

2018  
ANNUAL REPORT



COUNTY OF LOS ANGELES  
QUALITY AND PRODUCTIVITY COMMISSION



# County of Los Angeles Quality and Productivity Commission



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*1st Vice Chair*



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Will Wright



Jackie T. Guevarra  
*Executive Director*



Laura Perez  
*Program Manager*



Tammy Johnson  
*Program Support*

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# MESSAGE FROM THE CHAIR

It has been an honor to serve once again as Chair of the Quality and Productivity Commission. The Commission Officers and committee chairs have been proud to serve as stewards of the Commission's vision of a creative and collaborative County culture of continual improvement that yields ever-more productive, efficient, and effective services to enrich lives.

The Commission saw many key changes in 2018. A new ordinance changed the Commission's appointment structure, and we completed our most comprehensive update to the Commission's policies and procedures in more than a decade. We bid farewell to retiring Executive Director Victoria Pipkin-Lane and welcomed our new Executive Director, Jackie Guevarra. As always, the welcome arrival of new commissioners continues to bring fresh perspectives and vital expertise to our ever changing work.

Mapping and tracking, client-focused service design, and workflow automation are the featured trends in our second annual Strategic Learning Report (see pages 50-51 of this report), based on data collected across all Commission activities.

In 2018, Commissioners visited twelve departments for candid conversations about operational challenges and opportunities, especially related to collaborations, performance management, and service design. Through the Productivity Investment Fund, we made the first awards in our Performance Measurement and Data Sharing Capacity Building Challenge, in order to advance the use of performance measurement and data stat programs, as well as data sharing and use of shared data, to enhance organizational learning and inform person-centered decision-making in each County department. We made a wide range of other investments in quality and productivity improvement projects to assist departments as they utilize best practices in their operations, and to leverage new ideas from the private, philanthropic, and academic sectors.



“

**It is clear from  
across our work that  
County employees  
are creative  
and effective...**

J. Shawn Landres, Ph.D.

”

We co-hosted the 16th annual Leadership Conference (Sensors and Sensibility: Leadership in an Age of Advancing Technology), addressing the mutual dependence of artificial and human intelligence in service delivery, and the 32nd Productivity and Quality Awards (PQA) program, Innovating for Impact; 26 County departments submitted 66 excellent PQA entries. It is clear from across our work that County employees are creative and effective as they strive to provide efficient, effective, high quality service to the public.

Indeed, my colleagues and I are honored by the opportunity to work with so many dedicated colleagues across the County, and we look forward, in the coming year, to continue enriching lives through quality and productivity improvements.

**J. Shawn Landres, Ph.D.**

CHAIR

# Message from the Executive Director

The Board of Supervisors created the Productivity Advisory Committee in 1981. Today, the Quality and Productivity Commission (Commission) continues its core mission to provide advice, innovative ideas, assistance and support to County leaders, managers and employees to promote the effectiveness, efficiency and quality of County public services.

Within the past 40 years, the Commission has developed a number of programs to support its mission: hosting the annual Leadership Conference to introduce new ideas; recognizing County innovation through the Productivity and Quality Awards (PQA) program; awarding loans and grants for creative projects from the Productivity Investment Fund; conducting Department Visits to understand departmental operations and priorities; and compiling a Shared Practices Report to highlight practices that solve complex problems, create financial benefits, and provide quality service.

The Commission hosted the 32nd Annual PQA ceremony on October 10, 2018. The theme was Innovating for Impact. The winning projects helped the County avoid approximately \$101 million in annual costs, generate \$32 million in savings, and bring in \$12 million in revenue. In addition to the fiscal achievements, these projects bring the County's strategic plan goals to life. They represent investments that transform lives, foster vibrant and resilient communities, and realize tomorrow's government today. The coveted Gold Eagle was awarded to Parks After Dark, a collaboration by the Departments of Parks and Recreation, Mental Health, Public Health, Children and Family Services, Probation, Sheriff, and Workforce Development, Aging and Community Services. The PQA is the ultimate showcase of County excellence!

On May 16, 2018, the Commission presented the 16th Annual Leadership Conference at the Music Center. The theme was Sensors and Sensibility: Leadership in an Age of Advancing Technology. The conference highlighted the role of government "preparing for the future of work in the government," including the use of innovative programs and use of technology to accomplish departmental missions and goals. County leaders demonstrated an on-the-spot survey using



mobile devices, shared a web-based application that utilizes GIS to map locations of traffic collisions in the unincorporated areas of the County, and reported on eConsult, a HIPAA secure, web-based "clinical conversation" portal with the ability to refer those needing appointments to a scheduling desk.

The Commission also visited twelve County Departments in 2018. The intent is to understand County operations and priorities, assist departments toward realizing enhanced productivity, and identify issues and trends that may affect the quality, efficiency and effectiveness of County services.

Since joining the Commission in April 2018, I have witnessed many accounts of the Commission's objectives at work and the overall benefits to County operations. Commissioners are committed to promoting productivity, innovation, and service excellence from the County workforce. It is an honor to represent the Commission!

A handwritten signature in black ink that reads "Jackie T. Guevarra". The signature is fluid and cursive, written over a white background.

**Jackie T. Guevarra, CPA**  
EXECUTIVE DIRECTOR

# Mission Statement and Strategic Goals

## *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 20 Productivity Investment Fund proposals
  - Awarded 14 Productivity Investment Fund projects totaling \$2,858,820
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 32nd Annual Productivity and Quality Awards program demonstrating an estimated cost avoidance of \$101 million, estimated cost savings of \$32 million, and estimated revenue generation of \$12 million
  - Estimated PQA benefits cumulative total is \$5 billion dollars over 31 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 four Productivity Managers' Network (PMN) general membership and training sessions and two orientations for new Managers.
    - February 8 – PMN Orientation
    - February 21 – Department of Public Social Services
    - May 2 – Public Works
    - August 1 – Evaluation at the Marina
    - November 1 – PMN Orientation
    - November 7 – District Attorney
5. **It is the objective of the Commission to share information, department practices, and ideas with County Commissioners and Managers.**
  - Sponsored the 16th Annual Leadership Conference, "Sensors and Sensibility: Leadership in an Age of Advancing Technology" 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, County Managers, and the Productivity Managers' Network to showcase practices that have served as a model for other departments

# Mission Statement and Strategic Goals

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 three comprehensive e-newsletters highlighting programs and activities and spotlighting the Productivity Managers' Network
  - Published a 2017 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 Fund awards and Productivity and Quality awards in the Commission's 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 20 Productivity Investment Fund applications
    - Recommended funding for 14 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
  - Strategic Learning Committee
    - 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 2018 Commissioners' Leadership Conference

# Commissioners in Action



# Productivity Investment Fund Projects

## Fund activities during the 2018 calendar year:

Loans Approved	\$ 340,000
Grants Approved	\$ 2,543,820

**Total Funds Awarded: \$2,883,820**

Number of Proposals	14
Participating Departments	12



### **BOARD OF SUPERVISORS/ OFFICE OF CHILD PROTECTION EARLY CARE AND EDUCATION COMPREHENSIVE FINANCIAL ANALYSIS (\$ 75,000 GRANT)**

The grant would be used to hire a consultant to conduct a comprehensive fiscal analysis of the Early Care and Education (ECE) system in Los Angeles County. The goals of the project are to determine (1) what funding currently supports ECE services throughout Los Angeles County, (2) how the funds are used and whether they are being fully spent, (3) what opportunities exist to better coordinate, streamline, and maximize existing funds, and (4) what opportunities are there to draw down additional funding and/or advocate for new funding. There is no single entity within the County that has a complete understanding of or oversight for the ECE funding landscape, nor has an analysis like this ever been done.

The data produced by this project will fill a critical gap, strengthen partnerships, and provide the County with an opportunity to create a more efficient and effective system to better meet the needs of its youngest residents.



### **CHIEF EXECUTIVE OFFICE Grant Management Software System (\$448,200 GRANT)**

The grant would be used to purchase a licensed software program, which would allow the Chief Executive Office to oversee a centralized and standard process and practice Countywide. The system will enable the County to search, identify and apply for federal, State,

or philanthropic grants that could augment the County's annual revenue to support Board priority populations as well as advancing Countywide strategic goals.

Currently, the County has no centralized manner or standardized process to search, identify, and apply for federal, State, or philanthropic grants that could augment the County's annual revenue, support the Board's priority populations as well as advance Countywide strategic goals. To boost the County's ability to quickly identify grant opportunities that support these priority populations and strategic goals, a centralized grants management system is needed.

The grant management system will provide comprehensive up-to-date access to available grants. The system will alert departments of an available grant and coordinate efforts of available grant opportunities. Departments will have the ability to rapidly apply for new competitive funding sources that specifically target and align with Board priority areas and Countywide Strategic Goals. Implementation of the system is intended to maximize and leverage the County's revenue by assisting departments with the grant pursuance process.



### **CHILD SUPPORT SERVICES DEPARTMENT**

Community Outreach Full Service  
Mobile Vehicle – Bringing Child  
Support to the Community  
**(\$100,000 GRANT)**

The grant would be used to purchase a Mobile Vehicular Unit (MVU) that will allow the Department to deliver services to the community. The MVU will be equipped with laptop computers capable of responding to case-specific inquiries in real time. The Department will also accept payments, assist with case opening, and provide additional information regarding the services they provide. The MVU will reach parents with no ability to visit the Department's offices, such as those experiencing homelessness, the disabled persons, Veterans, single parents with small children, those who work during regular business hours, and those who reside in remote areas of the County.

# Productivity Investment Fund Projects



## DISTRICT ATTORNEY

Automate the Processing of Notices of Intent to Destroy Exhibits on the Exhibits Project using Robotic Process Automation (RPA)

**(\$250,000 GRANT)**

The grant would be used to automate the processes of Notices of Intent to destroy Exhibits (NOI) using Robotic Process Automation (RPA). RPA is the use of software with artificial intelligence and machine learning capabilities to handle high-volume, repeatable tasks that previously required humans to perform. These tasks can include queries, calculations, and maintenance of records and transactions. RPA technology, sometimes called a software robot or bot, mimics a human work, logging in applications, entering data, calculating and completing tasks, and logging out.

Currently, the Department manually processes NOIs received from the Los Angeles Superior Court. The use of RPA to automate the processing of NOIs to Destroy Exhibits will reduce current costs and the time required to complete this labor-intensive and repetitive task, resulting in increased productivity of employees.



## FIRE DEPARTMENT

Media Network and Storage System (AVID Nexis) for the Training Services Section Film Production Unit

**(\$80,000 GRANT)**

The grant would be used to purchase a “film-industry standard,” media network and storage system for the Department’s Film Unit. This interoperable media network and storage system will enhance real-time editing capabilities, increase their storage and archiving capacities, enhance their ability to share videos with 29 partnering regional fire agencies, and facilitate more timely sharing of videos on the Department’s social media platforms.

The Film Unit will be able to tie all current editing platforms together, thus improving staff efficiency on multiple team members will have the capability to make simultaneous edits.

Los Angeles County  
DEPARTMENT OF

**Human Resources**



## HUMAN RESOURCES

Hiring Process Innovation  
**(\$300,000 GRANT)**

The grant would fund a human resources consultant with public and private sector expertise to work in partnership with the County to conduct a holistic, end-to-end review of the County’s hiring processes and identify transformative and innovative solutions that will result in efficient, innovative, and expedited hiring processes, the availability of high-quality pools of potential candidates, and the selection of high-qualified job candidates.

