



Lean Strategic Direction 2010

Executive Summary

The 2010 Lean Strategic Direction reflects the agency's second year in its Lean Implementation. This plan builds on existing efforts and continues the agency's alignment to a culture of continuous process improvement with a standardized, disciplined approach that strives for effective and efficient results.

With the assistance of a facilitator, the first plan in 2009 focused on administrative and policy projects that provided the framework and guidance in performing our services. For 2010, the Executive Planning Session was self-facilitated and the identified projects highlight areas that range from more consistent policy interpretations to preparing employees for progressive career opportunities.

The RMA Portfolio Implementation Plan identifies the targets (value streams), the champion (person responsible for the process), and when the Value Stream Analysis will be completed.

The Lean Deployment Metrics chart tracks the progress of the agency employees' training and exposure in lean concepts. The metrics are focused on providing appropriate training to employees depending on their level of participation in lean activities.

Appendix A represents the projects and outcomes for 2009. Future appendices will be added to create a library that chronicles the agency's progress in its lean activities.

Mission Statement

The mission of the Resource Management Agency, in cooperation with the public and our partner agencies, is to protect the consumer and community's health, safety and environment by carrying out adopted laws and policies, and educating, assisting and empowering Ventura County residents and businesses to be good stewards of the land and our resources. RMA is dedicated to achieving this mission through hard work, honesty, fairness, and efficient and effective customer service.

Vision

The Resource Management Agency will be the recognized leader in providing uniform, transparent and timely services in support of sound environmental and community protection.

Strategic Objectives

- **#1** Recruit, develop, retain and value quality employees who are fully empowered to fulfill the RMA mission.
- **#2** Provide accurate and comprehensive information and recommendations to the Board of Supervisors.
- **#3** Provide clear, consistent and accurate information to the public.
- **#4** Apply laws, ordinances, regulations, and policies in an efficient, accurate and consistent manner.
- **#5** Deliver excellent customer service.

Annual Objectives #1

The following Annual Objectives have been established in an effort to move the RMA toward achieving its first Strategic Objective to *Recruit, develop, retain and value quality employees who are fully empowered to fulfill the RMA mission.*

Develop Supervisor/ Manager Training Curriculum

Description: The agency provides training to employees to improve skills, gain knowledge, and maintain regulatory and safety compliance. As part of that, the agency recognizes the need to train employees for progressive career opportunities. This project involves the development of a supervisor/ manager training curriculum that will equip employees with fundamental knowledge and skills to prepare them for supervisory and/or management career opportunities.

Goal: Develop curriculum, outreach to staff, and begin training

Status:

Outcomes:

Develop Agency Lean Training Plan

Description: This project will identify a specific lean training plan that is geared specifically towards employees' effort and involvement in lean activities. The customized training would expose employees to the lean and six sigma tools commensurate with the anticipated level of participation.

Goal:

Status:

Outcomes:

Assess feasibility/value of Annual agency-wide/division survey, conduct if appropriate

Description: This project will assess the feasibility and value of implementing an agency-wide survey that would provide employees an opportunity to comment on issues affecting their work and work environment.

Goal:

Status:

Outcomes:

Annual Objective #2

The following Annual Objective has been established in an effort to move the RMA toward achieving its second Strategic Objective to *Provide accurate and comprehensive information and recommendations to the Board of Supervisors.*

Of the identified projects, none are categorized in this objective.

Annual Objectives #3

The following Annual Objectives have been established in an effort to move the RMA toward achieving its third Strategic Objective to *Provide clear, consistent and accurate information to the public.*

Streamline cross-agency transactions

Description: Ventura County Ordinance requires a business license to conduct business in unincorporated county. There is currently little or no coordination between the Treasurer and RMA. This project will identify the problems associated with this lack of coordination and a process and/or policy that provide greater consistency between the two agencies and clearer direction to customers.

Goal:

Status:

Outcomes:

Update Residential Development Manual

Description: This project will update the Building and Safety Residential Development Manual and incorporate other agency requirements. This document will be available to the public and will assist them in their permit process.

