

**MINUTES OF THE MEETING OF
August 8, 2018
PRODUCTIVITY INVESTMENT BOARD**

500 West Temple Street
Room 739
Los Angeles, CA 90012

PIB Members Present

Rodney Gibson, Chair
Viggo Butler
Nancy Harris
Jot Hollenbeck
Shawn Landres
Will Wright

PIB Members Absent

Jacki Bacharach
Jeffrey Penichet

PIB Advisory Committee

Susan Linschoten, Chair

CALL TO ORDER

Commissioner Gibson called the Productivity Investment Board (PIB) meeting to order at 9:04 a.m.

**PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS
(FISCAL YEAR 2018-2019, 1st QUARTER)**

Commissioner Gibson reported that eight projects are before the PIB for approval. Due to time constraints, proposals will be tabled after each presentation 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 of the Department of Human Resources, Roozan Zarifian, Chief Information Office, and Abbe Land, Executive Director, Women and Girls Initiative were in attendance to support the proposal. Lisa Garrett and Abbe Land presented and spoke on the project. The grant will be used to purchase an augmented writing platform software for recruitment documents such as job postings and advertisements. It 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



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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. A PowerPoint presentation accompanied the department's remarks.

Susan Linschoten, Chair of the Productivity Investment Board Advisory Committee (Committee), reported that the Committee recommended the following: 1) the department present the results of their evaluation; 2) provide more details/support on what other organization use this application and their successes; 3) discuss why this project is not included in their budget; 4) emphasize proven technology, and the strategy to remain competitive in the job market; and 5) check with the Internal Services Department regarding available resources to assist DHR. The Committee recommended approving the \$150,000 grant proposal.

After discussion, the proposal was tabled for further discussion.

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

Cynthia Worham, Julie Gaeta, Kiara Brown and Dawn McDivitt were in attendance from the Natural History Museum to support the proposal. Cynthia Worham and Dawn McDivitt presented and spoke on the project. The grant will be used to hire an outside firm to transform the department's website into a dynamic, accessible, mobile-forward, and unified digital web presence. The current website is nine years old, and the coding and back-end technology is obsolete. Content editing is a very labor-intensive and lengthy process, restricting the timely flow of information that is so essential to the Museum's effectiveness. The website also does not integrate seamlessly with tablets, phones, and other mobile devices. These factors are having a significant negative impact on the quality of experience for users and preventing the Museum from realizing the website's full potential as a community-building and income-producing resource. A PowerPoint presentation accompanied the department's remarks.

Susan Linschoten reported that the Committee recommended the department to firm up the financial aspect of the proposal and to include information on other funding sources such as Foundations. The Committee asked the department to work with the Internal Services Department to see if they can assist with their website and be prepared to answer questions from Commissioners in this regard. Also, be prepared to answer loan vs grant questions from Commissioners. The department incorporated most of the Committee's recommendations into their presentation. The Committee recommended approving a \$225,000 loan.

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.

Fire Chief Daryl L. Osby, Captain Josh Binder, Assistant Fire Chief Dennis Breshears and Heidi Oliva were in attendance from the Fire Department to support and speak on the proposal. The grant will be used to enhance real-time editing capabilities, increase the department's storage capacity (from 40 to 1,000 terabytes), enhance their ability to upload videos to the Learning Management System utilized by firefighters and shared with 29 regional fire agencies, provide an archival platform, and facilitate more timely sharing of videos on the department's social media platforms. This system complements video production equipment that allows the department to create videos on a variety of topics including firefighting training, public safety, and recruitment initiatives. A PowerPoint presentation accompanied the department's remarks.

Susan Linschoten reported that the Committee asked they bolster metrics (no quantification). The Committee asked the department to look at other sources of funding from Homeland Security and mentioned collaboration with other agencies. Also, address the primary reason the department is requesting funding from the Commission (i.e., budget restrictions, only 12% available for projects). The Committee recommended approving the \$80,000 grant proposal.

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 were in attendance from the Registrar-Recorder/County Clerk to support the proposal. Debbie Martin and Margaret Palacios presented and spoke on the project. The grant will be used to fund the Quality and Productivity Continuous Summit 2019. The summit will highlight the successes of change agents who have been trained in and practices the Lean Six Sigma (LSS) methodology. These agents are County staff that have been trained through the department's LSS Program and have been involved in process improvement using data driven decisions within their Departments. A PowerPoint presentation accompanied remarks.

Susan Linschoten reported that the Committee recommended the department partner with the Department of Human Resource or the Quality and Productivity Commission (e.g., Leadership Conference) and to better define their proposal. Specifically, what the department is trying to accomplish and how they will sustain a yearly conference. The Committee also recommended they partner with the Los Angeles County Management Council or other departments Countywide to share the costs. The department's presentation today included the recommendations offered by the Committee. The Committee had no recommendation for this proposal.

