

**Carson City
Agenda Report**

Date Submitted: July 24, 2015

Agenda Date Requested: August 6, 2015

Time Requested: 20 Minutes

To: Mayor and Supervisors

From: Michael Salogga, Business Development Manager

Subject Title: Presentation Only: Presentation and discussion regarding the progress of the Lean Management Training program. (*Michael Salogga – msalogga@carson.org*)

Staff Summary: The Board funded the Lean Management training program in January, 2015. Staff from Moss Adams provided training to representatives from each department and facilitated four (4) Kaizen events and one (1) 5S workplace organization event. Michael Salogga will provide a presentation and update on the activity of the program, a summary of the results and a list of next steps.

Type of Action Requested: (check one)

() Resolution

() Ordinance

() Formal Action/Motion

(X) Other (Specify)

Does This Action Require A Business Impact Statement: () Yes (X) No

Recommended Board Action: No action, discussion only.

Explanation for Recommended Board Action: N/A.

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

Fiscal Impact: N/A

Explanation of Impact: N/A

Funding Source: N/A

Alternatives: Accept, modify or deny.

Supporting Material: Copy of Prezi presentation, copies of Kaizen charters, copies of Kaizen A3, an example of a roadmap/task list

Prepared By: Michael Salogga, Business Development Manager

Reviewed By:

[Signature]
(City Manager)

Date: 7/28/15

[Signature]
(District Attorney)

Date: 7/28/15

[Signature]
(Finance Director)

Date: 7/28/15

Board Action Taken:

Motion: _____

1) _____

Aye/Nay

2) _____

(Vote Recorded By)

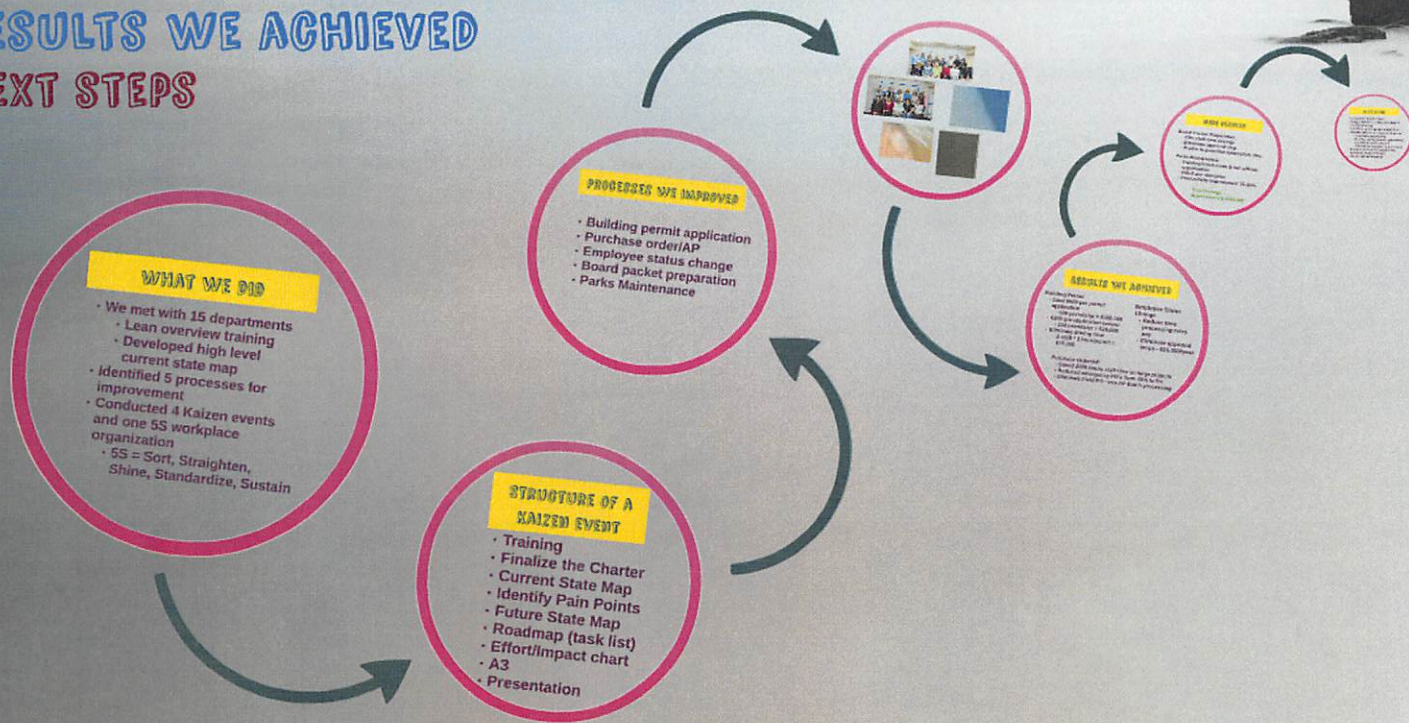
Lean and Carson City

WHAT WE DID

PROCESSES WE IMPROVED

RESULTS WE ACHIEVED

NEXT STEPS



WHAT WE DID

- We met with 15 departments
 - Lean overview training
 - Developed high level current state map
- Identified 5 processes for improvement
- Conducted 4 Kaizen events and one 5S workplace organization
 - 5S = Sort, Straighten, Shine, Standardize, Sustain

