



Los Angeles County
Quality and Productivity Commission
NOTICE OF REGULAR MEETING

County of Los Angeles
Quality and Productivity
Commission

565 Kenneth Hahn
Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Telephone: (213) 974-1361
(213) 974-1390
(213) 893-0322

Website: qpc.lacounty.gov

Chair
Nichelle M. Henderson

First Vice Chair
E. Scott Palmer

Second Vice Chair
Teresa Dreyfuss

Immediate Past Chair
Jacki Bacharach

Chairs Emeriti

Rodney C. Gibson, Ph.D.
J. Shawn Landres, Ph.D.
Edward T. McIntyre

Maxwell Billieon
Viggo Butler
Nancy G. Harris
Huasha Liu
Yasmine-Imani McMorrin
William B. Parent
Jeffrey Jorge Penichet
Dion Rambo
Will Wright

Executive Director
Jackie T. Guevarra, CPA

Program Manager
Laura Perez

Program Support
Tammy Johnson

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"

Monday, April 25, 2022, 10:00 a.m.

Members of the public may participate or listen to the meeting
via telephone at:

Call in Number: (669) 900-9128

Meeting ID: 861 9956 6718

Passcode: 490177

Join Zoom Meeting

https://us02web.zoom.us/j/86199566718?pwd=TG53ejNxaXc0Z0pU
Y1BZUGhuZHdYUT09

Written Public Comment may also be submitted to Jackie Guevarra by
Sunday, April 24, 2022 (received by 4:00 p.m.):

jguevarra@bos.lacounty.gov

*Any information received from the public by Sunday, April 24, 2022 at
4:00 p.m. will become part of the official meeting record.

MEETING AGENDA

- 1. Call to Order.....Commissioner Henderson
2. Assembly Bill 361 Statement.....Commissioner Henderson
3. Approval of the March 14, 2022 meeting minutes
4. Presentation and update by the Internal Services Department (ISD) on
County's procurement transformation efforts (45 minutes).....Michael
Owh, Chief Deputy, and Lawrence Gann, General Manager, Purchasing
& Contracts Services, ISD
5. Presentation and overview by the Chief Executive Office (CEO) Budget
and Operations Management Branch on the County's budget process (45
minutes)...Sheila Williams, Senior Manager, CEO
6. Chair's Report: Administrative Items, Department Visits, Ad Hoc
Committee Status (5 minutes).....Commissioner Henderson
7. Productivity Managers' Network Chair's Report: General Meeting and
Training (2 minutes).....Arman Depanian
8. Executive Director's Report: Commission Events Update, Calendar of
Events, Deadlines, Administrative Items (2 minutes).....Jackie Guevarra

9. Return to In-Person Meetings Discussion (5 minutes).....Commissioner Henderson
10. Leadership Conference Ad Hoc Committee Update (2 minutes)....Commissioner Parent
11. Department Visits Report (*Receive and File*) (2 minutes)Commissioner Palmer
 - Internal Services Department
12. Procurement Ad Hoc Committee Update (2 minutes).....Commissioner Butler
13. Strategic Learning Report Ad Hoc Committee Update (2 minutes)...Commissioner Harris
14. Digitization Ad Hoc Committee Update (2 minutes).....Commissioner Henderson
15. Countywide Criminal Justice Coordination Committee (CCJCC) Update (2 minutes).....Commissioner Henderson
16. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – *For Discussion Only*
17. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – *For Discussion Only*
18. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda. – *For Discussion Only*
19. Public Comment (3 minutes for each speaker)
20. The next full Commission meeting will be held on Monday, April 25, 2022, at 10:00 a.m.

LOBBYIST REGISTRATION

Any person who seeks support or endorsement from the Commission on any official action may be subject to the provisions of Los Angeles County Code, Chapter 2.160 relating to lobbyists. Violation of the lobbyist ordinance may result in a fine and other penalties. For more information, call (213) 974-1093.

ACCOMMODATIONS

Accommodations, American Sign Language (ASL) interpreters, or assisted listening devices are available with at least 3-business days notice before the meeting date. Agendas in Braille and/or alternate formats are available upon request. Please telephone (213) 974-1431 (voice) or (213) 974-1707 (TDD), from 8:00 a.m.-5:00 p.m., Monday through Friday.

