COUNTY OF LOS ANGELES
QUALITY AND PRODUCTIVITY COMMISSION

2016 ANNUAL REPORT

Heritage of
EXCELLENCE

Thirtieth Anniversary

COUNTY OF LOS ANGELES

QUALITY & PRODUCTIVITY

COMMISSION

PRODUCTIVITY & QUALITY AWARDS

1986   *2016*

County of Los Angeles Quality and Productivity Commission

Table of Contents

Message from the Chair

Rodney C. Gibson
Chair

*T*he Quality and Productivity Commission completed another busy year and we remain fully committed to our mission – "To provide advice, innovative ideas, assistance and support to the County leaders. It has been my honor and privilege during the past year to serve as Chair of this august body.

To say that 2016 was an exciting time for the Commission is not an overstatement. At the 14th annual Leadership Conference in May, we provided a forum on the many ways the public and private sectors are using collaboration as a key component of business operations.

Under the theme, "Connectivity to Productivity," we explored ways to advance productivity by connecting through vision, planning and action. John Keisler, head of the City of Long Beach Innovation Team, challenged the County family to think outside the box when implementing new services; and we learned about specific Department collaborations from Kurt Floren, Agricultural Commissioner, Marcia Mayeda, Director, Animal Care and Control, Cynthia Harding, Acting Director, Public Health, and Richard Barrantes, Assistant Sheriff.

Norma Clayton, Vice President, Learning, Training and Development for The Boeing Company, walked us through the important role the County has played in the aerospace industry. She cleverly interspersed historical information on Donald Douglas, Howard Hughes, and astronaut Sally Ride as she walked us through development of the airplane industry in southern California

We had a busy Department Visit schedule, meeting Directors and gaining new insights into Department operations. Among the highlights was a hands-on demonstration of a prototype voting device and a look at a new, home-based program for Veterans. During our visit, Registrar-Recorder/County Clerk Dean Logan had staff show us the prototype voting device and engaged Commissioners in onsite demonstrations. It was a fascinating experience. Perhaps as early as 2020, the prototype may actually be the model for a new, nationwide voting device. Brig. Gen. Ruth Wong, Ret., Military and Veterans Affairs, launched another service enhancement for veterans with implementation of a program targeting veterans, who are unable to travel to one of the Department's 14 field offices.

The Department of Human Resources continued to administer the successful Countywide Executive Leadership Development Program, now in its third year. This program was started with a grant from the Productivity Investment Fund. Both the Board of Supervisors and Chief Executive Officer Sachi Hamai are strong supporters of the ELDP, often speaking at the graduation ceremonies, which are held at USC.

I thank all members of the Commission for their dedicated service, professional contributions, and ongoing efforts to improve quality and productivity across County Departments and Related Agencies.

Rodney C Gibson

Rodney C. Gibson, Ph.D.
Chair

Victoria Pipkin-Lane
Executive Director

When the County of Los Angeles updates its Strategic Plan, the Quality and Productivity Commission has an opportunity to ensure that its activities are in line with the Board's direction. Thus, a cursory look at two, main goals of the County's new 2016-2021 Strategic Plan shows that the Commission is in lock step with the Board of Supervisors.

Goal 1: Make Investments that Transform Lives; and
Goal 3: Realize Tomorrow's Government Today

Through its Productivity Investment Fund (PIF), the Commission awarded $509,568 in grants and loans last year to support innovative pilot projects developed by Departments. One project was spearheaded by the Registrar-Recorder/County Clerk, which receives a high volume of calls from the public for services ranging from birth certificates and marriage licenses to property documents and voter registration information.

The Website Chat pilot provides members of the public with "real time" answers to questions, enhancing the County image as responsive and caring.

A Virtual Autopsy Pilot Program, developed by the Department of Medical Examiner-Coroner, was another major efficiency supported by the PIF. The procedure facilitates the integration of CT scanners into autopsy settings, and is the way of the future. The pilot program drastically reduces turnaround times, improves the quality of death investigations, and minimizes the pathologist workload.

Cybersecurity is a major priority for the County. Public trust is vital. The Treasurer-Tax Collector, which processes $58 billion annually and manages the County's $25 billion treasury pool, decided on a proactive approach to the issue.

The Department requested and received a grant from the Commission to conduct a cybersecurity assessment of its eCommerce infrastructure, testing the vulnerability of its external network and source codes. The assessment used technology that is transferable to other County Departments.

Finally, the Department of Human Resources developed in-house an online interactive tool for employees to chart their County career. Known as the Career Pathfinder, the user-friendly program allows employees to learn about promotions and navigate employment opportunities.

In short, the Commission remains uniquely poised to champion innovation, promote quality public services and employee productivity, while jump-starting creative pilot projects developed by Departments.

The Commission's end game is clear - To transform lives for the better; and To ensure that County initiatives realize tomorrow's government today, and better serve the more than 10 million people, who make their home in the County of Los Angeles.

Victoria Pipkin-Lane
Executive Director

Thank You!
Supervisor Michael D. Antonovich

Supervisor Michael D. Antonovich, Fifth District, introduced the Board Motion in 1981, which established the County's Productivity Advisory Committee. The Committee's mandate was to provide the Board with "information and recommendations about productivity and work measurements and to introduce private sector expertise."

Commission status was achieved in 1986, and the group formally was renamed the Quality and Productivity Commission (QPC) with 17 members and an office at the Hall of Administration.

Commissioners, past and present, extend sincere appreciation and thanks to Supervisor Michael D. Antonovich for his support and dedication to the Commission and for his outstanding vision to bring innovative quality and productivity services and programs to the County Trf Los Angeles.

> **"***Creation of this Committee has provided the opportunity for a cross section of the community to recommend policy decisions affecting the day-to-day operations of County government...***"**
>
> **Supervisor Michael D. Antonovich**
> **July 1981**

Mission

*T*o provide advice, innovative ideas, assistance and support to the County's elected officials, managers and employees to promote the effectiveness, efficiency and quality of County public services.

Strategic Goals

1. **It is the objective of the Commission to provide loans and grants to County departments for innovative projects that promote quality and enhance productivity.**
   - Reviewed seventeen Productivity Investment Fund proposals
   - Awarded seven Productivity Investment Fund projects totaling $509,568

2. **It is the objective of the Commission to foster productivity and quality improvement through department visits.**
   - Conducted 12 department visits
   - Shared interdepartmental challenges and areas of common interest
   - Promoted best practices
   - Solicited department PQA applications and PIF proposals

3. **It is the objective of the Commission to strengthen the County's fiscal capacity by recognizing department projects that may result in cost avoidance, cost savings, or revenue generation. These projects may reduce costs, raise levels of efficiency, or increase quality and achieve greater productivity. Each achievement must be measured and reported as a quality or productivity accomplishment and cumulatively over time.**
   - Showcased the 30th Annual Productivity and Quality Awards program demonstrating an estimated cost avoidance of $57.3 million, estimated cost savings of $21.2 million, and estimated revenue generation of $5.7 million
   - Estimated PQA benefits cumulative total is $4.5 billion dollars over 30 years
   - Recognized Productivity and Quality award winners at the awards ceremony and at the October Board meeting

4. **It is the objective of the Commission to work closely with the Productivity Managers' Network to assist in developing and administering programs at the department level, and to support the County's Strategic Plan.**
   - Conducted eight Productivity Managers' Network (PMN) general membership and training sessions
     - January 13 – New Managers' Orientation Meeting
     - February 24 – Fire Department Training Center
     - April 28 – New Managers' Orientation Meeting
     - May 4 – Eaton Canyon Nature Center
     - August 5 – Evaluation at the Marina
     - November 2 – Dockweiler Beach Youth Center
     - November 17 – New Managers' Orientation Meeting
     - December 1 – PMN and Alumni Holiday Reception

5. **It is the objective of the Commission to share information, department practices, and ideas with County Commissioners and County Managers.**
   - Sponsored the 14th Annual Leadership Conference, "Connectivity to Productivity," providing a forum for County Leaders, Managers, and Commissioners to network with colleagues, develop leadership strategies, as well as support and promote the countywide Strategic Plan

6. **It is the objective of the Commission to distinguish department practices that solve complex problems, create financial benefits, and provide quality service.**
   - Distributed the Annual "Shared Practices

Report" to the Supervisors, department heads, and County managers
- Conducted a "Shared Practices" survey to identify those practices that have served as a model for other departments

7. **It is the objective of the Commission to publish an electronic newsletter and annual report that provide County departments with quality and productivity achievements. The newsletter and annual report also list loans and grants to departments that support various projects.**
   - Published four comprehensive e-newsletters highlighting programs and activities and spotlighting the Productivity Managers' Network
   - Published a 2015 Annual Report and distributed it to all County employees (approximately 70,000)
   - Distributed publications to Board offices, department heads, productivity managers, County commissions, committees, and advisory boards

8. **It is the objective of the Commission to keep the Board of Supervisors and the Chief Executive Officer (CEO) informed of Commission activities, grant and loan approvals, and total savings gained from quality and productivity projects.**
   - Published summaries of department visits, Productivity Investment Funds awards and Productivity and Quality awards in the Commission e-Newsletter, Quality Matters, an annual report distributed to the Board offices, the CEO, department heads, and productivity managers
   - Provided periodic updates of Commission activities to the Board of Supervisors and Board Deputies

9. **It is the objective of the Commission to maintain strong supportive committees that will provide information, policy recommendations, and solutions to enable the Commission to better serve County departments.**
   - Department Visit Committee
     - Visited with 12 department heads and staff
     - Shared interdepartmental challenges or areas of common interest

- Productivity Investment Board
  - Held four quarterly meetings
  - Reviewed 17 Productivity Investment Fund applications
  - Recommended funding for 7 Productivity Investment Fund projects
- Productivity and Quality Awards (PQA) Committee
  - Selected PQA nominated programs or projects that promote enhanced quality and productivity, generate county savings or enhance the County's image
  - Conducted an annual evaluation of nominated programs or projects in search of the Top Ten Award winning programs
  - Conducted site visits and video taping of Top Ten Award programs
  - Sponsored the Commission's Annual PQA Awards Luncheon and Board of Supervisors televised ceremonies
  - Promoted the annual PQA Award and Special Award Programs as Shared Practices and innovative projects
- Promotion Committee
  - Publicized the 30th annual PQA event with a press release, web streaming, a video clip on the County Channel, program and video on QPC website, and an article in the County's Digest
  - Promoted the 14th Annual Commissioners' Leadership Conference with web-streaming and an article in the County Digest and QPC website
  - Published articles in the Quality and Productivity Commission e-newsletter Quality Matters promoting the Commissioners' Leadership Conference, the Productivity and Quality Awards Program, Productivity Investment Fund, and Shared Practices
- Strategic Foresight Working Group
  - Researched potential partnerships to expand the Commission's reach and opportunities to enhance quality and productivity
- Commissioners' Leadership Conference Committee
  - Successfully planned and implemented the 2016 Commissioners' Leadership Conference

Fund activities during the 2016 calendar year:

Loans Approved	$	000,000
Grants Approved	$	509,568
Total Funds Awarded:	**$**	**509,568**

HEALTH SERVICES -
2nd Victim Program – 3H
Team – Helping Healers Heal
($20,000 GRANT)
The grant will ensure that "second victims" of medical errors and patient safety events are provided with psychological, social and emotional support to enable them to recover and thrive in their profession and provide safe patient care. Providing staff with support after an event helps improve staff satisfaction, wellness and leads to a decrease in staff attrition, leave, substance abuse, depression, and suicide.

HEALTH SERVICES/
HEALTH AGENCY -
Building a Model
for Diabetes Prevention
($67,568 GRANT)
The grant will create a system that will enable the Department of Health Services to deliver a more comprehensive, better quality, culturally-appropriate care for patients with or at-risk for diabetes by facilitating access to proven prevention and self-management programs. The evidence-based programs, have demonstrated a 30% reduction in the risk of developing diabetes (70% reduction in older adults). The program is a collaboration between The Wellness Center at General Hospital, The American Diabetes Association, and the YMCA of Metropolitan Los Angeles.

HUMAN RESOURCES -
Career PathFinder
($125,000 GRANT)
The grant will fund the development of the Career PathFinder tool, which is an online, interactive tool for exploring the actual career paths taken by Los Angeles County employees. It aims to help current and prospective employees make informed decisions about guiding their own careers and build individualized career plans based on knowledge of County career paths sourced from over 250,000 employee records collected over the past 30 years.

MEDICAL EXAMINER/CORONER -
Virtual Autopsy Program
($100,000 GRANT)
The grant will allow the department to hire a contractor to interpret 250 CT scans, producing a report that summarizes their observations, and offering medicolegal opinions from those scans in criminal and civil justice cases. These cases include criminally suspicious deaths and homicides, children 5-years-of-age and younger, deaths in custody, and other suspicious death cases. The integration of CT scanners into autopsy settings represents the future of forensic pathology, not only for improving the quality of death investigations, but for minimizing pathologist workload, and decreasing turnaround times.

PUBLIC HEALTH - Development of Pediatric Case Management (CaMP) Program
($25,000 GRANT)
The grant will assist in developing the Pediatric Case Management (CaMP) Program software to facilitate improved pediatric case management for all California Children Services (CCS) patients. The Children's Medical Services (CMS) Division of the County's Department of Public Health is dedicated to ensuring children with special health care needs and those from low-income families can access appropriate health care and family assistance services that will help maximize their physical, mental, and social health outcomes, and their overall development and well-being. CMS currently relies on an outdated software system that was built in the early 90's that cannot support the volume and complexity of the case management services proved by CCS. The updated system will dramatically improve pediatric case management efficiency and effectiveness.

Productivity Investment Fund Projects

REGISTRAR-RECORDER/COUNTY CLERK - RRCC Website Chat Pilot **($97,000 GRANT)**

The grant will allow the Registrar-Recorder/County Clerk to work with the Internal Services Department (ISD) in the vetting process for a new Website Chat product as an open source or software as a service, and centrally manage all security, functionality and scalability in an effort to expand this new mode of communication to all County departments. As the pilot concludes, ISD will be reworking 18 County websites into an open source solution. As this occurs, an opportunity exists to implement a common chat capability onto the new departmental home sites for enhanced public access, if applicable.

TREASURER AND TAX COLLECTOR - Departmental eCommerce Cybersecurity Assessment **($75,000 GRANT)**

The grant will allow the department to hire a contractor who will provide services designed to identify vulnerabilities, if any, the manner in which a hacker could exploit such vulnerabilities, and a corrective action plan to remedy such vulnerabilities. The department receives and processes over $58 billion annually. Additionally, they are responsible for managing the County's $25 billion treasurer pool. It is critical to ensure that the systems used to perform these vital functions are highly secure and there is a public trust.

"Start with good people, lay out the rules, communicate with your employees, motivate them and reward them. If you do all those things effectively, you can't miss."

Lee Iacocca

Final Reports for 2016

*T*he Productivity Investment Fund Guidelines require a final report on each project after grant funds have been withdrawn and loans have been paid in full. These are the final reports for 2016.

