



Los Angeles County Registrar-Recorder/County Clerk

LAvote.net



INTEGRIS
PERFORMANCE ADVISORS

Lean Washington 2016 Conference

Business As Usual To Transformational Leadership **The Cycle of Continuous Improvement**

Tracy O'Rourke, Integrus Performance Advisors

Alex Ogunji, LA County RR/CC

Facts About Alex



Los Angeles County Registrar-Recorder/County Clerk

- ◆ LSS Program Director
- ◆ Saxophone Player
- ◆ Loves to watch Netflix Originals
- ◆ Enjoys time with his Family



Facts About Tracy



Los Angeles County Registrar-Recorder/County Clerk

- Co-Founder of Integris
- Executive Advisor GoLeanSixSigma.com
- Mom of 2 boys: 8 and 13
- Lifelong Learner, Teacher, Facilitator
- Gaelic Football, Fun Runs





Lean Six Sigma at RR/CC








LA County Registrar Recorder County Clerk



LA County RR/CC



Los Angeles County Registrar-Recorder/County Clerk

- | | |
|---|---|
|  4,799,548 Total Registered Voters*
[+] View by Party |  1,525,569 Total Permanent Vote by Mail Voters* |
|  437,493 Annual Average Birth Certificates |  61,844 Marriage Licenses |
|  100,000 Annual Average Fictitious Business Names Filed |  210,000,000 Total Estimated Records Maintained |
|  16,666 Annual Average Wedding Ceremonies Performed | |

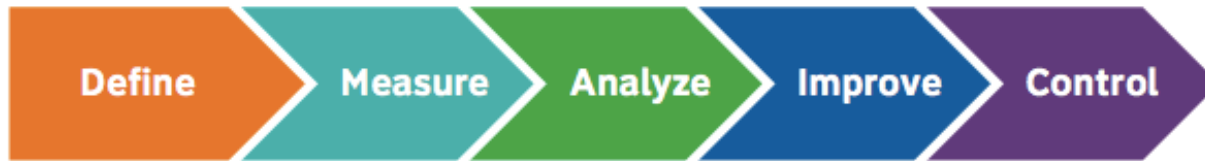


"Serving Los Angeles County by providing essential records management and election services in a fair, accessible and transparent manner." ~ Dean C. Logan

RR/CC Six Sigma Vision



Los Angeles County Registrar-Recorder/County Clerk



OUR MISSION

Develop a culture in the workplace that cultivates the cycle of continuous improvement by using Lean Six Sigma tools.

OUR VISION

Inspire and empower all staff to continuously improve operations by challenging the status quo.

- 2 -



Why RR/CC uses LSS



Los Angeles County Registrar-Recorder/County Clerk

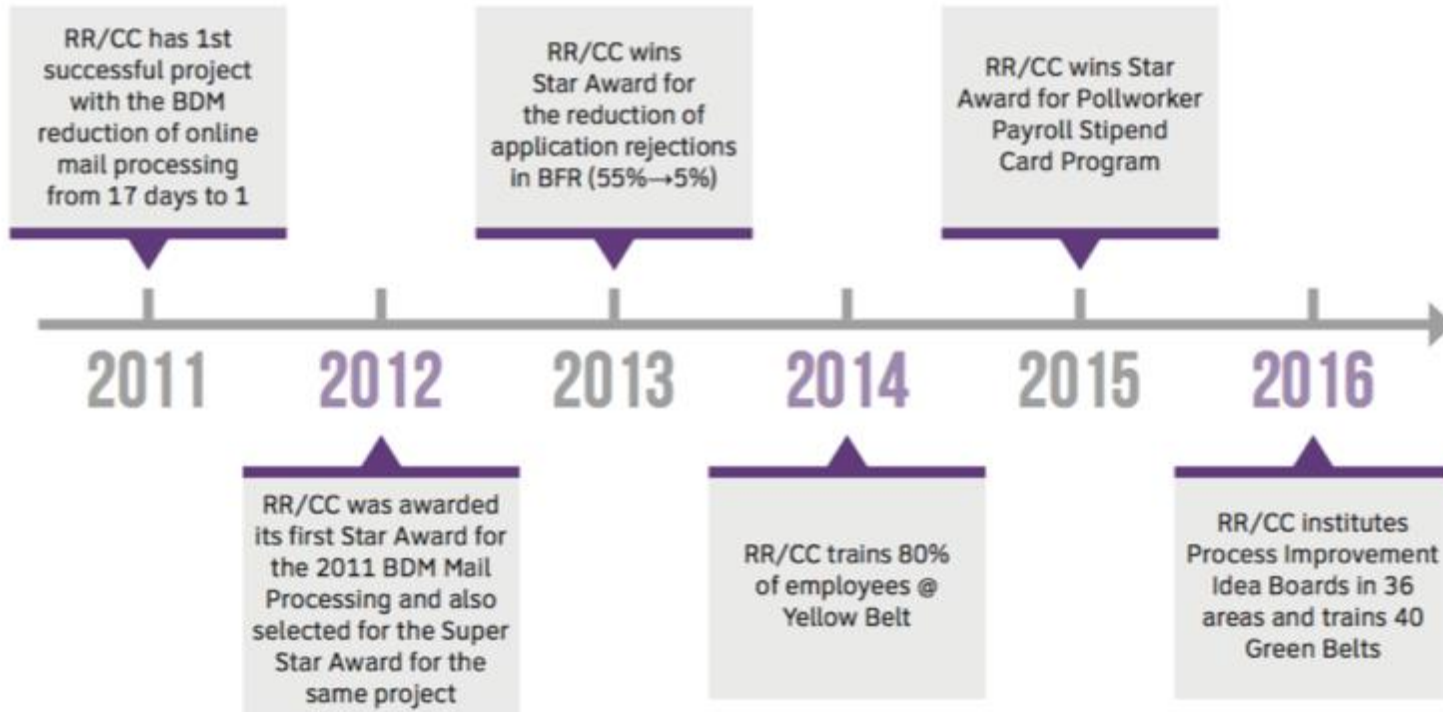
- ✓ Identify and control root causes of variance and defects
- ✓ Increase speed
- ✓ Understand customer requirements
- ✓ Empower employees to improve efficiency and effectiveness of processes

- ✓ Eliminate Errors and Variability
- ✓ Develop solutions to institutional problems based on data, not just assumptions
- ✓ Improve process understanding
- ✓ Reduce operational cost

Lean Six Sigma Timeline



Los Angeles County Registrar-Recorder/County Clerk



Birth, Death, Marriage Processing



Los Angeles County Registrar-Recorder/County Clerk

Project Wins

- ✓ Reduced online processing time from 17 days to 1 day
- ✓ Reduced offline processing time from 3 weeks to 1 week
- ✓ 20 hand-offs reduced to 12
 - ✓ Offline hand-offs reduced from 14 to 9
 - ✓ Online hand-offs reduced from 6 to 3
- ✓ Co-located the department on one floor
- ✓ Reduced lunch transition time from 35 minutes to 3.5 minutes for 12 cashiers and their supervisors

