

**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: THE IT ENTERPRISE COMMAND CENTER (ITECC)**

**DATE OF IMPLEMENTATION/ADOPTION: JUNE 2020**

(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.

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After the implementation of the VSAP program, the need for a call center with focus on major incidents and trend monitoring was necessary to provide relief to the IT call centers and ensure operational optimization. The establishment of the Information Technology Enterprise Command Center (ITECC) group ensured there was a dedicated group to remediate and address major incidents, establish major incident responses, facilitate communication with other call centers and executive management, and monitor and proactively respond to trends. Through the implementation of the ITECC, the RR/CC was able to proactively address over 820 incidents in response to trends and resolve 66 major incidents.

**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
\$ 0	\$ 0	\$ 0	\$ 0	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Registrar-Recorder/County Clerk 12400 Imperial Hwy, Norwalk, CA 90650		(800) 815-2666
<b>PROGRAM MANAGER'S NAME</b> Aman Bhullar		<b>TELEPHONE NUMBER</b> (562) 462 -2714
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Alexander Ogunji		<b>TELEPHONE NUMBER</b> (562) 462-2755
<b>DEPARTMENT HEAD'S NAME AND</b> Dean Logan		<b>TELEPHONE NUMBER</b> (562) 462-2716

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

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**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.

Prior to the implementation of the new VSAP voting model for Los Angeles County, the Registrar-Recorder/County Clerk (RR/CC) technical support presence in the election was minimal. Technical support was provided to the internal RR/CC team for users and for additional equipment setup and monitoring on election night by the department’s internal Help Desk team.

The implementation of the VSAP program introduced the need for additional technical support services, and the internal Help Desk team was insufficient to supporting the growing technical support needs of the program. The Technical Support, Field Support Dispatch, Network Operations Center (NOC), Security Operations Center (SOC), Swap Dispatch, and other vendor call center support groups were established and staffed in response to the department’s need. The addition of these concentrated technical support call centers was necessary to support the increased demand in technical support.

However, in March of 2020, the initial rollout of the new technical support program proved to be challenging. The IT call centers were overwhelmed with handling call volume from Vote Centers, internal staff, in addition to managing major incidents. These major incidents ranged from network outages, system outages, mass device failures, and power outages. Although there were other factors that contributed to the challenges of the March 2020 election, the unanticipated responsibility of major incident handling in addition to technical support and the lack of collaboration between call centers resulted in higher call volumes and overall degradation in the level of service offered to the Vote Centers and the public at large.

After the March 2020 election, several collaborative sessions were held with the various call centers to determine the improvements that needed to be implemented to ensure the success of the IT call center operations and improve the level of service offered to the Vote Centers and by extension, the public. After these sessions, it was determined that an additional call center was needed to manage major incidents, facilitate cross-collaboration in a focused manner, and identify trends and problem areas to respond proactively. The new call center would need to establish major incident workflows and establish communications with the Executive Office as well as facilitate communications between the other IT call centers.

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In response to this identified need, the Information Technology Enterprise Command Center (ITECC) was established. The ITECC group first began addressing one of the largest challenges: the lack procedures and process workflows around major incident responses. The ITECC group coordinated several inter-departmental collaborative process discovery and documentation sessions to determine the process for remediation for each category of IT major incidents. Certain processes involved partnership and process vetting with ISD for major incidents that involved network failures and power outages. The ITECC group then provided training and simulation exercises for all IT call center leads to ensure all call centers understood their role in identifying and remediating a major incident.

Next, the ITECC group established a standard mode of communication for major incidents and defined the medium and processes surrounding the facilitation of communication between the call centers. This included a communications matrix, that identified call center leads and ITECC responsibilities, who was to be notified for each major incident category, and the medium through which the individuals would be notified. A standard platform for written and verbal communication was established to ensure easy communication and facilitation of incident handling between call centers and executive management.

Finally, ITECC created a runbook of processes, roles, duties, and scope of ITECC group to ensure the processes were well defined and repeatable throughout each election. With the establishment of the ITECC, a dedicated team of call center agents, dispatch agents, Field Support Technicians (FST), and managers were able to run an efficient operation, responding to major incidents quickly and facilitating quick communications. Additionally, the ITECC team focused on identifying trends and potential problem Vote Centers, with the assistance of dedicated ITECC Dispatch Agents and FST who could quickly resolve technical issues in geo-location tracked ITECC vans, equipped with spare devices and parts.

As a result of the implementation of ITECC and the establishment of defined major incident handling, communication facilitation, and trend monitoring and response, the other IT call centers were able to focus on providing quick solutions directly to the Vote Center. In total, ITECC recorded over 820 health check tickets that were opened in response to proactive dashboard and trend monitoring and facilitated the successful completion of 66 major incidents in the November 2020 election. As a result, the IT call center teams experienced lower call volumes and average handling times and higher user satisfaction since call centers were no longer responsible for major incident handling and trend monitoring.

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**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.

*Strategy III.2.3 Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency*

Prior to the implementation of the ITECC group, IT call center processes were inefficient, as the call centers juggled handling technical support calls in addition to unanticipated major incidents. This inefficiency caused a degradation in the service provided to callers and increased call volume. The changes implemented contributed to the overall increase in service delivery, as call centers experienced a decrease in calls related to major incidents and increased efficiency by allowing each call center to remain focused on providing concentrated technical support.

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**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.

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<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<input checked="" type="checkbox"/>

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**FOR COLLABORATING DEPARTMENTS ONLY**

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

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
Internal Services Department, 1100 N. Eastern Avenue, Los Angeles, CA 90063	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b> <i>Sonia Fernandez</i>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b> <i>Shelwyn Hollins</i>
EMAIL: <u>sfernandez@isd.lacounty.gov</u>	EMAIL: <u>shollins@isd.lacounty.gov</u>
<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: _____