The consultant will work with the County to identify best practices and recommendations that will reduce time-to-hire for County positions, enhance the experience of applicants and potential candidates engaging in the County’s hiring processes, allow the County to align its hiring processes with best practices and better compete with public, private, and non-profit organizations, and allow County departments to better meet their recruitment and selection needs by reduced time-to-hire, consistently having a pool of highly-qualified candidates for their positions, and the ability to timely secure and maintain a workforce ready to meet organizational needs. The project will also result in Countywide hiring metrics to form the basis of a following effort to establish a business intelligence application to help departments manage, monitor and predict time-to-hire.

Los Angeles County  
DEPARTMENT OF

**Human Resources**



## HUMAN RESOURCES

Pilot Project for the Use of  
Augmented Writing Platform  
Application  
**(\$150,000 GRANT)**

The grant would fund the purchase of an augmented writing platform software application (Software) that will be made available for use to all County departments. The utilization of gender free language in all elements of recruitment and hiring is a means of reducing bias, which has a powerful effect on the hiring process. This project will utilize the Software for recruitment documents such as job postings and advertisements (Recruitment Documents). The Software will provide a review of Recruitment Documents language, providing feedback for improvements based on a predictive engine with

# Productivity Investment Fund Projects

large quantities of data. This Software will ensure that language utilized appeals to job seekers specific to each recruitment, and it will review and provide assistance on the use of appropriate language (e.g., active/passive, male or female) that engages the reader, drawing in the most qualified and diverse talent pool.



## HUMAN RESOURCES

Remote Proctored  
Written Test  
**(\$25,000 GRANT;  
\$115,000 LOAN)**

The grant would fund the use of Remote Proctoring as a critical enhancement to the County's Civil Service examination processes. Remote Proctoring is a means by which job candidates taking a traditional paper/pencil civil service exam can do so on-line in the comfort of their homes and at a time of their choosing, rather than being required to appear in-person for a scheduled test event. It is a complement to the Department's successful online testing program, which currently administers web-based assessments for those tests that do not require proctoring.

Remote Proctoring will improve the experience of candidates for the County's jobs by allowing them more convenience, while reducing costs and the amount of time required to administer an exam. It will improve service delivery, enhance employee efficiency, and promote the County's overall image and reputation as an "employer of choice."



## INTERNAL SERVICES

Countywide Address Management  
Systems (CAMS) Program  
Productivity Modernization  
**(\$496,500 GRANT)**

The grant would be used to redevelop the Countywide Address Management Systems (CAMS) into a modern, web-based master addressing system to improve the quality and performance of the County's essential functions for those who live, work, or visit Los Angeles County. CAMS is designed to serve as the single, authoritative source for physical address locations for the County.



## MEDICAL EXAMINER-CORONER

Business Process Improvement and  
Review (BPI)  
**(\$300,000 GRANT)**

The grant would be used to hire a consultant to lead the Business Process Review and Improvement effort. This work effort targets a decedent's case life cycle, which includes the Case Reporting Desk, Investigation, Decedent, Transportation Body Storage and Release Forensic Medicine, Laboratories, and Decedent Property Management. The Department's aim is to perform an analysis of existing business processes and procedures with goals of improving productivity, efficiency and quality.



## MENTAL HEALTH

Innovating Adult Mental Health  
Services to Improve Life  
Outcomes for Los Angeles

County's Most Vulnerable (Transforming Adult FSP)  
**(\$250,000 GRANT)**

The grant would be used to retain a technical assistance provider to assist the Department to transform the Adult Full Service Partnership (FSP) program from a "slot-based" to a "team-based" model, an evidence-based, collaborative, patient-centric approach that will improve the quality and productivity of FSP services to better meet the needs of some of the County's most vulnerable residents, many of whom cycle through hospitals, jails and homelessness.

In adopting an outcomes orientation and transitioning FSP to a team-based model rooted in evidence-based clinical practices, the Department is prepared to lead the County in working to ensure that funds for services are utilized in a way that results in measureable, changed life outcomes for the people in County.

Successful implementation of the new team-based, restructured FSP program will lead to further improvements in critical long-term outcomes for program clients, including reductions in hospitalizations, homelessness, incarceration, and improvements in physical and mental health as well as financial wellbeing and quality of life.

# Productivity Investment Fund Projects



## **NATURAL HISTORY MUSEUM OF LOS ANGELES COUNTY**

A Mobile-Forward Website Transformation  
**(\$225,000 LOAN)**

The loan would be used to transform the Museum's website into a dynamic, accessible, mobile-forward, and unified digital web presence. The current website is nine years old and the code and back-end technology is now obsolete, making the site a security risk. Content editing is a very labor-intensive and lengthy process, restricting the timely flow of information that is so essential to the Museum's effectiveness. The website also does not integrate seamlessly with tablets, phones, and other mobile devices, functionality which the public now considers a standard for effective digital interaction.

A state-of-the-art website will be an essential part of the Department's efforts to celebrate and illuminate the County's rich and diverse natural and cultural history and to serve as a civic anchor and effective partner for the County.



## **PUBLIC SOCIAL SERVICES**

A Transformational Approach to Project Management  
**(\$44,120 GRANT)**

The grant would allow the Department to purchase a Project Management (PM) software that will be used to implement a multi-faceted approach to current PM practices, enhance the business outcomes of projects within the Department's projects, and increase operational effectiveness. The approach is centered on the adoption of the Lean Six Sigma (LSS) methodology for application to departmental projects, the implementation of PM technology, and professional development. To ensure that the framework for standardized adoption of methodology, principles, and best practices are established, the pilot project will focus on furthering fundamental PM skills with the integration of LSS for the Department's Program Compliance Division staff, who monitor and track departmental projects, in tandem with LSS training for a sample group of supervisors and managers.

The adaptation of the technology will streamline the current PM process to allow for a more proactive approach to managing projects, and improve productivity, as well as increase capabilities to manage all Departmental projects.



## **REGISTRAR-RECORDER/COUNTY CLERK**

Quality and Productivity Continuous Improvement Summit 2019  
**(\$25,000 GRANT)**

The grant would be used to fund the Quality and Productivity Continuous Improvement Summit (Summit) featuring LSS. The Summit will bring the County closer to realizing tomorrow's government today through building the capacity in departments to work towards improving customer service using data driven decisions and applying the method of continuous process improvement. It will provide a Countywide platform for participants to share successes achieved in various multiple departments using the LSS methodology and inspire and further develop a united culture of continuous improvement.

County staff will be able to share and highlight successes of change agents who have been trained in and practice LSS methodology. These agents are County staff who have been training through the Department's LSS Program and have been involved in process improvement within their departments. Additionally, this will be an opportunity for other County members to become inspired and make positive improvements for the County.

# Productivity Investment Fund Projects

## *Final Reports for 2018*

The 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 2018.

### ***Beaches and Harbors – Automated Fuel Management System (\$308,000 Loan)***

The grant was used to install Fuel Island Controller Units (FICUs) at seven of the Department's fueling locations, thus creating an automated networked system to electronically track fuel use at all Department pumping locations. The FICUs are connected to existing fuel pumps and use wireless technology to track and manage gas/diesel fuel use at six beach maintenance yards and the Redondo Beach Warehouse. Fuel system users are required to input identification credentials at a FICU before obtaining fuel from the pump. The FICUs wirelessly send information on all fuel transactions to a network of servers monitored by the Internal Services Department.

#### ***Results of the Project***

Full installation of the FICUs was completed on May 8, 2015. Staff maintained manual logs for one month after installation at all sites until the FICUs were fully functional. Based on a calculation of reduced staff hours from entering, compiling, and reconciling the fuel logs, the Department has a savings of \$160,675. Based on a conservative estimate of 5% savings due to the elimination of unaccounted-for fuel loss, the Department has realized an additional savings of \$132,003 for a total savings to date of \$292,678.

#### ***Accounting of Fund Expenditures:***

Total Loan:	\$308,000
Total Withdrawn:	\$308,000
Total Repaid:	\$319,088
Total Program Cost:	\$278,782

### ***Board of Supervisors, Office of Child Protection – A Portrait of Los Angeles County: Advancing an Action Agenda to Improve Individual, Family, and Community Well-Being (Portrait) (\$125,000 Grant)***

The grant was used to fund a part-time consultant to convene an Advisory Group and other stakeholders to develop recommendations based on the Portrait's data and conduct strategic outreach to stakeholder after the release of the report. Based on the Advisory Group's recommendations, the Portrait's final section identifies ten high-value, evidence-based areas of investment across health, education, and income that offer great promise for reducing place-based, racial/ethnic, and gender disparities, and improving the overall well-being of County residents. The consultant presented the Portrait's findings to County personnel and stakeholders to help them understand and strategically use the data for their own initiatives.

#### ***Results of the Project***

The effective development and use of the Portrait of Los Angeles County has enabled County government to better direct the resources of its various departments, and assist prevention efforts by more successfully targeting families who can benefit most from the County's support. The consultant focused on conducting extensive outreach to dozens of partners regarding the Portrait's findings and recommendations, convening public and private stakeholders to develop and implement strategies to move forward the ten priorities set out in the Portrait's recommendations, and leveraging Portrait data to help stakeholders better target resources for the County's most vulnerable families.

#### ***Accounting of Fund Expenditures:***

Total Grant:	\$125,000
Total Withdrawn:	\$125,000
Total Program Cost:	\$125,000

# Productivity Investment Fund Projects

## ***Fire Department – Arrive Alive Extra Corporeal Membrane Oxygenation (ECMO) Project (\$38,000 Grant)***

The grant was used to purchase Four Lucas automatic CPR devices to outfit paramedic units in the study areas of West Hollywood. The City of West Hollywood also committed \$30,000 toward the purchase of the devices. Paramedics are utilizing the CPR devices to deliver high quality CPR while in the back of a moving ambulance. The devices maintain life-sustaining circulation while transporting cardiac arrest patients to Cedars Sinai.

### ***Results of the Project***

The Arrive Alive ECMO Project has added to the world's limited body of knowledge on this topic. In small studies, upwards of 50% of cardiac arrest patients previously deemed unrecoverable are surviving to hospital discharge and leaving neurologically intact with ECMO intervention. The results from the pilot project along with other studies will be used to drive system change. If the interventions continue to show consistent survival benefit, the Department envisions other hospitals adopting ECMO. This will impact the care of thousands of patients across Los Angeles County annually.

### ***Accounting of Fund Expenditures:***

Total Grant:	\$38,000.00
Total Withdrawn:	\$37,154.94
Total Program Cost:	\$37,154.94

## ***Human Resources – Career PathFinder (\$125,000 Grant)***

The grant was used to fund Career PathFinder, an online tool that provides career planners the opportunity to explore actual County career paths from the past 15-30 years, including such insights as the most-to-least traveled paths to or from each job title and the salary difference of each of those paths. With this tool, current and prospective employees interact with never-before-offered data to build a career path that can guide their development to achieve their career goals.