SUPPORTING DOCUMENTATION

Supporting documentation can be obtained at the Quality and Productivity Commission Office, 565 Kenneth Hahn Hall of Administration, 500 West Temple Street, Los Angeles, CA 90012 or jquevarra@bos.lacounty.gov.

PUBLIC COMMENT

Commission meetings are open to the public. A member of the public may address the Commission on any Agenda item. In addition, during the General Public Comment item on the agenda, a member of the public has the right to address the Commission on items of interest that are not on the agenda but are within the subject matter jurisdiction of the Commission. A request to address the Commission must be submitted to Commission Staff prior to the item being called. Comments are limited to a total of six (6) minutes per speaker per meeting, at up to two (2) minutes per item. The Commission may further limit public input on any item, based on the number of people requesting to speak and the business of the Commission.



Los Angeles County
QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF
March 14, 2022, at 10:00 a.m.

County of Los Angeles
Quality and Productivity
Commission

565 Kenneth Hahn
Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Telephone: (213) 974-1361
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Website: qpc.lacounty.gov

Virtual Meeting
Join Zoom Meeting

https://us02web.zoom.us/j/82367334245?pwd=dUphMHRrQWlrMTUw
TE1TcEQyT3ZWZz09

Meeting ID: 823 6733 4245

Passcode: 505831

Call in Number: (669) 900-9128

CALL TO ORDER

Nichelle Henderson, Chair, called the meeting of the Quality and Productivity Commission to order at 10:04 a.m. Before taking roll call, she acknowledged the newest Commissioners - Yasmine-Imani McMorrin appointed by the 2nd District and joint Chief Executive Office-Quality and Productivity Commission appointee Dion Rambo. She will have a more proper introduction of the new commissioners later in the meeting.

To ensure there is a quorum for today's meeting, she asked Laura Perez, Program Manager, for a roll call.

THE FOLLOWING COMMISSIONERS WERE PRESENT (TAKEN BY ROLL CALL):

- Viggo Butler
Teresa Dreyfuss
Rodney Gibson
Nancy Harris
Nichelle Henderson
Shawn Landres
Huasha Liu
Edward McIntyre
Yasmine-Imani McMorrin
Blaine Meek
Scott Palmer
William Parent
Jeffrey Penichet
Dion Rambo
William Wright

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Arman Depanian, Chair

ABSENT

- Commissioner Jacki Bacharach
Commissioner Maxwell Billieon
Jackie Guevarra, Executive Director

- Chair: Nichelle M. Henderson
First Vice Chair: E. Scott Palmer
Second Vice Chair: Teresa Dreyfuss
Immediate Past Chair: Jacki Bacharach

- Chairs Emeriti: Rodney C. Gibson, Ph.D.
J. Shawn Landres, Ph.D.
Edward T. McIntyre

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ASSEMBLY BILL (AB) 361 DECLARATION BY THE CHAIR

Before beginning today's meeting, Commissioner Henderson made the following statement regarding AB 361.

As previously reported, the State legislature passed AB 361 to continue to allow broader access through teleconferencing options, consistent with the Governor's executive orders, permitting expanded use of teleconferencing during the COVID-19 pandemic. The Governor signed AB 361 into law on September 16, 2021, which took effect immediately.

On September 28, 2021, the Board of Supervisors (Board) reported that the Board and commissions, task forces, committees, etc., which were either created by the Board, or were created at the Board's direction, and are subject to the Brown Act, will continue to meet via teleconferencing, in compliance with AB 361, while we are under a state of emergency, and while state and local officials continue to recommend measures to promote social distancing. On January 11, 2022, the Board elected to continue meeting under AB 361.

The Board will reconsider the circumstances of the state of emergency to determine whether teleconferencing should continue every 30 days, as required by the law. As such, the Commission will continue "to meet via teleconferencing" in compliance with AB 361 until such time as deemed otherwise by the Board.

OPENING REMARKS

Commissioner Henderson welcomed everyone to the March 14, 2022, meeting and noted the meeting is being recorded. She announced that members of the public could send their questions or comments to Laura Perez during the meeting via email at lperez@bos.lacounty.gov or via the chat feature. Please inform Laura Perez via email or the chat feature which item(s) you have a comment on. Any information received will become part of the official meeting record. She also announced that the opportunity to speak and vote on the agenda items will be taken by roll call.

