

**Quality and Productivity Commission**  
**34<sup>th</sup> Annual Productivity and Quality Awards Program**  
**"Leading with Excellence"**

**2021 APPLICATION**

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

**NAME OF PROJECT: COUNTY COUNSEL TELEWORK PROGRAM**

**DATE OF IMPLEMENTATION/ADOPTION: JANUARY 30, 2017**

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2020)

CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE COVID-19 IMPACT AWARD ONLY. (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

**PROJECT STATUS:**  Ongoing  One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**  Yes  No


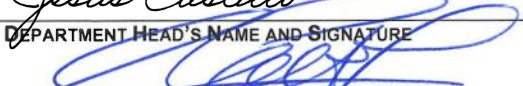
**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The County Telework Program (CTP) was created in 1989 with a primary goal to improve  
 2 air quality by reducing daily commutes. However, at inception, core support technologies  
 3 were not commonplace thus precluding widespread adoption. Fast forward to 2017, and  
 4 County Counsel embraced the CTP for a pilot group of attorneys, lured by a host of work-  
 5 life benefits and productivity improvements for the Office. The list of benefits, in addition  
 6 to the initial goal of improved air quality, includes: increased productivity; maximized utility  
 7 of physical spaces (offices retrofitted for double occupancy); reduced need for new space  
 8 during operational expansion (additional headcount); increased morale and worker  
 9 satisfaction; and enhanced opinion that County Counsel is a preferred workplace. Taking  
 10 note of the early successes with the pilot, County Counsel began planning and preparing  
 11 for telework expansion. Then in early 2020, the pandemic caused countywide closures  
 12 and in response, the Office immediately expanded its preexisting telework protocols. With  
 13 most staff teleworking, a new opportunity for hoteling presented itself, and management  
 14 acted swiftly to cement hoteling as the final phase of County Counsel's telework program.  
 15

**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
\$ 271,000	\$ \$ 1,162,188 + \$53,841 = \$1,216,029	\$ 8,702,959	\$ 10,189,988	<input checked="" type="checkbox"/>

**ANNUAL = 12 MONTHS ONLY**

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> County Counsel, 648 Kenneth Hahn Hall of Administration, 500 West Temple St. Los Angeles 90012		<b>TELEPHONE NUMBER</b> (213) 974-1801
<b>PROGRAM MANAGER'S NAME</b> Dawyn Harrison		<b>TELEPHONE NUMBER</b> (213) 974-1807
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Jesus Castillo	<b>DATE</b> 6/x/2021	<b>TELEPHONE NUMBER</b> (213) 974-1962
	06/25/2021	<b>EMAIL</b> jcastillo@counsel.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> 	<b>DATE</b> 6/25/2021	<b>TELEPHONE NUMBER</b> (213) 974-1801

**\*\*ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE\*\***

Quality and Productivity Commission  
**34<sup>th</sup> Annual Productivity and Quality Awards Program**  
*“Leading with Excellence”*

**2021 APPLICATION**

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

**NAME OF PROJECT: COUNTY COUNSEL TELEWORK PROGRAM**

**1<sup>st</sup> 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**. Use Arial 12 point font.

**Introduction**

The concept of telework as a viable alternate work arrangement was introduced to the County decades ago in 1989, but few County departments embraced or adopted the program. A commonplace management mindset was that employees are more productive in an office and that County services must be facilitated by in-person contact. The dogma was that quality service delivery was only achievable via physical staff presence and physical interactions with the County's residents.

The Los Angeles County Counsel is one of the largest municipal civil law offices in the country with over 300 attorneys and more than 600 employees with a core mission of providing the best legal representation for the County Board of Supervisors (BOS) and client departments. Taking note of top-ranked, multi-office, private law firms with alternate remote work arrangements, County Counsel's Executive Team concluded that aside from some personal preference, high-quality legal work and the development and dissemination of creative legal ideas and solutions could be done remotely. In practice, the minimum technologies for remote computing and security, voice and video presentation platforms, and mobile technologies did not come of age until the past decade, so the County Counsel Telework Program (CCTP) was not considered until these requisite technologies became readily available, affordable, and deployable. Thus, beginning in 2017, the CCTP was born.

**Implementation Challenges, Solutions, and Benefits**

County Counsel provides legal services across numerous specialties organized in 16 separate divisions, each led by an attorney Division Chief, who reports to the Executive Team. Extensive preparation was necessary before launching the CCTP. The Executive Team leveraged existing County telework policies, which served as a starting point for the CCTP, but extensively modified them to suit the unique County Counsel business processes. As an example, during early implementation, the option of "bring your own device" (BYOD) was researched, discussed, and considered; however, BYOD was ultimately rejected in favor of County Counsel providing smartphones and laptops to its teleworkers. For ease of information separation, discoverability, security and risk management, the Executive Team concluded that CCTP-approved and enrolled participants would be issued devices provided and managed by County Counsel.

**Quality and Productivity Commission**  
**34<sup>th</sup> Annual Productivity and Quality Awards Program**  
**“Leading with Excellence”**

**2021 APPLICATION**

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

**NAME OF PROJECT: COUNTY COUNSEL TELEWORK PROGRAM**

The Executive Team implemented the CCTP by issuing: 1) a County Counsel Telework Policy; 2) a County Issued Mobile Devices Policy; 3) a County Counsel Telework Agreement setting forth the mutually agreed upon telework day(s) of the week, and disclosure and mutual understanding of expenses provided by County Counsel versus expenses covered by the teleworker; and 4) a County Counsel Telework Location Home Safety Checklist acknowledging and self-attesting to safety, ergonomics, and suitability of the remote work location.