### ***Results of the Project***

Since August 16, 2018 there have been over 17,000 unique visitors to the Career PathFinder tool, averaging 2,800 users per month. It has helped current and

prospective employees envision the possibilities that could be available to them. It helped to remove uncertainty about taking a particular career step by being transparent about what has actually occurred. It has encouraged current and prospective employees to join or stay with the County by providing real evidence of the career options that exist, as well as reducing staff time spent assisting employees and recruits with career-planning inquiries. In addition to reaching a wide audience, the Career PathFinder project was the winner of a Government Innovation Award in November 2018.

### ***Accounting of Fund Expenditures:***

Total Grant:	\$125,000
Total Withdrawn:	\$125,000
Total Program Cost:	\$128,000

## ***Human Resources – Video Interview Pilot for Countywide Exams (\$175,000 Grant)***

The grant was used to purchase video interviewing software to allow the Department to determine if video interviewing is logically and financially feasible to be used Countywide. The pilot allowed candidates to answer pre-recorded interview questions on-line by submitting and uploading a video recording of their oral responses in place of the traditional structured in-person interview. Interview raters were not present during the interviews. Rather, they reviewed videos and evaluated candidates at their convenience by streaming the recorded on-line candidate responses.

### ***Results of the Project***

Expanding the use of video interviewing has increased the flexibility of scheduling for departments, candidates and raters. In addition, it has reduced the amount of time spent preparing for in-person interviews and money spent on resources. In 2018, this new technology was used to conduct a total of 3,421 video interviews in lieu of in-person interviews which has resulted in cost avoidance, as well as reduced testing cycle times. For the video interviews, raters took an average of 14 days to complete their ratings, and testing cycle times were reduced by an average of 37 days. The decrease in overall exam administration and rating time has led to faster list promulgation, quicker access to lists for

# Productivity Investment Fund Projects

hiring purposes, and shorter waits for candidates to be placed on eligibility lists. Video interviewing has allowed the Department to embark on the next initiative in their implementation of technology-based enhancements for examination administration with the aim to improve human resource services Countywide and reduce the time-to-hire.

## ***Accounting of Fund Expenditures:***

Total Grant:	\$175,000
Total Withdrawn:	\$175,000
Total Program Cost:	\$175,000

## ***Medical Examiner-Coroner – DNA Testing Facility (\$806,549 Grant)***

The grant was used to establish a state of the art DNA testing facility. One of the primary functions of the Medical Examiner-Coroner (Coroner) office is to establish the positive identity of a decedent. This is primarily accomplished through traditional means such as fingerprints or dental records. The Department usually has decedents who remain unidentified after such traditional means are exhausted. For these cases, DNA analysis and testing may be the only tool.

Additionally, the Coroner recognizes the ever-increasing demand for DNA testing services in the public and private sector that bear significant potential for revenue, while fulfilling a significant community need. DNA identity testing services will not only provide for the needs of the County, but for that of other counties throughout the State.

## ***Results of the Project***

In May 2018, the Department's Human Genomics Unit (Unit) received ANSI-ASQ National Accreditation Board (ANAB) accreditation to perform forensic DNA casework. As of the end of 2018, the Unit has completed three cases involving the identification of human remains using direct missing person references samples (e.g., toothbrushes and shaving razors) with an average turnaround time of 14 days. Since the launch of human identification by kinship analysis in December 2018, the Department's demand for DNA analysis has increased to approximately 6 cases per month, and these numbers are expected to increase throughout 2019.

Efforts are now underway to increase cases throughout and turnaround times through the training of new staff and the implementation of DNA analysis process automation. Additionally, improvements derived from increasing the number of genetic markers profiled and access to the national Combined DNA Index System database for searching unidentified human remains will greatly augment the Department's capabilities for human identification.

Separate from its role in human identification, the MPS system will also serve as a genetic testing platform for screening gene mutations associated with inherited cardiac conditions, thus assisting the medical examiners in cause of death investigations. Should lesions associated with cardiac conditions cause morbidity be discovered in a decedent's DNA, the family members of the decedent may be alerted for further personal testing to identify any possible disease-related conditions.

## ***Accounting of Fund Expenditures:***

Total Grant/Loan:	\$ 806,549
Total Withdrawn:	\$ 806,549
Total Program Cost:	\$1,613.098

## ***Los Angeles County Museum of Art – LACMA at Charles White Elementary School (\$620,000 Grant)***

The grant was used to support the expansion and development of the Department's Satellite Museum program and the Charles White Elementary School Gallery. The Department renovated the museum's gallery and partnered with the Los Angeles Unified School District to program the gallery with exhibitions featuring artworks from the collection and related programming for students, teachers, and the community.

The Department also collaborated with an architectural firm to design an inviting entrance accessible from the street and make upgrades to the interior, resulting in a more professional and safe environment for the display of art. This is the only museum nationally with an exhibition series of this caliber at a school site, and the initiative is widely recognized as groundbreaking and valuable.

# Productivity Investment Fund Projects

## ***Results of the Project***

The enhancements bolsters the Department's presence throughout the County, enabling the Department to serve more people and support the revitalization of MacArthur Park by providing opportunities for exemplary art education in the neighborhood. The gallery's increased accessibility augments the Department's ability to serve as a vital cultural resource for one of the most densely populated neighborhoods in the County. Thanks to the improvements, the Department's resources are accessible to an expanded array of audiences for eight to ten months of the year, by increasing public access from five to 40 days. Consequently, Department engaged a broad and diverse audience as demonstrated by the nearly 1,300 visitors to the inaugural exhibition and its complimentary programs.

## ***Accounting of Fund Expenditures:***

Total Grant:	\$ 620,000
Total Withdrawn:	\$ 620,000
Total Program Cost:	\$1,031,204

## ***Public Health – Tuberculosis Control Program (TBCP) – Partnership for TB Elimination (\$175,000 Grant)***

The grant was used to pilot an enhanced tuberculosis (TB) prevention Program among immigrants at high risk for developing TB. The pilot program was implemented in collaboration with the UCLA School of Public Health, the Department of Health Services, and the Public Health Community Health Services. Funding was used to plan, implement, and evaluate the proposed program. The program fills an important gap in existing services by providing high quality TB prevention services to permanent residency applicants in the County.

## ***Results of the Project***

The goal of the project is to prevent future cases of TB disease among permanent U.S. residency applicants through the increased use of the InterFERON Gamma Release Assay (IGRA) blood test and short-course treatment regimens for TB infection by Civil Surgeon practices. Barriers to implement the use of the IGRA blood test within Civil Surgeon practices included cost concerns of the applicants who would be required to pay for the higher cost of this test, and logistical issues

by Civil Surgeon practices to integrate the IGRA blood test into their clinic workflow. These barriers have been eliminated following the completion of the project when new Technical Instructions (TIs) for Civil Surgeon examination were implemented on October 1, 2018, which requires Civil Surgeons to use the IGRA test for all U.S. residency applicants above the age of two.

Barriers to increase the use of short-course treatment regimens for the treatment of TB infection were also identified. Some Civil Surgeon practices exist only to perform the required medical examination for U.S. residency applicants, with the economics of integrating treatment delivery services into their practices as cost prohibitive. Acceptance of treatment for TB infection by U.S. residency applicants was low for many reasons including time requirements to participate in the treatment, the lack of belief in the TB infection status, concerns about insurance coverage and the cost of treatment, concerns about how participation in treatment might impact their residency and green card applications, concerns about the number of pills required, and the fear of toxicity from the medication.

The new TIs also require Civil Surgeons to report the identification of TB infection to their local health department, which supports the TB infection surveillance activities by the Department for a population considered having a higher risk for progression from TB infection for TB Disease.

In general, Civil Surgeon examination services offer a great venue through which testing for TB infection within a higher risk population can occur, and the new TB infection supporting requirements support the Department's surveillance activities. There is a widespread need to continue delivery of information and education to Civil Surgeons and this patient population to promote treatment of TB infection. Given that many Civil Surgeons may not incorporate treatment services into their practices, a focus on improving the referral process to primary care providers (PCP) by Civil Surgeons is warranted. This referral process should include delivery of information and education to the PCP serving the U.S. residency applicants to reinforce the importance of treatment of TB Infection.

# Productivity Investment Fund Projects

## *Accounting of Fund Expenditures:*

Total Grant:	\$175,000
Total Withdrawn:	\$141,724
Total Repaid:	\$ 33,276
Total Program Cost:	\$175,000

## ***Sheriff's Department - County Gang/Narcotics Abatement Team (\$234,137 Grant)***

The grant was used to fund one Deputy District Attorney for one year to serve on the Sheriff's Nuisance Abatement Team (Team), to prosecute owners/occupants whose properties have been a nuisance in the community for various reasons.

## ***Results of the Project***

In 2018, the Team closed 30 abatement cases and is currently working on ten active cases. These cases include "board-ups" of vacant/bank-owned properties, as well as standard abatement cases (e.g., nuisance, gang, narcotics-related properties). Board-up properties remain open due to banks not selling them and/or property rehabilitation code related issues; thus they remain vacant and abandoned but remain monitored by the Team.

During the past year, these abatements have saved the Department a significant amount of manpower and resources by reducing the calls for service. Prior to the abatements, one nuisance property was a safe haven for gang members from the criminal street gang "Lott 13" who participated in gang and narcotics activity. Loitering, loud parties, numerous arrests, and three shootings occurred at the property, which made it a burden on the neighborhood and deputies. The abatement process resulted in the property being placed in a "receivership" by the Court and the homeowner being removed from the property. Currently, the receiver is working to rehabilitate the property. Since the removal of the homeowner, there have been no calls for service to the property.

## *Accounting of Fund Expenditures:*

Total Grant:	\$234,137
Total Withdrawn:	\$234,137
Total Program Cost:	\$234,137

## ***Sheriff's Department – Pitchess Recycling Center (\$145,500 Grant)***

The grant was used to initiate a recycling center at the Pitchess Detention Center (PDC) to meet state regulations. The Department purchased equipment such as a truck for the center, storage for presorted material, and start-up supplies to allow the operation to grow to its full potential. In addition, the Department hired a consultant for six months to help develop the recycling procedures, facility signage, and recycling training for the Pitchess Recycling Center.

## ***Results of the Project***

The project has shown to be successful, as it has increased landfill diversion and created some revenue from the sale of recycled material. The market value dropped significantly due to China's reduction in the accepted volume of exported material. Unexpected benefits have also occurred. Some PDC staff have begun recycling at their homes and becoming more aware of their waste streams. The program continues to find ways to reduce waste generated at the PDC, and continuously seeks more vendors and manufacturers to accept various sorted materials.

# Productivity Investment Fund Projects

This program has helped the Department meet state regulation around waste disposal and Green House Gases reduction. The Department has saved approximately \$220,550 a year on waste hauling, diverted over 3,000 tons in material (e.g., metal, cardboard, paper, plastics, mattresses, milk cartons and California Redemption Value bottles and cans) from the landfill. Over 350 tons of food waste is composted a year and used at a nurse operation and inmate education farming program.

Additionally, the Department has enhanced services to inmates by providing job training for participants in preparation for careers in the waste management and reclamation upon departure from custody. The community will further benefit from this potential developmental program.

