

**Portfolio Implementation Plan
October 2009**

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://rma-intranet/pdf/GTEP_4-2-09.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

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October 2009**

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: In Process

Outcomes: N/A

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: 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.

**Portfolio Implementation Plan
October 2009**

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: 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

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

**Portfolio Implementation Plan
October 2009**

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: In Process

Outcomes: N/A

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: In Process

Outcomes: N/A

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.

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October 2009**

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.

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