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.

Tuppence Macintyre and Todd Pelkey of the District Attorney's Office (DA) and Jagjit Dhaliwal, Chief Information Office, were in attendance to support and speak on the project. The grant will be used to automate the processing of Notices of Intent (NOI) to Destroy Exhibits using Robotic Process Automation (RPA). 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. Currently, the DA has just 20 days in which to file a motion to preserve the trial exhibits, or the exhibits will be destroyed, before the evidence can be digitally scanned and photographed. An RPA will automate the processing of NOIs, allow for standardized determination of case criteria, and complete the process well before the 20-day deadline. 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. A PowerPoint presentation accompanied the department's remarks.

Susan Linschoten reported that the Committee asked the department to mention that this is the first of its kind in and can be used across departments as a Shared Practice. The department should spend more time speaking on the technology aspect, be prepared to discuss why the department is requesting funding from the Commission, and mention the volume of cases and timeframe they are required to respond. They should try to obtain letters of recommendation from supporting departments and discuss whether it can be absorbed in their budget. The Committee recommended approval of the \$250,000 grant.

After discussion, the proposal was tabled for further discussion.

19.5 – Probation, for PROBSTAT Enhancement Project, \$350,000 Grant.

Gary Akopyan, Luis Huizar, Luis Mercado, Maria I. Castro, and Rene Martinez were in attendance from the Probation Department to support the proposal. Gary Akopyan and Luis Huziar presented and spoke on the project. The grant will be used to hire a consultant for the PROBSTAT Enhancement Project. The consultant will assist in enhancing PROBSTAT business process and data inventory that will target goals, data, measures, and methods used to proactively improve areas, which can then drive strategic decisions to achieve results. The consultant's will focus on two primary areas: to develop an implementation to enhance PROBSTAT business process plan, which lead to new methods of data management, identify gaps and prioritize areas of risk; and, develop a blue print to implement a data inventory system that includes the

required data analytics. A PowerPoint presentation accompanied the department's remarks.

Susan Linschoten reported that the Committee asked the department to better define the proposal as it was unclear. Mention what they are trying to achieve in line with departmental goals, expectations, and outcomes. The Committee recommended obtaining letters of support from the Chief Information Office and Internal Services Department, and to speak on other jurisdiction's successes, such as New York. Also, to be prepared to answer why funding cannot be absorbed in the department's budget. The department's presentation today included the recommendations offered by the Committee. The Committee recommended withdrawing and returning with a better defined proposal.

After discussion, the proposal was tabled for further discussion.

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

Dr. Jonathan Lucas, Chief Medical Examiner, Wendy Myring, Darwin Sypinero, and Inna Sarac were in attendance from the Medical Examiner-Coroner to support the proposal. Dr. Lucas and Wendy Myring presented and spoke on the project. The grant will be used to hire a consultant to perform an analysis of existing business processes and procedures, and recommend a more streamlined process for every medicolegal death investigation within the department's jurisdiction. In addition, the department wants to identify requirements in order to proceed with the development of a computerized case management system solution. A PowerPoint presentation accompanied the department's remarks.

Susan Linschoten reported that the Committee recommended elaborating on the NAME accreditation and consequences, the 90% hurdle and 72-hour turnaround. They should be prepared to discuss budget/financial issues and priorities and where funding will come from for their case management system. The Committee recommended approving the \$300,000 grant proposal.

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.

Judge Michael Nash and Carrie Miller of the Office of Child Protection, Helen Berberian, Children and Family Services, Robert Gilchick and Michelle Sartell, from Public Health, Terry Ogawa, Los Angeles County Policy Roundtable, Jacquelyn McCroskey, Children's Commission, and Lev Levon, Productivity Manager, were in attendance to support the proposal. Judge Michael Nash, Carrie Miller, Michelle Sartell and Jacquelyn

McCroskey presented and spoke on the project. The grant will be used to hire a consultant 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 that was done in San Francisco and was an essential precursor to improving the quality and efficiency of that jurisdiction's ECE system. By providing a thorough understanding of the complete funding landscape, identifying potential redundancies or inefficiencies in the system, and identifying opportunities to maximize and leverage funds, this project will enable County leaders to make more informed decisions and to create a more efficient and effective early childhood education 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. A PowerPoint presentation accompanied the department's remarks.

