

**City of Fayetteville Staff Review Form**

**2018-0162**

**Legistar File ID**

**3/20/2018**

**City Council Meeting Date - Agenda Item Only**  
N/A for Non-Agenda Item

Garner Stoll

3/7/2018

DEVELOPMENT SERVICES (620)

**Submitted By**

**Submitted Date**

**Division / Department**

**Action Recommendation:**

Express the City's intent to complete a Continuous Process Improvement training program that examines the Development Review Process, to approve funding for the program, and to approve a budget adjustment.

**Budget Impact:**

1010.090.6600-5315.00	General
Account Number	Fund
18026	Continuous Process Improvement Training Program
Project Number	Project Title
<b>Budgeted Item?</b> <u>No</u>	Current Budget \$ -
	Funds Obligated \$ -
	Current Balance <span style="border: 1px solid black; padding: 2px;">\$ -</span>
<b>Does item have a cost?</b> <u>Yes</u>	Item Cost \$ 40,000.00
<b>Budget Adjustment Attached?</b> <u>Yes</u>	Budget Adjustment \$ 40,000.00
	Remaining Budget <span style="border: 1px solid black; padding: 2px;">\$ -</span>

V20180209

Previous Ordinance or Resolution # \_\_\_\_\_

Original Contract Number: \_\_\_\_\_

Approval Date: \_\_\_\_\_

Comments:



**MEETING OF MARCH 20, 2018**

**TO:** Mayor and City Council

**THRU:** Don Marr, Chief of Staff  
Garner Stoll, Development Services Director

**FROM:** Becca Bertram, Development Services Administrator

**DATE:** March 7, 2018

**SUBJECT:** Express the City's intent to complete a Continuous Process Improvement training program that examines various development review processes and to approve funding for the program through a budget adjustment.

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This item is being added by the Mayor, not the City staff because of his desire to start the Continuous Process Improvement training program early enough to complete it in 2018.

**RECOMMENDATION:**

Approval of the City's expression of intent to complete a Continuous Process Improvement training program that examines Fayetteville's development review processes and approve funding through a budget adjustment.

**BACKGROUND:**

The City of Fayetteville's Development Services Department is seeking to deepen the understanding and application of the process improvement mindset. Improving the Development Review Process is a focus of the City of Fayetteville to offer a more efficient path and defined set of steps for customers engaging in these processes. This training solution will provide employees with the skills and strategies necessary to find appropriate solutions to systemic problems, resulting in a sustained lean environment and continuous improvement.

**DISCUSSION:**

Continuous Improvement is the way to bridge gaps in both technical and people skills. This program will teach staff how to analyze process flow, eliminate waste, and increase quality and customer service for all Development Review processes including development entitlement, permitting, and zoning. The goals of completing this training program include reducing inefficiencies, identifying and resolving communication gaps, creating a clear and concise path for our customers, and instilling the mindset of continuous improvement for everyone involved. This program will provide tangible ongoing benefits to employees, customers, and residents of the City of Fayetteville.

**BUDGET/STAFF IMPACT:**

Staff anticipates that the cost of the program would not exceed \$40,000. Approval of requested scholarship funding may reduce this amount. The funding source would need to be general fund reserves as this was not a budgeted project for 2018 and no funding is currently available for this project.

**Attachments:**

Continuous Process Improvements Proposal



# **Continuous Process Improvements**

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**Prepared for:**



**Becca Bertram**  
**Development Services Administrator**

**February 6, 2018**

Teresa Whitmire  
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## About NWACC Workforce Development

With the depth and breadth to serve the Northwest Arkansas and surrounding region, and through the development of strategic partnerships for companies with global footprints, NWACC Workforce Development delivers innovative training and business services that help develop your team for maximum performance. Our staff and partners bring real-world experience to your training partnership, with a focus on quality, cost-effectiveness, and convenience.

NWACC Workforce Development offers training in technical and computer skills, leadership development, teambuilding, quality and continuous improvement, customer service, communication, sales and specialized skill sets that directly meet your needs. In addition, we offer customer-based services such as needs analysis, curriculum development, facilitation, consulting, and state-of-the-art meeting facilities.

We at NWACC Workforce Development appreciate this opportunity to work with you.

Respectfully,



Teresa Whitmire  
Executive Director  
Workforce Development  
NorthWest Arkansas Community College

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## Services and Partners

To accomplish its objectives, Workforce Development has developed its staff and faculty and forged strategic partnerships to provide world-class training designed to close performance gaps and increase overall productivity and efficiency, regardless of your company's location(s).

### NWACC Corporate Learning

- Helps you target business objectives
- Identifies performance gaps
- Develops training strategies that are:
  - Applicable to your specific business environment
  - Affordable
  - Deliver a Return On Investment (ROI)
  - Held at times and locations convenient to your staff

### Strategic Partnerships

- Global Corporate College
  - Provides the training network to deliver your customized solutions anywhere in the world
  - Provides access to the largest body of tested and proven training resources
- AchieveGlobal®
- American Management Association®
- Microsoft®
- Challenge Quest®
- Extended DISC®
- Continuous Improvement Solutions LLC

## **Faculty**

Our instructor pool includes highly qualified trainers and subject matter experts with extensive industry experience. NWACC Workforce Development makes every effort to match the right instructor to deliver your business solution.