***Accounting of Fund Expenditures:***

Total Grant:	\$146,500
Total Withdrawn:	\$146,500
Total Program Cost:	\$193,998

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**Your work is going to fill a large part of your life,  
and the only way to be truly satisfied is to do  
what you believe is great work. And the only way  
to do great work is to love what you do.**

Steve Jobs

”



## DEPARTMENT VISITS

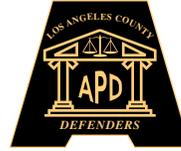
Under the leadership of Commissioner Jot Hollenbeck Chair of the Department Visit Committee (Committee), the Commission visited with 12 County Departments. The role of the Committee is to gain an understanding of departmental operations and challenges, and offer solutions to assist toward realizing enhanced 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, Executive Officer, Department Heads, and Network Managers
- Visited the following Departments during the 2018 calendar year:



**Jot Hollenbeck**  
CHAIR



### ALTERNATE PUBLIC DEFENDER

Janice Fukai, Alternate Public Defender  
(Visited November 15, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- The Department's continuing commitment to innovation
- Expansion of juvenile representation into Delinquency Courts, which were efficiently and effectively implemented within a few short weeks, along with the holistic and whole-person care approach instituted in handling juvenile cases
- Substantial challenges the Department will face in implementing SB1437, which narrows the grounds for felony murder convictions
- Plans to review the more than 5,000 cases estimated to be affected by SB1437 in order to seek relief for those eligible

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Relocating the Department's main office into the Clara Shortridge Foltz Criminal Justice Center and consolidating several field offices into the new location
- Creating a video conference-based training program, whereby attorney's located offsite can virtually participate in required trainings without leaving their field offices, thus improving productivity and reducing mileage claims while keeping employees connected to one another
- Participating in the immigration taskforce and creating a specialized immigration law unit to support attorneys whose cases have immigration-related implications

# Commission Programs and Projects



## ASSESSOR

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Jeffrey Prang, Assessor  
(Visited March 7, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- Progress made by the Assessor's Modernization Project (AMP), including the digitization of 2.5 million property records
- The Mobile Briefcase, a pilot project, brought more efficiency and productivity to the appraiser's workload. This new, tablet-based application enables employees to download and update property files in the field, add photos and draw pictures, and ensures accuracy and avoids duplication
- Los Angeles is the only County in the state honored by the International Association of Assessing Officers (IAAO) with a Certificate of Excellence in Assessment Administration. IAAO recognizes government entities for integrating best practices into the workplace

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Increasing the minimum value of required business personal property recordings from \$2,000 to \$5,000, providing significant relief to numerous small businesses, enabling staff to focus on maximizing the assessment roll
- Collaborating with the Treasurer and Tax Collector and Auditor-Controller on a successful Public Counter at the Hall of Administration, which serves as a "one-stop" location to resolve property issues
- Providing taxpayers with free, user-friendly access to property information, eliminating the need to pay third-party vendors



## CHILD SUPPORT SERVICES DEPARTMENT

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Steven J. Golightly, Ph. D, Director  
(Visited May 21, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- The master plan to renovate facilities throughout the Department is almost complete. The remaining locations should be completed by October 2018 and include state-of-the-art equipment and technologies. The goal was to create facilities that are clean and professional, and demonstrates to employees they are important and deserve a welcoming environment, which in turn improves employee morale and customer service
- Implementation of the Behavioral Economics Team, which is optimizing customer communication to improve response rates. It is showing significant promise to increase parent participation in the administrative process and eventually to increase collections

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Ongoing expansion of predictive analytics to anticipate likely outcomes, manage caseloads, and refine business processes to maximize staff efforts
- Closing cashiering windows and adding kiosks at all their facilities, reducing time for customers, saving \$85,000 on secure transportation services and enabling staff redeployment to other areas.
- Implementing family-friendly features in department facilities, such as children's play areas in all lobbies

# Commission Programs and Projects



## DISTRICT ATTORNEY

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Jackie Lacey, District Attorney  
(Visited May 17, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- Establishment of a Management Statistics Working Group, which was created to identify key metrics to better inform decision-making and measure operational performance.
- Piloting a business intelligence platform involving executive dashboards to help managers visualize trends and evaluate the effectiveness of initiatives and policies was one of the first efforts of this Working Group to roll out. Refinements continue to be made and input from managers and supervisors will inform next steps in developing available data.
- The Electronic Charge Evaluation Request (eCER), which provides a secure portal through which law enforcement may electronically submit police reports to the District Attorney for charge evaluation. eCER has expedited the authorization to settle or dismiss a case.

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Diverting 1,700 homeless individuals from jail to permanent supportive housing since 2013
- Sharing data with other County departments through the Information System Advisory Body, Proactive Information Exchange and Justice Automated Information Management System



## FIRE

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Daryl L. Osby, Fire Chief  
(Visited January 29, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- Commitment to enhance the soft skills of personnel while maintaining high standards
- Increase in hiring female firefighters by 50%
- Infrastructure needs totaling nearly \$800 million

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Utilizing emerging technologies to enhance operations and improve service delivery
- Promoting cultural change within the Department through education and training in gender equity, inclusivity, cultural competency and implicit bias awareness
- Using a zero-based budget approach for Services and Supplies, which has allowed the Department to prioritize expenditures and reallocate any unused portion of the budget to other strategic initiatives.

# Commission Programs and Projects



## INTERNAL SERVICES DEPARTMENT

Scott Minnix, Director  
(Visited May 24, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- A new state-of-the-art facility that provides centralized management of a secure and stable information technology environment
- Transformation and use of data-driven decision-making, through attention to purpose, people, process, and performance.
- Implementing the Workforce Demographics Dashboard, Office of Cannabis Management Dashboard, Purchasing Dashboard, and other analytics tools to improve processes and services Countywide
- Reducing energy costs by upgrading buildings, installing lighting retrofits, taking advantage of solar power, renegotiating natural gas prices, and scaling back power plant co-generation to lower the County's \$200 million utility costs

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Developing a mobile fleet application for ISD-managed County vehicles, which would allow users to reserve vehicles, view vehicle service and fueling history, make motorpool reservations, and obtain directions to the nearest County fuel station
- Establishing a Transformation Improvement Plan to optimize operations and business processes to better meet current and future needs of customers
- Implementing a data-driven prioritization process, rooted in quality, efficiency, and customer service, to initiate the first 311 projects in the deferred maintenance program that will eventually address \$4 billion in systems replacements and \$403 million in deficiencies



## MILITARY AND VETERAN'S AFFAIRS

Ruth Wong Director, Brigadier General (Retired)  
(Visited March 28, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- Program enhancements made to serve veterans, such as the expansion of Military and Veteran's Affairs (MVA) facilities throughout the County, education services, assistance to incarcerated veterans, legal services, and the Military Leave Program, which has served more than 800 veterans
- Efforts to aid homeless veterans by enrolling them in the Veterans Benefits Advocacy Program, a Countywide Homelessness Initiative effort that includes training Service Provider Area teams to link veterans with services
- Partnering with the Department of Workforce Development, Aging and Community Services on the first-of-its-kind Veterans America's Job Center of California, which assists with vocational training, job employment, and advanced careers.

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Electronic filing of more than 500 claims
- Increasing the number of veteran-designation license plates sold has brought in more than \$150,000 of revenue to the Department
- Providing case study-based scenario training for department staff, which enables them to meet the diverse needs of veterans and their families more effectively
- Receiving Prop 63 funding from the State for the Navigator Program, which will fund additional staff to provide mental health assessments.

# Commission Programs and Projects



## **PUBLIC HEALTH**

Barbara Ferrer, M.D., Director  
(Visited May 9, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- The rapid response to the Hepatitis A outbreak, that began in San Diego County, prevented a widespread outbreak in Los Angeles County – only 17 cases were reported in Los Angeles compared to San Diego’s 560 cases
- Outreach efforts related to Exide Technologies in the City of Vernon, included mobilizing 1,500 volunteers across the Health Agency and distributing information and surveys to 17,000 of the 21,000 homes affected with arsenic/lead
- Establishment of the Center for Health Equity and partnering with the Departments of Mental Health and Health Services, community partners, and local community members to carry out their inaugural initiatives

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Streamlining the procurement process without compromising adherence to mandated County policies
- Applying an equity lens throughout departmental business processes, especially in recruitment, hiring, retention, and contracting, and introducing the Just Culture training department-wide



## **PUBLIC WORKS**

Mark Pestrella, Director  
(Visited June 7, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- Focus on supporting economic development through business-friendly contracting opportunities that will better serve the County’s small businesses and local worker hiring objectives
- Commitment to integration through collaboration by working across jurisdictions with public and private infrastructure agencies operating in the County, including 200 water agencies, and leading the Integrated Regional Water Management Program, which is the largest water management group in the State

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Deploying the Community Outreach Vehicle, which is enhancing the County’s readiness by providing a mobile incident command center for emergency response and community recovery and increasing public awareness of topics such as storm water capture
- Continuing to develop the Vision Zero Initiative, which integrates multiple data sources to prioritize projects to reduce traffic-related fatalities and severe injuries
- Rapid implementation of Senate Bill 1, which has provided significant new revenues for road repair and rehabilitation, maintenance, and safety programs

# Commission Programs and Projects



## REGISTRAR-RECORDER/COUNTY CLERK

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Dean Logan, Registrar-Recorder/County Clerk  
(Visited March 5, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- Progress in advancing the Voting Systems Assessment Project project, which was rebranded the Voting Systems for All People (VSAP) project to reflect the transition to system development and implementation. This pioneering publicly owned, open source-based voting system will meet voters where they are, enhance user experience and independence for voters of all abilities, and give them greater assurance that their choices are tallied as intended
- Deployment of LSS, not only within the Department, but also across at least sixteen other departments, with more than 1,770 County employees trained to date
- Efforts for first-ever Countywide LSS “black belt” training

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Expanding electronic government-to-government lien processing
- Expanding e-checking and e-payments
- Recording the audio voting ballot in-house, saving more than \$103,000 on each Countywide election
- Enhancing LA Vitals online vital records services while maintaining an emphasis on data security
- Developing education and voter pre-registration for 16- and 17-year olds, including presentations to more than 70 schools
- Expanding voter education and registration for justice-involved youth and adults alike, recognizing that most citizens who are inmates in County facilities are eligible to vote
- Leveraging LSS and other existing Countywide enterprise technology tools to streamline asset management and annual inventory updates



## SHERIFF

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Jim McDonnell, Sheriff  
(Visited June 28, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- Collaboration with the Department of Mental Health to establish Mental Evaluation Teams (MET), which partners social workers and clinicians with law enforcement on calls. When MET is on the scene, 95% of subjects who are in need of mental health services receive treatment rather than incarceration
- Efforts to improve youth literacy through operating seventeen youth centers Countywide that provide homework assistance, after school activities, and mentoring
- Expansion of the use of technology tools to improve productivity, such as the Sheriff’s Online Reporting Tracking System, and most recently via LASD’s new Mobile App ([www.LASDapp.com](http://www.LASDapp.com))

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Implementing the Jail Mental Health Liaison Program in collaboration with the Public Defender, District Attorney, and Department of Mental Health, to provide effective, holistic legal representation to incarcerated mentally ill and developmentally disabled clients
- Increasing the number of sworn personnel assigned to the custody department and, elevating the status and career-path appeal of such assignments
- Using unmanned aircraft to assist with search-and-rescue operations and safe surveillance during active shooter incidents
- Deploying naloxone nasal spray kits to respond to the growing number of opioid overdose incidents
- Collaborating with the Department of Parks and Recreation to improve composting and organic waste handling.