Susan Linschoten reported that the Committee recommended adding a snap shot of the San Francisco web page with data on their PowerPoint presentation. The Committee asked the department to mention matching funds and to clarify contributions from other agencies, and whether they can share in the costs since the information will be shared with them. They should be ready to address why First 5 LA is not taking the lead since this falls under their scope of work. The Committee recommended approving the \$75,000 grant proposal.

After discussion, the proposal was tabled for further discussion.

FUND BALACE REPORT

Commissioner Gibson reported that as of today's meeting, there is a fund balance in the amount of \$3.6 million.

FINAL RECOMMENDATIONS

Commissioner Gibson brought the projects back to the table for discussion and the following decisions were made:

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

Commissioner Landres made a motion to approve a \$150,000 grant, pending a letter of support from the Implicit Bias Initiative (Service Integration Branch). The motion was seconded by Commissioner Hollenbeck.

After discussion, the motion was approved by the following vote:

Aye's: Commissioners Butler, Gibson, Hollenbeck and Landres
No's: None
Absent: Commissioners Harris and Wright

Commissioner Gibson will present the project at the Quality and Productivity Commission meeting on August 13, 2018.

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

Commissioner Hollenbeck made a motion to approve a \$225,000 loan instead of a grant and give staff the ability to stretch past the three year loan period to five years. The motion was seconded by Commissioner Butler.

After discussion, the motion was approved by the following vote:

Aye's: Commissioners Butler, Gibson, Hollenbeck and Landres
No's: None
Absent: Commissioners Harris and Wright

Commissioner Wright will present the project at the Quality and Productivity Commission meeting on August 13, 2018.

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

Commissioner Landres made a motion to approve an \$80,000 grant, pending consultation with Internal Services Department on eCloud to address long term archiving. The motion was seconded by Commissioner Butler.

After discussion, the motion was approved by the following vote:

Aye's: Commissioners Butler, Gibson, Hollenbeck and Landres
No's: None
Absent: Commissioners Harris and Wright

Commissioner Butler will present the project at the Quality and Productivity Commission meeting on August 13, 2018.

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

Commissioner Landres made a motion to approve a \$25,000 grant, pending greater outreach and inclusivity of other methods of continuous improvement programs. The motion was seconded by Commissioner Hollenbeck.

After discussion, the motion was approved by the following vote:

Aye's: Commissioners Butler, Gibson, Hollenbeck and Landres
No's: None
Absent: Commissioners Harris and Wright

Commissioner Wright will present the project at the Quality and Productivity Commission Meeting on August 13, 2018.

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.

Commissioner Landres made a motion to approve a \$250,000 grant, seconded by Commissioner Butler.

After discussion, the motion was approved by the following vote:

Aye's: Commissioners Butler, Gibson, Harris, Hollenbeck and Landres
No's: None
Absent: Commissioner Wright

Commissioner Butler will present the project at the Quality and Productivity Commission Meeting on August 13, 2018.

19.5 – Probation, for PROBSTAT Enhancement Project, \$350,000 Grant.

Commissioner Landres made a motion to forward the proposal to the full commission with no recommendation, pending revisions and reductions in scope to their proposal. The motion was seconded by Commissioner Hollenbeck.

After discussion, the motion was approved by the following vote:

Aye's: Commissioners Butler, Gibson, Harris, Hollenbeck and Landres
No's: None
Absent: Commissioner Wright

Commissioner Landres will present the project at the Quality and Productivity Commission meeting on August 13, 2018.

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

Commissioner Landres made a motion to approve a \$300,000 grant, seconded by Commissioner Harris.

After discussion, the motion was approved by the following vote:

Aye's: Commissioners Butler, Gibson, Harris, Hollenbeck and Landres
No's: None
Absent: Commissioner Wright

Commissioner Hollenbeck will present the project at the Quality and Productivity Commission meeting on August 13, 2018.

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

Commissioner Landres made a motion to approve a \$75,000 grant, seconded by Commissioner Butler.

After discussion, the motion was approved by the following vote:

Aye's: Commissioners Butler, Gibson, Harris, Hollenbeck and Landres
No's: None
Absent: Commissioner Wright

Commissioner Landres will present the project at the Quality and Productivity Commission meeting on August 13, 2018.

APPROVAL OF MAY 7, 2018 MINUTES

Commissioner Landres moved to approve the minutes of May 7, 2018, seconded by Commissioner Hollenbeck. The minutes were unanimously approved.

DISCUSSION AND MATTERS NOT ON THE POSTED AGENDA (TO BE PRESENTED AND PLACED ON A FUTURE AGENDA)

None

PUBLIC COMMENT

None

ADJOURNMENT

Commissioner Gibson adjourned the meeting at 1:43 p.m. The next PIB meeting will be on Wednesday, November 14, 2018.