

*LEAN SIX SIGMA IS ALL ABOUT IMPROVING PERFORMANCE...
What does it take to perform like an orchestra? Let's see!*



Orchestration: the planning or coordination of the elements of a situation to produce a desired effect

What Is Lean Six Sigma?



Uses the PDCA method and tools like 8 Wastes and 5S to achieve continuous improvement



Uses the DMAIC method and tools like Control Charts and FMEA to achieve continuous improvement



Leverages the best problem-solving methods to help organizations achieve their missions and satisfy customers



Who Benefits From Using Lean Six Sigma?



Anyone who has problems to solve including:

INDUSTRIES



Healthcare



Hi-Tech



Government



Retail



Finance



Hospitality

...Any Industry That Has Problems To Solve!

FUNCTIONS



Customer Service



Manufacturing



Accounting



Operations



Sales



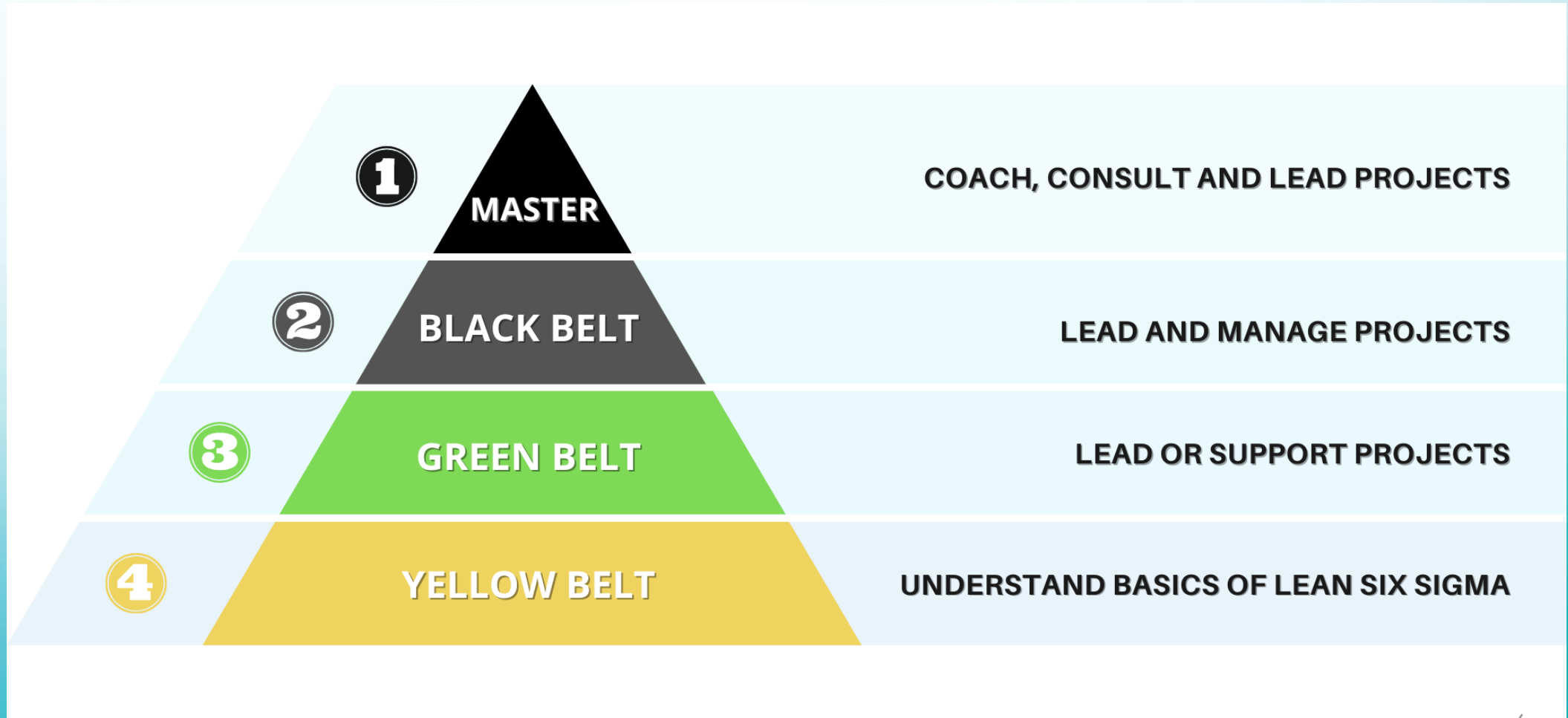
HR & IT

...All Functions That Have Problems To Solve!

GoLeanSixSigma.com makes it easier for everyone everywhere to build their problem-solving muscles.



What do the belts mean.....





WHICH BELT ALLOWS YOU TO BEGIN PROCESS IMPROVEMENT INITIATIVES IMMEDIATELY?

- A. Yellow
- B. Green
- C. Black
- D. All of the above

Some Six Sigma tools

More technical in nature

Hypothesis testing
Control charts
Regression
Design of experiments
Measurement analysis
Capability analysis

Some common tools

Great for fast results

Brainstorming
Process mapping
Standardization
Mistake-proofing

Some lean tools

Usually used in manufacturing

Kanban
Visual workplace
Single minute exchange of die
Single piece flow
Layout planning



LEAN SIX SIGMA CAN BE USED IN WHICH OF THE FOLLOWING?

- A. Schools**
- B. Auto parts store**
- C. Clerks office**
- D. All of the above**

THINK OF IT AS A PROBLEM-SOLVING METHODOLOGY

DMAIC METHOD

- ❖ When there's a problem and we don't know the root cause, use **DMAIC**.
- ❖ Define, measure, analyze, improve and control.



NOW INCLUDE A CULTURE OF EXCELLENCE



Six Sigma is Culture of Continuous Improvement





REGARDING DMAIC, WHICH TWO ARE NOT
CORRECT?

- A. Design
- B. Measure
- C. Assess
- D. Improve
- E. Control

DEFINE PHASE - MAJOR ACTIVITIES

Voice Of Customer

- Understanding Your Customer
- Affinity Diagram
- Kano Model

Determine CTQs

- Determine CTQs based on VOCs
- CTQ = Critical to Quality & VOC = Voice of Customer

Develop Project Charter

- Business Case
- Problem Statement
- Goal Statement
- Project Scope
- Project Plan
- Team members etc.

Map the Process

- SIPOC
- Value Stream Mapping
- Sub Process Mapping by Process Flow Diagram (Flow Chart)

MEASURE PHASE - MAJOR ACTIVITIES

Types of Data and Data Distribution

- Attribute & Variable Data
- Histogram
- Shape of data set
- Central Tendency
- Standard Deviation
- Normality Test
- Box Plot
- Measure of Dispersion

Sampling Strategy & Data Collection Plan

- Sample Size Calculation
- Develop Data Collection Plan

Validate Measurement System

- Measurement System Analysis
- Gage R&R Study

Determine Process Capability

- Process Capability
- Variable Data
- Attribute Data

ANALYZE PHASE - MAJOR ACTIVITIES

Identify Possible Causes

- Cause & Effect Diagram
- 5 Why's?
- Pareto Chart
- Brainstorming

Process Door Approach

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- Lean Approach e.g. 5S, Kaizen, PDCA, Kanban, SMED, etc.
- Principles of Lean Thinking
- Lean Wastes
- Control Impact Matrix

Hypothesis Testing

- Test of Means
- ANOVA
- Test of proportion
- Chi Square Test

Correlation & Regression Analysis

- Scatter Chart
- Correlation Analysis
- Regression Analysis

IMPROVE PHASE - MAJOR ACTIVITIES

Generate Solution

- TRIZ- Theory of Inventive Problem Solving
- Brainstorming Techniques
- Prioritizing Solutions

Select Solution

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- Kaizen
- Kanban
- 5S
- Poka-Yoke/ Mistake Proofing or Error Proofing
- FMEA – Failure Mode & Effect Analysis

Test Solution

- Small Scale Experiment
- Physical Model Testing
- Simulation Testing

Justify Solution

- Tangible Benefits,
- Intangible Benefits
- Cost Benefit Analysis (CBA)

CONTROL PHASE - MAJOR ACTIVITIES

Implementation & Acceptance Strategy

- Objectives
- Incorporation of Pilot Learning
- Resources and time Frame
- Influence Strategy
- Control Plan
- Documentation

Statistical Process Control

- Special Causes Variation
- Common Cause Variation
- Types of Control Chart
- Chart Patterns

Response Plan & Documentation

- Project Closure
- Process Management System
- Documentation

Develop a culture of asking “how do we work smarter, not harder??”

