

**Quality and Productivity Commission Meeting
Minutes of August 13, 2018**



PRESENT:

Viggo Butler
Andres Cuervo
Rodney Gibson
Evelyn Gutierrez
Jot Hollenbeck

Shawn Landres
Huasha Liu
Edward McIntyre
Will Wright

**County of Los Angeles
Quality and Productivity
Commission**

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ABSENT:

Jacki Bacharach
Nancy Harris
Blaine J. Meek
Jeffrey Penichet

Chair

J. Shawn Landres, Ph.D.
1st Vice-Chair
Huasha Liu
2nd Vice-Chair
Jot Hollenbeck
Immediate Past Chair
Rodney C. Gibson, Ph.D.

PMN

Jennifer Coultas

Chair Emeritus

Edward T. McIntyre

CALL TO ORDER

The Chair called the regular meeting of the Quality and Productivity Commission to order at 9:01 a.m. in Room 743 of the Kenneth Hahn Hall of Administration.

Jacki Bacharach
Viggo Butler
Andrés Cuervo
Evelyn Gutierrez
Nancy G. Harris
Blaine J. Meek
Jeffrey Jorge Penichet
Will Wright

Commissioner Landres reported that seven proposals are before the commission for approval. Due to time constraints, proposals will be given a half hour each to present including, a brief update and one question from each commissioner will be tabled after discussion.

APPROVAL OF THE MINUTES OF JUNE 18, 2018 AND JULY 23, 2018

On motion by Commissioner McIntyre, seconded by Commissioner Wright, the minutes of June 18, 2018 were unanimously approved.

Executive Director
Jackie T. Guevarra

Program Manager
Laura Perez

On motion by Commissioner Gibson, seconded by Commissioner Liu, the minutes of July 23, 2018 were unanimously approved.

Program Support
Tammy Johnson

REPORT ON PRODUCTIVITY INVESTMENT FUND PROPOSALS FOR FISCAL YEAR 2018-2019, 1st QUARTER

Commissioner Gibson reported that seven proposals are before the Commission for consideration.



19.1 - Natural History Museum of LACO, for A Mobile-Forward Website Transformation, \$225,000 Grant.

***"To enrich lives through
effective and caring service"***

We support plain language

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Lori Bettison-Varga, Cynthia Worham, Julie Gaeta, Kiara Brown and Dawn McDivitt from the Natural History Museum were available to answer questions.

Commissioner Gibson reported that at the PIB meeting, Board members recommended changing the \$250,000 grant to a \$250,000 loan.

Commissioner Wright introduced the proposal. The grant will be used to transform the department's website into a dynamic, accessible, mobile-forward, and unified digital web presence. A state-of-the-art website will be an essential part of the department's efforts to celebrate and illuminate Los Angeles' rich and diverse natural and cultural history, and to serve as a civic anchor and effective partner for the County. In addition Commissioners requested the results of the department's outreach survey for their previous PIF proposal, a museum of, for, and with LA: Strategic Audience Research.

After discussion, the proposal was tabled for further discussion.

19.2 – Fire Department, for *Media Network and Storage System for the Training Services Section Film Production Unit*, \$80,000 Grant.

David Richardson, Josh Binder, Dennis Breshears and Heidi Oliva from the Fire Department were available to answer questions.

Commissioner Gibson reported that at the PIB meeting, Board members asked the department to consult with the Department of Internal Services on eCloud to address long term archiving and to clarify whether the \$80,000 includes the cost for the archival. David Richardson replied that funding will be used for hardware only and real-time editing is a better solution than archival for what they wish to accomplish. The PIB Board recommended approval of the \$80,000 grant.

Commissioner Butler introduced the proposal. The grant will be used to purchase a media network and storage system for the department's film unit. This interoperable media network and storage system will enhance real-time editing capabilities, increase the department's storage and archiving capacities, enhance the ability to share videos with 29 regional fire agencies, and facilitate more timely sharing of videos on the department's social media platforms.

After discussion, the proposal was tabled for further discussion.

19.4 – District Attorney, for *Automate the Processing of Notices of Intent to Destroy Exhibits on the Exhibits Project Using Robotic Process Automation (RPA)*, \$250,000 Grant.

Jackie Lacey, Tuppence Macintyre, Todd Pelkey, Jagjit Dhaliwal, and Tracy Holcombe from the District Attorney's Office were available to answer questions.