AFTER THE PROJECT:

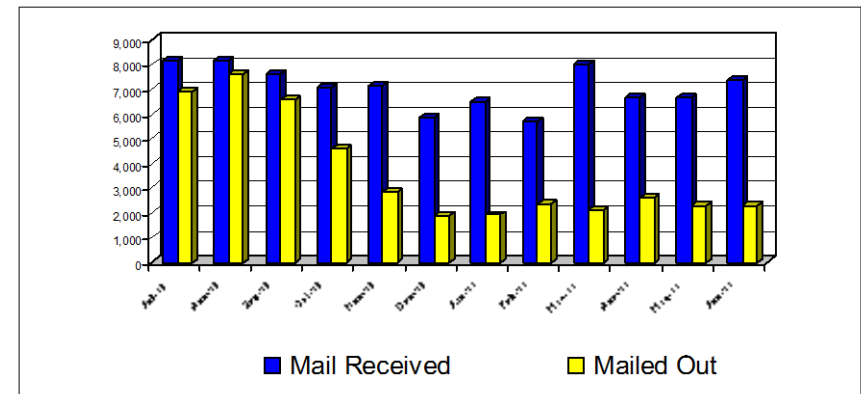
- ☺ Staff processes birth, death and marriage certificates in record time – 1 day turn around!
- ☺ Customers receive birth, death and marriage certificates in record time – 4 day turn around!

Project Timing

Start Date: 6/23/2011

End Date: 9/7/2011

Previous: mail processing timeframe

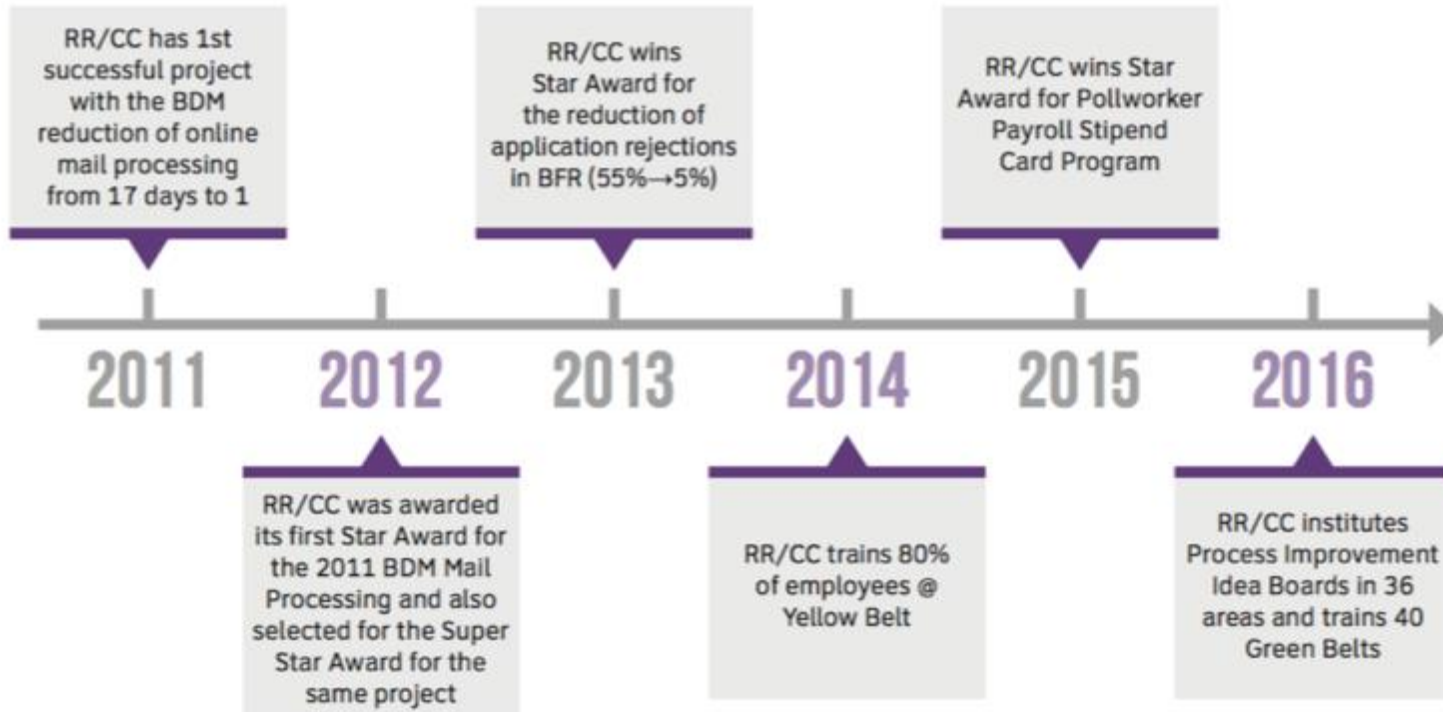


Before the project: A 17-day turnaround within BDM

Lean Six Sigma Timeline



Los Angeles County Registrar-Recorder/County Clerk



Business Filing Registration (BFR)



Los Angeles County Registrar-Recorder/County Clerk

- Receives 154,000 applications annually

Improvements:

- Created a customer contact sheet
- Revised the application using “plain language”
- Provided an online sample application

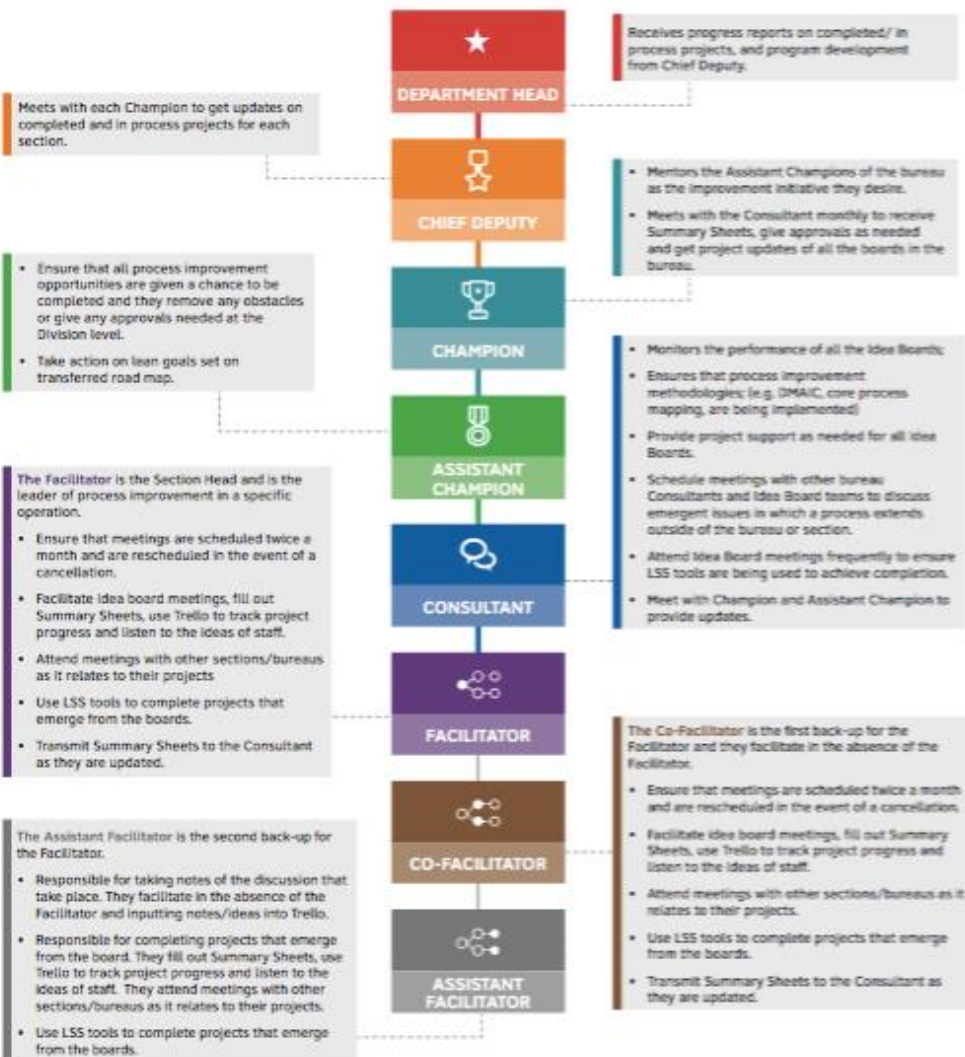
By making three enhancements, the rejection rate was reduced
from
55% to 5%