**There's a difference between
Knowledge & Wisdom**



THE 8 FORMS OF WASTE

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Focus on eliminating NON-VALUE ADDED activities



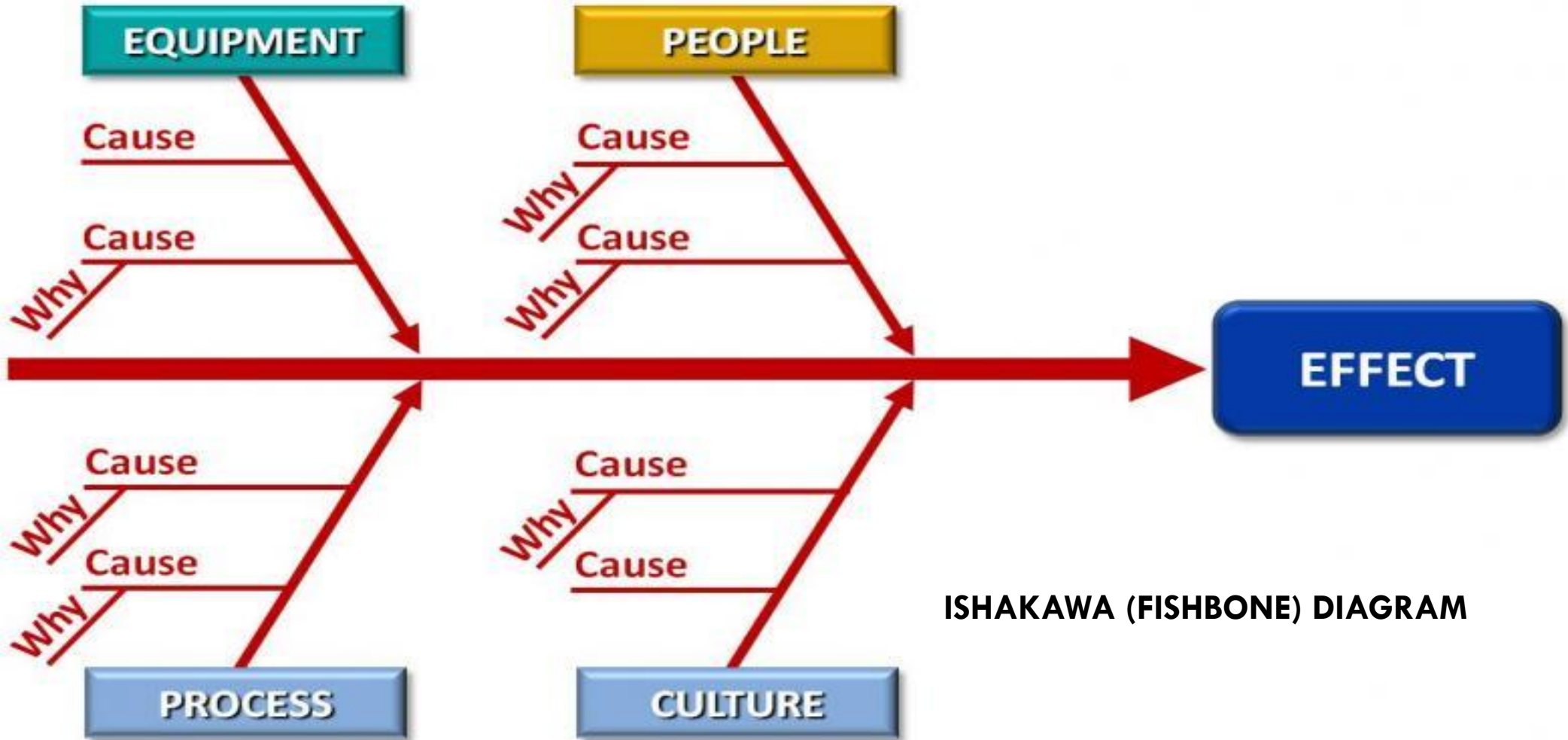


WHICH ONE IS NOT ONE OF THE 8 FORMS OF WASTE?

- A. Downtime
- B. Overproduction
- C. Waiting
- D. Non-utilization
- E. Transportation
- F. Inventory
- G. Motion
- H. Extra processing

FINDING THE ROOT CAUSE

FISHBONE DIAGRAM AND THE 5 WHY'S



ISHAKAWA (FISHBONE) DIAGRAM



A FISHBONE DIAGRAM IS PERFECT FOR?

- A. Assigning blame
- B. Finding a root cause
- C. Starting a team

ACTION PLAN FORM

Project Name: _____	Date: _____
Work Area/Dept.: _____	Owner: _____

#	Task (WHAT)	Accountable (WHO)	Task Schedule (WHEN)							Comments / Cost
			M	T	W	Th	F	S	S	
1	Update intake application from 2015 to 2019 standards.	Henry					2/1			Send to Leadership for final approval.
2										
3										
4										
5										
6										
7										
8										
9										
10										

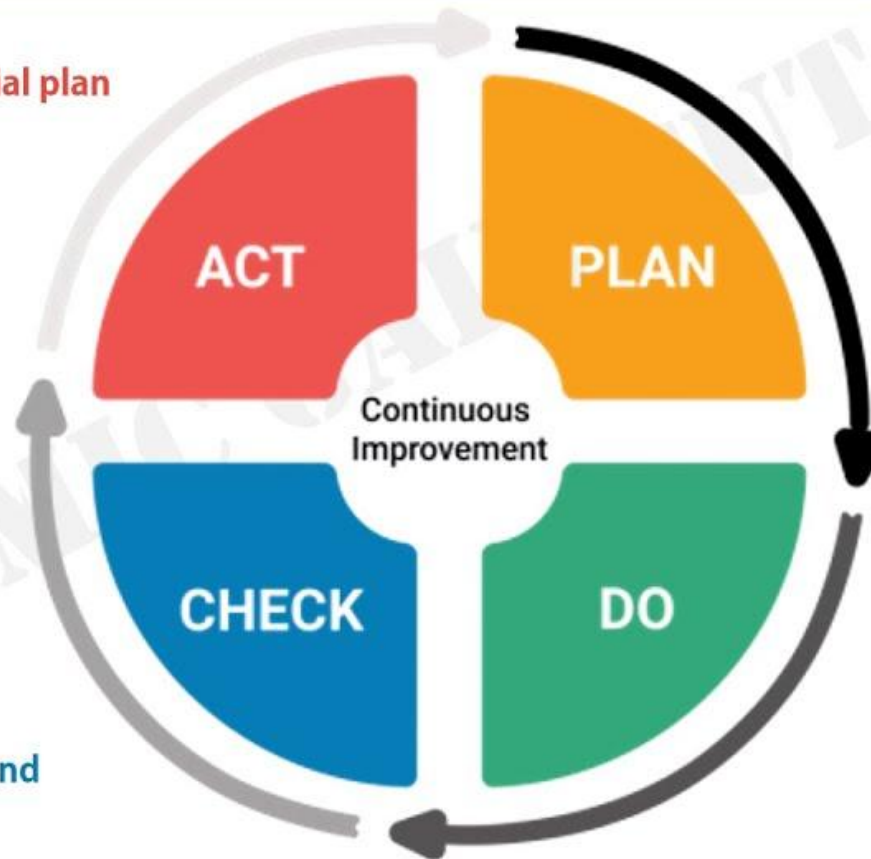
A simple but powerful tool that holds people accountable



PDCA Cycle

- Proceed and apply your initial plan
- New standard baseline

- Most important stage
- Avoid recurring mistakes
- Apply continuous improvement
- Audit the results
- Identify problematic parts and eliminate them



- Core problem?
- Resource needs?
- Existing resources?
- Best solution using available resources?
- Conditions?
- Goals?

- Time to take action
- Apply everything
- Be aware of unpredicted problems
- Standardize