Members of the public were also given the opportunity to send their comments and questions to Executive Director, Jackie Guevarra, by March 13, 2022, 4:00 p.m. No written comments were received. However, members of the public could continue to send public comment to Laura Perez during the meeting. Any information received will become part of the official meeting record.

APPROVAL OF THE JANUARY 24, 2022, MINUTES

Commissioner McIntyre moved to approve the minutes of January 24, 2022, seconded by Commissioner Dreyfuss. The minutes were approved by the following vote (taken by roll call):

Yes: Commissioners Butler, Dreyfuss, Gibson, Henderson, Landres, Liu, Meek McIntyre, Palmer, Parent, Penichet, Rambo, and Wright
No: None

Abstain: Commissioner McMorris

Commissioner Harris was not present during this item and did not vote.

PRESENTATION OF PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS (FOR DISCUSSION AND POSSIBLE ACTION) AND FUND BALANCE REPORT, FISCAL YEAR 2021-2022, 3RD QUARTER

Fund Balance Report

Commissioner McIntyre reported that two proposals are before the Commission for consideration in the 3rd Quarter of Fiscal Year 2021-2022. As of December 31, 2021, the outstanding PIF fund balance is \$6,054,500. The two proposals being heard today total \$456,200. If both projects are approved today, the fund balance would be \$5,598,300.

PIF Annual and Final Reports

Commissioner McIntyre reported that the PIF Annual and Final Reports were due from County Departments on January 30, 2022. Copies of the reports have been distributed to Commissioners. As protocol, the Productivity Investment Board will review and discuss the reports at the May 23, 2022, meeting. If any Commissioner has questions or comments on these reports, please communicate them to Commission staff who will relay the information to the PIB for discussion.

Presentation of PIF Proposals for Discussion and Action

22.12 – Public Health, for *Home Visiting Integration Project (H-VIP)*, \$181,200 Grant

Dr. Barbara Ferrer, Dr. Deborah Allen, Linda Aragon, Saaran Vidyakumar, Avi Goldenberg, and Catherine Mak were in attendance to support and answer any questions regarding the project.

Commissioner McIntyre reported there is a motion out the Productivity Investment Board (PIB) recommending a \$181,200 Grant.

Commission Parent presented the project. The grant would be used to hire a project coordinator and technical consultant to enhance Los Angeles County's network of pregnancy-through-early childhood home visiting programs, which are hampered by disparate data systems in place across program models.

After discussion and questions, Commissioner Landres moved to approve a \$181,200 grant. He also asked the Department to amend their proposal and remove references to come back to the Commission for funding based on outcomes of the project. The motion was seconded by Commissioner Gibson and approved by the following vote (taken by roll call):

Nos: None

Yes: Commissioners Butler, Dreyfuss, Gibson, Henderson, Landres, Liu, McIntyre, McMorris, Meek, Palmer, Parent, Penichet, Rambo, and Wright

Abstain: None

Commissioner Harris was not present during this item and did not vote.

22.9 – Human Resources for *Situational Judgment Tests*, \$275,000 Grant

Lisa Garrett, Jeremiah McFarland, Joshua Brandt, Pamela Missett, Johan Julin, Roozan Zarifan, Leslie Foxvog and Molly Gonzalez were in attendance to support the proposal and answer questions regarding the project.

Commissioner McIntyre reported there is a motion out the Productivity Investment Board (PIB) recommending a \$275,000 Grant.

Commissioners McIntyre and Henderson presented the project. The grant will be used to purchase an online system to administer Situational Judgment Tests, replacing subjective hiring methods such as interviews.

After discussion and questions, Commissioner Landres moved to amend the motion to approve a \$275,000 recoverable grant. The amendment was seconded by Commissioner Meek and unanimously approved (taken by roll call).

