

**Quality and Productivity Commission Meeting  
Minutes of December 17, 2018**



**PRESENT:**

Jacki Bacharach  
Andrés Cuervo  
Rodney Gibson  
Evelyn Gutierrez  
Shawn Landres  
Huasha Liu  
Nancy Harris

Edward McIntyre  
Blaine J. Meek  
E. Scott Palmer  
Claire Peeps  
Jeffrey Penichet  
Will Wright

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

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**ABSENT:**

Viggo Butler  
Jot Hollenbeck

**PMN**

Jennifer Coultas

**CALL TO ORDER**

The Chair called the regular meeting of the Quality and Productivity Commission to order at 10:00 a.m. in Room 743 of the Kenneth Hahn Hall of Administration.

Commissioner Landres welcomed our newest Commissioner, E. Scott Palmer, to the Commission.

**APPROVAL OF THE MINUTES OF OCTOBER 22, 2018**

On motion by Commissioner Harris, seconded by Commissioner Penichet, the minutes of October 22, 2018, were unanimously approved.

**PRESENTATION OF PRODUCTIVITY INVESTMENT FUND PROPOSALS, FISCAL YEAR 2018-19, 2<sup>ND</sup> QUARTER**

Commissioner Landres reported the request that item 19.14 – Public Health, *for Los Angeles County City and Community Health Profiles Data Dissemination Project*, \$140,000 Grant – be continued to the next Commission meeting on January 28, 2019, in order for the Department Director to attend. The item was continued by unanimous consent.

Commissioner Gibson reported that three proposals are before the Commission for consideration. Presentations for each proposal will be allotted 30-minutes each including a brief update by the Department, followed by a question and answer segment with the Commissioners.

**Chair**

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

**Chair Emeritus**

Edward T. McIntyre

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

**Executive Director**

Jackie T. Guevarra, CPA

**Program Manager**

Laura Perez

**Program Support**

Tammy Johnson



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effective and caring service”***

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**19.10 – Internal Services Department**, for *Countywide Address Management System (CAMS) Program Productivity Modernization*, \$496,500 Grant.

Scott Minnix, Dr. Steve Steinberg, Rachel Rodrigues, Satya Choday, Benny Chacko, Dave Wesolik and Diane Quarker from the Internal Services Department presented and were available to answer questions.

Commissioner Gibson reported that the Productivity Investment Board (PIB) recommended approval of a grant/loan split, including \$75,000 from the Performance Measurement and Data Sharing Capacity-Building Challenge. Mr. Minnix clarified that the requested grant/loan split was a \$471,500 grant and a \$25,000 loan.

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

After discussion, the proposal was tabled for further discussion.

**19.11 – Mental Health**, for *Innovating Adult Mental Health Services to Improve Life Outcomes for LACO's Most Vulnerable (Transforming Adult FSP)*, \$250,000 Grant.

Dr. Jonathan Sherin, Regina Waugh and Leticia Ximenez from Department of Mental Health presented and were available to answer questions.

Commissioner Gibson reported that the PIB recommended approval of a \$250,000 grant.

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

After discussion, the proposal was tabled for further discussion.

**19.15 – Human Resources**, for *Fair Chance Initiative System and Database*, \$257,420 Grant.

Lisa Garrett, Molly Gonzalez, Michael Lampert, Jeff Tend, Roozan Zarifian, Robert Leung, Darolyn Jensen and Stanley Yen from the Department of Human Resources presented and were available to answer questions.

Commissioner Gibson reported that the PIB had referred the proposal to the Commission without a recommendation.

Commissioner Penichet presented the project. The funds would be used to fund the development of an electronic Countywide Fair Chance Database to track and retain job nexus assessment information, and to improve employment prospects for justice-involved populations, in support of the Fair Chance Motion and Initiative adopted by the Board of Supervisor in 2017. This system will ensure consistency of the data collection, improve County diversity and inclusion, shorten hiring cycle time, and timely compliance reviews and trend analysis.

After discussion, the proposal was tabled for further discussion.

**19.13 – Fire Department**, for *Advanced Provider Response Unit (APRU) Pilot Program*, \$490,000 Grant. **(Continued to a future PIB meeting)**

**19.16 – Sheriff’s Department**, for *Mobile Kitchens for Emergency Meal Preparation*, \$732,975 Grant. **(Continued to a future PIB meeting)**

### **Commission Action**

The Commission considered the recommendations by the Productivity Investment Board and took the following actions:

**19.11 – Mental Health**, for *Innovating Adult Mental Health Services to Improve Life Outcomes for LACO’s Most Vulnerable (Transforming Adult FSP)*, \$250,000 Grant.