Commissioner Gibson reported that at the PIB meeting, members recommended approval of a \$250,000 Grant.

Commissioner Butler introduced the proposal. The grant will be used to automate the processing of Notices of Intent to Destroy Exhibits using Robotic Process Automation (RPA), an innovative and first of its kind process within the County. RPA is the use of software with artificial intelligence and machine learning capabilities to handle high-volume, repeatable tasks that previously required employees to perform. The use of RPA will reduce current costs and the time required to complete the labor-intensive and repetitive task, resulting in increased productivity of employees. The PIB recommended approval of the \$250,000 grant.

After discussion, the proposal was tabled for further discussion.

19.3 – Registrar-Recorder/County Clerk, for Quality and Productivity Continuous Improvement Summit 2019, \$25,000 Grant.

Debbie Martin, Frederick Chung and Margaret Palacios from the Registrar-Recorder/County Clerk were available to answer questions.

Commissioner Gibson reported that at the PIB meeting, Board members recommended that the Women's Leadership Conference model be a factor. Also check to see what other examples the department can draw on including the Los Angeles County Management Council. The Board also recommended the department have greater outreach and inclusivity of other methods of continuous improvement programs by other County departments.

Commissioner Wright introduced the proposal. The grant will be used to fund the Quality and Productivity Continuous Summit 2019. The summit will bring the County closer to realizing tomorrow's government today through building the capacity in countywide departments to work towards improving customer service using data driven decisions and applying the method of continuous process improvement. It will provide a Countywide platform for participants to share successes achieved in various multiple departments using the Lean Six Sigma methodology and inspire and further develop a unified culture of continuous improvement throughout the County.

After discussion, the proposal was tabled for further discussion.

19.8 – Human Resources, for Pilot Project for the Use of Augmented Writing Platform Application, \$150,000 Grant.

Lisa Garrett, Director of Personnel, Pamela Mazett, and Stanley Yen, from the Department of Human Resources, Roozan Zarifian, from the Chief Information Office,

and Abbe Land, Executive Director, Women and Girls Initiative were available to answer questions.

Commissioner Gibson reported that at the PIB meeting, Board members recommended approval of a \$150,000 grant, pending a letter of support from the Chief Executive Office as it related to the Implicit Bias and Cultural Competency efforts. The letter was received and distributed to the commissioners.

Commission Gibson presented the proposal. The grant will be used to fund the purchase of an augmented writing platform software application that will be made available for use by all County departments. The software will provide a review of recruitment documents language, providing feedback for improvements based on a predictive engine with large quantities of data. The software ensures that language utilized appeals to job seekers specific to each recruitment; it reviews and provides assistance on the use of appropriate language (e.g., active/passive, male or female) that engages the reader, drawing in the most qualified and most diverse talent pool.

After discussion, the proposal was tabled for further discussion.

19.5 – Probation, for *PROBSTAT Enhancement Project*, \$350,000 Grant. The Department withdrew their proposal. Application Withdrawn.

19.6 – Medical Examiner-Coroner, for *Business Process Improvement and Review (BPI)*, \$300,000 Grant.

Dr. Jonathan Lucas, Wendy Myring, Darwin Sypinero, Sylvia Gonzales, and Inna Sarac, from the Medical Examiner-Coroner were available to answer questions.

Commissioner Gibson reported that at the PIB meeting, Board members recommended approval of a \$300,000 grant.

Commissioner Hollenbeck introduced the proposal. The grant will be used to hire a consultant to perform an analysis of existing business processes and procedures with goals of improving productivity, efficiency and quality. In addition, one of the deliverables of the project is to identify requirements in order to proceed with the development of a computerized case management system solution. The project will help identify, evaluate, and recommend future case management process improvement opportunities and allow for further development of new and existing policies and procedures.

After discussion, the proposal was tabled for further discussion.

19.7 – BOS/Office of Child Protection, for *Early Care and Education Comprehensive Financial Analysis*, \$75,000 Grant.

Michael Nash, Carrie Miller, Helen Berberian, Robert Gilchick, Michelle Sartell, Terry Ogawa, Jacquelyn McCroskey, and Susan Huff were available to answer questions.

Commissioner Gibson reported that at the PIB meeting, Board members recommended approval of a \$75,000 grant.