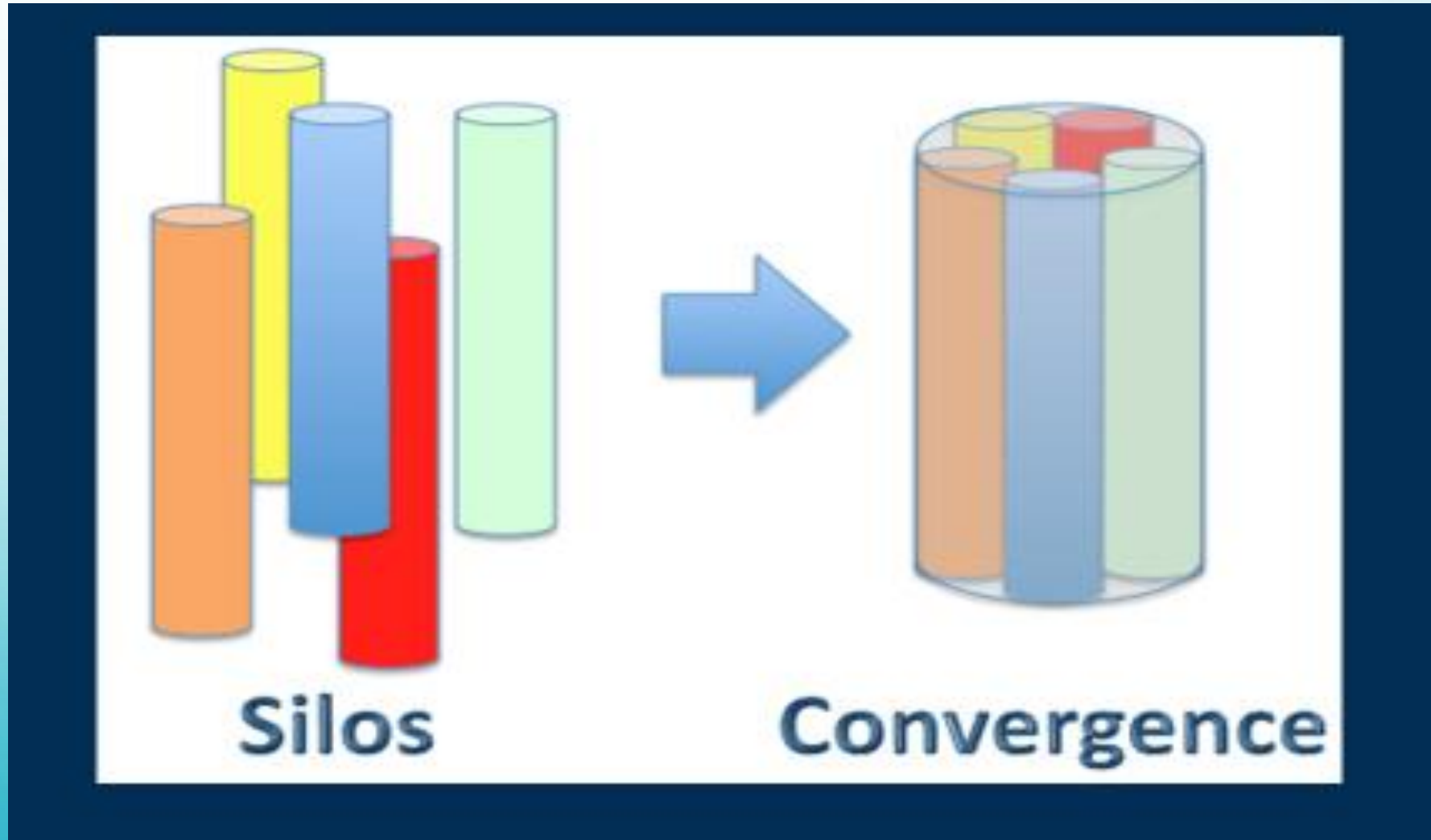
TEAMS ARE THE KEY TO GETTING EVERYONE INVOLVED IN CREATING CULTURE OF EXCELLENCE

*Different functional expertise working toward a **common goal**.
Typically, it includes employees from all levels of an organization*

TEAMS: THE MOST POWERFUL SIX SIGMA TOOL



AT PALM BEACH COUNTY CROSS-DEPARTMENTAL TEAMS ENABLE CONVERGENCE...CREATE AN IMPROVEMENT CULTURE



Implementing these concepts in PALM BEACH COUNTY: Getting everyone on board!!!



Palm Beach County Board of County Commissioners
VISION, MISSION, VALUES, GOALS & STRATEGIC PRIORITIES

Core Values

 **FUNDAMENTAL COMPETENCE**
Trainings, tools, and professional development.

 **UNWAVERING COMMITMENT**
Do the right thing for the right reasons for our residents.

 **CREATIVE LEADERSHIP**
Explore fresh approaches with an open mind.

 **INTERACTIVE COMMUNICATION**
Share information, listen attentively, provide feedback.

OUR VISION
Think strategically and anticipate the future. Ensure that decisions we make today will have lasting value.


Palm Beach County Board of County Commissioners

OUR MISSION
To drive a continuous improvement culture of excellence that achieves a measurably high level of public satisfaction.

OUR GOALS
Customer Focus
Performance Measures
Empowerment
Continuous Quality Improvement
Cost-Efficiency

Strategic Priorities

ECONOMIC DEVELOPMENT 

HOUSING & HOMELESSNESS 

ENVIRONMENTAL PROTECTION 

INFRASTRUCTURE 

PUBLIC SAFETY 

SUBSTANCE USE & BEHAVIOR DISORDERS 

For more information, please contact Dr. Keith A. Clinkscale, OFMB Strategic Planning and Performance Management Division Director, at (561) 355-4075.

SIX TEAMS, ONE MISSION

Once the Cross-Departmental Teams (CDT's) were created, each CDT created a Mission, Goals, Strategies and ways to break down silos within the County.

As collaborative opportunities appeared, departments worked together to leverage resources and expertise, allowing for more efficient processes and a cost-savings to the County.

Each year, the CDT's present an update to the BCC on the goals they have achieved and new prospects they plan to partake in that align with their particular Strategic Priority.

Cross-Departmental Teams

	ECONOMIC DEVELOPMENT	HOUSING/ HOMELESSNESS	ENVIRONMENTAL PROTECTION	INFRASTRUCTURE	PUBLIC SAFETY	SUBSTANCE USE & BEHAVIOR DISORDERS
Airports	✓			✓	✓	
Community Services	✓	✓			✓	✓
Cooperative Extension	✓	✓	✓		✓	✓
Criminal Justice Commission		✓			✓	✓
Engineering & Public Works			✓	✓		
Environmental Resources Management			✓			
Equal Business Opportunity	✓					
Facilities Development & Operations	✓		✓	✓		
Fire Rescue	✓	✓		✓	✓	✓
Housing & Economic Sustainability	✓	✓		✓		
Human Resources	✓					
Library	✓	✓		✓	✓	✓
Medical Examiner's Office						✓
Office of Community Revitalization	✓	✓	✓	✓		✓
Office of Resilience			✓	✓		
OFMB	✓	✓	✓	✓	✓	✓
Palm Tran			✓	✓		
Parks and Recreation	✓	✓	✓	✓	✓	✓
Planning, Zoning & Building	✓	✓	✓	✓	✓	✓
Public Safety	✓	✓			✓	
Risk Management				✓	✓	✓
Tourist Development Council	✓			✓		
Water Resources			✓	✓		
Water Utilities	✓		✓	✓	✓	
Youth Services	✓	✓			✓	✓

* Cross Departmental Teams for Each Strategic Priority

Through strategic planning sessions and analyzing the County's needs, six Strategic Priorities were identified and adopted by the County Administrator and Board of County Commissioners for Fiscal Years 2019/2020. Six cross-departmental high-performance teams were created to address each of the six strategic priorities. Departments were surveyed to categorize those that contributed time and resources to a particular area, thus adding them to a "Cross-Departmental Team" (CDT). Several departments participate in more than one CDT. Departments that provide internal customer service or support to these CDT's are also noted and are equally important to addressing the County's strategic priorities.

Supporting Departments to the Teams:

- Administration
- Equal Opportunity
- Information Systems Services
- Legislative Affairs
- Public Affairs
- Purchasing



Housing and Homelessness Cross Department Team



**PATRICIA
BEHN**



**ADAM
DAVIS**



**ARLENE
GRIFFITHS**



**LESLEY
GEORGE**



**MICHAEL
HOWE**



**Jacqueline
Jackson**



**George
Lacosta**



**Cyndi
Longley**



**Daniel
Ramos**



**Audley
Reid**



**Bert
Winkler**



**Lauren
Young-
Work**



**WENDY
TIPPET,
CO-
CHAIR**



**CARLOS
SERRANO,
CO-CHAIR**



**GEETA
LOACH-
JACOBSON,
CO-CHAIR**



**KEITH
CLINKSCALE**



**MARCEL
A
MILLETT**



HOUSING AND HOMELESSNESS CROSS-DEPARTMENTAL

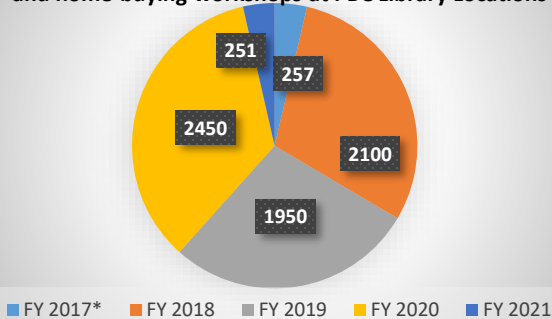
TEAM

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT DIVISION

GOALS (FY2021)

1. Increase the ability of those who work in the County to afford to live in the County.
2. Reduce homelessness in Palm Beach County.
3. Improve access to social services.

