



# **2014 Strategic Plan**



## Executive Summary

The RMA 2014 Strategic Plan reflects the agency's sixth 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 2014, the RMA Strategic Plan includes completing two projects from the previous year and focusing efforts on supporting our employees, ensuring our technology is as current and easy to use as possible, and providing the best possible service to our customers.

The RMA Strategic Plan identifies the projects or targets (value streams) for 2014 and the champion for each (i.e. the person responsible for the process). The goal remains that all of the projects will be completed this year.

The Lean Deployment Metrics chart tracks the progress of the agency's employee training and exposure to lean concepts and tools that they can use to identify and evaluate RMA processes. The metrics are focused on providing appropriate training to employees depending on their level of participation in lean activities.

Appendix A summarizes the projects/analyses and outcomes from previous Strategic Plans. 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.

## 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** Reach out to the community and our customers to provide clear, consistent and accurate information to the public and our partner agencies.
- #3** Apply laws, ordinances, regulations, and policies in an efficient, accurate and consistent manner.
- #4** 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 *Attract, hire, develop, retain and value quality employees who are fully empowered to fulfill the RMA mission.*

## **Develop HR Hiring Manual and Training Program**

Description: This project will update the RMA Recruitment manual and provide training to managers on the recruitment process such as agency forms, job analysis, screening, and exam questions.

Goal: Develop a Hiring Process manual and train the RMA management team.

Lead Staff: Jennifer Padre & Liz Sandoval

Outcomes: A management team that has a better understanding of the hiring process so that they can better prepare for and participate in the hiring process and ensure we hire top quality candidates.

## **Review the Performance Evaluation Process and Develop Policies & Procedures for managers to use to guide them through the process, not just the use of Management Assistant**

Description: This project will review the agency's performance evaluation process for improvements in training materials and recommend updates to the Agency Policies & Procedures, Performance Evaluation Tool and Internal Review Requirement (2007-H001)

Goal: Update the agency Policies & Procedures and augment with training and procedural/support documents.

Lead Staff: Jennifer Padre & Liz Sandoval

Outcomes: Managers and supervisors will have the training and tools necessary to engage employees in the performance management process and prepare and conduct the performance evaluation in a manner that benefits the employee and the Agency.

## **Develop Guidelines for the conduct of Ergonomic Reviews**

Description: This project will review the agency process for ergonomic evaluations and provide training/information to managers.

Goal: Review the process for completing ergonomic evaluations, recommend and adopt guidelines and procedures, and provide training.

Lead Staff: Jennifer Padre & Liz Sandoval

Outcomes: Employees have a better understanding of how ergonomic evaluations are requested and employee needs are addressed.

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

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 is dependent upon 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.

**Implement STAR (Special Thought and Action receives Recognition) program within RMA**

Description: The County promotes the STAR program to encourage employees to develop suggestions that will save money, increase effectiveness, increase revenue, improve safety and generally improve operations. RMA currently does not have a STAR program in the agency.

Goal: Implement the STAR program within RMA

Lead Staff: Chris Stephens

Outcomes: An empowered workforce that develops creative, cost-effective, and efficient suggestions to implement in the current day-to-day activities of the agency.

## Annual Objectives #2

The following Annual Objectives have been established in an effort to move the RMA toward achieving its second Strategic Objective to *Reach out to the community and our customers to provide clear, consistent and accurate information to the public and our partner agencies.*

Of the projects listed, none fall under 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 *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. This project involves an evaluation of the various processes and procedures currently in use and the development of a proposal for policy, procedure or code revisions needed to bring about a greater consistency in their use.  
Preliminary work is complete and this project is on hold pending a formal County Counsel Opinion.

**Goal:** An evaluation report and recommendation for improvements to the RMA’s use and application of late fees.

**Lead Staff:** TBD

**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.  
Preliminary work is complete and this project is on hold pending a formal County Counsel Opinion.

