

Los Angeles County Quality and Productivity Commission

MEETING AGENDA

Date: December 16, 2019
Time: 10:00 a.m.
Place: Room 743, Kenneth Hahn Hall of Administration
500 West Temple Street, Los Angeles, CA 90012

1. Call to Order (1 minute)
2. Approval of the minutes for October 28, 2019, Meeting
3. Productivity Investment Fund update and and Fund Balance Report, Fiscal Year 2019-20, 1st Quarter.....Commissioner Bacharach (3 minutes)
4. Strategic Plan 2016-2020 Review of Progress to Date (10 minutes).....Commissioner Landres
5. Chair's Report (5 minutes).....Commissioner Landres
6. PMN Chair's Report (3 minutes).....Jennifer Coultas
7. Executive Director's Report (3 minutes).....Jackie Guevarra
8. Procurement Ad Hoc Committee Update (3 minutes).....Commissioner Butler
9. Department Visit Reports (3 minutes; receive and file) Commissioner Liu
 - Health Services
 - Regional Planning
10. Report of the 2019 Ad Hoc Nominating Committee and Election of Commission Officers for 2020 (10 minutes).....Commissioner Liu
11. Commissioner Announcements (2 minutes)



County of Los Angeles Quality and Productivity Commission

565 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Telephone: (213) 974-1361
(213) 974-1390
(213) 893-0322

Website: <http://qpc.lacounty.gov>

Chair

J. Shawn Landres, Ph.D.

First Vice Chair

Jacki Bacharach

Second Vice Chair

Huasha Liu

Immediate Past Chair

Rodney C. Gibson, Ph.D.

Chair Emeritus

Edward T. McIntyre

Maxwell Billieon

Viggo Butler

Andrés Cuervo

Teresa Dreyfuss

Evelyn Gutierrez

Nancy G. Harris

Nichelle M. Henderson

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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and caring service”*

12. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda.
13. Public Comment (3 minutes for each speaker)
14. The next full Commission meeting will be held on Monday, January 27, 2020, at 10:00 a.m., Room 743, Kenneth Hahn Hall of Administration, downtown Los Angeles.

LOBBYIST REGISTRATION

Any person who seeks support or endorsement from the Commission on any official action may be subject to the provisions of Los Angeles County Code, Chapter 2.160 relating to lobbyists. Violation of the lobbyist ordinance may result in a fine and other penalties. For more information, call (213) 974-1093.

ACCOMMODATIONS

Accommodations, American Sign Language (ASL) interpreters, or assisted listening devices are available with at least 3-business days notice before the meeting date. Agendas in Braille and/or alternate formats are available upon request. Please telephone (213) 974-1431 (voice) or (213) 974-1707 (TDD), from 8:a.m.-5:00 p.m., Monday through Friday.

SUPPORTING DOCUMENTATION

Supporting documentation can be obtained at the Quality and Productivity Commission Office, 565 Kenneth Hahn Hall of Administration, 500 West Temple Street, Los Angeles, CA 90012

PUBLIC COMMENT

Commission meetings are open to the public. A member of the public may address the Commission on any Agenda item. In addition, during the General Public Comment item on the agenda, a member of the public has the right to address the Commission on items of interest that are not on the agenda but are within the subject matter jurisdiction of the Commission. A request to address the Commission must be submitted to Commission Staff prior to the item being called. Comments are limited to a total of six (6) minutes per speaker per meeting, at up to two (2) minutes per item. The Commission may further limit public input on any item, based on the number of people requesting to speak and the business of the Commission.

**Quality and Productivity Commission Meeting
Minutes of October 28, 2019**



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

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PRESENT:

Jackie Bacharach

Maxwell Billieon

Viggo Butler

Andrés Cuervo

Evelyn Gutierrez

Nancy Harris

Nichelle Henderson

Shawn Landres

Huasha Liu

Edward McIntyre

Blaine Meek

E. Scott Palmer

Claire Peeps

Jeffrey J. Penichet

Will Wright

ABSENT:

Teresa Dreyfuss

Rodney Gibson

PMN

Jennifer Coultas

CALL TO ORDER

Commissioner Landres called the regular meeting of the Quality and Productivity Commission to order at 10:00 a.m. in Room 739 of the Kenneth Hahn Hall of Administration.