Individuals attending employment, personal finance, and home-buying workshops at PBC Library Locations

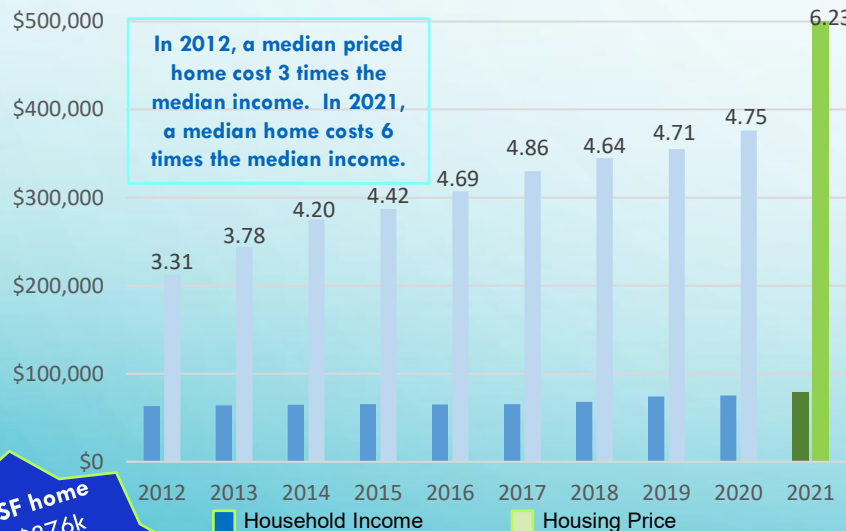


First-Time Homebuyer Education

In 2021, PBC Cooperative Extension delivered 21 First-Time Home Buyer classes to 191 participants.

- 100% of respondents (n= 160 of 160 surveys) reported learning how to **increase their credit score**, how to determine their **debt-to-income ratio**, and how to calculate the amount of affordable rent or home **purchase price**.
- 100% of respondents reported that they **learned the process of purchasing a home** by attending the class.

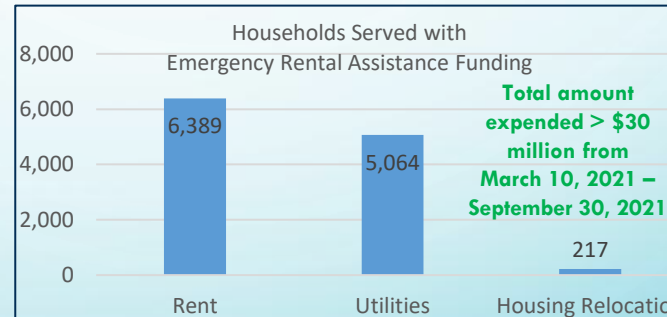
Ratio of median housing price to median household income 2012-2021



In 2012, a median priced home cost 3 times the median income. In 2021, a median home costs 6 times the median income.

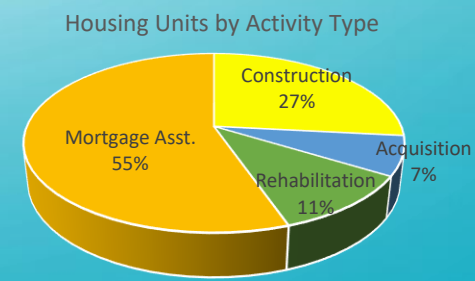
Median SF home
 FY20 = \$376k
 FY21 = \$500k
 FY22 = \$601k
Median family income
 FY20 = \$79,100
 FY21 = \$80,200
 FY22 = \$90,300

PBC's 2021 Fair Market Rent for a 2-bedroom apartment was \$1,468 per month, which would require a tenant's income to be \$58,720 annually or \$28.23 per hour. As of April 2022, the average rent is \$2,350 per month and would require an annual salary of \$94,000 or \$45.19 per hour for a tenant to afford rent.

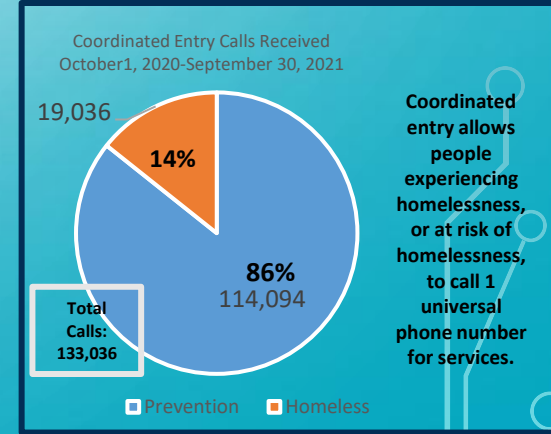


From 2019 - 2021, HED and partners assisted 3,638 housing units through new construction, acquisition, rehabilitation, and mortgage assistance for up to 140% of Area Median Income (AMI).

Activity Type	Units
Construction	970
Acquisition	258
Rehabilitation	397
Mortgage Assistance	2,013
Total	3,638



Workforce/Affordable Housing Metrics – Fiscal Year 2021	Units
Households receiving homebuyer education	120
Number of units produced by Workforce Housing Program	457
Number of units produced by all other County programs	1,912
FY 2021 Workforce/Affordable Housing Total	2,369
Number of units produced for Very Low Income households	635
Number of homeowner foreclosures prevented	1,019
Households served by CARES Act / ERA funding combined	17,059



Coordinated entry allows people experiencing homelessness, or at risk of homelessness, to call 1 universal phone number for services.

SUBSTANCE USE AND BEHAVIOR DISORDERS CROSS DEPARTMENTAL TEAM

Working together to support individuals and families in Palm Beach County living with substance, alcohol, and mental health disorders.



John Hulick, Joanna Reid, and Jill Singer
Community Services

Regenia Herring
Criminal Justice Commission

Twila Taylor, LCSW
Youth Services

Marcy Weiss, LCSW
Risk Management

Kathy Bolander and Jackie Lambert
Parks & Recreation

Lauren Young-Work, LCSW
Fire Rescue



Keith Clinkscale
Director of Strategic Planning and Performance Management



Marcela Millett Senior Analyst of Strategic Planning and Performance Management

Paul Petrino
Medical Examiner

Vivian Ryland,
Office of Community Revitalization

Brittany Richards
Office of Financial Management and Budget

Lynlee Lebensart
Library System

Barbara Pinkston Planning,
Zoning & Building

Cyndi Longley Cooperative Extension

Substance Use and Behavior Disorders CDT



SUBSTANCE USE AND BEHAVIOR DISORDERS CROSS-

DEPARTMENTAL TEAM

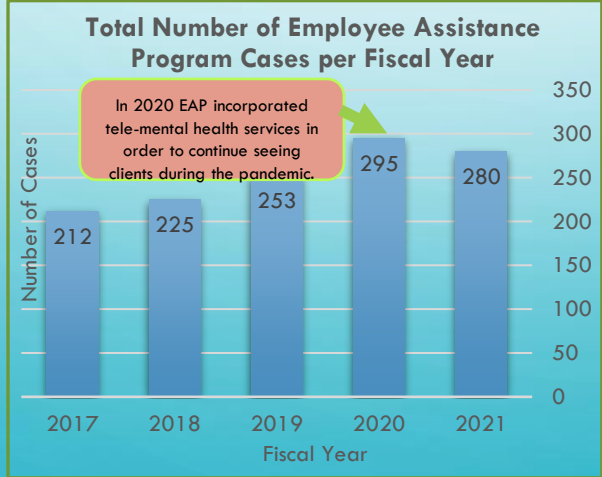
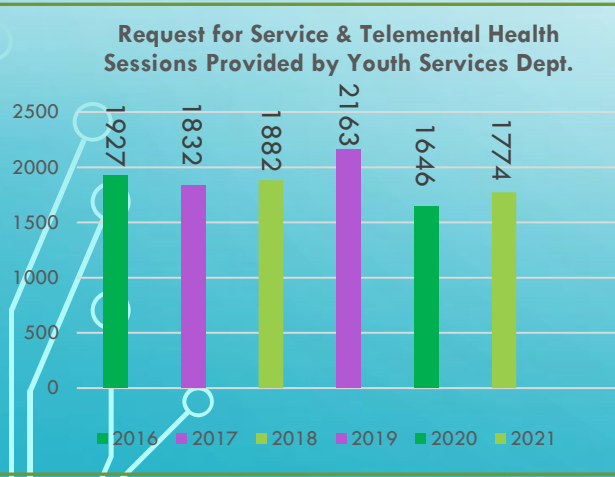
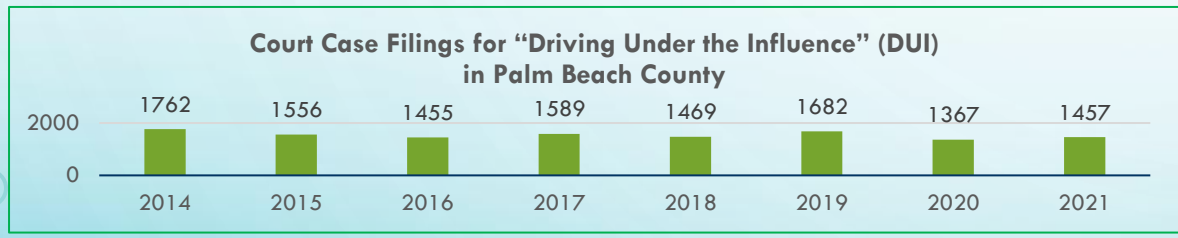
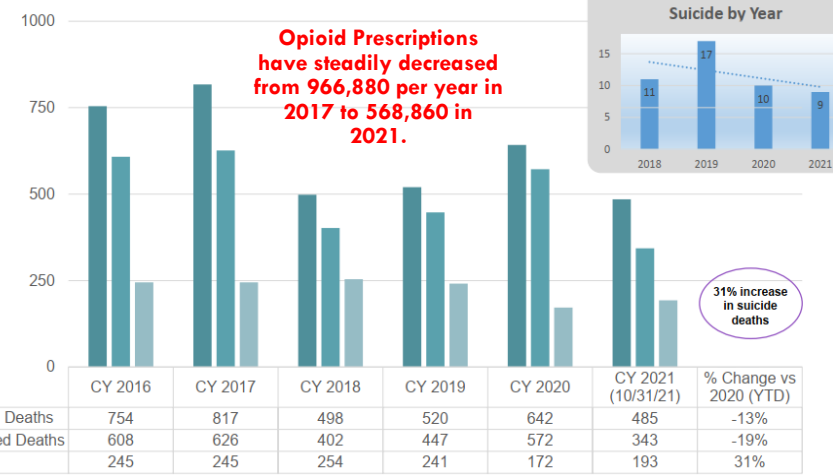
STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT DIVISION

