

**Resource Management Agency**



# **2018 Strategic Plan**



## Introduction

The RMA 2018 Strategic Plan reflects the agency's tenth year in its implementation of Lean tools to foster continuous process improvement. The purpose of this Strategic Plan is to establish a program of projects, referred to as an "implementation plan", which furthers the agency's continuous process improvement as we strive to fulfill our mission and realize our vision.

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. Since that initial effort, the Executive Planning Session (EPS) has been self-facilitated and the identified projects have highlighted areas that ranged from more consistent policy interpretations to preparing employees for progressive career opportunities.

For 2018, the RMA Strategic Plan includes 10 programs and projects. The RMA Strategic Plan identifies the projects or targets (value streams) for 2018 and the champion for each (i.e. the person responsible for leading the process). For the first time, this Strategic Plan establishes priorities among the projects. The priority-setting has been done to reflect the fact that the press of day-to-day business often makes it impossible to complete all the projects and programs. By identifying our highest priority items, we can make sure our efforts are focused on the most important objectives for the coming year. The highest priority projects are noted below with the project descriptions.

Since the introduction of the Lean program into RMA and the County, we have encouraged staff to attend trainings and gain exposure to lean concepts and tools that they can use to identify and evaluate RMA processes. In addition, we have fully embraced the County's "Nuts & Bolts" training program for managers, and every RMA manager has either completed that training or, if they are a recent hire, is in the midst of the training regimen. We continue to make training on Lean concepts and process improvement a key part of RMA's working culture.

Under separate cover, titled "*RMA Strategic Planning Projects & Outcomes*", a summary of the projects/analyses and outcomes from previous Strategic Plans can be found. With each Strategic Plan Update, the results of the prior Plan efforts are added to create a library that chronicles the agency's progress in its lean activities.

## Mission Statement

To protect everyone's health, safety and environment by effectively and efficiently carrying out adopted laws and policies, and educating, assisting and empowering Ventura County residents and businesses to make Ventura County a better place.

## Values

The RMA is dedicated to fulfilling its mission through:

- Honesty, hard work and ethical behavior
  - Transparency and accountability
- Equitable treatment and respect of all constituents
  - Excellence in service delivery

## 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** Attract, hire, develop, retain and value quality employees who are fully empowered to fulfill the RMA mission.
- **#2** Apply laws, ordinances, regulations, and policies in an efficient, accurate and consistent manner.
- **#3** Deliver excellent customer service.

These Strategic Objectives are used to guide the development of specific objectives for the Agency to strive for in the next year and beyond. The remainder of this Strategic Plan is a description of those specific objectives, with the highest priority items (targeted for completion in the coming year) shown in red.

# Annual Objectives #1

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

## **Establish a Mechanism(s) for Staff Feedback/Participation (HIGH PRIORITY)**

Description: This project will lead to the development of one or more formal programs for RMA staff to provide direct feedback regarding the business processes and activities of the agency, and participation in discussions regarding contemplated policies and programs within RMA that impact employees, especially those affecting job satisfaction and the workplace.

Goal: Provide employees the opportunity to participate more actively in the agency's business processes and activities.

Lead Staff: Chris Stephens

Outcomes: An RMA staff that is more engaged and motivated to fulfill the agency's mission and achieve its vision, and happy in their work.

## **Establish a better link between the County and RMA Strategic Plans and make them part of RMA's daily activities (HIGH PRIORITY)**

Description: There is a need to better inform the day-to-day activities of RMA through an increased understanding of the County's and the RMA's Strategic Plans. This project involves the creation of a simple and brief description of the relevant portions of the County's Strategic Plan and how they relate to the RMA Strategic Plan. In addition, this project includes the development and implementation of a plan for sharing this information with RMA staff. This project will be impacted by the County's adoption of an updated Strategic Plan.

Goal: Create County/RMA Strategic Plan Summary and better communicate with RMA staff about the Plans.

Lead Staff: Chris Stephens

Outcomes: A staff with better understanding of the strategic plans and how their day-to-day work helps the County and RMA achieve their goals.

**Redesign and Modernize the RMA Offices within the HOA (HIGH PRIORITY)**

Description: The RMA offices within the Hall of Administration have been redesigned and upgraded piecemeal over the four decades that the agency has been in place. Some portions of the office have never been upgraded. The result is an office space and environment that is inefficient and unattractive. This project consists of the redesign of the office space and the reconstruction of virtually all of the RMA offices in the HOA, including the two break rooms. All offices will be designed to be more ergonomically correct and technologically advanced.

Goal: Creation of an office environment that is more efficient and up-to-date, as well as more pleasant to work in.

Lead Staff: Jennifer Orozco

Outcomes: A better organized and more attractive office space for RMA employees.

**Develop and Implement a LEAP-like program within RMA**

Description: The County has implemented the LEAP program to develop managers as leaders capable of fulfilling the County's Strategic Plan and ensuring that we are prepared to meet the ongoing needs of the community and fulfill other essential elements of the County's mission. The program aims to give employees the skills and tools to increase employee accountability, maximize employee engagement, and build dependable relationships across agencies and departments. This project involves bringing elements of the LEAP program into RMA to better prepare our managers, supervisors and senior staff.