**Goal:** Implementation of a new and more effective system for collecting past due fees at the RMA Public Counters.

**Lead Staff:** TBD

**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: Jim Delperdang & Jim MacDonald

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

**Evaluate the feasibility and make a recommendation regarding the issuance of some Zoning Clearances by Code Compliance staff**

Description: Zone clearances are ministerial and issued over the counter. The zone clearances are issued in conformance with the zoning ordinances. Code Compliance enforces the zoning ordinance and issues violations for noncompliance.

Goal: Evaluate the feasibility of Code Compliance issuing some zone clearances and make recommendations, if any.

Lead Staff: Kim Prillhart & Jim Delperdang

Outcomes: Code Compliance will have expanded authority to issue some zone clearances. This will result in the elimination of duplicate work at the Planning counter when Planning staff are issuing zone clearances in coordination with Code Compliance staff.



# Annual Objectives #4

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*.

## **Implement Electronic Plan Submittals within one or more RMA Divisions**

Description: This project involves the development of the systems and policies needed to make electronic plan submittal available to RMA customers. Included in this project is initial implementation of electronic plan submittal related to at least one function within an RMA Division.

Goal: Implement Electronic Plan Submittal for at least one RMA activity.

Lead Staff: Joe Clark & Jim MacDonald

Outcomes: Improved processing by County staff and better service to our permit customers.

## **Enterprise Content Management (ECM) Records**

Description: This project will identify common procedures such as naming convention that will be utilized by all divisions to maximize record search/retrieval functions in ECM.

Goal: Create guidelines for how records are stored in ECM.

Lead Staff: Jennifer Padre

Outcomes: Standard and consistent ECM records maximizes search and retrieval for related documents.

## **Identify types of Zone Clearances that can be issued in the East County Office and establish and put in place procedures for issuing them**

Description: Building and Safety has a full service office in the East County. However, customers wanting zone clearances must travel to Ventura to conduct business.

Goal: Develop procedures for identified zone clearances that can be issued in the East County office

Lead Staff: Kim Prillhart & Jim MacDonald

Outcomes: Offering zone clearances at the East County office improves service delivery for customers by eliminating the need to travel to the Ventura office.

## **Review Physical Space Needs within RMA (HOA) and if needed develop long-range office space plan.**

Description: The majority of RMA offices are located in the HOA. The exceptions include the GSA Service building (Vector), East County Courthouse (Building and Safety East and Environmental Health East), and Saticoy Yard (Weights and Measures lab/ storage). The current footprint assigned

to RMA within the HOA is fixed and therefore space (staff work stations, meeting rooms, etc.) is limited.

Goal: Review the physical space needs of RMA HOA and identify a long-range office plan if it is determined one is needed.

Lead Staff: Bill Stratton

Outcomes: A long-range master plan may address the current and future HOA space needs of the agency and allow for strategic planning for facility renovations, remodels, moves, etc.

### **Update & Redesign of RMA Web Pages**

Description: The industry standard and the County's new web platform have moved away from the RMA's current platform to Joomla. This project involves updating the RMA web pages to use the Joomla platform and at the same time redesign the web pages to make them more intuitive and user friendly for our customers while maintaining consistency among all of the RMA divisions.

Goal: An RMA web presence that is up to current standards and easy for customers to navigate and use to gather information and obtain needed services.

Lead Staff: Jennifer Padre

Outcomes: RMA web pages that are providing the greatest level of services to our customers and establishment of intra-agency protocols that ensure a simple and efficient process for ensuring all web pages are accurate and up-to-date.