APPROVAL OF THE MINUTES OF AUGUST 26, 2019

On motion by Commissioner Wright and seconded by Commissioner McIntyre, the minutes of August 26, 2019, were unanimously approved.

REPORT ON PRODUCTIVITY INVESTMENT FUND PROPOSALS, FISCAL YEAR 2019-20, 1st QUARTER

Commissioner Bacharach reported as of today's meeting, there is a fund balance in the amount of \$5,114,249.

There are two proposals 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 Commissioners.

20.6 – Sheriff, for Infrastructure for Electric Vehicle Charging Stations, \$125,000 Loan

Sheriff Alex Villanueva, Glen Joe, Rick Cavataio, Adrienne Ferree, Greg Nelson, David Culver, and Monica Moreno from the Sheriff's Department were available to answer questions.

We support plain language

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“To enrich lives through

Commissioner Landres reported there is a motion out of the PIB recommending a \$125,000 loan.

Commissioner Landres presented the project on behalf of Commissioner Harris. The County received a donation of 200 Electric Vehicle chargers. The chargers would be distributed to various County departments through the County's Office of Sustainability. The requested loan is to purchase the materials to install the chargers, i.e., conduit, pedestals, wall mounting frames, and upgrades to electrical panels. Once the chargers are installed, the Department will submit for reimbursement from the Mobile Source Air Pollution Reduction Review Committee grant. Additionally, the Department will share with other interested County departments the design considerations and installation methods developed at the various sites.

After discussion and questions, the motion to approve a \$125,000 loan was unanimously approved.

20.7 – Sheriff, for Pitchess Detention Center Laundry-Water Recycling, \$1,205,000 Grant

Sheriff Alex Villanueva, Glen Joe, Rick Cavataio, Adrienne Ferree, Greg Nelson, David Culver, and Monica Moreno from the Sheriff's Department were available to answer questions.

Commissioner Landres reported there is a motion out of the PIB recommending a \$602,500 loan and \$602,500 grant.

Commissioner Harris presented the project. The requested loan and grant would be used to purchase/install a water recycling system for the Pitchess Detention Center laundry operations that will reduce 11 million gallons of fresh water use yearly. On July 1, 2015, the Commission awarded \$660,000 for the subject project. However, in September 2018, the funding was recalled due to projects delays caused by another critical laundry project that was already underway. In the previous and current proposals, the Department relied information from the Solano State Prison laundry operations, as they are most closely relevant to County's operations. During the delay, the State Prison subsequently installed additional systems from a different vendor, which was vastly superior in materials, function and maintenance installed at the Solano State Prison. The recycling system will be able to recycle approximately 70% of the present fresh/soft water volume fed to the washers using the minimum amount of energy to do so. The revised proposal is based on the new cost information from the State.

After discussion and questions, Commissioner Billieon moved an amendment in the form of a substitute to approve a \$1,205,000 loan. The motion was seconded by Commissioner Harris. The substitute motion was approved by the following vote:

Ayes: Commissioners Billieon, Butler, Harris, Henderson, Landres, Liu, McIntyre, Peeps, and Penichet
Nos: Commissioners Bacharach, Cuervo, Gutierrez, Meek, Palmer, and Wright
Abstain: None

PARKS AND RECREATION NEED ASSESSMENT UPDATE

Commissioner Landres introduced and welcomed John Wicker, Director, Norma Garcia, Chief Deputy Director, Alina Bokde, Deputy Director, Planning and Development Agency, and John Diaz, GIS Analyst, from the Department of Parks and Recreation.

The Parks team gave a presentation on the Countywide Parks and Recreation Needs Assessment (2016), which is a new way to understand, plan for, and program parks, recreation, and open space. A PowerPoint presentation was followed by a question and answer session with Commissioners. The presentation and discussion included the following topics:

- Considering parks as key infrastructure needed to maintain and improve the quality of life for all County residents;
- Implementing a new series of metrics to determine parks need;
- Engaging residents and community organizations in prioritizing park projects
- Supporting need-based allocation of funding (whether by public or private partners) within the parks and recreation portfolio, such as site selection for sports-specific fields supported by philanthropic organizations (e.g., the Dodgers organization and the LA84 Foundation); and
- Applying data-based decision-making to both new capital initiatives and deferred maintenance projects.