# Commission Programs and Projects



## **WORKFORCE DEVELOPMENT, AGING AND COMMUNITY SERVICES**

Cynthia Banks, Director  
(Visited March 19, 2018)

*Commissioners noted and/or were pleased to learn the following from the Department:*

- The Purposeful Aging Los Angeles Board initiative, with a goal of leveraging public and private resources to improve the region's age-friendliness by using data from "A Portrait of Los Angeles County," prepared by Measure of America.
- Outcome from the second annual Older Adult Summit, a joint project of the County and City of Los Angeles, which convened more than 800 older adults, ages 55 and older, to develop recommendations for an action plan

*Commissioners also recognized quality and productivity improvements in the following areas:*

- Moving Department managers to cellular telephones instead of landlines, reducing costs and improving connectivity to staff and stakeholders
- Partnering with outside productivity experts to implement a cultural transformation initiative that gives employees throughout the department a shared vocabulary for productivity and effectiveness

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**If your actions inspire others  
to dream more, learn more, do more  
and become more, you are a leader.**

John Quincy Adams

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# Productivity and Quality Awards

32<sup>ND</sup> PRODUCTIVITY AND QUALITY AWARDS  
OCTOBER 10, 2018

# INNOVATING *for* IMPACT



LOS ANGELES BOARD OF SUPERVISORS  
CHIEF EXECUTIVE OFFICE  
QUALITY AND PRODUCTIVITY COMMISSION



# Productivity and Quality Awards

**T**he Quality and Productivity Commission is committed to promoting and sharing best practices in the County.

The County of Los Angeles Quality and Productivity Commission 32nd Annual Productivity and Quality Awards Program, was held on October 10, 2018 at the Grand Hall of the Dorothy Chandler Pavilion. Supervisors Hilda Solis, Mark Ridley-Thomas, Sheila Kuehl and Kathryn Barger, Chief Executive Officer Sachi A. Hamai and the Quality and Productivity Commission joined together to honor award winners.

This year's theme was "Innovating for Impact." County programs that achieve significant savings and benefits while pushing the bar of innovation and productivity took center stage at the PQA ceremony held at the Music Center. County Supervisors joined department heads, nonprofits and labor partners to recognize the very best in social service delivery to the County's 10 million residents.

"These projects represent investments that transform lives, foster vibrant and resilient communities, and realize tomorrow's government today," said County CEO Sachi A. Hamai. "We can be proud of the work our departments are doing to innovate and deliver value to residents and taxpayers."

From the "Top 10" winners, three programs were singled out to earn the prestigious Gold, Silver and Bronze Eagle Awards, the highest-level recognitions bestowed by Commission members. "Hepatitis A Outbreak Response" by the Department of Public Health with the Departments of Health Services, Sheriff, Fire and Human Resources earned the Bronze Eagle Award. The Silver Eagle Award went to the Fire Department for "ADD to Improve Pre-Hospital Patient Care." The coveted Gold Eagle was awarded to "Parks After Dark" by the Department of Parks and Recreation, along with the Departments of Mental Health, Public Health, Children and Family Services, Probation, Sheriff, and Workforce Development, Aging and Community Services

CBS2/KCAL9 news anchor Suzie Suh served as Master of Ceremonies. The Board of Supervisors, Chief Executive Office and the Quality and Productivity Commission jointly sponsor the event. Programs honored this year could result in estimated annual benefits to the County of more than \$145 million. The Commission publishes the PQA projects in its annual "Best and Shared Practices Report," which is distributed to County Departments and related agencies."

## 2018 PQA SUMMARY

Number of  
Projects

**66**

Participating  
Departments

**26**

Total Benefits

**\$144,890,048**

# MESSAGE FROM THE PQA COMMITTEE CHAIR

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 (PQA) program.

Each year, County departments submit their best projects to compete for the coveted Gold, Silver and Bronze Eagle Awards! The Commission also honors Department Heads, Productivity Managers and employees who play key roles in designing and implementing outstanding projects at the annual PQA ceremony.

The Commission's 32nd Annual PQA luncheon, *Innovating for Impact*, was held on October 10, 2018 at the Grand Hall of the Dorothy Chandler Pavilion. The ceremony's keynote messages were delivered by Board Supervisors: Sheila Kuehl, Chair, Supervisor Hilda Solis, Supervisor Mark Ridley-Thomas, and Supervisor Kathryn Barger and Commission Chair Shawn Landres.

The creative and effective programs recognized at the PQA ceremony were projected to result in an annual financial benefit to the County of nearly \$145 million, including cost avoidance, cost savings, and new revenue. The Commission is proud to have partnered with the Board of Supervisors, Chief Executive Office and BOS Executive Office in honoring innovative programs that improve and enrich lives.

Enhancing our annual event, Suzie Suh, News Anchor for CBS2/KCAL9, our Master of Ceremonies, created a friendly, participative atmosphere for all in attendance. Suzie's enthusiastic personality, professionalism, and extraordinary rapport with the audience contributed greatly to the overall success of the awards program! The "In My County" Dance Off was an unforgettable highlight of the event!

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**The creative and effective programs recognized at the PQA ceremony were projected to result in an annual financial benefit to the County of nearly \$145 million, including cost avoidance, cost savings, and new revenue.**

Evelyn Gutierrez, PQA Committee Chair

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The 2018 Eagle Award winners embodied innovation, use of technology and capacity building that remain as best practices models of excellence.

- Hepatitis A Outbreak Response by the Department of Public Health with the Departments of Health Services, Sheriff, Fire and Human Resources (Bronze)
- ADD to Improve Pre-Hospital Patient Care by the Fire Department (Silver)
- Parks After Dark by the Department of Parks and Recreation with the Departments of Mental Health, Public Health, Children and Family Services, Probation, Sheriff, and Workforce Development, Aging and Community Services (Gold)

We congratulate all the participating departments as they continue to identify pilot programs that address emerging service needs and new technology.

We thank our County Departments and Productivity Managers for their continued support and dedication to enhancing programs and services that enrich the quality of life in our diverse communities.

A handwritten signature in black ink, appearing to read 'Evelyn Gutierrez', with a long horizontal flourish extending to the right.

**Evelyn Gutierrez**

PQA COMMITTEE CHAIR

# Grand Eagle Award Winners

The 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*

### **"Parks After Dark"**

Parks and Recreation with Mental Health, Public Health, Children and Family Services, Probation, Sheriff, and Workforce Development, Aging and Community Services

The Parks After Dark (PAD) program was created as the prevention component of Los Angeles County's Gang Violence Reduction Initiative and was launched in 2010 at three County parks. Since then, PAD has successfully expanded to 33 parks and has evolved into a key prevention and intervention strategy that effectively utilizes cross-sector collaborations with numerous government and community-based organizations to promote safety, health, social cohesion, and equity in disadvantaged communities. PAD offers extended hours of park operation (when schools are closed) and provides youth and their families access to free, high-quality programming, including recreational

activities, educational workshops, entertainment programming, resource fairs, volunteer and youth employment opportunities, family games, free meals, and much more. A 2017 evaluation conducted by the University of California, Los Angeles (UCLA) showed that PAD decreases community violence, and increases physical activity rates, social cohesion, community well-being, collaboration amount stakeholders, and access to recreational programming and innovative services. A co-benefit of these service enhancement has been a reduction of health expenditures and crimes in communities served.



# Grand Eagle Award Winners

## *Silver Eagle Award Winner*

### **“ADD to improve Pre-Hospital Patient Care”**

Fire

**O**n June 7, 2017, the Los Angeles County Fire Department (Department) implemented automatic drug delivery (ADD). Using biometric fingerprint technology, the ADD system allows paramedics to resupply controlled drugs from the closest geographical machine, ensuring the availability of these critical drugs for patient care. Twenty-four separate ADD machines are in operation, communicating with the Department’s centralized pharmacy. This is the nation’s largest fire department-based ADD system. Previously, controlled drugs were resupplied through the four County hospitals involving a laborious, paper based process. This process involved a minimum of five separate County employees over a period of multiple days to complete the replacement of a single vial of a controlled drug.

The ADD system has improved the efficiency,



accountability and security of the controlled drug resupply process. This innovative approach ensures the Fire Department has the critical medications needed to positively impact patient care.

## *Bronze Eagle Award Winner*

### **“Hepatitis A Outbreak Response”**

Public Health with Health Services, Sheriff, Fire, and Human Resources

**I**n June 2014, the Department of Animal Care and Control (DACC) initiated an innovative partnership with the ASPCA and launched the groundbreaking Safety Net Program. The program was founded on the belief that pets belong with their families and should not have to relinquish ownership due to financial hardship or the lack of access to resources and solutions. Prior to the program, pet owners who could not afford services were often faced with the heartbreaking decision of surrendering their pets.

The ASPCA assisted DACC by providing funding and dedicated staff members with backgrounds in social services, education, and community organizing at the Baldwin Park and Downey Animal Care Centers. These dedicated staff members intercepted pet owners as



they arrived to surrender their pets and provided them with the resources necessary for them to keep their beloved companions. Services provided included subsidized veterinary care, spay/neuter, temporary boarding, fencing repair, food vouchers, and behavioral assistance were provided. The results were immediate, profound, and staggering and to date, more than 23,000 animal and their owners have been assisted through this innovative partnership.

# Top Ten Award Winners

## Top Ten Award Winner

### “Homeless Task Force: Home Is Where Your Health Is”

Health Services (Harbor-UCLA Medical Center, Clinical Social Work Department)

In response to the increase in homeless individuals living in and around the hospital campus and to the multiple Emergency Room (ER) visits and inpatient admissions, Harbor-UCLA Medical Center’s Clinical Social Work Department formed the Homeless Task Force (HTF). The HTF is a specialized group of County staff and community partners, who work to identify, assess and link homeless patients to placement and other relevant community resources. The HTF has high specialized knowledge of community resources relevant to the homeless population and works closely with Department of Health Services’ existing Housing for Health program.

Since its inception, the impact of the HTF is evident. Patients feel their care is specialized to what they really



need. ER staff are pleased that they can utilize their skills for true medical emergencies and that they know how to get the patients the help they need. The hospital campus is revitalized and looks nice for existing patients, new patients, hospital staff and the surrounding community. During the first year of the task force’s work, they secured placement for over 250 patients and saved Los Angeles County approximately \$5,682,332.

## Top Ten Award Winner

### “The Great Read Away: Fine Forgiveness for Youth”

LA County Library

The Great Read Away is an LA County Library initiative that allows young cardholders ages 21 and under to reduce fines that have accrued on their accounts by spending time reading in the library. For every hour spent reading, \$5 in fines is removed from the customer’s account. The program waives nearly all fee types, including overdue fees, lost and damaged material replacement fees, and library card replacement fees. Participants can read books or eBooks, graphic novels, comic books, magazines, newspaper, digital databases, or articles. A parent or caregiver can also read to a child and count this time toward fine removal.

While removing economic barriers, the program successfully encourages reading and increases access to information, which helps better the lives of youth, improving their employability and decreasing their changes of incarceration. Furthering the goal of getting



youth from lower socio-economic communities back in the library, results look promising so far. As of April 30, 2018, 1.6 million reading minutes had been logged in 29,000 reading sessions, more than 7,000 accounts had been unblocked, and more than 10,000 cleared of all fines.