Beaches and Harbors – Dockweiler Beach Energy Efficient LED Lighting Project ($100,000 Loan)

The Loan was used to install 98 new light-emitting diode (LED) fixtures on 72 public light standards at Dockweiler Beach to replace existing metal halide fixtures deemed to be high maintenance and extremely energy inefficient. Installation was accomplished using the Internal Services Department employees and was completed in August 2011, with LED fixtures installed at Dockweiler Recreational Vehicle Park (RV Park), at two beach parking lots, at the Department's maintenance yard and at the public entrance to Dockweiler Beach. The Department expects to accrue ongoing savings from reduced utility bills and maintenance costs.

Results of the Project

Time spent on core services has increased due to reduced time needed (approximately eight hours less per week) for LED fixture repair and bulb replacement as compared to the previously-installed metal halide fixtures. In addition, the LED fixtures provide a steady, well-balanced light for both patrons that enjoy evening use of the Dockweiler fire pits and RV Park and the Department's staff and night crew working at these locations. Estimated 2016 annual electricity cost savings is $14,113, based on the reduced wattage used by each LED fixture compared to the previously-installed metal halide fixtures. Additional savings of $19,373 resulted from reduced staff and maintenance costs, for total 2016 annual savings of $33,486.

Accounting of Fund Expenditures:

Total Grant/Loan:	$100,000
Total Withdrawn:	$100,000
Total Repaid:	$ 82,890
Total Program Cost:	$ 98,176.66

Human Resources – Conversion of FLSA and Employment Discrimination Prevention Training to eLearning Courses ($130,000 Grant)

The Grant was used to engage two vendors to create new eLearning curricula for training programs that were previously delivered exclusively via instructor-led classroom training. The Federal Labor Standards Act (FLSA) and Employment Discrimination Prevention Training (EDPT) programs are mandated by the Board of Supervisors and the Chief Executive Office for all managers and supervisors. The new on-demand eLearning options were developed for County employees in the form of two new online mandated courses: "FLSA Essentials for Managers and Supervisors" and "EEO Challenge" (still being implemented).

Results of the Project

Delivery of eLearning options for training can greatly increase the frequency as well as the productivity of training delivery. It can also help to reduce the County's exposure to potential lawsuits resulting from discrimination, harassment, retaliation, and wage complaints, making it convenient for managers and supervisors to comply with training mandates by eliminating scheduling conflicts. Additionally, the online training method enhances operational efficiency by eliminating the need for support staff to coordinate the availability of physical locations and instructor schedules. The eLearning option simplifies compliance tracking, enhances reporting capabilities, and improves employee productivity.

Accounting of Fund Expenditures:

Total Grant/Loan:	$130,000
Total Withdrawn:	$130,000
Total Repaid:	$N/A
Total Program Cost:	$130,000

Mental Health – TIES for Families
($170,551 Grant)

The Grant was used to help families building relationship skills to enhance parent/child attachment and to learn positive parenting techniques to better manage child behavior and emotional issues. The population targeted is high risk infants and children who have histories of pre-natal drug and alcohol exposure, neglect, abuse, and/or exposure to violence. Funds have been used to train clinicians in evidence based treatments targeting specific issues and ages for children. In addition, the grant funded staff in-services from experts in the field who work with the kinds of issues presented by this population of children and families. This experience has led to the development of models of dissemination of treatments for this underserved population and various modifications based on family need and cultural considerations.

Results of the Project

Therapists have benefited by being trained in treatments that are powerful tools to help clients. When clinical staff feels effective and empowered, they are more satisfied and productive and therefore less likely to experience job fatigue and leave the workforce. Clients that engage in time limited, evidence-based treatments have less service utilization.

Accounting of Fund Expenditures:

Total Grant/Loan:	$170,551
Total Withdrawn:	$169,885
Total Repaid:	$N/A
Total Program Cost:	$170,551

Public Health – Los Angeles Health Website
(Healthy Communities Website)
($80,000 Grant)

The Grant was used for the development of a website, Think Health LA, which provided key public health data to the broader public and serves as the electronic home for the Community Health Improvement Plan (CHIP) of Los Angeles County and the Community Prevention and Population Health Task Force (Task Force). Think Health LA was developed by Healthy Communities Institute (HCI) in collaboration with Dignity Health and the Department of Public Health to provide a user-friendly centralized location for the public and public health stakeholders to search health and quality of life data from multiple sources.

Results of the Project

Think Health LA reduces expenditure on staffing costs and impacts programmatic work. By using Think Health LA, public health stakeholders and the general public are able to look up data and produce their own reports. Until this website was launched, public health stakeholders had to submit data requests to Public Health as that was the only method to obtain most of the information that is now available on the Think Health LA website. This centralized data website ultimately decreases the number of data requests to which Public Health staff must respond, thus allowing staff to focus on other critical public health needs.

Accounting of Fund Expenditures:

Total Grant/Loan:	$80,000
Total Withdrawn:	$80,000
Total Repaid:	$N/A
Total Program Cost:	$80,000

Public Works – Mandatory Water Restriction Outreach Campaign
($150,000 Grant)

The Grant was used for an outreach campaign which consisted of mobile ads that ran for four months and four community-specific events (two Malibu Re-Garden parties, the Malibu One Water festival, and the 2015 Antelope Valley Fair).

Results of the Project

The Los Angeles County Waterworks District Nos. 29 and 40 conserved 5,048 million gallons of water in one year and avoided $9.31 million dollars in water costs from water wholesales.

Accounting of Fund Expenditures:

Total Grant/Loan:	$150,000
Total Withdrawn:	$150,000
Total Repaid:	$N/A
Total Program Cost:	$150,000

Public Works – Radio Frequency Identification Project
($35,000 Loan)

The Loan was used to purchase a Radio Frequency Identification Project (RFID) to automate two business processes: The Flood Maintenance Division – Tool Room and the Inventory and Information Technology Equipment Inventory. RFID is a technology that uses communication through radio waves to exchange data and information between a "reader" and an electronic "tag" attached to an object or asset for the purpose of identification and tracking. Each tag contains an embedded chip that is uniquely identifiable, which is read when it is scanned by the reader.

Results of the Project

The equipment worked well for the Tool Room Inventory, and the pilot was completed in January 2015. However, the tagging of IT Equipment Inventory was unsuccessful due to technical limitations of RFID and was discontinued.

Accounting of Fund Expenditures:

Total Grant/Loan:	$35,000
Total Withdrawn:	$35,000
Total Repaid:	$35,973
Total Program Cost:	$44,458

Registrar-Recorder/County Clerk – VSAP Voting System Design Phase
($235,000 Grant and $235,000 Loan)

The Grant and Loan were used for System Design and Engineering Phase of the Voting Systems Assessment Project (VSAP). The Department engaged IDEO, a globally recognized design firm that specializes in human-centered design process. They established the VSAP Advisory Committee and Technical Advisory Committee composed of experts in election technology, accessibility, and usability advocates and community leaders who provided guidance and expertise throughout the design process. Through extensive qualitative research, user testing, focus groups, surveys, community discussions, brainstorming sessions and an interactive design process, VSAP completed the design phase which has provided a final voting system design, including the hardware and software specifications.

Results of the Project

The voting system ensures increased accessibility, usability, and flexibility that will improve the voting experience of the electorate. Los Angeles County has begun the process of identifying solutions for the manufacture, certification, and implementation of the new voting system. With the voting experience model now identified, VSAP has transitioned into the Manufacturing and Certification Phase to further refine the systems and develop strategies for procurement and full implementation by 2020.

Accounting of Fund Expenditures:

Total Grant/Loan:	$470,000
Total Withdrawn:	$470,000
Total Repaid:	$N/A
Total Program Cost:	$474,215

Treasurer and Tax Collector – Departmental eCommerce
($75,000 Grant)

The Grant was used to utilize the County's Information Technology Support Services Master Agreement and executed an agreement with IBM Security Services to perform cybersecurity assessments on three primary areas: Security Infrastructure; Application Security, and Social Engineering and Email Phishing. IBM conducted its assessment during the months of June, July, and August 2016, and issued their findings and recommendations on October 31, 2016.

Results of the Project

The cybersecurity assessment served as both a confirmation of the department's focus on best security practices and a reminder to be ever cautious of the risks inherent in people and technology. Many improvements to process and technology have resulted from the findings, including an enhanced methodology to regularly apply security updates to servers, amended programming that eliminated found

security vulnerabilities in their in-house eCommerce software, installed additional door alarms and enhanced security training to Departmental personnel. A plan was created to address all findings and coordinating with the Internal Services Department to remediate all high and medium risk vulnerabilities by March 31, 2017.

Accounting of Fund Expenditures:

Total Grant/Loan: $75,000
Total Withdrawn: $75,000
Total Repaid: $N/A
Total Program Cost: $160,000

> "*All things will be produced in superior quantity and quality, and with greater ease, when each man works at a single occupation, in accordance with his natural gifts, and at the right moment, without meddling with anything else.*"
>
> **Plato**

Department Visits

Jaclyn Tilley Hill
Chair

*U*nder the leadership of Commissioner Jaclyn Tilley Hill, Chair of the Department Visit Committee, the Commission visited with 12 County department heads. The role of the Committee is to gain an understanding of department operations and challenges, then offer solutions to assist toward realizing enhanced productivity and quality service.

Activities of the Committee:
- Continued to gather trends from site visits
- Distributed department visit summary reports to the Chief Executive Officer, Department Heads and Network Managers
- Visited the following Departments during the 2016 calendar year:

Alternate Public Defender (APD)
Janice Fukai, Alternate Public Defender
(Visited August 24, 2016)

State the major department quality and productivity challenges and what actions are being taken:
- Digital Evidence Management - The Los Angeles Police Department is in the process of deploying body-worn cameras for their officers. In addition, the Board has ordered a report from the Sheriff on the costs and feasibility of deploying cameras for patrol deputies. The Department will be required to obtain the videos in defense of its clients. As such, the Department will need to increase its storage capacity for Digital Evidence Management. The Department has joined a task force headed by ISAB and comprised of justice partners to address the proper handling and storage of Digital Evidence and its associated costs.

- Proposition 47 - On November 5, 2014, Prop 47 became law, reducing the classification of certain non-violent and non-serious drug possession and property crimes from felonies to misdemeanors.

Thus far, over 12,000 cases have been reviewed and over 5,000 petitions for reductions have been granted. The Board of Supervisors has directed that the Department continue to conduct outreach efforts for Prop 47 cases. As such, the Department has convened a panel of its attorneys to attend outreach efforts throughout the County and has developed systems for managing increased workload associated with Prop 47 and provided critical data analysis to assist the Board and CEO decision making.

What quality and productivity programs contribute to your success?
- The Department continues to use technology to reduce the need for additional staff. In addition to its Workload Difficulty Index, the Department created a new workflow system entitled "Clean Record Now." This was necessary to immediately and effectively manage the unprecedented massive increase in Prop 47 related workload. APD utilized in-house staff to create this system that tracks all affected APD clients, both current and former, and manages the complex workflow associated with this legal process.

Best practices that could be shared with other departments:
- The development of a CMS and related applications could assist other legal departments in developing similar systems.

Assessor
The Honorable Jeffrey Prang, Assessor
(Visited July 6, 2016)

State the major department quality and productivity challenges and what actions are being taken:
- The legacy system replacement. The current system is based on old technology. While it is dependable, the cost of maintenance will become prohibitive and the availability of skilled personnel harder to find. The Department has initiated an aggressive replacement program comprised of 5 phases. They are near completion of phase 1 and will soon contract out for phase 2 of the project.

What quality and productivity programs contribute to your success?

- The quality and productivity awards provide a great incentive to the Department's teams to produce the best and most efficient programs possible to improve service to the County.

Best practices that could be shared with other departments:

- Use of IT best practices and agile software development in conjunction with IT consultants in many instances lead to better results for the County given their size and specific requirements.

Child Support Services
Dr. Steven J. Golightly, Director
(Visited April 25, 2016)

State the major department quality and productivity challenges and what actions are being taken:

- Increasing total collections by 3% - The Department has created the following: Early Intervention Division to expedite collections; Centralized Establishment and Intake Divisions to increase number of judgments and to speed time to judgment; a manual F.I.D.M. project; centralized arrears-only cases; IWO projects; ensuring that 100% of potential WCAB liens are filed; and 100% of settlement opportunities are taken advantage of.

- Centralize COAP operations to maximize effectiveness. The Department is working to increase court order establishment to 86% in 2016 to 90% by 2019; increase locates; centralize the establishment, then combine with intake; develop procedures to ensure that Summons and Complaints are produced and sent for service within days of locate on 100% of cases; and develop procedures to ensure that all default judgments are prepared within days of eligibility.

What quality and productivity programs contribute to your success?

- Outreach to external stakeholders, via SPAS; employer forums; and community events

- Weekly Director's Message
- Town Hall recognition of staff
- Publish staff accolades in the Buzz newsletter

Best practices that could be shared with other departments:

- Predictive Analytics (through their Business Intelligence Division)
- BID's return on investment analysis
- Leadership Academy
- Director's Weekly Message
- Making use of economies of scale in a large operation (centralization of key functions)

Community and Senior Services (CSS)
Cynthia D. Banks, Director
(Visited March 9, 2016)

State the major department quality and productivity challenges and what actions are being taken:

- The Department has been challenged to update their Public Workforce System's design in response to new mandates and requirements included in the Workforce Innovation and Opportunity Act (WIOA), landmark legislation to reauthorize and transform the public workforce system for the first time in more than 15 years. WIOA calls on the public workforce system to work collaboratively across regions with various partners, including community colleges, adult education schools, state employment agencies and other county departments to effectively serve individuals and businesses by focusing employment and training services on preparing workers for in-demand occupations with career pathways in high-growth sectors of the economy.

- Following passage of WIOA, the Department updated its planned redesign to meet the new federal mandates. Initial implementation of the new legislation began in Fiscal Year 15-16 with full implementation scheduled to begin in Fiscal Year 16-17.

- The Department continues to administer the L.A. County Youth Jobs Program (LACYJ), a

no-cost youth employment program designed to prepare youth ages 14-24 for future careers. The Department has been challenged to rapidly scale the program during the past two years and increase the number of participating employers, especially those in high-growth sectors. The program is now operated year-round and has significantly expanded since 2014, as a result of additional funding from the Board of Supervisors, to serve more than 12,000 youth annually.

- The Department has addressed challenges to their LACYJ Program through increased collaboration and outreach. The Department works closely with and regularly convenes the other 6 WDBs in L.A. County to implement the program countywide. The Department also partners with 10 County Departments, approximately 50 youth agencies and more than 1,000 worksites to deliver services. The Department has expanded external outreach and marketing efforts, including through the printing and dissemination of new program flyers as well as the launch of a new L.A. County Youth Jobs website targeting both interested youth and employers. The new website is intended to increase awareness of the program among youth and employers while facilitating an online application process.