Strategy for Expansion



Los Angeles County Registrar-Recorder/County Clerk

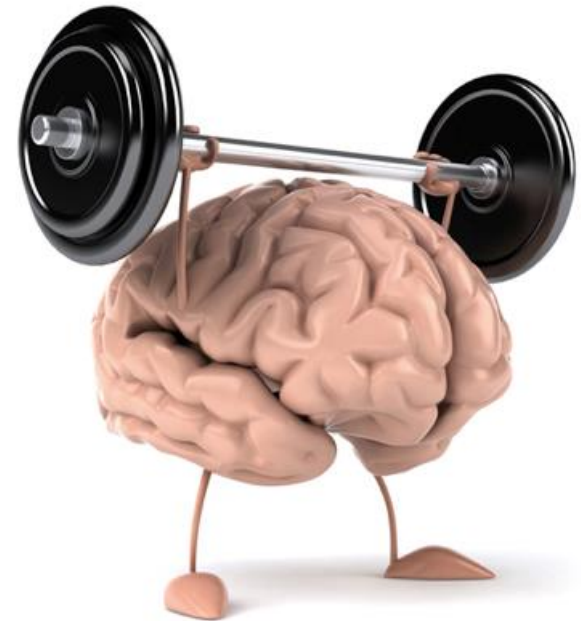


Building RR/CC Capability



Los Angeles County Registrar-Recorder/County Clerk

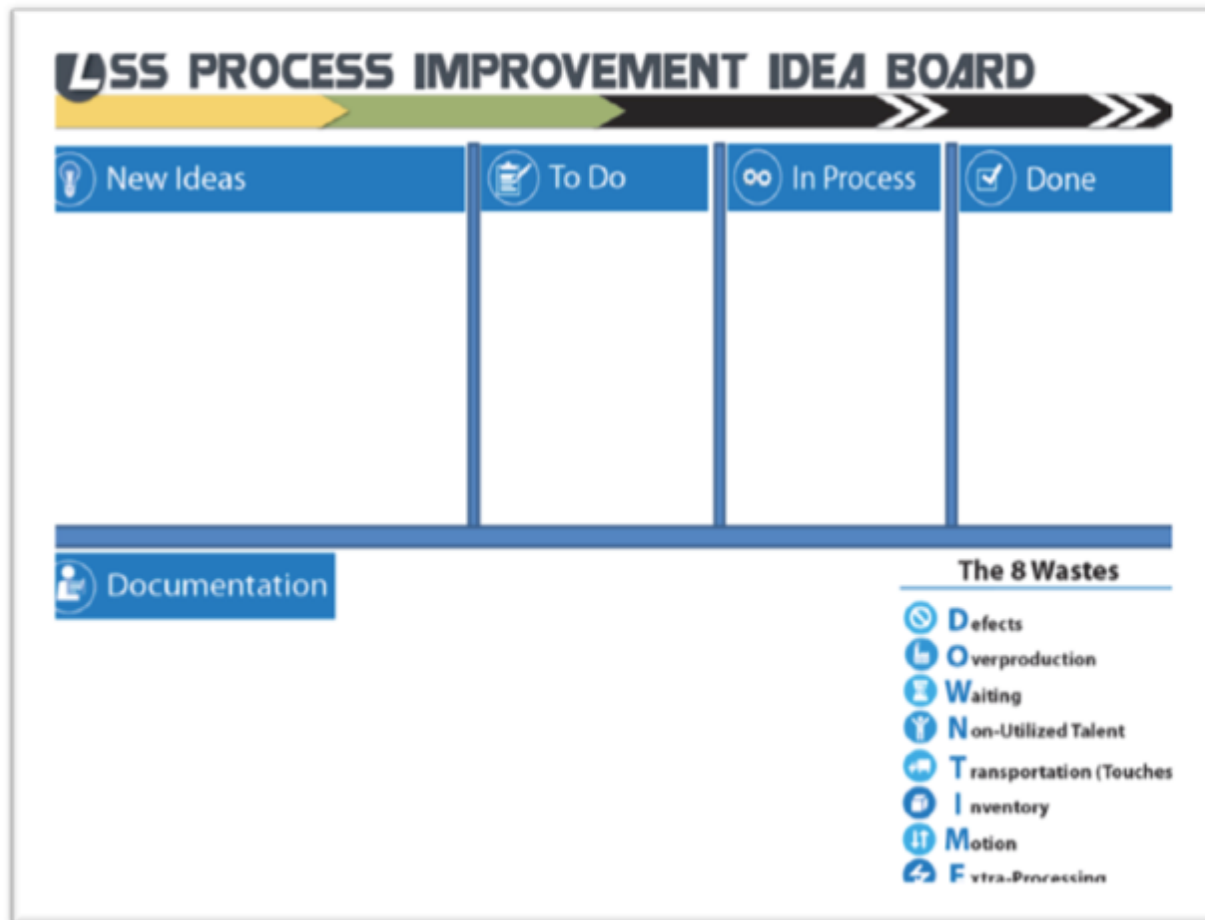
- 900 Yellow Belts Trained
 - LA County Board of Supervisors (SEPT 2016)
- 150 Green Belts Trained
- 10 Black Belts Trained