Commissioner Landres introduced the proposal. The grant will be used to hire an expert in Early Care and Education (ECE) financing to conduct a comprehensive fiscal analysis of the ECE system in Los Angeles County. The project is modeled after a similar analysis was done in San Francisco and was an essential precursor to improving the quality and efficiency of that jurisdiction's ECE system. The department believes access to high-quality ECE is a necessary component of a robust child protection system. This project is part of a larger effort to understand what is needed to create a better and more sustainable ECE system in Los Angeles County.

After discussion, the proposal was tabled for further discussion.

Commission Action

The Commission considered the following motions from the Productivity Investment Board:

19.3 – Registrar-Recorder/County Clerk, for Quality and Productivity Continuous Improvement Summit 2019, \$25,000 Grant.

After further discussion and questions, the motion to approve a \$25,000 grant, pending outreach to other departments with methodology for continuous improvements, was approved by the following vote:

Ayes: Commissioner Hollenbeck, Landres, Liu, McIntyre, Wright
Nos: Commissioner Butler, Cuervo, Gibson, Gutierrez
Abstain: None

In addition, a motion was made by Commissioner Wright to join as co-host of the Quality and Productivity Continuous Improvement Summit 2019 was made and seconded by Commissioner Guterrez. The motion was approved by the following vote:

Ayes: Commissioner Cuervo, Hollenbeck, Landres, Liu, McIntyre
Nos: Commissioner Butler, McIntyre, Gibson
Abstain: None

19.1 - Natural History Museum of LACO, for A Mobile-Forward Website Transformation, \$225,000 Grant.

After further discussion and questions, the motion to approve a \$225,000 loan instead of a grant, and allow staff the ability to extend the departments payments to repay the loan over 5 years, was unanimously approved.

19.2 – Fire Department, for Media Network and Storage System *for the Training Services Section Film Production Unit*, \$80,000 Grant.

After further discussion and questions, the motion to approve a \$80,000 grant was unanimously approved.

19.4 – District Attorney, for *Automate the Processing of Notices of Intent to Destroy Exhibits on the Exhibits Project Using Robotic Process Automation (RPA)*, \$250,000 Grant.

After further discussion and questions, the motion to approve a \$250,000 grant was unanimously approved.

19.6 – Medical Examiner-Coroner, for *Business Process Improvement and Review (BPI)*, \$300,000 Grant.

After further discussion and questions, the motion to approve a \$300,000 grant was approved by the following vote.

Ayes: Commissioner Butler, Cuervo, Gibson, Hollenbeck, Landres, Liu, McIntyre
Nos: Commissioner Gutierrez
Abstain: None

19.7 – BOS/Office of Child Protection, for *Early Care and Education Comprehensive Financial Analysis*, \$75,000 Grant.

After further discussion and questions, the motion to approve a \$75,000 grant was unanimously approved.

19.8 – Human Resources, for *Pilot Project for the Use of Augmented Writing Platform Application*, \$150,000 Grant.

After further discussion and questions, the motion to approve a \$150,000 grant was unanimously approved.

CHAIR'S REPORT

Commissioner Shawn Landres made the following report:

- The PQA season has kicked off. A total of 66 applications were received this year. The next step is to select the Top Ten, followed by the Top Ten site visits. The Eagle awards will be selected on August 30th. The PQA luncheon is

scheduled for October 10th at the Music Center. Encourage the Commissioners to attend at least 3-10 site visits during the PQA season. There may be a prize for Commissioners attending all ten.