CHAIR'S REPORT

Commissioner Landres made the following report:

- The Commission will make final 2019 Department Visits to Health Services (October 30) and Regional Planning (November 7). All Commissioners are encouraged to attend at least three visits during the year.
- Thanks to everyone involved in the 33rd Annual Productivity and Quality Awards (PQA) program. The Top Ten awardees were invited to the Board of Supervisors meeting on October 22, 2019. Elizabeth Mendez from Parks and Recreation was awarded Productivity Manager of the Year. The Chair Leadership Awards were presented to Lisa Garrett, Director of Personnel, and Sachi A. Hamai, Chief Executive Officer.
- Thanks to Commissioner Gutierrez for being a mentor to Commissioner Cuervo in his first year as PQA Chair.
- Announced the Commission's newest Commissioner, Teresa Dreyfuss. She was appointed by Supervisor Hilda Solis, and approved by the Board on September 10, 2019. Commissioner Dreyfuss worked at Rio Hondo College for 32 years. She retired on June 30, 2019, after serving for six years as Superintendent/President of the College.

- Will provide an update on the 2016-2020 Strategic Plan at the December 16, 2019, Commission meeting. The 2020 Commission Chair will form an ad hoc Strategic Plan Update Committee to prepare the 2021-2025 Strategic Plan. A Strategic Planning retreat is being planned for May 13 or 14, 2020, and will be held at the Burton Chase Park Boathouse in Marina del Rey.
- Announced a new Chair's interpretation of Commission policy and PIF guidelines for proposals that come before the full Commission. Pursuant to PIF guidelines as clarified by the Commission on March 18, 2019, when the Productivity Investment Board (PIB) makes a recommendation for approval to the full Commission, it is placed on the Commission's agenda as an action item. The new Chair's interpretation is as follows: if the item is not considered by the full Commission within six months of PIB approval, the item will be returned to the PIB for review and reconsideration.
- The Nominating Ad Hoc Committee met on October 23, 2019. It will propose a slate of Officers for consideration at the December 16, 2019, Commission meeting. The 2021-2025 Strategic Plan Committee will review/discuss Commission policies during the retreat.
- Commissioners Bacharach and Landres gave a presentation on the history of and opportunity for public safety and justice-related PIF investments and PQA awards at the October 23, 2019, CCJCC meeting. At the September 18, 2019, meeting, the CCJCC discussions included the jail based job-training center and its expansion to the women's jail
- Potential guest speakers for future Commission meetings include Health Services, Office of Diversion and Reentry and the Chief Executive Office, Service Integration Branch
- Retirements – Leaving County Service are Sachi A. Hamai, Chief Executive Officer, Productivity Managers Diane Quarker, Internal Services Department, and Kiara Brown, Natural History Museum
- There is a Board motion on limiting single-use plastics in Los Angeles County unincorporated areas. The Officers discussed working with the Productivity Managers' Network (PMN) to decrease use of single use plastics at Department Visits, whenever possible. Jennifer Coultas, PMN Chair, agreed to bring this matter up at the next PMN meeting

PRODUCTIVITY MANAGERS' NETWORK (PMN) CHAIR'S REPORT

Jennifer Coultas made the following report:

- PMN Executive Committee members assisted with the 33rd Annual PQA registration, plaque tables, directing guests to their seats, putting up signs, handing out parking validations, placing program books at each table, and ensuring the tables are appropriately set up for the luncheon. She commended Commission staff and the Productivity Managers for a job well done on the PQA
- The PMN Executive Committee met on October 3, 2019, to plan the November 6, 2019 PMN General Meeting and Training, as well as the PMN Holiday Reception on December 12, 2019. The PMN General Meeting will take place at the

Department of Health Services, LAC+USC Medical Center. As requested by the Commission, the PMN refresher training on Department Visits and the Productivity Investment Fund process will be given. A brief tour of the Medical Center is planned following the meeting

