



COUNTY OF LOS ANGELES  
QUALITY AND PRODUCTIVITY COMMISSION



# 2017 ANNUAL REPORT

*Celebrating*  
★ QUALITY  
SERVICE

# County of Los Angeles Quality and Productivity Commission



J. Shawn Landres  
*Chair*



Evelyn Gutierrez  
*1st Vice-Chair*



Will Wright  
*2nd Vice-Chair*



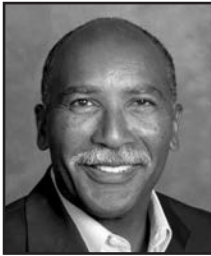
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Jaclyn Tilley Hill  
*Chair Emeritus*



Edward McIntyre  
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Walter Allen III



Jacki Bacharach



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Lisa Korbatov



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Blaine J. Meek



Jeffrey Penichet



Joseph Wetzler



Victoria Pipkin-Lane  
*Executive Director*



Laura Perez  
*Program Manager*



Tammy Johnson  
*Program Support*

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# Message from the Chair



**J. Shawn Landres**  
*Chair*

**I**t has been an honor to serve as Chair of the Quality and Productivity Commission. Thanks especially to First Vice Chair **Evelyn Gutierrez**, and Second Vice Chair **Will Wright** for their hard work and support in promoting efficiency, innovation, and quality in County public services.

During the year, we continued to advance our vision of a creative and collaborative County culture of continual improvement that yields ever-more productive, efficient, and effective services to enrich lives.

We met many of our goals by strengthening and communicating the Commission's value proposition within the County. We redoubled our efforts to invest in and recognize quality and productivity improvements, to assist Departments as they utilize best practices in their operations, and to leverage new ideas from the private, philanthropic, and academic sectors.

As we implemented the Commission's Strategic Plan, with valuable input from the Productivity Managers Network, we aligned the way the Commission gathers and shares information from the Productivity Investment Fund (PIF), Productivity and Quality Awards (PQA), and Department Visits (DV) application/questionnaires. A new brief from the Strategic Learning Committee (see page 58 of this report) integrates our findings. Moving forward, we will draw on newly updated forms—the PIF application and status report, the PQA application, and the DV summary—that are better coordinated with one another and with County strategic planning and performance measurement objectives. We also improved the transparency of our work through a new conflict of interest code.

We extended a warm welcome to Commissioner Blaine J. Meek, appointed by the Coalition of County Unions and Commissioner James R. Hussey, nominated by Supervisor Janice Hahn. Their experience and expertise bring valued new perspectives to the Commission.

I look forward to the year ahead as we work together to continue enriching lives through improving quality and productivity throughout the County.

A handwritten signature in black ink, appearing to read 'Shawn Landres', written in a cursive style.

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

# Message from the Executive Director



**Victoria Pipkin-Lane**  
*Executive Director*

**C**hange continued to be the mantra of the day for the Quality and Productivity Commission during the past year as new Department Directors came on board, and new County policies and services were implemented as the vision and focus of the new Board of Supervisors took shape.

A careful review of Commission programs was undertaken to ensure alignment with Board priorities. The private sector experience of the volunteer body continued to inform decision-making with regard to technology, open data and community-based programs.

The Commission, via the Productivity Investment Fund, supported efforts to prevent and address homelessness with a \$277,188 grant to the Department of Mental Health for its “reSOURCE Connect Project.” The pilot program is a multiagency, public-private partnership that organizes and directs the homeless to services, and currently is operational in the downtown Los Angeles area.

Other efficiency and quality of life initiatives funded by the Commission included a \$250,000 grant for an automated appointment system within the Registrar-Recorder/County Clerk Offices, and a \$125,000 grant to the Office of Child Protection for “Portrait of L.A.,” a project which examined the education, income, and health of various communities using a single, evidence-based metric.

A capacity crowd attended, and more than 400 participated via the web, the 15th annual Leadership Conference to hear insightful presentations by speakers, who addressed the theme, “Embracing a Changing Demography.” Biennial visits were made to 15 County Departments, where Commissioners identified trends, including funding needs to better utilize emerging technologies.

The 31st annual Productivity and Quality Awards recognized 60 projects whose benefits to the County are expected to exceed \$388 million.

Overall, the Commission continued its role as the innovation incubator for the County. It will adapt to change. As I submit my final message as Executive Director, I am confident that the Commission’s best days still lie ahead of it.

A handwritten signature in black ink that reads "Victoria Pipkin-Lane". The signature is fluid and cursive.

**Victoria Pipkin-Lane**  
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 nine Productivity Investment Fund (PIF) proposals
- Awarded nine Productivity Investment Fund projects totaling \$2,027,188

**2. It is the objective of the Commission to foster productivity and quality improvement through department visits.**

- Conducted 15 Department Visits
- Shared interdepartmental challenges and areas of common interest
- Promoted best practices
- Solicited departmental Productivity and Quality Award 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 31st Annual Productivity and Quality Awards program demonstrating an estimated cost avoidance of \$25.3 million, estimated cost savings of \$4.0 million, and estimated revenue generation of \$359.5 million
- Estimated PQA benefits cumulative total is \$4.9 billion over 30 years
- Recognized PQA winners at the awards ceremony and at the October Board of Supervisors meeting

**4. It is the objective of the Commission to work closely with the Productivity Managers' Network (PMN) to assist in developing and administering programs at the Department level, and to support the County's Strategic Plan.**

- Conducted seven PMN general membership and training sessions
  - January 11 – New Managers' Orientation Meeting
  - February 22 – Rosemead Library
  - May 1 – Agricultural Commissioner/Weights and Measures
  - August 2 – Evaluation at the Marina
  - November 8 – Rancho Los Amigos Rehabilitation Center
  - December 7 – PMN and Alumni Holiday Reception
  - December 20 – New Managers' Orientation Meeting

**5. It is the objective of the Commission to share information, Department practices, and ideas with County Commissioners and County Managers.**

- Sponsored the 15th Annual Leadership Conference, "*Embracing a Changing Demography*," providing a forum for County Leaders, Managers, and Commissioners to network with colleagues, develop leadership strategies, as well as support and promote the countywide Strategic Plan

**6. It is the objective of the Commission to distinguish Department practices that solve complex problems, create financial benefits, and provide quality service.**

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

# 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 2016 Annual Report and distributed it to all County employees (approximately 70,000)
- Distributed publications to Board offices, Department heads, productivity managers, County commissions, committees, and advisory boards

**8. It is the objective of the Commission to keep the Board of Supervisors and the Chief Executive Officer (CEO) informed of Commission activities, grant and loan approvals, and total savings gained from quality and productivity projects.**

- Published summaries of Department Visits, Productivity Investment Funds awards and Productivity and Quality awards in the Commission e-Newsletter, *Quality Matters*, an annual report distributed to the Board offices, the CEO, Department heads, and productivity managers
- Provided periodic updates of Commission activities to the Board of Supervisors and Board Deputies

**9. It is the objective of the Commission to maintain strong supportive committees that will provide information, policy recommendations, and solutions to enable the Commission to better serve County Departments.**

- **Department Visit Committee**
  - Visited with 15 Department heads and staff
  - Shared interdepartmental challenges or areas of common interest
- **Productivity Investment Board**
  - Held four quarterly meetings
  - Reviewed and recommended funding for nine 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 recording of Top Ten Award programs
- Sponsored the Commission's Annual PQA Awards Luncheon and Board of Supervisors televised ceremonies
- Promoted the annual PQA and Special Award Programs as Shared Practices and innovative projects

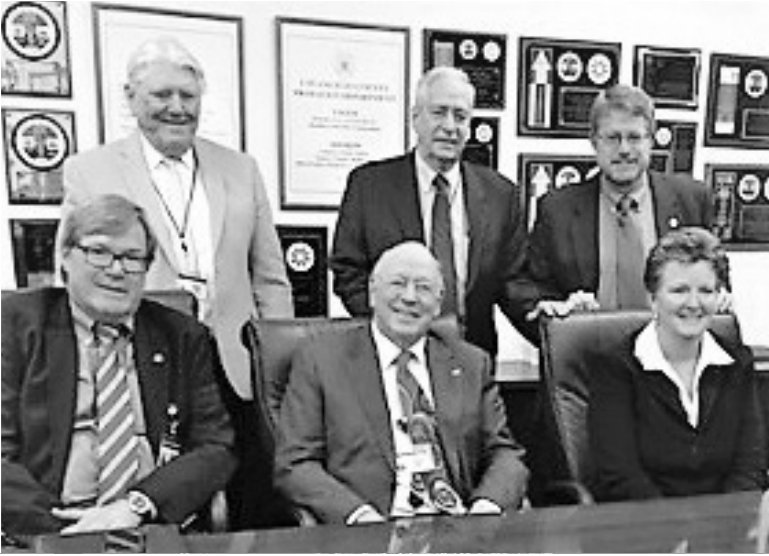
- **Strategic Learning Committee**

- Researched potential partnerships to expand the Commission's reach and opportunities to enhance quality and productivity

- **Leadership Conference Committee**

- Successfully planned and implemented the 2017 Leadership Conference

# “Commissioners in Action”





# Productivity Investment Fund Projects

## Fund activities during the 2017 calendar year:

|                 |              |
|-----------------|--------------|
| Loans Approved  | \$ 250,000   |
| Grants Approved | \$ 1,777,188 |

**Total Funds Awarded: \$ 2,027,188**



### AGRICULTURAL COMMISSIONER/WEIGHTS AND MEASURES -

The Los Angeles County Coyote  
Hazing Research Project  
**(\$50,000 GRANT)**

The grant will be used to acquire GPS tracking collars to place upon bold, urban, wild coyotes and to team up with the University of California Cooperative Extension – Agriculture and Natural Resources experts in a groundbreaking study. Issues surrounding coyotes are increasing and effective tools available to the public are limited. Research and casual observations have shown that coyotes’ familiarity with humans, particularly in associating people with food, can lead to aggressive coyote behavior.

The goal of the project is to scientifically demonstrate the effectiveness, or lack thereof, of hazing as a non-lethal coyote conflict management tool. If proven effective, the practice of hazing may be more confidently encouraged and promoted to the public, thus empowering residents to play an active and needed role in discouraging coyote presence and comfort in urban environments and to help them feel more in control of their own safety when encountering coyotes. Scientific documentation of hazing successes can be expected to result in lower expenditures of Department time and resources to respond to ordinary coyote encounters and help to discourage coyote activity that can result in losses of residents’ pets or risk to human safety.



### BOARD OF SUPERVISORS/ OFFICE OF CHILD PROTECTION -

Portrait of Los Angeles County:  
Advancing an Action Agenda to  
Improve Individual, Family and  
Community Well-being  
**(\$125,000 GRANT)**

The grant will fund a part-time consultant to ensure the success of the report *Portrait of Los Angeles County: Advancing an Action Agenda to Improve Individual Family, and Community Well-Being*. The report will be conducted by the research organization Measure of America, and will examine the well-being in Los Angeles County by combining education, income, and health into a single understandable and evidence-based metric. As no countywide measure currently exists, the data produced by the Portrait fills an important gap.



### FIRE -

Arrive Alive Extra-Corporeal  
Membrane Oxgenation  
(ECMO) Project  
**(\$38,000 GRANT)**

The grant will allow the Department to engage with Cedars-Sinai Medical Center to bring a new cutting edge procedure to pre-hospital cardiac arrest patients. Four Lucas automatic CPR devices are needed to outfit paramedic units in the study area of West Hollywood. The City of West Hollywood has committed \$30,000 towards the purchase of the devices and the Emergency Medical Services Bureau is seeking an additional \$38,000 to cover the Department’s \$68,000 price tag of the four devices. The “Arrive Alive ECMO” project will add to the world’s limited body of knowledge on this topic. In small studies, upwards of 50 percent of cardiac arrest patients previously deemed unrecoverable are surviving through hospital discharge and leaving neurologically intact with ECMO intervention. If research finds similar results, this project will increase the utilization of ECMO in hospitals across Los Angeles County, and this treatment can be scaled up.

# Productivity Investment Fund Projects



**Health Services**  
LOS ANGELES COUNTY

## **HEALTH SERVICES (EMERGENCY MEDICAL SERVICES AGENCY) -**

**Color Code Drug Doses: LA County Kids Application  
(\$17,180 GRANT)**

The grant will allow the Department to develop a smart device application that will automate the access to the standardized formulary of pre-calculated doses in milliliters for pediatric medication administration. The proposed program will benefit the Emergency Medical Services system by addressing patient safety through the reduction in wrong dosages of medications administered to children.



**LAC  
DMH**  
LOS ANGELES COUNTY  
MENTAL HEALTH

## **MENTAL HEALTH - reSOURCE Connect (\$277,188 GRANT)**

The grant proposal will partially fund the costs of developing and piloting reSOURCE Connect, a program to expand and enhance the Source Program. The Source Program is a multiagency, private/public partnership that more efficiently organizes, directs and manages homeless services in Los Angeles County. The Source has been running for 18 months at the Los Angeles Central Library and brings service providers to one place monthly to ease the challenges the homeless face to sign up for services and benefits with the ultimate goal of getting them permanently housed. The program will be franchised beyond the three current libraries being used to other libraries in Los Angeles County.



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

**Creating a Museum of, for, and with  
LA: Strategic Audience Research  
(\$225,000 GRANT)**

The grant will allow the Department to fund any evaluative research project that will identify and solicit feedback from a diverse range of constituencies within Los Angeles County.

The Museum's internal staff does not have the capacity or expertise to perform the type of state-of-art research needed. An outside firm brings the resources

of an entire team to delve more deeply, beyond surface assumptions, and broadly to audiences outside the Museum's own known circle, and collaboratively, to bring community perspectives directly into the strategic decision-making process. The goal is to better understand how County residents connect with urban nature, science, and cultural history so that the Department may develop meaningful programs and learning experiences to better engage and serve all County residents.



## **PUBLIC LIBRARY -**

**The Reading Machine:  
Spark Your Imagination!  
(\$150,000 GRANT)**

The grant will allow the Department to create a mobile story time van that will travel into communities and bring early literacy programming outside the library walls to touch the lives of children who are the hardest to reach. The van, which will be called *The Reading Machine*, will serve and reach caregivers and their young children (ages 0-5) at preschools, home day cares and day care centers. The Reading Machine staff will be energetic, outgoing, and comfortable presenting/performing in front of very young children. Books and literacy, simple STEAM (Science, Technology, Engineering, Arts, and Math) concepts, and support for caregivers through resource sharing and relationship building will be introduced.



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

**Customer Flow Management  
System (Appointment System)  
(\$25,000 GRANT)**

The grant will fund the development and implementation of an automated appointment system in pursuit of improving customer service. The project will enable customers and staff to create, reschedule, and cancel service appointments. The system will reduce staff time needed to perform scheduling functions and reduce wait times for customers. Since the solution is available to all Departments, there exists the potential to standardize County appointment services in a single platform which would provide consistency of user experience.

# Productivity Investment Fund Projects



## WORKFORCE DEVELOPMENT, AGING AND COMMUNITY SERVICES (WDACS) -

Los Angeles County Jail-Based Job Center  
**(\$900,000 GRANT)**

The grant will fund the implementation of the Los Angeles County Jail-Based Job Center (JBJC), a collaboration between a number of County Departments. The Jail-Based Job Center will fulfill a crucial gap in services identified by the Sheriff's Department, which is the need to provide a continuum of pre-release and post-release workforce development services to inmates transitioning from jail to the community. The JBJC will fill this gap by providing pre-employment training and career development planning before the inmate's release, and intensive navigation into America's Job Centers of California (AJCC) employment and training programs upon the inmate's release from jail.

The long-term goal of the JBJC is to establish sustained coordination between the County's jail-based education and employment-related programs, and its community-based workforce development programs provided through the AJCCs so that transitioning inmates are provided seamless, wrap-around supports into permanent full-time employment along a career path that leads to a sustainable, livable wage.

*“Every generation brings something new to the workplace, and millennials are no exception. As a group, they tend to be highly educated, love to learn, and grew up with the Internet and digital tools in a way that can be highly useful when leveraged properly.”*

Kathryn Minshew

# Productivity Investment Fund Projects

## *Final Reports for 2017*

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 2017.

### ***Executive Office/Arts Commission – Technology Enhanced Arts Learning (TEAL)*** ***(\$1,085,446 Grant)***

The grant was used to enable the Arts Commission to provide high quality professional development over three years to strengthen 17,500 educators' abilities to deliver arts instruction to students. Eight learning modules featuring in-person and online content were developed. California State University, Los Angeles' Charter College of Education utilized these modules to train 4,500 students seeking their teaching and administrative credentials, and 70 school districts across Los Angeles County will use them to train 13,000 teachers and school principals.