STRUCTURE OF A KAIZEN EVENT

- Training
- Finalize the Charter
- Current State Map
- Identify Pain Points
- Future State Map
- Roadmap (task list)
- Effort/Impact chart
- A3
- Presentation

PROCESSES WE IMPROVED

- Building permit application
- Purchase order/AP
- Employee status change
- Board packet preparation
- Parks Maintenance













RESULTS WE ACHIEVED

Building Permit

- Save \$600 per permit application
 - 500 permits/yr = \$300,000
- \$100 pre-application review
 - 250 permits/yr = \$25,000
- Eliminate driving time
 - 3 staff * 1 hour/permit = \$75,000

Employee Status Change

- Reduce time processing retro pay
- Eliminate approval steps - \$15,000/year

Purchase Order/AP

- Saved 2000 hours staff time on large projects
- Reduced emergency PO's from 40% to 5%
- Eliminate Field PO - use AP Batch processing

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- Eliminate Field PO - use AP Batch processing

Employee Status Change

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- Eliminate approval steps - \$15,000/year

MORE RESULTS

Board Packet Preparation

- 10% staff time savings
- Eliminate approval step
- Prelim to potential automation step

Parks Maintenance

- Training/lunch room & two offices organization
- Filled one dumpster
- Productivity improvement 15-20%

Total Savings
Approximately \$500,000

NEXT STEPS

- Complete 5S with Parks
- Bring DA/Clerk's office into Board Packet process
- Continue to follow up on task lists
- Identify other processes to improve
 - Contracts processing
 - Boards, commissions, committees recruiting and back-end
 - Alternative sentencing processes
- Incorporate Lean principles into systems implementation
- Green belt certification

Kaizen Charter - Building Permit

Facility: BRIC Conference Room A		Dates: March 24-26, 2015		Area: Community Development	
Scope:		Problem Statement:			
<p>Is: The process surrounding the analysis and approval of Building Permits.</p> <p>Is Not: about involvement with boards or commissions</p> <p>Start: When the Permit Center receives an application.</p> <p>End: When the Building Permit is issued.</p>		<p>The current process requires physical travel by permit approvers, property owners have a sense that the process takes too long and the City is solely responsible for project delays. While permits are processed within NRS requirements, faster processing would show that Carson City is "business friendly". The cost to generate a permit is too high.</p>			
Objective: To streamline the process surrounding building permits and increase communication with property owners. We will shrink the average length of time to approve a building permit by two days by the end of 2015.					
Area Manager: Lee Plemel					
Key Stakeholders: Community Development, Public Works, Fire, HHS, contractors, property owners					
Expected Results:					
<p>Creation of fillable PDF form for the Building Permit Application</p> <p>Reduce total time taken to process by 25% by the end of 2015;</p> <p>Reduce the number of hard-copy design documents on submission by 25%.</p> <p>Reduce the number of requested documents by 50% from the first review.</p> <p>Allow update and approval in real time including automated signatures after all departments informed.</p> <p>Eliminate time spent driving by department approvers.</p> <p>Decrease response time on difficiencies when communicating to property owners by 25%.</p>					
Kaizen Team Leader(s): Michael Salogga, Lee Plemel					
Team Members					
1	Shawn Keating, Comm. Development	7	Rory Hogen, PW		
2	Lena Resek, Comm. Development	8	Mark Irwin, PW		
3	Susan Pansky, Comm. Development	9	Dustin Boothe, HHS		
4	Kathe Green, Comm. Development	10	_____		
5	Dave Ruben, Fire	11	_____		
6	Daniel Rotter, PW	12	_____		
Pre-Event Information / Data Gathering					
Information on how forms should be completed. Have a filled out form to show how you use the form.					
What is done with the form when it comes back to your department. How many forms are used per year?					
Be ready with potential solutions. This will be discussed during the future state mapping.					

A3 Report

Name of the event: Building Permit application process
 Date: March 24-26, 2015 Location of event: BRIC Area impacted: Building Department Start Pt. When permit application rec'd End Pt. Permit issued
 Team Lead: Lee Plemel Team Members: Shawn Keathing, Lena Resek, Danny Rotter, Rory Hogan, Dave Ruben, Mark Irwin, Dustin Boothe, Susan Pansky, Kathe Green

Problem statement: The current process requires physical travel by permit approvers, property owners have a sense that the process takes too long and the City is solely responsible for project delays. While permits are processed within NRS requirements, faster processing would show that Carson City is "business friendly". The staff effort to generate a permit is too high.