- Elisa Vasquez was selected Chair of the Nominating Committee (Committee). An email went out to the Network on September 16, 2019, to solicit interest to serve on the 2020 PMN Executive Committee. The Committee reviewed the list of names on October 21, 2019 and selected a slate of officers for a vote. The slate is: Arman Depanion, Chair (DCFCS); Heidi Oliva, 1st Vice-Chair (Fire); Stanley Yen, 2nd Vice-Chair (Human Resources); Inna Sarac (Medical Examiner-Coroner) and Keisha Belmaster (Health Services-Harbor/UCLA), PQA Co-Chairs, and Jennifer Coultas (Child Support Services), Training and Education Chair. Managers will vote by email and at the November 6, 2019 PMN meeting. The 2020 PMN Executive Committee will be announced at the PMN Holiday Reception on December 12, 2019
- The PMN Holiday Reception will be on Wednesday, December 12, 2019 beginning at 11:30 a.m. in Room 140 of the Hall of Administration. Food will be provided by Corner Bakery for an \$11 fee (boxed lunch). We hope Commissioners can attend and participate in the lunch
- Productivity Managers' submitted four PIF proposals for the second quarter of Fiscal Year 2019-20. They come from Internal Services (2), Public Health, and Fire
- A new Managers' Orientation will be held on November 20, 2019

EXECUTIVE DIRECTOR'S REPORT

Jackie Guevarra, Executive Director, made the following report:

- Thanked Laura Perez for getting the Chair Leadership Award in time to present to Sachi A. Hamai during the PQA Board presentation. Also thanked Tammy Johnson for processing paperwork for the vendors used for the PQA Luncheon
- PQA wrap up meeting will follow today's Commission meeting
- Will send reminder notifications to Commissioner regarding outstanding trainings
- The Procurement Ad Hoc Committee members (Viggo Butler, Will Wright, Edward McIntyre and Shawn Landres) met with Michael Owh, General Manager, Internal Services Department Purchasing and Contracts Services, and Diane Quarker, Productivity Manager with Internal Services, on October 7, 2019. Michael Owh is working on changes to the County's procurement process. He will make a follow-up presentation to the Commission in January 2020.
- Will send out request to Commissioners for interest in Committee participation for 2020

OPEN DISCUSSION

None

PUBLIC COMMENT

None

MATTERS NOT POSTED ON THE AGENDA

Commissioner Butler provided an update on the Procurement ad hoc Committee meeting with the Internal Services Department (ISD) on October 7, 2019. ISD will continue to review current procurement policies and practices, and plans to submit procurement enhancement/innovation projects for PIF funding consideration. Actionable items related to this matter will be posted on a future agenda.

ADJOURNMENT

The meeting adjourned at 12:32 p.m.

NEXT MEETING

The next full Commission meeting will be on December 16, 2019, at 10:00 a.m., in Room 743, Kenneth Hahn Hall of Administration.

**COUNTY OF LOS ANGELES
CHIEF EXECUTIVE OFFICE
QUALITY AND PRODUCTIVITY COMMISSION**



Strategic Plan

2016-2020

Vision

A creative and collaborative County culture of continual improvement that yields ever-more productive, efficient, and effective services to enrich lives.

Values

- Accountability
- Connectivity
- Focus
- Impact
- Innovation
- Integrity
- Recognition
- Resilience
- Teamwork
- Trust

Purpose (Los Angeles County Code, Chapter 3.51.020)

Provide the board of supervisors, the chief administrative officer and county departments with advice, information and recommendations relating to productivity and quality of services in the county. (Ord. 2007-0057 § 2, 2007: Ord. 89-0029 § 1, 1989: Ord. 86-0196 § 1 (part), 1986: Ord. 12351 § 1 (part), 1981: Ord. 4099 Art. 117 § 23001, 1942.)

Duties (Los Angeles County Code, Chapter 3.51.110)

1. Provide advice, information and recommendations relating to productivity and quality of service in the County to County officials, department heads and managers.
2. Develop and present recommendations for appropriate policies and programs designed to increase efficiency and effectiveness in the County.
3. Assist County management, including productivity managers, in the evaluation of alternative systems, organizational and service delivery models and facilitate transfers of technologies from the private and public sectors and among County departments.
4. Develop proposals and mechanisms to acquire alternative financial resources for County productivity programs and projects.
5. Provide interface with the private sector, academia and experts in the field of productivity.
6. Promote, publicize and/or sponsor County productivity projects and programs and employee participation in such activities, quality and productivity training, networking events, conferences and recognition ceremonies.
7. Evaluate and approve projects submitted by County departments for award of productivity investment fund loans and grants.
8. Insure that County Department Heads and Managers also consider internal economies and the streamlining of tasks in evaluating cost saving strategies. (Ord. 2007-0057 § 11, 2007: Ord. 2000-0039 § 5, 2000: Ord. 94-0061 § 2, 1994: Ord. 89-0029 § 6, 1989.)

