

**Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"**

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - "FASTER, CHEAPER, BETTER"

DATE OF IMPLEMENTATION/ADOPTION: JULY 1, 2017

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

PROJECT STATUS: X Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes X No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.



1
2
3
4
5
6
7
8
9
10
11
12
13
14
15

The Auditor-Controller (A-C), in collaboration with the Board of Supervisors (Board), Audit Committee Deputies, and client departments, completely redesigned and reengineered the format and function of audit, compliance, and investigative reports to make them substantially clearer, more concise, and more effective. The A-C's prior reports were long, wordy, and contained no clear indication of which reports and which recommendations were more significant and required immediate attention. The report redesign addressed these issues by adding priority rankings to focus readers' attention on the most critical findings, a report cover page that clearly presents the priority rankings, and a one-page summary fact sheet that serves as a briefing document. Additionally, audit results are now presented in a table instead of a multiple page narrative, thereby facilitating ease of Board and other client use, and substantially reducing auditor time and the associated cost needed to write and edit a lengthy report. The A-C's innovations were promoted as "Best Practices" in a recent Institute of Internal Auditors webinar presented by the Audit Committee Chair and the Assistant Auditor-Controller to over 700 participants nationwide.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$1,017,872	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS LA County Department of Auditor-Controller 500 W. Temple St., Suite 525 Los Angeles, CA 90012		TELEPHONE NUMBER 213-974-0383
PROGRAM MANAGER'S NAME Dr. Peter Hughes		TELEPHONE NUMBER 213-974-8484 EMAIL phughes@auditor.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0922 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Susan Linschoten 	DATE 6/28/18	TELEPHONE NUMBER 213-974-8361 EMAIL dmaycumber@auditor.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE John Naimo 	DATE 6/29/18	TELEPHONE NUMBER 213-974-8302

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - “FASTER, CHEAPER, BETTER”

1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame.**

BACKGROUND

The Board of Supervisors (Board) relies on the Auditor-Controller’s (A-C) audit, monitoring, and investigative services to advise them of risks and vulnerabilities in controls, practices, and procedures, inefficiencies in business processes, and fraud throughout the County. The insights and assurances provided by the A-C are an essential resource to assist the Board with its stewardship of a \$30 billion budget and the delivery of critical life-enhancing and life-saving safety-net services to the community.

Out of over 100,000 County employees, the A-C, with its 150 auditors and investigators, is the only group directly chartered by the Board to assess the control and business risks for all 37 County departments. The A-C’s three assurance divisions produce over 200 audit, monitoring, and investigative reports each year, or almost one report per work day. The Audit Committee and departmental leadership use the reports as their primary source of information to identify and correct control deficiencies that, if unaddressed, could lead to material errors, service disruptions, omissions, misappropriations, fines, lawsuits, disallowances, suspension of federal and State funding, and/or reputational damage.

CHALLENGES

Audit objectives and report format, content, and style had not changed in almost 40 years. The A-C’s reports were long, wordy, and contained no clear indication of which reports and which recommendations were more significant and required immediate attention. As such, the A-C identified the need to reengineer its long-standing reporting formats to ones that were faster and cheaper to produce, and provided a better template for quick client review and understanding. Most significantly, we identified the need for a ranking of audit recommendations and allegations of waste, fraud and abuse to distinguish the relative significance of control weaknesses identified in an audit or investigation. The absence of such a ranking in the past greatly hindered the Audit Committee’s, contractors’, and some departmental management’s ability to effectively and efficiently prioritize budget and staffing resources to correct the highest vulnerabilities first. It should be noted that this will significantly enhance the practices of even those departments that effectively resolved these types of issues.

As a result of this confusion over priorities, follow-up audits revealed that, in some cases, management had taken little or no corrective action to remedy serious control weaknesses, despite having years to correct them. Subsequent audits frequently noted a worsening of the uncorrected control weaknesses. This underscored the

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - “FASTER, CHEAPER, BETTER”

need for assigning a priority ranking to control weaknesses to enable all parties to immediately assign requisite resources to resolve the greatest vulnerabilities first.