- Department Visit report for the Sheriff's Department will be presented at the October 22, 2018 meeting. There are still three department visits scheduled for the Mental Health on October 31, Alternate Public Defender on November 15 and the Treasure and Tax Collector on October 24. The commission has visited 14 departments in 2018.
- The PIB Advisory Committee met to review and discuss the first quarter proposals submitted. Nine proposals have been received.
- Commission Vacancies (QPC/CEO appointee) - The CEO approved Andrés Cuervo for appointment. The Board of Supervisors officially approved his appointment at their July 17, 2018 Board meeting.
 - We welcome Andrés Cuervo to the Commission. Andrés is currently the Director, UCLA Tech + Innovation Initiative and Associate Director of Marketing & Annual Giving at the UCLA Graduate School of Education & Information Studies. Andrés launched a campus-wide initiative at UCLA to improve public outreach and visibility of university efforts around technology and innovation. He launched and managed the university's first innovation portal. Andrés also worked on UCLA's 100 Centennial Celebration.
 - Noramay Cadena resigned on August 9, 2018. Commission staff have notified Commission Services and The Third District and will start on the process to post a notice for this vacancy. Commissioner Cadena was a Third District appointee.
- Commissioners Shawn Landres and Ed McIntyre attended the CCJCC meeting on June 20th. The main topics included:
 - Brian Stiger, Chief Legislative Representative gave an overview of the proposed Fiscal Year 2018-19 State Budget and corresponding County advocacy. Brian has expressed updating the Commission on state level quality and productivity legislative issues.
 - Patricia Carbajal, Legislative Analyst gave an overview and status of current public safety-related legislation.
- Met with Jim Jones, COO, on June 28, 2018 to discuss ongoing Commission matters. The commission's budget request is pending the Supplemental Budget hearings in September. The commission appreciates the CEO's continued support and partnership.
- Thanked QPC staff on job well done these past few months, especially with the number of PIF proposals received.
- Commissioner McIntyre stated that Jackie Guverra has done a great job jumping in her new role.
- Conflict of interest vendor names on proposals on PQA submissions does not conflict with our codes.

PRODUCTIVITY MANAGERS' NETWORK (PMN) CHAIR'S REPORT

Jennifer Coultas made the following report:

- ❖ The PMN held its "Evaluation at the Marina" on August 1, 2018. There was an overwhelming number of attendees with 38 managers, representing 34 departments, two Board offices, and 6 Commissioners (all time high). The managers read and evaluated 66 PQA entries.
- ❖ A Special thank you to Commissioner Gutierrez for her continued financial support of the luncheon at the Marina, and for the creative awards given to department's with the most creative titles in their projects.
- ❖ The PMN Executive Committee is looking at alternate sites for next year's evaluation, perhaps the Arboretum or a Park location.

EXECUTIVE DIRECTOR'S REPORT

Jackie Guevarra, Executive Director, made the following report:

- Productivity and Quality Awards Timeline/Key dates:
 - Reminder to Commissioners that the Top Ten site visits are scheduled between August 9-23. Please save the dates on your calendars. Commissioner participation is important on these site visits.
 - Video shoots (Commission staff is working with LA Channel 36 to coordinate dates and times for filming)
 - A Special PQA meeting to determine the Eagle Awards will be held on August 30.
- PQA Updates:
 - Suzie Suh, KCAL9/CBS2, has agreed to be this year's Emcee.
 - Supervisor Kuehl will give Board remarks. She has confirmed her attendance. Still waiting on 2nd and 5th District responses.
- Best practices report has been sent out and is posted on the Quality and Productivity's website.
- Revised QPC calendar has been distributed, and the 2017 Annual report is being worked on. Hope to have it out soon.

PQA CHAIR'S REPORT

Commissioner Evelyn Gutierrez made the following report:

- The purpose of the site visits to verify and look at information that was not on the written submission for the Top Ten. It helps to seek out the most impactful, and amazing of the Top Ten so that the Commission can establish the Eagle Awards.
- Encouraged all Commissioners to attend the PQA luncheon, as well as the Board presentation on October 16, 2018.
- There was great representation of the PQA submissions from various County Departments.
- Retired Employees Los Angeles County (RELAC) voted to be a PQA Sponsor

OPEN DISCUSSION

Commissioner Wright asked that as the Commission starts hearing more opportunities in the County submissions on Artificial Intelligence through the applications, the Commission should track the resources saved and how those saved resources can be redeployed, whether it is a new hire or other type of efficiencies.

Commissioner Cuervo stated that mobility is not just in County service, but as a Commission we could benefit especially our own website and press in social media would open the work that the commission does on a greater degree to the public. Think how our own website will assist the public.

PUBLIC COMMENT

None

MATTERS NOT POSTED ON THE AGENDA

None

ADJOURNMENT

On motion by Commissioner Gibson seconded by Commissioner Wright, the meeting adjourned at 1:31 p.m.

NEXT MEETING

The next full Commission meeting will be on Monday, October 22, 2018, 10:00 a.m., in Room 743, at the Kenneth Hahn Hall of Administration.