Programs

	Productivity Investment Fund (PIF)	Department Visits (biennial)	Leadership Conference	Productivity & Quality Awards (PQA)	Quality & Productivity Managers Network (QPMN)	Best & Shared Practices	Commission Initiatives	Board Studies (as assigned)
<i>Advice & recommendations (1,2, 3, 4, 8)</i>	✓	✓	✓		✓	✓	✓	✓
<i>Knowledge management, evaluation, & training (1, 3, 6)</i>		✓	✓	✓	✓	✓	✓	✓
<i>Investment & funding (4, 7)</i>	✓						✓	
<i>Interface with the private sector, academia, & productivity experts (5)</i>			✓		✓		✓	✓
<i>Promotion & recognition (6)</i>	✓		✓	✓	✓	✓	✓	

“Make the Maps, Mind the Gaps, Build the Apps.”

—Jill Finlayson, Skoll Foundation

Goals 2016-2020

1. **Enhance** knowledge sharing and performance accountability.

- a. **Grow** the Commission’s capacity to generate new insight that is actionable for the County
- b. **Create** a compelling value proposition and use case for more accessible and adaptable best & shared practices reporting & dissemination.

The Commission seeks to enhance its knowledge management function, specifically to generate and share actionable knowledge, and to develop accountability structures that encourage County stakeholders to take meaningful risks and apply new knowledge. It will accomplish this in two main ways. First, the Commission will expand its efforts to integrate data from across its programming (primarily Department visits, Productivity Investment Fund applications and progress reports, and Productivity and Quality Awards submissions). Second, the Commission will develop new avenues not only to share its own learning, but also to encourage Departments to regularly access and respond to one another’s lessons learned.

2. **Broaden the impact of** productivity accomplishments within the County.

- a. **Encourage** the adaptation, replication, and scaling of effective County initiatives, programs, and processes
- b. **Clarify and amplify** the Countywide narrative about productivity and quality.

The Commission will focus on its role as an advocate for efficiencies and performance improvement by helping the County take full advantage of effective processes, programs, and initiatives originating within the Departments. This entails, first, the promotion of systemwide, enterprise-level assessment and response to proven innovations, rather than what is popularly termed “reinventing the wheel.” Second, recognizing the value of strategic communication, the Commission will work to improve and expand awareness of and interest in quality and productivity.

3. **Leverage Commissioners’ expertise and experience.**

- a. **Focus** the collective involvement and team efforts of Commissioners.
- b. **Enhance the Commission’s** capacity to identify and deploy specific expertise of individual Commissioners.

As in any organization, the Commission’s greatest asset is its people. The Commission intends to make ever more effective use of its individuals and teams. As the Commission’s workload, especially in committee, has increased, the Commission will find ways to encourage and ensure maximum contributing participation. Simultaneously, the Commission will identify appropriate ways to leverage the backgrounds, perspectives, and expertise of individual commissioners reflecting the County’s diverse productivity needs.

OBJECTIVES	Goal 1a (actionable insight))	Goal 1b (best/shared practice reporting)	Goal 2a (adaptation/replication/ scaling)	Goal 2b (communication/ narrative)	Goal 3a (proactive collective)	Goal 3b (asset mapping & expertise)
<i>Expand Annual Report with 1-2 page policy findings & recommendations related to productivity, based on annual distillation of learning from department visit reports, PIF proposals & progress reports, and PQA submissions, to be drafted by the SFWG</i>	✓	✓	✓	✓	✓	
<i>Expand best & shared practice reporting process to include accessible & searchable online database and annual presentation</i>	✓	✓	✓	✓		
<i>Identify potential Commission contributions to the Countywide Open Data Initiative</i>	✓	✓	✓	✓		