- Consistent with WIOA's heightened focus on employer engagement, the Department continues to expand employer outreach efforts. They led a regional effort in coordination with Starbucks, Leaders Up and the City of L.A. to support achievement of a nationwide goal to employ 100,000 "opportunity youth," who are currently not working or enrolled in school. In February 2016, this partnership coordinated a hiring event at the L.A. Convention Center that included over 30 employers and attracted over 5,000 youth.

- As the Area Agency on Aging (AAA) for Los Angeles County, the Department is responsible for administering a variety of programs for older and dependent adults, including Congregate Meals designed to maintain or improve the physical and social well-being of mobile older individuals (age 60 or above) in a group setting and our Home-Delivered Meals Program designed to maintain or improve the physical well-being of homebound older individuals through improved nutrition. The costs to deliver these meals continue to rise, which will require additional funding to maintain the same level of service. The Department is working with the Board of Supervisors and CEO to identify additional resources for this vital service and are also working with the California Association of Area Agencies on Aging to advocate for additional State resources.

- The Department continues to work diligently to develop and implement technology solutions to address programmatic and administrative challenges. New technology implemented during the past two years include: The Mileage Authorization and Reimbursement System for all employee mileage reimbursements; Implementation of statewide CalJOBS system to provide enhanced virtual career and employment services; Pilot roll-out of tablet computers for managers that enhance work speed and portability; Beta rollout of a new Departmental website in 2015 with launch of a final version planned in 2016.

What quality and productivity programs contribute to your success?

- Productivity Investment funds are currently being used to strengthen the County's implementation of WIOA, specifically efforts to employ individuals re-entering society following incarceration, a priority of both the federal legislation and recent Board of Supervisors motions related to Prop 47.

- The Department, in collaboration with the Sheriff, Probation and Human Resources departments, and the Countywide Criminal Justice Coordination Committee received in August 2015, $900,000 in start-up funds from the QPC's Productivity Investment Fund to implement the L.A. County Jail Based American Job Center (JPJC) prototype. The JBJC fulfills a crucial gap in services identified by the Sheriff's Department: the need to link jail inmates who have received education and training through the Sheriff's Education-Based

Incarceration (EBI) programs pre-release to concrete employment opportunities as soon after release as possible. Within 24 months of implementation, the JBJC will enroll 150 graduates of the Sheriff's EBI program and connect these individuals to workforce development services at one of the County's America's Jobs Centers and place at least 65% of them in employment.

- The Department is committed to providing quality nutrition services to Los Angeles County residents. The Department's AAA developed and implemented the Supplemental Nutrition-Assistance Program-Nutrition Education and Obesity Prevention (SNAP-Ed) program. In Los Angeles County there are approximately 138,420 or roughly 12% of older adults who live at or below the Federal Poverty Level. SNAP-Ed provides nutrition education and obesity prevention interventions to low-income older adults attending 80 eligible Congregate Meal sites throughout the County. The goal of SNAP-Ed is to promote healthy eating and active living by increasing the knowledge and behaviors of low-income older adults to make healthy food choices within their limited budget.

Best practices that could be shared with other departments:

- Telephony – The Department is implementing an innovative approach to voice communications referred to as the Telephony Plan. The Plan transfers all voice traffic to the Verizon wireless network while decommissioning the legacy telephone systems and services within the Department's 32 business locations. Upon completion, the Plan will result in cost savings for the department as well as improved communications infrastructure. During the first five years of implementation, the Telephony Plan is projected to save the Department approximately $850,000.

- SWIPE Card System – The Department provides a wide-range of services to older adults, including nutrition, exercise and socialization opportunities. The Department has implemented a SWIPE Card System to collect data by activity at their Centers.

The SWIPE System has been implemented to ensure that all 14 Centers use the same fields in order to extract the data consistently. Data is collected by duplicated and unduplicated numbers. The data collection provides Center administration with valuable analytics for decision making and day to day management. In addition, the collection of data and reports on Center use will allow for comprehensive reports to the Board of Supervisors and other key stakeholders.

- Co-location of Services - The East Rancho Dominguez Community Center is a unique partnership between the Department and Parks and Recreation. The SWIPE Data numbers are demonstrating that the larger space has attracted double the number of older adults and community members once served. Park patrons are now able to obtain emergency food assistance and public access computers, as well as health and wellness exercise classes. The data collected by the SWIPE system suggests that this co-location is efficient, cost effective and allows the Department and Parks and Recreation to provide more services in one location.

Community Development Commission/Housing Authority
Sean Rogan, Executive Director
(Visited June 9, 2016)

State the major department quality and productivity challenges and what actions are being taken:

- The Department recently introduced its Homeless Initiative Program (HIP) which encompasses groundbreaking components to end homelessness. These components encourage landlord acceptance of subsidized tenants with a voucher issued by the Department. Funding for HIP comes as part of the Board's Homeless Prevention Initiative, and includes the following: Holding Fee, Move-in Assistance, Handyworker Improvements, and a Damage Claim.

- The Department launched its Landlord Veteran Incentive Program (VIP), which incentivizes renting

units to homeless Veterans by offering landlords up to one month's free rent to hold available units while a homeless Veteran is referred and paperwork to contract the unit is completed. Funding for the Landlord VIP also comes as part of the Board's Homeless Prevention Initiative.

- The Department is also working on various programs such as the HOME Investment Partnerships Program (HOME); Section 8 Housing Choice Voucher (HCV) Program; Shelter Plus Care/ Continuum of Care (SPC/CoC); and the Veterans Affairs Supportive Housing Program.

What quality and productivity programs contribute to your success?

- On July 1, 2013, the Department adopted a smoke-free policy for its 63 public housing developments. The policy protects families, youth, the elderly, and persons with disabilities from the dangers of secondhand smoke. The policy was made possible through a systemized process of outreach activities, educational support, surveys, advocacy, collaboration, and campaigns. During the policy development phase, and the one-year transition phase, public housing residents broadly supported this smoke-free policy. This endeavor received national recognition from the National Association of Housing and Redevelopment Officials and National Association of Counties.

- The Department's approach to addressing deferred maintenance needs, modernization, vacant unit rehabilitation, and Americans with Disabilities Act improvements, at its public housing developments has been very successful. The Department instituted Job Order Contracting (JOC), an innovative procurement tool that provides a way to complete maintenance, renovation, and rehabilitation at all public and affordable housing properties, easily and quickly.

- The Department's Risk Management Unit faced challenges in minimizing staff injury exposure while maintaining over 3,000 housing units. Given the inherent job hazards, the maintenance team is vulnerable to work-related injuries and illnesses.

Their work can be physically demanding, requiring frequent bending, lifting, and working with power tools. In 2012, the Department implemented an injury prevention program focused on safety practices, including meetings where safety was discussed as a priority. As a result of the Department's proactive injury prevention program, the 44-person maintenance team has worked almost 400,000 hours without a lost time injury and zero temporary disability since 2012.

Best practices that could be shared with other departments:

- The Department moved swiftly to respond to the County's Homeless Prevention Initiative, specifically amending internal protocols to help eliminate Veteran homelessness. While difficulties associated with addressing homeless clients exist, these difficulties are often exacerbated when dealing with Veterans. Early on, the Department learned that in order to effectively address this issue, it had to change its intake process and replace it with an innovative approach that effectively delivered assistance to Veterans.

- Individuals typically selected from the Section 8 HCV waiting list are mailed an application packet to determine eligibility. This application packet has a 15 calendar day turn around period from the date it was mailed. If the application is returned undeliverable or if an applicant is denied due to failure to provide eligibility-related information, the applicant will be cancelled from the waiting list. To address the issue, last fall the Department sought the VA's assistance to develop a streamlined process for issuing onsite "On the Spot" VASH vouchers at VA sponsored events. Initiating the first steps in streamlining the eligibility process, the Department approached the VA and sought their assistance in ensuring that completed applications would be reviewed by VA case managers prior to being submitted to the Department for consideration. The Department also developed an extensive list that outlined the documents necessary to deem an application complete. The accurate preparation of files completed by the VA reduced administrative burdens for Veterans, and

allowed the Department to proceed with eligibility determination and voucher issuance on the same day. As a result of going mobile, the Department now determines eligibility and conducts criminal background checks onsite, which in turn allows for immediate issuance of VASH vouchers to eligible Veterans.

- The Department's ground breaking Landlord VIP program which provides incentives to landlords willing to provide their rental housing units to heroes. The Department launched its VIP in February of this year, which incentivizes renting units to homeless Veterans by offering landlords up to one month's free rent to hold available units while a homeless Veteran is referred and paperwork to contract the unit is completed. Since its creation, the VIP has garnered immediate attention, as evidenced by the Department's webpage, receiving over 3,900 views and resulting in numerous inquiries via the Department's dedicated VIP e-mail address and phone line. As of May 20, 2016, the Department has processed 246 requests to participate in the VIP program and issued over $169,878 in incentive payments, with another 81 requests in various stages of the approval process, and leased 85 units.

- The Department recently engaged in collaborative activity that can be transferred or shared with other departments. The agency annually releases a NOFA for Affordable Multifamily Rental Housing, which is the County's major source of funding for affordable housing. The NOFA funds target the creation or rehabilitation of units reserved for Special Needs populations, with a focus on homelessness. Because other County Departments, such as Health Services and Mental Health, also seek to assist and house homeless clients, the Department has begun to actively collaborate with these Departments on affordable housing projects. This effort has allowed a partnership which has fully opened lines of communication regarding program requirements and desired outcomes, and has allowed for a much more coordinated effort among partner agencies.

- The Department also works with the Department of Public Health (DPH) to include Healthy Housing Standards and Healthy Design Elements into the NOFA to create healthier living environments for low- and extremely low-income households. The Healthy Design Elements stem from the County's Healthy Design Ordinance and are detailed in the NOFA. The Healthy Housing Standards consist of excerpts from the 2011 National Healthy Housing Standard, published by the American Public Health Association. According to DPH, approximately 60% of population health outcomes are determined by social and environmental conditions and the influences they have on health-related behaviors. Affordable housing is, therefore, a critical determinant of the public's health, especially that of low- and extremely low-income residents.

District Attorney
The Honorable Jackie Lacey, District Attorney
(Visited May 19, 2016)

State the major department quality and productivity challenges and what actions are being taken:

- Since taking office in December 2012, District Attorney Jackie Lacey identified specific goals to address public safety challenges and concerns. These goals include bolstering efforts to stop and prosecute identity thieves and organized high-tech criminals; increasing resources dedicated to investigating and prosecuting environmental crimes; implementing a campaign to educate and protect seniors from financial scams; and expanding the use of alternative sentencing for nonviolent offenders to help address jail overcrowding. The development of the Fraud Friday program is a significant action designed to address one of these goals. In this crime prevention program, the District Attorney's Office develops and presents short video presentations that effectively describe fraudulent schemes and scams currently employed by criminals in the area, many of which specifically target seniors. These videos describe the scam and provide strategies for how to avoid falling prey to them.

- The Department has lead County and community stakeholders in addressing the issue of offenders suffering from mental illness in the criminal justice system. The number of people with mental illness who are involved in the criminal justice system continues to grow. The Los Angeles County Jail has become one of the nation's largest de facto mental health institutions. This phenomenon presents many challenges to the District Attorney's Office and other public safety and justice entities. Along with criminal justice system and behavioral health stakeholders, the District Attorney's Office is working on strategies designed to more effectively, meaningfully, and humanely treat mentally ill offenders by, where consistent with public safety interests, diverting them from custody into more appropriate treatment contexts.

What quality and productivity programs contribute to your success?

- The District Attorney's Criminal Justice Institute has developed a 16-hour training program to provide law enforcement personnel with training on mental health awareness and improving response to incidents involving people with mental illness. The course is specifically designed for law enforcement first responders and provides crisis intervention tactics.

Best practices that could be shared with other departments:

- The Department has established an ambitious POST certified program to train law enforcement officers and other first responders on how to more effectively interact with individuals in a mental health crisis. This training targets patrol officers from more than 40 local police agencies throughout Los Angeles County. By year's end, approximately 400 officers will have been trained under the auspices of this program.

- The District Attorney's Criminal Justice Institute is providing 16-hour trainings twice a month throughout the County. The class uses role-playing to demonstrate de-escalation techniques, teaches officers about different symptoms of mental illness

and introduces them to individuals and family members, who describe their experiences living with mental illness.

Fire Department
Daryl L. Osby, Fire Chief
(Visited March 24, 2016)

State the major department quality and productivity challenges and what actions are being taken:

- Fiscal Sustainability to ensure the Department provides the best possible value for taxpayers in meeting the daily emergency operational needs in the 58 cities and unincorporated areas served by the Department, as well as meeting front-line operational needs and achieving business operations improvements.

- Operational Effectiveness to ensure the Department transforms fundamental facilities and systems to support evolving services delivery for the residents they serve, the County, and workforce.

- Emergency Preparedness by anticipating catastrophic emergencies and maximizing opportunities to improve community emergency preparedness through public education and life-enriching programs that communicate our value.

- Exemplary Services by providing innovative, caring and exemplary emergency services and identifying organization-wide opportunities to better support the emergency responders who deliver them.

- Workforce Development by proactively investing in education, training, safety, and wellness, resulting in an effective workforce that is accountable at all levels.

What quality and productivity programs contribute to your success?

- Videography Equipment – the Department purchased high-definition video equipment to transition firefighter in-service training from the

classroom to a Blackboard-based instruction online training program. Each month, 3,000 sworn firefighter personnel access monthly training drills that include high-quality videos, image-centric PowerPoint presentations, policy documents, tests, and discussion forums. These training videos are posted and shared with the public and viewed by 70 other firefighting organizations around the world through the website, "Turnout," which positions the Fire Department as an international leader in the fire service industry. Additionally, beginning in 2015, in collaboration with the Los Angeles Area Fire Chiefs Association, the Fire Department is expanding the delivery of instructional content via a learning management system addressing large-scale regional incidents to all 31 Fire departments within Los Angeles County.

- Family and Friends CPR Anytime – the Department purchased 10,000 customized hands-only CPR training kits to launch a County-wide student training program in September 2014 to secure a new generation of lifesavers. To date, over 7,500 students have been trained. Additional training opportunity dates have been scheduled in 2016 to complete distribution of the remaining CPR training kits.

Best practices that could be shared with other departments:

- The Family and Friends CPR Anytime and Videography Equipment enabled the Department to provide exemplary community service and enhance workforce development and operational effectiveness. In partnership with the Los Angeles County Firefighters Association and Association of Chiefs, the Department is utilizing innovative mobile apps for our Fire Department members.

- Lessons Learned: The required review and approval required from the County Chief Information Officer to purchase the videography equipment was a factor that was not considered that impacted and extended the procurement process.