# Lean Implementation Plan

<i>Target Value Stream</i>	<i>Who</i>	<i>Status</i>
Update HR Hiring Manual	Jennifer Padre/ Liz Sandoval	
Review Performance Evaluation Process and develop Policies & Procedures for managers to use to guide them through the Process, not just the use of Management Assistant	Jennifer Padre/ Liz Sandoval	
Develop Guidelines for the conduct of Ergonomic Reviews	Jennifer Padre/ Liz Sandoval	
Establish a better link between the County and RMA Strategic Plans and make them part of RMA's daily activities	Chris Stephens	On hold pending County Strategic Plan
Implement STAR program within RMA	Chris Stephens	
Evaluate divisions use of late fees and develop proposal for greater consistency*		Awaiting County Counsel Opinion
Improve handling of "past due" fees at RMA Public Counters		Awaiting County Counsel Opinion
Review Holds & Notices in Accela and develop Policies & Procedures for use by all Accela Users	Jim MacDonald/ Jim Delperdang	
Evaluate the feasibility and make a recommendation regarding the issuance of some Zoning Clearances by Code Compliance staff.	Kim Prillhart/ Jim Delperdang	
Implement Electronic Plan Submittals within one or more RMA Divisions	Joe Clark/ Jim MacDonald	
ECM Records Project – Identify common procedures such as naming convention that will be utilized by all divisions to maximize record search/retrieval in ECM	Jennifer Padre	
Identify types of Zoning Clearances that can be issued in the East County Office and establish and put in place procedures for issuing them.	Kim Prillhart/ Jim MacDonald	
Review Physical Space Needs within RMA (HOA) and if needed develop long-range office space plan.	Bill Stratton	
Update agency websites with new platform (Joomla) and revise web pages for easy customer navigation.	Chris Stephens	

# Lean Deployment Metrics

<i>Category</i>	<i>Item</i>	<i>Goal</i>	<i>Status</i>
Leadership Engagement (Managers)	Champion Training	100%	38%
Workforce Training (Leads and Subject Matter Experts)	Green/Yellow Belt Trained	%	11%
Workforce Training (Lean Exposure)	Overview	%	68%

# Appendix A

# 2009 Summary of Results - Portfolio Implementation Plan

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## **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: **Complete**

Outcomes: Go to: [http://www.ventura.org/rma/service\\_excellence/pdf/03-08-11-Report.pdf](http://www.ventura.org/rma/service_excellence/pdf/03-08-11-Report.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

## **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

# 2009 Summary of Results - Portfolio Implementation Plan

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## **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: 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

## **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; RMA branding was deployed that uniquely identifies all divisions while unifying the agency under one look; new branding was completed for the RMA Internet and Intranet sites.

# 2009 Summary of Results - Portfolio Implementation Plan

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## **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.  
- 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: **Complete**

Outcomes: All divisions' public survey forms are standardized with the same "branding" and metrics, where appropriate. Survey forms are available on-line on all division websites.

## **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 [http://rma-intranet/pdf/Manager-Supv\\_Checklist\\_Customer\\_Service\\_Rating.pdf](http://rma-intranet/pdf/Manager-Supv_Checklist_Customer_Service_Rating.pdf) to review employee performance on meeting customer service standards



# 2009 Summary of Results - Portfolio Implementation Plan

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## **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.

## **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.

# 2009 Summary of Results - Portfolio Implementation Plan

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## **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

# 2010 Summary of Results – Portfolio Implementation Plan

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## 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: Provide Lean Six Sigma overview training to 100% of agency employees.

Status: **Complete**

Outcomes: During the summer of 2010, a customized 30-minute Lean Six Sigma was provided at all division and/or section meetings with over 75% of employees attending. Employees knowledge of the Lean Six Sigma tools was increased and generated an interest in additional training. Since

was provided at all division and/or section meetings with over 75% of employees attending. Employees knowledge of the Lean Six Sigma tools was increased and generated an interest in additional training. Since the overview trainings, 6 employees have taken the Yellow Belt and/or Green Belt trainings.

## 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: To obtain employees' thoughts and opinions regarding their job, organization, and management's ability to lead.

Status: **Complete**

Outcomes: In the fall of 2010, an agencywide survey was conducted and provided a communication tool for employees regarding their work and environment.

## 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: Proper enforcement and compliance with the ordinance and consistent, uniform process for all involved agencies.

Status: **Complete**

Outcomes: The Planning Division and Tax-Collector offices developed procedures that included updating the business license system to flag for Planning permit requirements, creating a checklist for customers, and implementing streamlined counter practices.

## 2010 Summary of Results – Portfolio Implementation Plan

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### **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: **Complete**
- Outcomes: A working group representing all divisions was convened and a proposed reception area configuration was drafted. The proposed configuration was reviewed by management and is currently in the design phase with GSA. Counter hours were reviewed and determined to be unique for each division, and at this time will not be standardized. The remodel will provide a more customer-friendly and professional reception/ front counter area.