Idea Submission



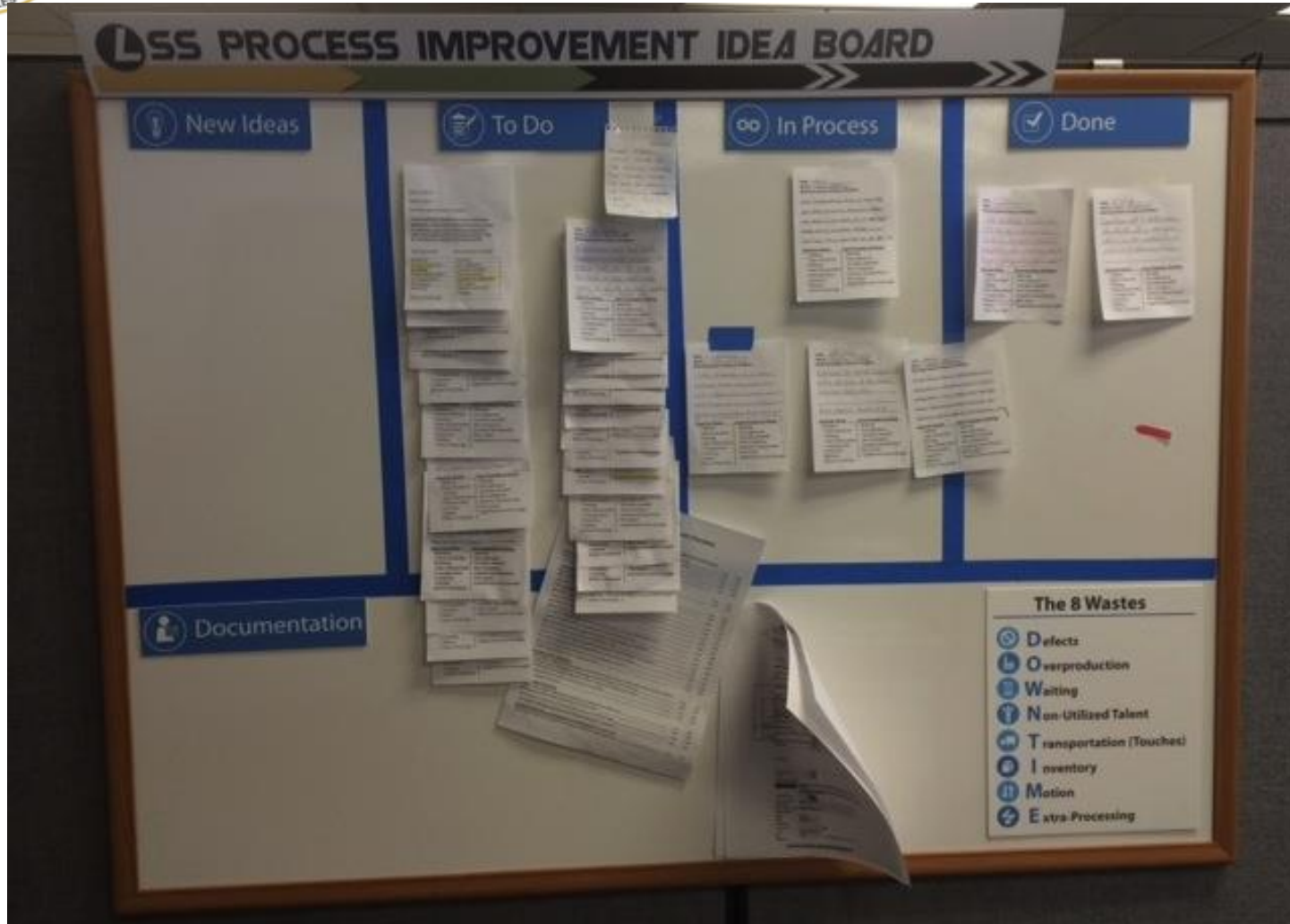
Los Angeles County Registrar-Recorder/County Clerk



RR/CC Idea Board



Los Angeles County Registrar-Recorder/County Clerk





Summary Sheet

Los Angeles County Registrar-Recorder/County Clerk

- Idea
- Waste Analysis
- Recommendation
- Estimated Savings
- Actual Savings

LESS PROCESS IMPROVEMENT IDEA BOARD: SUMMARY SHEET

Submitter Name: Sylvia Lira Date Submitted: 07/16/2015

Idea:

Currently, the Los Angeles County Employee Retirement Association (LACERA) Elections are conducted as "All Vote By Mail" type Elections. Voting materials are presently sent to members using the First-Class mailing process and we do not use the presort method. The data that contains the members' addressing information is provided to us in half-sheet hard copies, which have to be manually inserted by the vendor into each packet that is sent to the members.

We should try an alternative way of mailing the materials (First-Class cost \$0.795 vs. Third-Class cost \$0.119) and analyze the process for waste and improvement opportunities.

MAPP/Strategic Goal Link: Goals A & C: Customer Service/Fiscal Responsibility

ID Link:

Waste Analysis:

Since the members mailing data is provided to us in half-sheet hard copies instead of digital format, we cannot use USPS presort method. Therefore, we cannot use the Nonprofit Third-Class rate, which is approximately 59 cents less per piece than the First-Class rate. For example, in a mailing to about 61,218 members we would have paid \$47,500 less than what we actually paid for in this year's LACERA election. Even if we had just presorted and still mailed First-Class, we would have saved approximately \$23,500 in postage.

Sometimes manual insertion of mailing address information is done incorrectly and those packets are returned as "Undeliverable", causing some members to request extra ballots.

Current process has unnecessary motion and transportation, and no QC (see attachment).

Recommendations:

- The mailing of packets for the LACERA elections should be conducted using the Nonprofit Third-Class Mail. We will need the envelopes ordered by staff to be revised, as currently the envelope has an indicia ("FIRST CLASS MAIL") and a window that will have to be removed.
- Request Board of Supervisors and Auditor-Comptroller to send members' information to vendor electronically to enable presort and id-get.
- Explore possibility of sending Political packages Third-Class instead of First-Class for large \$ savings.
- Explore possibility of mailing LACERA packets by VBM option.

Estimated Cost/Resource/Time Savings:

Changes to this process will have both time and cost savings. The savings will be different for every election since the postage rate is based on the number of election packets mailed to the members and the increase of USPS services in the future. Currently, the total number of members is 195,000. In the event we have an election next year and considering all members will need to be mailed a packet, the implementation of the new postage standard will result in cost savings of approximately \$91,418.

Actual Cost/Resource/Time Savings:

Green Ball Project Certification 

Challenges



Los Angeles County Registrar-Recorder/County Clerk

- Building desire to use the boards
 - Countermeasures: Training, Marketing,
- Consistent board use
 - Countermeasures: Setting expectations and Champion & central monitoring
- Lack of ownership/accountability
 - Countermeasures: Identifying the right personnel & submitting summary sheets to Department Head

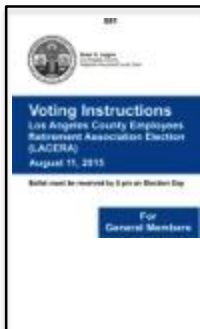
Lean Six Sigma Green Belt



Los Angeles County Registrar-Recorder/County Clerk

LACERA Packets:

The following are the documents that are part of the LACERA packet:



Current Process



Los Angeles County Registrar-Recorder/County Clerk

The Los Angeles County Employees Retirement Association (LACERA) Elections are conducted as "ALL Vote By Mail" type Elections.