Goal:

Status:

Outcomes:

Review Public Information Documents Regarding Septic & Sewer Policies and Guidelines

Description: This project will involve a review of all current septic system and sewer policy procedures, guidelines, and public information pieces and update as necessary.

Goal:

Status:

Outcomes:

Annual Objectives #4

The following Annual Objectives have been established in an effort to move the RMA toward achieving its fourth Strategic Objective to *Apply laws, ordinances, regulations, and policies in an efficient, accurate and consistent manner.*

Review CAP program and adjust to ensure consistent application within the Planning and Code Compliance Divisions

Description: The Civil Administrative Penalties (CAP) program is administered by both the Code Compliance and Planning Divisions. It is important that it be applied in a consistent manner. This project will review the current process and develop guidelines for each division to ensure consistent application and interpretation.

Goal: Identify policies

Status:

Outcomes:

Review Complaint-Driven Code Compliance and Enforcement Activities

Description: RMA's code compliance and enforcement activities are complaint-driven. In consultation with other agencies and (Board of Supervisors), this project will review that practice and method and implement changes as needed.

Goal: Establish policy on agency employee-generated complaints. (e.g. CCD to PLA)

Establish policy on county employee-generated complaints.(e.g., Assessor to PLA)

Review complaint-driven method.

Status:

Outcomes:

Annual Objectives #5

The following Annual Objectives have been established in an effort to move the RMA toward achieving its fifth Strategic Objective to *Deliver excellent customer service*.

Review counter operations and make improvements as necessary

Description: All RMA divisions, except Code Compliance, have counters where the public conducts business. Each division's counter operates using different business hours, and has different processes for handling fee payment, etc. This project will review all counter operations, and if necessary, make improvements that will enhance counter services for the public.

Goal: Standardize counter hours and operations for all divisions (if possible)
Potential reconfiguration of reception area

Status:

Outcomes

Implement online Building and Safety Checklist

Description: This project will make available online the current Building and Safety Checklist. This will allow customers electronic access to the checklist and provide clearer direction regarding the processing of their permit.

Goal: Create online checklist
Review and implement workflow function in Permits Plus

Status:

Outcomes

Implement Credit Card Payment Acceptance

Description: This project will provide customers the option of paying fees by credit card.

Goal: Implement credit card payment acceptance over the counter and online

Status:

Outcomes

Evaluate and Expand Electronic Plan Submittals

Description: The CUPA program is currently accepting plans electronically for review. This project will evaluate that process and if possible expand the use of electronic plan submittal to other divisions within RMA.

Goal: Implement additional electronic plan submittal procedures

Status:

Outcomes

Lean Implementation Plan

<i>Target Value Stream</i>	<i>Who</i>	<i>When</i>	<i>Status</i>
Inter-Agency (County Wide)			
Streamline Cross-Agency Transactions	Kim Prillhart	April	
Update Residential Development Manual	Jim MacDonald	September	
Intra-Agency (RMA Internal)			
Develop Supervisor/ Manager Training Curriculum	Jennifer Padre/ Liz Sandoval	July	
Develop Agency Lean Training Plan	Jennifer Padre	April	
Assess feasibility/value of Annual agency-wide survey	Chris Stephens	April	
Review Septic/ Sewer Policies & Info	Bob Gallagher	June	
Review CAP Program and Ensure Cross-Division Consistency	Jim Delperdang/ Kim Prillhart	March	
Review Complaint-Driven Code Compliance and Enforcement Activities	Jim Delperdang	June	
Review Counter Operations	Kim Prillhart	July	
Implement Online Building and Safety Checklist	Jim MacDonald	June	
Implement Credit Card Payment Acceptance	Jennifer Padre/ Joe Clark	April	
Evaluate and Expand Electronic Plan Submittals	Jim MacDonald/ Joe Clark	June	
Just-Do-It			
Divisions Identify Process to Routinely Update Websites	Chris Stephens	March	

Lean Deployment Metrics

<i>Category</i>	<i>Item</i>	<i>Goal</i>	<i>Status</i>
Leadership Engagement (Managers)	Champion Training	100%	
Workforce Training (Leads and Subject Matter Experts)	Yellow Belt Trained	%	
Workforce Training (Lean Exposure)	Yellow Belt Trained	%	

Appendix A

2009 Summary of Results - Portfolio Implementation Plan

Project: Discretionary Permit Process

Description: This is an on-going project involving multiple County agencies. It consists of a thorough review of the discretionary land use permitting process and the implementation of approximately two dozen process and program improvements.

