



Timber Harvesting Permitting Process Lean Six Sigma (LSS) Project



Presented to the
Board of Forestry



CALIFORNIA
NATURAL
RESOURCES
AGENCY

Agenda



- **Introductions**
- **Why are we here?**
- **What are we solving for?**
- **How are we addressing these challenges?**
- **What are the deliverables?**
- **Q&A**

The Project Team

Our experienced team has got you covered...

... but we can't do it alone!



Nick Gunn CEO

Relationship Manager /
Trekkie



Jeannette Kamalski PMP, LSS Black Belt

Project Manager / World Traveler



Zachary Burger LSS Green Belt

Lead Consultant / Movie Buff

About The NiVACK Group

The smartest way to solve complex problems™.



Family-owned:

Ni = Nick

V = Vanessa

A = Ash

C = Charles

K = Kate



Sacramento-based
boutique business

Business Transformation



Strategy



Operations



Workforce

THP Challenges We've Heard



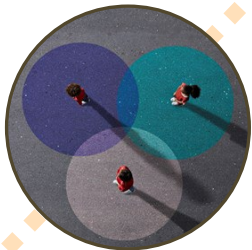
Inefficiencies and areas for improvement



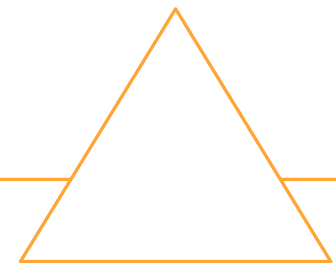
Need for greater permitting efficiencies through multi-agency coordination



Challenges in the current permitting process



Overlapping or redundant tasks due to lack of predictability and communication

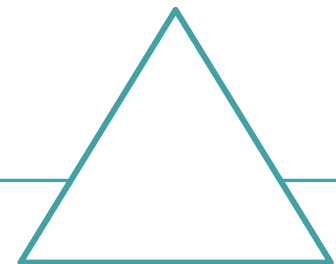




Articulate the Problems

What we've heard so far

- × ***Inconsistent execution*** of the process
- × ***Unscalable process***, not flexible to demand
- × ***Unclear understanding*** of what is needed in the THP
- × ***Inconsistent timing*** of required actions
- × ***Unclear and untimely*** communication
- × ***Lack of transparency*** from all perspectives

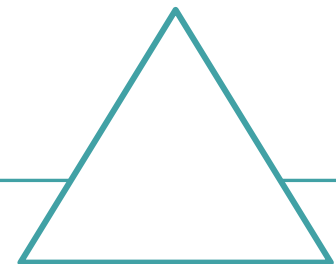




The Ideal Outcomes

What does success look like to you?

- ✓ **Consistent execution** of the process
- ✓ **Scalable process**, keeps up with variability in demand
- ✓ **Clear understanding** of what's required in the THP
- ✓ **Predictable timing** of required actions and outcomes
- ✓ **Clear and timely** communication
- ✓ **Transparency** for all parties involved
- ✓ **Quality** oversight and review

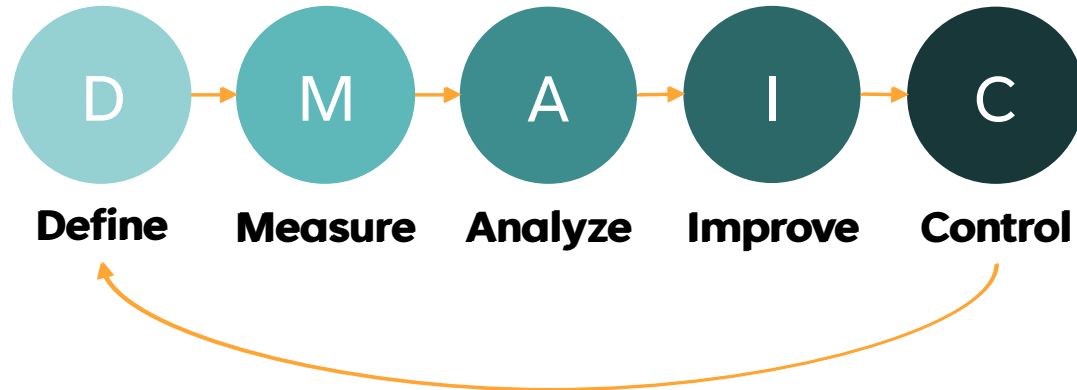


Lean Six Sigma (LSS) Basics

What is Lean Six Sigma?

A methodology that combines Lean and Six Sigma principles to *improve performance* by systematically *removing waste and reducing variation*.