Military and Veterans Affairs
Ruth Wong, Director
(Visited March 21, 2016)

State the major department quality and productivity challenges and what actions are being taken:

- Retirements and transfers – three counselors, two administrative assistants

- New Hires – veteran interns, Supervisors and Trainers (unique qualifications)

- New Position – Military Reserve Leave Coordinator

- Salary disparity – 15 percent manpower shortage salary adjustment; new salary table October 2015 resulting in 10.5 percent for Veterans Claims Assistants and 18 percent for Supervisor, Veterans Claims and Veterans Claims Assistant III

- Overtime – 50 percent increase since 2013 due to meetings, seminars and after hour events

What quality and productivity programs contribute to your success?

- Women's Veterans Program – Top Ten award 2015 and CSAC Challenge (best practice) award; BOS Chair's Challenge Award 2014

- Military Reserve Leave Program – mitigates risk to County

- Building Operations – reduce risk with modified parking lot gates, ergonomic work stations, speedbumps in parking lot, ADA main door entrance

- Veterans designation on DMV license – 1,600 verifications since November 2015 with more than 150 claims filed

- Legal Clinics – 60 to 80 veterans assisted monthly – clearing outstanding tickets and warrants

- Superior Court Self Help Clinic - monthly

Best practices that could be shared with other departments:

- Need hard data to justify new staff positions and support from Classification

- Tenant License Agreements need specifics on type of services for veterans and families and services provided on site

Public Defender
Ronald L. Brown, Public Defender
(Visited July 13, 2016)

State the major department quality and productivity challenges and what actions are being taken:

- Justice Reform. The Department has created a plan to respond to the Board of Supervisors' Justice Reform vision. The plan includes strengthening their efforts on Public Safety Realignment-AB109, Proposition 47, Proposition 36, and Community Collaborative Courts. It also aims to improve and expand their holistic representation model for juveniles and adults to more readily address issues of mental illness, substance abuse, homelessness, job training skills and employment and diversion and reentry.

- Developing and Implementing a Data Strategy. The need to collect and manage more data on their model of representation prompted the Department to begin to develop and implement a Department Data Strategy. The urgency of this challenge has come via the Board of Supervisors' recent motions and directives to report on data concerning justice reform issues and efforts. The Department is focused on developing better data, more data, and easily accessible data to make data driven decisions that result in quality and productive operations and improved impact outcomes.

- Internal and External Office Communications. The Department continues to work on internal and external Office communications. They are committed to continued enrichment of its writing and communication skills to enhance client representation, customer service, and community outreach. Their Fiscal Year 2015-2016 MAPP Priorities included developing a writing training curriculum for attorney and non-attorney staff, supervisors and MAPP managers with a specific curriculum for attorneys to improve their writing skills in drafting motions and briefs and an on-going curriculum for all Deputy Public Defender I personnel to prepare them for written advocacy in their criminal practice. Additionally, managers were tasked with exploring methods for enhancing efficient and effective internal communication at and between all levels in the Department and participating in community outreach regarding Proposition 47 and other projects.

- Staff Development. The Department continues to focus on management leadership and "change management" especially as they work to expand their "holistic" representation model, implement a new CCMS, and address the County's current and future justice reforms. They also continue to expand staff development initiatives and programs for all levels of public Defender staff (attorney managers, attorneys, investigators, paralegals, social workers, administrative staff and clerical/secretarial).

What quality and productivity programs contribute to your success?

- Public Defender Statistical System (PDSS) – Data Strategy. PDSS is the new Public Defender statistical system that focuses on case values, attorney values and courthouse values to determine workload values for specific attorney, staff, work unit, work location and the overall Office. PDSS has 5 levels of operations reports to assist attorneys in tracking their workload and to assist managers in equitably distributing workload, allocating staff, and justifying budget requests. This system will be integrated into our CCMS.

- PD-Virtual Office/Video Conferencing – Communication & Resource Strategies. By the end of 2014, all attorneys, investigators, paralegals and social workers in the Department had video-capable computers whereby they could video conference from their office or other locations

with their incarcerated clients at any of the seven county jail facilities. The same laptop computer enables staff to use their virtual office (laptop) to do work while waiting in court. This project has saved mileage and travel time driving to the jails to interview incarcerated clients and increases communication with our clients.

- Video Interpretation Services Program – Communication & Resource Strategies
  The Public Defender must effectively communicate with clients in order to provide quality legal representation. Staff attorneys supplement "in-person" client jail interviews with video conference interviews. The challenge was to leverage and maximize their two in-house Spanish language interpreters to assist with these interviews when the attorney and interpreter were not co-located. The solution was to bring the interpreter into the attorney-client jail video call by either making it a 3-way video call or by having a co-located attorney and interpreter use special dedicated video conferencing equipment. Interpreters can now be located at any one of our offices and still participate in the attorney-client interview originating at any of our 31 offices. The quality of our representation of their Spanish speaking clients is directly improved by the project.

Best practices that could be shared with other departments:

- Video Conferencing. The Department has had great success in video conferencing over the years involving attorney/client communications. In calendar year 2015, Public Defender staff conducted 12,159 video conferences including calls to adults in jail facilities and juveniles housed at the County's juvenile halls. They realized that by including their in-house Spanish language interpreters into the video call, they could not only assist their Spanish speaking clients without driving to the jails, but they could leverage their 5 in-house Spanish language interpreters.

- Data Strategy and PDSS. The Department has a well-developed data strategy which includes operational and outcome metrics. By collaborating

within the justice community and the larger Los Angeles County family, they have learned that their data contribution is an essential element of a comprehensive development of outcome metrics. To that end, the Department has worked closely sharing their data strategy and specific data metrics with both ISAB and the District Attorney.

Registrar-Recorder/County Clerk
Dean Logan, Registrar-Recorder/County Clerk
(Visited July 27, 2016)

State the major department quality and productivity challenges and what actions are being taken:

- Voting Systems Assessment Project (VSAP). The VSAP is a ground-breaking project launched by the Department for the modernization of the County's voting systems. The project takes a voter-centered, collaborative approach to the design and implementation of a voting system that will ultimately be fully-owned by the County. The project is driven by the voices of voters and stakeholders. VSAP has transitioned from research and principles to design and engineering and is now preparing for system manufacturing. It was important to the Department to engage in a design process that aligned with the VSAP's voter-centered and participatory approach. Through a partnership with the human-centered design firm IDEO, they utilized an innovative approach to develop a series of design concepts that were refined into a single design through user testing and collaboration with their stakeholders. The Department is now finalizing the documentation of the final design and engineering specifications for a Ballot Marking Device and tabulation system.

- Automated Deceased Voter Identification (Data Analytics). Prior to June 2015, the process of manually canceling deceased voters was very labor intensive. On average, it would take operators 10 minutes to process a single record from the potentially deceased voter list. The new automated system, using four different match queries to find high confidence matches between the voter file and the Electronic Death Registration

System (EDRS) data set, only requires a single staff person to run the queries and report the list of voter identification numbers to IT for cancellation. Voter Registration staff no longer manually inspect the records nor make any determinations as to deceased status. In doing so, the Department has both reduced staff hours to manually inspect potential deceased records and eliminated the possibility of human error in the process of visually inspecting records and determining a match.

- Pollworker Prediction Algorithm (Data Analytics). In any given major election (statewide and Presidential), the Department attempts to recruit nearly 25,000 pollworkers volunteers to work at over 4,600 precincts. For the June 2016 primary election, over 22,000 pollworkers showed up on Election Day and worked their assignments. Unfortunately, there were also close to 3,700 no shows (from previously committed poll workers) and another 3,300 cancellations just prior to Election Day. This reflects close to a 73% recruitment success rate for the Department. Previous elections on average, had very similar no shows rates, making pollworker recruitment and 3 commitment very challenging. In an effort to combat investing resources into recruiting the wrong pollworkers, the Department is looking to the field of Data Science in an attempt to solve this problem. By training a machine learning algorithm, the Department is now able to predict for any given election, with much better accuracy, which pollworkers (from the pool of available pollworkers) are likely to show up on election day and which ones are not. The algorithm uses a variety of different data points including previous pollworker history, voting history, and other demographic data points to predict on a series of six distinct data patterns demonstrated by the behaviors of our pollworkers during previous elections.

- As of June 14, 2016, Records Management and Archives (RMA) received Board approval for the establishment of the County's first record retention schedules and policy. These are the underpinning of any records management

program and stand as a significant achievement derived from L.S. Hollinger original vision. Also to be comprehensive in their approach, the RMA employs methodologies to address 21st century records, and information management needs such as the Information Governance Model, which encompasses best practices for physical and digital records. Moreover, this approach requires the joint and ongoing collaboration of representatives from business operations, legal experts, records management, and information technology to provide a unified vision as to how information is managed throughout the County.

- Election Legislation (Senate Bill 450). California's voting experience is outdated and in critical need of modernization. Currently, counties are hamstrung with aged out voting technology and processes designed for a 1970's voting experience. SB 450 expands exponentially the options (date/time/location/equipment) for every individual voter. SB 450 advances a vote center model, under which voters can choose to cast their ballot conveniently at any vote center during a 10-day period between the hours of 7 AM – 8 PM instead of one specific location on election day. Furthermore, vote centers provide greater choices of voting sites allowing voters to vote at a familiar, convenient location that is part of their daily experience, removing polling place restrictions that can hinder a voter's ability to participate. This concept is consistent with the County's Voting Systems Assessment Project (VSAP), which has been focused on improving not just the voting equipment, but the overall experience of voting. In particular, the expansion of options and services for voters with language needs and voters with disabilities is unprecedented. Mobile and pop-up vote center locations permitted under the law further enable the expansion that could address difficulties in communities facing the most significant barriers to access. Within appropriate parameters, voters should be able to vote when, where and how they want. SB 450 is an absolutely critical component to their efforts to modernize and improve the voting experience in the County.

- Voter Education. The Department uses a variety of methods to conduct voter outreach and education to their large, diverse electorate. The Media section has been very successful in the area of social media and interacting with the public about key election information. During the June 2016 Presidential Primary Election their social media outlets grew over 57% with their Twitter page having over 698,000 impressions and over 41,000 visits throughout the month of June. During the 2016 Presidential Primary Election, the Department appeared on 455 televised newscasts and more than a dozen interviews on various radio stations to educate voters and promote voter turn-out. These appearances included media targeted to various populations. This media campaign included partnering with five major L.A. area radio companies and a budget of $300,000, which enabled us to reach more than 4 million registered voters in the region in the 6 weeks leading up the election. The media campaign highlighted critical election issues such as crossover voting, the US Senate race, important voter registration deadlines, and other key election-related information.

What quality and productivity programs contribute to your success?
- The RR/CC takes great pride and initiative in sharing successful mission critical projects with the Quality and Productivity Commission, Network Managers, and other County departments through the following programs:
  o 2015 Convalescent/Rehabilitation Voter Outreach Program (Traditional Plaque)
  o 2015 Sample Ballot Redesign Initiative (Certificate)
  o 2015 Pollworker Payroll Preprinted Stipend Card Program (Certificate)
  o 2014 Engaging Voters in L.A. County via Mobile Outreach (Top Ten)

Best practices that could be shared with other departments:
- Website Chat Pilot. The Department receives and responds to a very high volume of phone calls from members of the public inquiring about election information and other services. To deflect some of the Department's call volume to live chat for the June 2016 Primary Election, the Department worked with the Internal Services Department to pilot a new Website Chat product called LiveEngage. LiveEngage is a Software-as-a-Service web chat solution that was embedded into the Department's website, providing users with an easy to use chat widget to communicate with election support staff. This new support avenue provided constituents with the ability to ask questions directly through their website without having to call in, while also allowing the Department's chat operators the ability to field multiple conversations concurrently through the chat solution.

- Lean Six Sigma (LSS) Program. Saved $7,358.54 for the 2016 LACERA election by using the method of Third-Class mailing and process modifications. Will reduce processing time for various programs and eliminate wait time for customers. The Department learned that the most effective way to sustain continuous improvements is by making it part of the Department's culture as well as having standardized performance metrics consistently filtrated through work sections in order to more effectively develop process improvements. When continuous improvement is built into the everyday operation, two things occur: improvements happen more quickly and buy-in of the LSS program is automatic. This "bottom-up" approach encourages line operations to reach out to the central LSS team for support of their initiatives. Idea Boards, Yellow Belt and Green Belt trainings, as well as the empowerment of completing and celebrating Green Belt projects, are just a few ways the Department has accomplished this "grassroots" methodology. Active communication between employees, supervisors, managers and LSS consultants have also been a key component to empowering the voices of subject matter experts within each work area. The Department is constantly looking for new ways to build into operational areas a structure of turning great improvement ideas into action.

- Emerging Leaders. The Department created a comprehensive 6 month training and mentoring program called "Emerging Leaders" to provide interested staff below Supervisory levels) with a potential opportunity to develop their current skillsets as well as create new ones. It was the department's goal to foster leaders internally and empower growth for various professional opportunities. The first cohort kicked off in January 2015 with 16 students at various levels and from different Bureaus within the Department. The Department used an application, supervisory review form and committee review panel process to select motivated employees who were committed, ambitious, have some demonstrated leadership and a positive attitude. The selected participants were exposed to a variety of skill building courses in the areas of leadership, communication, strength assessment, conflict/ project management and mentorship. The results have been very positive and their feedback has been that the program has been beneficial to the development of essential skills to further their career. They have especially enjoyed the exposure and interactions with the Executive level staff, including the Department Head and Chief Deputy. The students see the upper management's level of commitment to staff development and individual success, which is the most critical component to the success of any leadership program. The program has been shared with other Departments throughout the County.

- Full Educational Pathway Program. Most County employees know what it is to be at a midpoint in their career. Some have children while others have long commutes. When a committed group of employees is willing to work a full day and then go home to read, write a paper, or sit in class for 3 hours, it's the responsibility of County departments to assist and encourage their professional/personal growth. The Department's educational opportunities and continuous process/personal/professional improvement have been the three areas that have advanced our organization. Since 2010, the RR/

CC has supported onsite educational programs for individuals at different stages of their academic and professional careers. With minimum educational requirements of County positions rising each year, the Department wanted to empower employees to take their careers to the next level. In support of this effort, the RR/CC partnered with California State University Northridge, Woodbury University, East Los Angeles College, Pierce College, and South Gate Community College to make educational opportunities readily available to our workforce. Hundreds of employees of the County and local community have been able to work toward their undergraduate or graduate degree by either an elevator ride or a brisk canter to our Norwalk headquarters. With multiple programs offered onsite, few public or private organizations provide the same level of convenience to promote educational enrichment. From the program's inception to the end of 2016, the RR/CC will have proudly contributed approximately 100 graduate degrees, 30 bachelor degrees, and at least 80 associate of arts degrees.