Current Process: Ballots can only be mailed using First-Class postage at the high rate of \$0.705

Lean Process



Los Angeles County Registrar-Recorder/County Clerk

Proposed Changes: Process modifications will enable us to mail ballots using Third-Class postage at the lower rate of \$0.119

If implemented, we will be able to:

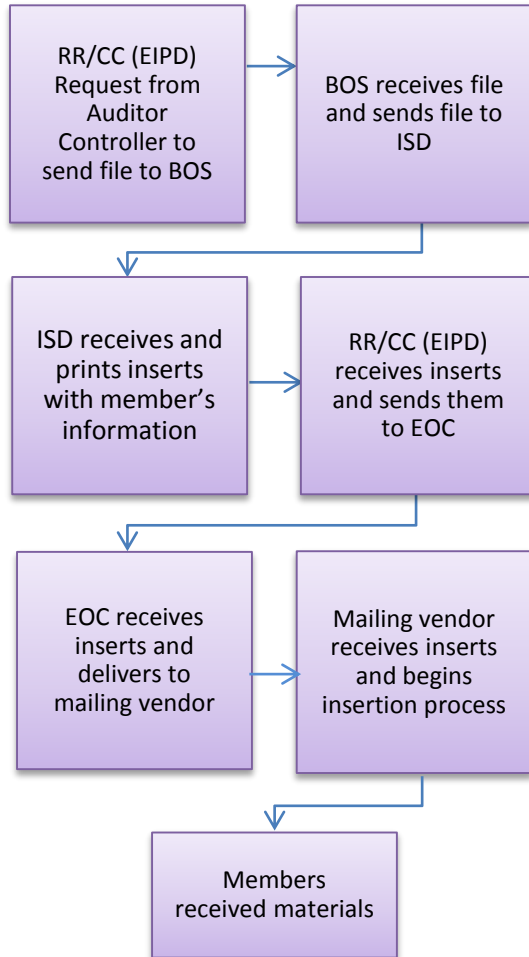
- Achieve cost effectiveness
- Eliminate unnecessary movement of materials
- Reduce the margin of error from the manual-insertion process
- Reduce the number of steps
- Apply a quality assurance measure

High Level Process Steps

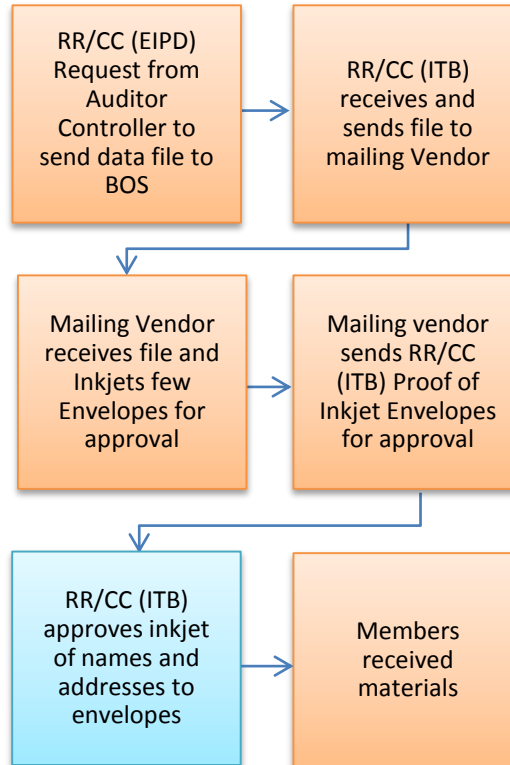


Los Angeles County Registrar-Recorder/County Clerk

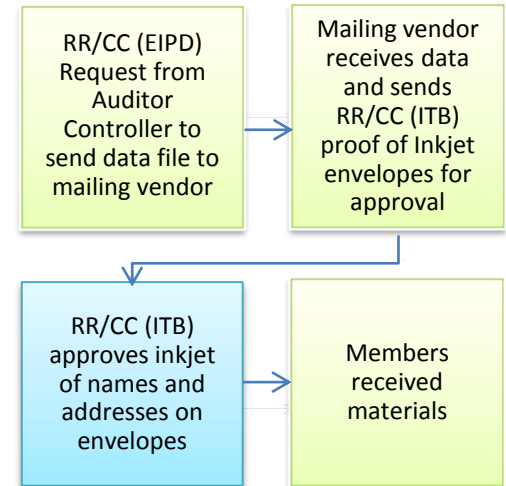
Current Process – (Seven steps)



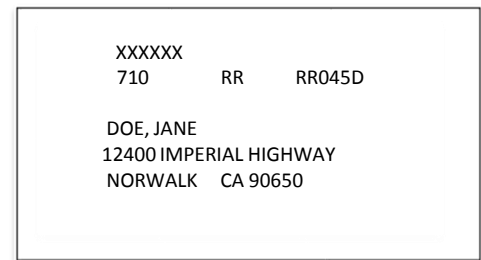
New Process – (Six steps)



New Process – (Four steps)



Mailing Recipient Insert



LEGEND

BOS= Board of Supervisors Executive Office
 EIPD= Election Information & Preparation Division
 ISD= Internal Services Department
 ITB= Inf. Technology Bureau
 EOB= Election Operation Bureau
 BMS= Ballot Management Section
 EOC= Election Operation Center

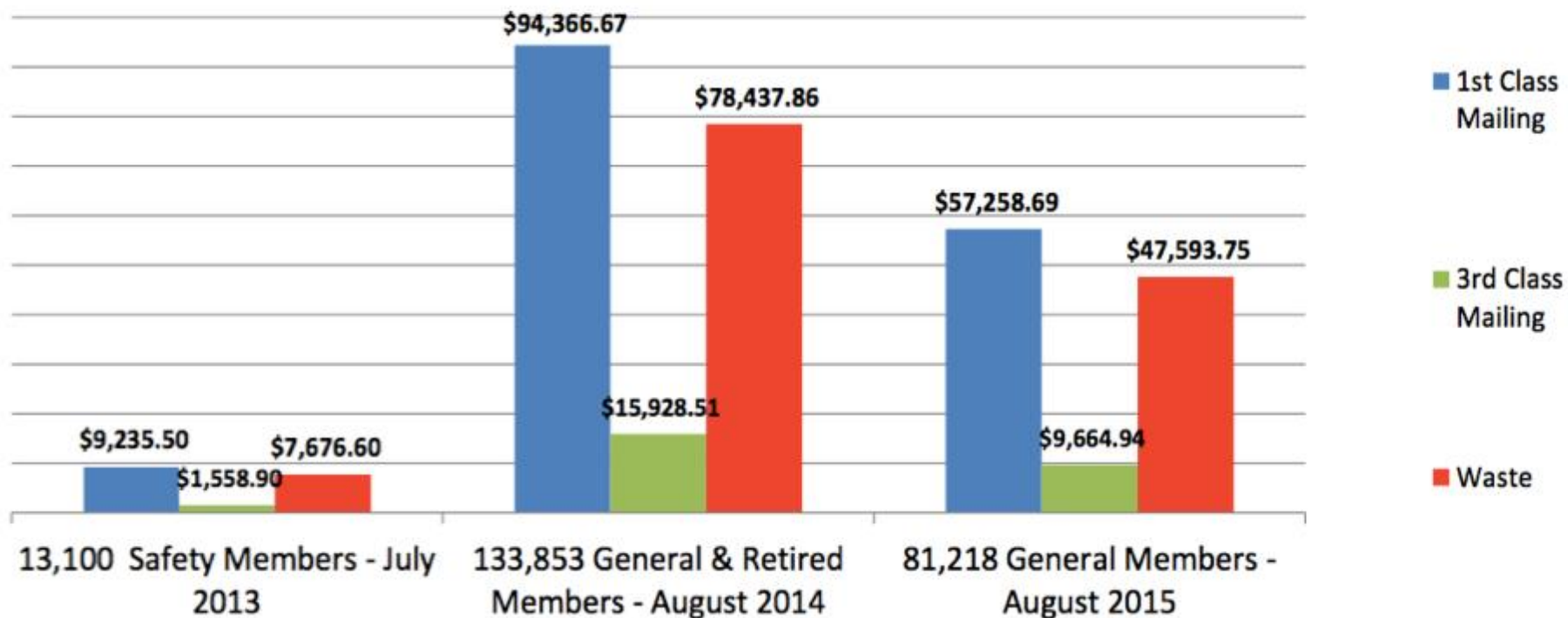
Blue box = New verification step
 Purple box = No verification step

