

AGENDA

MEETING OF THE STANDING COMMITTEE ON STRATEGIC INITIATIVES

1115 Truxtun Ave., Bakersfield, CA
1st Floor Human Resources Test Room
Monday, November 14, 2016

1:00 PM

All agenda item supporting documentation is available for public review in the office of the Clerk of the Board of Supervisors, 1115 Truxtun Ave., 5th Floor, Bakersfield, 93301 during regular business hours, 8:00 a.m. – 5:00 p.m., Monday through Friday, following the posting of the agenda. Any supporting documentation that relates to an agenda item for an open session of any regular meeting that is distributed after the agenda is posted and prior to the meeting will also be available for review at the same location.

1) Call to order

Supervisors: Gleason, Couch
Community Members: Voiland, Way, Skidmore

2) Roll call

3) Approval of Minutes from October 19, 2016 Meeting – APPROVE

4) Update on Strategic Financial Plan - HEAR PRESENTATION; DISCUSS

5) Update on disseminating Countywide Lean Six Sigma effort - HEAR PRESENTATION;
DISCUSS

6) Update on Financial Improvement Teams (FIT Teams) – HEAR PRESENTATION; DISCUSS

7) Update on the possibility of contracted studies for the Fire Department and Sheriff's Office –
HEAR PRESENTATION; DISCUSS

8) Public Comment

9) Committee Member Announcements or Reports

10) Adjourn

**Americans with Disabilities Act
(Government Code Section 54954.2)**

The County Administrative Center, 1st Floor Human Resources Test Room is accessible to persons with disabilities. Disabled individuals who need special assistance to attend or participate in meeting of the Board of Supervisors may request assistance at the Clerk of the Board of Supervisors, Fifth Floor, 1115 Truxtun Avenue, Bakersfield, California or by calling (661) 868-3585. Every effort will be made to reasonably accommodate individuals with disabilities by making meeting material available in alternative formats. Requests for assistance should be made five (5) working days in advance of a meeting whenever possible.

Peak Academy | *Investing in Ourselves*

The Peak Academy is a process improvement and change management program that supports our colleagues to innovate processes and deliver a world class city where everyone matters. A world class city starts by investing in our employees to re-shape current business processes and enable innovation. In order to empower employees and management, the Peak Academy provides training in and support using continuous process improvement methodologies, focusing on the identification and elimination of waste within a process. At the Peak Academy we:

- Support rising stars and strong performers to move to the next level;
- Provide training on methodologies to improve processes and reduce waste;
- Develop a deep personal experience and commitment to continuous improvement;
- Encourage colleagues to use the training to deliver customer-focused innovations;
- Become the vehicle to drive continuous improvement throughout the entire organization.

Peak Academy Training

The Peak Academy has two main trainings that are offered to introduce City employees to process improvement – *Green Belt & Black Belt*. Each training provides participants with an understanding of:

The A3 Problem Solving Tool
Tools to Identify Waste
Tools to Eliminate Waste
An Overview of Peak Performance

Black Belt is designed to provide in-depth training in process improvement tools as well as change management, and is meant to immerse the participant in a rigorous, hands-on experience.

Green Belt is designed to provide an overview of process improvement tools and is meant to introduce large numbers of participants to a common language and framework concerning process improvement.

For More Information:

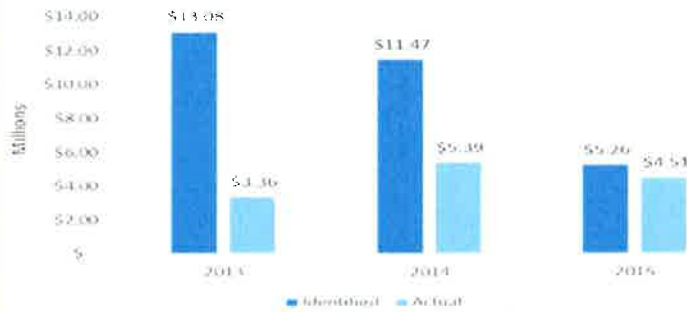
www.denvergov.org/peakacademy

PeakAcademy@denvergov.org

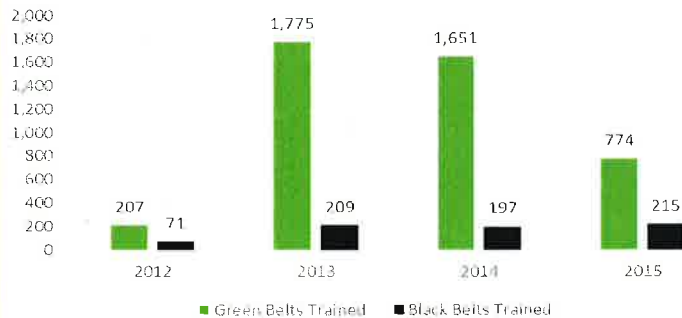
@DenPeakAcademy

Denver Peak Academy | Accomplishments

Peak Savings in Denver



Peak Trainees in Denver



"I'm thrilled by the ongoing support the Peak Academy offers directly and through its mentorship program to encourage continual process improvement for recent participants. My organization isn't lacking in process improvement opportunities and I'm excited to apply what I learned through Black Belt."