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

Estimates in the proposal projected that 70 of the 81 school districts in Los Angeles County would participate in the three-year launch period of the program. However, actual school district participation in TEAL was only 32 over the three-year start-up period, and implementation strategies varied in each district. Despite the shortfall in district recruitment, the program evaluation found a substantial number of districts adopted robust, district-wide implementation in which professional development was centrally supported, organized, and managed. These efforts were often rolled out on a larger scale across multiple schools and led by district coaches in out-of-the classroom settings for larger numbers of teachers.

Many district coaches were able to take the training they received and lead professional development sessions for their colleagues. Some district coaches reported challenges in providing in-person professional development to more peers.

The successful implementation of a trainer-of-trainers model requires intentional and sustained support to

transfer learning from coaches to teachers. While participant surveys found that most participants felt the TEAL content was high quality, and online data analytics revealed that the use of online materials was high, the lack of adequate time for district coaches to provide more on-the-ground support hampered efforts to achieve broader participation by teachers.

Beginning in FY 2017-18, an even broader impact has been realized because of the foundational work accomplished in year one. TEAL online resources are now being fully incorporated into the pre-service education program. All eight TEAL online modules and associated resources are now embedded components in four mandatory laboratory courses. Students will now use all eight modules as part of receiving their school administration or teaching credentials.

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

|                     |              |
|---------------------|--------------|
| Total Grant:        | \$ 1,085,446 |
| Total Withdrawn:    | \$ 1,085,446 |
| Total Repaid:       | \$ N/A       |
| Total Program Cost: | \$ 1,085,446 |

### ***Child Support Services Department – Ergonomic Workstation Modernization Project*** ***(\$300,000 Grant)***

The grant was used for the Customer Contact Center workstation modernization through the purchase of Jabra headsets, voice recognition software and sit/stand workstations for all staff to mitigate the incidence of cumulative trauma injuries and reduction of worker's compensation.

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

Compared to FY 2015-16, there was a significant reduction in worker compensation claims and payments associated with cumulative injuries in FY 2016-17, which has attributed to \$16,795 in savings.

# Productivity Investment Fund Projects

More importantly, the new location with redesigned facility increases productivity. Customer Contact Center employees are putting out services more quickly or completing services at a more rapid rate than before.

#### *Accounting of Fund Expenditures:*

|                     |            |
|---------------------|------------|
| Total Grant:        | \$ 300,000 |
| Total Withdrawn:    | \$ 300,000 |
| Total Repaid:       | \$ N/A     |
| Total Program Cost: | \$ 300,000 |

#### ***Health Services/Health Agency – A Model for Diabetes Prevention (\$67,568 Grant)***

The grant was used to improve the capacity of the Departments of Mental Health, Public Health and Health Services to link community-based services through a Health Insurance Portability and Accountability Act (HIPAA) compliant centralized data tracking and referral system based at The Wellness Center (TWC) at the Historic General Hospital. An experienced HIPAA compliance consultant firm was hired and completed the following tasks: full scale risk analysis, information system activity review, generation of security and privacy manuals, designation of security and privacy officers with delineated duties, establishment of an Internal IT audit structure, plan for backup and disaster recovery, and comprehensive training materials and protocols for all staff, interns and volunteers.

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

The TWC IT system is now fully HIPAA compliant and ready for data merging, sharing and collaboration with Health Agency Data Systems. The IT upgrade of the infrastructure for Health Agency providers to communicate with community-based organizations has the potential to improve core services for tens of thousands of LAC+USC patients who require community-based services to improve their health. This collaborative data sharing initiative also has countywide scalability. Going forward, Health Agency providers can enjoy both improved efficiency as well as efficacy in their work as patients receive the community-based services that allow them to make the most of Los Angeles County Health Agency services. This not only saves the health system money,

but also makes the healthcare delivery system an innovative, desirable destination for residents.

#### *Accounting of Fund Expenditures:*

|                     |           |
|---------------------|-----------|
| Total Grant:        | \$ 67,568 |
| Total Withdrawn:    | \$ 67,568 |
| Total Repaid:       | \$ N/A    |
| Total Program Cost: | \$ 67,568 |

#### ***Health Services – (LAC+USC Medical Center) – 2nd Victim Program - 3H Team – Helping Healers Heal (\$20,000 Grant)***

The grant was used to ensure that “second victims” of medical errors and patient safety events are provided with psychological, social and emotional support to enable them to recover and thrive in their profession and provide safe patient care. Providing staff with support after an event helps improve staff satisfaction, wellness and leads to a decrease in staff attrition, leave, substance abuse, depression, and suicide.

The Second Victim Steering Committee includes representatives from other Department facilities and the Department of Mental Health with interests expressed by the Department of Public Health. After implementation at LAC+USC Medical Center, other Department facilities are prepared to implement a similar program, with the goal of spreading to all Los Angeles County agencies.

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

Staff affected by second victimization in the workplace now have access to confidential peer support services and are provided with additional professional support resources when indicated. The 3H Team continues to increase awareness of second victim syndrome, destigmatize suffering and seeking mental health resources, and are available to provide support as needed 24/7.

#### *Accounting of Fund Expenditures:*

|                     |              |
|---------------------|--------------|
| Total Grant:        | \$ 20,000    |
| Total Withdrawn:    | \$ 19,652.32 |
| Total Repaid:       | \$ 347.68    |
| Total Program Cost: | \$ 20,000    |

# Productivity Investment Fund Projects

## ***Human Resources – Recruitment and Selection Pilot for IT Job Classifications (\$150,000 Grant)***

The grant was used to implement a pilot project that is aimed at enhancing the County’s recruitment and selection processes for IT job classifications and to provide County Departments highly qualified IT candidates in a timely manner. The study has several goals: (1) reduce time to hire selected IT job classifications for Departments; (2) reduce vacancy rates for those IT classifications; (3) decrease examination cycle time for examination in which the County must compete with private organizations for IT talent; (4) recruit highly qualified IT candidates; and (5) support Departments in implementing IT initiatives.

The Department contracted with CPS Human Resources Consulting (CPS) to complete a study to review the County and other organizations’ recruitment and selection process for IT candidates, to identify best practice recommendations based on the comprehensive review, and to develop an implementation plan for recommendations. CPS completed their study and report in December 2017.

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

The final report from CPS provided 17 findings and 38 recommendations from the study which are clustered into three focus categories: outreach, exams and selection/hiring, and overall process. The report acknowledges many of the innovations and improvements already implemented by the Department of Human Resources such as on-line testing, replacement of subjective test instruments (appraisal of promotability, for example), targeted IT recruitment, use of video interviewing technology and broad-based testing. CPS’ implementation plan highlights the need for re-structuring, re-engaging with applicants, and re-designing the current process.

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

|                     |            |
|---------------------|------------|
| Total Grant:        | \$ 150,000 |
| Total Withdrawn:    | \$ 150,000 |
| Total Repaid:       | \$ N/A     |
| Total Program Cost: | \$ 150,000 |

## ***Public Defender – Taking Care of CARE (\$250,000 Grant)***

The grant was used to conduct a comprehensive evaluation of the Client Assessment Recommendation and Evaluation (CARE) Project, including an examination of CARE’s impact on client outcomes and recommendations to improve program design, implementation, and service delivery. Through the CARE Project, Deputy Public Defenders in the Juvenile Division refer clients to in-house social workers and resource attorneys who specialize in mental health and educational advocacy. They, in turn, provide predisposition linkages to services that help clients address basic needs.

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

In 2016, the Department contracted with Resource Development Associates (RDA) to conduct a comprehensive evaluation of the CARE Project.

The evaluation found that the CARE Project is a highly effective approach to defense that results in reduced negative contact with the juvenile justice system and improved dispositional outcomes for clients. In particular, (1) CARE clients who receive extended services have significantly less subsequent contact with the juvenile justice system; and (2) CARE services appear to successfully help clients obtain desired dispositional outcomes.

RDA has recommended the following in order to better facilitate success for CARE clients and improve CARE Project implementation: (1) provide extended services to all clients; (2) continue CARE services beyond the point of case deposition; (3) bolster programmatic structure, including policies, procedures, and training for staff; and (4) increase evaluability by improving data collection and infrastructure.

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

|                     |            |
|---------------------|------------|
| Total Grant:        | \$ 250,000 |
| Total Withdrawn:    | \$ 240,231 |
| Total Repaid:       | \$ 9,769   |
| Total Program Cost: | \$ 240,231 |

# Productivity Investment Fund Projects

## ***Public Health – (Children’s Medical Services Program) – Development of Pediatric Cases Management Program (CaMP):***

### ***Improved Pediatric Case Management for all California Children’s Services (CSS) Patients (\$25,000 Grant)***

The grant was used for the software development of a Pediatric Case Management Program that provides a system for California Children Services (CSS) nurse case-managers, physicians, social workers and therapists to promote clinical care. The software will also be patient- and family-centered ensuring that patients and families are linked to a medical home and that they receive needed services in a timely manner; and will engage patients and families in all aspects of care planning.

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

Upon full implementation, the Pediatric Case Management application will increase service quality by providing a system for CCS nurse case-managers, physicians, social workers and therapists to promote clinical care that is consistent with scientific evidence and patient preferences by utilizing evidence-based clinical practice guidelines to develop individualized care plans. CaMP will facilitate transition planning for youth moving from pediatric to adult systems of care.

In addition, lower Department cost will be realized from a technological and programmatic perspective. Technologically, CaMP will expand CMS IT capability and longevity and will generate considerable organizational cost-savings through reduced installation costs due to centralized deployment and Intranet access to allow users to access information from a single system rather than searching for or verifying information from multiple applications. Programmatically, data entry and search time will be reduced and some routine data entry tasks can be performed by support rather than nursing staff.

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

|                     |    |        |
|---------------------|----|--------|
| Total Grant:        | \$ | 25,000 |
| Total Withdrawn:    | \$ | 25,000 |
| Total Repaid:       | \$ | N/A    |
| Total Program Cost: | \$ | 25,000 |

## ***Public Health – (Maternal Child and Adolescent Health Division) – Improving Systems-Wide Asthma Management Practices***

### ***(\$150,000 Grant)***

The grant was used to pilot an asthma management training program for the Department of Health Services and other community-based primary care providers and their support staff serving patients with asthma in Service Planning Area (SPA) 1, the Antelope Valley. The goals of the training program were to (1) improve primary care provider and support staff knowledge of the EPR-3 guidelines and the six priority action steps; (2) improve systems-wide asthma management practices among primary care providers and clinical support staff in SPA 1; (3) increase the proportion of asthmatic patients in SPA 1 who correctly and consistently use daily controller medications; and (4) increase the proportion of asthmatic patients in SPA 1 who have written Asthma Actions Plans (AAP) from their providers.

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

Asthma Provider Training Workshops - According to training evaluations, overall 93% of participating providers indicated they were very likely or somewhat likely to improve their asthma management practices following the workshop. Increasing the use of asthma action plans, increasing patient education regarding use of medication and other asthma mitigation strategies (e.g., eliminating triggers in the home), utilizing the EPR-3 guidelines and the six action steps in best asthma care and gathering a more complete patient history were all cited as ways physicians intended to change their practice.

#### Technical Assistance/Coaching Visits for Asthma Providers

- Overall, the objective observances made by the coaches demonstrated that approximately four to six weeks following training, providers were following the best practice guidelines for asthma management, noting there was room for improvement in the use of asthma action plans and the availability of asthma education resources. The technical assistance was well received and much appreciated by the clinic staff.

# Productivity Investment Fund Projects

## *Accounting of Fund Expenditures:*

|                     |            |
|---------------------|------------|
| Total Grant:        | \$ 150,000 |
| Total Withdrawn:    | \$ 150,000 |
| Total Repaid:       | \$ N/A     |
| Total Program Cost: | \$ 150,000 |

## ***Public Health – (Quality Improvement & Accreditation Program) – Public Health Trailblazer and the Performance Improvement Application (PIA): A collaborative project with Internal Services Department (ISD) to enhance the use of Business Intelligence Software to reduce time and cost (\$281,500 Grant)***

The grant was used to improve the Department's ability to track and analyze over 500 Public Health Measures it collects annually. The Department collaborated with ISD to build a Business Intelligence application using Cognos. The application allows Department staff to create a variety of reports (both preset and ad hoc) so they can analyze program performance and evaluate areas where improvements is needed.

ISD's Business Intelligence Unit worked with the Department's Quality Improvement & Accreditation Program (QIAP), to utilize the complete data set captured by the existing PIA to create dashboards, standard reports and an ad hoc reporting environment using Cognos. QIAP then attended a train-the-trainer presentation given by ISD and developed and implemented their own annual training for the Department's QI Specialists, who represent programs on the QI Team.

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

The PIF-funded project helped the Department to meet its Strategic Plan goal 6.2.b: Complete the development of and deploy the Performance Improvement Data System to support quality improvement activities department-wide. The Department programs with a QI Specialist participating in the Departmental Quality Improvement Team utilized the business intelligence software (Cognos) to create programmatic scorecards for the 2015, 2016, and 2017 Quality Improvement Summits. Additionally, the Department created

bar charts of their measures in order to better track performance measure outcomes over time.

## *Accounting of Fund Expenditures:*

|                     |            |
|---------------------|------------|
| Total Grant:        | \$ 281,500 |
| Total Withdrawn:    | \$ 212,528 |
| Total Repaid:       | \$ 68,972  |
| Total Program Cost: | \$ 212,528 |

## ***Public Works – Community Outreach Vehicle (\$250,000 Grant)***

The grant was used to purchase a 35-foot multi-use mobile Community Outreach Vehicle to support the Department's efforts to disseminate information about resilient and sustainable communities throughout Los Angeles County. The mobile outreach vehicle will also be used as an incident command vehicle during emergencies and disasters. In line with sustainable practices, the vehicle and its generator will run on ultra clean unleaded fuel and would include solar power panels to power the internal components.

The vehicle will be equipped with laptops, a conference table, GIS capabilities, printers, a plotter, adequate storage space for workshop materials, and an external video screen for presentations with a collapsible awning. Public Works plans to build a publicity campaign around this vehicle.

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

The Community Outreach Vehicle (COV) was completed on budget and on time. The COV enhances the County and Public Works' image by providing an innovative approach to community outreach and interactions, and a collaborative emergency response and recovery command vehicle.

The 32-foot step-van style vehicle provides new opportunities to support Public Works' outreach efforts to disseminate information about resilient and sustainable communities on a countywide basis. The COV enhances the County and Public Works' image by providing an innovative approach to community outreach and interactions and a collaborative emergency response and recovery command vehicle.



# Productivity Investment Fund Projects

## *Accounting of Fund Expenditures:*

|                     |            |
|---------------------|------------|
| Total Grant:        | \$ 250,000 |
| Total Withdrawn:    | \$ 250,000 |
| Total Repaid:       | \$ N/A     |
| Total Program Cost: | \$ 250,000 |

## ***Public Works – Youth Opportunity Program (\$395,015 Grant)***

The grant was used to fund the cost of salaries and benefits for case managers, services and supplies (e.g., mileage for case managers, transportation, and work clothing for youth participants), youth participant internship salaries, and evaluation of the Youth Opportunity Program (YOP) demonstration program. Funds were released on a 6-month basis over the 24-month demonstration phase. The cost per participant for a 1-year internship in the YOP is approximately half the cost of sending an individual to a 6-month camp program, resulting in a cost savings for the County.

The goal of YOP is to improve employment opportunities for high-risk youth and enable them to become contributing members of their local communities.

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

There was a total of 14 youths who participated in the YOP, 13 youths achieved positive outcomes; one youth re-entered the Probation system within one year of release. Five youths participated in paid internships in the Department. One youth obtained permanent employment with the Department. The University of California, Los Angeles (UCLA) performed a comprehensive program evaluation; UCLA provided YOP a positive review and recommended based on best practices.

The YOP developed a viable model for creating pathways to County employment for disadvantaged populations. The YOP model is now being used as the basis for the Department of Human Resources' Countywide Bridges Program and Probation Department's Vocational Training Program. The Department is also utilizing the model and lessons learned to develop new training programs for other Departments occupations.