## **2011-2012 Summary of Results – Portfolio Implementation Plan**

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### **Finalize and implement 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 finalizing and implementing a supervisor/ manager training curriculum that will equip employees with fundamental knowledge and skills to prepare them for supervisory career opportunities.

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

Status: **Complete**

Outcomes: RMA partnered with the Ventura Community College District and provided two customized training sessions, Leadership and Managers as Coaches. RMA participated in the development of the county's Nuts and Bolts Manager Training which debuted in October 2012. The Nuts and Bolts Manager training comprises topics such as: Recruitments, Performance Management, Critical Thinking, and Writing Skills.

### **Develop and Implement Agency Public Outreach Program**

Description: RMA needs to reach out further into the community to educate and assist the public, our partner agencies and our customers regarding the laws and procedures which we are responsible for carrying out. Current outreach efforts are somewhat disjointed and unorganized. This project will result in the development of an Agency-wide plan and protocol for a concerted public outreach program.

Goal: An Agency-wide program for reaching out to the Community.

Status: **Complete and On-going**

Outcomes: Since January 2012, over 100 hours of public outreach/ presentations to better inform and educate our partners and customers was conducted by RMA staff. Over 3,400 people in the community attended these presentations.

### **Evaluate Agency Relationship with County Counsel and Propose Improvements**

Description: All divisions within RMA work closely with the County Counsel's Office. A significant amount of funding is required to off-set Counsel services and they are delivered in a manner that is uneven and often makes it difficult to provide good service to the public and our customers. This project will evaluate our relationship with the County Counsel's Office and develop proposals for improving that relationship and providing better service to our customers and the public.

Goal: Evaluate and implement, as needed, improvements related to RMA's relationship with the County Counsel's office.

Status: **Complete**

Outcomes: Expectations between County Counsel and RMA were identified and agency procedures were developed to facilitate consistent and timely communications with County Counsel.

## **2011-2012 Summary of Results – Portfolio Implementation Plan**

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### **Develop Public Information Documents Regarding Septic Systems & County Sewer Policy Guidelines**

- Description: This project will involve a review of all current septic system and sewer policy procedures, guidelines, and public information brochures and handouts, and the preparation of new and updated materials.
- Goal: Develop simple and easy-to-understand public information materials that explain septic system requirements and the County Sewer Policy and how they relate to proposed development and other permitting standards and requirements.
- Status: **Complete**
- Outcomes: The following improvements were completed: removed and updated duplicate policies from Policy and Procedure manual; Updated OWTS Technical Manual (relative to Ventura County Building Code, and provide additional information pertaining to commercial project soil application rates); Revised Certificate of Compliance with Construction Safety Requirements form to better communicate CalOSHA requirements; Corrected typographical error in Liquid Waste Program pamphlet; Revised OWTS handouts to update letterhead, header, and/or footer; Posted revised handouts on webpage and provided printed copies at public counter; Completed review of final printed proof of the OWTS Technical Information Manual; Added public information guide to Sewer Policy on Land Use Program webpage and provided printed copies at public counter.

### **Pursue Collections Program**

- Description: RMA has accumulated a significant amount of uncollected fees. This project consists of an evaluation of our current collection methods and the identification of a new and improved collection system. Unless prohibited by the Auditor's Office or other outside agency, the project includes the implementation of any newly identified collections system.
- Goal: Implementation of a new and more effective collections system.
- Status: **Complete**
- Outcomes: The Amnesty program was launched in June 2012 and encouraged customers to participate in the program and benefit from reduced late fees. The program had a 21% participation rate and led to the closure of 64 long-standing cases. A total of \$247,000 in past due labor charges was paid.

### **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: Create a "pocket guide" to residential ministerial development
- Status: ***This project was reconsidered and not implemented since current materials exist that provide similar information.***
- Outcomes: Better informed and prepared customers.