– Black Belt participant

"Black Belt was an excellent tool for me to reset my thinking & come back refreshed and eager to collaboratively problem solve with my teammates."

-Black Belt participant

Green Belt training was "eye-opening" and "provided valuable and easy tools to help streamline processes".

-various Green Belt trainees

Denver Green Belts *Introduction to Lean*

Denver Black Belts *Learning & applying Lean tools*

Duration 4-hour training about Lean

5 day intensive, hands-on training

What

Training includes: Peak Performance overview, A3 thinking, tools to identify waste in a process (8 wastes & process mapping), and tools to eliminate waste in a process (standard work, 6S, and Just-Do-Its)

Same topics as Denver Green Belt, plus: Voice of the Customer, value added analysis, fishbone & spaghetti diagrams, 5 Whys, communication circle, Gemba Walk, metrics, one-piece flow, Takt Time & Level Loading, visual management systems (kanban, andon, and production boards), behavioral economics, and addressing resistance to change

When

Contact the Peak Academy to schedule

2017 Training Dates:

January 9-13	August 7-11
February 6-10	August 21-25*
March 6-10	September 11-15
April 3-7	October 2-6
April 17-21*	October 23-27*
May 8-12	November 13-17
June 5-9	December 11-15
July 10-14	*Outside Only class

Cost

\$200 per participant
15 to 30 participants

\$2,500 per participant

Max of 2 participants per non-CCD agency per session

Please pay [here](#) upon completion of training

Where

Webb Municipal Building
or
Another location w/in 2 hours of Denver Metro area (per request)

Webb Municipal Building

Note: The Peak Academy will not be traveling to external locations for this training in 2017

To Apply

[Contact the Peak Academy to schedule](#)



EDMUND G. BROWN JR.
GOVERNOR

KAMALA D. HARRIS
ATTORNEY GENERAL

**COMMISSION ON
PEACE OFFICER STANDARDS AND TRAINING**

October 11, 2016

Justin Fleeman, Chief Deputy
Kern County Sheriff's Office
1350 Norris Road
Bakersfield, CA 93308-2231

Dear Chief Fleeman:

It was a pleasure meeting you, along with Sheriff Youngblood and other members of his executive staff, during our visit on October 6, 2016 in response to Sheriff Youngblood's request that POST conduct an organizational review of his agency. Based upon our discussions, we are forwarding a proposed Scope of Study along with our suggested study methodology for your review and agreement.

The study will identify both organizational strengths and opportunities to improve performance. POST will provide the Kern County Sheriff's Office with a summary of recommendations. Recommendations will be based on shared POST Consultant experience and law enforcement best practices integrated with information and feedback provided by Kern County Sheriff's Office leadership and staff. The intent is to assist the Kern County Sheriff's Office in becoming more efficient and effective in the delivery of law enforcement services to their community.

Proposed Scope of Study

- Organizational Structure, including:
 - Functional relationships between divisions, bureaus, and units
 - Rank Structure
 - Span of control
- Alignment of resources, including:
 - Staffing levels, shift plans, beat/district structure and deployment strategies
 - Dispatch processes, call prioritization, and response to calls for service
 - Investigations case management
 - Vehicle utilization
- Support functions and utilization of non-sworn personnel, including:
 - Internal systems and processes
 - Crime analysis
 - Facilities review
- External Relationships, including:
 - Coordination with other County departments and ancillary agencies
 - Relationship between the Department and the community it serves
- Priorities for budget restorations in the future

Suggested Methodology

The primary avenues of research conducted by POST for this study will include:

- An in-depth review of pertinent documents and reports. For example:
 - Organization charts and personnel allocation reports
 - Budget and finance reports
 - Pertinent labor contracts
 - Sheriff's Office and County Annual Reports
 - Pertinent articles from regional media sources
 - Beat plans and shift assignments
 - UCR Crime Report Data
 - CAD Activity Data
 - Population distribution maps
- A diagnostic, confidential online survey of all Sheriff's Office employees
- Interviews with a representative cross-section of Sheriff's Office employees, both sworn and non-sworn, including supervisors, managers and command staff.
- Interviews with selected Kern County elected and appointed officials
- Interviews with representatives of various public agencies and community organizations
- Tour of Sheriff's Office facilities

Please confirm this scope of study at your earliest date. Senior Consultant "R.C." Smith will be your primary point of contact. He may be reached at rc.smith@post.ca.gov or (916) 227-4864. We look forward to working with you and your agency.

Sincerely,



Robert "R.C." Smith
Senior Law Enforcement Consultant



Brad NewMyer
Senior Law Enforcement Consultant