# Top Ten Award Winners

## ***Top Ten Award Winner*** ***“Virtual Autopsy Program”***

Medical Examiner-Coroner with Third District

**T**he Department of Medical Examiner-Coroner has utilized computed tomography (CT) studies to examine 2,300 deceased individuals in cases that are homicides, children 5-years-of-age and younger, deaths in custody, death due to blunt trauma, and cases where there is a religious objection to autopsy. The project was initiated in September 2016 through the generous donation of the Third Supervisorial District and the support of religious communities. The purpose of the project was to improve accuracy of diagnoses, improve turnaround time by the conduct of virtual autopsy, and minimize the operational cost for the County of Los Angeles.

The integration of CT scanners into autopsy settings represents the future of forensic pathology in the United States, not only for improving the quality of death investigations, but also for optimizing the efficient use



of the pathologist services. The Department improved the turnaround time for cases where individuals die in traffic accidents (completing a case in one day rather than two days). The estimated savings cost for the County since September 2016 is at least \$3,450,000 and it is expected to reduce the cost by at least 50% in the future. The Department has improved the diagnostic accuracy in cervical spine and pelvic injuries and substantially increased the diagnostic accuracy in cases where there is a religious objection to autopsy.

## ***Top Ten Award Winner*** ***“Creating Super First Responders”***

Mental Health with District Attorney

**A** mental health crisis begins in the field and can either escalate or de-escalate based on the management of the crisis by first responders. Those in law enforcement perceive a paradigm shift in which they have become gatekeepers to mental health services. This shift in the role of first responders, particularly those working in law enforcement when dealing with a person suffering from a mental health crisis, has ultimately led to several tragedies in which a person with a mental illness died because law enforcement did not have the skills to manage the incident. This has brought into question the breadth and type of training law enforcement officers receive, both in the academy and post academy.

In recent months, it is estimated that more than one million people with schizophrenia and manic-depressive illness are not being treated on any given day. These



individuals are more likely to experience homelessness, suicide, incarcerations, victimization, and violence. Providing frontline law enforcement with the practical tools needed to assess and de-escalate, intervene, and manage these crisis driven incidents will lead to better outcomes for the person in crisis and the community they live in.

# Top Ten Award Winners

## Top Ten Award Winner

### “Campus Kilpatrick And The LA Model”

Probation with Public Works, Health Services, Mental Health, and Los Angeles County Office of Education

The Los Angeles County Probation Department has established the L.A. Model, an innovative juvenile justice residential program for youth at Campus Kilpatrick, that embraces the core tenets of safety, empowerment, and engagement to promote youth development and rehabilitation. This program dynamically shifts the paradigm for youth in residential treatment to a more holistic, therapeutic approach, thus creating an environment that supports health engagement between staff and youth. The L.A. Model facilitates positive relationships with youth and creates a more home-like setting to promote the development of personal goals, enhance interpersonal skills and emphasize peer and staff support. Through the opportunity provided by California State funding under the Juvenile Justice Realignment Bill (SB81), County and community partners embarked on a truly collaborative



endeavor to design the new Probation camp facility. This partnership includes the Children’s Defense Fund, the National Council on Crime and Delinquency, local governmental and community stakeholders, youth and families, all committed to engage in long-term system transformation, making the L.A. Model the new standard for juvenile justice in Los Angeles County.

## Top Ten Award Winner

### “Exide’s Exit: Unprecedented Community Empowerment”

Public Health with First District, Health Services, and Mental Health

In 2015, the Department of Public Health (DPH) in tandem with the First District, partnered with community leaders and federal prosecutors to permanently close the Exide Battery facility. Despite the closure, past toxic emissions have placed the communities at risk for cancers, lead poisoning, respiratory illness, and learning disabilities. DPH and the First District continue to address current and future health needs while urging State agencies to effectively remove the toxins from the homes. The ongoing remediation efforts span seven neighborhoods, representing the State’s largest cleanup of toxic contamination to date, and resulted in AB 118 and 2189 calling for an aggregate \$188 million for cleanups.

DPH is educating residents with multi-lingual



information, resources and clinical and wellness services crucial in addressing long-term health impacts. This is a profound example of DPH’s work with the Health Agency departments of Mental Health and Health Services to empower a predominantly Latino community and provide primary care, blood lead testing, and mental health services. This is a model to empower and to improve health outcomes for one of the most pollution burdened and economically disadvantaged neighborhoods in the County.

# Top Ten Award Winners

## Top Ten Award Winner

### “Property Evidence and Laboratory Management System”

Sheriff's Department

In 2014, the Los Angeles County Sheriff's Department (LASD) implemented the Property Evidence and Laboratory Information Management Systems (PRELIMS), a web-based, Countywide electronic property/evidence management system. PRELIMS is the first project in the 168-year history of LASD to incorporate the management of property/evidence via barcodes in one electronic system. It replaced hand ledgers and several disparate systems, enforced standardization, eliminated redundant data entry and provided access to critical information instantly for more than 7,000 users.

Annually, PRELIMS facilitates access to cases and track chain of custody for over 400,000 item and 15,000 forensic laboratory requests, together comprising over one million transactions. The system provides



tools to manage backlogs, monitor compliance, and evaluate analysis turnaround times. PRELIMS enforces accountability for evidence management and streamlines the disposal of 110,000 evidence/property items annually. PRELIMS saves investigators and property custodians an estimated 90,000 per year or \$6.5 million in salary savings.

“

**Try not to become a man of success.  
Rather, become a man of value.**

Albert Einstein

”

# Commission Special Awards

## *Changemaker Award*

### **“Lyfting Spirits: Saving Lives One Kitten At A Time”**

Animal Care and Control

**E**ach year, over 10,000 kittens enter the Department of Animal Care and Control’s (DACC) system. Usually, it is good samaritans that find and bring them to an Animal Care Center for care. Unfortunately, many of these kittens are too young to be adopted and require found-the clock care that is beyond DACC’s resources. Sadly, because of their fragile state and need for specialized care, most must be euthanized to prevent suffering from starvation or disease. This has a devastating effect on staff and volunteers at the care centers. The Department recognized the need to change this outcome but lacked the funding.

Thankfully, in collaboration with the American Society for the Prevention of Cruelty to Animals (ASPCA), the innovative Pee Wee Kitten Program launched at the Baldwin Park Animal Care Center. In just 12 months, over



1,400 kittens have been saved at no cost to the County through this unique and collaborative partnership between DACC, the ASPCA and Lyft Rideshare Services, which transports kittens and supplies directly to foster homes.

## *Commissioners’ Legacy Award*

### **“Lean Six Sigma in 2017”**

Registrar-Recorder/County Clerk

**T**he innovations of Lean Six Sigma (LSS) in 2017 at the Registrar-Recorder/County Clerk (RRCC) has notably shifted the culture of the Department to continuous process improvement through self-assessment in 2017. By identifying the needs from their specific customers and stakeholders, the RRCC has created the road map for a work environment that improves process understanding, increases service delivery speed, reduces operational costs, and develops solutions to the root cause of institutional issues based on data.

The Department has benefitted greatly by developing and committing to a customized LSS structure for each of its four bureaus. The Recorder and Election Bureaus continuously look for ways to improve the delivery of services to the public, and the Administration Bureau finds ways to efficiently meet business requirements



to maintain the Department’s good standing. The Information Technology Bureau works throughout the Department to serve staff so that they can support their public customers more effectively.

# Commission Special Awards

## ***County Image Enhancement Award***

### ***“Parks After Dark”***

Parks and Recreation with Mental Health, Public Health, Children and Family Services, Probation, Sheriff, and Workforce Development, Aging and Community Services

**T**he Parks After Dark (PAD) program was created as the prevention component of Los Angeles County’s Gang Violence Reduction Initiative and was launched in 2010 at three County parks. Since then, PAD has successfully expanded to 33 parks and has evolved into a key prevention and intervention strategy that effectively utilizes cross-sector collaborations with numerous government and community-based organizations to promote safety, health, social cohesion, and equity in disadvantaged communities. PAD offers extended hours of park operation (when schools are closed) and provides youth and their families access to free, high-quality programming, including recreational activities, educational workshops, entertainment programming, resource fairs, volunteer and youth



employment opportunities, family games, free meals, and much more. A 2017 evaluation conducted by the University of California, Los Angeles (UCLA) showed that PAD decreases community violence, and increases physical activity rates, social cohesion, community well-being, collaboration amount stakeholders, and access to recreational programming and innovative services. A co-benefit of these service enhancement has been a reduction of health expenditures and crimes in communities served.

## ***Customer Service Award***

### ***“Addressing Food Insecurity in Adult Primary Care”***

Health Services (LAC+USC Medical Center, Primary Care Adult Clinics)

**A**ccording to Public Health data, over one-third of Los Angeles County residents meets criteria for food insecurity. The Los Angeles County (LAC) + USC Medical Center Primary Care Adults Clinics, who have over 40,000 unique empaneled patients, have partnered with the Department of Social Work and the Department of Public Social Services (DPSS) to address social determinants of health in primary care clinic. As part of a universal screening program to address food insecurity in the primary care patients, a DPSS eligibility worker was brought into the primary care clinic team. They have also partnered with community organizations, including The Wellness Center at LAC+USC, to connect patients who don’t qualify for governmental program to community resources. Thus far, 15% of patients who have screened positive for food insecurity have been successfully enrolled in CalFresh in their clinic and



are already receiving benefits. An additional 17% are pending eligibility screening and appointments with the DPSS worker in the clinic. The remaining patients have been referred to The Wellness Center at LAC+USC and food banks in their neighborhoods. Given that Medi-Cal eligibility overlaps with CalFresh eligibility for about one-thirds of patients, bringing DPSS into primary care clinics brings important services to eligible Los Angeles County residents where they already seek care.

# Commission Special Awards

## *Mega Million Dollar Award*

### **“Client Assessment Recommendation and Evaluation”**

Public Defender with Mental Health, Probation, and Los Angeles County Office of Education

**F**or two decades, the Juvenile Division of the Los Angeles County Public Defender’s Office has been a national leader in providing award-winning, holistic legal advocacy and intervention for at-risk youth in the juvenile justice system through its Client Assessment Recommendation and Evaluation (CARE) Project. Through CARE, deputy public defenders refer clients to in-house clinical social workers and resources attorneys who specialize in mental health, developmental disability, and educational advocacy. The Department in turn, assess clients and collaborate with key justice system stakeholders to provide critical linkages to treatment and services in areas that included mental illness, trauma, substance abuse, developmental



disability, homelessness, and commercial sexual exploitation. In practice, CARE addresses the needs of the ‘whole child’, many of whom enter the juvenile justice system with serious, longstanding and often unaddressed educational and psychosocial deficits that significantly contribute to their delinquent behavior. The CARE Project provides an innovative and cost-effective approach to legal services.