Goal: Implement a program within RMA to assist our supervisors and managers in reaching their full potential.

Lead Staff: Two LEAP Program Graduates (to be determined)

Outcomes: A better-trained and well-prepared senior level and management team to Guide RMA staff into the future and realize the agency's vision.

**Develop and Implement Interdivisional Training/Information Sharing Programs within RMA (HIGH PRIORITY)**

Description: RMA staff has a reputation of being extremely knowledgeable and helpful when assisting customers and the public within a broad range of programs. Often, that knowledge is limited to a single program. Staff has expressed a desire for a broader understanding of all RMA programs. This program aims to provide that broader information to staff by creating an Agency-wide services presentation to be given to new staff upon their arrival, and to establish regular presentations to staff (at Section or Division meetings) wherein staff from outside their Section or Division can describe their programs and services.

Goal: Design and implement programs within RMA to increase the level of information sharing between the Divisions to foster a greater understanding among staff regarding RMA programs outside of their Section and Division.

Lead Staff: Doug Leeper

Outcomes: A more knowledgeable staff that can provide a broader range of information and assistance to our customers.

## Annual Objectives #2

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

### **Evaluate Late Fee Programs and Develop Proposal for greater consistency**

- Description: Several RMA divisions utilize or are impacted by the application of “late fees” for permits issued after the fact. The fees are not applied consistently and sometimes inconsistent with adopted codes. This project involves an evaluation of the various processes and procedures currently in use, development of recommended policy, procedure and/or code revisions needed to bring about a greater consistency in their use. (See previous work/memo and complete project.)
- Goal: An evaluation report and recommendation for improvements to the RMA’s use and application of late fees.
- Lead Staff: Ruben Barrera & Kim Prillhart
- Outcomes: A more consistent application of Late Fees and better service to our customers.

### **Improve handling of “past due” fees at RMA Public Counters**

- Description: Many of RMA’s customers have been unable to keep up their payments and have thus accumulated a significant past due fee balance. The system in place for issuing permits at RMA’s public counters does not do a good job of recognizing and handling past due fees. This project consists of an evaluation of our current procedures and the identification of a new and improved process for collecting past due fees where permits have been applied for and are to be issued. (See previous work/memo and complete project.)
- Goal: Implementation of a new and more consistent system for collecting past due fees at the RMA Public Counters.
- Lead Staff: Ruben Barrera, Kim Prillhart & Doug Leeper
- Outcomes: Proper collection of past due payments and issuance of permits at the RMA Public Counters.

### **Review Holds & Notices in Accela and develop Policies & Procedures for use by all Accela Users**

Description: Accela offers “holds” and “notices” features that allow users to add special alerts on records. These may be viewed by other users and indicate conditions and/or actions that must be met prior to further permit processing, issuance, and/or activity on the parcel.

Goal: Review the Holds and Notices feature and develop policies and procedures for consistent and standard utilization of the feature across all agencies.

Lead Staff: Doug Leeper

Outcomes: Leveraging the Accela system will result in improved agency communication on parcels and reduce errors and duplication of effort.

### **Evaluate and, if feasible, Implement Time Tracking in Accela**

Description: This project involves the evaluation of the current time-tracking systems used in RMA and an analysis of the technical feasibility of developing a time-tracking system with Accela. If technically and financially feasible, the project will include implementation of an Accela time-tracking system.

Goal: To streamline and consolidate the systems used to track time associated with permit processing.

Lead Staff: Jennifer Orozco

Outcomes: A time-tracking system within the Accela system that simplifies and reduced the amount of time required by staff to enter their time spent processing permits. Streamlining and improvements associated with the billing process will also be sought through this project to the extent possible.

## Annual Objectives #3

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

### **Public Counter Coordination/Ministerial Permit Process Review (HIGH PRIORITY)**

**Description:** All RMA divisions have public counters to provide public information and process permits, with the primary activity being the issuance of ministerial permits. This project will include a review/mapping of counter operations and ministerial permitting processes, including coordination with the Fire Protection District and Public Works, and the identification and implementation of coordination/process improvements. Coordination with the RMA East County Office will be included in this review. (A follow-up to Thomas Fire Kaizen process improvements.)

**Goal:** Establish more coordinated and efficient public counter operations and ministerial permit processing.

**Lead Staff:** Kim Prillhart, Ruben Barrera, Jennifer Orozco, Bill Stratton

**Outcomes:** More efficient permit processing and improved customer service at RMA's Public Counters.

### **Establish Electronic Records Storage Protocols**

**Description:** This project will identify all the current document stores in use in RMA, and the applications and processes that consume them. This project will also identify procedures such as document naming convention and standard cross-reference fields that will be utilized by all divisions to maximize record search/retrieval for electronic records. The goal of this project is to work toward an integrated electronic records storage process for all Divisions in RMA.

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**Lead Staff:** Jennifer Orozco

**Outcomes:** An efficient process to search and retrieve existing, related records from centralized electronic storage.