After further discussion and questions, the PIB motion to approve a \$250,000 grant was unanimously approved. Commissioner Harris left the meeting at 11:45 a.m. and did not vote on the proposal.

**19.10 – Internal Services Department**, for *Countywide Address Management System (CAMS) Program Productivity Modernization*, \$496,500 Grant.

Commissioner Gibson made a motion to approve a \$471,500 grant and a \$25,000 loan, seconded by Commissioner Liu.

Commissioner Landres suggested an amendment, accepted by the maker and seconder, to increase the allocation from the Performance Measurement and Data Sharing Capacity-Building Challenge from \$75,000 to \$100,000.

After further discussion and questions, the motion to approve a \$471,500 grant and a \$25,000 loan split, including \$100,000 from the Performance Measurement and Data Sharing Capacity-Building Challenge was unanimously approved. Commissioner Harris

left the meeting at 11:45 a.m. and did not vote on the proposal.

**19.15 – Human Resources, for Fair Chance Initiative System and Database, \$257,420 Grant.**

After further discussion, Commissioner Gibson moved to refer the proposal back to the Department with a recommendation that DHR should more clearly define the policy outcomes and the indicators of success that matters to the Department and possibly return to the Commission with a funding request for the first step of the process. Commissioner Cuervo seconded the motion and amended it, with the concurrence of the maker, to indicate that the Department should clearly identify its priorities for the proposed project (e.g., modernize the system, the database, and/or how it affects outcomes).

The motion was approved by the following vote:

Ayes: Commissioners Bacharach, Gibson, Gutierrez, Landres, Liu, McIntyre, Meek, Palmer, Peeps and Wright  
No's: Commissioner Penichet  
Abstain: None

Commissioner Harris left the meeting at 11:45 a.m. and did not vote on the proposal.

**CHAIR'S REPORT**

Commissioner Shawn Landres made the following report:

- Consideration and Action on Updates to Commission Policy (Agenda Item 5)  
Committee Members: Shawn Landres, Ed McIntyre, and Rod Gibson. Thank you to the Committee members for their work on the policy review
- Department Visits report for the Alternate Public Defender will be presented by Commissioner McIntyre at the full commission meeting on January 28, 2019. There is a request for a Lead commissioner for the Department Visit to the Department of Mental Health on January 10, 2019.
- Commission Vacancies (QPC/CEO appointee) and Reappointments:
  - Labor vacancy (Blaine Meek is working on an appointment).
  - 4<sup>th</sup> District vacancy (backfill for Commissioner James Hussey)
  - 5<sup>th</sup> District appointment – E. Scott Palmer on 10/30/18
  - We welcome Scott Palmer. Scott is an experienced business litigator with a broad and active practice. He proudly serves on the Board of Directors of the Pacific Battleship Foundation, which operates the USS Iowa in the port of Los Angeles. He also a graduate of the Haas School of Business at the University of California Berkeley (B.S.), and the Gould School of Law at the University of Southern California (J.D.).
- Conducted a new Commissioners' orientation in November for E. Scott Palmer, Claire Peeps, and Andrés Cuervo.

- Terms expiring/pending reappointment: Viggo Butler (5<sup>th</sup> District), Claire Peeps (3<sup>rd</sup> District), Andrés Cuervo (QPC/CEO) and Evelyn Gutierrez (QPC/CEO)
- CCJCC Meetings – November and December 2018 meetings were cancelled. The next meeting is January 16, 2019.
- Expressed appreciation to Executive Office for a continued engagement with the Commission on personnel matters.
- Met with Fesia Davenport, Assistant CEO, on November 14, 2018, to discuss the progress of the Performance Measurement Challenge, plans for the new Center for Strategic Partnership (CSP), possibilities for Commission engagement with the CIO now that it has been reorganized, and a planned observation of the PIF process from start to finish by the Grantwriters' Collaborative.
- Met with Sachi Hamai, CEO, and Jim Jones, COO, on December 12, 2018, regarding Commission business, including QPC/CEO reappointments, and the June 5, 2019 Leadership Conference.
- New ad hoc committees per revised Commission policies, if approved, will be established to succeed the prior committees. For example, the Commission Officers (Chair, 1<sup>st</sup> Vice-Chair and 2<sup>nd</sup> Vice-Chair) would meet as needed, and continue to consult with prior Commission Chairs and the Chair of the PMN, but there would not be an Executive Committee.
- In the first quarter of 2019, the Commission, along with input from the PMN, will review the Productivity Investment Fund guidelines and application and consider changes.
- First 2019 ad hoc Department Visit Committee meeting is tentatively scheduled for January 14, 2019.
- First 2019 ad hoc Leadership Conference Committee is tentatively scheduled for January 28, 2019.
- Next Commission Meeting is on January 28, 2019
  - Fesia Davenport, Assistant CEO, and Kate Anderson, Director, CSP will present on the Implicit Bias and Cultural Competency Initiative and CSP at the January 28, 2019 meeting.