SOLUTION

The A-C, the Board's Audit Committee, and client departments' management, collaboratively developed and implemented “Customer-Centric” innovations to audit and compliance reports that make the reports much more effective and timely for our clients and constituents. These innovations include:

1. **Priority Rankings** – Ranking audit recommendations to ensure the most important and/or time-sensitive corrective actions are implemented first.
2. **Cover Page** – Audit reports now have an innovative cover page that clearly displays the number of recommendations in the report differentiated by three levels of priority ranking, providing the Board, departments, and the public with a quick and prominent depiction of the relative significance of each audit report.
3. **Fact Sheet** – The one-page Fact Sheet can serve as a briefing document to quickly update decision-makers about the most prominent and serious audit findings.
4. **Table of Findings and Recommendations** – Instead of lengthy, complex, and multi-sectional reports, audit results are now succinctly presented in a well-organized table with minimal narrative. As such, less auditor time is devoted to writing, editing, and reviewing, and clients save time as the redesigned reports quickly direct their attention to areas of greatest relative risk in a table that is easy to understand and use.

The purpose of these innovations is to create reports that provide information in an easy-to-access and reader-friendly format that the Board, Audit Committee Deputies, departmental management, and County contractors need to quickly correct serious control weaknesses and service delivery deficiencies.

BENEFITS

These dynamic and robust innovations have transformed audit and monitoring report content, focus, and formatting to now be entirely “Board/Management-Centric.” Reports now provide decision-makers with unambiguous and relevant information for more effective oversight and timely corrective actions. Concurrently, reports are visually pleasing and quick to read. In addition, assigning objective and uniform priority rankings to recommendations clearly and prominently highlights the relative risk of each deficiency, as well as the overall significance of the report based on the number of identified high-risk issues.

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - “FASTER, CHEAPER, BETTER”

1. **Customer Time savings** – A recent survey of Audit Division’s report customers (e.g., Audit Committee Deputies and departmental managers) resulted in an estimate that the new Customer-Centric audit reports save our County customers at least **\$486,000 per year**.
2. **Auditor Time Savings** – The time required for Audit Division managers and staff to write and edit reports decreased by an estimated average of 100 hours per report. This reduces audit costs by an average of \$9,066 per report for a savings of at least **\$531,872 per year**.
3. **Transparency** - The use of priority rankings better fulfills the Board's commitment to transparency, accountability, and stewardship by providing greater visibility and clarity to the public regarding the nature and importance of control weaknesses.
4. **Customer Education** - Priority rankings give readers a better appreciation of the distinctions between types of control weaknesses than the prior reports that provided no indication of which findings were more significant.
5. **Ease of Updating Management** – Instead of devoting time to write their own summary of an audit, staff can “tear off” the one-page Fact Sheet to use as a briefing document to update management on the key results of an audit. If they do not have time to read the entire audit, the Fact Sheet provides them with a comprehensive but concise summary of “need-to-know” information.
6. **Decreased Risk** – Because departmental managers and contractors know which recommendations are of higher priority and importance and are given timelines to implement corrective actions, they are more likely to promptly correct issues that carry the highest risk to the County, which reduces the likelihood of theft, fines, disallowances, or failed services.

Reporting That Count\$ has resulted in “Customer-Centric” reports that save time, reduce risk, and increase transparency. Audit Committee members, departmental managers, and County contractors have stated that they “love” the new report format because it focuses their time on the most critical issues so they can ensure that the most serious control weaknesses are corrected timely and effectively, in a manner visible or “transparent” to the public. This transparency is important for maintaining trust that the Board is vigilantly watching over the public’s best interests. In fact, our reengineered audit reports are now considered a “Best Practice” by the international association that regulates internal auditing, The Institute of Internal Auditors. In summary, “Customer-Centric” reports have made the A-C’s audit, monitoring, and investigative services **Faster, Cheaper, and Better**.

