

CLEVELAND PUBLIC LIBRARY

Finance Committee

February 14, 2012

**RESOLUTION AUTHORIZING CLEVELAND PUBLIC LIBRARY TO ENTER  
INTO AN AGREEMENT WITH IMPROVE CONSULTING AND TRAINING  
GROUP LLC IN AN AMOUNT NOT TO EXCEED \$28,000 FOR CONSULTING  
SERVICES**

WHEREAS, Improve Consulting and Training Group LLC is a personal and professional development consulting firm with extensive experience in leadership development and organizational improvement; and

WHEREAS, The Board of Trustees of the Cleveland Public Library has engaged Improve Consulting and Training Group LLC for Lean Six Sigma Training and has been very satisfied with the quality of its services; and

WHEREAS, The Board of Trustees has identified a need to improve the Library's materials handling process to increase the efficiency of the shelving, shipping and receiving process, and to make materials handling flow more expeditiously and effectively;

WHEREAS, Improve Consultant and Training Group LLC has submitted the attached proposal to the Cleveland Public Library in an amount not-to-exceed \$28,000, to provide consulting services in order to identify and remove the constraints associated with the materials handling process, to redesign major components of the process, to create standard operating and instruction documents, and to provide training to Cleveland Public Library staff; now therefore be it

RESOLVED, That the Director or his designee is authorized to enter into an agreement with Improve Consulting and Training LLC in an amount not-to-exceed \$28,000, which expenditure shall be charged to General Fund Account Number 11310053-53710, and to execute such other instruments or documents as may be necessary or appropriate to effectuate the terms of this Resolution, subject to the approval of the Chief Legal Officer.

# Improve Consulting and Training Group

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## Client

Cindy Lombardo  
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## Service Provider

Ellen Burts-Cooper, PhD, MBA, MBB  
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## Overview of Process Improvement Project for Materials Handling For The Cleveland Public Library

Process Improvement Plan			
Objective	Activity/Task	Expected Outcome	2012 Timing
To make all participants comfortable with the process.	<b>Hold a series of Pre-assessment Meetings (order specific).</b> <ul style="list-style-type: none"> <li>1/1 Meeting with Mryon S.</li> <li>Meeting with Myron and Ron.</li> <li>1/1 Meeting with Ron.</li> <li>1/1 Meeting with Dan.</li> <li>Meeting with Dan and Ron.</li> </ul>	All participants have the same understanding of the issues and are ready to positively move forward.	Mid Feb.
To increase the level of communication across individuals working in the process.	Hold a kick off meeting to get all participants energized and ready to collaborate.  Send out communication summarizing the path forward, as identified in the kick off meeting.	All participants will understand their roles and responsibilities in solving the issues associated with materials handling inefficiencies.	Late Feb.
To understand the human resources available to assist during the process.	Meeting with Cindy L.	Identify people to assist based on the pairing of their skill set per project objective.  Understanding of other resources (e.g. supplies for signage, equipment moves assoc. with room changes, etc.) available to assist with the project completion.	Late Feb.
To understand and remove the constraints associated with the materials handling process.	To map/diagram the current state process and evaluate the materials handling layout.	A flow diagram of the current state of the process with opportunities for improvement identified.	Late Feb. – Late March
Report the initial findings and recommendations.	Hold Meeting with Leadership Team.	Agreement to move forward with implementation of recommendations.	Late March

Implementation of Recommendations			
Objective	Activity/Task	Expected Outcome	2012 Timing
To increase the efficiency of the Shelving, Shipping and Receiving process.	To gather the data required to staff the process appropriately to meet demand.	Make process adjustments as indicated by the data to achieve an increase in the amount of processed materials per day.	Late March- Late April
To make the materials handling flow more effective.	Redesign the major components of the process.	Re-design the materials handling space with uninterrupted flow and increased ease of processing, by applying the data driven changes to process, room layout, etc.	Late April – Late May
To ensure the new process is sustainable.	<p>Create a standard operating procedure (SOPs) and reference documents.</p> <p>Establish key performance indicators (KPIs).</p> <p>Provide training, as needed on the new process changes.</p> <p>Hold Meeting with Project Team and Leadership Team and institute control plans.</p>	<p>Established procedures and metrics in place.</p> <p>Trained and knowledgeable staff.</p>	Late May – End June
Monitor the process and make necessary adjustments.	Audit process and review metrics at periodic intervals to ensure compliance to standard operating procedures.	Increase in productivity measured through the KPIs.	End June
Report out on the project outcome after 1 month of monitoring.	Hold Meeting with Project and Leadership Team.	Final Project Sign-off and transition of control plan to CPL process owner.	End July

\*Timing dependent on availability of resources and cooperation of team.

### Roles and Responsibilities

#### CPL Role

- Provide a project manager to spend at least 10% of their time on the project.
- Provide other resources (human and other), as needed to support the project.
- Ensure Leadership Team is engaged in their champion roles.
- Assign a process owner to take over the process after the one month monitoring period.

#### Improve Consulting and Training Role

- Provide overall project supervision
- Provide lead technical guidance
- Maintain all project documents until control plan transition
- Call and lead team meetings
- Provide coaching and training, as needed



**Process Improvement Project for Materials Handling**  
For The Cleveland Public Library

**Recommendations for Engagement and Pricing:**

- **Flexible Retainer Model**
- Retainer fee structure for 5 months (can be extended at the same pricing)
- 4 Days (or 32 hours) per month
- **TOTAL \$5600/month** (vs. \$8800/month for-profit rate). *Includes Ellen as lead+ team, as needed, by area of expertise(Black Belt, GB Admin).*

Annual Total: **\$28,000** (includes project

leadership, training, documentation creation,

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**Partnership Terms & Payment**

Payment Terms: A total of \$5600 is due monthly for 5 months, with the first payment due 30 days after executive of this agreement.

Contract Terms: Contract can be terminated within 30 days of written notice by either party should business circumstances change. Services provided up until the notification date and will be billed accordingly.

Confidentiality: Improve will maintain confidentiality related to information provided by the client organization. Confidential information includes employee and business-specific information acquired in the course of carrying out the terms of this agreement.

Scheduling Changes: Changes to the schedule must be agreed upon (in writing) by both Improve Consulting and the Sponsoring individual/organization.

By signing this form, you agree to the terms and conditions as outlined in this contract.

Print Legal

Name \_\_\_\_\_ Title \_\_\_\_\_

Legal Signature \_\_\_\_\_ Date \_\_\_\_\_

Ellen Burts-Cooper \_\_\_\_\_ Date \_\_\_\_\_

Senior Managing Partner, Improve Consulting and Training