## *Accounting of Fund Expenditures:*

|                     |            |
|---------------------|------------|
| Total Grant:        | \$ 395,015 |
| Total Withdrawn:    | \$ 395,015 |
| Total Repaid:       | \$ N/A     |
| Total Program Cost: | \$ 525,000 |

## ***Registrar-Recorder/County Clerk – Website Chat Pilot (\$97,000 Loan)***

The loan was used to implement a new online website chat service to support customer service inquiries related to the election. This new communication platform offered real-time communication over the Internet between residents and Department staff.

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

The chat solution was a success and has been used for every election since the original pilot in November 2016. Recently, two projects have been taken on: one to expand the chat solution to other Bureaus of the Department, and a second to implement a Chat Bot that will automatically respond to pre-defined questions asked by customers. Both of these projects will further enhance customer service provided by the Department.

## *Accounting of Fund Expenditures:*

|                     |           |
|---------------------|-----------|
| Total Grant:        | \$ 97,000 |
| Total Withdrawn:    | \$ 97,000 |
| Total Repaid:       | \$ N/A    |
| Total Program Cost: | \$ 97,000 |

## ***Sheriff's Department with the Information Systems Advisory Board (ISAB) Multi Agency Project – Countywide Warrant System (CWS) Modernization Project Phase-I (\$950,000 Grant)***

The grant will enable the modernization of the existing Countywide Warrant System (CWS) with development of a new browser interface for officers in the field with better information display, photos for identification verification purposes, and enhanced integration capabilities to incorporate multiple external Department of Justice (DOJ)/local information resources.

# Productivity Investment Fund Projects

## *Results of the Project*

Phase I will replicate the non-relational Information Management System database to a relational DB2 database, develop a new web browser interface to access the warrants, integrate a new name search commercial product (to replace the existing Assembler name routines), call existing CWS update and interface transactions and incorporate photos into the warrant display as retrieved from the County mugshot system.

## *Accounting of Fund Expenditures:*

|                     |            |
|---------------------|------------|
| Total Grant:        | \$ 950,000 |
| Total Withdrawn:    | \$ 950,000 |
| Total Repaid:       | \$ N/A     |
| Total Program Cost: | \$ 950,000 |

*“Enter every activity without giving mental recognition to the possibility of defeat. Concentrate on your strengths, instead of your weaknesses... on your powers, instead of your problems.”*

Paul J. Meyer

# Commission Programs and Projects

## Department Visits



**Will Wright**  
*Chair*

Under the leadership of Commissioner Will Wright, Chair of the Department Visit Committee, the Commission visited with 15 County Department heads. The role of the Committee is to gain an understanding of Department operations and challenges, then offer solutions to assist toward realizing enhanced productivity and quality service.

### Activities of the Committee:

- Continued to gather trends from site visits
- Distributed Department Visit summary reports to the Chief Executive Officer, Executive Officer, Department Heads and Network Managers
- Visited the following Departments during the 2017 calendar year:



### *Agriculture Commissioner/ Weights and Measures (ACWM)*

Kurt E. Floren, Agricultural Commissioner/  
Weights and Measures  
(Visited June 8, 2017)

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

- Implementation of e-Commerce functionality for residents and customers. The Department has developed and implemented Weighing/Measuring Device Registration Fee Payments and Scanner (Automated Point-Of-Sale System) Registration Fee Payments.
- The Department plans to pursue implementation of e-Commerce services, such as Certified Farmers' Market Registration/Certification Fee Payments, Certified Producer Registration/Certification Fee Payments, Produce Standards Certification Fee Payments, and Structural Fumigation Fee Payments.
- Development/Acquisition/Utilization of Weights & Measures (W&M) Data Management System. Thanks to support from the Quality and

Productivity Commission, the Department is in the process of developing a field data collection and management system for their Exotic Pest Detection Program, forming the foundation for what is well underway to becoming a system for statewide use.

- The Department continues to investigate the development and/or acquisition of an off-the-shelf software, W&M Data Management System. The Department continues to work internally developing program data collection and management systems for select programs. Within the last two years, they have hosted demonstrations by two developers of off-the-shelf W&M data management systems to evaluate the comprehensiveness and functionality of their software products. Further evaluation is planned in FY 2017-18 with hopes to influence enhanced development of the system(s) and, potentially, acquire a system to manage department program data.

### *What quality and productivity programs contribute to your success?*

- The Exotic Pest Detection GIS Mapping and Data Management System projects are paying significant dividends that are certain to contribute to the future success of the Department's Pest Detection program and the statewide integrated program.
- GPS Vehicle Tracking Devices on all ACWM vehicles.
- GPS Mapping of nurseries, Certified Producer Grounds, Certified Farmers' Markets, specialty markets, commercial agricultural production grounds, and pesticide storage facilities. Enhance abilities to promptly identify operations affected by pest quarantines, to evaluate impacts of emergency operations in the event of terrorist or environmental threats, and to develop work assignments/routes to most efficiently utilize resources.

### *Best practices that could be shared with other departments:*

- **GIS Mapping:** The Department's pursuit of GIS mapping of key sites has greatly enhanced the

# Commission Programs and Projects

Department's responsiveness to quarantine enactments, evaluation of emergency measure impacts, and routing of field personnel, resulting in realized and/or projected significant savings.

- **GIS-Linked Data Management:** Development of data management systems to be integrated with digitized GIS data will result in further enhancements to work efficiencies as well as facilitating simplified production of required programmatic reports (monthly and annual) by which efficiencies and effectiveness can be routinely monitored. In particular, the evolving Exotic Pest Detection system is a cutting-edge tool developed by Enterprise GIS (within ISD) based upon the Department's design architecture, making it the first Department in Los Angeles County to develop and implement such a GIS-based Web application to provide an interface by which users may view aerial imagery, street maps, and parcel boundary information.



## ***Animal Care and Control***

Marcia Mayeda, Director  
(Visited July 31, 2017)

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

- The Department is focused on quality and productivity challenges related to service delivery. These include field response by officers and overall customer experience at the animal care centers. The Department recognizes a gap in the ability to provide timely service in the field and to provide open and welcoming service at the animal care centers.
- One solution is to seek full recovery of costs for services provided to contract cities to obtain funding for improved staffing levels. The Department worked with the Auditor Controller, the Chief Executive Office, and a consultant who was retained to review the methodology for allocating costs to cities. A second solution is to finalize a master plan for facility replacement that focuses on a variety of factors, including travel time, so the new care centers are more strategically

located. The Department is currently working with the Chief Executive Office, the Department of Public Works, and an outside consultant to develop a master plan for submittal to the Board of Supervisors no later than the end of 2017. A third solution, which has been recently implemented, has been to install laptops in the officers' vehicles to increase their efficiency when working in the field.

- Customer service challenges at the Animal Care Centers (ACCs) are related to the volume of animals, condition of facilities, and limited staffing. Specifically, the Department attributes challenges to providing open and welcoming service to: limited staff and volunteers to serve the needs of customers, underuse of technological solutions, and antiquated ACCs with poor layouts and insufficient wayfinding signage. Having identified these barriers to quality customer service, the Department is developing a strategic plan with specific strategies to address each of these areas. The three-year plan under development includes staff and supervisory training, volunteer development, implementation of technology with a focus on self-service options, and a continuation of facilities improvement and replacement. Additionally, it is anticipated that improved recovery of costs to provide services will enable the Department to improve animal care and customer service staffing levels at the Department.

***What quality and productivity programs contribute to your success?***

- In 2014, the Department won a Bronze Eagle award for the cost-saving program of conducting more effective and efficient administrative hearings for potentially dangerous and vicious dogs. The Department is expanding upon this award-winning hearing program as a means to maximize the use of a new administrative citation program. With the expanded hearing program, alleged violators will have the option of having their appeal heard by mail or in person. Both methods of appeal will be handled with existing in-house resources, with significant additional savings being realized for 'by-mail' hearings.

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- The Department has partnered with the Office of the District Attorney to include Animal Control Officers in Criminal Justice Institute Mental Health Training. Animal Control Officers are now better prepared to interact with a variety of constituents and situations and are aware of resources for referral for individuals with whom they interact.

### ***Best practices that could be shared with other departments:***

- The Department uses a variety of metrics to track and respond to Departmental activities and trends. Some of the areas tracked include: infectious disease; daily population; field response times; calls received and waiting times; customer service surveys; expenditures and revenue; licenses issued; monitoring of contract services; overtime use; annual performance evaluations; and veterinary activity including surgeries and procedures.
- A variety of reports are generated from the Animal Management Database called “Chameleon.” One report that identifies outcomes of animals by type and ACC location is generated daily and monthly. The second report identifies intakes of animals by type and by location and a third identifies current inventory of animals by type and by location. A monthly report is generated to identify lost and missing animals. Each of these data sets helps management to identify potential problems and successes and to adjust activities accordingly.



### ***Auditor-Controller***

John Naimo, Auditor-Controller  
(Visited August 10, 2017)

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

- Improving the productivity and efficiency of the Department’s auditing, contract monitoring and investigative operations and to improve the timeliness of the Department’s reports, without sacrificing their quality. The Department is reviewing all phases of their work processes, also known as “Blue Sky Initiatives.” Key elements include:
  - Development of a “ranking” system that prioritizes the significance of their findings,

such that the Board of Supervisors and other report users can determine, at a glance, the most critical recommendations and where corrective action is needed most urgently;

- Implementation of a Report Quality Control Checklist which identifies 25 critical factors in developing a report, and is intended to eliminate redundancies, lower costs of producing reports, and reducing the number of days needed to make reports signature-ready;
- Examine new staffing models to increase productivity by moving staff among audit teams, and developing skill sets and specialties that can be deployed by individual teams across the County; and
- Heighten the awareness of what it costs the Department to produce a report and be vigilant regarding the cost-benefits, and cost-effectiveness, of the time they spend in conducting audits and investigations, and monitoring private agencies that receive funds from the County. This will require new approaches to budgeting their work, how we train staff and monitor their productivity, and how management reviews the work of staff to ensure quality control and effective communication of their findings and recommendations.

### ***What quality and productivity programs contribute to your success?***

- The Plain Language Initiative to promote the use of clear communication in correspondence, policies and procedures.
- Senior Managers benefit from attending the Commissioner’s Leadership Conference. It serves as a source of innovative ideas to help improve operations.

### ***Best practices that could be shared with other departments:***

- Direct Deposit Application System - The Department is responsible for the distribution of payments on behalf of all County Departments, most of which are issued by paper warrants. In FY 2015-16, the Department issued

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2.7 million payments valued at \$15.7 billion dollars, approximately 2.1 million (78%) of these payments were issued via warrants. Warrants have always been susceptible to theft and alteration, and in 2014, the County experienced an increased volume of stolen, altered, and counterfeit warrants.

- In FY 2016-17, the Department collaborated with Internal Services Department (ISD) to launch a new website to offer payees a means to self-register for direct deposit through a secure website that guides them through the registration process. The web-enabled application system (System) is designed with a two-form authentication security control, which requires payees to enter a unique vendor code and taxpayer identification number to login. Once authenticated, payees can easily populate a web-based application and conveniently upload all required supporting documents as attachments to the secure website, which interfaces directly with the County's financial system, eCAPS. Direct deposit payees also receive electronic remittance advices delivered to the designated email account submitted during the registration process. As an added security feature, a separate email is sent to the "Principal" contact already registered with the Internal Services Department's Vendor Self-Service portal to confirm submission of the application. The new System has significantly improved security, quality, and timeliness of the application process.
- Blue Sky Initiatives - The Audit Committee of the Department has expressed a desire for more user-friendly audit and contract monitoring reports that contain a clearer indication of which reports and recommendations are more significant and therefore warrant more of their limited time. As a result, the Department launched the Blue Sky Initiatives project to identify and implement innovative approaches to enhance the operations of the Department's three divisions that provide assurance services: Audit, Countywide Contract Monitoring, and the Office of County Investigations. The Department has made significant progress on many initiatives, including making reports more user-friendly by adding a cover page and fact sheet, developing new processes for ranking and following up on audit recommendations, and

identifying various tactics for reducing audit costs. Future Blue Sky phases will include developing 1) an electronic system to track the status of audit recommendations, 2) online training, 3) a writing guide for auditors, and 4) additional enhancements to reports.

- Library of Contract Information (LOCI) - In August 2015, the Department, in collaboration with the ISD's Procurement and Department contract managers, initiated the Library of Contract Information (LOCI) in response to the Board of Supervisors' strategic initiative to implement "improvements in the contracting process by standardizing and incorporating best practices while ensuring compliance with public procurement laws and County policies." The LOCI will deliver a central repository of contract information for the County's nearly 10,000 active contracts. It will enable digital storage of contract binders and associated documents reducing paper consumption and costs. LOCI will come with a robust search feature making access to contract documents and templates easily retrievable, able to be shared with others, and deliver powerful reporting.



## ***Beaches and Harbors***

Gary Jones, Director

(Visited September 27, 2017)

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

- Developing a master plan for future development of expiring leaseholds in a holistic, cohesive manner in accordance with new Board priorities/initiatives and the Board-approved Marina del Rey Vision Statement.
- Expanding public outreach, education and recreational offerings on the beaches and in the Marina for all Los Angeles County constituencies through: implementing District Days in the Marina; developing and implementing a Trash Barrel Environmental Messaging Program; establishing partnerships with local nonprofit marine educational institutions; reopening the Boathouse at Chace Park and implementing

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expanded aquatic programs. Also contemplating additional County programming at Marina Beach and expanding recreational and Water Awareness, Training, Education and Recreation (WATER) Program offerings in the Marina and along the beaches.

- Focusing on emergency preparedness to protect employees and handle important public safety responsibilities during emergencies, including offering a safe place for displaced individuals/animals during other than high tide and storm conditions.
- Hiring and keeping enough qualified staff for the Department's beach maintenance and administrative operations. Some of their specific challenges include: ensuring top-notch customer service; securing appropriate level positions for the functions performed; development career promotional opportunities to keep experienced employees; planning and training for employee succession; securing adequate staff housing and improved technology links; and shifting resources to areas where most needed if existing staff levels are not adequate.

### ***What quality and productivity programs contribute to your success?***

- The Productivity and Quality Awards Program is useful in challenging the Department to strive for excellence and collaborate with other Departments in new and innovative ways.

### ***Best practices that could be shared with other departments:***

- Partnerships in Providing the WATER Program – The Department partners with the Fire Department's Lifeguard Division and various schools on this program, which provides valuable and life-changing education and recreation related to the marine environment to underserved youth and offers a successful model that can be emulated elsewhere.
- Partnership with the Marina del Rey Convention and Visitors Bureau (CVB) – The Department has a productive relationship with the CVB in promoting tourism toward the increased use of hotels, restaurants and public facilities in the Marina. The promotional partnership could inspire similar

efforts in other unincorporated County areas, which could be funded, in part, with Transient Occupancy Tax (TOT) dollars.

- Open Competition for Marina Development – The Department has invited all interested developers to compete concurrently for the limited amount of additional development potential allowed by the Coastal Commission-certified Marina del Rey Local Coastal Program in order that they can select the redevelopment projects most desired by the County. As a related innovation, the Department requires that private developers pay the County's costs for evaluating all development proposals received.



### ***Board of Supervisors – Executive Office***

Lori Glasgow, Executive Officer  
(Visited March 30, 2017)

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

- The Executive Office has undergone major leadership changes within this last year, including the appointment of a new Executive Officer, Chief Deputy, and two Assistant Executive Officers. In addition, new divisions have been added including the Office of the Inspector General, Civilian Oversight Commission, Office of Child Protection, transfer of the Quality and Productivity Commission and Photography and Graphics from the Chief Executive Office, and separation of the Ford Theatre from Arts Commission. The Executive Office also assisted in transitioning of four new Supervisors and their staff on the Board, handling all logistics.
- In examining the changes to leadership and evolution of the Department over the past few years, modifications were made to the existing governance structure and a new Strategic Plan was formed. After several stakeholder meetings with staff from all divisions within the Executive Office, an updated Vision was established: To be the cornerstone of public service through innovative solutions and best work practices in an ever-changing environment. The new vision complements the Department's enhanced Mission

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Statement: To provide excellent customer service and support the Board of Supervisors in achieving its objectives.