Nos: None

Yes: Commissioners Butler, Dreyfuss, Gibson, Harris, Henderson, Landres, Liu, McIntyre, McMorris, Meek, Palmer, Parent, Penichet, Rambo and Wright

Abstain: None

CHAIR'S REPORT: ADMINISTRATIVE ITEMS, DEPARTMENT VISITS, AD HOC COMMITTEE

Commissioner Henderson reported the following:

- The next biannual meeting with Fesia Davenport, Chief Executive Officer, will be on Friday, March 18, 2022
- In 2021, the commission sent a digitization survey to the Productivity Managers' Network asking for a list of manual processes that could benefit from digitization. We received responses from 18 departments on 510 itemized processes. A Digitization ad hoc Committee consisting of the Chair and Commissioners Jacki Bacharach and Shawn Landres will review the list to identify common trends
- The NFL has a tradition of supporting a "community project: in the host City of the Super Bowl. This year, the City of Inglewood hosted the super bowl, so the NFL, in partnership with LA 84/Play Equity Fund and the Department of Parks and Recreation (DPR) held an official ribbon cutting ceremony for the Mobile Recreation Van, which offers year-round recreational services to communities that are not being served by recreational programs. The Commission funded the Parks and Recreation Mobile Recreation project with a \$159,000 grant. The

ribbon cutting ceremony was held on February 10. Jackie Guevarra and the Chair were invited to attend the ceremony by DPR. It was a great opportunity to highlight the Commission's work and see one of many projects funded

- We welcome two new Commissioners. Commissioner Yasmine-Imani McMorrin, a 2nd District appointee (appointed on December 21, 2021) and Commission Dion Rambo, joint CEO/QPC appointee (appointed on February 15, 2022)
 - Commissioner Yasmine-Imani McMorrin is an attorney, equity advocate, and mom. In November 2020, Yasmine-Imani was elected as a Council Member in Culver City. She is the first Black woman to serve in this capacity. She sits on various Ad hoc committees on the City Council including Education, Housing and Homelessness, and Sustainability, among others. Yasmine-Imani is employed as the Director of Advocacy and Stakeholder engagement for Diversity in Leadership Institute. She is a graduate of the Los Angeles African American Women's Public Policy Institute (LAAAWPPI) and New Leaders Council Los Angeles. She earned a J.D. from Rutgers School of Law and B.A. in Economics from Spelman College (**partial biography**)
 - Commissioner Dion Rambo is the founder and CEO of Rambo House, a full-service marketing firm. His expertise includes public relations, event and media coordination, advertising, branding, and social media marketing. He is also the founder and CEO of TeleHealth Vans, a company he created during the pandemic to solve the problem of lack of access to ongoing mental health services in underserved communities in Los Angeles. TeleHealth Vans has facilitated more than 10,000 telehealth visits with mental health therapists for Los Angeles' low-income community. He was born and raised in South Los Angeles, serves on the Board of Directors of the Food Bank of Southern California, and is a member of the City of Los Angeles Board of Public Works Ad Hoc Business Advisory Committee. (**Partial biography**)
- Commissioner Huasha Liu was recently reappointed as a joint CEO/QPC appointee
- Commissioner Blaine Meek announced his retirement. His last day is April 1, 2022, after 43 years of service to the County. He plans to spend more time with his family.
 - Blaine Meek was appointed to the Quality and Productivity Commission on May 19, 2017. Since 2006, he has served as Chair of the Coalition of County Unions. He also serves as General Counsel for the California Association of Professional Employees and has represented other County Unions. He has a juris doctorate from the Pepperdine University School of Law and earned a Master of Law in Dispute Resolution from the same university. He graduated from Arizona State University with a bachelor's in political science. He is a member of the State Bar of California. Blaine has served in numerous Commission committees, including as Vice Chair of the 2021 Leadership Conference, the Commission's first ever virtual conference. He is this year's Leadership Conference Chair. We wish him well in retirement!

PMN CHAIR'S REPORT: GENERAL MEETING AND TRAINING

Arman Depanian, Chair, reported the following:

- A new Productivity Manager's orientation was held on February 2, 2022. New managers are from Health Services/Rancho, Chief Executive Office, and Superior Court.
- On February 16, 2022, the first PMN General Meeting and Training was held virtually via Zoom
 - Forty-seven Managers attended, including Commissioners Palmer and Billieon, who serve as PMN Co-liaisons for the Commission
 - Edwin Tom and Victor Rafolla, Retirement Benefits Specialists, Los Angeles County Retirement Association (LACERA), gave a presentation on *My LACERA – Connecting with Your Personal Retirement Network.* It was very informative, and Managers appreciated learning about the various services provided on the My LACERA portal and the importance of registering into the system
 - Susan Linschoten and Arman Depanian also gave a presentation on the Productivity Investment Fund (PIF) process.
 - Commissioner Billieon wrapped-up the meeting by providing Commission Announcements, including the dates to the 2022 Leadership Conference and Productivity and Quality Awards (PQA) programs.
- The PMN Executive Committee held a special meeting on March 1, 2022 to discuss questions posed by the PQA ad hoc Committee (e.g., guidelines, awards categories, etc.)
- The Executive Committee will meet again on April 6, 2022. This meeting will include the PQA Ad Hoc Committee Chair. The PMN Executive Committee will also plan the May 4, 2022 PMN General Meeting and Training which includes PQA training