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - “FASTER, CHEAPER, BETTER”

Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

Reporting That Count\$ supports County Strategic Plan goal III.3: *Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability. Continually assess our efficiency and effectiveness, maximize and leverage resources, and hold ourselves accountable.*

The redesigned report format, fact sheet, cover page, and priority rankings provide critical information in an easy to comprehend report, and promote the following:

1. **Operational Effectiveness** – The reengineered reports assist Audit Committee members and departmental management to:
 - Save time reading and understanding reports.
 - Better focus their limited time and staff resources on first correcting audit findings with the greatest risk exposure, thus increasing effectiveness and reducing the County’s overall risk exposure.
2. **Fiscal Responsibility** – The new reports promote the County’s fiscal sustainability by:
 - Substantially reducing the time and associated cost for Audit Committee Deputies and departmental management to read audit, compliance, and investigative reports.
 - Substantially reducing the time and cost for auditors to write and edit audit reports.
 - Increasing the likelihood that audit findings identifying vulnerabilities that could result in significant financial loss to the County are corrected timely and effectively.
3. **Accountability** – The use of Priority Rankings better fulfills and demonstrates the Board’s oversight and stewardship over County funds and services and helps maintain the public’s trust by:
 - Providing greater visibility to the public regarding the audits performed of critical County resources and programs and the relative seriousness of control weaknesses noted and corrected.
 - Holding departmental management accountable and responsible for fulfilling their responsibility to establish strong controls and processes sufficient to protect the County’s assets and to provide critical services to the community.

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - "FASTER, CHEAPER, BETTER"

COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$1,017,872	\$	\$	<input checked="" type="checkbox"/>

ANNUAL= 12 MONTHS ONLY

Annual Reduction of Auditor-Controller Labor Costs – Audit Division

Reduction in hours per report	Annual reports issued	Portion to which cost savings apply	Hours saved per year	Hourly rate	Annual Savings
100	88	0.67	5866.67	\$90.66	\$531,872

Explanation of cost savings calculation:

- Audit Division managers/staff save 100 hours writing/editing each report.
- Audit Division issued 88 reports in FY 2017-18.
- The cost savings apply to approximately 2/3, or .67, of all reports issued.
- Hours saved per year = 100 hours x (88 reports x .67) = 5,866.67 hours.
- Hourly rate is average salary plus avoidable benefits for Audit Division staff.
- 5,866.67 hours x hourly rate of \$90.66 = \$531,872 annual savings.

Annual Reduction of Labor Costs for County Audit Report Users

Average Reduction in hours per person per month based on survey	Months	Annual hours saved per person	Hourly rate	Number of report users	Annual Savings
6 hours	12	72 hours	\$150.00	45	\$ 486,000

Explanation of cost savings calculation:

- In a survey we conducted, audit report users reported an average time savings of six hours per month due to the reengineered reports.
- 6 hours x 12 months per year = 72 hours saved each year per report user.
- Hourly rate is a conservative estimate of average salaries plus benefits for Board Deputies, departmental managers, and other key personnel.
- Estimated average 45 report users each month, including five Audit Committee Board Deputies and four managers/key staff per month for the ten largest departments.

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - "FASTER, CHEAPER, BETTER"

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS FIRST SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE JAMES BLUNT EMAIL: jblunt@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE HILDA L. SOLIS
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS SECOND SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE DORINNE JORDAN EMAIL: djordan@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE MARK RIDLEY-THOMAS
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS THIRD SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE TORIE OSBORNE EMAIL: tosborne@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE SHEILA KUEHL
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS FOURTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE DARITZA GONZALEZ EMAIL: dgonzalez@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE JANICE HAHN
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS FIFTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE ALISON MENDES EMAIL: amendes@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE KATHRYN BARGER
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS DEPARTMENT OF CHILDREN AND FAMILY SERVICES 425 SHATTO PLACE LOS ANGELES, CA 90020	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE ARMAN DEPANIAN EMAIL: depana@dcfs.lacounty.gov	DEPARTMENT HEAD'S NAME AND SIGNATURE BOBBY CAGLE pinquries@dcfs.lacounty.gov