# 2013 Summary of Results – Portfolio Implementation Plan

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## **Develop HR Hiring Manual and Develop Manager Manual**

Description: This project will develop a Manager's Manual and update the RMA Recruitment manual and provide training to managers on the recruitment process such as agency forms, job analysis, screening, and exam questions.

Goal: Develop a Hiring Process manual and train RMA management team.

Status: **Continued to 2014**

Outcomes: The Manager's Manual was completed and provided a one-stop online source of information ranging from leave of absence to policies and procedures to forms.

## **Establish a better link between the County and RMA Strategic Plan and make them part of RMA's daily activities**

Description: This project will improve the link between the County and agency strategic plan. Additionally, communicating the strategic plan with employees to make it part of their daily activities is key.

Goal: Establish link between County and RMA Strategic Plan

Status: **Ongoing – pending County Strategic Plan update**

Outcomes: Guidelines were distributed that directed staff to reference the appropriate county strategic plan goal and objective in board letters, as appropriate.

## **Develop Agency-wide Social Media Policy**

Description: With the increase in use of social media, this project will develop policies related to its use by the agency's programs. The policy will address responsibility, legal issues, points of contact, and general protocols.

Goal: Establish policy to provide guidance for divisions wanting to utilize social media.

Status: **Complete**

Outcomes: The policy was completed and implemented and provides staff a template for how to utilize and maintain social media tools.

## **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 policy revisions to ensure greater consistency in the application of civil administrative penalties.

Status: **Complete**

Outcomes: More consistent application and administration of CAP program.

## 2013 Summary of Results – Portfolio Implementation Plan

### 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: **Complete**
- Outcomes: Agency guidelines were distributed that clarified the handling of employee-generated complaints. These guidelines improved consistency in the practice and method of complaint intake and review.

### 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.
- Goal: Implementation of a new and more effective system for collecting past due fees at the RMA Public Counters.
- Status: ***Preliminary work is complete and this project is on hold pending a formal County Counsel Opinion.***
- Outcomes: Proper collection of past due payments and issuance of permits at the RMA Public Counters.

### 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. This project involves an evaluation of the various processes and procedures currently in use and the development of a proposal for policy, procedure or code revisions needed to bring about a greater consistency in their use.
- Goal: An evaluation report and recommendation for improvements to the RMA's use and application of late fees.
- Status: ***Preliminary work is complete and this project is on hold pending a formal County Counsel Opinion.***
- Outcomes: A more consistent application of Late Fees and better service to our customers.



# 2013 Summary of Results – Portfolio Implementation Plan

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## **Implement Accela Automation and “Post-Go-Live” Elements**

Description: This project will result in the implementation of the Permits Plus Upgrade known as *Accela Automation*. Included in this project is the development of the plan for initial implementation as well as “post go-live” elements of the system. It is critical that system elements and capabilities be clearly defined and assigned to the proper phase of implementation, to ensure proper system capabilities and adequate user training.

Goal: Implement Accela Automation and associated elements.

Status: **Complete**

Outcomes: Improved processing by County staff and better service to our permit customers and the public.

## **Evaluate Agency Document Storage Needs and Records Retention Policies**

Description: All divisions within RMA have significant document storage needs and each is to have in place record retention policies. Most policies are relatively old and in need of a review, while the changing technology requires that our document storage procedures are reviewed and updated as needed. This project involves a review of RMA’s records retention policies and our document storage needs and protocols and the establishment of new policies and procedures as needed.

Goal: Evaluate and implement, as needed, improvements related to RMA’s records retention and document storage policies and procedures.

Status: **Complete**

Outcomes: Agencywide policy was developed and distributed that provided guidelines to divisions on identifying division retention policies and storing documents.

## **Implement Electronic Plan Submittals within one or more RMA Divisions**

Description: This project involves the development of the systems and policies needed to make electronic plan submittal available to RMA customers. Included in this project is initial implementation of electronic plan submittal related to at least one function within an RMA Division.

Goal: Implement Electronic Plan Submittal for at least one RMA activity.

Status: **Continued to 2014**

Outcomes: Improved processing by County staff and better service to our permit customers.