OBJECTIVES	Goal 1a (actionable insight))	Goal 1b (best/shared practice reporting)	Goal 2a (adaptation/replication/ scaling)	Goal 2b (communication/ narrative)	Goal 3a (proactive collective)	Goal 3b (asset mapping & expertise)
<i>Relaunch Commission website rooted in responsive design and establish interactive social media presence for Commission</i>	✓	✓		✓	✓	
<i>Assign chairs of PIB, Department Visit, and PQA Committees to SFWG & charge this committee with organizational learning/knowledge management.</i>	✓	✓	✓		✓	
<i>Adapt PQA, PIF, and Department Visit guidelines & forms to require references to existing best & shared quality & productivity practices and potential for replicability/adaptability</i>	✓	✓	✓	✓		

OBJECTIVES	Goal 1a (actionable insight))	Goal 1b (best/shared practice reporting)	Goal 2a (adaptation/replication/ scaling)	Goal 2b (communication/ narrative)	Goal 3a (proactive collective)	Goal 3b (asset mapping & expertise)
<i>Promote continuing awareness of and commitment to QPMN among Departments and Board offices</i>		✓	✓	✓	✓	
<i>Promote interdepartmental connectivity and knowledge sharing via QPMN activities & meetings.</i>		✓	✓	✓		✓
<i>Annually, add 5th (special) meeting of Productivity Investment Board to review technical progress of funded projects</i>	✓	✓	✓			

OBJECTIVES	Goal 1a (actionable insight))	Goal 1b (best/shared practice reporting)	Goal 2a (adaptation/replication/ scaling)	Goal 2b (communication/ narrative)	Goal 3a (proactive collective)	Goal 3b (asset mapping & expertise)
<i>Document current Commissioners' background & expertise in relevant fields</i>				✓	✓	✓
<i>Encourage commissioners to bring new ideas to the table for discussion</i>	✓				✓	✓
<i>Clarify expectations of commissioners regarding minimum participation in committee work & site visits; review & make recommendations regarding corresponding balance of workload and compensation (stipend, parking, etc.)</i>					✓	✓

November 13, 2019

Dr. Christina Ghaly
Director
Department of Health Services
313 North Figueroa Street
Los Angeles, California 90012

Dear Dr. Ghaly:

Thank you for an informative update received at the Quality and Productivity Commission's Department Visit on October 30, 2019. Congratulations on winning three Top Ten awards—*Justice League: Legal Aid & Healthcare Unite* (Martin Luther King, Jr.), *Make it a Movie Night with At-Home Chemotherapy* (Harbor/UCLA Medical Center), and *Quality Academy: Building Capacity for Improvement* (LAC+USC Medical Center)—at this year's Productivity and Quality Awards program, including a Silver Eagle.

Commissioners commended the Department's efforts to improve the quality of patient care and its accomplishments in reaching major milestones on the Public Hospital Redesign and Incentives in Medi-Cal (PRIME) program, including increases in disease screening and flu shot compliance, as well as other data driven closures of care gaps, and complete resolution of the eConsult backlog. Thanks to these and other documented gains in patient care, the Department expects to receive \$191 million in available federal funds this year.

Commissioners also noted the Department's progress in workforce optimization, including achieving a nursing magnet designation, modifying the linguistic concordance exam and other competency testing, increasing leadership and management effectiveness, increasing cultural competency, and tracking performance metrics by service lines. With the nursing magnet in place, turnover is approximately 3% compared to the 9% national average.

Commissioners were pleased to learn about your initiatives to improve productivity and efficiency throughout the Department, including in the following areas:

- Standardizing practices across the system, including admissions and transfer criteria, available medical devices, specialty care templates, and scheduling policies
- Expanding telehealth services, including site-to-site telemedicine, to treat, support, and communicate with patients and to provide laboratory results, prescriptions, and

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appointments scheduling. This has resulted in a 20%-30% reduction in the need for face-to-face visits

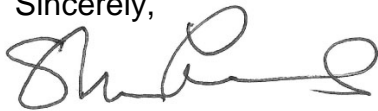
- Opening a new 18-bed inpatient psychiatric unit at Olive View-UCLA Medical Center in partnership with the Office of Diversion and Reentry to support pretrial diversion to treatment for people with acute mental health illnesses
- Implementing the Rancho Works Café program, which retrains patients for the workforce as part of their rehabilitation

We look forward to working with you in the near future on other operational enhancements, including:

- Improving data capture related to patient encounters and other opportunities for reimbursement and revenue
- Working with the Internal Services Department to develop procurement efficiencies to improve the value of health-specific purchases and maintenance contracts
- Partnering with the Department of Human Resources and the Chief Executive Office to ensure the County can competitively attract and timely hire talent in the healthcare market by creating new models for physician and nurse recruitment, classification, and compensation

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, Connie Salgado-Sanchez Please contact Jackie Guevarra, Executive Director, at (213) 974-1361 for additional information.