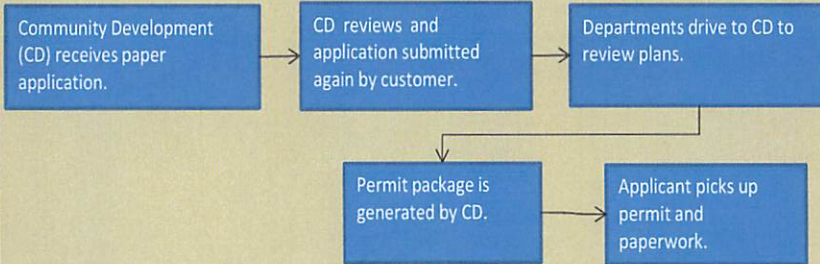
Objective: To streamline the process surrounding building permits and increase communication with property owners. We will shrink the average length of time to approve a building permit by two days for residential and three days for commercial by the end of 2015.

Goals:
 Creation of fillable PDF form for the Building Permit Application
 Reduce total time taken to process by 2 days by the end of 2015;
 Reduce the number of hard-copy design documents on submission by 25%.
 Reduce the number of requested documents by 50% from the first review.
 Allow update and approval in real time including automated signatures
 Eliminate time spent driving by department approvers.

Scope-Is When the Permit Center receives an application.

Scope-Is Not When the Building Permit is issued.

Current Conditions (Data)

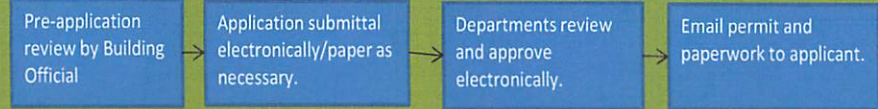


Since this process is primarily manual there is waste along every step. The customer is required to make up to 6 copies of plans at \$100/copy, then drive the plans to the Permit Center. If the application has errors, the customer has to make corrections manually and resubmit, repeating the process. There are times when the customer has to resubmit the entire package. Once an acceptable application is received, representatives from three departments need to physically drive to the Permit Center to review plans. Upon approval, the permit package is generated manually requiring the customer to make a trip to the Permit Center to pick up the permit.

Sources of Waste

- 1) paper & supplies
- 2) fuel/vehicle wear/maintenance - staff driving back & forth
- 3) manpower - courier time, locating docs, scanning docs, printing docs (in multiple form), re-reviews, useable floor space
- 4) customer time - multiple trips, status on permits, driving time, fuel, manpower
- 5) under utilizing of manpower - lack of training (HTE)
- 6) city's time - all departments involved

Summary of Future State



Framework for the Future State

- Receiving plans and applications electronically
- Getting away from handwritten forms
- Creating basic instructions for submitting permits
- Simplify instructions/handouts
- Drop-down lists (application/instructions)
- Create an FAQ section
- Department requirements for front desk/customer
- Ability to see status of plans online
- Common drive for all departments to access
- Mechanism for electronic signatures

Other Benefits

- No more bins
- Less paper
- Less labor intensive
- If pay online less handling
- No travel for customers
- Automated process
- No tags & folders
- Less trash
- Less deficiencies
- Better communication
- Customer satisfaction
- Less stamp costs
- Less time spent scanning
- Less storage space
- Easier to read/less confusion
- Customer can submit on their time.

Customer interview detail

- Liked the convenience of electronic submitting
- Happy to pay extra for 1-on-1 prescreen
- Would do more jobs in Carson City
- Save \$ with less printing
- Would have paid more \$ to scan
- Happy to get plans & permits via email
- City of Truckee is already electronic/good website

What we did

- Current state map
- Future state map
- Interviewed customer (with donuts)

What we created in the future state

- 1) pre-application process
- 2) electronic submission
- 3) web-based access
- 4) screening applications/early deficiency ident.
- 5) electronic docs
- 6) easy access to information
- 7) more customer friendly
- 8) improved usability of HTE
- 9) additional revenue (pre-review)
- 10) savings to customer
- 11) 24x7 service

Other Documentation: An effort/impact chart will be provided.

Roadmap for improvement (with dates)

- | | |
|---|----------------|
| 1) New fillable PDF applications available | 4/30/2015 |
| 2) Website has revised handouts & more efficient/easy to understand | 5/29/2015 |
| 3) HTE fixes | 5/29/2015 |
| 4) Digital permit acceptance solution implemented | 6/30/2015 |
| 5) Internal review testing | 7/15/2015 |
| 6) Pilot run with customers | 8/1/2015 |
| 7) Process revisions | 8/30/2015 |
| 8) Parallel processes (electronic/paper) | 9/1/15-12/1/15 |
| 9) Final process goes live | 12/1/2015 |

Expected Results	CS	FS
1) Fillable PDF	No	Yes
2) Reduce time by 2 days	7-15 days	Yes
3) Reduce hard copy by 25%	2-6 sets	by 100%
4) Reduce req'd docs by 50%	2-6 sets	by 100%
5) Real time update w/signatures	No	TBD
6) Eliminate driving by departments	all to BRIC	by 100%
7)		
8)		
9)		

Follow-up: Michael to follow up with Lee and the board in the summer.

Kaizen Charter - Finance

Facility: BRIC Conference Room A	Dates: April 13 - 16, 2015	Area: Accounts Payable
Scope: Is: The process surrounding the analysis and approval of Accounts Payable and P-Cards Is Not: Purchasing a new system or involvement with the boards or commissions Start: Decision to purchase or use service is made End: Payment is sent		Problem Statement: The current accounts payable process has too many options for the users making it complicated which causes delays and errors. Buyers are not following policy of obtaining a purchase order prior to physical purchase which creates overbudget situations and potential liability to the City.
Objective: To streamline the purchase order process making it easier to use with fewer errors and ensure that the policy developed will be adhered to.		