DMAIC Process

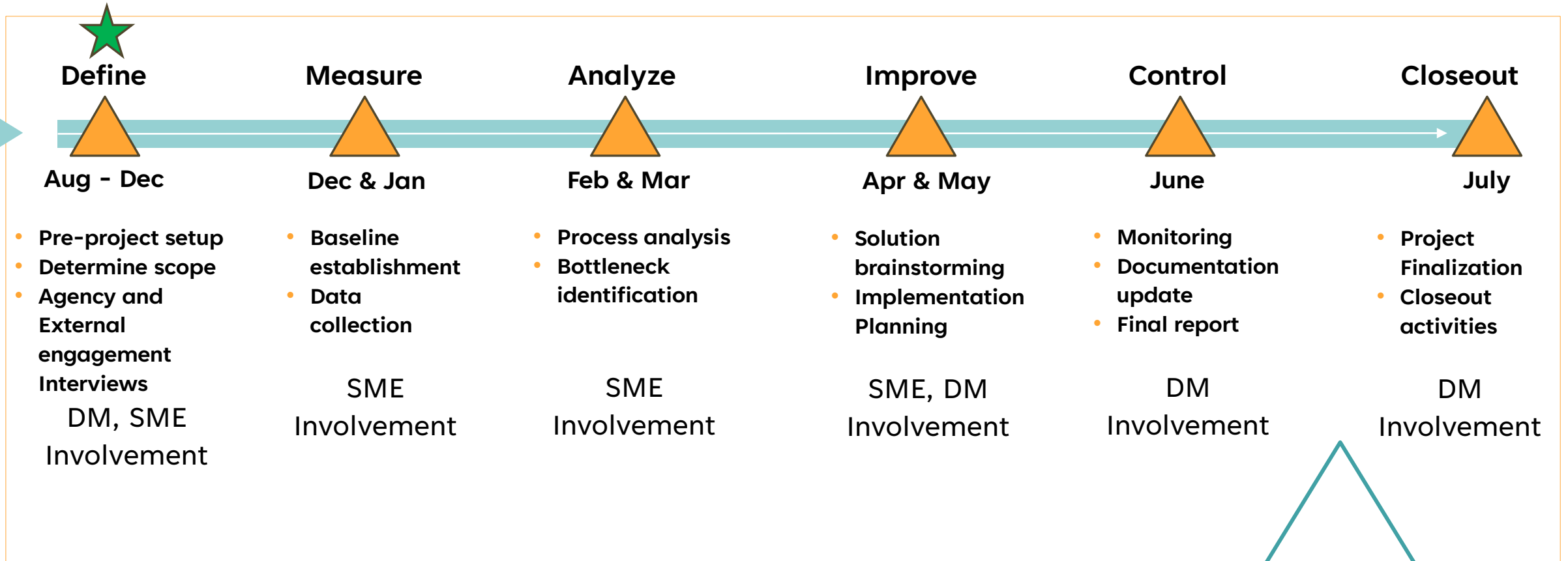


Key Principles

- ✓ Focus on the customer
- ✓ Identify and understand how the work gets done
- ✓ Remove non-value-added steps and waste
- ✓ Involve and equip the people in the process
- ✓ Conduct improvement activity in a systematic way
- ✓ Focus on efficiency, effectiveness, *and* quality outcomes
- ✓ Continuous monitoring and improvement

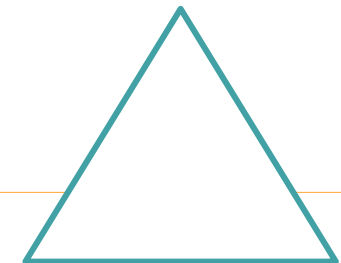
Project Timeline

Estimates are provided following work commencement.



*Timing is subject to change

DM = Decision-Maker, SME = Subject Matter Expert



Representative Interview Process

We are conducting 1-hour interviews* with:

- Select Agency Representatives
- Select External Representatives
 - Lobbyists
 - Non-Government Organizations
 - Private Industry

Interview Focus Areas

Current THP Involvement

- Role & Purpose
- Entry Points
- Process Steps
- Expected Outcomes

Process Assessment

- Current Challenges
- Desired Outcomes
- Future Vision

*Those who are not selected to be interviewed we currently plan to collect feedback via a survey process.



What CNRA Is Asking For:

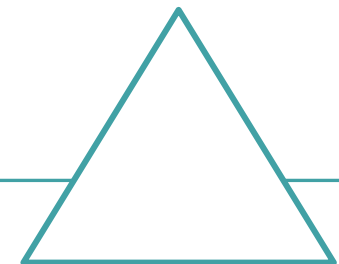
A better way forward.

Before: Conduct *pre-project activities* to understand the existing permitting framework, develop a project scope and schedule, and ensure relevant data is collected and distributed.

Analysis: Conduct a *Lean Six Sigma analysis* of the multi-agency THP permitting process to identify inefficiencies and develop recommendations for improvement.

After: Conduct *post-project activities* including a review of report comments, responding to clarifying questions, and developing a study closeout analysis with written recommendations.

TRANSPARENCY



In Summary

We're excited and committed to continue to engage with you and move this THP LSS work forward.

We're always available. Should you have any questions please reach out.

Thank you!