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):
NAME OF PROJECT: REPORTING THAT COUNT\$ - "FASTER, CHEAPER, BETTER"

DEPARTMENT NO. 8 NAME AND COMPLETE ADDRESS
 WORKFORCE DEVELOPMENT, AGING & COMMUNITY SERVICES
 3175 WEST SIXTH ST. 3RD FLR.
 LOS ANGELES, CA 90020

<p>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE  STEPHANIE MAXBERRY EMAIL: smaxberry@wdacs.lacounty.gov</p>	<p>DEPARTMENT HEAD'S NAME AND SIGNATURE  CYNTHIA D. BANKS EMAIL: info@cssd.lacounty.gov</p>
---	---

DEPARTMENT NO. 9 NAME AND COMPLETE ADDRESS
 DEPARTMENT OF HEALTH SERVICES
 313 N FIGUEROA ST., RM 912
 LOS ANGELES, CA 90012

<p>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE  LISA FINKELSTEIN EMAIL: lfinkelstein@dhs.lacounty.gov</p>	<p>DEPARTMENT HEAD'S NAME AND SIGNATURE  CHRISTINA R. GHALY <i>H. D.</i> EMAIL: dhsportal@dhs.lacounty.gov</p>
---	--

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”



2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - “FASTER, CHEAPER, BETTER”

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS FIRST SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE JAMES BLUNT EMAIL: jblunt@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE HILDA L. SOLIS
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS SECOND SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE  DORINNE JORDAN EMAIL: djordan@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE  MARK RIDLEY-THOMAS
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS THIRD SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE TORIE OSBORNE EMAIL: tosborne@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE SHEILA KUEHL
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS FOURTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE DARITZA GONZALEZ EMAIL: dgonzalez@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE JANICE HAHN
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS FIFTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE ALISON MENDES EMAIL: amendes@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE KATHRYN BARGER
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS DEPARTMENT OF CHILDREN AND FAMILY SERVICES 425 SHATTO PLACE LOS ANGELES, CA 90020	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE ARMAN DEPANIAN EMAIL: depana@dcfs.lacounty.gov	DEPARTMENT HEAD’S NAME AND SIGNATURE BOBBY CAGLE pinquries@dcfs.lacounty.gov


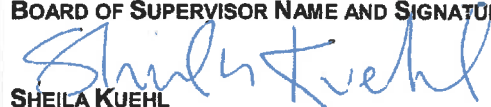
Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):
NAME OF PROJECT: REPORTING THAT COUNT\$ - "FASTER, CHEAPER, BETTER"

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS	
FIRST SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	BOARD OF SUPERVISOR NAME AND SIGNATURE
JAMES BLUNT EMAIL: jblunt@bos.lacounty.gov	HILDA L. SOLIS
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
SECOND SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	BOARD OF SUPERVISOR NAME AND SIGNATURE
DORINNE JORDAN EMAIL: djordan@bos.lacounty.gov	MARK RIDLEY-THOMAS
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
THIRD SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	BOARD OF SUPERVISOR NAME AND SIGNATURE
TORIE OSBORNE  EMAIL: tosbornj@bos.lacounty.gov	 SHEILA KUEHL
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
FOURTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	BOARD OF SUPERVISOR NAME AND SIGNATURE
DARITZA GONZALEZ EMAIL: dgonzalez@bos.lacounty.gov	JANICE HAHN
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
FIFTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	BOARD OF SUPERVISOR NAME AND SIGNATURE
ALISON MENDES EMAIL: amendes@bos.lacounty.gov	KATHRYN BARGER
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS	
DEPARTMENT OF CHILDREN AND FAMILY SERVICES	
425 SHATTO PLACE LOS ANGELES, CA 90020	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
ARMAN DEPANIAN EMAIL: depana@dcfs.lacounty.gov	BOBBY CAGLE pinquiries@dcfs.lacounty.gov

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”