Area Manager: Sheri Russell	
Key Stakeholders: Purchasing, Finance, AP Clerks Citywide, Department heads, Vendors,	
Expected Results:	<ul style="list-style-type: none"> - Reduce purchasing options by 20%, reduced frustration and time entering Payables; - 5% current error rate in PO processing, reduced to 1% upon Finance Receipt; - Reduce finance's processing time of projects over \$1M by 50% using BPO's instead of PO's - BPO's or PO's obtained prior to spending money, only 5%, should be "emergency", currently around 40% are obtained after the money is spent. - Create and adopt a Purchasing Policy with consequences for not adhering to the Policy, and obtaining buy in from all departments;

Kaizen Team Leader(s): Michael Salogga, Sheri Russell

Team Members			
1	Kim Belt, Purchasing Manager	7	Kathie Heath, Asst to Sheriff
2	Debbie Deval, Accounting Manager	8	Dan Nevin, Fire Dept Business Manager
3	Jamie Stevenson, Accounting Tech 2	9	Daria Wirth, Parks Dept Business Manager
4	Karen Leet, PW Dept Business Manager	10	Carin Fischer, Court Fiscal Services Manager
5	Karen White, PW Mgmt Asst 3	11	Gina Lee, IT Business Systems Analyst
6	Eva Chwalisz, Comm Dev Mgmt Asst 6	12	Ana Jimenez, Health Dept Business Manager

Pre-Event Information / Data Gathering
Please bring with you problems or frustrations you've encountered while processing AP or P-Cards as well as potential solutions to the problem. Specific examples are best.
Bring a list of the purchase order options. Bring a list of types of errors in PO processing.
What is the time to enter payables in the current state?

A3 Report

Date: April 13-16, 2015 Name of the event: Purchase Order/Accounts Payable process Location of event: BRIC Area impacted: Finance/Other Depts. Start Pt. Decision to purchase or use service is made End. Pt. Payment is sent

Team Lead: Sheri Russell Team Members: Kim Belt, Debbie Duvall, Jamie Stevenson, Karen Leet, Karen White, Eva Chwalisz, Kathie Heath, Dan Nevin, Gina Lee, Ana Jimenez

Problem statement: The current accounts payable process has many options for the users making it complicated which causes delays and errors. Buyers are not following policy of obtaining a purchase order prior to physical purchase which creates overbudget situations and potential liability to the City.

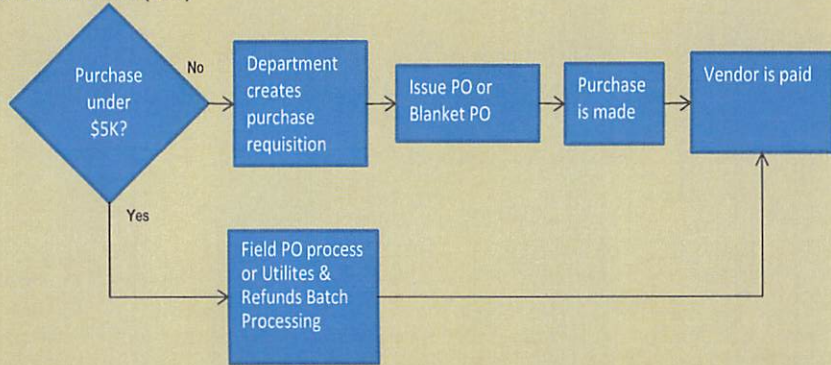
Objective: To streamline the purchase order process making it easier to use with fewer errors and ensure that the policy developed will be adhered to.

- Goals:**
- Reduce purchasing options by 20%, reduced frustration and time entering Payables.
 - 5% current error rate in PO processing, reduced to 1% upon Finance Receipt.
 - Reduce finance's and department's processing time of projects over \$200K by 50% using Blanket PO's instead of PO's.
 - Blanket Purchase Orders (BPO) or PO's obtained prior to spending money; only 5%, should be "emergency", currently around 40% are obtained after the money is spent.
 - Create and adopt a Purchasing Policy with consequences for not adhering to the Policy, and obtaining buy in from all departments.

Scope-Is The process surrounding the analysis and approval of Accounts Payable and P-Cards

Scope-Is Not Purchasing a new system or involvement with the boards or commissions

Current Conditions (Data)

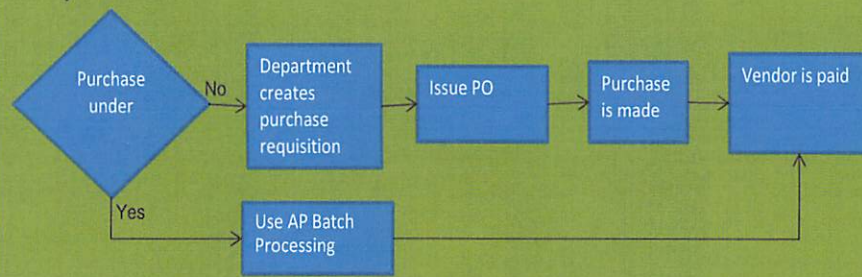


The current process creates confusion and miscommunication between the departments and Finance, particularly in the Field Purchase Order (FPO) process and the manual approval process. While HTE does provide the technology support for multiple options, the FPO and Blanket PO process creates excessive processing, including approvals, for relatively small amounts. Lack of standards in invoice numbering and vendor names contribute to the overall confusion. Complicating this process is the lack of an approved purchasing policy that does not allow for consequences for not adhering to the policy. It was determined that with a pending upgrade to HTE's p-card processing that we would postpone completing a future state map for p-cards until more is known before implementation.