Status: Ongoing

Outcomes: Go to: http://www.ventura.org/rma/service_excell/pdf/GTEP_6-15-10.pdf

Project: Establishment of the Code Compliance Division

Description: As part of the Discretionary Permit Process, it was recommended that the enforcement functions of the Planning and Building and Safety Divisions be combined. It was specifically proposed that the enforcement function and staff from each of those two divisions be removed and combined with the existing staff within the Weights and Measures division to form the proposed "Code Compliance Division".

Status: Complete

Outcomes:

- The new division provides greater opportunities for service efficiencies, more consistency in the provision of services, and greater oversight and accountability including one central point of contact for customers.
- The enforcement functions now have centralized and consistent property owner notices and enforcement schedules.
- Enforcement activities are tracked through time keeping application that mirrors all other agency billable activities, thereby eliminating duplicative/redundant invoicing.

Project: Recruiting Process

Description: RMA implemented a number of changes to its recruiting process in light of County HR's delegation of authority. This project was a review of the agency's recruitment process to determine if any further improvements were needed.

Status: Complete

Outcomes:

- Recruitment process time was reduced by 60% since implementation
- Forms and processes were standardized resulting in greater consistency
- Recruitment cross-training plan was implemented and completed.
- Baseline data and metrics for process time were established

2009 Summary of Results - Portfolio Implementation Plan

Project: Employee Award Process

Description: RMA has no regular employee award/recognition program at the Agency level, and the programs within each division vary. This project involves a review of the existing Division-level programs, the development of basic “standards” to ensure a certain level of consistency among the Divisions with respect to such programs, and the developments of recommendations for an Agency-level award-recognition program.

Status: Complete

Outcomes:

- Instituted standing item on director meeting agendas to report out good work by employees
- Reaffirmed support of divisional recognition programs
- RMA division Employee Awards/ Recognition Programs documented

Project: Finalize & Execute LSS Deployment Plan

Description: RMA completed the initial stages of its Lean Six Sigma Deployment Plan. This plan established the various projects listed here.

Status: Complete

Outcomes: See Various Projects

Project: Informal Communication Process for BOS

Description: Review the current division-level procedures and develop an Agency-wide process for tracking informal staff communications with Board of Supervisor Offices.

Status: Complete

Outcomes:

- RMA Policy on Board Communication was established along with form template to be used by employees
- Consistent procedures were implemented throughout agency divisions.

Project: Review and Update Policies and Procedures

Description: Complete a review of Agency and Division policies and procedures and complete updates as needed. Review Admin Manual and RMA Manual to eliminate redundancies and inconsistencies, if any.

Status: Complete

Outcomes:

- Current and effective policies and procedures posted on RMA Intranet Site

2009 Summary of Results - Portfolio Implementation Plan

Project: Deploy RMA Branding Web Services

Description: Update the RMA web page and all remaining RMA Division web pages to use the branding and navigation recently developed and implemented for the Planning Division web site.

Status: Complete

Outcomes:

- Content management was decentralized to user divisions for increased efficiency and timeliness for updates.
- The complete RMA branding was deployed that uniquely identifies all divisions while unifying the agency under one look.
- The new branding was completed for the RMA Internet and Intranet sites.

Project: Update Handouts and Brochures (Web Only)

Description: Review and, update as needed, all online RMA handouts and brochures to ensure up-to-date content and to embrace an Agency-wide format and look. Assess production process and costs.

Status: Complete

Outcomes: Online public information materials such as brochures and forms were updated to reflect a consistent agency format and look. Updates to the information are decentralized to the division which ensures timely and accurate revisions. The cost of maintaining the documents is minimal as it is online.