## *Outstanding Teamwork Award*

### **“Reporting that Count\$ - “Faster, Cheaper, Better”**

Auditor-Controller with First District, Second District, Third District, Fourth District, Fifth District, Children and Family Services, Workforce Development, Aging and Community Services, and Health Services

**T**he Auditor-Controller (A-C), in collaboration with the Board of Supervisors (Board), Audit Committee Deputies, and client departments, completely redesigned and reengineered the format and function of audit, compliance, and investigative reports to make them substantially clearer, more concise, and more effective. The A-C’s prior reports were long, wordy, and contained no clear indication of which reports and which recommendations were more significant and required immediate attention. The report redesign addressed these issues by adding priority rankings to focus readers’ attention on the most critical findings, a report cover page that clearly presents the priority rankings to focus readers’ attention on the most critical findings, a report cover page that clearly presents the



priority rankings, and a one-page summary fact sheet that serves as a briefing document. Additionally, audit result are now presented in a table instead of a multiple page narrative, thereby facilitating ease of Board and other client use, and substantially reducing auditor time and the associated cost needed to write and edit a lengthy report. The A-C’s innovations were promoted as “Best Practices” in a recent Institute of Internal Auditors webinar presented by the Audit Committee Chair and the Assistant Auditor-Controller to over 700 participants nationwide.

# Commission Special Awards

## ***Performance Measurement Award*** **“Tracking Data to Promote Organizational Excellence”**

Children and Family Services with Auditor-Controller and Internal Services

**A**s a result of a collaborative effort with the County of Los Angeles Auditor-Controller’s Office of County Investigations, Internal Services Department and the Department of Children and Family Services (DCFS) Business Information Systems Division, DCFS’ Risk Management Divisions’ Internal Affairs (IA) Section developed the DCFS Investigation Tracking Management Systems (DITMS). DITMS is a web-based, user friendly, automated, centralized information management system that has helped streamline IA Section’s employee misconduct investigations, child fatality/near fatality reviews, and litigation analysis processes. Implementation of DITMS has eliminated the manual process of workforce management, case management and recordkeeping for all case types

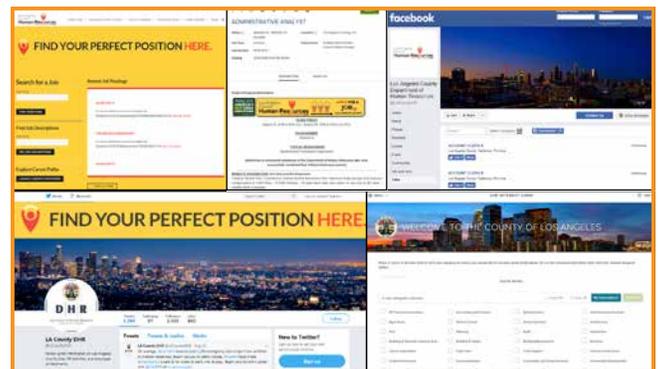


referred to IA. Furthermore, it allows staff and managers to track and enforce a standardized workflow for each investigation through the use of due dates for investigate milestones. This empowers investigators to increase productivity and meet the County’s 90-day performance guideline, thereby decreasing backlog, with the main goal of reaching a 1:1 ratio of cases closed versus cases received.

## ***Process Improvement Award*** **“NEOGOV Implementation”**

Human Resources

**I**n May 2015, Los Angeles County implemented a web-based application tracking system known as NEOGOV. NEOGOV is a fully integrated applicant tracking systems that automates the entire hiring and selection process which provides the following, but is not limited to allowing online application submission and self-scheduling, online application tracking and examination administration, as well as, list management. It eliminates paper applications and navigation of multiple systems, and applies consistent workflows and processes throughout 36 County departments. Therefore, providing online solutions for users, internal and external (applicants). Since 2015, Los Angeles County continues to develop enhancement to meet



the needs of the County, which includes the latest implementation of the list management module in April 2017. The objective is to refine the recruitment and selection process and incorporate all workflows into one system to reduce redundancies, enhance efficiency, and promote Los Angeles County as the employer of choice.

# Special Merit and Traditional Plaque Winners

## *Special Merit Plaque Winners*

Recognizes meritorious accomplishment of special projects or programs that successfully fulfill departmental and County objectives

### ***Coordinated Entry System for Youth***

Chief Executive Office with Los Angeles Homeless Services Authority

### ***Los Angeles County DATACENTER1 Project (DC1)***

Internal Services

### ***Expanded Hours at LA County Library***

LA County Library

### ***Expungement Clinic***

Public Social Services with Public Defender

### ***LEADER Replacement System (LRS)***

Public Social Services with Auditor-Controller, Children and Family Services, Chief Executive Office, Internal Services, and County Counsel

### ***Elder Abuse Reporting, Only A Click Away***

Workforce Development, Aging and Community Services (Adult Protective Services Program and Planning Division)

## *Traditional Plaque Winners*

Recognizes commendable achievements in public service

### ***Extradition Services Program to Staff Bail Court***

District Attorney

### ***Obstetrics and Gynecology AFTERCare Program***

Health Services (OB/GYN Aftercare Program Department)

### ***From Weekly Review To A Lifetime of Quality***

Los Angeles County Employees Retirement Association (LACERA)

### ***Promoting Healthy Communities for Older Adults***

Mental Health with Community Development Commission/Housing Authority

### ***P&R Magazine***

Parks and Recreation

### ***Juvenile Day Reporting Centers (JDRC)***

Probation with Mental Health

### ***Transforming SUD Care, Transforming Lives***

Public Health

### ***DPSS "Help the Homeless" Volunteer Project***

Public Social Services

### ***Young Men of Color***

Public Social Services

### ***Hydro Turbine at M-7W Pressure Reduction Station***

Public Works (Waterworks District) with Internal Services

### ***Automated Booking System***

Sheriff

### ***Judicial BenchView***

Superior Court

### ***Justice Partner Portal (JPP)***

Superior Court

### ***Web Portal for Interpreter Requests (WPIR)***

Superior Court

# Certificates of Recognition

## **LACO Vendor Direct Deposit Registration Portal**

Auditor-Controller with Internal Services

## **eCERT to Recert**

Fire Department

## **A “Dose” of Patient Safety Every Day**

Health Services

## **Reduce Psych ER Patient to Staff Assaults**

Health Services (Department of Emergency Services, Psychiatric Emergency Room)

## **Reprocessing SUD’s Makes the Old New Again**

Health Services (Harbor UCLA-Medical Center, Department of Perioperative Services)

## **Prime Medication Reconciliation Initiative**

Health Services (LAC+USC Medical Center)

## **My Health Folder: Preparing for Surgery at LAC+USC**

Health Services (LAC+USC Medical Center, Anesthesiology/Surgery)

## **Physicians and Pharmacists Team Up To Improve Care**

Health Services (LAC+USC Primary Care)

## **Primary Care Staff Wellness and Vitality**

Health Services (LAC+USC Primary Care)

## **Surgical Navigation Access Program**

Health Services (Managed Care Services)

## **An Integrated Approach to Serving Vulnerable Youth**

Health Services (Medical Administration)

## **Health Administration Leadership @ Olive View**

Health Services (Medical Administration)

## **Improving Exclusive Breast Milk Feeding Rates**

Health Services (Olive View-UCLA Medical Center)

## **Implementing a Perioperative Surgical Home**

Health Services (Olive-View UCLA Medical Center, Department of Anesthesiology)

## **Nurse Practitioner Fast Track Program in the ED**

Health Services (Olive View-UCLA Medical Center, Department of Emergency Medicine)

## **Improve Lab Workflow for Patient Discharge**

Health Services (Pathology)

## **eAppeals Solution**

Human Resources

## **Opening a Time Capsule – Historical Park Photos**

Parks and Recreation with LA County Library

## **Mosquito-Borne Disease Public Health Response**

Public Health with Agricultural Commissioner/Weights and Measures

## **Cashier Issuance Tracking System**

Public Social Services

## **Electronic Personnel Request System (ePRS)**

Public Social Services

## **Facility Service Request System**

Public Social Services

## **IHSS Helpline Center**

Public Social Services

## **Online General Relief Application**

Public Social Services

## **Reasonable Modification Request Application**

Public Social Services

## **Service Management System**

Public Social Services

## **ChatBot**

Registrar-Recorder/County Clerk

## **LAVitals Online Portal**

Registrar-Recorder/County Clerk

## **Troubleshooter Tracking System**

Registrar-Recorder/County Clerk



## John Naimo

AUDITOR-CONTROLLER

**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 their organization. This year's recipient is John Naimo, Auditor-Controller.

The Board of Supervisors appointed John Naimo, Auditor-Controller in 2014. He is responsible for overseeing a department with 631 budgeted positions, an annual operating budget of \$105 million, and an additional technology budget of \$52 million. The Department of Auditor-Controller is responsible for establishing County fiscal and internal control policies and procedures; administering the County payroll; conducting audits and fraud investigations; monitoring social services contracts; performing mandated



**The County provides opportunities to obtain valuable and meaningful work experience, serve the public, and achieve career advancement. As I near the end of my own career with the County, I reflect on my experience which began in 1979 as an entry level auditor and is concluding with the honor of leading the Auditor-Controller as Department Head. The County has provided a very fulfilling and rewarding career. I am grateful for all I have learned and the opportunity to serve.**

John Naimo  
Director, Auditor-Controller



property tax functions; disbursing warrants to vendors, child support recipients, judgment and damages to claimants; and managing the County's enterprise financial and payroll systems, eCAPS and eHR. Mr. Naimo also oversees the issuance of the Los Angeles County Comprehensive Annual Financial Report, Taxpayers' Guide, and Single Audit Report.

He has over 39 years of experience with the County Auditor-Controller and has served in his current position since 2014. Mr. Naimo serves as a member of the County's Deferred Compensation Plan Committee and formerly served on the County's Claims Board Committee. He also assists in representing the County before bond rating agencies and County bond investors.

Mr. Naimo holds a Bachelor's of Science degree in Business Administration from the University of Southern California and is a Certified Public Accountant. He is also a member of the Government Finance Officers Association, American Institute of Certified Public Accountants, and Association of Government Accountants.

Congratulations to John Naimo on a well-deserved recognition!



# PRODUCTIVITY MANAGER OF THE YEAR

## **Susan Linschoten**

AUDITOR-CONTROLLER

**S**election 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 (Network).

The Commission selected **Susan J. Linschoten**, Productivity Manager from the Auditor-Controller as the **2018 Productivity Manager of the Year**.

“

**I was truly surprised and, more importantly honored and humbled to receive the 2018 Productivity Manager of the Year Award. Working with the Commission has been one of the highlights of my career. As PIB Advisory Chair, our Committee takes great pride in providing the Commission recommendations to assist them in making difficult funding decisions on various projects throughout the County.**

Susan J. Linschoten  
Division Chief, Auditor-Controller

”

Susan J. Linschoten is the Division Chief of Property Tax Services within the Auditor-Controller. She is responsible for performing mandated property tax functions that include placing over 18 million direct assessments on the tax rolls, processing property tax roll changes resulting in corrected tax bills or property tax refunds, and providing public service to County taxpayers. Ms. Linschoten has over 29 years' experience in the department assigned to the Audit, Property Tax, Shared Services, Special Projects, and

Administrative Services Division. Ms. Linschoten has a Bachelor of Science degree in Accounting from Arizona State University.

Thank you Susan for your leadership and support of Commission programs!