GOALS (FY2021)

1. Establish a readily accessible, integrated and coordinated recovery-oriented system of care that is integrated with the County Addiction Stabilization Facility.
2. Promote best practices and innovative strategies and programming to reduce concerns related to drug use and behavior disorders.
3. Promote responsible prescription use of opioid pain relievers.
4. Promote effective substance use and mental health prevention/education programs, sound public policy, and evidence-based services.

642 Drug-Related Deaths in CY2020

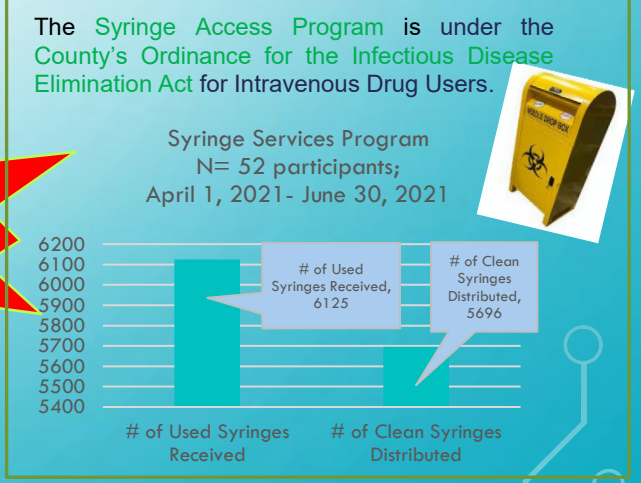
- 89% = Opiate related
- 18% = Cocaine related
- 15% = Alcohol related
- 84% = White
- 8% = Black
- 6% = Hispanic
- 0.07% = Other



Behavioral Health Intersecting with the Criminal Justice System



PalmFUSE is a supportive housing framework that stabilizes frequent users of the criminal justice, homeless, and healthcare systems.



The **Ryan White Program** promotes public health education and strives to increase the percentage of individuals living with HIV that are virally suppressed, and therefore cannot spread the virus to others. Many of these individuals also utilize the **Syringe Access Program**. There were **3,721** clients served in the Ryan White Program in FY2021.

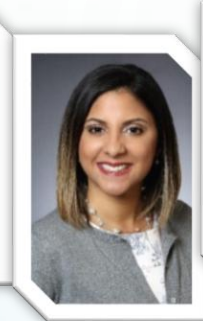
ECONOMIC DEVELOPMENT CROSS DEPARTMENTAL TEAM



Sherry Howard
Housing and
Economic Dev.



Paul Connell
Parks and
Recreation



Natalie Diaz
Rodriguez
Community Svcs.



Tonya Davis
Johnson
Office of Equal
Business Opp.



Michelle Morejon
Fire Rescue



Megan Houston
Office of Resilience



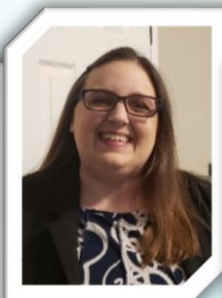
Ike Powell
Youth Services



Chrystal Mathews
Office of
Community
Revitalization



Gary Sypek
Airports



Jodie Boisvert
Community Services



Leilani Yan
Human Resources



Amy Cisneros
Water Utilities



Keith Clinkscale
Division of Strategic
Planning and
Performance Mgt.



Marcela Millett
Division of Strategic
Planning and
Performance Mgt.



Deputy Chief
Kimberly Hude
Fire Rescue



Alan Chin Lee
Housing and
Economic Dev.



Bryan Davis
Planning, Zoning and
Building



Kenisha James
Office of Equal
Business
Opportunity



Jessica Hidalgo
Public Safety



Mark Osigna
Facilities
Development and
Operations



Ronald Rice
Cooperative
Extension



Glenn Jergensen
Tourist Dev. Council

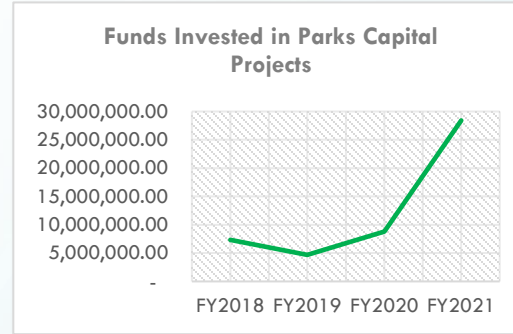


ECONOMIC DEVELOPMENT CROSS-DEPARTMENTAL TEAM

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT DIVISION

GOALS (FY2021)

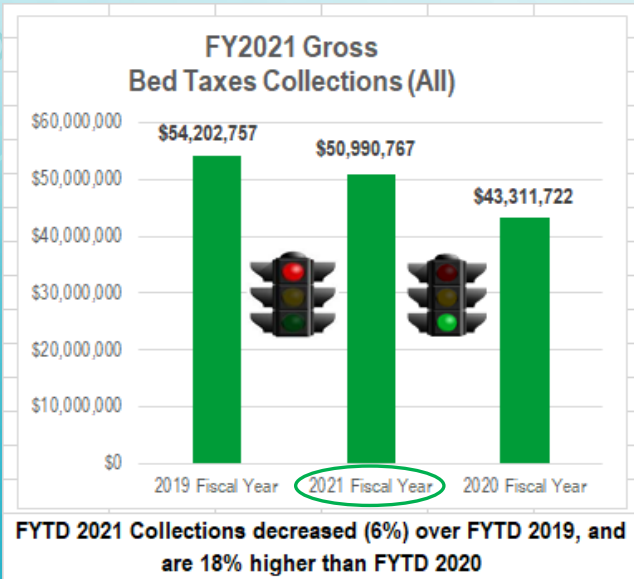
1. Support a stable, diversified, and resilient economic base that maximizes jobs for County residents and capitalizes on emerging industries.
2. Grow the Tourism and Hospitality Industry by driving hotel room nights and their associated economic impact.
3. Promote entrepreneurial development and opportunities.
4. Revitalize communities to support economic development.
5. Support and promote a viable and diverse agricultural industry.
6. Enhance and expand opportunities for paid and unpaid student and apprenticeship programs.



Access to well maintained **communities and parks** improves the quality of life in the community, raises property values, while attracting businesses and an enhanced labor force. In 2020 the County increased its expenditures on Parks Capital Projects to \$8.4 million. In 2021, that figure was increased to **\$28.4 million**.

The County is committed to growing our economy by recruiting and hiring **interns and apprentices** and incentivizing partners to invest in programs that promote career-building opportunities.