- The four (4) major goals outlined in the department's 2017 – 2020 Strategic Plan are:
  - World Class Workforce Development – Training is important aspect of workforce development and they continue to develop training programs that foster professional growth, enhance skills and expand institutional knowledge across multiple functions.
  - A Culture of Excellence in Customer Service – A philosophy of excellence in customer service that places the customer at the heart of everything the Department does; and supports the Board of Supervisors' commitment to open and honest government.
  - Innovative and Effective Business Solutions – Technology is rapidly changing and they are committed to exploring and implementing emerging technologies that will offer creative solutions to business operations, while leading to greater efficiency in their business practices. To that end, the Executive Office is represented on the Countywide team to build new infrastructure for a County Data Center that consolidates various data centers into one location. Their priority is to continue to upgrade the system/application/infrastructure of the Information Resource Management Division.
  - Operational Systems Enhancement – The Department is committed to developing existing system lifecycles, processes and applications to improve network operations, increase operational efficiency, and decrease cost. Enhancements are on the near horizon for computer systems used for Guest Parking, the Committee Book, Lobbyist On-Line program and the County Equity Oversight Panel internal portal.

*What quality and productivity programs contribute to your success?*

- The Department has benefitted from loans and grants from the Productivity Investment Fund and looks forward to pursuing funding opportunities in the near future.
- The Department's role as the conduit for the Board of Supervisors provides a front-row seat to County operations, increasing opportunities for collaboration. Most recently, the Office of Child Protection was awarded a grant from the Quality and Productivity Commission to proceed forward with the *Portrait of Los Angeles County: Advancing an Action Agenda to Improve Individual, Family and Community Well-Being*. This grant will provide funds to hire a consultant to facilitate an advisory committee and collaborate with County Departments and the private sector to provide policy recommendations to improve community well-being throughout the County.

*Best practices that could be shared with other departments:*

- The Department works closely with the Chief Executive Office and the Board Offices on a wide range of projects. Within the past four years, the Department has successfully transitioned and on-boarded four new Supervisors and their staffs, handling all logistics from the swearing-in ceremony to office locations and supplies. Collaboration and clear communication, along with seasoned and experienced staff familiar with Board Operations, clearly made the difference in achieving their goal for a smooth transition for each Board Office.
- In 2013, the Arts Commission undertook a major project to preserve County-owned artwork, and to promote Civic Art as a way to sustain the cultural heritage of the area. The Civic Art division reached a major milestone on the Countywide Baseline Civic Art Inventory Project by completing 50% of the 900 County facility site visits. The field registrar logged 6,800 miles and cataloged 1,100 artwork that may meet the civic art accession criteria. In addition, 126 civic artwork already in the County's civic art collection were re-assessed for maintenance purposes.



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- In 2013, the Information Systems Advisory Board, in conjunction with the Sheriff's Department was awarded a grant for Phase 1 of the Countywide Warrant System (CWS) Modernization Project. CWS has been operational since April 1988. The 25+ year old system was designed to track and provide accurate warrant information to over 40 criminal justice agencies in a timely fashion. Productivity gains include Modern Readable Warrant Screens on browser and mobile devices; reduced training requirements; streamlined Warrant Searches with higher match rates using advanced name search software; photos to provide additional identification for arresting the right person; identity and role based authentication/authorization vs. terminal based security; and Improved Warrant Servicing via Geocoded map of existing open warrants by Law Enforcement Reporting District.
- In 2014, the Arts Commission was awarded a grant for the Technology Enhanced Arts Learning (TEAL) project. In collaboration with the Los Angeles County Office of Education Center for Digital and Online Learning, eight arts-based professional development modules were created targeted to graduate students pursuing their teaching or administrative credentials and teachers and administrators currently working in Los Angeles County's public K-12 schools. These modules provided orientation to the Visual and Performing Arts Content Standards, best practices in developing arts-based lessons that integrate learning in other subject areas and teaching methodologies specific to dance, media, music, theatre and visual art. As of 2016, 31 school districts, four charter school networks (totaling 37 schools), and 18 individual charter or private schools are currently participating.



## *Consumer and Business Affairs*

Brian Stiger, Director  
(Visited April 6, 2017)

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

- The Department continues to add to its suite of services. Over the past two years, the

Board of Supervisors established four new programs within the Department; creating the Wage Enforcement Program (WEP), Center for Financial Empowerment (CFE) and, most recently, the Office of Immigrant Affairs (OIA), in addition to moving the County's Office of Small Business (SBS) to the Department. This expansion in the scope of work and clientele has created challenges in how they measure performance and capture data.

- Since determining the efficacy of the services provided through the Department's CFE and SBS units will require benchmarks distinct from the other units, the Department is currently developing clear metrics for measuring their performance in addition to assessing options for how to best track those metrics.
- All of the Department's units are evaluating the needs of their client base to determine the best way to serve them around-the-clock. As such, the Department is looking at a complete rebuild of their website. As part of the overhaul, the Department will create information portals for SBS, CFE, OIA and WEP clients. These resources would include online video tutorials, access to webinars and a comprehensive referral network.

### *What quality and productivity programs contribute to your success?*

- The Department continues to pursue new systems, policies and procedures from a client service centric perspective. Addressing hundreds of constituents' requests, it is important the Department increase their accessibility. The eConsumer system continues to prove to be an integral tool for interdepartmental communication on cases in investigation, wage enforcement, and foreclosure prevention units. It has streamlined the ability to identify to whom the case has been assigned and the current status of the case, resulting in more accurate information disseminated to their clients. Additionally, by having workloads linked to respective caseworkers allows for more accurate tracking of each case. Utilization of the eConsumer system has been expanded for small business services as well, giving clients direct access to request assistance from the Small Business Concierge program as of January 2016. It gives

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an opportunity for small business counselors to pointedly address the issues of the inquirer.

- The Automated Call Distribution (ACD) system, which enables counselors to answer calls by subject matter and language, has ensured that calls are being appropriately routed. In addition, this system was leveraged by their new CFE to assist in scheduling appointments during this tax season for their hosted Volunteer Income Tax Assistance (VITA) program sites.

#### ***Best practices that could be shared with other departments:***

- The Department's mission requires them to be fully accessible to the public. In the course of two years, they have increased the number and variety of their trainings. It is especially important that they communicate effectively with their entire constituency they work to establish partnerships with other departments or agencies, when necessary. Having successfully worked with the Department of Mental Health to lead the Mental Health First Aid training for all staff they are better able to deliver services to meet the needs of clients with mental illnesses. As trends in the community continue to emerge, consistent investment in staff trainings and establishing best practices are an integral part in establishing continuity of our services.
- In response to the expansion of the Department in both staff and programs, an integrated training model has been adopted. With the establishment of the Ambassador Program, there will be staff ambassadors that have been given the opportunity to shadow the work of other units to learn in greater detail about services provided by units other than their own. Establishing integrated service branch offices staffed by team members that have been effectively cross trained will assure clients can take full advantage of all of the services available from the Department.



## ***County Counsel***

Mary C. Wickham, County Counsel  
(Visited August 17, 2017)

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

- The largest challenge is budgetary limitations. The Department would like to implement several new technological projects. There is a large cost with implementation of each of these objectives, and, as a result it will slow, and perhaps in some cases, prevent implementation. In response to this, the Office has evaluated its upcoming projects and has triaged them based on need and estimated cost. They have also begun implementing the Telework Program, which has resulted in savings of over \$300,000 so far. In September of this year, they will add additional individuals to the Telework Program, which will offer additional savings. With these savings, the hope is that they will be able to expend funds on these upcoming projects.

#### ***What quality and productivity programs contribute to your success?***

- Providing the Board of Supervisors with high-quality and timely legal advice is an important measure of success for the Department. In order to continue to provide such services and to continue to improve services, the Office strives to streamline Board communications by:
- Efficient Review Process - The Department evaluated the protocol for sending memoranda to the Board, and increased efficiency in communicating vital information to the Board.
- Effective Document Design - The Department has established a training program for legal support staff to develop visual communication and information organization skills that allow the development of effective documents, forms, and presentations.
- Peer Review -The Department provides attorneys with access to peer reviewers that will assure high-quality written work product. Improving staff development in their Office increases their capacity to provide high-quality work product. Improving staff development in their Office increases their capacity to provide high-quality work product.

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- Management Leadership Development Program  
- In June 2017, the Department launched the Management Leadership Development Program. The program consists of group sessions, which they expect to take place quarterly, for all management regarding topics that have been identified as critical, such as Strategic Thinking in Leadership, Confronting Problems and Making Decisions, and Leadership and Communication. This will assist the Department in its efforts to continue to streamline its management functions and ultimately will continue to improve the valuable service provided.
- Video Conferencing - The Department is upgrading all attorneys' workspaces to include webcams for video conferencing. County Counsel attorneys are stationed across the County in many facilities and being able to participate in roundtables and initiative team meetings is vital to the Department.
- Telework - The Department piloted the Telework Program with the Dependency Division Appeals Section for the past six months. The Department has adapted to the use of space and scheduling for attorneys opting to telework with great success. To date, the program has offered approximately \$383,000 in costs savings and there has been a 26% increase in productivity for those attorneys participating in the program.
- Digitizing Legal Case Documents - The objective of this effort is to digitize legal paper-based case documents in order to be securely stored, searched, and retrieved through an application. Currently, these legal case documents are in paper format which take up physical storage space, are difficult and bulky to transport, and do not allow easy and efficient search and collaboration amongst teams.
- Electronic Case Management - Develop case management applications for the legal divisions and various administrative uses in the Department including an eFiling component where possible. Many court systems now require the eFiling of court documents. Likewise, as the Department moves towards digital legal case documents our office will require applications to organize and store these documents and other metadata. Currently, cases are tracked manually on paper or some divisions are using legacy application

which lacks customization and work functions to track cases, activities, and communications effectively. This will allow management to quickly determine the status, progress and performance of work tracked. This will also open opportunities for staff to be more mobile and access information while in court.

- Streamlining Teamwork through Collaborative Workspace Solutions - Provide a web-based technology solution to allow team collaboration, workflow and sharing of documents for legal divisions as well as various administrative business units. Some of the examples include document routing and review process such as Public Records Act requests and Request For County Counsel Action, among other office administrative needs.
- Website Development - Provide a set of current website development tools to be used for a variety of websites, content management, and application integration. Some deliverables will include replacement of the current Intranet and Public facing websites, developing a portal for eFiling, and integration with web applications.

## *Best practices that could be shared with other departments:*

- Strategic Plan - The Strategic Plan is an effective tool in tracking overall departmental productivity by drawing objectives from all levels and types of operations within the Department including Management Appraisal and Performance Plan (MAPP) goals, budget analysis, information technology, legal and administrative services. Clarifying and organizing objectives in a strategic plan format helps the Office identify areas of focus that further the Department's mission and better support the County's Strategic Plan. These objectives are tracked using Project Management Software and have a manager dedicated to implementation of the Strategic Plan Objectives.
- Client Survey - The Department continues to use the survey as an effective tool for identifying quality of service and productivity challenges. Recently, the Office utilized a different methodology for the survey, which served as a basis for developing the Strategic Plan around client service initiatives. The methodology included interviews by an

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independent consultant. Survey questions were reviewed and modified which elicited more efficient and informative responses. Responders were asked to provide additional comments on low ratings, providing additional insight into the possible challenges that need to be addressed.

- MAPP and performance evaluations continue to be an effective tool in assisting staff and management in monitoring and tracking productivity and employee performance. Goals are developed to address challenges in administrative and legal operations and are aligned with the County's business priorities and strategies. The MAPP process includes concrete action steps and identifies individuals assigned to complete the task. Pre-determined implementation timelines allow the monitoring of goals to ensure timely completion.



## *Health Services*

Mitchell Katz, M.D., Director  
(Visited August 17, 2017)

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

The creation of the Health Agency by the Board of Supervisors has enabled the Department of Health Services to achieve high levels of productivity and improved efficiencies through greater collaboration with their sister Departments of Public Health and Mental Health. Prior to the Health Agency, each Department operated in a highly segregated manner which resulted in a lack of communication between clinicians; dismal coordination between administrative units that often produced duplicative efforts with little to no added benefit for their patients; and an overall lack of customer service.

- Today, these challenges are quickly disappearing as all three Departments continue to embrace the new Health Agency model and as staff across the three Departments learn to collaborate and partner to leverage numerous opportunities that had been lost under the old system. For example, greater productivity and efficiencies can now be seen in the co-location of mental health and health services for immediate patient referrals; better

coordination between public health outreach staff and health centers to better inform and educate the general public about preventative health measures; and seamless coordination between administrative units to better utilize space in County buildings located across the entire County.

- Prior to the Health Agency, there was often a lack of "team spirit" and a clear disinterest in collaboration which often resulted in patients being referred from one County Department to another with long waits or gaps in service. Now, with increased collaboration, all three Departments are able to educate their respective workforces about the programs available throughout their system so that patients can access services seamlessly.
- The Department has now reached 100% rollout and implementation of L.A. County's first ever electronic health record "Online Real-time Centralized Health Information Database" (ORCHID). This is a very important achievement for the Department because it allows them to eliminate archaic systems that required each hospital to have its own independent server which could not communicate between hospitals. Moreover, full implementation of ORCHID has allowed the department to connect their hospitals with health centers to emphasize preventative health care and achieve better health outcomes for their patients.
- A remaining challenge is the lack of compatibility of computer systems between DHS, DPH, and DMH. Under the new service delivery model they are currently expanding ORCHID from DHS to also include DPH sites to better serve patients who receive services from both Departments. Eventually, the plan is to fully improve computerized communications between all three Departments to ensure seamless legal sharing of important patient information that will result in greater convenience for patients and better overall health outcomes.

### *What quality and productivity programs contribute to your success?*

- The Commission's annual Productivity Awards Program is a major catalyst for the Department of Health Services' to further incentivize managers

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and line staff to “think outside the box” and develop innovative ways to serve the public.

- Annually, Department managers submit applications for recognition of their innovative approaches to healthcare which provides an excellent venue to showcase productivity and to disseminate important information throughout the system. The awards themselves provide reinforcement for creativity while simultaneously helping to place the spotlight on programs that other hospitals and health centers throughout our system can replicate to spread increased productivity and improved efficiencies.

### *Best practices that could be shared with other departments:*

- The single largest lesson learned can be found in the Department’s ability, and most importantly, a willingness to adapt to change. Whether it be federal health care reform, the successful implementation of an electronic health record, or the Board-created Health Agency, the women and men working in the Department have embraced change and continue to provide the highest quality health care with good customer service in a patient-centered manner.
- The Department would encourage other Departments across the County to be amenable and adaptable to any legislative or operational changes and to always remain focused on providing the best possible public service within our existing resources.



### *Human Resources*

Lisa M. Garrett, Director  
(Visited January 30, 2017)

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

- Recruitment and Selection – The Department of Human Resources (DHR) provides County Departments with exceptional and diverse candidates for employment by creating and conducting Countywide and department-specific civil service examinations, administering employment programs, and recruiting top-tier executives. The Department also provides consultation services to assist departments in

crafting their own exams to meet the mission of the County and needs of the Departments. The Department has designed and implemented their new Talent Acquisition unit aimed to enhance the County’s executive recruitment and selection processes for Information Technology (IT) and hard-to-fill job classifications. Their Countywide Talent Assessment Division (CTAD) is looking to implement video interviews to create efficiencies for human resource managers, and establishing walk-in, on demand testing to expedite the time-to-hire. The Department continues seeking to acquire space to accommodate staff and a permanent Countywide testing and training facility to reduce exam cycle and hiring times and to expand training venues and opportunities for our workforce.

- Workforce and Employee Development (WED) – The Department assists County Departments in retaining a high-caliber workforce by providing a variety of training and development programs including instructor-led skill building workshops, leadership development programs and online courses. Most recently, in FY 2015-16, WED began actively building a new Los Angeles County University (LACU) framework to house new and improved developmental and leadership learning programs. The LACU framework will modernize how training and development is delivered to employees through new blended learning experiences and the delivery of career development tools. It will also greatly help the County with workforce readiness to meet its succession and workforce planning challenges.
- Employee Health and Benefits – The Department absorbed Occupational Health Programs from the Chief Executive Office as a result of a reorganization in 2016. These programs include Occupational Health for establishing and maintaining medical and psychological standards for employment; the Employee Assistance Program, offering professional consultation and referrals services for a range of personal and job-related issues; and Return-to-Work, providing standards to County Departments for managing employees on leave and assistance with returning ill or injured employees to work.