Sheriff
The Honorable Jim McDonnell, Sheriff
(Visited July 28, 2016)

State the major department quality and productivity challenges and what actions are being taken:

- Human Trafficking is a rapidly growing crime trend which is often cloaked in secrecy underground crime. Challenges of policing related crimes consist of the difficulties for law enforcement personnel, the public, and service providers to readily identify human trafficking and create significant long term impacts to stop it. Educating the public to recognize and differentiate between human trafficking and immigrant smuggling is challenging. To address these challenges, in November 2015, Sheriff McDonnell announced the launch of the Los Angeles Regional Human Trafficking Task Force, one of the most comprehensive partnerships in the nation which uses a victim-centered approach to fight the heinous crime of human exploitation. The

Sheriff's Department's Human Trafficking Bureau spearheads this partnership. The task force is comprised of Sheriff's detectives who work with federal, state, county, and local resources to focus on sex and labor trafficking victims and work with the Coalition to Abolish Slavery (CSAT) in order to provide victim-centered services. These services help meet the needs of victims, while actively working to investigate, arrest, and prosecute offenders.

- Mental illness in custody/jail systems present numerous challenges. The Sheriff's Department's numerous aging custody facilities were not designed with the bed and treatment space to accommodate this increasing segment of the inmate population. Staffing the facilities with onsite mental health clinicians in a 24/7 hour operation presents significant challenges. To reduce the potential for recidivism, coordinating and identifying an effective placement program for individuals released from a custodial/jail environment is critical to long term success. To address these challenges, the Sheriff's Department has partnered with the Department of Mental Health to address the complex challenges and to provide quality services to this community while in custody as well as, upon release an inmate's release.

- Recruiting and retaining talented personnel in the public safety sector, specifically law enforcement officers, is becoming increasingly challenging. The Sheriff's Department has increased its use of social media to publicize and generate interest in the public for choosing a career in law enforcement. Media campaigns focus on the variety of areas and specialties available to a deputy sheriff. Additionally, the Department has collaborated with various consulting firms to not only develop campaigns but, to also design programs to select and nurture existing talented personnel within the agency.

What quality and productivity programs contribute to your success?
- The Productivity & Investment Fund program has contributed to the success of the Department. Over the previous 5 fiscal years, the Commission has provided approximately $2,127,000 to support LASD initiatives. Approximately $1,366,000 of this amount was in the form of grants and $761,000 was loans.

- The Best Practices Report has been a valuable tool to trigger new ideas and also identify opportunities implemented by other departments which can be applied by LASD and potential collaborations to minimize duplication of efforts. Also, the lessons learned are invaluable.

Best practices that could be shared with other departments:
- In 2015, the Department utilized a Leadership Performance Index (LPI) 360 Feedback system to produce quantifiable metrics related to the effective performance of management as perceived by managers, peers and subordinates. All Captains and personnel of higher ranks were required to participate in this exercise. The exercise produced confidential reports which provided feedback to each individual from their subordinates, peers and supervisors as related to their leadership performance.

Treasurer and Tax Collector

Joseph Kelly, Treasurer and Tax Collector
(Visited May 16, 2016)

State the major department quality and productivity challenges and what actions are being taken:

- Cybersecurity. In January 2015, the Director identified cybersecurity as the number one risk to the Department's business. The Department believes it has a responsibility to ensure that the eCommerce payment option is secure and complies with industry best practice in terms of not only preventing a breach, but also having the mechanisms to detect a breach, should one occur. To address this risk the Department convened a workgroup comprised of the Chief Information Office, the Internal Services Department, the County Risk Manager and the County Chief Information Security Officer in developing a strategy for a cybersecurity assessment of the eCommerce platform. To fund this initiative, the Department requested a grant from the Productivity Investment Board (PIB.) This was the first application the Department had ever made to the PIB. The $75,000 award from the PIB, along with a dollar for dollar match that the Department will provide, will allow the them to engage a cybersecurity assessment firm to assist in conducting the assessment.

- Printing and Mailing Services. As part of the Department's responsibility for countywide property tax collections, each year they mail approximately 2.6 million Annual Secured Property Tax Bills and over 300,000 Unsecured Property Tax Bills. In addition, the Department initiates bill printing and mailing activity throughout the year (e.g., Payment Activity Notice and Notice of Delinquency) as well as a rather significant certified mail process related to the auction of tax defaulted property. Prior to March 2016, the responsibility for the completion of these processes involved two County departments and two vendors. In its totality, this process was by its nature inefficient, difficult to manage due to the multiple hand-offs, and compromised our ability to establish, yet alone monitor, any type of customer focused metrics. To remedy this, in 2013, the TTC formalized a multi-year plan to document their printing and mailing needs, to learn the successes and failures of other counties statewide in this area, to develop and release a Request for Information and, finally, to release a Request for Proposal. In September 2015, the Board of Supervisors approved a contract for "All-in-One" printing and mailing with FSSI.

- Remittance processing – Lockbox. The Department processes a minimum of 8.4 million payment stubs and checks each year, totaling approximately $14.5 billion. The majority of remittances received by the TTC are via mail-in collections, and the volumes are much higher around the annual property tax payment deadlines in December and April. Accommodating the processing volumes during these two peak seasons results in significant inefficiencies. In the event of critical damage to the Hall of Administration their inability to deposit remittances timely could compromise the County's cash flows. The existing remittance processing operation represents a single point of failure, and we are seeking to mitigate that risk. To that end, the Department is conducting a competitive solicitation process to contract for a vendor-hosted Lockbox Remittance Processing solution. This solution will address risk by providing redundant business continuity services, as well as addressing the staffing and equipment investment issues.

What quality and productivity programs contribute to your success?

- Client and Asset Management System (CAMS). The Department's Public Administrator (PA) serves as estate administrator for deceased citizens' estates where no family or authorized individual is available and/or willing to do so. The Department of Mental Health/Public Guardian (PG) provides care for elderly, disabled conservatees, and mentally disordered criminal offenders. The County departments involved in their care must

accurately track over 40,000 cases and over $140 million in financial transactions. CAMS is a fully integrated solution that has revolutionized and transformed the way the County does business by ensuring accurate, efficient and accountable operations for the PA and PG's at-risk clients. In 2015, CAMS received both local and national awards as an exceptional example of governmental innovation and collaboration. One of these awards was the Quality and Productivity Commission's Outstanding Teamwork Award.

- Redevelopment Bond Refunding. The dissolution of Community Redevelopment Agencies (RDAs) in 2011 could have meant the loss of millions of dollars in uncollected bond debt. In 2013, the Department developed the Redevelopment Bond Refunding Program to assist the former RDAs in refinancing outstanding bonds. As of July 2015 the Program had refunded $620 million of bonds on behalf of nine former RDAs. These refunds will provide local taxing entities (including the County) with $166 million of new property tax revenue that would have gone to Wall Street bond investors. Moreover, the Program has served as a model throughout California and helped spur more than $4 billion of redevelopment bond refundings. In 2015, both the National Association of Counties and the Quality and Productivity Commission recognized the Program with awards. And, on a lighthearted note, the Treasurer and Tax Collector himself also awarded this Program with his first "Bringing home the bird" award!

- Prop Tax Telephone System. The PropTax Telephone System upgrade project was a successful joint venture among the Department, Assessment Appeals Board, the Assessor, and the Auditor-Controller. They replaced an antiquated, end-of-life Centrex call routing system with a state-of-the-art cloud-based system capable of scaling to meet the demands of the Los Angeles County Property Tax Departments.

- Online Auction of Defaulted Property. Pursuant to the California Revenue and Taxation Code, the Department has a mandate to offer tax defaulted property for sale. Historically, the Department conducted three auctions of tax defaulted property each year. However, in 2010, due to budget curtailments, the Department canceled two auctions and began to hold only one in-person public auction per year (an "A" auction in the fall). However, the practice of conducting one auction per year jeopardized the Department's ability to comply with its statutory requirements under the Revenue and Taxation Code. To help address this growing backlog, the Department contracted with a vendor to conduct online auctions, for those unimproved (vacant land) parcels that did not sell at the in-person auction. The online auctions are a great success. Both the parcel auction sales rate, the selling prices, and the redemption rate of parcels prior to auction are significantly higher than we saw at in-person auctions. In addition, the winning bidder paid all the associated vendor fees. Each auction results in a direct cost savings of $23,000 and 460 hours of staff time.

- One-Stop Property Tax Counter. The One-Stop Property Tax Counter on the first floor lobby of the Kenneth Hahn Hall of Administration is a joint effort among the Assessor, the Auditor-Controller, and the Department. The Counter assists taxpayers by providing simultaneous access to each of the three departments, and expedites the resolution of issues. Staff has been cross-trained, allowing them to become better informed of the responsibilities of each department and better equipped to handle more complicated tax questions.

- Executive Leadership Development Program. Over the past three years, six Department managers have participated in this program. The participants have all returned from the team-based intensive learning experience with new resources, tools and knowledge. The relationships they formed with managers on their teams strengthened their inter-departmental network and deepened their understanding of the universal challenges we all face.

Best practices that could be shared with other departments:

- Intra-Departmental Communication. The Department is committed to clear, transparent and consistent communication that bridges their operational branches and reporting structures. Several examples of how we put this value into practice are publishing quarterly newsletters on their intranet site that highlights departmental accomplishments, initiatives, news, recognition of staff service milestones and awards; managers in the three branches under the Treasury side of our operation hold a regular monthly meeting to discuss big "Treasury" issues; in their efforts to remind Department employees that "every manager is a risk manager", they have established a quarterly Risk Management Forum for all managers; each month the department head takes three members of the management team to lunch (there is no agenda other than to share a meal and get to know one another better); and in the same spirit of informal communication the Department Head also holds a bi-monthly Brown Bag Lunch for all staff. These sessions provide a relaxed environment for dialogue.

- Inter-Departmental Collaboration. In response to the catastrophic Aliso Canyon gas leak, the Department collaborated with the Department of Public Health and the Office of the Assessor in a proactive outreach effort to provide residents and property owners with timely information to address concerns regarding their health, safety, and property. The Department coordinated a mailing to over 7,800 property owners which included information provided by all three departments.

"The way to get started is to quit talking and begin doing."

Walt Disney
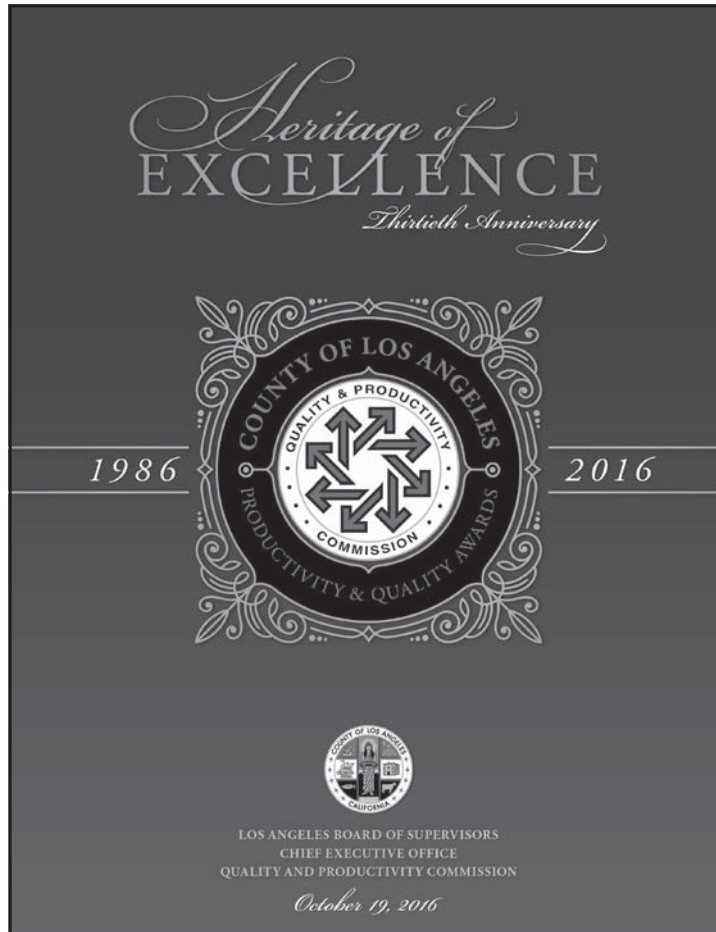
The Quality and Productivity Commission is committed to promoting and sharing best practices in the County.

An important part of this commitment is the annual **Productivity and Quality Awards program (PQA)**. Each year, County departments submit their best projects to compete for a Top Award. The Commission honors the department heads, managers and employees who play a key role in designing and implementing the best creative projects at the PQA awards luncheon.

The County of Los Angeles Quality and Productivity Commission's 30th Annual Productivity and Quality Awards Program, "Heritage of Excellence" was held on October 19th at the Grand Hall of the Dorothy Chandler Pavilion. Supervisors Antonovich, Solis, and Kuehl, Chief Executive Officer Sachi A. Hamai, and the Quality and Productivity Commission joined together to honor award winners. Over 500 County employees attended the event. Rick Garcia, Anchor for KCBS/KCAL, was this year's Emcee. Rick's enthusiastic personality, professional manner, and unique ability to make each awardee feel special contributed to the overall success of the awards program.

The 63 exceptional projects demonstrate new and better ways of serving the public in Los Angeles County. This year, the departments reported an estimated total of over $84 million in cost benefits. Service excellence and cost efficiencies continue to grow through the dedication and hard work of our County managers and employees. Their efforts help ensure the delivery of needed services.

Evelyn Gutierrez
Chair, PQA Committee

*T*he Quality and Productivity Commission is dedicated to assisting departments in providing cost effective, innovative and productive services through the use of advanced technology, meeting the needs of a changing client population and Board of Supervisors service priorities.

In partnership with departmental Productivity Managers, the Productivity & Quality Awards Committee encourages departmental promotion of pilot projects or programs that have the potential of significant cost savings, service enhancement or quality of life in the County's diverse communities.

In 2016, the Commission's "Heritage of Excellence" program celebrated its 30th Annual Awards ceremonies and a special tribute to its founder and mentor Supervisor Michael Antonovich. His vision and dedication to enhancing the effectiveness of public service is legendary. Supervisor Antonovich's legacy of providing innovative, cost effective and caring service will forever enhance the lives of seniors, foster children, families in need and their animal family members.

Our annual celebration of the County's innovative and enhanced productivity programs is a process that is conducted year-round. In partnership with departmental productivity managers, programs and pilot projects that promote innovative and cost savings programs are identified and evaluated for desired outcomes and sustainability.

Productivity Managers identify programs that focus on innovative ways to use technology, work smarter not harder and address the changing needs of a mobile and diverse workforce and community. As a marketing strategy, departments were encouraged to select a "catchy or memorable" title to be most effectively used in promoting the program on social media or on promotional material.

The 2016 review of PQA nominations were conducted at the Marina del Rey Community Center. Productivity

Managers reviewed 63 innovative projects representing an estimated $84.2 million in cost avoidance, cost savings and revenue generation. The productivity managers recommended the programs selected as the Top Ten Award winning program for the Commission's review.

The Commission then conducted site visits and video tapings of the Top Ten Awardees, as the search for the Eagle Awards (Gold, Silver and Bronze) continued. With the selection of the Eagle Awards, the PQA Committee and productivity managers begin the production of the County's premiere Awards Luncheon held on October 19, 2016 at the Dorothy Chandler Pavilion Grand Hall.