- **470** student positions budgeted (FY21)
- **249** student positions filled (FY21)
- **18%** categorized as professional, para-professional and technician
- **82%** categorized in service maintenance and clerical
- **13** apprenticeship positions budgeted
- **8** apprenticeship positions filled (FY21) include Utility Plant Operators, Building Inspectors and Examiners (WUD, PZB)
- Several positions with PBC Fire Rescue Reserves Program

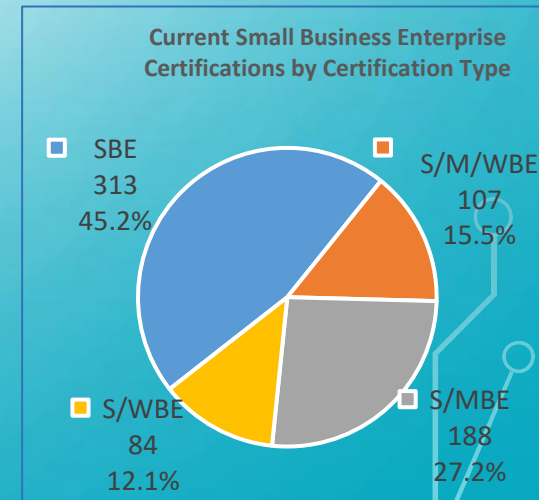
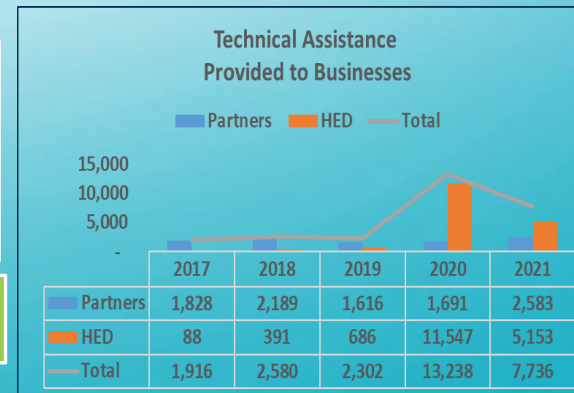


PBC leads the nation in sugarcane and sweet corn production. Agricultural sales from 2019 to 2020 were \$1.39 billion and projected the same for 2021. In FY21, PBC delivered educational outreach to 3,677 clients while also delivering 1,946 CEUs to support state-required licenses and certifications, including Green-Industry Best Management Practices and Worker Protection Standards.

PBC provides businesses and entrepreneurs with assistance such as referrals, credit repair, applying for loans or grants, how to build a business plan, youth entrepreneurship, and how to use our Palm Beach County Interactive site.



Mind Your Business



692 Certified Vendors
As of 1/21/2022

Infrastructure CDT Members

Jackie Binns
Property and Casualty Insurance and
Claims Manager
Risk Management



Keith Clinkscale
Director

Marcela C. Millett
Sr. Analyst



Strategic Planning and
Performance Management



Gary Sypek
Senior Deputy Director
Airports



Mary Brodbeck
Office Manager
Traffic Division



David Ricks
Director
Engineering & Public Works



Megan Houston
Director
Office of Resilience



Ali Bayat
Director
Water Utilities Dept.



Clinton Forbes
Director
Palm Tran



Christian Londono
Manager of Performance
Management
Palm Tran



Levi McCollum
Director
Palm Tran Transit Planning



Isami Ayala-Collazo
Director
Facilities Development &
Operations

Jimmy Beno
Director
FD&O
Operations



Motasem Al-Turk
Director
Traffic Division



Jake Leech
Environmental Analyst
Office of Resilience



Archie Satchell
Chief Information
Officer
Information Systems
Services



John Acton
Assistant Director
WUD Utilities Operation &
Maintenance



Ruth C. Moguillansky
Principal Planner
Community Revitalization



Eric McClellan
Director
FD&O Strategic Planning

Khurshid Mohyuddin
Principal Planner
Planning, Zoning &
Building



Jeremy McBryan
County Water
Resources Manager



Regina Hagger
Manager
Information Systems
Services



Daniel Duenas
Planner I
Parks & Recreation



Jean Matthews
Senior Planner
Parks & Recreation



INFRASTRUCTURE CROSS-DEPARTMENTAL TEAM

GOALS (FY2021)

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT DIVISION

1. Increase resiliency and sustainability of infrastructure.
2. Continue to preserve existing infrastructure and deliver new infrastructure that conforms to the latest industry standards.
3. Create safe, healthy, and attractive neighborhoods and communities.
4. Increase multimodal travel opportunities with safe and efficient transportation services.

- **25,000 students** shown as **dark red** on heat map, provided by the PBC School District
- 3000 radios covering 50 square miles
- **>400 Miles fiber installed**
- **98 schools** part of the County network
- **17 County Libraries**
- 10 Boys and Girls Clubs
- 14 Community Partners
- **Increased capacity/ coverage on County owned infrastructures**
- **Funding \$15.75 Million**

Due to COVID-19, the County collaborated with the School District to provide extended broadband and Wi-Fi access points for students to participate in remote learning. In FY21, PBC further expanded these services and plans to keep going in FY22 and FY23.

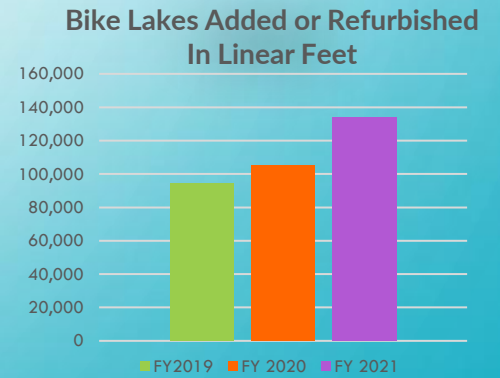
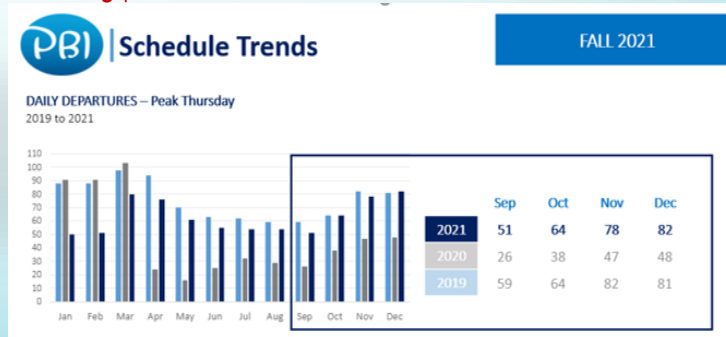


The County continues to **increase resiliency and sustainability of infrastructure** by reducing facility energy and water use intensity. At the Vista Center, **208 lights were replaced with LED**, reducing the average monthly kWh by **15%** in FY21. A new **water-cooled Bulk Walk-In Cooler and Freezer** was installed in the PBSO Forensic Sciences and Technology facility allowing for less usage of the HVAC system, **thus reducing energy consumption**. Similar projects continue to take place in all of PBC.

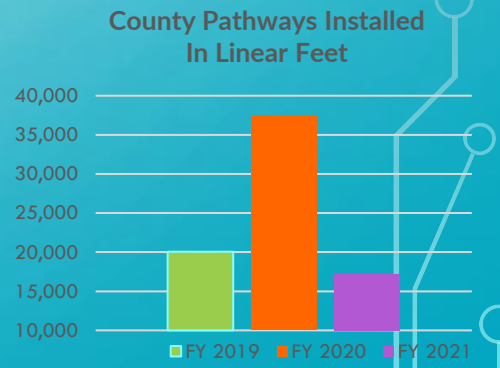


As the County continues to preserve existing infrastructure, **16 sports lighting replacement projects** were completed in FY21 with \$4.5M to replace metal halide lights with LED lighting. Additionally, **6 playgrounds were renovated** using \$2.9M of Infrastructure Surtax funds. Examples of other **FDO/EPW/WUD** projects completed in FY21 include (but not limited to):

- **1 New Construction** - PBSO Forensic Sciences and Technology Facility (\$31M)
- **2 Building Expansions** - Palm Tran South County Admin building (\$26M) & Convention Center Courtyard (\$1.9M)
- **Resurfacing 250 lane miles of roads** (\$19M); **2 bridge replacements** (\$2M)
- Completed **29 miles of pipe upgrades**



Airports and Palm Tran are significant to PBC's multimodal travel opportunities. Palm Beach International **Airport is seeing increases in capacity and passenger levels above 2020 levels**, but still just below the levels in 2019. Airports is moving forward with **infrastructure projects related to the terminal, airside and landside facilities** at PBI and the general aviation airports. Additionally, **new air carriers have announced service to/from PBI**, while existing carriers have added new markets and/or expanded service to existing markets. Palm Tran safely transported over **10.8 million passengers** since the start of the pandemic through FY21 helping to bring ridership levels closer to 2019 figures. Over **7,000 customers** have registered to use the new **smart card technology** for more efficient fare payments.



PUBLIC SAFETY CROSS-DEPARTMENTAL TEAM MEMBERS

Congratulations & Thank You!!