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- Human Resources Policy Development, Service Delivery, and Compliance - The Department coordinates the development of new, and the revision of existing, Countywide Human Resources Policies. This body of regulation is referred to as the Policies, Procedures, and Guidelines. The Department Policy Section also coordinates the review of Board of Supervisors' policies that are assigned to, or fall within the scope of DHR.
- The Department provides a variety of services, such as Policy Appeals, Personnel Investigations, Shared Services, County Equity Investigations, Advocacy and Mediation and Impact. Upcoming initiatives include the development of an electronic message board, a database portal capable of searching all policy related FAQs, direct access to the Interpretive Manual, Employee Policy Handbook, and Countywide Policies, Procedures, and Guidelines; publishing resource guides on investigations and performance management that provide the best practices for addressing Human Resources (HR) issues; and implementing Self-Monitoring Audit Program of core HR functions as part of the Department's Countywide Audit Program, which allows DHR to audit all County Departments at the same time and provides a holistic view of HR operations in the County.
- Workplace Programs and Wellness - DHR promotes workplace wellness to enhance employee quality of life. Workplace wellness reduces healthcare costs and loss of productivity associated with absenteeism, presenteeism, and work place injuries. The Department provides an expansive portfolio of workplace programs including: flexible workplace initiatives such as telework; community involvement such as Charitable Giving and Cesar E. Chavez Service Week; proactive approaches to the reduction of stress such as gym membership and employee discount services for entertainment, dining, and events; and many innovative and award-winning wellness programs to promote healthy lifestyle choices and general health awareness.
- HR Information Systems - DHR's goal is to "Automate All Things HR" with the result of creating uniformity of processes and efficiencies for County Departments. The Department has

implemented key enterprise systems in efforts to augment HR service delivery and streamline various administrative business processes, such as: NeoGov, DHR Website, and eAppeals. Upcoming initiatives include the implementation or upgrade of the Countywide Unified Personnel Investigations Platform, a system to introduce consistent case management practices and procedures across systems, improving tracking and allowing for easier data exchange between related events; Audit Management System, an automated case management system for audits that leverages document management and workflow technologies, integrated with other planned or existing HR systems; and Business Intelligence/Analytics, a single data repository aggregating data from six enterprise systems and implementing two dashboards: time-to-hire and position turnover for County executives and HR Managers.

## *What quality and productivity programs contribute to your success?*

The Quality and Productivity Commission (QPC) has continued to contribute to the Department's success in meeting its mission, operational goals, and objectives by providing seed money for key initiatives which have improved efficiencies, enhanced service delivery, and increased employee productivity. In recent years the Commission has supported the Department's initiatives by funding:

- PeopleStats - The program continues to serve as DHR's key productivity and performance measure tracking system to help in determining performance standards and resource allocation.
- Recruitment and Selection Pilot for IT Job Classifications - DHR secured the consultant services of CPS HR Consulting (CPS) in August 2016. CPS has collected data/information/practices from the County regarding County processes and procedures used to fill vacancies for a number of IT classifications. CPS is currently completing collection of data/information/practices from external agencies, and will combine this data with internal County-specific information into a comprehensive database. This data will be

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analyzed and used to develop a comparative report that will serve as a basis for identifying best practices that can be implemented by the County for its IT jobs, as well as practices that can be generalized to other County classifications.

- Video Interview Pilot for Countywide Exams– DHR is implementing a pilot project to use video interviewing as a cost effective method to administer examination interviews. The pilot includes considerations of possible future funding sources, candidate experience, infrastructure, and efficiency of administration and scoring of examinations. The Department anticipates the new technology will decrease examination cycle times, increase staff productivity, reduce costs associated with administering interviews; and increase space availability.
- Conversion of Fair Labor Standards Act (FLSA) and Employment Discrimination Training – The Department engaged two vendors to create new eLearning curricula to expand programs previously delivered exclusively on an instructor-led basis. The Commission’s Productivity Investment Fund was used to develop new on-demand eLearning options for employees in the form of two new online mandated courses: FLSA Essentials for Managers and Supervisors (delivered in 2016), and Equal Employment Opportunity (EEO) Challenge (to be implemented in 2017). The availability of eLearning options will improve the County’s compliance, limit potential lawsuits through increased training availability, and gain operational efficiencies by reducing travel time and arranging for classroom training.
- Career PathFinder - The Career PathFinder will be developed as an online, interactive tool for exploring the actual career paths taken by County employees. Supported by analysis of over 250,000 employee records from the past 30 years, the WED division developed a prototype to help employees explore County careers and engage actively in career planning.

***Best practices that could be shared with other departments:***

The Department has been recognized as a center of excellence and a thought leader in the delivery of HR

services by a variety of recognized and prestigious institutions. Below is a sampling of awards for 2015 and 2016 calendar years:

**2015**

- NeoGov Award: Best Management Insight Implementation
- National Association of Counties Achievement Award for Executive Leadership Development Program in the category of Personnel Management, Employee Training and Employee Benefits
- National Association of Counties Achievement Award for Absence Management System in the category of Personnel Management, Employee Training and Employee Benefits

**2016**

- Government Technology: Outstanding IT Project Award for “The Power of Business Intelligence”
- Center for Digital Government: Best Data Analytics/ Business Intelligence Project for HR Data Analysis, BI Project
- American Society for Public Administration: Clarence A. Dykstra Award for Excellence in Government



***Los Angeles County Museum of Art (LACMA)***

Michael Govan, Director  
and Chief Executive Officer  
(Visited February 16, 2017)

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

- The single greatest hurdle at its satellite space at Charles White Elementary School is attributed to challenges in the physical site. Lack of a visible, branded entrance to the gallery and ability to be open during evenings, weekends, and over the summer has minimized the Department’s opportunity to leverage the exhibitions on view and be a truly vital resource for Los Angeles County. The Department is using Productivity Investment Funds to solve these problems by collaborating with an architectural firm to design an inviting entrance accessible from the street and make upgrades to the interior that will result

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in a more professional and safe environment for the display of art. The physical improvements to the site, along with the museum's expertise in providing high-quality art education, will allow the Department to have an even greater impact on the students and engage a broader and more diverse audience from the community.

## *What quality and productivity programs contribute to your success?*

- The formation of new partnerships with County organizations that serve families, adults, and youth during out-of-school time.
- Project design model that includes a pragmatic timeline and procedures for bidding, permitting, and construction, along with other learnings that can be applied to the process of opening LACMA galleries throughout the County.

## *Best practices that could be shared with other departments:*

- The Department has continued to make great strides in executing the Charles White Elementary School Project (CWES), which is in its final stage. Additional layers of complexity have surfaced as the project has evolved. The obstacles encountered have been mostly due to the unique arrangement between the Department and Los Angeles Unified School District (LAUSD). Given that the Department does not own the gallery at CWES, making any kind of change or improvement to the site requires the coordination and cooperation of multiple parties within LAUSD. As the project does not fit squarely into existing District policies and procedures, gaining the required consensus has proven to be the salient hurdle.
- Despite the inherent challenges of working so closely with LAUSD, there have been significant advantages. Through their collaboration, the Department has formalized and strengthened their relationship. There is greater recognition throughout the District of the asset that the Department provides to the school and consequently more internal support. To that end, the museum successfully negotiated three contracts outlining the terms of the collaboration, including a shared use agreement that enables

the Department's efforts in the space for at least another decade.



## *Natural History Museum*

Dr. Lori Bettison-Varga, Director and President  
(Visited May 4, 2017)

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

- The Department continues to deliver a consistent, high quality visitor experience on-site at all three museums with increased focus to reach communities outside of the Museum with educational content about the natural and cultural worlds. In addition, they are working to develop a Strategic Plan to guide them in the future, community engagement, continued increase in attendance, County Department collaboration, building upon research and collection achievements to increase curatorial capacity and scientific discoveries; and urban nature initiative using citizen science to engage community

## *What quality and productivity programs contribute to your success?*

- By using attendance reports, marketing surveys, evaluations, and metrics.

## *Best practices that could be shared with other departments:*

- County departmental collaboration allows the Museum to expand its content reach to other areas of the County boundaries; provide continual focus on the Museum's new Strategic Plan Goals and Objectives that focus on Los Angeles residents and bring the history, culture and nature of Southern California to all our visitors.



## *Parks and Recreation*

John Wicker, Director  
(Visited August 16, 2017)

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

- Implementation of Measure A - The Department of Parks and Recreation (DPR) developed Measure A to address the findings identified in



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the 2016 Countywide Comprehensive Parks and Recreation Needs Assessment (PNA). Measure A was approved by 74.9 percent of voters in November 2016. The emphasis of Measure A is on areas of the County considered to be in high and very high need of park amenities and includes a needs-based hybrid approach to funding through formula-based allocations and competitive grants. To ensure that funds received through Measure A taxes are distributed in an equitable manner and the grant making process is inclusive of entities operating in high and very high need areas, the Department created a 45-member Steering Committee comprised of experts with varied backgrounds associated with parks, open space beaches, river protection and water conservation efforts.

- Risk Management Measures - Drivers within the Department have a higher preventable accident rate than their counterparts with Internal Services Department and Public Works. The Department deployed a cost effective technology solution, National Driving Accountability Program, to promote a safe driving practice and awareness among their drivers. The program includes an adaptive four-hour defensive driving training and a ride along two-hour driving assessment by a contracted assessor aimed at their drivers of most concern.
- Tree Removal - The Department performed a major inspection of most trees last year, identifying those that were dead and had to be removed for safety reasons. As a result of the inspection, as of May 2016, the Department removed 2,533 dead trees caused by the drought out of an abundance of caution. Many of the removed trees also suffered from a bark beetle infestation, resulting from stress to their systems caused by the prolonged drought that made them more susceptible to disease. Furthermore, following last year's inspection, the Department trimmed approximately 200 trees that had broken, damaged or hanging branches. The vast majority of trees removed and trimmed were Sycamore, Oak, Eucalyptus and Pine. The removal and trimming of trees cost \$1.4 million, which was paid for through a Proposition A Grant, as well as the County General Fund.
- Water & Energy Costs - The Department is making every effort to provide green parks while also reducing water costs. The Department has received funding and rebates to implement energy and water conservation projects, including lighting, irrigation flow sensors, smart controller technological upgrades, and infrastructure upgrades for a more efficient irrigation system. The Department continues to seek funding for water and efficiency projects to reduce water and electricity usage and costs while improving lighting and irrigation quality at various park facilities.
- Capital Assets Purchases and Replacement - Capital Assets, such as vehicles, compressors, aerifiers, forklifts and mowers are critical to park services. These are used for facility construction, grounds maintenance, tree trimming and park inspections. Based on the County's seven years of age and older/100,000 miles or more guidelines for replacing vehicles/equipment, the total cost to replace all of DPR's vehicles/equipment that currently meet the guidelines is approximately \$8 million. The Department owns over 60 diesel-powered units which must comply with a mandate from air quality regulators, such as the California Air Resource Board and the South Coast Air Quality Management District, in order to reduce toxic emissions. If the diesel fleet is not replaced by year 2020, the Department could be fined up to \$10,000 per day/vehicle. The Department has been replacing some of these units each fiscal year to meet the mandate.

## *What quality and productivity programs contribute to your success?*

- National Driving Accountability Program (NDAP)- In FY 2011-12, the Department deployed NDAP providing patrons the ability to report unsafe driving habits and promoting a safe-driving culture, improving driver behavior through caller feedback and reducing costs related to risk management. The system stores a voice message related to the vehicle in violation and sends the wave file electronically to management for corrective action.
- Protecting Historic and Cultural Resources - Since 2015, the Department has been working

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with a consultant to identify historic and cultural resources in their golf courses, botanic gardens, and parks. To date, 60 facilities have undergone cultural assessments to evaluate their eligibility for listing in one or more of the National, State or County Historic Registries. The consultant has identified 27 facilities that are eligible for listing in a historic registry. All of this new information will feed into the existing Historic and Cultural Resources database. As a result of this massive study, the Department is working with a consultant to write up a Cultural Resources Management Plan with a supplemental Worker Environmental Awareness Program training video. This plan and training video will ensure that they properly care for their cultural resources while complying with local, state, and federal rules and regulations.

- Los Angeles County Activities Reservation Registration System (LACARRS) - In FY 2009-10, the Department deployed LACARRS allowing patrons to make reservations for their facilities, campsites, picnic sites, etc. In FY 2016-17, the LACARRS system began accepting swim lesson fees for the Department's 30 swimming pools. In FY 2017-18, LACARRS will be used for registration for day camps, mommy and me, afterschool programs, etc., online from their home. The system expands the visibility of facilities, programs and services. With this system, constituents can make reservations for campsites and day use facilities via their mobile devices at anytime and anywhere in the world. LACARRS is in the bidding process to upgrade to a more robust system that will also include league scheduling for sports events.
- SharePoint - SharePoint was deployed in FY 2012-13, allowing field agencies to enter their respective projects into the system promptly. This has improved efficiency and productivity through the ability to provide the Board Deputies with one compressive status report for each project rather than multiple reports with the same information. The Department is currently in the process to upgrade SharePoint to SharePoint Online as part of Microsoft Office 365 implemented by the County.
- Volunteer Programs - The Department's volunteers contribute just under 300,000 hours of service

each year, assisting with many of the programs that they offer at their facilities. From coaching with our various sports programs to arts and crafts programs; from Tiny Tot programs to after-school programs; from conducting tours as a docent at one of our Nature Centers or the Arboretum and Botanic Gardens to being an Ambassador on our many trails as a member of our Mounted Assistance Unit Equestrian Volunteers. Without the assistance and dedication of their volunteers many of their park programs would suffer and be difficult to run effectively.

## ***Best practices that could be shared with other departments:***

- National Driving Accountability Program (NDAP) – With the deployment of the NDAP program, the Department's vehicle incident liabilities have trended down significantly. The Regional Agency Deputy Director has been tasked with reviewing the NDAP Incident Report and discussing the activities at the monthly Directors and Managers meeting. NDAP is a useful tool to keep our employees in line with safe driving responsibility. It raises awareness and increases accountability. The constituents' input has been an important part of the disciplinary process. In addition, the Department is able to utilize the data collected to gear driver training classes to increase safe driving habits.
- Park Report Card - The Department's Park Report Card program allows the public to have direct input regarding their perception of how the Department is doing in regards to five categories of public service and facility maintenance.
- Water and Energy Taskforce – The Department established an Intra Department Water and Energy Conservation Taskforce in 2013 made up of decision makers and subject matter experts from the North, South, East, Regionals and Planning and Development Agency as well as Golf Operations. The Task Force meets on a monthly basis. The Task Force alternates its focus every other meeting between water and energy. Guest speakers are part of each meeting to inform the group on new technologies for operating parks facilities to conserve resources, opportunities for grants and rebates as well as other funding sources, usage of data for projections and methods for

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enhancing efficiencies. Collaborative discussion between agencies and vendors of state of the art products to share successes and procedures as well as future approaches and needs is one of the great assets of the Task Force.

- Landscape Water Conversation Workshops – In response to the Department’s request to promote landscape maintenance staff knowledge of water conservation practices, the Metropolitan Water District and the Southern California Gas Company will sponsor workshops on maintaining water conservation and landscaping with California Friendly Plants.
- Implementation of Recycled Water Conversion at County Parks and Golf Facilities – Development of Mayberry Park’s recycled water project will increase the total number of recycled water projects in the Department to 19. Collaboration with the water purveyor to extend infrastructure in the public roadway to bring the park online, made this project possible. Use of recycled water for irrigation reduces potable water demand by 100 percent. Most parks’ water usage is made up of approximately 80% usage for irrigations.
- The Works - The Call Center staff and manager reviews all reports from various systems on a regular basis to ensure work orders through the mobile application, “The Works” are entered into Maximo and assigns the work orders to the correct agency and shop. The Call Center staff will review and respond back to the user on the status of the work order thru “The Works” application. To date 1,139 Work orders have been entered into Maximo through “The Works” application.



## **Probation**

Terri McDonald, Chief Probation Officer  
(Visited April 17, 2017)

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

- A current Departmental challenge is the continued accumulation of Juvenile Justice Crime Prevention Acts (JJCPA) and Senate Bill 678 (SB 678) funds. The Department has re-established a steering committee which will work to identify gaps in

service, expeditiously develop programs and implement internal controls that will establish timelines and accountability for JJCPA and SB 678 programs. The committee will also track expenditures, provide spending projections and submit information to the Juvenile Justice Coordinating Council regarding anticipated unspent and growth funds.

- Department management is scheduled to participate in best practices site visits with Resource Development Associates (RDA) in the City of New York and Washington D.C. at the end of April 2017. They will observe Neighborhood Opportunity Network (NeOn) satellites in the boroughs of Harlem and the Bronx. NeOn is a network of community organizations, government agencies, local businesses, and community residents focused on connecting probation clients who live in target neighborhoods to opportunities, resources and services. Department management will also participate in presentations regarding the Mayor’s Action Plan (MAP), New York City’s continuum of care model, structured decision making grid and additional site visits to a model juvenile facility, home school site and pre-trial services division.