Supervisors Hilda Solis, Sheila Kuehl and Mike Antonovich commended the Commission for its extraordinary support and promotion of life enhancing and cost effective programs. Commission Chair Rod Gibson and Master of Ceremonies Rick Garcia, KCAL9/KCBS2, guided the event's program through its special awards and Top Ten Awards culminating with the surprise announcement of the Bronze, Silver and Gold Eagle Awards.

The Annual PQA award winning programs are highlighted in the Commission's e-newsletter, the County Digest, the County Channel and through departmental promotional efforts. The Commission's website also features the Top Ten PQA programs on the "Best and Shared Practices" page.

As we prepare for our 31st annual awards program, we thank our County departments and Productivity Managers for supporting the Commission and its continued search for productivity enhancing programs and innovative projects that both enhance the quality of life in our diverse communities and enhance productivity.

Commissioner Evelyn Gutierrez, Chair
Productivity & Quality Awards Committee

*T*he Commission's top three awards, the "Gold," "Silver," and "Bronze" Eagle Awards are selected from the Top Ten winners. Selection criteria include innovation, transferability, collaboration, service enhancement, cost savings, cost avoidance or revenue generation. These best practices serve as examples of creative solutions to universal problems.

Gold Eagle Award Winner
Foster Care Search System - Finding a Home that Fits
Children and Family Services

*T*he new Foster Care Search System (FCSS) is a web-based application that provides: an automated child placement search; child placement packet request and miscellaneous services request process with enhanced search capabilities. It also provides access to an almost real-time placement vacancy database and access to a mobile application for placement confirmation and stoppage.

The application permits searches using a child's specific behavioral, emotional or physical characteristics to facilitate placements at locations that have the ability to accommodate the specific needs of the child. The FCSS streamlines the search process by auto-populating data from the Child Welfare Services/

Case Management System, DataMart, eliminating the manual process of completing forms and implementing electronic signatures.

Having a consolidated, mobile application allows for several important tasks to be completed in the office and during field visits twenty-four hours a day. The convenience of the application is beneficial to Children's Social Workers as they are able to reduce inefficiencies and increase the timeliness of child placements. Since implementation in August 2014, FCSS has processed more than 30,000 placements. In addition, FCSS users have collectively saved over 130,000 hours by using the new system.

Silver Eagle Award Winner
Jury Management Information System (JMIS)
Los Angeles Superior Court

The Jury Management Information System (JMIS) is a modern, web-based juror management system that replaces the mainframe system first implemented in 1989. JMIS tracks jurors summoned to serve jury duty in the Los Angeles Superior Court throughout the jury duty life cycle, including: registration, qualifying, assignment, service dates, payroll, and completion. It also maintains a history of the service record of jurors, as required by statute.

JMIS was developed in-house by Court Technology Services (CTS) and Juror Services staff to serve both court and juror needs. Switching from a mainframe to a server-based system resulted in substantial cost savings for the Court. These savings freed funding for other court technology initiatives that will further reduce costs and enhance service to the public.

In addition to its user-friendly and cost-effective design, JMIS allows for storage space to be added in the future and serves as the foundation for other jury-related court technology projects that are in the planning and development stages.

Bronze Eagle Award Winner
### TGE Resource Center – More than Just Urban Farming
Community Development Commissioner/
Housing Authority

The Growing Experience (TGE), operated by the Housing Authority of the County of Los Angeles, is an award winning urban farm located at Carmelitos Public Housing Community in Long Beach. TGE launched its Environmental Resource Center to provide long-term replicable solutions to environmental challenges currently being experienced throughout the County such as drought, lack of access to a sustainable local food system, and pressures on limited landfill capacity.

Comprised of three initiatives, the Environmental Resources Center expands community services by: 1) growing large volumes of produce for the community through a water-efficient Aquaponics and Vertical Towers Growing System combining plants with edible species of fish; 2) providing a water-conserving demonstration Community Food Forest featuring drought-tolerant species of plants with edible value; and 3) implementing a Food Waste Composting Program in conjunction with the City of Long Beach's Office of Sustainability and local restaurants to divert food waste from landfills.

The Environmental Resource Center incorporates a multi-pronged approach through projects showcasing newly emerging technologies in urban agriculture, providing a demonstration site featuring best practices, and engaging the community in the process.
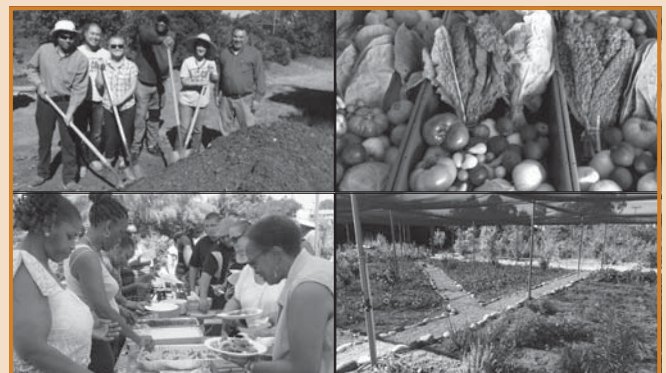
Top Ten Award Winner
Assessor Portal
Assessor

T he Assessor's Office created an innovative way to provide legacy assessment information in a modern, friendly, and intuitive environment. The existing legacy system is over 30 years old and contains cryptic codes, keys, acronyms, and other language that users must either memorize of look up in manuals. The legacy system has limited search functionality and contains numerous "green screens" that are difficult to navigate and comprehend.

The Assessor's Office created an interface, the Assessor Portal, which presents assessment information from the multitude of old green screens in one convenient page. It utilizes a modern responsive web interface for both desktop and mobile devices, delivers improved search and navigation, and offers an overall superior user experience. There are tooltips and expandable sections throughout the site which

translate all the obscure codes and keys into English. Best of all, the Assessor Portal features images of the property and other mapping functionality which delivers information about location-location-location that the legacy system cannot.

The Assessor Portal also interfaces with the document management and file scanning initiative as well as several other applications. Finally, the Portal is shared with other County departments and has opened dialog for better collaboration moving forward.

Top Ten Award Winner
Dependent Eligibility Verification Program (DEV)
Human Resources with Chief Executive Office and
Registrar-Recorder/County Clerk

T he County of Los Angeles is proud to offer its 106,000 employees and their dependents high-quality medical and dental plans. To help keep health care costs affordable, the County had to ensure that only eligible dependents remained on the plan. Over the years, some dependents remained on the plan, even after they became ineligible, such as a former spouse – or their children.

Working with the Unions, they developed a program that would keep all eligible dependents, while removing all those who should not be on the plan by requiring proof and offering a one-time amnesty to those who removed ineligible dependents.
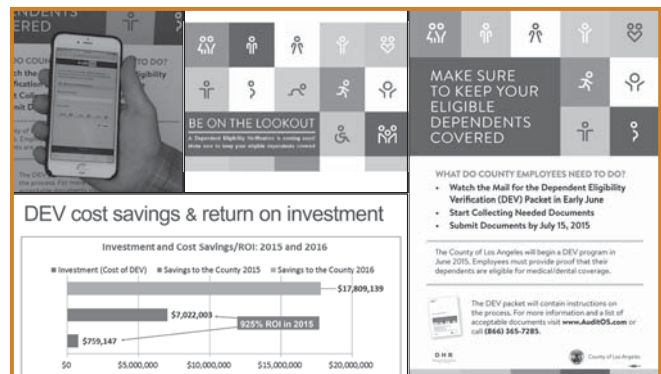
The Registrar-Recorder/County Clerk was able to verify 3.6% of dependents prior to the program, reducing the burden of proof on the employees.

The program saves an estimated annual $17.8 million, which will continue to be realized for years to come.

Top Ten Award Winner
Delivering Mental Health Services Without Walls
Mental Health

Delivering mental health services to clients residing in remote geographical areas or who are elderly and homebound as a result of physical disabilities can prove difficult. Limited availability of psychiatrists and the Department of Mental Health (DMH) clinics in High Desert and Santa Clarita Valley meant clients residing in those areas had to travel 60 miles or more round-trip to the closest alternate mental health facility.

With the innovative urban telepsychiatry program, mental health clients and psychiatrists can now connect over these distances and mobility challenged patients can get services in the comfort of their own home. This represents a shift away from delivering services within the walls of mental health clinics. During the 2015 calendar year, approximately 700 unique clients obtained multiple services through this program. It has resulted in an estimated reduction of 64,000 driving miles, which translates to an annual reduction of 34 tons of greenhouse gas emissions. Mobility challenged elderly clients can be seen more efficiently and frequently by geriatric telepsychiatrists, maintaining continuity of care, resulting in improved quality of care.

Top Ten Award Winner
Lunch @ the Library: Healthy and Engaged Youth
Parks and Recreation with Public Library

The free Summer Lunch and Snack Program in collaboration with the Public Library has been a perfect example of using innovation and collaboration to enrich the lives of youth in our communities. During the summer months, many children go hungry when free lunch is no longer available to them at their schools. This lack of nutrition creates a backslide in learning and affects their ability to be engaged.

The Library joined efforts with Parks and Recreation (DPR) in 2015 to provide a solution to this problem. DPR provides six county libraries with meals while the Library provides a friendly, welcoming space and engaging activities. The benefits of this partnership are threefold: it gives children and teens access to a free nutritious meal that ensures their brains are fueled enough to participate in the Library's free summer reading program; it allows children to return to school caught up and ready to learn; and it gives families the ability to stretch their limited food budgets, preventing food insecurity.

During the 2015 Lunch @ the Library Program, 2,700 meals were served, and 200 youth participated in the Summer Reading Program. Public library Summer Reading Programs encourage and enable children and teens to set reading goals, and engage them in activities that extend the reading experience. Youth who are not hungry are better readers and learners.

Top Ten Award Winner
Youth Opportunity Program
Public Works with Community and Senior Services, Human Resources, Mental Health, and Probation

*T*he Youth Opportunity Program (YOP) was started by Public Works and Probation in 2013 to address the high costs of juvenile incarceration in the County of Los Angeles and the high rate of unemployment for formerly incarcerated individuals. The County partnered with two community-based organizations to develop and launch the pilot YOP, which was designed as a cost-effective approach to improving the employment opportunities for high-risk youths leaving Probation camps.

The program helps youth successfully transition back into their communities by providing them with case management, mental health support, job readiness training, a 1-year paid internship, and preparation to compete for a broad range of permanent entry-level positions. The YOP began with the Departments of Public Works, Probation, Community and Senior Services, and Mental Health. It will soon expand to other County departments.
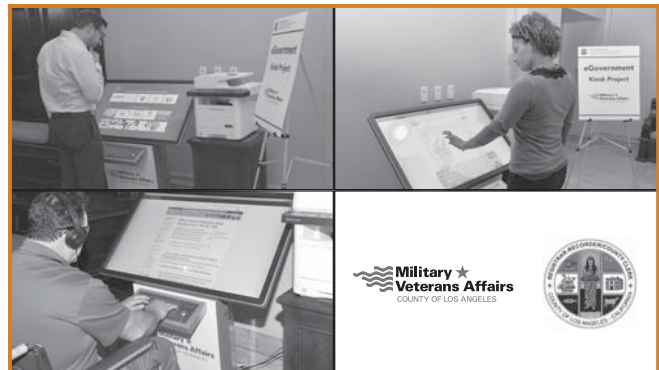
The program has the potential of saving the County over $150,000 per year, per youth in incarceration costs and unknown quantities in unemployment cost avoidance.

Top Ten Award Winner
County Services Kiosk
Registrar-Recorder/County Clerk
with Military and Veterans' Affairs

*T*he County Services Kiosk program represents advancement in the method of delivering online government information and services to residents who do not have access to the internet. The County Services Kiosk signifies a convergence of technology to provide internet access to County, State and Federal governmental services using a single kiosk. The County has a responsibility to provide services to veterans, including healthcare, mental healthcare, educational and other related services.

To facilitate access to multiple social services, the Registrar-Recorder/County Clerk has collaborated with Military and Veterans Affairs to offer a single point of access for information and services provided by the County, State, Federal, and other government agencies. The County Services Kiosk is the first technology used to provide access to multiple government services in a single service location and complies with the Americans with Disabilities Act User Accessibility Standards.

Many low-income and homeless veterans reside near the Military and Veterans' Affairs Headquarters. They may not be able to afford internet access or purchase computer technology. To bridge the gap between government agencies and veterans, the Kiosk provides a convergence of web design, adaptable computer technology, and internet services with new and existing outreach services.
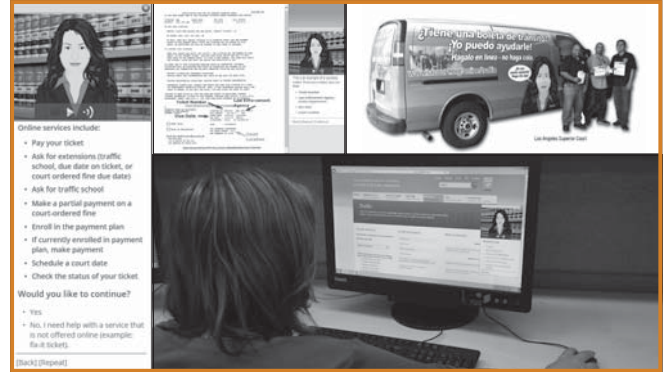
Top Ten Award Winner
Avatar Assistance for the Traffic Web Page
Los Angeles Superior Court

The Los Angeles Superior Court improved the accessibility and ease-of-use of its traffic division webpages by offering the assistance of an automated online assistant, or avatar, named "Gina."

The Court has long offered web-based service to process traffic citation. Many people, however, still choose to either visit a courthouse or to correspond via U.S. mail. Using mail or in-person visits are significantly more labor and time intensive for both customers and staff. Those who choose these methods to resolve traffic matters may be frustrated with navigating various menus, forms and channels on the web. Gina will help them overcome their frustrations.

Gina provides personalized service by verbally guiding customers through all the traffic transactions for which they are eligible in their own language, whether it is for paying a ticket, scheduling a court date, or registering for traffic school. She provides customized assistance in English, Armenian, Chinese, Korean, Spanish and Vietnamese. Her purpose is to help customer's process tickets by acting as a guide to those with limited English proficiency or little experience in completing transactions online.

Gina can be accessed at www.lacourt.org/division/traffic/traffic2.aspx.

> **"People often remark that I'm pretty lucky.**
> **Luck is only important in so far as getting the chance**
> **to sell yourself at the right moment. After that,**
> **you've got to have talent and know how to use it."**
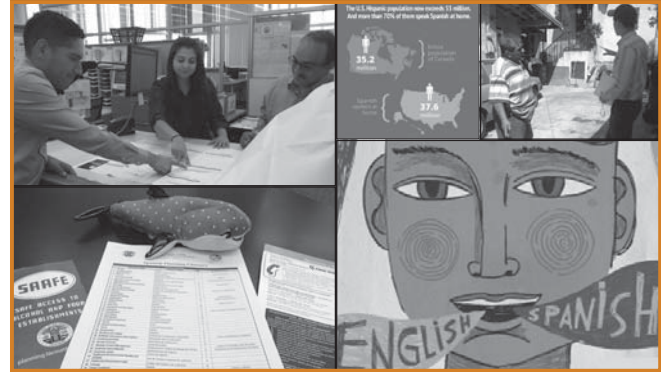>
> **Frank Sinatra**

Changemaker Award
From "Lost in Translation to Beyond Spanglish"
Regional Planning

About 25 percent of the Los Angeles County population is Spanish-speaking and not proficient in English. Linguistic translation is inadequate when communicating land use policies and regulations that have legal consequences. It is critical that the County enhance translation and interpretation services beyond hiring bilingual staff.