## **Objective**

The purpose of this proposal is to offer a training solution that will underscore the City of Fayetteville's commitment to develop lean processes and continuous improvement skills for the Development Services Department. NWACC through strategic partners has designed a training program that builds on the principles of Lean and Continuous Improvement. This program will provide tangible benefits to the employees, customers, and residents of the City of Fayetteville, resulting in a sustained Lean environment.

## **Proposed Training Solution**

Clearly, the ability to generate innovative solutions to workplace problems is more important than ever. Creating the energy to implement these solutions in a climate where resources are scarce and people are already overworked is a challenge for the company. The Continuous Improvement training program as outlined below will provide associates with the skills and strategies necessary to find appropriate solutions to prevent waste and increase quality for maximum benefit and return on investment to the company.

### **Training Details:**

**Location:** City of Fayetteville

**Date and Time:** TBD

**Description:** Continuous Improvement Training (CI)

**OSD Funds:** If eligible, NWACC will apply for OSD grant funding. Application of funds does not guarantee approval. The City of Fayetteville is responsible for full cost of training.

The State of Arkansas also offers a program through the Office of Skills Development (OSD), which allows companies to apply for reimbursement of certain training programs. OSD funding is contingent upon application approval by the Office of Skills Development. If approved, the company pays the full contract price to NWACC. A reimbursement check from the State of Arkansas is sent to the company, once the final training report is submitted.

NWACC handles all documentation for OSD grant approvals and reimbursement. Applications for reimbursement must be submitted three weeks prior to the start of the training program. Once NWACC receives a signed training agreement, application will be made for State reimbursement funds.

Reimbursement funds are estimated at \$100 per class hour; however, funding is based on a point system developed by the Department of Occupational Skills Development and final reimbursement is determined by the Office of Career and Technical Education. NWACC does not guarantee approval of funds.

## **Program: Continuous Improvement**

### **Overview and Current State:**

The City of Fayetteville, AR is seeking to deepen the understanding and application of the process improvement mindset throughout the organization. This is paired up with process improvement activities to deliver a workforce empowered and equipped to make high quality decisions and deliver services as if they were the customer. The leadership desires that those in the process be elevated to a level of importance to embrace and teach the "Fayetteville Way", reduce blame, and make breakthrough improvements. Continuous Improvement is the way to bridge gaps in both technical skills and people skills.

## Recommended Sessions to develop people (Starting with the leadership):

### 1) Value Stream Analysis- Targeting Vital Few CI Activities:

We will teach the organization how to determine the relevant activities through Value Stream Analysis, clearly detailing the flow of the Development Review Processes such as development entitlement, permitting, and zoning. We will teach the teams how to utilize Value Stream Mapping to clearly articulate the current review process, understand the constraints, and define the future Development Review Processes. Value Stream Mapping events take five days. The events are excellent ways to understand the constraints to better align the resources towards continuous improvement. Value Stream Analysis is the tool to set the plan forward for the next year and establish the plan to close the gap. The gaps will help define the events moving forward.

### 2) Lean Basics Facilitation/ Coaching/ Mentoring:

NWACC through their training partner, CI Solutions, will join and lead teams early in the journey to complete process improvements to gain momentum utilizing Kaizen (Plan-Do-Check-Act). These events will focus heavily on process mapping of the Development Review procedures. Targeting supervisors, team leaders, and other key stakeholders, we will lead the participants to complete process improvement activities. We will teach the basics of Process Improvement, identification and elimination of wastes, and needed basic tools. Day 1 training will focus on development of the team charters that define the problems, goals, and scope. The team will then work on the processes on Days 2, 3, and 4, presenting the results of the improvements on Day 5. The impact of each event is almost immediate as real improvements are made.

3) **Fayetteville Integrated Management System:** After establishing a core steering committee, we will assist in creating an integrated management system. We will use case studies to build the expectations of leaders and practitioners of continuous process improvement.

## Date/Time/Location:

TBD

	<i>Class Hrs.</i>	<i>Cost</i>	<i>OSD*</i>	<i>Estimated Net Cost if OSD Grant is approved*</i>
<i>1) Value Stream Analysis</i>	40	\$ 11,000	\$ 4,000	\$ 7,000
<i>2) Lean Basics Facilitation/ Coaching/ Mentoring)</i>	40	\$ 11,000	\$ 4,000	\$ 7,000
<i>3) Fayetteville Integrated Management System</i>	40	\$ 11,000	\$ 4,000	\$ 7,000

*\* Reimbursement funds are estimated at \$100 per class hour; however, funding is based on a point system developed by the Department of Occupational Skills Development and final reimbursement is determined by the Office of Career and Technical Education. NWACC does not guarantee approval of funds. City of Fayetteville is responsible for full payment to NWACC. If OSD Grant funds are approved, the Office of Skills Development will send a reimbursement check directly to the City of Fayetteville.*

## Proposal Summary

NWACC Workforce Development proposes to help the Office of Development Services at the City of Fayetteville develop a continuous improvement plan that will provide tangible benefits to the learners and the company. NWACC's program development process ensures that the content and training provided to the City of Fayetteville meets their needs, as well as the needs of the organization. Given that the ultimate goal is to develop a continuous improvement model, NWACC will work to align the needs of learners and the company.

**This training proposal is good for 30 days. Quoted price and availability of the training described herein are not guaranteed after the life of this proposal. Instructor may be changed at the discretion of NWACC.**