***Best practices that could be shared with other departments:***

- Maximizing services integration efforts with like Departments has resulted in a more efficient use of resources (for departments with similar missions);
- Enhancing services coordination reduces duplicative efforts and results in a more efficient use of county resources;
- Investing in training of community-based partners expands resources for youth and families in the community and increases the opportunity for positive behavior change;
- Ensure the Departments have systems, practices and protocols that are able to easily share information across appropriate County Departments for youth and families receiving services from multiple County entities;
- Invest in countywide training efforts for community-based organizations to ensure a shared understanding of evidence-based practices most likely to positively impact client behavior;

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- Employ a systematic use of data to measure performance and make decisions about budget allocation, organizational structures, and changes in practices which in effect promote positive organizational and client-level outcomes; and
- Develop a set of measurable goals for which data is collected and assessed using the assessment results to amend/enhance practices in order to meet departmental goals.



## *Public Library*

Skye Patrick, Library Director  
(Visited June 7, 2017)

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

The Library has experienced challenges due to limited resources, including staff shortages and reduced funding, which has resulted in a decreased materials budget and a reduction in hours of service at many of the libraries. Additionally, in the ever-increasing diversity of the communities they serve in the County, the Library has seen the importance of removing barriers and increasing access to services for all. Some of the actions being taken on these matters include the following:

- Expanded Hours - In the Library's continued efforts to eliminate barriers to library use and increase access to resources and services, the Department will increase its annual open hours by over 15,000 or about 8% throughout all districts beginning July 1, 2017. Through the creation of more efficient staffing models, the Library is able to expand service hours to the community without an increase in operating costs.
- Visioning Sessions - A series of five town-hall style gatherings were conducted, encouraging customers to share their thoughts through open and honest discussions, led by Library Director, Skye Patrick, to gather feedback on ways the system could better serve its customers. These Visioning Sessions were held in each of the County's five supervisorial districts, with approximately 350 community members representing different age groups, genders, cultures, professions, and socio-economic statuses.

- Great Read Away/Fine Forgiveness - Three avenues have been established in an effort to alleviate financial obstacles that may prevent customers from continued use of library resources. These programs are: 1) "The Great Read Away" – \$5 reduction of fees for every hour of reading in the library by customers 21 years of age and under; 2) "One Month Amnesty" – allowed customers to return overdue books through the month of May 2017 without paying a fine; and 3) "Process Fee Free Library" – removes the current \$10 processing fee for lost materials.
- Mobile services - In addition to Bookmobiles, the Library has established other mobile services to expand their reach to the various communities throughout the County. Through the use of these services, the Library is able to provide programming to areas that may not otherwise have access to such offerings as well as reduces the need to expend additional resources at library locations in order to provide particular programming.
- Technology Utilization and Interactive Learning Environments - The Library continues to retool their service delivery infrastructure to include technology and access to information for all library users. In the recent past, this has included their Live Homework Help where school-aged children have access to live online support with homework, access to web-based learning like Lynda.com, test preparation tools for standardized testing, and online literacy education for adults.

### *What quality and productivity programs contribute to your success?*

- The Library continues to provide programming online, 24/7 access to their online catalog, and self-checkout kiosks at library locations. Through their continual expansion of services and programs, customers are given more options for using the libraries in their own way.
- The Library has been embracing collaborative opportunities with other Departments and agencies to increase quality access to services and programs. Such teamwork has allowed for their partners to bring resources together and provide services to communities that need it most.

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- The Library's interaction with the Quality and Productivity Commission has assisted in identifying opportunities for innovation and efficiency. The Productivity Investment Fund Board presented the Library with a grant this year to pursue and launch their Reading Machine mobile service. The Library's participation in the PQA program has offered the Department motivation to identify effective Library programs and bring them to light, such as the Lunch at the Library program which won a Top 10 Award in 2016. Through the PQA and Best Practices Report, the Library, like other County Departments, are able to share their successes as well as learn from those of others.
- One of the key things they have seen in the County is the importance of telling their story. The Library has made this one of its strategic initiatives and has placed particular focus on marketing efforts in the last year. Thanks to the Library's Visioning Sessions, the need to market the library became more evident as they found out how little customers knew of existing services and programs, especially what is available to them online. There is also confusion between the County Library and the City of Los Angeles's library system, highlighting the need to continue in their efforts to re-brand the Library and eliminate barriers to their services.

### ***Best practices that could be shared with other departments:***

- Making it a department-wide goal to increase access to services opens staff up to seeking creative and innovative ways to eliminate barriers, while stressing the importance of quality and equity of service.
- Civic engagement through multiple forms of communication and allowing forums of open discourse. This allowed for diverse communities to provide feedback and the results of their visioning sessions helped inform the Library's decision-making on future goals and initiatives.
- Departmental and agency-wide collaboration on viable projects and services allow them to strategically pool their resources for efficient and effective service to the communities they serve.
- Bolstering up their information technology infrastructure and implementing new technologies

to increase and facilitate access to services while enhancing departmental efficiencies.

- Evaluating departmental data as well as Countywide metrics and demographics to predict organizational outcomes, measure successes, adjust services, and inform decision-making.



### ***Public Social Services***

Sheryl L. Spiller, Director  
(Visited July 13, 2017)

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

- Implementing the Los Angeles County Eligibility Automated Determination Evaluation and Reporting Replacement System (LRS) - The Department was challenged with launching the countywide implementation of the LRS. The Department successfully implemented LRS, which represents the most current, modern, and state-of-the-art public assistance system in terms of technological innovation, and one of the largest public assistance eligibility systems in the nation. LRS provides an integrated case management system that streamlines multidisciplinary business processes and consolidates the functionality of various programs by the Department.
- Processing of Medi-Cal Renewals - The Department continues to work with the California Department of Health Care Services (DHCS) to ensure that Medi-Cal renewals are processed timely and accurately post-Affordable Care Act implementation. Through the implementation of various renewal processing strategies, the Department continues to meet the State's 90% performance standard for processing renewals within 30 days. They have also been able to increase the number of renewals through the auto-authorization process, which is an administrative renewal process for Medi-Cal that does not require worker or beneficiary involvement. If information used to determine eligibility can be electronically verified through an interface with the Federal Data Hub, then the renewal date is automatically advanced 12 months and the beneficiary is notified of the action. By January 2017, the Medi-Cal renewals

# Commission Programs and Projects

processing rate was 99% with a retention rate of 78%.

- Prioritizing Housing and Related Services for Homeless Single Adults - The Department has worked collaboratively with the Chief Executive Office (CEO) to provide housing and homeless services to single adults. Through collaborative efforts, the County prioritized the top 5% of the homeless single adults, relative to costs of services received during the most recent 12 months. The Department is working with these single adults to provide them with housing assistance through referrals to the Single Adult Model (SAM) and the General Relief Housing Subsidy and Case Management Project (GRHSCMP).
- Identifying and Maximizing Funding for Homeless Programs - In support of the County's Strategic Homeless Initiatives, the Department continues to identify, maximize and fully utilize funding available for homeless programs. Through effective collaboration with various stakeholders, the Department has successfully accomplished the following:
  - In support of Strategy B1, "Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI," the Department identified additional funding through the implementation of Measure H to increase the subsidy amount from \$400 to \$475 for all homeless single adults participating in the GRHSCMP.
  - The Department continues to generate funding through the Interim Assistance Reimbursement (IAR) program, as a reinvestment to support more individuals receiving rental subsidies. IAR is received from the federal government once the individual has been approved for SSI.
  - In November 2016, the Department augmented the Los Angeles Homeless Services Authority (LAHSA) contract to include \$5 million in one-time Fraud Incentive funding to support Strategy A1, "Homeless Prevention Program for Families."

- The Department identified a maximum of \$6.8 million in ongoing funding for Strategy C4, "Establish a Countywide SSI Advocacy Program for People Experiencing Homeless or at Risk of Homelessness." This includes \$3.4 million in County Services Block Grant – Health Related funding and \$3.4 million in Net County Cost.
- The Department collaborated with the CEO and other County departments to develop a high level implementation project plan, with clear goals, measurable objectives, and an implementation timeline for the five DPSS-led strategic initiatives. The Department accomplished the following for each of the strategic initiatives:
  - Homeless Prevention Program for Families (A1) - In collaboration with LAHSA, the Department developed a two-phase plan to implement an integrated and comprehensive homeless prevention program countywide and successfully implemented the first phase of the plan across all California Work Opportunity and Responsibility to Kids (CalWORKs) district offices.
  - Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI (B1) - In collaboration with the DHS, implemented a plan to increase the number of housing subsidies available countywide and implement stronger assessment practices and intensive case management for disabled GR participants pursuing Supplemental Security Income (SSI).
  - Enhance the CalWORKs Subsidized Employment Program for Homeless Families (C1) - The Department implemented a plan that enhances the existing CalWORKs Transitional Subsidized Employment (TSE) program for up to 500 CalWORKs homeless families to address the unique needs of homeless families.
  - Model Employment Retention Support

# Commission Programs and Projects

Program (D1) - In collaboration with Department of Workforce Development, Aging and Community Services (WDACS), the Department developed the first phase of a two-phase plan to enhance employment retention services for newly-employed homeless and formally homeless individuals.

## *What quality and productivity programs contribute to your success?*

- The PQA Program - The Department has been featured in the PQA Newsletter and Best Practices Report for numerous projects where we have been the recipient of various PQA awards. Projects and staff selected to receive a PQA are highlighted during staff meetings as a motivational tool. This allows the Department to recognize its staff for outstanding achievements and to share with their peers the many reasons one can be recognized.
- Team Work - The Department continues to emphasize teamwork, collaboration and short-term goals to maintain focus on successful outcomes. The Department continues to collaborate routinely with other County Departments and public/private agencies to deliver services in an innovative and effective manner.
- Automation - The successful implementation of the LRS, enhancements to numerous self-service online services available to the public, and expansion of the Customer Service Centers allows the Department to administer effectively over \$1.9 billion in program benefits (CalFresh, CalWORKs, Medi-Cal, GR, etc.) to over 3.5 million constituents.

## *Best practices that could be shared with other departments:*

Some of the successes and lessons learned that can be shared with other County Departments include:

- CSC Simplified Authentication - The Department implemented the CSC Simplified Authentication Project to manage the more than half a million calls CSCs receive on a monthly basis. This enhancement allows the customers to use easy to remember credentials to retrieve general case

information electronically and expeditiously, thus reducing unnecessary follow-ups, repeat telephone calls and district office walk-in traffic.

- State Hearing Video Conferencing - In collaboration with California Department of Social Services, the Department implemented the State Hearing Video Conferencing to allow the customers from the Lancaster and Pomona district offices to attend their state hearing, which is held in downtown Los Angeles, via interactive video-conference rather than in person. Video conferencing allows the customers to exercise their due process closer to home, while saving money associated with driving and parking fees; and supports the County in its continued commitment to improve air and quality-of-life for L.A. County residents.
- Point of Service Scanning (POSS) - The Department enhanced its Electronic Document Management System with the implementation of POSS, which enables Department staff to immediately scan the customers' original documents, such as birth certificates and social security cards, thereby eliminating the wait time for both the customer and worker. The documents are received at the district office lobby directly from the customers, scanned, and returned without the worker having to make photocopies. In addition to providing faster access to case information, POSS reduced costs associated with copiers, paper, and supplies. The shred vendor offers "no cost" services and provides the Department with a monthly rebate averaging between \$5,000 to \$8,000.





# Productivity and Quality Awards



**T**he 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 a Top Award. The Commission honors the Department heads, managers and employees who play a key role in designing and implementing the best creative projects at the PQA awards luncheon.

The County of Los Angeles Quality and Productivity Commission's 31st Annual Productivity and Quality Awards Program, "Celebrating Quality Service" was held on October 18th at the Grand Hall of the Dorothy Chandler Pavilion. Supervisors Mark Ridley-Thomas and Sheila Kuehl, Chief Executive Officer

Sachi A. Hamai, and the Quality and Productivity Commission joined together to honor award winners. Over 550 County employees attended the event. Julio Cesar Ortiz, News Reporter, for Univision Communications, Inc, was this year's Emcee. Julio's enthusiastic personality, professional manner, and unique ability to make each awardee feel special contributed to the overall success of the awards program.

The 60 exceptional projects demonstrate new and better ways of serving the public in Los Angeles County. This year, the Departments reported an estimated total of over \$389 million in cost benefits. Service excellence and cost efficiencies continue to grow through the dedication and hard work of our County managers and employees. Their efforts help ensure the delivery of needed services.

# Message from the PQA Chair



**Evelyn Gutierrez**  
*Chair, PQA Committee*

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

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

In 2017, the Commission's "Celebrating Quality Service" program celebrated its 31st annual celebration of the County's innovative and enhanced productivity programs is a process that is conducted year-round. In partnership with departmental productivity managers, programs and pilot projects that promote innovative and cost savings programs are identified and evaluated for desired outcomes and sustainability.

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

The 2017 review of PQA nominations were conducted at the Marina del Rey community Center. Productivity Managers reviewed 63 innovative projects representing an estimated \$389 million in cost avoidance, cost savings and revenue generation. The Productivity Managers recommended the programs selected as the Top Ten Award winning program for the Commission's review. The Commission then conducted site visits and video tapings of the Top Ten Awardees, as the search for the Eagle Awards (Gold, Silver and Bronze) continued. With the selection of the Eagle Awards, the PQA Committee and productivity managers begin the production of the County's premiere Awards Luncheon held on October 18, 2017 at the Dorothy Chandler Pavilion Grand Hall.

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

We thank our County Departments and Productivity Managers for supporting the Commission and its continued search for productivity enhancing programs and innovative projects that both enhance the quality of life in our diverse communities and enhance productivity.

A handwritten signature in black ink, appearing to read "Evelyn Gutierrez".

**Commissioner Evelyn Gutierrez, Chair**  
Productivity & Quality Awards Committee

# 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*

### ***Team Triage in the ER...Why Wait?***

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

Emergency Room (ER) overcrowding has become a growing problem across the United States. At Harbor UCLA Medical Center, the long wait times for adult ER patients to see a triage nurse or a provider resulted in 1 out of every 7 patients choosing to leave before they were ever seen by a provider. By using the Lean Six Sigma methodology to examine the root causes of long ER wait times and developing a patient-center, Team Triage approach, the Department has decreased the wait time to see a triage nurse from 90 minutes to 25 minutes, and the wait time to see a provider from 109 minutes down to 25 minutes.

This improved process also decreased the number of patients that left the ER without being seen by a provider from 14% down to 2%. Team Triage has also allowed 20 more patients to be seen on a daily basis in the Adult Emergency Room, increasing daily visits from 120 to 140 patients seen daily. This has allowed the Department to not only provide more care to the community, but has also resulted in an estimated increase of \$4.5 million in annual revenue.



# Eagle Award Winners

## *Silver Eagle Award Winner*

### **Jail Mental Health Liaison Program**

Public Defender with District Attorney, Mental Health, and Sheriff

The Public Defender (PD) implemented the Jail Mental Health Liaison (JMHL) program to provide effective, holistic legal representation to incarcerated mentally ill and developmentally disabled clients. This unique program was developed in collaboration with the Department of Mental Health (DMH), the Sheriff, and the District Attorney. Mentally ill PD clients in custody are often incapable of meaningfully communicating with their attorneys, successfully utilizing video conferencing technology and conducting telephone calls. Many clients also have medication challenges, suffer from depression, entertain thoughts of suicide and frequently refuse to come to court. This often results in discipline issues, deterioration of the attorney-client relationship and wasted valuable court time.



In the role of JMHL, a PD Psychiatric Social Worker (PSW) collaborates with DMH and the Sheriff by working in the jail, assessing the client and acting as a direct liaison with the client and attorney. In doing so, the JMHL program proactively and efficiently addresses the client's underlying psychological and medical needs, thereby reducing unnecessary court continuances, delays, and ultimately helping clients move out of the criminal justice system.