In executing the initial pilot CCTP, those attorneys who provided legal advice, research, and writing, as opposed to those who made court appearances or were embedded in client departments, were identified as most suitable for a telework pilot program. In January 2017, the Appeals Division began a hybrid telework arrangement with two days per week of remote work, which increased to three days per week. A byproduct and resultant cost savings was uncovered wherein a 1:2 and then a 1:5 office to attorney teleworker, (multiple attorneys stationed per office) sharing arrangement meant that as the division expanded in personnel headcount, no additional procurement of office space was required. At the time, the Appeals Division was housed with the Dependency Division, which were both headquartered in the basement floor of the Edelman courthouse in Monterey Park. This finite space proved challenging over the years as the Dependency Division grew, and it became harder to find acceptable space to house new staff while following workplace safety standards. However, the office sharing arrangement in the telework pilot freed up 12 office spaces for other staff. The pilot CCTP was then expanded to our Public Works and Social Services divisions, and thereafter throughout the entire office two divisions at a time.

A separate cost avoidance example involved our newly established Affirmative Litigation & Consumer Protection Division (ALCP), which was formed by a Board of Supervisors' motion and created the need for rapid expansion, but the lack of office space presented an issue met by a draft Space Request Evaluation (SRE) request (a required CEO Real Estate form to acquire new office space) and totaled \$1,355,000 over a five-year initial term. After consideration, the Executive Team determined the operations of ALCP suitable for telework and withdrew the SRE.

**By the Numbers**

From early 2017 through March 2020, County Counsel had 133 teleworking attorneys out of 364 attorneys, which was a 37% telework adoption rate.

Attorney productive hours for fiscal year (FY) 2018-19 were 601,646. The same metric over FY 2019-20 was 619,388 which is a 2.9% productivity increase. This amounted to an increase in revenues of \$8,702,959 or 5.5%.

The annual teleworking activities reported from March 15, 2020 through March 31, 2021 (first available date range):

- 73,201 days teleworked;

**Quality and Productivity Commission**  
**34<sup>th</sup> Annual Productivity and Quality Awards Program**  
**“Leading with Excellence”**

**2021 APPLICATION**

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

**NAME OF PROJECT: COUNTY COUNSEL TELEWORK PROGRAM**

- 2,871,318 roundtrip miles saved;
- 130,514 gallons of gas saved (22 mpg average);
- 1,160 metric tons of CO2 emissions avoided, equivalent to: 251 passenger vehicles driven for one year, or 134 home energy use for one year, or 395 tons of recycling vs. landfill.

**Hoteling**

The final phase of CCTP was Hoteling for County Counsel's offices at the Kenneth Hahn Hall of Administration (HOA) building and ending the remaining third-party leased space in the downtown area, which estimates over \$1.2 million of annual ongoing savings. To propel this sea-change from the traditional mode of work (there were many rigidly opposed to giving up their offices at the beginning), the Executive Team surveyed all staff on teleworking and workspace sharing, and whether those concepts are a good fit for both the Office and employees. A robust communications campaign was then utilized announcing management plans, intentions and the positive impacts of Hoteling to the daily routine. The Executive Team always coupled messaging with tangible benefits of a teleworking solution and work-life balance. The Hoteling decision was not concluded lightly and involved a scientific approach. HOA capacity studies illustrated almost 80% capacity when combining existing HOA staff with other downtown area suites. With teleworking fully implemented for most with a set in-office rotational schedule, the Executive Team was fully confident that HOA hoteling would work and prove to be a success, while consistently delivering the highest quality legal representation with added cost savings.

**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.

By breaking the chains of the physical office, CCTP hits directly at multiple strategies within GOAL III. Realize Tomorrow's Government Today:

- III.3.6 Implement a workplace of the future – CCTP provides for the utmost flexibility and afforded the opportunity for reimagined Hoteling workspaces and the addition of repurposing County Counsel's law library into a shared, multipurpose meeting space with the latest technologies to host and attend virtual meetings, televised trainings, and on-the-spot collaborations with built-in large format screen computers.
- III.2.3 Prioritize and implement technology initiatives that enhance service delivery and increase efficiency – CCTP has and continues to be the dominating catalyst of improving existing technology platforms such as the adoption of electronic signatures, digital file scanning and management solutions to reduce paper use, and virtual private networks to ensure County cybersecurity while providing a seamless experience regardless of locale.
- III.3.2 Manage and maximize County assets – CCTP allows us to fully utilize the capacities of existing space allowing an overall footprint reduction and savings in real County General Fund dollars in the process.

County Counsel is proud of its achievements with the CCTP and its positive effects on other business processes. County Counsel looks towards an ever-improving future and meeting the mission of providing the highest quality legal services to our Board and County.

**Quality and Productivity Commission**  
**34<sup>th</sup> Annual Productivity and Quality Awards Program**  
*“Leading with Excellence”*

**2021 APPLICATION**

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

**NAME OF PROJECT: COUNTY COUNSEL TELEWORK PROGRAM**

**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
<b>\$ 271,000</b>	<b>\$ 1,162,188 + \$53,841 = \$1,216,029</b>	<b>\$ 8,702,959</b>	<b>\$ 10,189,988</b>	<input checked="" type="checkbox"/>

**ANNUAL= 12 MONTHS ONLY**

Quality and Productivity Commission  
**34<sup>th</sup> Annual Productivity and Quality Awards Program**  
*“Leading with Excellence”*

**2021 APPLICATION**

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

**NAME OF PROJECT: COUNTY COUNSEL TELEWORK PROGRAM**

**FOR COLLABORATING DEPARTMENTS ONLY**

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

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____