Airports – Pete Labbe, Community Services – Meghan Parnell and Dr. Casey Messer, Cooperative Extension – Rochelle Wolberg, Criminal Justice Commission – Regenia Herring (PSCDT Co-Leader), Fire Rescue – Jose Gonzalez, Library – Doug Crane, Medical Examiner’s Office – Dr. Wendolyn Sneed, OFMB – Keith Clinkscale, Marcela Millett and Aaron Pierce, Parks and Recreation – James Davis, Planning, Zoning and Building – Michael Fox, Public Affairs – Adam Feldser, Public Safety – Stephanie Sejnoha (PSCDT Co-Leader), Risk Management – Jean Heald, Water Utilities Department – Bret Hammell, Youth Services Department – Tammy Fields

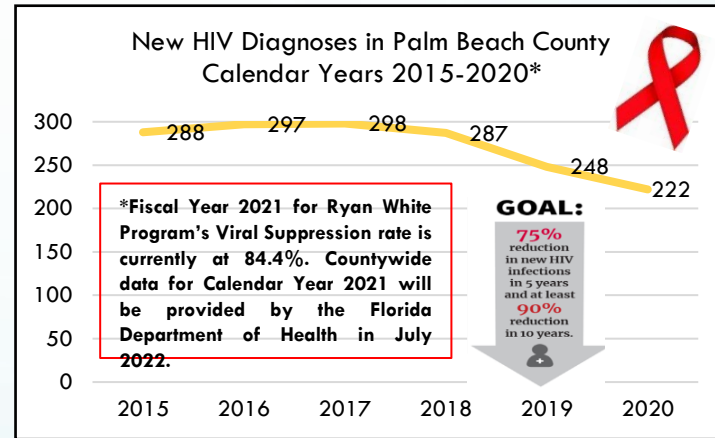


PUBLIC SAFETY CROSS-DEPARTMENTAL TEAM

GOALS (FY2021)

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT DIVISION

1. Prepare for, respond to, and recover from all emergencies.
2. Ensure the overall safety of our community.
3. Improve the overall health of our community.
4. Improve the overall well-being of our community.



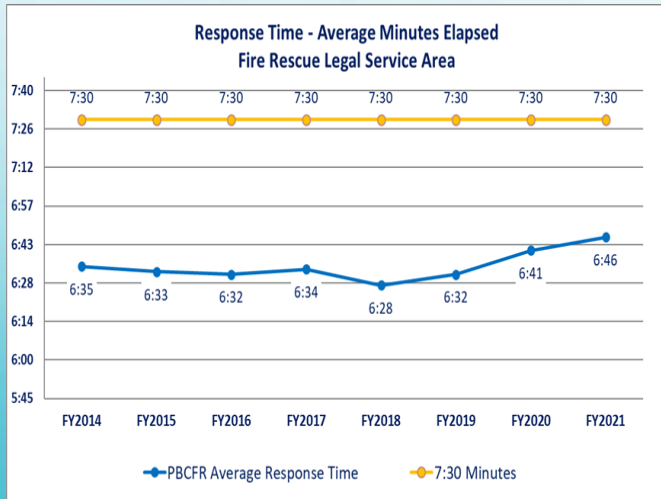
PBC Jails Average Daily Population (ADP)

Average Daily Jail Population Baseline (6 mos. average 11/2015 – 5/2016)	2,283
Average Daily Jail Population (5/2016 – 8/2021)	1,899
FY21 ADP % from Baseline	-17%

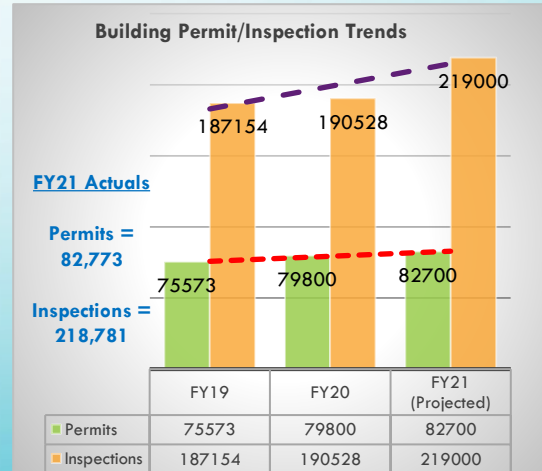
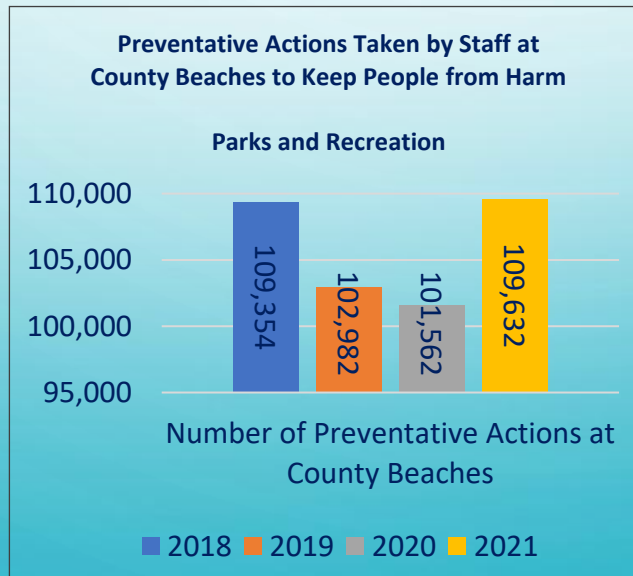
ADP by Race & Ethnicity

	2016		2021	
Black	1,132	50%	1,069	56%
White	725	32%	477	25%
Latino	407	18%	352	19%

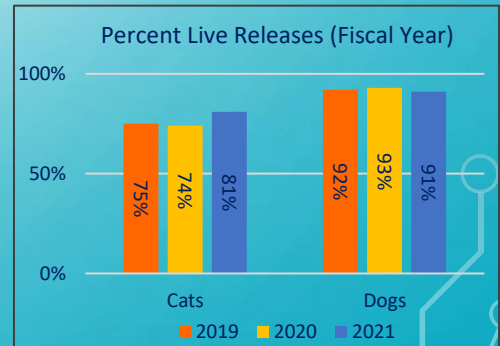
PBCFR Response Time Averages



Palm Beach County's Ocean Rescue lifeguards protect swimmers at fourteen oceanfront and inlet parks from Tequesta to Boca Raton.



Through June 2021, PZB's Building Division issued 61,906 permits and conducted 164,069 inspections for a total value of \$2.5 billion dollars. The County's Building Division ranks among the best in the nation with a Building Code Effectiveness Grading Schedule rating of 2 on a scale of 1-10, with 1 being the highest.



Animal Care and Control has maintained the live release rates for cats and dogs at 81% and 91% respectively for FY21.

**Over 2,340 patients referred to services after their 911 calls (FY2021).
Served 1,649 patients through PBCFR's addiction Program (FY2021).**

ENVIRONMENTAL CROSS-DEPARTMENTAL TEAM



- **Community Revitalization (OCR):**
William Wynn, Houston Tate
- **Cooperative Extension Service (CES):**
Ron Rice, Laurie Albrecht
- **Engineering & Public Works (EPW):**
Steve Carrier
- **Environmental Resources Management (ERM):**
Matthew King, Deb Drum
- **Facilities Development & Operations (FDO):** *Rebecca Dougherty, John Tierney*
- **Libraries:**
Jayme Bosio
- **Palm Tran:**
Chad Hockman, Charlie Boettiger

- **Parks & Recreation:**
Dave Farmer
- **Planning, Zoning & Building (PZB):**
Sussan Gash, Ramsay Bulkeley
- **Resilience (OOR):**
Megan Houston, Natalie Frenberg, Madison Bennett
- **Financial Management & Budget (OFMB):**
Keith Clinkscale, Marcela Millett, Ken Nash
- **Water Resources:**
Jeremy McBryan
- **Water Utilities (WUD):**
Ali Bayat, Krystin Berntsen



ENVIRONMENTAL PROTECTION CROSS-DEPARTMENTAL

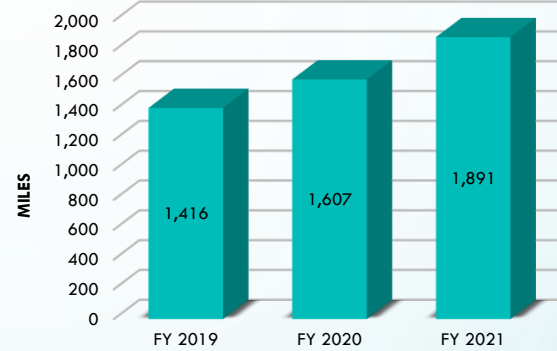
GOALS (FY2021)

1. Sustain healthy, vibrant beaches.
2. Maintain diverse, resilient ecosystems.
3. Protect and support human health, safety, water quality and quality of life.
4. Ensure positive environmental experiences for residents and visitors.
5. Promote sustainable, resilient practices and principles.
6. Preserve and enhance our thriving agriculture.

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT DIVISION

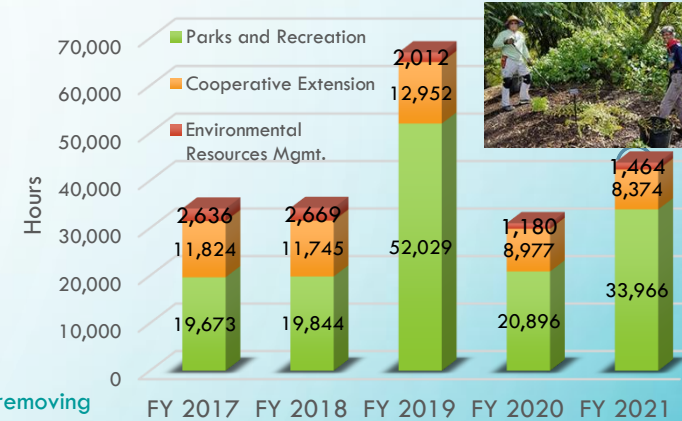
TEAM

Miles of Streets Swept



Street sweeping helps us protect water quality by removing debris so it doesn't end up in stormwater runoff.