Sources of Waste

- 1) Approval time
- 2) Excessive copies (resources spent)
- 3) Personnel time - back & forth moving paper
- 4) Management time - finding signatures
- 5) Time used to determine how an item is paid
- 6) Time wasted overriding budgets

Summary of Future State



Framework for the Future State

- | | |
|---|--|
| Eliminate Field Purchase Order process | Standards needed for invoice number |
| Consolidate PO and Blanket PO process | Augment budgets for grants more than 2x/year |
| Consequences needed for not following procedure | Frequently Made Mistake list (for training) |
| Enforcement of consequences at the dept. level | Training on the new process |
| Paperless workflow with permissions | Training on budgeting |
| Eliminate errors in data entry (acct#, inv.#, etc.) | |
| Standardizing vendor list | |
| Eliminate copying PO's during invoice process | |
| Standardized check list for travel expenses | |

Other Benefits

- Q-Rep Reporting
- Inter-department cross training
- Time savings at every level
- Less waste - time, supplies, courier, unnecessary phone/email
- Better morale!
- Having clear directions/training
- Budget augmentations for grants

What we did

- PO/AP/P-card current state map
- PO/AP future state map
- Donuts on the last day

What we created in the future state

- 1) paperless process
- 2) fewer options (no BPO & FPO)
- 3) eight purchasing options down to four
- 4) fewer errors
- 5) saving time on acquiring approvals
- 6) developed standards (travel, invoicing, vendor #)
- 7) creating a clear purchasing policy
- 8) providing more useful training (tips & tricks/details)
- 9) saved time with less process with same outcome

Other Documentation: An effort/impact chart will be provided.

Roadmap for improvement (with dates)

- | | |
|--|-----------|
| 1) Standards: Invoice & Vendors | 6/1/2015 |
| 2) Training program | 5/15/2015 |
| 3) Pilot Departments (to be completed) | 5/15/2015 |
| 4) Travel checklist | 6/15/2015 |
| 5) Purchase policy written | 6/15/2015 |
| 6) Employees trained | 6/30/2015 |
| 7) Implementation (paper & paperless) | 7/1/2015 |
| 8) Paperless processing (paperless only) | 12/1/2015 |
| 9) Vendor list consolidation and standardization | 4/15/2016 |

Expected Results	CS	FS
1) Reduce purchase options by 20%	No (8)	Yes (4)
2) Reduce error rate to 1%	No (5%est)	Yes (1%)
3) Reduce process time of large project's	No	2K hrs saved
4) Reduce emergency PO's to 5%	No	Yes
5) Purchasing policy w/consequence	No	Yes
6) Go paperless	No	Yes

Follow-up: Michael to follow up with Sheri bi-monthly and the board in the summer. P-card processing future state to be performed before HTE solution is implemented.

Kaizen Charter

Facility: BRIC Conference Room A		Dates: April 27-29, 2015		Area: Human Resources	
Scope:		Problem Statement:			
<p>Is: The process surrounding the Employee Status Change Form in documenting the annual review/salary change, benefits updates, employee transfers & distribution changes.</p> <p>Is Not: about the manual personnel files</p> <p>Start: When a department creates the form</p> <p>End: When the form is put in the personnel file.</p>		<p>The current process allows for potential errors due to the form being filled out improperly, the length of time it takes to process through to approval and there is no backup for the HR director when validating the form.</p>			
Objective:		To streamline the process surrounding changes to employee's status's by eliminating steps and making the process paperless by the end of the 2015.			
Area Manager: Melanie Bruketta					
Key Stakeholders: Human Resources, all department heads, authorized approvers					
Expected Results:		<p>Elimination of approval steps by 50%; automation of the physical form;</p> <p>Reduce total time taken to process by 25% by the end of 2015;</p> <p>Allow update and approval in real time including automated signatures</p> <p>Eliminate time spent delivering inter-office mail.</p>			
Kaizen Team Leader(s): Michael Salogga, Melanie Bruketta					
Team Members					
1	Jacque Cassinelli - Payroll	7	Eric VonSchimmelmann- IT		
2	Carin Fischer – Courts	8	Nick Providenti- Finance		
3	Kathie Heath – CCSO - confirmed	9	Lora Schueller- HR - confirmed		
4	Karen Leet – PW - confirmed	10	Dan Nevin- Fire		
5	Ana Jimenez – H&HS	11	Janet Busse - City Manager's Office		
6	Daria Petrenko - P&R	12	Barbara Peach - HR - confirmed		
		13 & 14	Lee Plemel and Eva Chwalisz - Comm. Dev.		
Pre-Event Information / Data Gathering					
Information on how the form is used should be brought by each participant. Have a filled out form to show how you use the form.					
What is done with the form when it comes back to your department. How many forms are used per year?					
Be ready with potential solutions. This will be discussed during the future state mapping.					
What are the types of potential errors mentioned in the problem statement and the frequency of those errors?					

