

**City of Carson City  
Request for Board Action**

**Date Submitted:** 07/09/14

**Agenda Date Requested:** 07/17/14

**Time Requested:** 30 minutes

**To:** Mayor and Supervisors

**From:** Nick Providenti, Finance Director

**Subject Title:** For Possible Action: Action to accept the Employee Efficiency Study Work Plan for selected departments of Carson City as prepared by Moss Adams for an amount not to exceed \$52,000 plus expenses. (Nick Providenti)

**Staff Summary:** The Board of Supervisors at their meeting held on June 5, 2014 directed Moss Adams to prepare an Employee Efficiency Study for selected departments of Carson City.

**Type of Action Requested:** (check one)

Resolution

Ordinance

Formal Action/Motion

Other (Specify)

**Does this action require a Business Impact Statement:** ( ) Yes (X) No

**Recommended Board Action:** I move to accept the Employee Efficiency Study Work Plan for selected departments of Carson City as prepared by Moss Adams for an amount not to exceed \$52,000 plus expenses.

**Explanation of Recommended Board Action:** See Staff Summary.

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

**Fiscal Impact:** Employee Efficiency Study - \$52,000 plus expenses. We have spent \$101,047 through June 30, 2014 in the Internal Auditor budget, which leaves \$8,953 of budget available in FY 2014 assuming there are no outstanding invoices for FY 2014. The remainder of the \$52,000 plus expenses would come from the FY 2015 Internal Auditor Budget.

**Explanation of Impact:** will reduce the general fund budget by \$52,000 plus expenses.

**Funding Source:** General Fund Internal Audit Budget

**Alternatives:** Do not accept the Employee Efficiency Study Work Plan.

**Supporting Material:** Carson City Employee Efficiency Study Work Plan prepared by Moss Adams.

Prepared By: Nick Providenti

Reviewed By: Nancy Paulos Date: 7/9/14  
(Department Head)

: Nicholas M. Mancuso Date: 7/9/14  
(City Manager)

: Henry M. Mancuso Date: 7/9/14  
(District Attorney)

: Nancy Paulos Date: 7/9/14  
(Finance Director)

**Board Action Taken:**

Motion: \_\_\_\_\_ 1) \_\_\_\_\_ Aye/Nay  
2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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(Vote Recorded By)

**Carson City  
Employee Efficiency Study  
Work Plan**

**I. Project Objective**

- Perform a high-level evaluation of staffing level efficiency within departments reporting to the City Manager, as well as the Clerk/Recorder, Library, Sheriff's Office, and Treasurer.

**II. Scope of Work**

**Phase 1 – Project Initiation and Ongoing Management**

- 1.1 Conduct kickoff meeting to confirm objectives, participants, schedule, deliverables, and advisory committee composition.
- 1.2 Submit document request list.
- 1.3 Schedule interviews.
- 1.4 Conduct project management and progress reporting.
- 1.5 Perform quality assurance.

**Phase 2 – Fact Finding**

- 2.1 Obtain and review relevant documents.
- 2.2 Conduct interviews.
- 2.3 Conduct organization walkthroughs.
- 2.4 Develop preliminary findings.
- 2.5 Present preliminary findings to the advisory committee to verify facts.
- 2.6 Revise preliminary findings as necessary.

**Phase 3 – Analysis**

- 3.1 Evaluate performance (see list of areas of focus).
- 3.2 Compare to best practices.
- 3.3 Determine gaps between performance and best practices.
- 3.4 Conduct alternatives analysis to define solutions.
- 3.5 Prepare draft findings and recommendations.
- 3.6 Present draft findings and recommendations to the advisory committee to test the practicality of solutions.
- 3.7 Revise draft findings and recommendations as necessary.

# MOSS ADAMS LLP

<b>II. Scope of Work</b>	
<b>Phase 4 – Reporting</b>	
4.1 Submit draft report.	
4.2 Submit final report.	
4.3 Present final report.	
<b>III. Areas of Focus</b>	
<ul style="list-style-type: none"> <li>• Organizational structure</li> <li>• Span of control</li> <li>• Staffing levels and skills</li> <li>• Roles and responsibilities</li> <li>• Policies and procedures</li> <li>• Workflow processes</li> <li>• Boards and committees</li> <li>• Technology</li> </ul>	
<ul style="list-style-type: none"> <li>• Centralized versus decentralized</li> <li>• Insourcing and outsourcing</li> <li>• Recruiting and retention</li> <li>• Training and development</li> <li>• Overtime</li> <li>• Intra- and inter-department communication, coordination, and collaboration</li> </ul>	
<b>IV. Schedule</b>	
<ul style="list-style-type: none"> <li>• Approximately three months <ul style="list-style-type: none"> <li>◦ Project kickoff late July</li> <li>◦ Project completion late October</li> <li>◦ Key milestones: preliminary findings, draft findings/recommendations, and draft report</li> </ul> </li> </ul>	
<b>V. Budget</b>	
<ul style="list-style-type: none"> <li>• Professional fees \$52,000, plus expenses</li> <li>• Work will be performed in accordance with AICPA consultancy standards</li> </ul>	
<b>VI. Staffing</b>	
<ul style="list-style-type: none"> <li>• Mark Steranka, Director (Project Manager)</li> <li>• Laura Peth, Manager</li> <li>• Colleen Rozillis, Manager</li> <li>• Scilla Outcault, Senior Consultant</li> </ul>	