EXECUTIVE DIRECTOR'S REPORT: COMMISSION EVENTS UPDATE, CALENDAR OF EVENTS, DEADLINES, ADMINISTRATIVE ITEMS

Laura Perez, Program Manager, reported on behalf of Jackie T. Guevarra, Executive Director:

- Although the Board approved a continuance of teleconference meetings subject to AB 361, Commission staff has been meeting with the Executive Office to prepare County meeting rooms for hybrid meetings
- Statement of Economic Interests Form 700 are due on April 1, 2022, please complete the electronic forms online before the deadline. If you need to submit a hard copy, please contact Jackie Guevarra, Executive Director
- Kirstin Sakoda, Director, Department of Arts & Culture reached out to Jackie T. Guevarra on March 2, 2022, to discuss the Countywide Cultural Policy Strategy. The Department of Arts and Culture plans to roll out the *Countywide Cultural Policy Strategy Proposals: Expand Arts and Impact with the Quality and Productivity Commission* campaign to encourage County Departments to apply for funding from the Productivity Investment Fund in partnership with the Department of Arts and Culture

- LACMA offered to provide a special tour of two upcoming museum events. So far, 6 Commissioners have expressed an interest. Please respond to Jackie Guevarra with your availability as soon as possible
- Commission staff is working on the Spring Quarterly Newsletter (due out on March 31, 2022), the 2021 Annual Report, 2022 Shared Practices Report, and onboarding two new Commissioners, Yasmine-Imani McMorris and Dion Rambo
- If any Commissioners with outstanding training(s) is experiencing any access issues, they should contact Jackie Guevarra
- The Anti-racism, Diversity, and Inclusion (ARDI) is hosting a series of interactive sessions to help guide the Countywide Racial Equity strategic planning process and implementation efforts. These sessions will kick-off the community engagement activities and are designed to foster dialogue around potential strategic initiatives that will drive the work to eliminate systemic drivers leading to racial gaps in our life course outcomes. Diverse community stakeholder groups are encouraged to attend and provide recommendations and feedback critical to ensuring the development of a well-coordinated and effective plan. Jackie sent the email with the link to register. All Commissioners are welcome to attend!
- Jackie Guevarra would like to thank all Commissioners for signing up for the 2022 Department visits and to those agreeing to lead the visits

TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020) – PROSPER LA UPDATE (AGENDA #8)

Commissioner Nichelle Henderson, Chair, reported the following:

- The report as of December 31, 2021, was issued February 7, 2022 – a copy of the report is included in today's meeting packet
- The next biannual report is as of June 30, 2022

LEADERSHIP CONFERENCE AD HOC COMMITTEE UPDATE (AGENDA #9)

Commissioner Meek, Chair, Leadership Conference ad hoc Committee, gave the following report:

- The conference is scheduled on Wednesday, June 1, 2022, from 9:00 a.m. – 11:30 a.m., at the Music Center. It will be an in-person meeting, subject to Public Health requirements
- The Theme is: *People First: Expanding Possibilities*
- Supervisor Holly Mitchell and CEO Fesia Davenport are confirmed to attend. Keynote speaker from the private industry and guest speaker from labor are both pending. Confirmed County panel speakers include Lisa Garrett, Director of Human Resources (moderator), Erika Anzoategui, Alternate Public Defender, Dr. Jonathan Sherin, Director, Department of Mental Health and Norma Garcia-Gonzales, Director, Department of Parks and Recreation
- Staff are working with the Graphic Arts Unit on the event flyer graphics

DEPARTMENT VISITS AD HOC COMMITTEE UPDATE (AGENDA #10)

Commissioner Palmer, Chair, Department Visit ad hoc Committee, gave the following report:

- There are 16 Department Visits scheduled in 2022
- The visit to the Fire Department has been rescheduled from Thursday, March 24, 2022, to Thursday, April 14, 2022. For those who were originally scheduled to attend, please re-confirm with Tammy Johnson if you can still attend
- Department Visits are scheduled as virtual for now unless departments choose to meet in-person. Commission staff will provide updates as needed
- We have completed 3 Department Visits since February 2022 (District Attorney, Executive Office of the Board of Supervisors, and Internal Services Department)

PROCUREMENT AD HOC COMMITTEE REPORT UPDATE (AGENDA #11)

Commissioner Butler, Chair, Procurement ad hoc Committee, reported the following:

- The ad Committee last met on March 2, 2022. The plan is to draft a Board motion with the Fifth Supervisorial District, with recommendations on how to move the County's procurement transformation forward. The Internal Services Department is supportive of a Board Motion
- Will be asking Dion Rambo to join the ad hoc committee. As a partner of the County, he may have insight into the County's procurement practices and/or bring in best practices from other jurisdictions.
- At the Department Visit with the Internal Services Department on March 10, 2022 the Department provided an update on their efforts to transform existing procurement and contracting processes
- Michael Owh, Chief Deputy Director, plans to provide an update at the Commission's April 25, 2022, meeting on their efforts

STRATEGIC LEARNING REPORT AD HOC COMMITTEE UPDATE (AGENDA #12)

Commissioner Harris, Chair, Strategic Learning Report ad hoc Committee reported the following:

- Thanked the committee members for their time and input. The ad hoc Committee met on March 8, 2022, to finalize the 2021 trends:
 - Mature: Collaboration
 - Current: Remote Work and Anti Racism, Diversity, Equity, and Inclusion
 - Emerging: Digitization
- Jackie Guevarra, Executive Director, is preparing the final draft with the trend description, lead in sentences, and examples selected for the ad hoc Committee's final review
- Gail Bristo, Productivity Manager, Public Defender, recently announced her retirement from the County. The Commission thanks her for her contributions to this year's ad hoc Committee and Operational Trends Report. We wish her well on her retirement

COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC) (AGENDA #13)

Commissioner McIntyre made the following report:

- The CCJCC met on March 9, 2022, at noon. Two presentations were made. The first was on Commercial Sexual Exploitation of Children. Sexually exploited

children should not be treated as criminals, but as victims. The Department of Children and Family Services, Sheriff, and Probation have been collecting data over the last several years. 95% have been touched by the child welfare system. The biggest problem is to get them to testify in court because someone was murdered for testifying. They are trying to make progress on this issue

- The second presentation was on expanding access to Medications for Addiction Treatment among the justice-involved population. People are falling through the cracks

COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA#12) – FOR DISCUSSION ONLY

Commissioner Palmer stated that Los Angeles Fleet Week has been scheduled for Memorial Day Weekend. It also lines up with New York Fleet Week. If anyone is interested, he will send additional information later.

Commissioner Landres stated that there is no update on PQA officially but wanted to let the newer Commissioners to save the date. Laura Perez, Program Manager, stated the Music Center has confirmed the 19th Annual Leadership Conference on Wednesday, June 1, 2022, and the 35th Annual PQA Awards Luncheon on Wednesday, October 12, 2022. Both events will be held in the Grand Ballroom.

COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS, AND/OR DIRECTION OF THE COMMISSION (AGENDA #13) – FOR DISCUSSION ONLY

Commissioner Henderson asked Commissioners to please let staff know in advance whether they will be joining a Commission meeting late, leave early, or be absent from any meetings. If a Commissioner is scheduled to present a proposal during the meeting, it makes it easier for staff to be aware before the meeting starts to avoid any challenges.

MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACE ON A FUTURE AGENDA (AGENDA #14) – FOR DISCUSSION ONLY

None

PUBLIC COMMENT

None

ADJOURNMENT

Commissioner McIntyre moved to adjourn the meeting, seconded by Commission Harris. The meeting adjourned at 12:09 p.m. The next full Commission meeting will be on Monday, April 25, 2022.



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*"To enrich lives through
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March 28, 2022

Mr. Selwyn Hollins
Director
Internal Service Department
1100 N. Eastern Avenue
Los Angeles, CA 90063

Dear Mr. Hollins:

Thank you for a very informative update received at the Quality and Productivity Commission's Department Visit on March 10, 2022. Commissioners commend the Department's "Commitment to SRV" (pronounced 'serve'), a philosophy focused on speed, reliability, and value for improved customer service and customer experience capacity. All employees received training and for some this was the first step to understanding the importance of performance metrics, including developing mapping processes, data charts, score cards, and analyzing and presenting data for decision-making.