A3 Report

Date: April 27-29, 2015
 Name of the event: Employee Status Change Form (Performance Review changes/impact)
 Location of event: BRIC
 Area impacted: HR/Other Depts.
 Start Pt. When a department creates the status change form.
 End Pt. When the form is put in the personnel file.
 Team Lead: Melanie Bruketta
 Team Members: Jacque Cassinelli, Kathie Heath, Karen Leet, Angela Barroso, Ana Jimenez, Eric VonSchimmelmann, Lora Schueller, Barbara Peach, and Eva Chwalisz

Problem statement: The current process allows for potential errors due to the form being filled out improperly, the length of time it takes to process through to approval and there is no backup for the HR director when validating the form.

Objective: To streamline the process surrounding changes to employee's status's by eliminating steps and making the process paperless by the end of the 2015.

Goals:
 Elimination of approval steps by 50%; automation of the physical form;
 Reduce total time taken to process by 25% by the end of 2015;
 Allow update and approval in real time including automated signatures
 Eliminate time spent delivering inter-office mail.

Scope-Is The process surrounding the Employee Status Change Form in documenting the annual review/salary change, benefits updates, employee transfers & distribution changes and other miscellaneous changes.

S - Is Not About the manual personnel files

Current Conditions (Data)



The current process surrounding the Employee Status Change Form (SCF), including the New Hire/Rehire Form (NHF), requires unnecessary approvals and creates waste moving paper and backup materials. Additionally, when performance appraisals are late, this creates a 10x increase in staff time to process the form including the retro pay and PERS reporting.

Sources of Waste

- 1) Time spent on approvals
- 2) Excessive time moving paper (courier)
- 3) Multiple phone calls and emails
- 4) Frustration for staff
- 5) Late performance evaluations creates excessive retro pay processing
 - no retro pay for supervisors if evals are late?

What we did

- Status Change current state map
- New hire/rehire current state map
- Personnel Action form future state map
- Created Personnel Action Form
- Interviewed City Manager/Finance Director

What we created in the future state

- 1) updated polices & procedures (standardized)
- 2) streamlined the process
- 3) training scheduled
- 4) less transporting of documents
- 5) elimination of unnecessary approvals
- 6) evaluations completed in a timely manner
- 7) improved morale/less frustrations
- 8) fewer errors on form

Other Documentation: An Effort/Impact chart will be provided.

Summary of Future State



A framework for a new form was created. A Personnel Action Form (PAF) to take the place of the Status Change Form and the New Hire/Rehire Form. Changes incorporated into the new form include: a drop-down menu for Department, Position Title, Guide for Name (last, first, etc.), drop down for Authorized Department/Division, calendar pop-up for Hire Date, codes under From Insurance Coverage updated, check box Does Requisition Match Change Order Status?, split form into Department and HR, check box for IFC Approval/Date, remove FD/CM approvals, include Work Schedule, include Name of Person Being Replaced, add check box "Self Eval Attached" and "Backup Attached" and "HR Complete", add "Type of Change" for approval, email to Barbara & cchr@carson.org when new hire, data validation field added for rates.

Framework for the Future State

- Use one form
- Send backup electronically
- No "Nick" approvals
- Centralized form access - electronically
- Developing SOP's and training with timeline
- Less paper
- Less double checking.
- Sheriff's Office spreadsheet get implemented by other departments

Other Benefits

- Time saved
- Updated policies
- Increased accuracy
- Enhanced/improved Personnel Action Form
- Better communication during process
- Better training for users
- Better use of available technology

Roadmap for improvement (with dates)

- 1) Revised form (SCF + New Hire/Rehire = Personnel Action Form (PAF)) 7/1/2015
- 2) Training on the new PAF form 9/1/2015
- 3) Clarifying HTE abilities 6/1/2015
- 4) Revised/updated policies/procedures in HR 5/15/2015
- 5) Getting city manager buy-in on evaluation process 6/1/2015

Results	CS	FS
1) Elimination of approval steps	No	Yes
2) Reduce time by 25% by YE '15	0%	5-10%
3) Update/approval in real time	No	No
4) Eliminate time delivering mail	No	Yes
5)		
6)		
7)		
8)		
9)		

Follow-up: Michael to follow up with Melanie bi-monthly and the board in the summer.

Kaizen Charter - City Manager's Office

Facility: BRIC Conference Room A	Dates: May 18, 19, 22, 2015	Area: City Manager's Office
Scope: Is: the process surrounding the preparation of board meeting agendas, packets and follow-up after the meeting. Is Not: about required approvals or legal requirements. Start: an agenda item is required for a city board End: when an agenda item is acted upon and action is executed by the board.	Problem Statement: The current process allows for multiple formats and forms for submitting board action forms, delays in agenda items from purchasing, late material being submitted, incomplete backup materials and travel for physical posting.	
Objective: To streamline the process surrounding the creation of board agendas and making the process 90% paperless by the end of the 2015.		