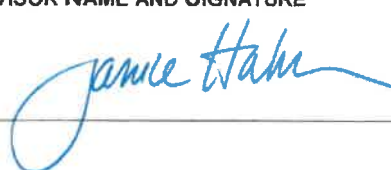
2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - “FASTER, CHEAPER, BETTER”

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS FIRST SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE JAMES BLUNT EMAIL: jblunt@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE HILDA L. SOLIS
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS SECOND SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE DORINNE JORDAN EMAIL: djordan@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE MARK RIDLEY-THOMAS
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS THIRD SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE TORIE OSBORNE EMAIL: tosborne@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE SHEILA KUEHL
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS FOURTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE  DARITZA GONZALEZ EMAIL: dgonzalez@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE JANICE HAHN 
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS FIFTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE ALISON MENDES EMAIL: amendes@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE KATHRYN BARGER
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS DEPARTMENT OF CHILDREN AND FAMILY SERVICES 425 SHATTO PLACE LOS ANGELES, CA 90020	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE ARMAN DEPANIAN EMAIL: depana@dcfs.lacounty.gov	DEPARTMENT HEAD’S NAME AND SIGNATURE BOBBY CAGLE pinquiries@dcfs.lacounty.gov

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”



2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - “FASTER, CHEAPER, BETTER”

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

<u>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</u> FIRST SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE JAMES BLUNT EMAIL: iblunt@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE HILDA L. SOLIS
<u>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</u> SECOND SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE DORINNE JORDAN EMAIL: djordan@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE MARK RIDLEY-THOMAS
<u>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</u> THIRD SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE TORIE OSBORNE EMAIL: tosborne@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE SHEILA KUEHL
<u>DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS</u> FOURTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE DARITZA GONZALEZ EMAIL: dgonzalez@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE JANICE HAHN
<u>DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS</u> FIFTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE  ALISON MENDES EMAIL: amendes@bos.lacounty.gov	BOARD OF SUPERVISOR NAME AND SIGNATURE  KATHRYN BARGER
<u>DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS</u> DEPARTMENT OF CHILDREN AND FAMILY SERVICES 425 SHATTO PLACE LOS ANGELES, CA 90020	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE ARMAN DEPANIAN EMAIL: depana@dcfs.lacounty.gov	DEPARTMENT HEAD’S NAME AND SIGNATURE BOBBY CAGLE pinquiries@dcfs.lacounty.gov

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
“Innovating for Impact”


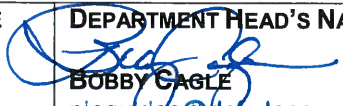
2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: REPORTING THAT COUNT\$ - “FASTER, CHEAPER, BETTER”

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS	
FIRST SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	BOARD OF SUPERVISOR NAME AND SIGNATURE
JAMES BLUNT EMAIL: jblunt@bos.lacounty.gov	HILDA L. SOLIS
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
SECOND SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	BOARD OF SUPERVISOR NAME AND SIGNATURE
DORINNE JORDAN EMAIL: djordan@bos.lacounty.gov	MARK RIDLEY-THOMAS
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
THIRD SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	BOARD OF SUPERVISOR NAME AND SIGNATURE
TORIE OSBORNE EMAIL: tosborne@bos.lacounty.gov	SHEILA KUEHL
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
FOURTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	BOARD OF SUPERVISOR NAME AND SIGNATURE
DARITZA GONZALEZ EMAIL: dgonzalez@bos.lacounty.gov	JANICE HAHN
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
FIFTH SUPERVISORIAL DISTRICT	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	BOARD OF SUPERVISOR NAME AND SIGNATURE
ALISON MENDES EMAIL: amendes@bos.lacounty.gov	KATHRYN BARGER
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS	
DEPARTMENT OF CHILDREN AND FAMILY SERVICES	
425 SHATTO PLACE LOS ANGELES, CA 90020	
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE	DEPARTMENT HEAD’S NAME AND SIGNATURE
 ARMAN DEPANIAN EMAIL: depana@dcfs.lacounty.gov	 BOBBY CAGLE pinquities@dcfs.lacounty.gov