### **PRODUCTIVITY MANAGERS' NETWORK (PMN) CHAIR'S REPORT**

Jennifer Coultas made the following report:

- The PMN held its final meeting of the year on Wednesday, November 7, 2018 at the District Attorney's Office (DA). More than 30 Productivity Managers attended. Tracy Holcombe, Productivity Manager, DA, welcomed all attendees. Pam Booth, Assistant District Attorney, gave an overview of the DA's mission and a breakdown of the various operations and programs provided by their office. Dr. Leticia Ximenez and Dr. Shawn Phipps, Productivity Managers for Mental Health and Health Services-Rancho Los Amigos, respectively, gave presentations on Leadership Development. Phil Ansell, Director, Office of Homelessness, provided an update on the County's Homeless Initiative. The meeting ended with a tour of the Hall of Justice.

- The November meeting also included the election of officers for 2019. The election results were to be announced at the PMN Holiday Reception on December 5. However, the reception was cancelled due to a Board Motion declaring a National Day of Mourning for President Bush. The Holiday Reception will be incorporated with the first PMN General Meeting and Training in February 2019. The PMN Executive Committee for 2019 will consist of:
  - Jennifer Coultas, Chair
  - Stephanie Maxberry and Elizabeth Mendez will continue to serve as Executive Advisors
  - Catherine Mak, First Vice Chair
  - Hsiao-Ching Chen, Second Vice Chair
  - Leticia Ximenez and Shawn Phipps, Training & Education Co-Chairs
  - Keisha Belmaster and Inna Sarac, PQA Co-Chairs
  - Susan Linschoten, Chair, and Arman Depanian, Co-Chair, PIB Advisory Committee
- The PMN Executive Committee looks forward to working with Commissioners throughout the year and appreciates their continued support.
- The PMN Executive Committee will meet on January 24, 2019 to plan the first PMN General Meeting of 2019 at the Zev Yaroslavsky Resource Center.

### **EXECUTIVE DIRECTOR'S REPORT**

Jackie Guevarra, Executive Director, made the following report:

- Thanked Commissioners Gibson (Chair), McIntyre and Hollenbeck for their time and effort on the Nominating Committee. We appreciate the work that went into getting a slate of officers. Thank you also to the Policy Review Committee (Commissions Landres, Gibson and McIntyre) on all of their hard work.
- Reminded Commissioners that Committee assignments selections are due on December 14, 2018. Please see Laura Perez for a form to sign up. Upcoming Committee visits include the Department Visit Committee on January 14, 2019 and the Leadership Conference Committee on January 28, 2019. Please save the date if you are on these committees.
- Met with Debbie Martin and Alex Ogunji, Registrar-Recorder/County Clerk (RR/CC), Jeffrey Tend, Department of Human Resources, and Ed Eng, Executive Director, Efficiency and Economy Commission, on December 4, 2018 to discuss the RR/CC 2019 Summit. The tentative date for the Summit is early May 2019. The Summit agenda includes breakout sessions to showcase different projects plus the corresponding methodology used, as applicable.
- Attended the Efficiency and Economy Commission (E&E) meeting on December 6, 2018. The main topics included:
  - Interdepartmental Contracting Practices – working with ISD on a presentation to the Commission
  - Gender Equity Initiative – working with Women and Girls' Initiative and provide input

- Video Arraignment – working with Sheriff to obtain additional data and share draft report with Board Deputies
- Next meeting is January 10, 2019.
- The 59th Annual Holiday Celebration at the Music Center's Dorothy Chandler Pavilion – Monday, December 24, 2018. If you would like to attend, please RSVP to Glenn Robinson, Marketing Manager, at [grobinson@musiccenter.org](mailto:grobinson@musiccenter.org) no later than Tuesday, December 18, 2016.
- Commission staff are working on the draft 2019 calendar. We are working on finalizing the department visits, with five departments still yet to be scheduled.
- Mandatory Training for Commissioners are due. We are working with Human Resources to set-up an on-site training at the Hall of Administration.
- The 2017 Annual Report is planned to publish this month.
- FY 2018-19 3<sup>rd</sup> Quarter PIF proposals due 1/11/19.