Area Manager: Janet Busse

Key Stakeholders: all department heads, authorized approvers, members of boards, public-at-large

Expected Results:	Reduce time spent producing board packets by 50% by the end of 2015. Increase transparency to the community by increasing access to information. Allow update and approval of agenda items (including backup material) in real time including automated signatures. Adoption of consistent agenda format across all boards and commissions.
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Kaizen Team Leader(s): Michael Salogga, Janet Busse

Team Members			
1	Nick Marano - City Manager	7	Darren Schulz/David Bruketta - PW
2	Nick Providenti - Finance	8	Roger Mollendorf/Kaja Anderson - Parks & Rec
3	Adriana Fralick - DA's office (not attending)	9	Rachael Porcarri - CM office
4	Janice Keillor - Community Development	10	Kathy King - Clerk's office
5	Kim Belt - Finance/Purchasing	11	_____
6	Nicki Aaker - Health	12	_____

Pre-Event Information / Data Gathering

Be ready with potential solutions. This will be discussed during the future state mapping.
What are the types of potential errors mentioned in the problem statement and the frequency of those errors?

A3 Report

Date: May 18, 19, 22, 2015 Name of the event: Board Packet Preparation Start Pt. When an agenda item is required for a city board, commission or committee. Location of event: BRIC Area impacted: All Depts. End Pt. When an agenda item is acted upon and action is executed by the board.
 Team Lead: Janet Busse Team Members: Janice Keillor, Nicki Aaker, Darren Schulz, David Bruketta, Rachael Porcari, Kathy King, Nick Marano, Nick Providenti, Adriana Fralick

Problem statement: The current process allows for multiple formats and forms for submitting board action forms, delays in agenda items from purchasing, late material being submitted, incomplete backup materials and travel for physical posting.
Objective: To streamline the process surrounding the creation of board agendas and making the process 90% paperless by the end of the 2015.

- Goals:**
- Reduce time spent producing board packets by 50% by the end of 2015.
 - Increase transparency to the community by increasing access to information.
 - Allow update and approval of agenda items (including backup material) in real time including automated signatures.
 - Adoption of consistent agenda format across all boards and commissions.

Scope-Is the process surrounding the preparation of board meeting agendas, packets and follow-up after the meeting.
S - Is Not about required approvals or legal requirements.

Current Conditions (Data)



The current process surrounding the Board Action Form (BAF), is paper driven, allows for late material and different formats, requires unnecessary approvals and creates waste moving paper and backup materials. With a posting requirement before a meeting driving the process in order to comply with Open Meeting Laws, much work is done by staff from the day after the previous meeting to have everything ready in plenty of time to comply with that requirement as well as give the board member sufficient time to review each item on the agenda. At the end of the process, 45 paper copies are distributed to a variety of people and posted in required locations.

Sources of Waste

- 1) Agenda signing
- 2) Paper copies
- 3) Transportation/courier time
- 4) Non-standard forms
- 5) Excessive emails
- 6) Time searching for documents
- 7) Backup materials not always sent
- 8) Mistakes requiring correction after request submitted
- 9) No process for late material
- 10) Lack of prioritization of agenda items

What we did

- Board Packet Preparation current state map
- Board Packet Preparation future state map
- Interviewed City Manager
- Identified updates to Board Request Form (formerly Board Action Form)

Summary of Future State



A framework for a new form was created. A Board Request Form (BRF) to take the place of the Board Action Form. Change incorporated into the new form include: type of action requested (more room for () Other Specify _____; explanation of recommended board action: (if necessary) - not required (reword: additional explanation) - move to after funding source; strategic/department goal item supports; instructions for distribution of originals (at the end); revision date of the form; signatures required or IRC acknowledgement; priority. The nature of the agenda signing meeting will change to a strategy meeting related to the scheduling of the items and their importance and timing on the agenda.

Framework for the Future State

- Use one form
- Send backup electronically
- No city manager/finance director/DA signatures
- Centralized form access - electronically
- Developing procedure manual and training
- Less paper
- Less double checking.

Other Benefits

- Faster process
- Better communication
- More accurate documents
- Less frustration
- Quicker reporting of board results
- More consistency between boards
- Less meeting catastrophes

Results	CS	FS
1) Reduce time spent by 50%	No	10%
2) Increase transparency	Yes	Yes
3) Allow update in real time	No	Yes
4) Consistent agenda format	No	Yes
5)		
6)		
7)		
8)		
9)		

What we created in the future state

- 1) standardized form
- 2) central location for agenda docs, completed docs, forms, manual
- 3) elimination of agenda signing
- 4) easy to use procedure manual
- 5) more automated system
- 6) standard presentation templates (internal/external)
- 7) one point of contact in department

Roadmap for improvement (with dates)

- 1) Standardize Board Request Form 7/15/2015
- 2) Create shared location for board packet 7/15/2015
- 3) Meet with representatives from district attorney's office and clerk/recorder 7/15/2015
- 4) Update procedure manual 8/1/2015
- 5) Develop and conduct training 8/1/2015
- 6) Review of automated solutions 8/1/2015

Other Documentation: An Effort/Impact chart will be provided.