Waste Analysis



Los Angeles County Registrar-Recorder/County Clerk

An evaluation of past elections exposes the waste incurred by mailing ballots using the First-Class Mailing method. Current USPS rates (First-Class: \$0.705 & Third-Class: \$0.119) were used for calculations.



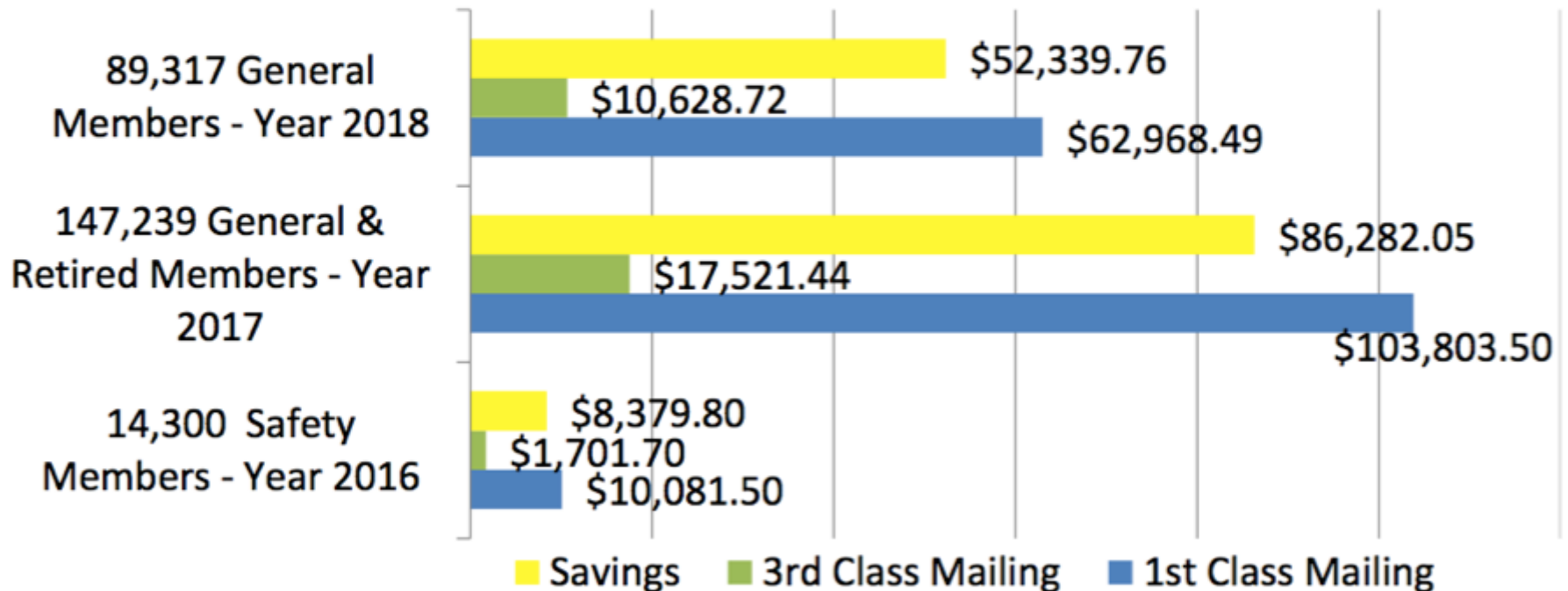
Waste incurred in the last 3 years: **\$ 133,708.21**