### **NOMINATING COMMITTEE REPORT AND ELECTION OF QPC OFFICERS FOR 2019**

Commissioner Gibson reported on the Nominating Committee's work and thanked Commissioner Bacharach for leading the committee earlier in the year. The following candidates were recommended with no additional nominations made at the meeting.

- Chair – Shawn Landres
- 1<sup>st</sup> Vice-Chair – Jacki Bacharach
- 2<sup>nd</sup> Vice-Chair – Huasha Liu

Commissioner Gibson moved to approve the slate of officers as presented by the Nominating Committee, seconded by Commissioner McIntyre. Commissioner Gibson noted that since Commission policy requires that Commissioner Landres receive a three-fifths majority vote in order to serve a third term as Chair, this motion would require the same supermajority. The motion was unanimously approved.

### **CONSIDERATION AND ACTION ON UPDATES TO COMMISSION POLICY**

Commissioner Landres reported on behalf of himself, Commissioner Gibson, and Commissioner McIntyre, who had served as an ad hoc committee to review Commission policies. The committee recommends that the Commission take actions based on its review of the policies, draft amendments and updates prepared since 2015, discussions with Commission Officers, Executive Director, and PMN Chair, and consultation with County Counsel.

Commissioner Wright moved, and Commissioner Peeps seconded, that the Commission (1) find that the Productivity Investment Board (PIB) Advisory Committee falls under the independent auspices of the Quality and Productivity Managers Network, and therefore (2) remove Policy 14.0 from the list of Commission Policies.

The motion was unanimously approved.

Commissioner McIntyre moved, and Commissioner Gibson seconded, that the Commission repeal the following policies of the Quality and Productivity Commission:

- Policy No. 1.0 – Executive Committee Charter
- Policy No. 2.0 – Leadership Responsibilities of the Commission Officers
- Policy No. 4.0 – Policy Committee Charter
- Policy No. 5.0 – Productivity Investment Board Charter
- Policy No. 6.0 – Finance Committee Charter
- Policy No. 7.0 – Department Visits Committee Charter
- Policy No. 8.0 – Promotion Committee Charter
- Policy No. 9.0 – Nominating Committee Charter
- Policy No. 11.0 – Performance Measurement Committee Charter
- Policy No. 13.0 – Conflict of Interest
- Policy No. 16.0 – Plain Language Charter
- Policy No. 17.0 – Commission Vacancies – CEO/Chair Recommendations
- Policy No. 18.0 – Strategic Foresight Working Group Charter
- Policy No. 19.0 – Promotion of Quality and Productivity – Press Releases
- Policy No. 21.0 – Commission Memos to the Board and Commission Reports

The motion was unanimously approved.

Commissioner Cuervo moved, and Commissioner Meek seconded, that the Commission adopt the following as new policies of the Quality and Productivity Commission, in accordance with all applicable State and federal law, and reaffirm that all Commission policies are to be implemented in accordance with all applicable State and federal law:

- Policy No. 1.0 – Commissioner Officers
- Policy No. 5.0 – Productivity Investment Board
- Policy No. 7.0 – Department Visits
- Policy No. 9.0 – Nominations and Appointments
- Policy No. 13.0 – Conflict of Interest
- Policy No. 18.0 – Strategic Learning Report
- Policy No. 21.0 – Board Special Reports
- Policy No. 22.0 – Productivity and Quality Awards
- Policy No. 23.0 – Leadership Conference

The motion was unanimously approved.

Commissioner Meek moved, and Commissioner Wright seconded, that the Commission request, in accordance with all applicable State and federal law, Commission policies, and Robert's Rules of Order Newly Revised, that Commission staff to prepare and maintain internal informal administrative task lists to ensure continuity and continuous



improvement in the implementation of Commission programs including, but not limited to, the Productivity Investment Board, Department Visits, the Strategic Learning Report, Board Special Reports, Productivity and Quality Awards, and the Leadership Conference.

The motion was unanimously approved.

**OPEN DISCUSSION**

None

**PUBLIC COMMENT**

None

**MATTERS NOT POSTED ON THE AGENDA**

None

**ADJOURNMENT**

On motion by Commissioner Bacharach seconded by Commissioner McIntyre, the meeting adjourned at 1:35 p.m.

**NEXT MEETING**

The next full Commission meeting will be on January 28, 10:00 a.m., in Room 743, at the Kenneth Hahn Hall of Administration.