Commissioners also support the Department's efforts in response to the Board of Supervisors motion (November 16, 2021) to address the digital divide in the County. Over 365,000 households in the County lack broadband access. The Accelerate Digital Equity initiative will develop the infrastructure necessary to provide low-income residents in the County with affordable, high quality and high speed, sustainable internet service. The Department is the County lead and is partnering with several public and private organizations.

Commissioners appreciated the update on the Digital and Streamlined Contracting and Audit Board initiative to 1) improve and streamline contracting and auditing, including strategies to move processes to standardized, cloud-based processes to reduce duplicative work, ensure transparency, and save money, and 2) use available technology to eliminate the current paper-based system and create a centralized one-stop-shop website. The Department is partnering with the Department of Auditor Controller.

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including in the following areas:

- Implementing the Enterprise Performance and Accountability Service to oversee department-wide adherence to procedural guidelines, professional ethics, standards and accountability, organizational performance, and to improve customer relations



Mr. Selwyn Hollins
March 28, 2022
Page 2

- Establishing a comprehensive telework program which provides employees a flexible remote work schedule (39% worked remotely and 61% were frontline employees who continued to provide services throughout the pandemic)
- Providing cybersecurity solutions to County departments and end-users throughout the pandemic; security egress points increased from approximately 1,000 to 60,000 entry point locations due to remote work
- Developing the American Rescue Plan Act Projects Dashboard, which tracks data on the amounts allocated, use of funds, projected outcomes, number of residents served, jobs created, grants provided, and outcomes achieved

We look forward to working with you as you address challenges that may require other operational enhancements, including:

- Increasing Electric Vehicle infrastructure with approximately 1,000 stations in the pipeline over the next eighteen months
- Reimagining County Procurement which includes a new eProcurement transformation model and entry points for vendor to County contracting and purchasing processes
- Partnering with the Workforce Development, Aging and Community Services (\$25 million grant) and local community colleges to build a green career program and prepare employees to work on sustainability initiatives

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Leticia Perez and Sonia Fernandez. Please contact Jackie Guevarra, Executive Director, at jguevarra@bos.lacounty.gov for additional information.

Sincerely,



NICHELLE HENDERSON
Chair

NMH:JTG

c: Fesia Davenport, Chief Executive Officer
Joseph Nicchitta, Chief Deputy, Chief Executive Office
Celia Zavala, Executive Officer, Board of Supervisors
Jeffrey Levinson, Acting Chief Deputy, Executive Office, Board of Supervisors
Commissioner Jacki Bacharach
Commissioner Viggo Butler
Commissioner Teresa Dreyfuss
Commissioner Edward McIntyre
Commissioner William B. Parent
Commissioner Jeffrey J. Penichet
Arman Depanian, Network Chair
Leticia Perez, Productivity Manager
Sonia Fernandez, Productivity Manager (Alternate)

2021 Operational Trends Report

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

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

To identify and illustrate each finding, the Committee examined Departmental initiatives encountered by the Commission through its diverse programs. The examples below reflect the activities and endeavors noted above.

Mature Trend: Collaboration among County departments and community agencies enhance services and increase productivity and operational efficiencies

In accordance with the County's Strategic Plan mission to "establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities," County departments work collaboratively to implement Board priorities and initiatives. Departments work closely to develop programs and processes, enhance existing services, and encourage operational efficiencies. For example:

- In *Predictive Modeling of the COVID-19 Pandemic* (2021 Productivity and Quality Awards Gold Eagle), the Department of Health Services assembled a multidisciplinary team of collaborators from both within and beyond the County to develop a sophisticated statistical forecasting model. These forecasts served as an early warning system for surge activity and made possible the implementation of mitigation strategies to reduce death and suffering caused by the pandemic.
- The Los Angeles County Museum of Art is partnered with the Department of Mental Health on WeRise LA to commission artists to raise mental health awareness through powerful programming, live performances, immersive workshops, inspiring wellness events and a world-class art exhibition.
- The Department of Public Works, First Supervisorial District, Chief Executive Office, County Counsel, Fire, Public Health, and Regional Planning worked

together on a 232-bed housing project for people experiencing homelessness that were most vulnerable to COVID-19. The *Hilda L. Solis Care First Village* addressed housing insecurity and the mental and behavioral health needs of the most vulnerable residents during the pandemic.

