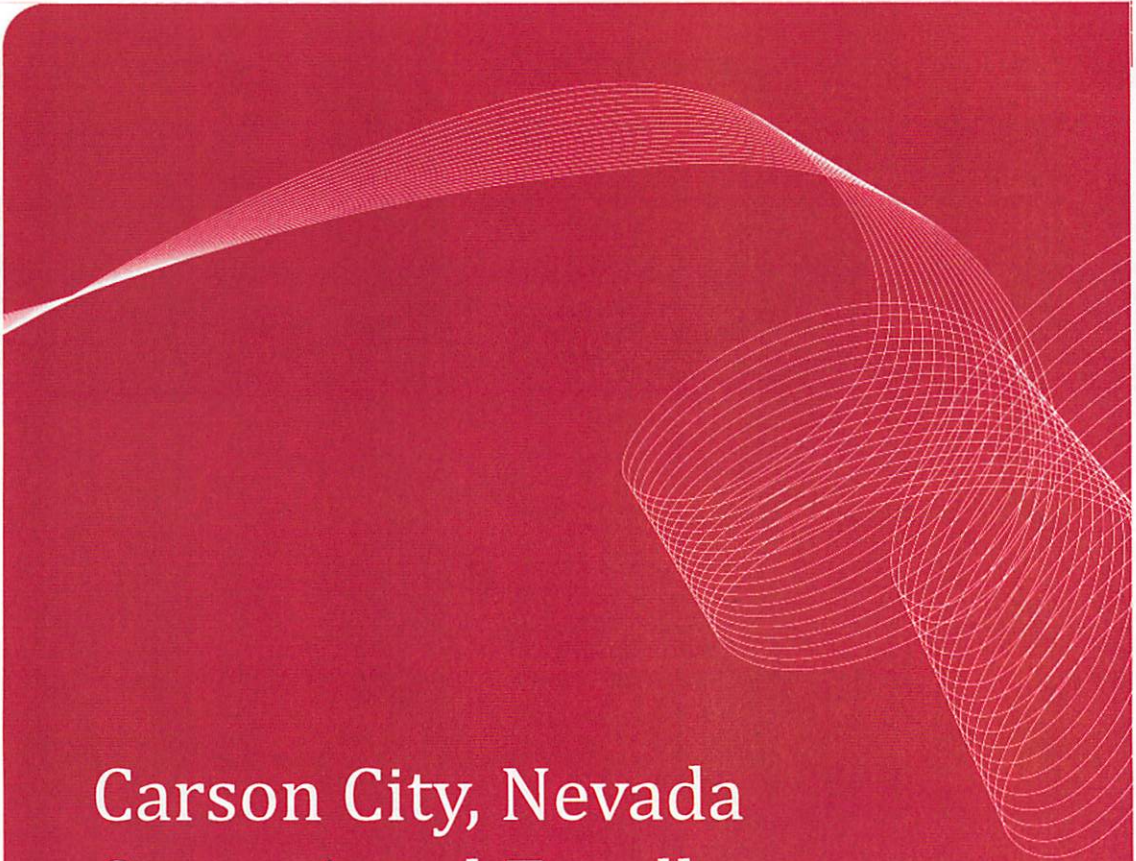
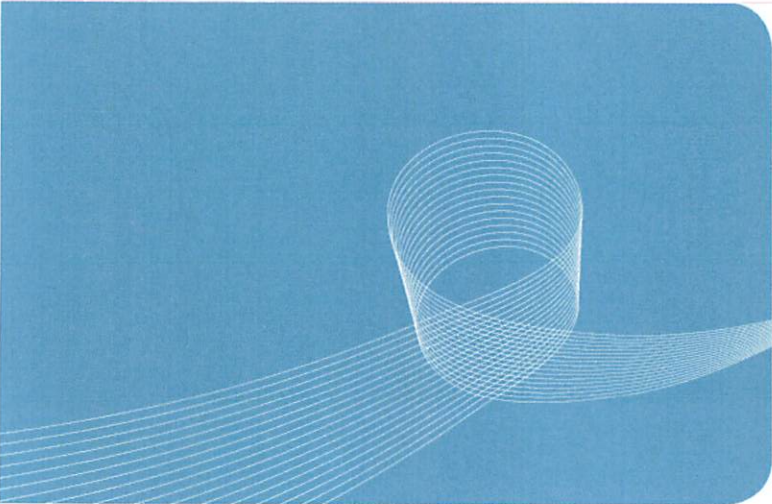
Motion: _____

1) _____

Aye/Nay

2) _____

(Vote Recorded By)




Carson City, Nevada Operational Excellence

August 8, 2014

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August 8, 2014

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

Hello Nick,

It was a pleasure 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	Time line - delivered over a one month period	
	Training - Introduction to Lean		
	High level current state process map		
	High level pain point identification		
	Effort-Impact chart		
	Facility tours (as needed)	Outcome: The Lean Leaders trained in a few Lean concepts	
	Interviews (as needed)		
2	Training - Lean concepts		
3	Wrap-up		
		<i>Cost (expenses, at cost, are in addition)</i>	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 high-level 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	Time line: delivered over a two month period
	Training - Introduction to Lean	
	High level current state process map	
	High level pain point identification	
	Effort-Impact chart	Outcome: Trained Lean Leaders and custom Green Belt certification program
2	Design of Green Belt Certification Program	
3	Development of the Certification program	
4	Wrap-up	
<i>Cost (expenses, at cost, are in addition)</i>		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	Time line: delivered over a four month period (Phases I & II)
	Training - Introduction to Lean	
	High level current state process map	
	High level pain point identification	
	Effort-Impact chart	Outcome: Trained Lean Leaders, custom Green Belt certification program & experienced Kaizen facilitators
2	Design of Green Belt Certification Program	
3	Development of the Certification Program	
4	Kaizen events	
<i>Cost (expenses, at cost, are in addition)</i>		<i>46,000</i>

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

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 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.
- 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