# Message from the Chair of the Productivity Managers' Network



**Jennifer Coultas**  
*PMN Chair*

**I**t has been my honor to work with the Quality and Productivity Managers' Network (Network) in 2018. I would like to extend my special thanks to the Network Managers for their ongoing enthusiasm, support, and dedication to improving productivity through innovation and collaboration. The Network Managers truly epitomize the very best in public sector leadership, with a focus upon individual growth and education that is carried forward to their departments.

The Network, working closely with the Commission, is committed to finding ways to increase efficiency while ensuring the continued delivery of quality services to the residents of Los Angeles County. The Productivity Managers met several times in 2018 and were hosted by the Department of Public Social Services, Department of Public Works, Beaches and Harbors, and the District Attorney. We focused on leadership development as well as other topics, including submission of investment fund projects, shared practices, productivity awards applications, efficiency projects, and quality improvement.

The 32nd Annual Productivity and Quality Awards ceremony was a highly successful Commission and Network partnership. Elisa Vasquez (Community Development Commission/Housing Authority) and Inna Sarac (Medical Examiner-Coroner) Co-Chaired this stellar event. The theme, "Innovating for Impact," recognized innovative projects that continue to raise the bar in excellence and service delivery to Los Angeles County residents.

The Network elected another solid slate of energetic

Executive Committee members for 2019. Congratulations to our newly elected officers:

- Chair – Jennifer Coultas
- 1st Vice Chair – Catherine Mak
- 2nd Vice-Chair – Hsiao-Ching Chen
- PQA Co-Chairs –  
Inna Sarac and Keisha Belmaster
- Training and Education Co-Chairs –  
Leticia Ximenez and Shawn Phipps
- Productivity Investment Board Advisory  
Committee Chair – Susan Linschoten
- Executive Advisors –  
Stephanie S. Maxberry and Liz Mendez

Additionally, we would like to acknowledge the continuing support of the Commission, under the leadership of its Commission Chair, Shawn Landres, and Network Advisors, Commissioners Edward McIntyre and Huasha Liu. Finally, we also wish to provide a special thank you to the always helpful Commission staff, Jackie Guevarra, Laura Perez and Tammy Johnson.

The Network will continue to work in partnership with the Commission to fulfill the County's strategic goals in 2019.



**Jennifer Coultas, MSPA**

CHAIR, QUALITY AND PRODUCTIVITY  
MANAGERS' NETWORK

# Quality and Productivity Managers' Network

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 Board (PIB) Advisory Committee, Department Visit, Executive Committee, and Education and Training.

## 2018 Executive Committee



**Jennifer Coultas**  
*Chair*  
*Child Support Services*



**Catherine Mak**  
*1st Vice Chair*  
*Public Health*



**Hsiao-Ching Chen**  
*2nd Vice Chair*  
*Regional Planning*



**Stephanie Maxberry**  
*Executive Advisor*  
*Workforce Development, Aging*  
*and Community Services*



**Elizabeth Mendez**  
*Executive Advisor*  
*Parks & Recreation*



**Shawn Phipps**  
*Training and Education Co-Chair*  
*Health Services*  
*Rancho Los Amigos National*  
*Rehabilitation Center*



**Leticia Ximenez**  
*Training and Education Co-Chair*  
*Mental Health*



**Elisa Vasquez**  
*PQA Co-Chair*  
*Los Angeles County*  
*Development Authority*



**Inna Sarac**  
*PQA Co-Chair*  
*Medical Examiner - Coroner*



**Susan Linschoten**  
*Chair*  
*PIB Advisory Committee*  
*Auditor-Controller*

# 2017 Leadership Conference

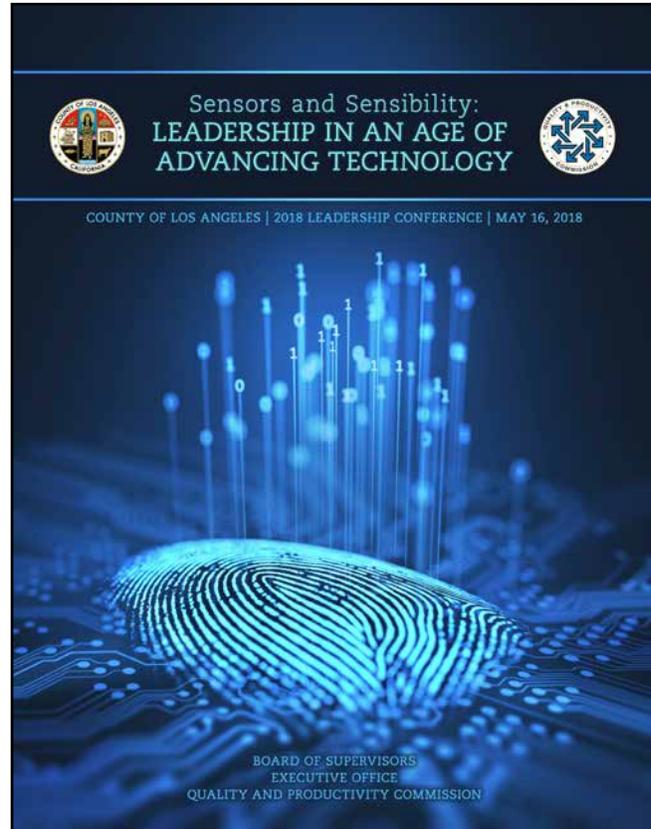
## “Sensors and Sensibility: Leadership in an Age of Advancing Technology”

The Quality and Productivity Commission hosted the 16th Annual Commissioners’ Leadership Conference, “Sensors and Sensibility: Leadership in an Age of Advancing Technology” at the Music Center on May 16, 2018.

This year’s conference was aimed at how County employees can make best use of emerging technologies to improve productivity and enrich lives.

Commissioners, department heads and managers, were welcomed by Commission Chair, Shawn Landres. He was followed by the speakers below:

- Dustin Haisler, Chief Innovation Officer, e.Republic, Inc., – Where government is in relation to citizen’s expectations, and how government is adopting and adapting to technological changes.
- Dr. Lori Bettison-Varga, Director and President, Natural History Museum, Mark Pestrella, Director, Public Works and Dr. Christina Ghaly, Acting Director, Health Services – New Ideas Panel: Future of Knowledge Work. The panel highlighted the use of innovative programs and use of technology to accomplish their department’s missions and goals.
- William Kehoe, Chief Information Officer, Chief Executive Office, spoke on the function of the Chief Information Office and introduced the Keynote Speaker.
- Lane Dilg, City Attorney, City of Santa Monica, spoke on ethics and advancing technology in the workplace (e.g., data privacy, data security, etc.)
- Jeremy Gray, Assistant Executive Officer, Board of Supervisors wrapped up the conference by giving an overview of Board of Supervisors operations.
- Commissioner Shawn Landres served as Facilitator, Dr. Henry Ellis, Pastor of the True Gospel Missionary Baptist Church, delivered the Invocation, and Petty Officer 3rd Class Joel Castellanos, Department of Military and Veteran Affairs 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 “Sensors and Sensibility: Leadership in an Age of Advancing Technology” in their quest to provide efficient and high quality services for the residents of the County of Los Angeles.

# Shared Practices

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: <http://qpc.lacounty.gov>



# MESSAGE FROM THE STRATEGIC LEARNING REPORT AD HOC COMMITTEE



The Strategic Learning Ad Hoc Committee identifies issues and trends that may affect the quality and productivity of County services and ensures the Commission's commitment to ongoing learning and forward thinking. Its charge is to prepare a brief report with policy findings and recommendations related to productivity, based on annual distillation of learning from Department Visit Summaries; Productivity Investment Fund proposals and status reports; and submissions to the annual Productivity and Quality Awards program. Each year, the Committee gleans learning from these sources, as well as from the Leadership Conference and any special projects, including Board directives and reports.

Recognizing that trends and innovations across the County are at various stages of generation and implementation, the Committee categorizes QPC learning into three major phases - mature, current and emerging. A mature trend is one that has achieved countywide dissemination, with numerous pilots and scaling efforts well under way. A current trend is one that may be under broad discussion with a number of promising initiatives or interdepartmental collaborations and potential to expand. An emerging trend is just that—a promising approach or model that the Committee has observed in more than one setting and is deserving of further exploration.

To identify and illustrate each finding, the Committee examined Departmental initiatives encountered by the Commission through its diverse programs.

**Mature Trend:** Geolocation infrastructure for operational efficiency and performance measurement.

Many County departments have deployed geolocation infrastructure (e.g., geographic information systems

and tracking technology) to improve the quality of service delivery to internal and external stakeholders. The County's sophisticated geographic information system (GIS) map offers a powerful backbone for many services; the Internal Services Department's Countywide Address Management System supports the County's role in maintaining accurate, authoritative, geospatially referenced, and physical address information for the entire County, all 88 cities, and other jurisdictions; the Department of Children and Family Services' Foster Care Search System, a web-based application that provides automated child placement search, uses address information to keep children as close as possible to their home communities; and the Natural History Museum (NHM) involves the local community to map urban wildlife: individuals record their encounters with organisms (from lizards to ladybugs) via the iNaturalist mobile application.

**Current Trend:** Client-focused service design: engaging users and stakeholders to determine how (not just what) services are delivered.

How services are delivered are as fundamental as what services are provided. Client-focused service design means engaging users as operational decisions are made, as policies and procedures are developed, as employees are trained, and as programs are implemented. The Commission was the first source of funding to the Registrar Recorder/County Clerk for what is now called Voting Solutions for All People (VSAP); the new voting systems are the result of "voter-centered design" and development in iterative consultation with multiple diverse stakeholder groups, including voters with a wide range of physical abilities and limitations. The Auditor-Controller put its customers first—Supervisors and department directors—and prioritized their needs as it completely redesigned and reengineered the format and function of audit, compliance, and investigative reports to make them substantially clearer, more concise, and ultimately more quickly actionable. The Board-led Countywide Implicit Bias and Cultural Competency initiative is creatively and meaningfully engaging County employees in the development of new tools and training

to improve interpersonal and intergroup understanding and limit the negative effects of implicit biases, thereby strengthening relationships amongst employees and the communities we serve.

**Emerging Trend:** Workflow automation to expedite rote processes, free up staff resources, and streamline decision-making.

In a growing number of departments, the Committee has observed that workflow automation, including robotic process automation (RPA), is significantly improving the efficiency and effectiveness of service delivery. The District Attorney is using RPA to respond rapidly to Superior Court notices of intent to destroy old evidence; the rules-based protocol has shortened the time to review from six days to six hours and maximizes staff attorneys' time spent on ensuring the preservation of critical evidence. The Department of Parks and Recreation uses smart water controllers to monitor moisture levels and direct maintenance to where it is needed, saving both staff time and valuable water resources. To shorten the lengthy paper-based re-supply process of controlled drugs, the Fire Department has deployed secure automatic drug dispensing machines in stations Countywide, accessible at all times to enable paramedics to keep their inventory fully compliant with State standards.

As the County pursues its Strategic Plan goal to realize tomorrow's government today, each of these three promising trends – geolocation infrastructure, client-focused service design, and workflow automation – is evidence of progress through improved quality and productivity in management, operations, and customer service.



**Huasha Liu**

CHAIR, STRATEGIC LEARNING REPORT  
AD HOC COMMITTEE



*Commission Chair Leadership Award Recipients  
(past ten years)*

John Naimo  
Auditor-Controller • 2018

Steven Golightly  
Child Support Services • 2017

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

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