

**Quality and Productivity Commission Meeting  
Minutes of October 26, 2015**



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

565 Kenneth Hahn Hall of Administration  
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**Chair**

Rodney C. Gibson, Ph.D.

**1<sup>st</sup> Vice-Chair**

Jacki Bacharach

**2<sup>nd</sup> Vice-Chair**

Nancy Harris

**Chair Emeritus**

Jaclyn Tilley Hill

**Immediate Past Chair**

Edward T. McIntyre

Walter Allen, III

Charles G. Bakaly, Jr.

Viggo Butler

Marshal Chuang

Evelyn M. Gutierrez

J. Shawn Landres, Ph.D.

Huasha Liu

Bud Treece

William C. Waddell, DBA

Joseph P. Wetzler

Jacqueline A. Wong

Will Wright

**Executive Director**

Victoria Pipkin-Lane

**Program Manager**

Mary E. Savinar

**Program Support**

Laura Perez



**PRESENT:**

Rodney Gibson  
Jacki Bacharach  
Charles Bakaly  
Evelyn Gutierrez  
Nancy Harris  
Jaclyn Tilley Hill

Shawn Landres  
Edward McIntyre  
William Waddell  
Joseph Wetzler  
Will Wright

**ABSENT:**

Walter Allen, III  
Viggo Butler  
Marshal Chuang

Huasha Liu  
Bud Treece  
Jacqueline Wong

**CALL TO ORDER**

The Chair called the regular meeting of the Quality and Productivity Commission to order at 10:03 a.m. in Room 739 of the Kenneth Hahn Hall of Administration.

**APPROVAL OF THE MINUTES OF AUGUST 17, 2015**

On motion of Commissioner Landres, seconded by Commissioner Wright, the minutes of August 17, 2015, were unanimously approved.

**CHAIR'S REPORT**

Chair Gibson gave the following report:

- A big thank you to those Commissioners who attended the 29<sup>th</sup> Annual Productivity and Quality Awards program. It was a great event and Commissioner Gutierrez will give a report on the ceremony later in the meeting
- Met with CEO Sachi Hamai and COO Jim Jones on September 25. Accompanied by PIF Chair, Commissioner Jaclyn Tilley Hill. The meeting went well and focused on the following:
  - Commission action with the PIF. Provided a list of PIF-funded projects over the last few years. Showed the PIF history report, which is due to be updated after Commission activities are concluded this year
  - CEO asked to meet again in November to follow-up on PIF expenditures and to see if additional funding will be allocated. Commissioner Hill informed that the demands of the PIF have significantly increased. A request for an additional \$10 million dollars was made to meet the increase. Depending on the amount the Commission

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- receives, will determine how to proceed with upcoming PIF requests
- Sachi emphasized the importance of carefully communicating with all Commissioners on Commission studies and Board reports. This matter will be discussed further
- Sachi was unanimously appointed by as the Chief Executive Officer on October 20, 2015
- There is a subject of concern with communications among Commissioners and dealing with Commission studies. Unfortunately, there was a complaint filed with a Board of Supervisor over a recent study, which caused a telephone call to the CEO and then to Commission staff to register the complaint. To this end, a new policy will be proposed to address this issue. More discussion will be in open comment
- Acknowledgement was made to Commissioners Landres and Hill for attending all ten PQA site visits. In appreciation, they were given a gift card. Commissioner McIntyre was runner up. Also, Commissioner McIntyre received a gift card for attending the most department visits throughout the year. Commissioner Landres was the runner-up
- The following updates are on the Board reports being worked on:
  - SAAS Report – there have been six committee meetings with Commissioners Landres, Gibson, and Butler, and subject matter experts from the Chief Information Office, Internal Services, and Countywide Communications. A draft is being reviewed this week and made available to Commissioners soon. The deadline to submit the report to the Board is November 9, 2015
  - Eligibility Workers Report – the memo was signed by CEO Sachi Hamai and distributed to the Board of Supervisors and all Commissioners via email. A copy of the report will also be placed on the Commission's website
  - A draft Strategic Plan Update from the SFWG is expected in November. Commissioner Landres will provide an update in the open comment portion of the meeting
  - The Top Ten winning projects and Chair Leadership award winner will be recognized at the Board of Supervisors meeting tomorrow. Commissioners are invited to attend

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

Jennifer Coultas, Chair of the PMN, made the following report:

- Over 55 Productivity Managers attended the Productivity and Quality Awards (PQA) luncheon.
- Managers for the Top Ten winners were instrumental in coordinating the Commission site visits and PQA video and will be coordinating the Board presentation on October 27. Stefan Popescu, Army Veteran and Productivity Manager for Beaches and Harbors, gave the Pledge of Allegiance
- Productivity Managers have coordinated seven PIF proposals and two department visits

- The PMN Executive Committee is meeting on October 28 to plan the next PMN General Meeting and Training to be held on November 4. The Sheriff's Department will host the meeting. A room has been reserved at the newly renovated Hall of Justice and a tour is being arranged. Commander Michael Parker and Deputy Tony Moore will make a presentation on the use of Social Media in County government
- The annual PMN Alumni Reception is planned for December 1 in room 739. The room has been reserved for the entire day and plans are underway to determine the type of reception
- PMN Advisory Committee reviewed six proposals and made a variety of suggestions to make the proposals stronger. The next step is the PIB meeting on November 16

Commissioner Gutierrez asked if Jennifer could lead the Productivity Managers in guiding them with their reports following PIF awards (the implementation of their projects and a report on how the project is doing two years later). It would be helpful to see how the projects are doing and whether they were successful or not. Managers need to track good data to use it as a learning tool and to share their information with other departments.

Commissioner Landres said that this issue came up at the May retreat and is part of the Strategic Plan being proposed. It can be discussed more when the draft is handed out, which can include training processes with the Network.

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

Executive Director Victoria Pipkin-Lane reported the following:

- The Leadership Conference Committee will meet on October 28. Commission staff requested a date for next year; however, the LA Opera booked the date requested. Therefore, the date available to the Commission was Thursday, May 26, 2016
- With the appointment of a permanent CEO, the reorganization of the Chief Executive Office is expected to be completed around November. Possible changes may include units of the CEO transferred to other departments
- The merger of the Departments of Public Health, Mental Health, and Health Services is underway. Their budgets will remain separate. There is a search for the Director to oversee the entire agency, as well as the Directors of Public Health and Mental Health. The Commission will continue to conduct individual department visits to each department until otherwise advised by the Board
- There has been an issue with the County mail, which includes the Commission's mail. The mail is arriving extremely late. Staff will be checking to ensure this problem is resolved
- The CEO Countywide Communications office once again supported the PQA by absorbing the costs of making the videos and production into their budget
- The hashtag #PQA2015 received a number of good Tweets during the ceremony

### **DEPARTMENT VISIT COMMITTEE**

Commissioner Bacharach made the following report:

- The next Department Visit Committee meeting will be on December 2 at noon in Room 565. Discussions will be on visits from the current year, as well as upcoming visits in 2016. They also hope to have Evelyn's Trends Report for review and discussion
- Due to the number of department visit reports on today's agenda, it will be assumed that everyone read the reports in the packets and reporting Commissioners will make their reports brief and only add items not on the report

### **Mental Health/Museum of Natural History/Agricultural Weights and Measures (Commissioner Landres)**

Commissioner Landres reported that this was the last visit the Commission would have with Dr. Southard in the Department of Mental Health and Dr. Jane Pisano with the Museum of Natural History before their retirements.

Dr. Southard has made extraordinary progress in the department during his tenure. He has successfully deployed an EMPI billing program that integrates the Mental Health and Health Services medical records systems, which is a very creative solution. He is working with his colleagues on developing an alternative cost-effective hospital delivery system to tackle the mental health beds issue. The approval of substance abuse treatment under Medical/Medicaid is a transformational step forward for the State and County's ability to address populations that were previously not able to be helped. The department is now able to put homeless people and others with substance abuse problems into treatment program immediately and get reimbursed. It is making a big difference for this population.

To summarize all three visits, the theme is the creative and effective collaborative use of technology to transform relationships with customers and stakeholders. This is a trend that the Commission should be watching and supporting.

### **Consumer and Business Affairs (Nancy Harris)**

Commissioner Harris reported that the department has made progress in the last few years in becoming more efficient in helping the residents of the County. The Commission supported the Interactive Voice Response telephone system which they have had great success with. The automated call distribution software and foreclosure prevention programs have seen great results as well.

Commissioner Gutierrez also mentioned the department has merged with the Office of Small Business Commission. Commissioner Harris reported that with the focus on the small business initiative as it relates to the minimum wage increase, the department is in the forefront of this issue and engaging businesses and stakeholders as to its impact.

Beaches and Harbors (Jacki Bacharach)

Commissioner Bacharach reported that the department has focused on improvements in the Marinas. They are also focusing on social media because they find the public is looking for instant answers. It requires them to be nimble in how they communicate with the public.