Estimated Savings

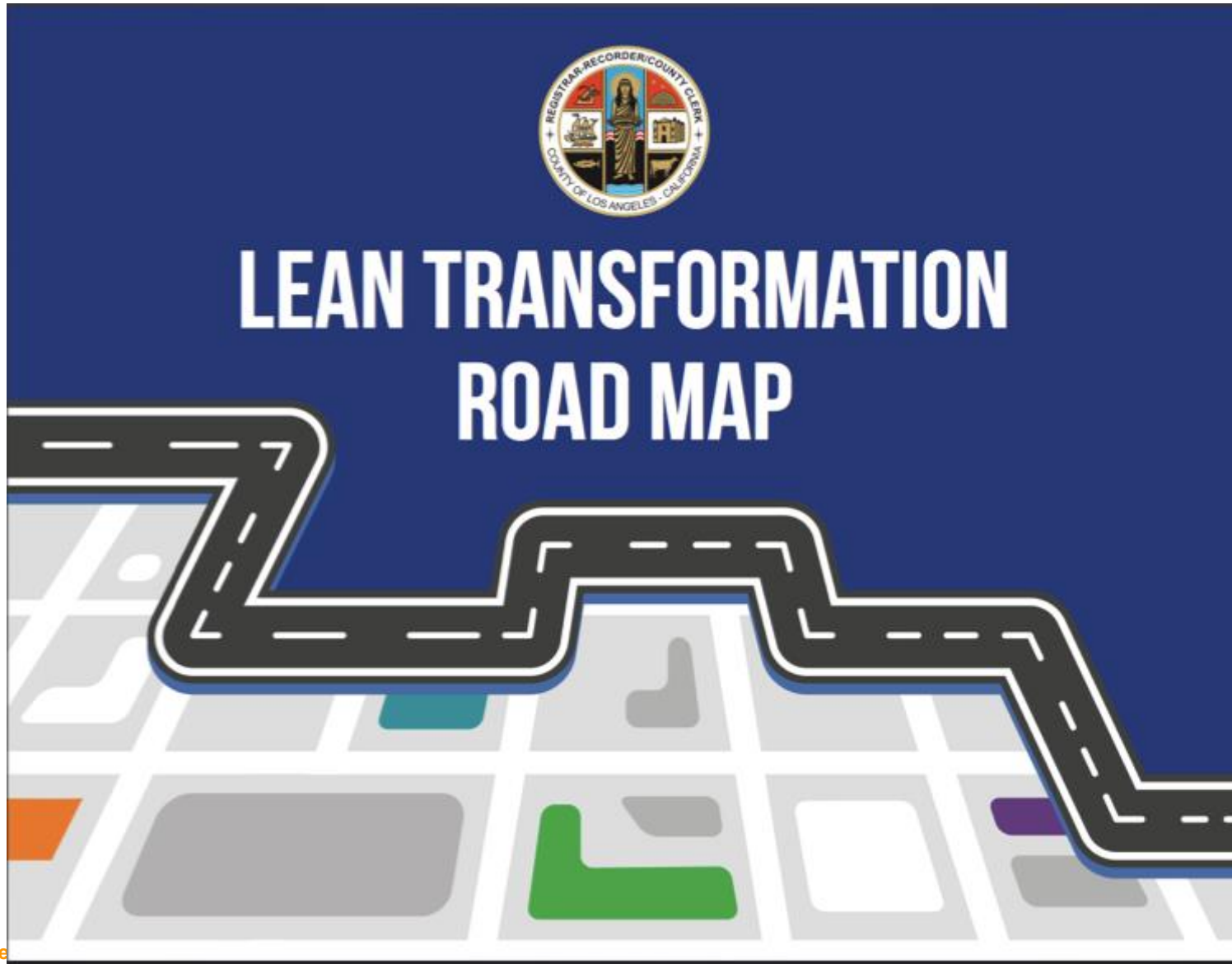


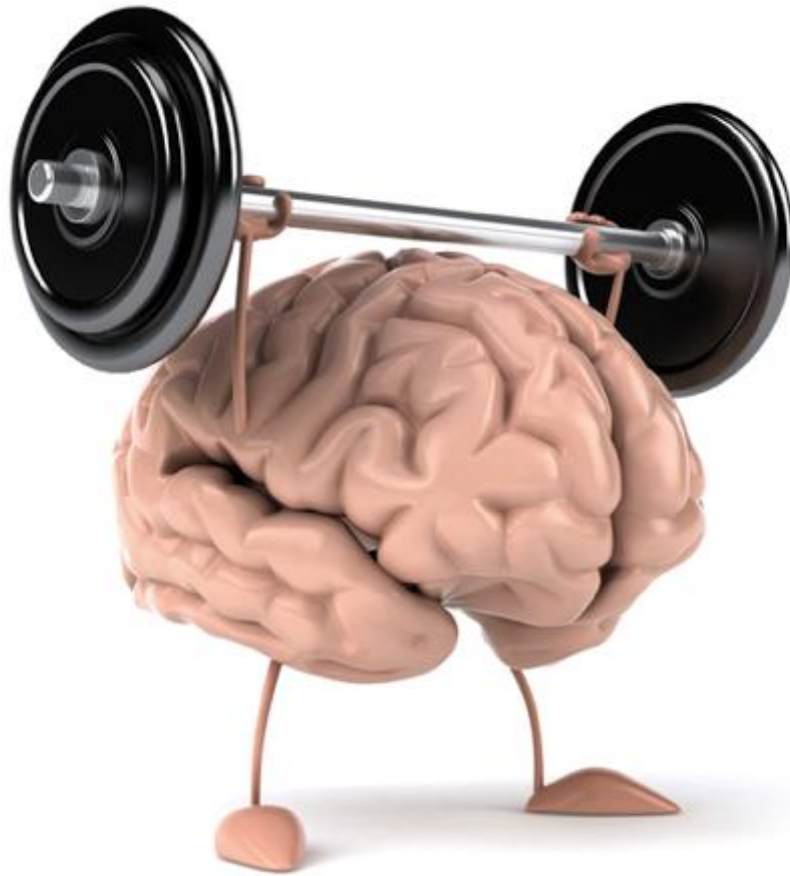
Los Angeles County Registrar-Recorder/County Clerk

Projected savings calculations were based on data compiled from similar elections with an added 10% member growth. Current USPS rates (First-Class: \$0.705 & Third-Class: \$0.119) were used for calculations.