Three pillars in technical translation are technical competency, linguistic knowledge, and cultural sensitivity. In 2014, Regional Planning created its Spanish Planning Program to enhance customer service to Spanish-speaking constituents. The Program includes the Spanish Planning Committee which establishes in-house translation and interpretation protocols and spearheads service enhancement projects. The program has received professional recognition from the American Planning Association.

This Spanish Planning Committee is committed to raising the bar to better serve a population with access needs due to a language barrier to planning services.
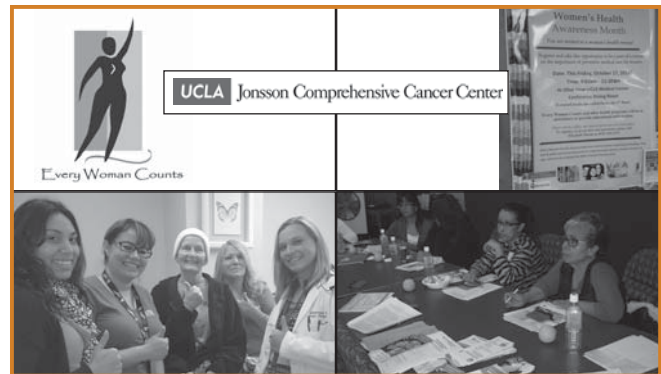
Commissioners' Legacy Award
Improving Cancer Care through Patient Navigation
Health Services

Established in collaboration with community and academic partners, the Olive View – UCLA Medical Center Cervical Cancer Navigation Program aims to improve clinical outcomes and the patient's experience with care by eliminating systematic barriers to care access, facilitating the delivery of vital support services, and reducing preventable delays to the completion of life-saving treatment.

Founded on patient-centered principles, the care navigator serves as a compassionate point-of-contact with the sole objective of addressing the patient's unique circumstances and challenges that may impact the delivery of timely cancer treatment. Since its inception, the program has significantly reduced treatment times, and has achieved a demonstrable survival benefit. The program has been recognized by the American Cancer Society and most recently, as the recipient of a Gage Award for Promising Practices by America's Essential Hospitals.

Established under a collaborative model, the Program incorporates clinical best practices and leading research in partnership with the Society for Gynecologic Oncology (SGO). SGO adopted the survivorship packet for patients developed at OVMC as a component of its official, national care guidelines.

County Image Enhancement Award
My Health LA
Health Services

My Health LA (MHLA) program provides comprehensive primary, preventative, specialty, emergency and substance abuse-related health care services to low income Los Angeles County residents who are not eligible for other health care coverage programs under the Affordable Care Act (ACA).

Health services are provided by a contracted network of approximately 200 non-profit community clinic partners. The Los Angeles County Department of Health Services launched MHLA in October 2014 to provide health coverage for thousands of low-income residents unable to find coverage under federal healthcare reform. MHLA uses innovative web-based enrollment technologies combined with a progressive capitated model of payment to support care coordination and reduce duplication of services.

The program issues program identification cards and welcome packets to participants, ensures ongoing program and health communication with members and requires all patients to select a "medical home" that will be responsible for coordinating all of their primary care. The program serves 146,000 unique patients per year.

Creative Technology Award
County-Wide Collaboration to Office 365
Internal Services with Chief Executive Officer/
Chief Information Office

With the collaboration of 33 departments over 16 months, the Internal Services Department (ISD) partnered with the Chief Information Office (CIO) to implement the O365 email system, moving the entire county's email data onto the same shared platform. County employees now have access to their email from anywhere, on any device, which leads to increased productivity. Sharing the same email system makes it easier to locate contacts, while reducing the time to do so. Business requests and overall service delivery has been expedited, which has increased efficiencies and lead to better customer service. County employees are now able to see other departments' calendars, making it easier and more efficient to schedule meetings.
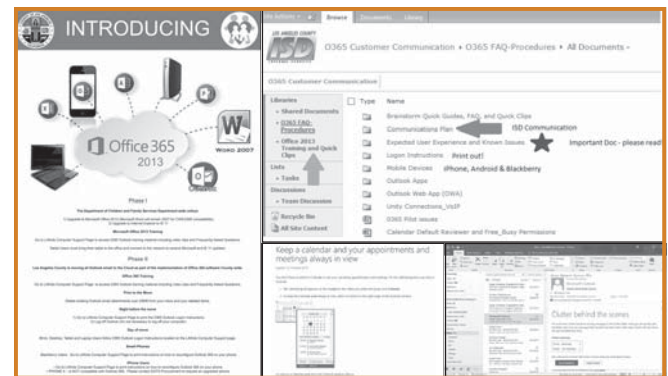
The infrastructure cost avoidance seen in the first year was $1.2 million and will increase to $2.5 million in the second year. The collaboration required between the 33 departments' CIOs and IT teams has led to invaluable connections and increased collaboration in many other areas of service. This project has also laid the foundation for the second phase of Office 365, which includes many other technology tools to provide employees with increased productivity and collaboration, while meeting several IT strategic goals.

Customer Service Award
Staying Alive: CPR Anytime
Public Education Program
Fire

"CPR Anytime" was developed by the American Heart Association to encourage individuals to learn the basic skills of CPR using a practice-while-watching instruction method.

The Fire Department, in collaboration with the American Heart Association and the Health Services Emergency Medical Services Agency, launched a Community Outreach Plan for "CPR Anytime" as part of a countywide citizen involvement program. The QPC provided initial funding for the program.

The Hands-Only CPR training program allowed firefighters to partner with educators and community leaders to train high school students in the basic principles of Hands-Only CPR. This program gave students the confidence to perform CPR, help save lives, and increase survivability from sudden cardiac arrest. To date, more than 7,500 high school students have been trained. This training program can be shared with parents, family, and friends, to provide lifesaving skills to thousands in our communities.

Mega Million Dollar Award
Point of Service Scanning
Public Social Services

The Department of Public Social Services has taken the imaging process to a new level with the implementation of Point of Service Scanning. Point of Service Scanning has been successfully implemented at all district offices.

The Electronic Document Management Systems laid the foundation for staff to handle all case documents electronically. The Eligibility Worker, however, still had to photocopy original documents provided by participants. With the Point of Service Scanning, employees can immediately scan the original documents, such as birth certificates and social security cards, thereby eliminating the wait time for both the participant and the worker.

Scanning the documents at the point of entry eliminates photocopying and introduces efficiency into business and workflow processes. The program has an estimated cost avoidance of $28.2 million, based on savings from labor costs, copy supplies, on-site storage, off-site storage and document distribution.

Outstanding Teamwork Award
Healthy Pet Expo
Public Health with Animal Care and Control,
Parks and Recreation, Internal Services,
Human Resources, and Chief Executive Office

Barriers preventing pets from receiving veterinary care include: cost, lack of access and misinformation. When pets do not receive proper veterinary care, people may be at increased risk for zoonotic diseases which are diseases shared between people and animals. There is a clear need to educate the public while connecting them with affordable services available in their community.

Public Health partnered with Animal Care and Control and Parks and Recreation to organize the 2nd annual Healthy Pet Expo. About 40 different organizations and community partners participated in the Expo, which was attended by over 2000 residents and their pets. Services provided for dogs and cats included

free and low-cost vaccinations, sterilizations and veterinary consults.

Preventive care saves owners thousands of dollars in treatment costs and decreases expenses for shelters by lowering the number of relinquished pets. Sterilizing pets creates a safer community resulting in fewer bites to humans and other neighborhood disturbances. The Healthy Pet Expo serves as a model for improving access to care. The program also saves the County money.

Performance Measurement Award
Dependent Eligibility Verification Program (DEV)
Human Resources with Chief Executive Office
and Registrar Recorder/County Clerk

The County of Los Angeles is proud to offer its 106,000 employees and their dependents high-quality medical and dental plans. To help keep health care costs affordable, the County had to ensure that only eligible dependents remained on the plan. Over the years, some dependents remained on the plan, even after they became ineligible, such as a former spouse – or their children.

Working with the Unions, Human Resources developed a program that would keep all eligible dependents, while removing all those who should not be on the plan by requiring proof and offering a one-time amnesty to those who removed ineligible dependents.
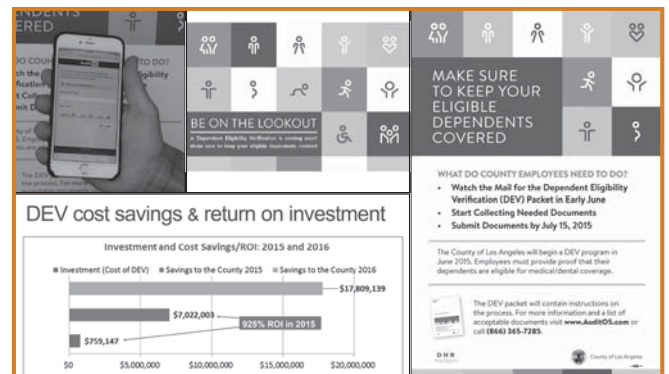
The Registrar-Recorder/County Clerk was able to verify 3.6% of dependents prior to the program, reducing the burden of proof on the employees.

The program saves an estimated annual $17.8 million, which will continue to be realized for years to come.

Process Enhancement Award
Going Once, Twice, Sold!
Property Auction Redesign
Treasurer and Tax Collector

*T*he Treasurer and Tax Collector (TTC) is mandated to offer tax defaulted property for sale within four years after the property becomes subject to the Tax Collector's power to sell for nonpayment of taxes. If unsold, the property is offered at intervals of no more than six years thereafter. The TTC typically conducted three auctions per year: an "A" auction, where first-time properties were publicly auctioned at the Fairplex; a "B" auction, a public auction for properties that didn't sell at the "A" auction; and a "C" auction, which is a sealed bid auction for properties that were rendered unusable by their size or location. In 2010, due to budget curtailments, the TTC cancelled the "B" and "C" auctions and began to hold only one in-person auction per year.

In 2014, in an effort to ensure that statutory requirements were met and parcels were returned to a tax-paying status as soon as possible, the TTC redesigned the property auction process to include online property auctions and a digital auction book. This redesign streamlined the auction process, eliminated facility costs, reduced staff prep time for auctions, and provided the auction book free of charge to the public.

> *"Believe in yourself! Have faith in your abilities!*
> *Without a humble but reasonable confidence in*
> *your own powers you cannot be successful or happy."*
>
> **Norman Vincent Peale**

Kurt E. Floren
Agricultural Commissioner/Weights and Measures

*E*ach year, the Commission recognizes a leader within the County. This individual is a Department Head who leads by example and carries out the mission and vision of our organization. This year's recipient is Kurt E. Floren, Agricultural Commissioner, Director of Weights and Measures.

Kurt's individual's duties and responsibilities impact our lives every day. From the food we eat, to the gasoline in our vehicles, his Department is involved.

He earned a biology degree from Cal State Northridge. In 1981, he began a career in agriculture with the County's Agricultural Commissioner/Weights and Measures. He spent 14 years in regulation, rising to Supervisor of the Business Practices Investigation Division. In this position, he oversaw staff work in commodity inspection, labeling enforcement, scanner price accuracy, and fuel quality & sales fraud.

He was appointed Agricultural Commissioner in 2005. The Department secured two Productivity Investment Fund grants for innovative business solutions. The grants paid for a data management system with enhanced functionality for the Exotic Insect Detection Program.

Congratulations to Kurt on a well-deserved recognition!

Kurt E. Floren, *Director, Agricultural Commissioner/ Weights and Measures* (left), *and* **Rodney Gibson**, *Chair, Quality and Productivity Commission*

> "*I want to extend my deep appreciation to the Commission for all the amazing support they have provided the Department and our projects. It's looking to be an incredible success, providing benefits to many well beyond L.A. County! Thank you!*"
>
> **Kurt E. Floren**
> **Agricultural Commissioner, Director of Weights and Measures**

Elisa Vasquez
Community Development Commission/Housing Authority

Selection of the "Productivity Manager of the Year" is based on participation in the Commission's programs, promotion of quality and productivity within the individual's department and across the County, and demonstrated leadership within the Quality and Productivity Managers Network.

The Commission selected **Elisa Vasquez**, Productivity Manager for the Community Development Commission/Housing Authority, as the *2016 Productivity Manager of the Year*.

Elisa is a native of Los Angeles. She earned an undergraduate degree from Loyola Marymount University and a master's from Cal State Los Angeles.

She has served for nearly 10 years as the Productivity Manager for the Community Development Commission/Housing Authority, and on the Productivity Managers' Network Executive Committee for the past six years as PQA Co-Chair, Network-Co-Chair, and Second Vice-Chair. During her tenure, the Department has received numerous Productivity and Quality Award honors, including a Top Ten award in 2014 for "Pathways to Independence" and a Bronze Eagle Award this year for "The Growing Experience Resource Center – More Than Just Urban Farming."

Congratulations to Elisa on a well-deserved recognition!

Rodney Gibson, *Chair, Quality and Productivity Commission (left),* **Elisa Vasquez***, Productivity Manager, Community Development Commission/Housing Authority*

> *"I am very honored to be recognized by the Commission. The hard work, dedication and commitment displayed by my colleagues at their respective Departments do not go unnoticed. It is through our collective efforts that we are able to create a 'Heritage of Excellence' within the County."*
>
> **Elisa Vasquez**
> **Community Development Commission/Housing Authority**

The Quality and Productivity Managers' Network is made up of employees from each County department who are appointed as Quality and Productivity Managers by their department heads. The Network is led by an Executive Committee composed of a Chair or Co-Chairs, Vice-Chairs, and Committee Chairs. The Executive Committee is elected by the membership.

Members serve voluntarily on the following committees: Productivity and Quality Awards, Productivity Investment Fund, Department Visits, Executive Committee, and Education and Training.