Volunteer Hours on Environmental Lands



Delivered 98 Florida Friendly Landscaping educational events to 3,412 homeowners and gardening enthusiasts.

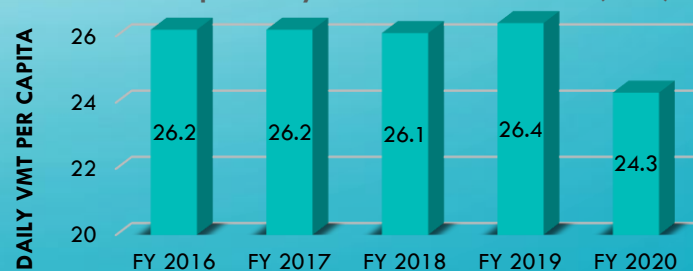
Delivered 245 educational events to agriculture, nurseries, and homeowners; 64% were virtual events.

The Native Canopy Education program distributed 1,650 native plants and educated ~2,000 people on planting methods and plant care

- * Over 3,000 environmental education & recreation program participants at PBC Natural Areas and over 6,000 in PBC Parks.
- * Over 1 million visitors have visited PBC Nature Centers
- * 500,000 visitors to PBC Natural Areas
- * 99% of park visitors would return
- * 98% of park visitors increased their understanding/ awareness of nature

Vehicle miles traveled are an important indicator of sustainability because they are linked to greenhouse gas emissions as well as whether people can afford to live close to where they work.

Per-capita daily vehicle miles traveled (VMT)



~2.1 million cubic yards of sand placement in the County for FY21

- Monitored fecal coliform bacterial levels and improved signage at 7 county beach parks
- Performed blue green algae monitoring & FL DEP reporting on surface waters throughout the County
- Conducted 3 rounds of regulatory sea turtle lighting inspections

THE JOURNEY (THE PROCESS) IS AS IMPORTANT AS THE DESTINATION (CULTURAL EXCELLENCE)

STAGES OF TEAM DEVELOPMENT: FORMING, STORMING, NORMING, PERFORMING

- **Engagement!!!!**
- **Promote a “Teaming” culture**
- **Vertical and horizontal communication**
- **Information sharing**
- **Better environment to work**
- **Problem – solving vs problem finding**
- **Less “level” centric**

Creating a Culture of Excellence



BREAK DOWN SILOS, DRIVE ENGAGEMENT THROUGH TEAMS! HOW DO WE GO FROM THIS AT WORK.....



TO...BEING ENGAGED...AND EVERYONE'S A LEAN SIX SIGMA SUPERHERO!





WHAT DOES KEITH CONSIDER THE MOST
IMPORTANT LEAN SIX SIGMA TOOL?

- A. PDCA
- B. DMAIC
- C. TEAMS
- D. FISHBONE DIAGRAM

SUMMARY: WHY USE LEAN SIX SIGMA? Because...



It increases Efficiency



It decreases Costs



It increases Revenue



Creates Effective Engaged
People

http://www.6sigmacertificationonline.com/lean-six-sigma-black-belt-certification/?gclid=EAIaIQobChMI2Nz0xdn73AIVno2zCh1E6QEUEAAYAIAAEgKPGvD_BwE
[\[6sigmacertificationonline.com\]](http://www.6sigmacertificationonline.com)

Obtain Lean Six Sigma Certification On-line

The screenshot shows the SSGI website interface. At the top is a navigation menu with links: GETTING STARTED, ABOUT, TRAINING & CERTIFICATION, CORPORATE, CLIENTS, WHY CHOOSE SSGI, REVIEWS, and SIGN IN. The main content area is titled 'BLACK BELT CERTIFICATION' and features a hero image of a woman in a white shirt pointing at a whiteboard. To the right of the image, the text reads: 'BLACK BELT CERTIFICATION', 'Industry Approved Certification', 'Course Instructed By: Prof. Barry Shore PhD, UNH', and 'Accreditation: SSGI has been reviewed and approved as a Project Management Institute (PMI®) ATP, Society for Human Resource Management (SHRM®) Recertification Provider, and Continuing Professional Development (CPD®) accredited member.' Below this are three logos: SHRM Recertification Provider 2021, PMI Authorized Training Partner, and CPD Member. To the right of the main text, there is a 'GLOBALLY RECOGNIZED' section with the text 'Top-Rated Six Sigma Certification Provider' and a TrustSpot badge showing '359 Reviews' and 'Powered by TrustSpot'. Below this, it says 'Get Trained & Certified: \$399' and a green button labeled '\$399 - Enroll Now'. At the bottom right, there is a blue envelope icon and a badge that says 'ACCREDITED BUSINESS'.



GETTING STARTED ▾ ABOUT ▾ TRAINING & CERTIFICATION ▾ CORPORATE CLIENTS WHY CHOOSE SSGI REVIEWS SIGN IN



BLACK BELT

ONLINE TRAINING & CERTIFICATION

BLACK BELT CERTIFICATION

Industry Approved Certification

Course Instructed By: Prof. Barry Shore PhD, UNH

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GLOBALLY RECOGNIZED

Top-Rated Six Sigma Certification Provider



Get Trained & Certified: \$399

\$399 - Enroll Now



[Read About SSGI Recognition Here](#)

Course Description:

Take your career to the next level with Black Belt certification and training from SSGI. With Lean Six Sigma Black Belt certification you will be qualified to lead project teams and manage process improvement initiatives. Our Black Belt certification is globally recognized and can be found within leading organizations such as Deloitte, WeWork, Walmart and GE. Prepare for a leadership role and improve your

Program Specs:

- ✓ Management Focused Certification
- ✓ Average Completion Time: 4-7 Weeks
- ✓ 100% Online & Self-Paced Training Included

THANK YOU!!!

Dr. Keith A. Clinkscale

Palm Beach County

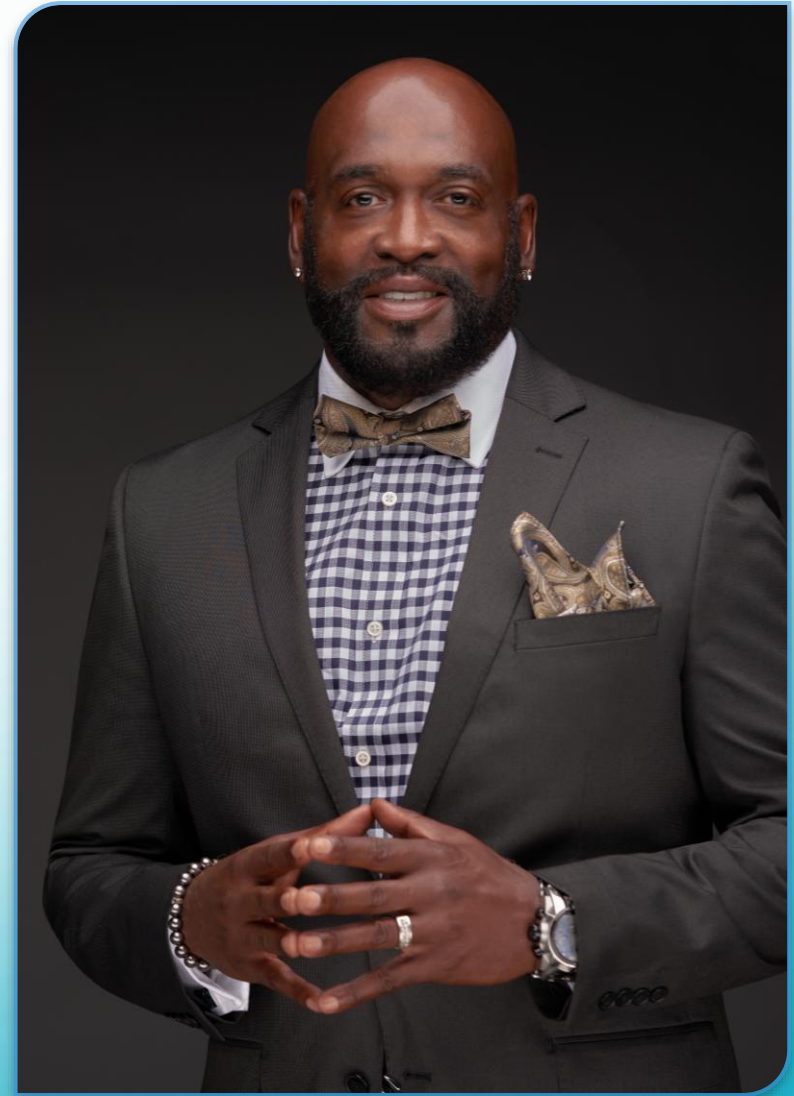
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and Performance*

Management

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Credit: Goleansixsigma.com