Sincerely,



J. SHAWN LANDRES
Chair

SL:JTG

- c: Sachi A. Hamai, Chief Executive Officer
Fesia Davenport, Chief Operating Officer
Celia Zavala, Executive Officer, Board of Supervisors
Commissioner Jacki Bacharach
Commissioner Edward McIntyre
Commissioner Jeff Penichet
Jennifer Coultas, Network Chair
Connie Salgado-Sanchez, Productivity Manager

November 19, 2019

Ms. Amy J. Bodek
Director
Department of Regional Planning
320 West Temple Street, Room 1390
13th Floor, Hall of Records
Los Angeles, California 90012

Dear Ms. Bodek:

Thank you for a very informative update received at the Quality and Productivity Commission's Department Visit on November 7, 2019. Commissioners commended Department leaders' interest in crowdsourcing ideas from staff and exploring pilot studies, and were pleased to hear that you had visited all eight field offices, and met with every Regional Planning employee. This holistic approach includes improving the work environment, facilitating improvements and efficiencies at field locations (e.g., new office furniture, scanners, etc.), and using technology (e.g., electronic sign-in, online applications, etc.) to improve overall customer experience.

Commissioners also were pleased to learn of the Department's role after the Woolsey Fire. Using the GIS Activation Roster program, the Department provided before and after imagery of properties within the fire-affected areas. The Department also conducted a windshield survey using a field data collection mobile application to confirm where people were living after the fire. The Department worked with the Office of Emergency Management, the Department of Public Works, and the Office of the Assessor, to help homeowners start the rebuilding process.

Commissioners also commended your initiatives to improve productivity and efficiency throughout the Department, including in the following areas:

- Reducing barriers to sign language translation by using on-demand Video Remote Interpreting (VRI) and a Video Relay Services (VRS) subscription, in lieu of costlier pre-booked professional services
- Increasing the number of remote testimony locations for public hearings
- Piloting the use of drones for zoning enforcement activities to more efficiently and effectively cover large-scale and hard-to-reach areas (e.g., illegal dumping or habitation on remote desert lands, rooftop inspections, etc.)

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(213) 893-0322

Website: <http://qpc.lacounty.gov>

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Executive Director

Jackie T. Guevarra, CPA

Program Manager

Laura Perez

Program Support

Tammy Johnson



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

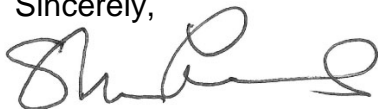
- Implementing the County's new Historic Preservation Ordinance, along with the Mills Act Property Contract Program, to designate sites as architectural and historical landmarks
- Developing in-house capacity in urban design and developing the County Design Guidelines project, which already is improving the quality of new projects and will help ensure alignment with the County's newly adopted Sustainability Plan

We look forward to working with you in the near future on other operational enhancements, including:

- Expanding the use of VRI/VRS technology to allow the hearing impaired public to give testimony and participate in the hearing process
- Implementing a certified content management system, which would interface with EPIC-LA, allow DRP to be fully paperless, and provide the Department with enhanced information management, records preservation, effective auditing, and easy file production
- Collaborating with the Office of the Assessor, other departments, and philanthropic partners to digitize historic records
- Conducting a comprehensive historic resources survey in the unincorporated areas of the County, which may improve access to outside grant funding

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, Hsiao-Ching Chen. Please contact Jackie Guevarra, Executive Director, at (213) 974-1361 for additional information.

Sincerely,



J. SHAWN LANDRES
Chair

SL:JTG

- c: Sachi A. Hamai, Chief Executive Officer
Fesia Davenport, Chief Operating Officer
Celia Zavala, Executive Officer, Board of Supervisors
Commissioner Jacki Bacharach
Commissioner Viggo Butler
Commissioner Andrés Cuervo
Commissioner Huasha Liu
Commissioner Edward McIntyre
Commissioner Blaine Meek
Jennifer Coultas, Network Chair
Hsiao-Ching Chen, Productivity Manager