Current Trend: Remote Work and Anti-Racism, Diversity, Equity, and Inclusion play pivotal roles in County government and workplace environment

During the past two years, the County implemented remote work in response to the COVID-19 pandemic. The County also embarked on ensuring the workplace is more diverse, inclusive, and equitable. In response to the COVID-19 pandemic, the County quickly integrated telework into County departments' operational plans, including identifying hoteling opportunities for staff and ensuring availability of Information Technology tools and equipment necessary to support a mobile work force.

On July 21, 2020, the Board adopted a motion to establish an Anti-Racist County Policy agenda and implemented the Anti-Racism, Diversity, and Inclusion (ARDI) initiative. Since then, County departments are working to be more equitable, more inclusive, and more just. The following examples showcase programs that reflect these priorities:

Remote Work

- The Department of Human Resources lead and coordinated the County's widespread implementation of telework during the COVID-19 pandemic to address the safety and health of employees and the public. Up to 44% of the County's 112,000 employees participated in the Emergency Expansion of Telework program (2021 PQA Gold Eagle).
- The Department of Regional Planning implemented remote solutions for un-interrupted services (e.g., phone calls are routed to and answered by planners who telework from home, permit applications are submitted and reviewed online with online payment, virtual counseling appointments, computer network upgrades at field offices to accommodate increased digital case processing and online services, etc.)

Anti-Racism, Diversity and Inclusion

- The Department of Arts and Culture launched the Cultural Equity and Inclusion Initiative (CEII) with thirteen actionable recommendations approved by the Board of Supervisors. It will ensure that everyone in the County has equitable access to arts and culture. The Countywide Cultural Policy—the first of its kind in the nation—requires all County departments to provide services, conduct internal operations, and operate facilities in a manner that supports cultural equity.
- The Department of Beaches and Harbors launch of the world's first Beach Emergency Evacuation Lights System (BEELS) for the deaf and hearing-impaired community at Torrance Beach in June 2021. The Department also plans to expand BEELS along the coastline and install a computer system at the Visitors' Center in Marina del Rey where hearing-impaired visitors and Visitors' Center staff can

connect directly to someone who will help the two communicate with American Sign Language.

- The Registrar-Recorder/County Clerk received the U.S. Election Assistance Commission (EAC) Clearing House Awards, the only jurisdiction in the country to win two awards for Improving Accessibility for Voters with Disabilities: Flex Vote Center Program and Outstanding Innovations in Election Cybersecurity and Technology.

Emerging Trend: Digitization transforms how information and documents are accessed and shared and enhances service delivery and increases efficiency

The County embraces digital government for the benefit of its internal customers, communities, and residents. It must leverage technological business solutions to enable County departments meet their core missions efficiently and effectively, transform how information is protected and shared, and enhance their business operations. Digitization eliminates the need for physical storage, safeguards documents, provides recovery in the event of a natural disaster, and increases employee productivity by reducing manual and paper-based processes. The following examples showcase digitization at work in the County:

- The Department of Human Resources developed and implemented the Electronic Personnel Digitization and Records Management (ePR) system, a central, online repository of Countywide personnel files and records. To date, the Department has digitized over 17 million employee personnel documents in ePR.
- The Department of Public Health is implementing an electronic plan review system, which will replace the outdated paper-based plan review system currently in place. The electronic system would eliminate the need to have in-person plan review services, to process bulky paper plans, and the need for special storage space to meet record retention requirements.
- The Department of Public Works is expanding the use of technology for services such as online permitting, entitlement, and project inspection, electronic plan checking and e-filing systems, and preservation of historical photographic documentation.

As the County pursues its Strategic Plan goals to *make investments that transform lives, foster vibrant and resilient communities, and realize tomorrow's government today*, each of these promising trends – collaboration, remote work, anti-racism/diversity/equity/inclusion, and digitization – is evidence of improving quality and productivity countywide in fulfillment of the County's continuing mission and advancement of the Board's core priorities.



Rod Gibson
Chair, Strategic Learning Report Ad Hoc Committee