Projected 3-year savings: **\$ 147,001.61**





Create a culture
that builds the
problem solving
muscle of every
employee

RR/CC: Working on the Roadmap Together



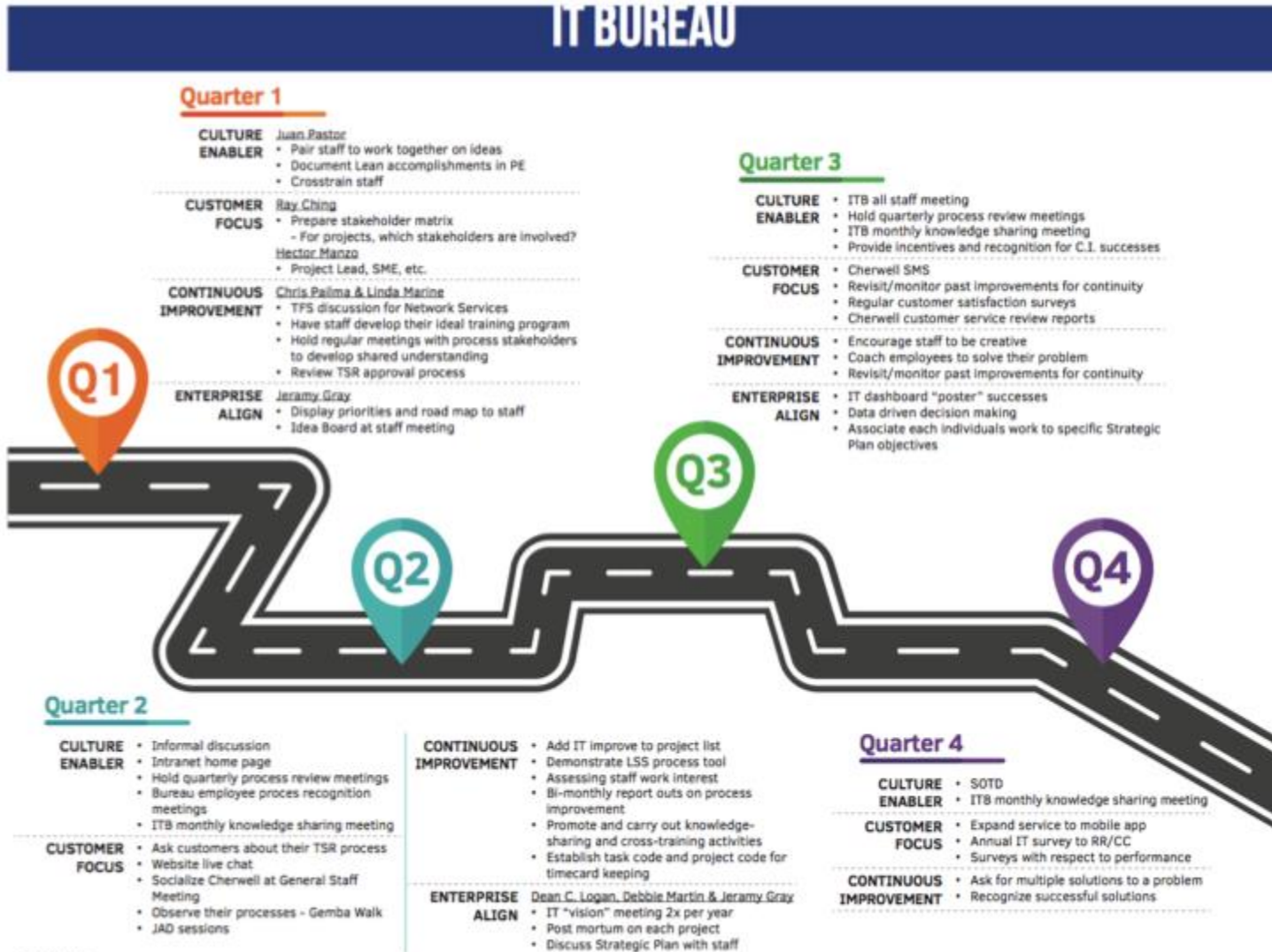
RR/CC Roadmap Team - Recorder Bureau



RR/CC Roadmap Team - Administration



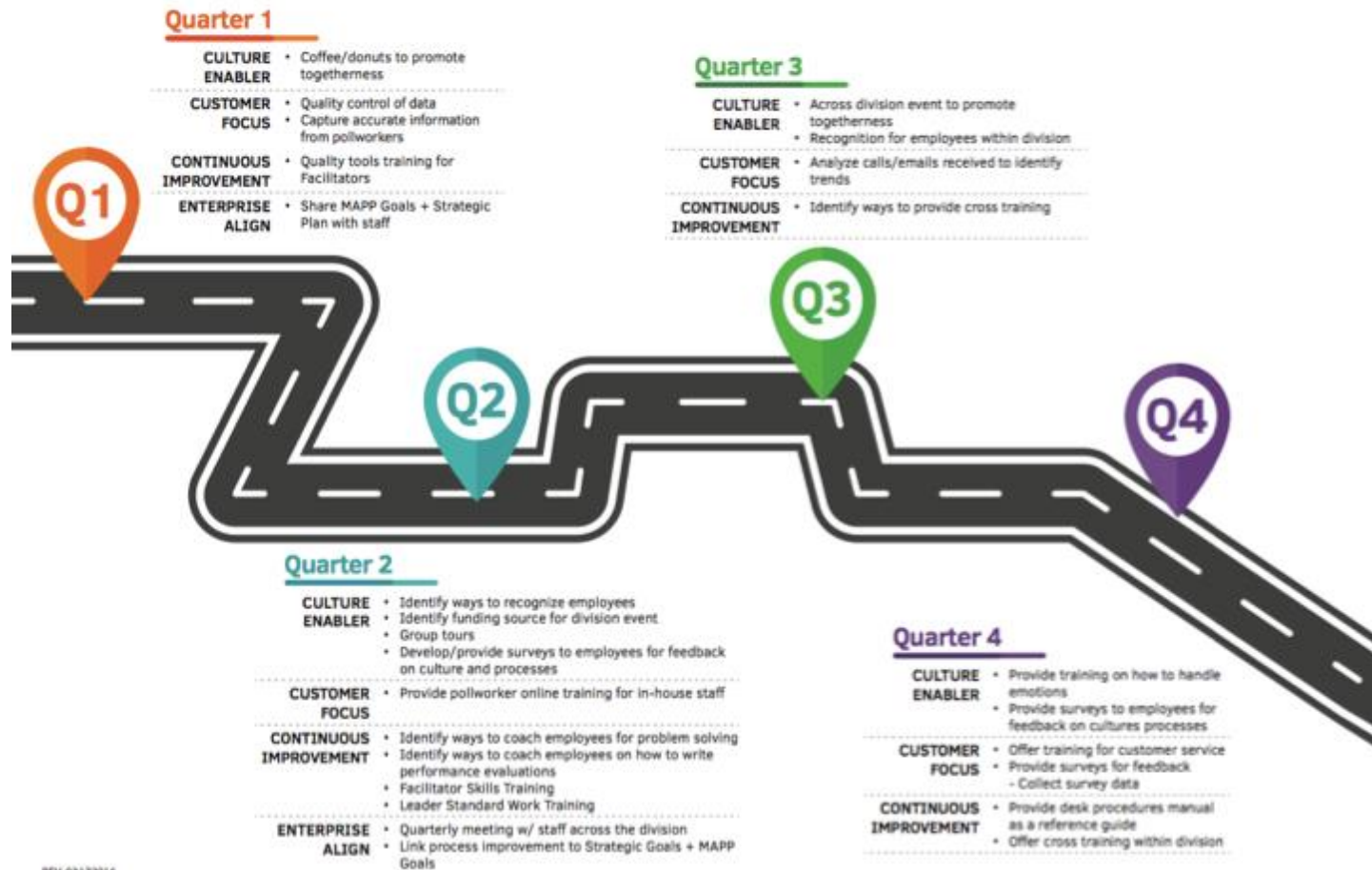
RRCC Lean Transformation Roadmap



RRV 03172016

ELECTION OPERATIONS BUREAU

Election Operations & Pollworker



REV: 03172016

RRCC Milestones & Timelines

3Q 2016

4Q 2016

1Q 2017

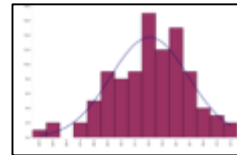
2Q 2017



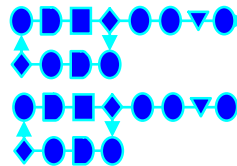
Lean
Leader
Workshop



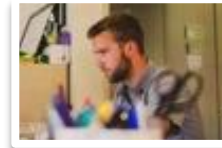
Bureau
Roadmap
Coaching



Quality
Tools
Training



Process
Mapping



Black Belt
Training

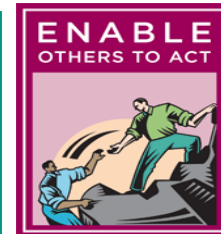
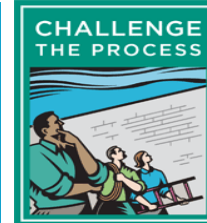


Leader
Standard
Work
Training



Coaching &
Project
Facilitation

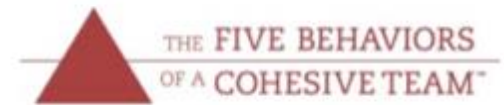
What is Leader Standard Work?



Lean Leader
Habits!

A set of behaviors, tools and actions that leaders apply to build and sustain a continuous improvement mindset and culture.

Healthy Donut



The Four Pillars of
OPERATIONAL EXCELLENCE[®]



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