## *Bronze Eagle Award Winner*

### **Fur Ever Families: Pets, People and Partnership**

Animal Care and Control

In June 2014, the Department of Animal Care and Control (DACC) initiated an innovative partnership with the American Society for the Prevention of Cruelty to Animals (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

### **A Movement Begins: LA County's Homeless Initiative**

Chief Executive Office with County Counsel, Community Development Commission/Housing Authority, Children and Family Services, Health Services, Mental Health, Public Social Services, Public Health, Probation, Regional Planning, Sheriff, Los Angeles Homeless Services Authority, Alternate Public Defender, Animal Care and Control, Arts Commission, Beaches and Harbors, Child Support Services, Consumer and Business Affairs, District Attorney, Fire, Human Resources, Military and Veterans Affairs, Parks and Recreation, Public Library, Public Works, Registrar-Recorder/County Clerk, LA Superior Court, and Workforce Development, Aging and Community Services

**T**here are 57,794 homeless people in Los Angeles County. Feelings of despair went through the minds of R and J as they drove their car, which doubled as their home. After being priced out of the rental market, the young couple resorted



to couch surfing until forced to live in their vehicle. A Movement Begins: The County's Homeless Initiative (HI) was launched in August 2015 to spearhead a countywide movement to combat homelessness and help people like R and J. To accomplish this, the County conducted an unprecedented, inclusive, and collaborative planning process bringing together over 100 community providers, 30 cities, and 25 County Departments. The comprehensive plan, approved by the Board in February 2016 includes proven strategies grounded in best practices.

## Top Ten Award Winner

### **Housing without Borders**

Community Development Commission/  
Housing Authority

**I**n the midst of Los Angeles County's homeless crisis, the Housing Authority of the County of Los Angeles (HACoLA) implemented groundbreaking initiatives to provide relief to hundreds of homeless individuals and families. The homelessness initiatives implemented through HACoLA's Section 8 and Public Housing programs streamlined Section 8 voucher issuances, established inter-agency agreements with other housing agencies, added a homeless preference to the waitlist, and created the award-winning Landlord Veteran Incentive Program (VIP) and Homeless Incentive Program (HIP). Through the homelessness initiatives, HACoLA has tackled the extraordinarily multi-faceted problem and addressed challenges faced by the County's most vulnerable populations. The agency's efforts have been instrumental in



fulfilling both the County's Homeless Initiative and HACoLA's mission to 'Build Better Lives and Better Neighborhoods.' The agency's efforts have resulted in more than 700 homeless families being housed within 18 months. While HACoLA recognizes that there is still much to do to end homelessness, its recent successes represent a strong foundation, which the agency intends to continue building upon.

# Top Ten Award Winners

## Top Ten Award Winner

### **SOLAR: Bridging Healthcare and Housing**

Community Development Commission/  
Housing Authority with Health Services

**P**rior to 2014, homeless patients in Los Angeles County had very few options outside of going to a shelter following hospital discharge. Without a stable, safe, and clean environment, homeless patients have increased the potential for medical complications and hospital readmission, and cannot sustain recovery from acute illnesses or injuries. In September 2014, in collaboration with the Los Angeles County Second Supervisorial District and the Department of Health Services (DHS), the Community Development Commission of the County of Los Angeles (CDC) facilitated the conversion of a vacant health clinic building into a new recuperative care center, South Los Angeles Recuperative Care (SOLAR). In partnership with DHS, SOLAR, operated by LAMP Community, successfully transitions homeless



patients from hospital discharge to recuperative care, which leads to a permanent supportive housing. Recuperative care services include shelter, meals, case management, and cost effective health monitoring on a daily basis. This innovative program provides relief to the high costs of longer hospital stays and frequent emergency room visits, while providing clients with the care and support they need to recuperate and move towards permanent housing.

## Top Ten Award Winner

### **Employees Secure Records & Achieve Huge Savings!**

Health Services

**T**he Divisions of Health Information Management (HIM) and Facilities Management Division (FMD) at the Department of Health Services (DHS) encountered a policy that was outdated, costly, wasteful of human resources, tied up real estate, created a very large legal liability, made millions of paper medical files vulnerable to loss and theft, and increased the possibility of identity theft and fraudulent billing. DHS faced challenges to the old legal opinion and successfully updated the policy, which resulted in very positive operational improvements and huge savings to the County.

Whereas national standards dictate that medical paper records are safely shredded after they are electronically scanned or generally older than 10 years,



Los Angeles County has been maintaining millions of paper files in perpetuity because of an irrational policy based on outdated legal opinion. DHS-HIM challenged the legal opinion and changed the policy. As a result of updating this policy: 3 million paper files were certified for shredding & recycling, liabilities were eliminated, workers were reassigned to productive jobs, the County is saving money, and the project is being replicated Countywide.

# Top Ten Award Winners

## ***Top Ten Award Winner***

### ***Blazing Trails on the World Wide Web***

Parks and Recreation with National Park Service, California State Parks, Santa Monica Mountains Conservancy, Mountains Recreation and Conservation Authority, Mountains Restoration Trust, and Internal Services

**T**he County of Los Angeles Department of Parks and Recreation (DPR) maintains more than 200 miles of urban, desert, foothill, mountain, and coastline multi-use recreational trails. These trails are used by hikers, bikers, and equestrians, which connect to hundreds of miles of additional trails that are managed by other municipalities. Before the creation of the Trails.lacounty.gov website, it has been challenging for residents to obtain factual information about County trails. Their previous sources of information included hard-to-find paper maps, unofficial websites and word-of-mouth, which in many cases proved inaccurate. Also, the unofficial resources often contained misleading and potentially



unsafe information that put trail users in harm's way. With the launch of this innovative and dynamic trails website, it is a one-stop officially sanctioned, frequently updated, and comprehensive online tool for all trail-related information to serve a rapidly growing population. The website has met the increased public demand for accurate and rapid information available from anywhere in Los Angeles County, relating to hiking, biking, and horseback riding as part of a healthy and recreational outdoor lifestyle.

## ***Top Ten Award Winner***

### ***Think Health LA: Let Your Fingers Do the Walking***

Public Health

**T**hink Health LA (<http://www.thinkhealthla.org/>) is a website made possible by a generous Productivity Investment Fund Grant in 2012. It is user-friendly and a centralized location for the public and public health stakeholders to search for health and quality of life data from multiple sources. Data is displayed with features that make it easily comprehensible and helps the user interpret the information by comparing how Los Angeles County is doing on important health indicators compared with other California counties and state and national targets. The Think Health LA website displays data using Geographic Information Systems maps and allows users to create, print and save reports and graphs. The website further serves as a community health improvement tool.



In addition to providing a one-stop-shop for key public health data, the website contains a library of evidence-based on promising practices that can improve health. Think Health LA is the electronic home for the county's Community Health Improvement Plan and the Community Prevention and Population Health Task Force, the Board-established task force responsible for reporting to the Board on recommendations for health, equity and well-being.

# Top Ten Award Winners

## *Top Ten Award Winner*

### **Adult 101 Life Skills Bootcamp for Teens**

Public Library

**T**eenagers no longer learn the soft skills necessary for success in adulthood in schools, yet survey after survey indicate they are key to both workplace and personal success. Seeking to provide teens the training and knowledge not being offered elsewhere, the Los Angeles County Library developed “Adult 101: Life Skills Bootcamp for Teens,” a workshop series that teaches teens ages 13-18 the 21st Century life skills needed to thrive professional and personally.

The grant-funded series was implemented in 15 of Los Angeles County’s 87 libraries as a pilot program in FY 2015-16 and has since been expanded. Each pilot library offers session on 8 topics: etiquette, financial savvy, nutrition and fitness, personal development,



personal safety, public speaking, social media and cyber smarts, workplace know-how and time management. Specialists were hired to teach classes and help create programs-in-a-box, a self-contained resource enabling program replication without the need to hire a specialist. The workshops also presented an opportunity to partner with community organizations and County Departments, expanding the Library’s reach and accomplishing shared goals.

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

Frank Sinatra



# Commission Special Awards

## ***Changemaker Award***

### ***Caseload Accountability Panel: Promoting Teamwork***

Children and Family Services

**T**he Caseload Accountability Panel (CAP) is a collaborative effort ensuring that caseload reduction is aggressively pursued to improve quality of services provided to children. CAP resulted in the largest hiring effort in the Department of Children and Family's history. This allowed for the recruitment, hiring, and training of over 1,800 new Children's Social Workers (CSWs). This effort resulted in significant caseload reductions for CSWs who are tasked with providing quality care for children and families who are impacted by multiple social issues including poverty, substance abuse, mental health, domestic violence, generational abuse, and medical issues. A reduction to the number of children assigned to a CSW's caseload increases the amount of time a CSW spends



with a child and family allowing the CSW to provide better coordinated care to address not only immediate concerns but the underlying issues triggering at-risk behaviors. By having the time to address these needs, a CSW is able to promote real, lasting change and more importantly, child safety.

## ***Commissioners' Legacy Award***

### ***DPSS Model Office Concept for District Lobbies***

Public Social Services

**T**he Model Office Concept (MOC) was implemented to enhance the customer's experience by reducing wait times through streamlined lobby processes, innovative technology and maximizing self-service options. The benefit of the MOC is that customers who are only in the office for a quick transaction are not waiting around for their case-carrying Eligibility Worker (EW). There are numerous Customer Service Representatives who can assist the client through self-service windows. These efforts realized a significant reduction in customer wait time from 2.5 hours to 30 minutes or less. In addition, an increase in back office staff productivity has been attained as a result of the decrease in office foot traffic. The implementation of MOC provides a



uniform service delivery model to all 31 district offices in the Department of Public Social Services. This new service model gives the customer quick access to their case records without a need to see their case-carrying EW.

# Commission Special Awards

## County Image Enhancement Award

### Library Offers Mobile Makerspaces

Public Library

In 2016, the Los Angeles County Library rolled out its new MākMōs, or Maker Mobiles, vehicles that offered a new delivery system for makerspaces—collaborative environments that promote making, learning, and exploring. These branded vans travel throughout the county, bringing creative Science, Technology, Engineering and Math (STEM) programs to local communities. Intended primarily for kids and teens, but also serving adults, MākMōs provides hands-on learning in computer coding, robotics, engineering and more. Their mobility allows them to service library branches that are unable to offer permanent on-site makerspaces, as well as geographic areas that may not be easily accessible to one of the system’s 87 libraries, community organizations and events that wish to partner with the library, and underserved populations that may not have regular access to STEM learning.



While other libraries have made certain services mobile, like book and bike mobiles, the MākMōs is the first of its kind in Southern California, creating new opportunities for 21st century learning and a forward-thinking, future-oriented solution for learning on-the-go, and eliminating barriers to access.

## Customer Service Award

### Sandbags for Homebound Seniors

Workforce Development, Aging and Community Services with Public Works, Fire, Public Social Services, and Chief Executive Office/Office of Emergency Management

In preparation for the El Niño storms predicted for the winter of 2015-16, a new multi-department Los Angeles County Task Force convened to develop and implement preparedness strategies to keep residents safe from potential torrential rain. During their planning process, the Task Force kept a focus on how to best prepare and serve vulnerable populations in the County. They identified homebound seniors living in their own residences in unincorporated, historical Federal Emergency Management Agency flood zones without the means to prepare their homes for potential flooding as a vulnerable population.

The “Sandbags for Homebound Seniors” pilot program was subsequently designed and implemented to



identify homebound seniors for this service, conduct preemptive on-site property flooding assessments, and deliver and install filled sandbags, at no cost. The pilot was so successful that it was replicated again in the 2016-17 storm season, and will become an ongoing seasonal program. This mitigation project is exemplary and provides value since it preemptively reduces the loss of property, lessens the impact of disasters on a vulnerable population, supports cost avoidance, and shows proactive County government caring for its aging and homebound residents.

# Commission Special Awards

## ***Mega Million Dollar Award***

### ***Team Triage in the ER...Why Wait?***

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

**E**mergency Room (ER) overcrowding has become a growing problem across the United States. At Harbor-UCLA Medical Center, the long wait times for adult ER patients to see a triage nurse or a provider resulted in 1 out of every 7 patients choosing to leave before they were ever seen by a provider. By using the Lean Six Sigma methodology to examine the root causes of long ER wait times and developing a patient-center, Team Triage approach, the Department has decreased the wait time to see a triage nurse from 90 minutes to 25 minutes, and the wait time to see a provider from 109 minutes down to 25 minutes. This improved process also decreased the number of patients that left the ER without being seen by a provider from 14% down to 2%. Team Triage



has also allowed 20 more patients to be seen on a daily basis in the Adult Emergency Room, increasing daily visits from 120 to 140 patients seen daily. This has allowed the Department to not only provide more care to the community, but has also resulted in an estimated increase of \$4.5 million in annual revenue.

## ***Process Improvement Award***

### ***Saving Dollars, Saving Time, Saving Lives***

Health Services (Olive View-UCLA Medical Center, Utilization Management Department)

**O**live View-UCLA Medical Center's (OVMC) new Utilization Management (UM) Department mission and vision is to advance the goals of overall cost-effective healthcare delivery and act as active stewards to the financial responsibilities that support OVMC's aim to deliver high quality, efficient, healthcare to all patients at the right time and right place. By implementing Six Sigma Methodology (SSM), the UM Department has embarked on redesigning the way it provides services to patients, by increasing the scope of services to patient care departments. By listening to the voice of the customer, measuring workload daily, and clarifying roles, UM has identified wide spread variation in the way it historically did and didn't do business. In the past year, UM has addressed and continues to address process inefficiencies, lost opportunities, and significant unnecessary costs.



Using SSM, UM is now organized into three pillars: a) Utilization Review (UR), b) Discharge Coordination (DC); and c) Outpatient Service Coordination (OPSC). By coordinating services in these three pillars and paying close attention to OVMC's outpatient services, UM is now a major contributor to OVMC's patient care and financial future. SSM has helped OVMC improve patient care and flow, revenue generation, and dramatically decreased costs on multiple levels.

# Commission Special Awards

## *Top Ten Award Winner*

### ***A Movement Begins: LA County's Homeless Initiative***

Chief Executive Office with County Counsel, Community Development Commission/Housing Authority, Children and Family Services, Health Services, Mental Health, Public Social Services, Public Health, Probation, Regional Planning, Sheriff, Los Angeles Homeless Services Authority, Alternate Public Defender, Animal Care and Control, Arts Commission, Beaches and Harbors, Child Support Services, Consumer and Business Affairs, District Attorney, Fire, Human Resources, Military and Veterans Affairs, Parks and Recreation, Public Library, Public Works, Registrar-Recorder/County Clerk, LA Superior Court, and Workforce Development, Aging and Community Services

**T**here are 57,794 homeless people in Los Angeles County. Feelings of despair went through the minds of R and J as they drove their car, which doubled as their home. After being priced out of the rental market, the young couple resorted



to couch surfing until forced to live in their vehicle. A Movement Begins: The County's Homeless Initiative (HI) was launched in August 2015 to spearhead a countywide movement to combat homelessness and help people like R and J. To accomplish this, the County conducted an unprecedented, inclusive, and collaborative planning process bringing together over 100 community providers, 30 cities, and 25 County Departments. The comprehensive plan, approved by the Board in February 2016 includes proven strategies grounded in best practices.

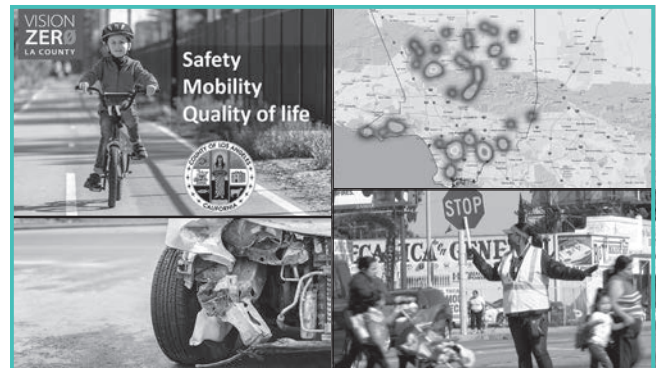
## ***Performance Measurement Award***

### ***Vision Zero Collision Geodatabase***

Public Works

**T**he Vision Zero Collision Geodatabase is a web-based application developed by the Department of Public Works which utilizes the Geographic Information Systems (GIS) to map locations at which traffic collisions have occurred in the unincorporated County areas. Through this powerful tool, corridors experiencing the highest concentrations of collisions can now be readily identified on maps. Such visualization assists with determining the highest traffic safety needs in the unincorporated County areas and prioritizing resources to strategically implement safety enhancements.

The County's newly launched Vision Zero initiative utilizes a multi-disciplinary partnership among various



agencies and stakeholders to comprehensively address traffic safety through engineering, enforcement, education and evaluation strategies. The Geodatabase is essential in evaluating collision data, and focusing initiatives through a data-driven process.

# 2017 Commission Chair Leadership Award

## **Steven J. Golightly, Ph.D.**

*Child Support Services*

**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 **Steven J. Golightly, Ph.D.**, Child Support Services.

The Board of Supervisors appointed Dr. Golightly, Director of the Child Support Services Department (CSSD), in February 2007. He previously served as Chief Deputy of the Department of Public Social Services.