2016 Executive Committee
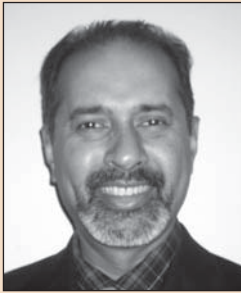
Kumar Menon
Chair
Mental Health

Jennifer Coultas
1st Vice Chair
Child Support Services

Catherine Mak
2nd Vice Chair
Public Health

Susan Linschoten
Chair
PIB Advisory Committee
Auditor-Controller

Stephanie Maxberry
Executive Advisor
Community and Senior Services

Caroline Torosis
Training and Education Co-Chair
Consumer and Business Affairs

In Memoriam

Philip Abraham Rocha
Seal Beach, California
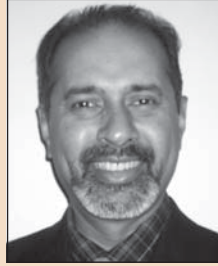Jan 29, 1947 - Oct 7, 2016

Elisa Vasquez
PQA Co-Chair
Community Development Commission/
Housing Authority

Elizabeth Mendez
PQA Co-Chair
Parks & Recreation

Message from the Chair of the Productivity Managers' Network

Kumar Menon
PMN Chair

What a year 2016 has been! It had its solemn moments for sure, but it was more a year of change and excitement. We lost one of our own with the untimely passing of Phil Rocha from Harbor-UCLA Medical Center. He was an active PMN member, and will be missed. We added several new productivity managers to the network. We successfully marked the 30th anniversary of the Productivity and Quality Awards (PQA) with stellar contributions and participation. And through all this, I had the privilege of serving as the Chair of the Quality and Productivity Managers' Network (Network). I have to say it was one of the best experiences I have had so far working for the County. I want to thank the Network for all your support and encouragement.

I want to applaud the Productivity Managers for their exemplary work in 2016 supporting quality and efficiency within their departments. Please know that the stellar efforts you all made in bringing attention to the excellence in County work, whether through the PQA program, the Productivity Investment Fund (PIF), special presentations at Network meetings or Commission's Department visits, go a long way in keeping Los Angeles County operating at its very best. The 30th Annual Productivity and Quality Awards ceremony was a highly successful collaboration between the Commission and Network members. Elizabeth Mendez (Parks and Recreation) and Elisa Vasquez (Community Development Commission/ Housing Authority) Co-Chaired this milestone event. The theme, "Heritage of Excellence," paid homage to the PQA's 30-year history and its impact of excellence on Los Angeles County departments.

I am happy to report that the Network is in great hands in 2017 with a great group of new officers. Congratulations to the following members of the Network's Executive Committee:

- Chair: Jennifer Coultas
- 1st Vice Chair: Catherine Mak
- 2nd Vice-Chair: Hsiao-Ching Chen
- Executive Advisor: Stephanie Maxberry
- Education and Training Co-Chairs:
  Kimberly Lyman and Inna Sarac
- PQA Co-Chairs:
  Elizabeth Mendez and Elisa Vasquez

On behalf of the entire Network, I would like to personally thank Commission Chair, Rod Gibson, and all the Commissioners for their leadership and support. Special thanks to Commissioner Evelyn Gutierrez for her active involvement with the Network and for her guidance and generosity. And finally, a bus load of gratitude to the incomparable Commission staff, Victoria Pipkin-Lane, Mary Savinar, and Laura Perez. Without their advice and support, the Network and I would not be able to accomplish all that we did.

I wish all of you the very best in 2017 and the years to come!

Kumar Menon

Kumar Menon, MSPA
Chair, Quality and Productivity Managers' Network

*T*he Quality and Productivity Commission hosted the 14th Annual Commissioners' Leadership Conference, *"Connectivity to Productivity"* at the Music Center on May 26, 2016.

This year's conference was aimed at advancing productivity by connecting through vision, planning and action.

Commissioners, department heads and managers, were welcomed by **Commission Chair Rodney Gibson.** Guest speakers were:

- **Richard Barrantes, Assistant Sheriff, Kurt Floren, Agricultural Commissioner, Cynthia Harding, Acting Director, Public Health, and Marcia Mayeda, Director, Animal Care and Control** – New Ideas Panel: Planning to Action. The panel shared details about the collaborative network between County departments and how important this network is to the safety and well-being of County residents during emergencies.

- **John P. Keisler, Director, Innovation Team, City of Long Beach**, spoke on new approaches his team has identified to stimulate the local economy and some of the lessons learned.

- **Norma B. Clayton, Vice President, Learning, Training, & Development** - **The Boeing Company** spoke on The Boeing Company's First 100 Years, including the longstanding partnerships developed with local universities, businesses, and government.

- **Lori Glasgow, Executive Officer, Board of Supervisors** wrapped up the conference by reinforcing the County's commitment to productivity.

- **Commissioner Shawn Landres, Facilitator, Rabbi Noah Farkas, Valley Beth Shalom**, who delivered the Invocation, and **Herb Lane, Vietnam Veteran, United States Navy,** who led us in the Pledge of Allegiance.
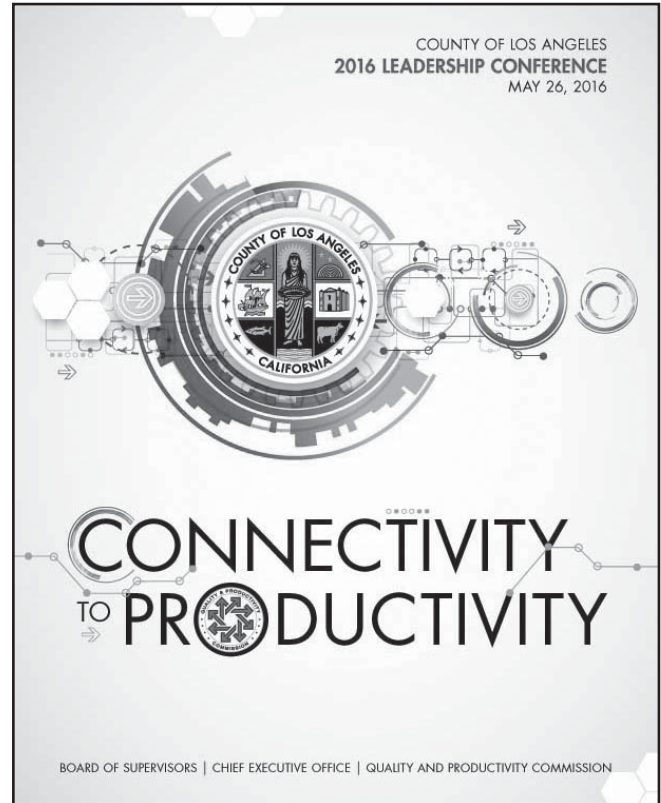
The Quality and Productivity Commission thanks the department heads, managers, and County commissions for their continuing efforts to effectively use *"Connectivity to Productivity"* in their quest to provide efficient and high quality services for the residents of the County of Los Angeles.

The Shared Practices Report highlights practices used by departments to solve complex problems, create cost benefits, and provide quality services to our residents. The Quality and Productivity Commission recognizes these innovative practices through the Productivity Investment Fund, Department Visits, and Productivity and Quality Awards.

The creative ideas and practices used by one department can serve as a guide for others. The ideas in the report highlight useful tools that we call shared practices. Examples of these practices include:

- Using available technology in new ways
- Leveraging private sector business practices
- Collaborating to deliver improved services
- Creating new ways to deliver services
- Telling our story

Sharing these practices will help departments develop a knowledge base on what others are doing to solve problems that may be similar to theirs. We believe that sharing these practices will help generate new ideas to improve productivity and enhance the quality of County services.

The report is posted on the Quality and Productivity website at: **qpc.lacounty.gov**

County of Los Angeles Chief Executive Office
Quality and Productivity Commission

Shared Practices
2016 Report

CATEGORIES
- Using Available Technology
- Leveraging Private Sector Practices
- Collaboration
- New Ways to Deliver Service
- Telling our Story
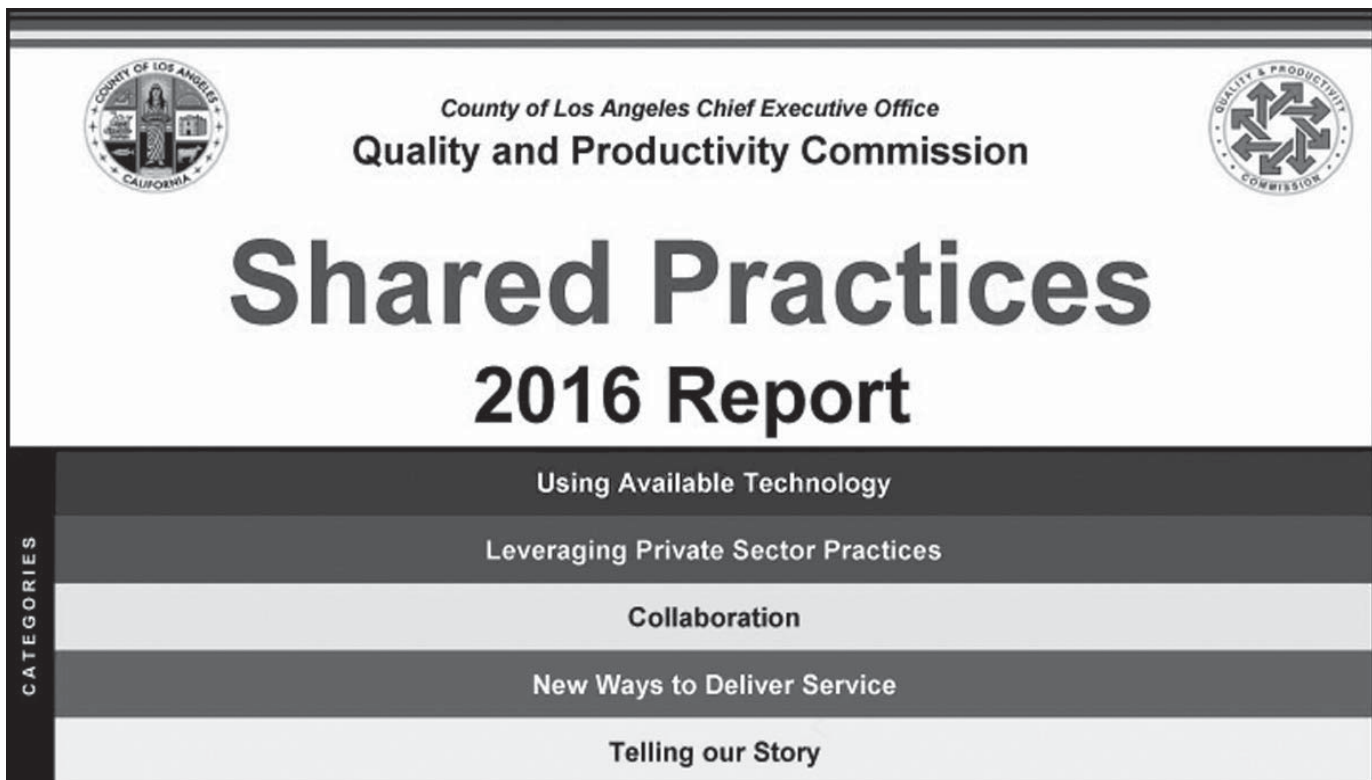
Will Wright
Chair

New vision and new leadership set the stage for a new focus for the Strategic Foresight Working Group (SFWG).

At its June meeting, members of the SFWG took on the task of reviewing the Committee Charter, which has not been updated in many years. A draft document was circulated with several suggestions. These included:

- Ensuring that the Quality and Productivity Commission is a learning body constantly engaged in bringing new ideas and innovations to the County

- Serving as a "Research and Development" entity for the QPC, including identifying emerging issues such as "Jobs and Demographics"

- Monitoring implementation of the Commission's Strategic Plan Goals; sharing the findings with Committee Chairs

The revised Charter was sent to the Executive Committee for review.

Another major discussion, focused on ways to better utilize Commissioner Capital to the benefit of the County.

Commissioners are private individuals, who served in prominent positions in business, labor, academia and industry. They are subject matter experts, willing to share their knowledge with local government leaders. We aim to harness that expertise.

The SFWG also made a recommendation to enhance the Annual Report by attaching performance measures and/or outcomes to projects funded by the Productivity Investment Board. It was noted that the performance measures and outcomes could be used for the Commission's Best and Shared Practices Report.

Overall, the Strategic Foresight Working Group set a new direction and looks forward to the future with a high expectation that its recommendations will result in increased employee productivity, and improvements in the quality of County public services.

At its last meeting, Commissioners approved changing the SFWG name to the Strategic Learning Committee. The new name clearly focuses on the Mission for the committee in the coming year.

The Strategic Foresight Working Group (SFWG) is focused on bringing to the County family innovative and emerging trends, which improve the quality and efficiency of public services. Committee members share their expertise from the private sector with County leaders to inform decision making and champion new ideas.

Office of the Commission

The Quality and Productivity Executive Staff provide central support and coordination through the Chief Executive Office for the many activities of the Commission. Executive Director, Victoria Pipkin-Lane, Program Manager, Mary Savinar, and Program Specialist, Laura Perez, carry out day-to-day operations, coordinate activities, and respond to the requirements and direction of the Commission.

As part of a continuing tripartite relationship between the Board of Supervisors, the Chief Executive Office, and the Quality and Productivity Commission, the Chief Executive Office furnishes the Commission with a fully-staffed office on the fifth floor of the Kenneth Hahn Hall of Administration. Conference rooms are also made available for Commission and Network business. Commissioners visiting the Civic Center on Commission business frequently use the office as a stopping-off place before, after, or between meetings.

Victoria Pipkin-Lane
Executive Director
vpipkin@bos.lacounty.gov
(213) 974-1361

Mary Savinar
Program Manager
msavinar@bos.lacounty.gov
(213) 974-1390

Laura Perez
Program Support
lperez@bos.lacounty.gov
(213) 893-0322

Board of Supervisors, Budget and Fiscal Services Staff

The Executive Office, Board of Supervisors, Budget and Fiscal Services provides support to the Commission by managing the Productivity Investment Fund (PIF) loan/grant tracking system. The tracking system allows the Commission to input, track, revise, and report on loans and grants issued to County departments. They also maintain financial reports, withdrawals, payment schedules and fund balance.

Ric Macaisa
RMacaisa@bos.lacounty.gov

Commission Chair Leadership Award Recipients
(past ten years)

Kurt E. Floren
Agricultural Commissioner/Weights and Measures • 2016

Sheryl L. Spiller
Public Social Services • 2015

William T Fujioka
Chief Executive Office • 2014

Dean Logan
Registrar-Recorder/County Clerk • 2013

Jonathan E. Fielding, MD, MPH
Public Health • 2012

Cynthia Banks, Director
Community and Senior Services • 2011

Russ Guiney, Director
Parks and Recreation • 2010

Dennis Tafoya, Director
Office of Affirmative Action Compliance • 2009

Pastor Herrera, Jr., Director
Department of Consumer Affairs • 2008

Janice Y Fukai, Alternate Public Defender
Alternate Public Defender • 2007

County of Los Angeles
Board of Supervisors

Mark Ridley-Thomas
Supervisor, Second District

Hilda L. Solis
Chair
Supervisor, First District

Sheila Kuehl
Supervisor, Third District

Janice Hahn
Supervisor, Fourth District

Kathryn Barger
Supervisor, Fifth District

Chief Executive Office

Sachi A. Hamai
Chief Executive Officer

QPC.LACOUNTY.GOV