Commissioner Gibson mentioned their senior citizen parking policy. The cost keeps going up for two-year passes and now the pass has been changed to a one year pass.

Auditor-Controller (Jacki Bacharach)

Commissioner Treece was not able to attend today's meeting, so Commissioner Bacharach reported on the Auditor-Controller visit. There was only one other matter of interest aside from the report. The department managers are now able to use the Mileage Authorization and Reimbursement System (MARS) to look at their operations and obtain other data than just mileage.

Regional Planning (Ed McIntyre)

Commissioner McIntyre reported they are in the roll-out process of the Electronic Permitting & Inspections for the County (EPIC) program which will work with GIS. It will also involve other departments and is a big move. Since the 1980s, there has not been a County general plan. The department has now completed it and it has been approved by the Board of Supervisors. They also worked with the Coastal Commission to get the Santa Monica Mountains Coastal plan approved and develop their strategic plan, as well as for East Los Angeles.

Public Works (Jaclyn Tilley Hill)

Commissioner Hill referred to the report in the packet and did not have anything else to add.

**PQA REPORT**

Commissioner Gutierrez reported the following:

- It's been rewarding to see the culmination of all the work that has been done on the luncheon come together and turn out to be a great success. A big thank you to the Commissioners who attended
- A recurring activity was stimulating the thought process from a marketing perspective on establishing a savvy project title because the title of the project is used promotionally in so many ways. The title can pull in readership and interest to the event
- Looking forward to next year and working with the Network, especially since it will be the 30<sup>th</sup> Anniversary and Supervisor Antonovich (our founder) will be leaving office. If any Commissioner has any ideas, feel free to let staff know
- Commissioner Bacharach would like to see the invitation changed to reflect the time more clearly. Staff will ensure this is changed

- Commissioner Landres recommended that Commissioners go straight upstairs before the event so they can be present to take photographs and greet those coming up and welcoming them

### **OPEN DISCUSSION**

The Chair will be proposing a new policy regarding board requests, which may include:

- When the Commission is chartered to do a study for the board, the entire Commission is made aware of it
- Immediately following the request, a committee will be formed, if necessary, to look into the request and meet with subject matters experts in the County to respond back
- Depending on the subject matter, any Commissioner can volunteer to be on the committee
- When a report is ready, it will be circulated for comment to the Commission. The Chair of the Commission will have discretion on any comments made
- The report will then be sent to CEO Sachi Hamai for final approval and signature to the Board. Final copies of the report will be given to Commissioners.

If any Commissioner has a question or concern, they should discuss these issues with the Chair of the Commission. It is preferred that a Commissioner not contact a Board office to discuss.

### **STRATEGIC FORESIGHT WORKING GROUP**

Commissioner Landres reported the following:

- The original schedule for the QPC Strategic Plan was that at today's meeting, a draft would be made available to discuss and the final would be approved at the December meeting. However, staff has been busy attending to other Commission matters, such as the PQA and Board reports. Therefore, the process has been delayed
- There will be a Strategic Foresight Working Group meeting following today's General meeting. A draft will be looked at and marked up. It will then be sent to the Executive Committee for inclusion as a discussion item at the December 14 meeting. It will not be approved on December 14. The final approval will be made at the first meeting in January 2016. It will still be submitted in a timely manner
- The three major areas that are in the update are: a significant focus on organizational learning and insight; clarifying and amplifying the impact of productivity in the County (including communicating it internally and externally); and reflecting the priorities established at the Retreat in May
- Any Commissioners who would like to attend today's meeting are more than welcome to attend

Other

Commissioner Hill spoke on the Board of Supervisor's major stand on child trafficking. She suggests the Commission piggyback with the Board and support them with a major poster campaign. It will be discussed further at the Executive Committee.

Commissioner Landres also spoke on the public/private partnership office that has been approved by the Board to be established within the Office of Child Protection, which for the first time will be committing the County to an ongoing conversation with the philanthropic sector in Los Angeles and looking at grants. There have been numerous times the Commission has been approached by departments seeking matching grants and outside funding. This will be helpful when reviewing PIF proposals and helping departments looking for funding. He suggested the Commission might want to keep track of this section and the child trafficking section because it hits the Commission directly through the PIF and other matters.

**PUBLIC COMMENT**

None

**ADJOURNMENT**

On motion by Commissioner Bakaly, seconded by Commissioner Gutierrez, the meeting adjourned at 11:36 p.m. The next full Commission meeting will be on Monday, December 14, 2015, in Room 739, at the Kenneth Hahn Hall of Administration.