Follow-up: Michael to follow up with Janet bi-monthly and the board in the summer.

no.	Item	Who	Effort	Impact	Date Complete
91	Investigate using HTE to change the module	Danny	High	Low	29-May
92	Done by #91	Danny	High	Low	5/29/2015
1	Reduce the number of application forms	Danny	Low	High	4/13/2015
1	Look into the efficiency of application forms	Danny	Low	High	4/13/2015
1	Create fillable PDF's	Danny	Low	High	4/13/2015
20	Follow up with John in IT	Danny	Low	High	4/3/2015
22	Develop nomenclature for files	Danny	Low	High	5/29/2015
28	Add owner authorization block to all applications	Danny	Low	High	4/13/2015
33	Add deferred submittals to application	Danny	Low	Low	4/13/2015
45	Determine a notification process with automated solution.	Danny	Low	High	5/29/2015
73	Investigate transfer of data from HTE into Firehouse	Dave	High	High	4/29/2015
74	Investigate transfer of data from HTE into Firehouse	Dave	High	High	4/29/2015
32	Develop SOP and training for other agency only plans	Dave	Low	High	4/29/2015
11	Develop process for pre-application meeting	Lee	Low	High	6/30/2015
41	Front counter needs to have scanner that does 11x17	Lee	Low	Low	5/29/2015
85	Research taking credit card info over the phone with Treasurer's office	Lee	Low	High	4/3/2015
37	Web payments implementation	Lena	Low	High	4/3/2015
39	Firming up nomenclature for folders	Lena	Low	High	5/29/2015
68	Conduct a meeting to figure out HTE reporting requirements	Lena	Low	Low	5/29/2015
68	Document the process to generate HTE reports	Lena	Low	Low	5/29/2015
76	Investigate if HTE can send automated emails	Lena	Low	High	5/29/2015
81	Investigate if HTE can create a fee sheet	Lena	Low	Low	5/29/2015
82	Develop DMS template for CofO's and building permits	Lena	Low	High	5/29/2015
86	Research how to print building permits to PDF	Lena	Low	High	5/29/2015
25	Create OTC project handout	Mark	Low	Low	4/15/2015
35	Top ten FAQ's from each department	Mark	Low	Low	4/15/2015
35	Review of deficiency letters	Michael	Low	Low	4/15/2015
50	Finalize the number and price and monitors of each.	Michael	Low	Low	4/15/2015
3	Creation of FAQ's	Shawn	High	High	4/15/2015
3	Making the website more efficient	Shawn	High	High	5/29/2015
3	Making handouts more efficient	Shawn	High	High	4/15/2015
30	Verify the legality of electronic stamps	Shawn	Low	High	4/30/2015
30	Define the electronic stamp process	Shawn	Low	High	5/29/2015
34	Determine minimal requirements for application completeness	Shawn	Low	High	5/1/2015
58	Ensure deficiency notice template is put in FTP folder	Shawn	Low	Low	5/29/2015
88	Research legality to determine who is authorized to sign	Shawn	Low	High	4/1/2015
93	Create a notification letter to contractor for owner's benefit	Shawn	Low	Low	4/15/2015
51	Ensure training occurs on HTE software	Sheri	High	High	5/29/2015
15	Make videos		High	Low	
62	Budget/resource related issue out of control of process		High	Low	
2	Done				
4	Partially solved by future state				
5	Done see #3				
6	Done see #3				
7	Done				
8	Done see #3				
9	Done see #3				
10	Done see #3				
12	Done with pre-application meeting				
13	Done see #1				
14	Done see #3				
16	Done				
17	Done by #1				
18	Done by #1				
19	Done by #1				
21	Done by pre-application and #1				
23	Done by future state				
24	Done see #3				
26	Done with future state				
27	Done with future state				

29 Done by #20
31 Done with #30
36 Ignore
38 Done with future state
40 Done by future state
42 Done by future state
43 Done by #22
44 Done by #22
46 Done by #45
47 Done by future state
48 Done by future state
49 Done by future state
52 Done by #51
53 Done by future state
54 Done by future state
55 Done by future state
56 Done by future state
57 Done by #45
59 Ignore
60 Done by #51
61 Done with pre-application meeting
63 Done by #51
64 Done by #51
65 Done by #51
66 Done by #51
67 Done by #51
69 Done by future state
70 Done by future state
71 Done by #62
72 Done by #1
75 Done with future state
77 Done by #76
78 Done by future state
79 Done by #51
80 Done by #76
83 Done by #82
84 Done by future state
87 Done by #85
89 Done by #88
90 Done in HTE software
94 Done with future state
95 Done with future state
96 Done with future state
97 Ignore
98 Done with future state
99 Done with future state
100 Ignore
101 Done with future state
102 Ignore
103 Done with combined comments letter
104 Done with future state
105 Done with #76
106 Done with future state