Project: Clarify Review/Audit Processes

Description: Identify current Service Quality Assessment programs, and establish new programs as needed. Prepare comprehensive documentation of all RMA programs, including monitoring process to track program implementation.

Status: Complete

Outcomes:

- Each divisions' quality control mechanisms were documented and summarized. [See Quality Control Descriptions](#) or [Quality Control Summary](#)
- Summary of control mechanisms identifies best practices and common methods utilized in the agency

Project: Improves Customer Satisfaction Survey Forms and Methodology

Description: Review survey forms and methodologies for evaluating customer satisfaction, and implement improvements as needed.

Status: In Process

Outcomes: N/A

2009 Summary of Results - Portfolio Implementation Plan

Project: Develop Protocol for Customer Service Standards

Description: RMA's adopted customer service standards have been incorporated into the annual employee evaluation process. A process and/or protocol for how all employees will be evaluated against these standards needs to be developed and implemented.

Status: Complete

Outcomes: - Developed [Manager/Supervisor Checklist](#) to review employee performance on meeting customer service standards

Project: Billing Process Upgrade

Description: The Planning Billing system needed an application upgrade that would provide greater functionality, opportunities for efficiencies, and increased vendor compatibility.

Status: Complete

Outcomes: As a result of the upgrade, a review of billing processes was conducted and some of those results were:

- Increased timeliness of realized revenue by eliminating at least 1 unnecessary step
- Utilization of system functionality for increased electronic file storage
- Increased future compatibility for systems interface

Project: Review & Implement Safety Program Improvements

Description: RMA has in place an Illness and Injury Prevention Program (IIPP) that outlines management and staff's responsibilities to ensure that equipment is properly stored and secured, hazards are identified, and employees are adhering to safety procedures. This project involves the review of the IIPP program and identification and implementation of improvements.

Status: Complete

Outcomes: - Reinstated the RMA Safety Committee and held first Meeting

- Established process for regular reporting from Committee to director and manager meetings

Project: Mail Processing

Description: Agency mail processing is centralized in RMA and a review of the procedures was needed to document the process for training and coverage purposes.

Status: Complete

Outcomes: Mail processing procedures are documented and several agency staff has been trained.

2009 Summary of Results - Portfolio Implementation Plan

Project: Review Leave of Absence Procedures

Description: RMA administration of County Leave of Absence (LOA) procedures will be reviewed to determine consistency and compliance and revise work flow for process improvements, if necessary.

Status: Complete

Outcomes:

- Established work flow and process for identifying and validating leaves of absence between human resources and payroll records.
- Updated forms to comply with County LOA procedures.
- Provided LOA training for managers and incorporated into annual managers' meeting calendar.

Project: Review & Improve Performance Review Process

Description: In 2007, RMA implemented the Management Assistant program as the common application utilized for employee performance reviews. As part of that process, core competencies were identified for all the agency's classifications. This project reviews those core competencies and related performance review matters to identify improvements to the process.

Status: Complete

Outcomes:

- Each of the Core Competencies was defined for consistency application across appropriate classifications.
- Core competencies assigned to all agency classifications were refined.

Project: Assess and Improve East County EHD Services/Office

Description: A review of east county inspection services provided by the Environmental Health Division (EHD), indicated that establishing an EHD office in the east county area would improve employee efficiency, reduce commutes, and improve customer service.

Status: Complete

Outcomes:

- Employees are able to pick up a vehicle at the East County location and immediately begin their inspections. The number of inspections will increase resulting in timelier reporting and enhanced public health and safety.
 - 1 inspection per day/ 18 per month would be gained (per employee)
 - 216 additional inspections performed overall per month for the planned 12 inspectors using this office
 - 2,600 additional inspections per year
- Eliminating the trip to the Government Center save in gasoline usage for the employee, the county, and the environment. Anticipated savings:
 - 12,000 miles per month/144,000 miles per year – less miles driven
 - 600 gallons of gas/\$1,500 per month - reduced gas costs/ consumption
 - 7,200 gallons of gas/\$18,000 per year - reduced gas costs/ consumption