At CSSD, he oversees an agency of 1,500 employees, and a yearly budget upwards of \$173 million dollars. It is the largest, local child support program in the nation, with more than 350,000 cases; and it collects roughly \$450 million in support every year.

He transformed his Department's approach to case management. He keeps a close eye on the numbers, while creating a culture that celebrates employee success.

Prior to joining the County, Dr. Golightly was Region IV Administrator for the U.S. Department of Health and Human Services, where he led the Children and Families Division. Under his leadership, Child Support



*(Left to Right) J. Shawn Landres, Chair, Quality and Productivity Commission, Sheila Kuehl, Third District Supervisor, Steven J. Golightly, Ph.D., Director, Child Support Services, and Mark Ridley-Thomas, Second District Supervisor*

Services earned a Bronze Eagle Award in 2015 for “Predicting Prosperity: It’s Just Analytical.”

The Department also recently opened the most advanced Customer Contact Center in the County.

Congratulations to Dr. Golightly on a well-deserved recognition!

*“I believe that it is a privilege and an honor to be able to somehow help to improve the quality of life for the children and families we touch every day in our work. And as a public servant, I hope sharing the benefits of my experience with my colleagues will help them provide better service to the public, where ever they might serve.”*

**Steven J. Golightly, Ph.D.**  
Director, Child Support Services

# 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 2017. 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 respective 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 2017 and were hosted by The Library, The Agricultural Commissioner/Weights and Measures, Beaches and Harbors, and Rancho Los Amigos Rehabilitation Center. 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 31st Annual Productivity and Quality Awards ceremony was a highly successful Commission and Network partnership. Elizabeth Mendez (Parks and Recreation) and Elisa Vasquez (Community Development Commission/Housing Authority) Co-Chaired this stellar event. The theme, "Celebrating Quality Service," recognized innovative projects that continue to raise the bar in excellence and service delivery to Los Angeles County residents.

The Managers' Network elected another solid slate of energetic Executive Committee members for 2018. Congratulations to our newly elected officers:

- Chair – Jennifer Coultas
- Executive Advisors –  
Stephanie S. Maxberry and Liz Mendez
- 1st Vice Chair – Catherine Mak
- 2nd Vice-Chair – Hsiao-Ching Chen
- Chair, Productivity Investment Board  
Advisory Committee – Susan Linschoten
- PQA Co-Chairs –  
Elisa Vasquez and Elizabeth Mendez
- Training and Education Chair – Inna Sarac

Additionally, we would like to acknowledge the continuing support of the Quality and Productivity 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, Victoria Pipkin-Lane, Laura Perez and Tammy Johnson. The Network will continue to work in partnership with the Quality and Productivity Commission to fulfill the County's strategic goals in 2018.

A handwritten signature in black ink that reads "Jennifer A. Coultas". The signature is fluid and cursive.

**Jennifer Coultas, MSPA**  
*Chair, Quality and Productivity Managers' Network*

# 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.

## 2017 Executive Committee



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



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



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



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



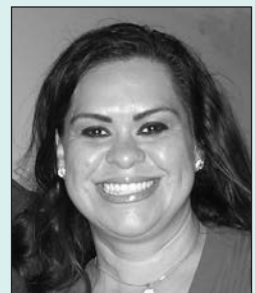
**Stephanie Maxberry**  
*Executive Advisor*  
*Workforce Development, Aging*  
*and Community Services*



**Inna Sarac**  
*Training and Education Chair*  
*Medical Examiner - Coroner*



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



**Elizabeth Mendez**  
*PQA Co-Chair*  
*Parks & Recreation*

# Productivity Manager of the Year

## Dr. Hsiao-Ching Chen

### *Regional Planning*

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

The Commission selected **Dr. Hsiao-Ching Chen**, Productivity Manager from the Department of Regional Planning, as the **2017 Productivity Manager of the Year**.

Dr. Chen is the Acting Assistant Administrative Deputy, for the Department of Regional Planning. In that position, she oversees the Information and Fiscal Services Division with responsibility for contracting, procurement, budget preparation, human resources, GIS and Information Technology.

She was appointed Productivity Manager in 2011, and is currently 2nd Vice-Chair of the Network. Her assignments have included assisting the Chief Deputy with projects which promote integration and consistency. She has designed and implemented efficiency initiatives with one project resulting in a \$70,000 savings in supplies and services. The Department earned Productivity and Quality Awards in 2012 and 2013 for “Bringing Planning Services to Our Communities,” and “GIS-NET3: Analytical Mapping Tools.”

Thank you Dr. Chen for your leadership and support of commission programs and congratulations on a well-deserved recognition.



*(Left to Right) J. Shawn Landres, Chair, Quality and Productivity Commission, Sheila Kuehl, Third District Supervisor, Dr. Hsiao-Ching Chen, Productivity Manager, Regional Planning, and Mark Ridley-Thomas, Second District Supervisor*

*“It has been a great privilege to be given the opportunity to support the Commission.”*

**Dr. Hsiao-Ching Chen**  
**Regional Planning**



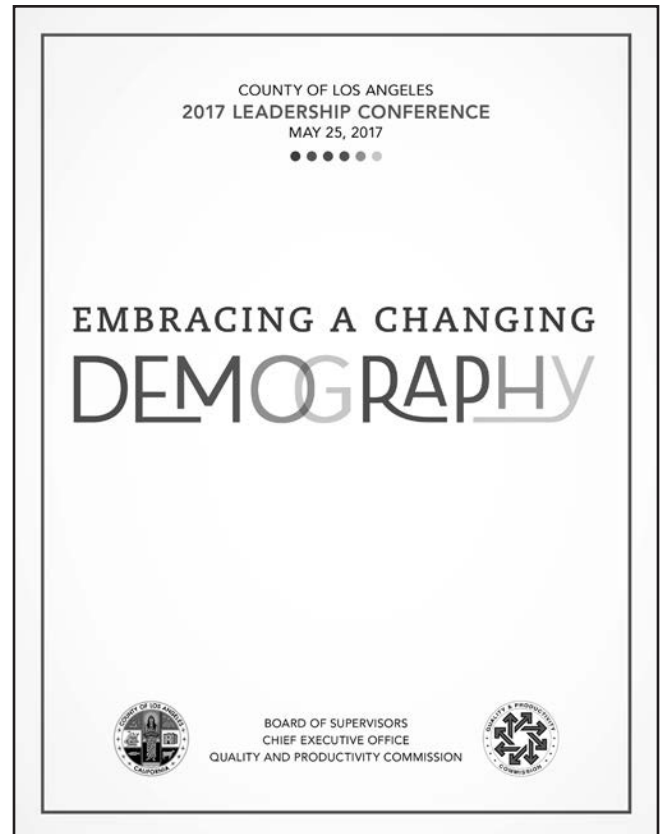
# 2017 Leadership Conference “Embracing a Changing Demography”

The Quality and Productivity Commission hosted the 15th Annual Commissioners’ Leadership Conference, “*Embracing a Changing Demography*” at the Music Center on May 25, 2017.

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

Commissioners, Department heads and managers, were welcomed by **Commission Chair, Shawn Landres** and **Tony Bell** from Supervisor Kathryn Barger’s office. They were followed by the speakers below:

- **Sarah Burd-Sharps, Co-Director, Measure of America** – Who We Really Are.
- **Efrain Escobedo, Vice-President, Civic Engagement and Public Policy**, and **Laura Trejo, General Manager, Los Angeles City Department of Aging** – New Ideas Panel: Generational Demographics. The panel spoke on the needs for Gen “Z”, Millennials, and Boomers and Seniors and how they each are requiring various service tools to address their needs.
- **Laura Zucker, Executive Director, Los Angeles County Arts Commission**, spoke on Cultural Equity and Inclusion.
- **Michael Govan, Director and CEO, Los Angeles County Museum of Art** spoke on the Museums and Community Connections.
- **Jeremy Gray, Assistant Executive Officer, Board of Supervisors** wrapped up the conference by reinforcing the County’s commitment to productivity.
- **Commissioner Shawn Landres** served as Facilitator, **The Rt. Rev. Diane M. Jardine Bruce, Bishop Suffragan of the Episcopal Diocese of Los Angeles**, delivered the Invocation, and **Lt. Tom Giandomenico, U.S. Army Veteran, LACO Sheriff’s Department, Special Enforcement Bureau** 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 “*Embracing a Changing Demography*” in their quest to provide efficient and high quality services for the residents of the County of Los Angeles.

# Shared Practices

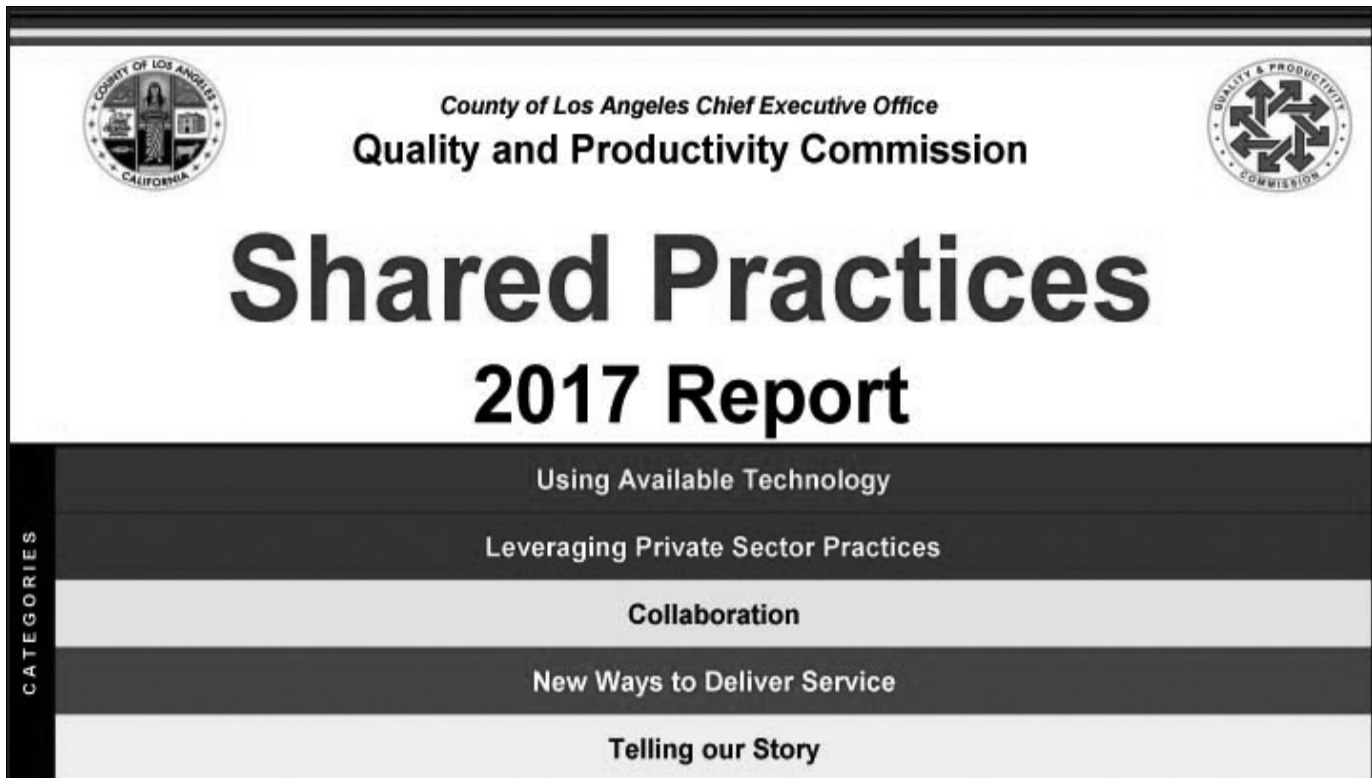
The Shared Practices Report highlights practices used by Departments to solve complex problems, create cost benefits, and provide quality services to our residents. The Quality and Productivity Commission recognizes these innovative practices through the Productivity Investment Fund, Department Visits,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



# Strategic Learning Committee



**William R. Wright**  
*Chair, Strategic Learning  
Committee*

**A**s a result of its 2016-2020 Strategic Plan Update, the Quality and Productivity Commission (QPC) established the Strategic Learning Committee (SLC). This Committee, which has replaced the Strategic Foresight Working Group, 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 SLC gleans learning from these sources, as well as from the Leadership Conference and any special projects, including reports to the Board. 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 reached broad dissemination throughout the County, with pilots and initial scaling-up well under way. A **current trend** is one that may be under broad discussion with a number of promising pilots or interdepartmental collaborations with potential to expand. An **emerging trend** is just that—a promising approach or model that the SLC 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:** Holistic and collaborative government as a preferred approach to problem solving

Holistic government refers to integrated and person-centered service delivery to clients across

departmental boundaries. For example, the Reading Machine, launched by the Public Library through Productivity Investment Fund (PIF) funding, uses a mobile vehicle not only to enhance early childhood literacy in small daycare facilities and privately-run afterschool programs but also to offer eligible families additional County services from other Departments. Health Services has partnered with Mental Health and the Sheriff's Department to improve inmate health care via an innovative, jail-based initiative. While the new Office of Immigrant Affairs is housed in Consumer and Business Affairs, it collaborates across Departments and other County agencies to provide "one-stop shop" services that advance the well-being of all immigrants in the County.

**Current Trend:** Infrastructure for data-driven decision-making and assessment

There has been substantial progress toward creating a countywide culture of performance measurement, data sharing, and open data, including the development of data-driven systems to track performance and outcomes. The Child Support Services Department utilizes a predictive analytics system to assess incoming cases and balance workload. The Assessor launched its Assessor Dashboard, which tracks departmental performance and improves transparency for members of the public seeking property records via the website. The Commission itself has completed two Board-direct special projects related to technology, most recently in "Digital By Default: Leveraging Software as a Service for Accessibility and Impact," which makes recommendations for improved utilization of free and low-cost commercial software and information technology infrastructure services across multiple platforms.

**Emerging Trend:** Innovation as a core competency in local government

In a number of Departments, innovation itself—the creative process of generating new ideas—has become a core operational function, even part of a job title. Registrar-Recorder/County Clerk has deployed Lean Six Sigma processes to encourage continual innovation

# Strategic Learning Committee

among divisions and workgroups; one outcome was a Commission PIF Digital Government Challenge-winning online chat pilot to provide real-time customer support to website users. Harbor-UCLA Medical Center, emergency room and nursing department staff joined forces through a Team Strategies and Tools to Enhance Performance and Patient Safety (Team STEPPS) framework; the result was a dramatic reduction in Emergency Room patient wait times and a corresponding improvement in staff productivity. The commitment to innovation can even accelerate the County ahead of its state and federal counterparts: utilizing emerging technology to enhance business operations, Agricultural Commissioner/Weights and Measures developed an in-house Exotic Pest Detection Management System, which has become the model for the State of California.

As the County pursues its Strategic Plan goal to realize tomorrow's government today, each of these three promising trends—infrastructure for data-driven decision-making, holistic and collaborative government, and innovation as a core competency—is evidence of progress through improved quality and productivity in management, operations, and customer service.

*“Productivity is never an accident.  
It is always the result of a commitment to excellence,  
intelligent planning, and focused effort.”*

Paul J. Meyer

# Executive Staff

## *Office of the Commission*

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

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



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**Laura Perez**  
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(213) 893-0322

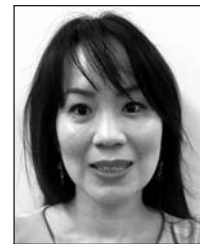
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## *Board of Supervisors, Budget and Fiscal Services Staff*

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



**Ric Macaisa**  
RMacaisa@bos.lacounty.gov



**Mandy Hang**  
MHang@bos.lacounty.gov



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

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

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

# County of Los Angeles Board of Supervisors



Hilda L. Solis  
*Supervisor, First District*



Mark Ridley-Thomas  
*Chairman  
Supervisor, Second District*



Sheila Kuehl  
*Supervisor, Third District*



Janice Hahn  
*Supervisor, Fourth District*



Kathryn Barger  
*Supervisor, Fifth District*

## Chief Executive Office



Sachi A. Hamai  
*Chief Executive Officer*

## Executive Office Board of Supervisors



Lori Glasgow  
*Executive Officer*



[HTTP://QPC.LACOUNTY.GOV](http://qpc.lacounty.gov)