

**Quality and Productivity Commission  
31<sup>st</sup> Annual Productivity and Quality Awards Program  
"Celebrating Quality Service"**

**2017 APPLICATION**

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

**NAME OF PROJECT: ONE-STOP PUBLIC SERVICE COUNTER**

**DATE OF IMPLEMENTATION/ADOPTION:** NOVEMBER 9, 2015  
(Must have been implemented at least one year - on or before July 1, 2016)

**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 In the era of automated customer service systems, three Los Angeles County  
2 Departments; the Office of the Assessor, Treasurer & Tax Collector, and Auditor  
3 Controller took on a different approach to offer enhanced customer service to help Los  
4 Angeles County taxpayers resolve property tax related issues. The solution was to  
5 reopen the One-Stop Property Tax Counter (One-Stop Counter) located on the first floor  
6 lobby of the Kenneth Hahn Hall of Administration building. This shared effort assists  
7 residents by providing simultaneous access to all property tax agencies. Instead of  
8 visiting all three public service counters, taxpayers now have the option to resolve  
9 issues and concerns all in one place. This is done by staffing expert employees at the  
10 One-Stop Counter that are cross trained in all three Department's processes and  
11 procedures, enabling them to resolve the most complex tax issues. Additionally, the  
12 One-Stop Counter also delivers new efficiencies by reducing staff time previously  
13 needed to communicate inter-departmentally. Since the opening on November 9, 2015  
14 nearly 50,000 taxpayers have visited the One-Stop Public Counter and taxpayers  
15 appreciate the one on one interaction and "celebrate quality service".

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

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Office of the Assessor 500 West Temple Street Los Angeles, CA 90012		<b>TELEPHONE NUMBER</b> 213-974-3101
<b>PROGRAM MANAGER'S NAME</b> Dale Hough		<b>TELEPHONE NUMBER</b> 213-974-3101  <b>EMAIL</b> Dhough@assessor.lacounty.gov
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Steven Hernandez	<b>DATE</b> 06/29/2017	<b>TELEPHONE NUMBER</b> 213-974-3101  <b>EMAIL</b> shernandez@assessor.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Jeffrey Prang	<b>DATE</b> 06/29/2017	<b>TELEPHONE NUMBER</b> 213-974-3101

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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. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success. Use Arial 12-point font.

**CHALLENGE**

The One-Stop Counter was originally implemented in January 1996 and closed in August 2009 due to economic downturn and Countywide budget restrictions. For six years, the County closed the One-Stop Counter and the Office of the Assessor, Treasurer and Tax Collector, and Auditor-Controller received ongoing concerns from taxpayers requesting a simpler way to obtain property tax information and resolve related issues. What makes it challenging for taxpayers to solve complex issues is that three County departments each play independent roles in the Los Angeles County’s property tax system, yet they intricately rely upon one another. Taxpayers contact the three departments by calling, writing, or visiting each public service counter separately in the Kenneth Hahn Hall of Administration (Hall of Administration). Depending on the type or complexity of the property tax inquiry, staff may refer taxpayers to any of the three property tax counters independently for resolution. The typical taxpayer does not view the property tax process as being administered by three separate County departments, but rather as the one County department, typically referred as the “Tax Assessor.” As such, staff refer taxpayers to multiple public counters to resolve their property tax matters, which result in a sense of confusion and frustration.

**SOLUTION**

As a solution, the Office of the Assessor, Treasurer and Tax Collector, and Auditor-Controller collaborated and reopened the One-Stop Counter. This renewed and joint effort assists County taxpayers with access to one public service counter, staffed simultaneously by all three property tax departments. Discussions of bringing back the One-Stop Counter began in 2014, and all three County departments met over a course of one year to plan the reopening of the One-Stop Counter. The vision was to have the One-Stop Counter staffed with the most expert staff with extensive training from all three departments. The main objective was to have the One-Stop Counter open five days a week during regular business hours that provides one place for taxpayers to resolve concerns and most importantly conduct business in an expedited manner. All three departments contributed resources through staffing efforts. The departments installed new equipment and reconfigured the One-Stop Counter located on the first floor of the Hall of Administration to accommodate staff. Six full-time staff from the Treasurer and Tax Collector, who are permanently assigned, along with seven from the Auditor-Controller and seven from the Office of the Assessor rotate and provide property tax assistance at the One-Stop Counter. The participating staff were cross-trained to gain knowledge and understanding of all three departments’ property tax processes and procedures to enable them to resolve complex property tax matters.

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The most modern technology applications such as the Assessor Portal and the Property Tax Portal, which offer extensive data regarding property assessments and tax information, are tools available for staff. Furthermore, the department managers also gathered Frequently Asked Questions (FAQ) from their respective public service counters and provided the FAQs to all staff working at the One-Stop Counter to assist them in answering taxpayer inquiries. Finally, the three property tax departments continue to provide training sessions on various property tax topics throughout the year to ensure the staff remain up-to-date on the various property tax processes and procedures.

What makes the One-Stop Counter unique is that in the time of technology and automated customer service, the three departments were able to recognize the importance of enhanced customer service through one-on-one personal interaction and respond to the needs of Los Angeles County taxpayers.

### **BENEFITS**

Taxpayers are often confused about the property tax system and are typically are not aware of the roles of the Office of the Assessor, Auditor-Controller, or the Treasurer and Tax Collector. The One-Stop Counter creates an environment where the taxpayer does not need to understand the tax process or determine which office handles a particular process, thereby upgrading the public's customer service experience. In fact, since the opening on November 9, 2015, nearly 50,000 taxpayers have visited the One-Stop Counter generating nearly 100,000 service requests. Each customer averaged two issues per visit. The top three requests consist of requesting a Substitute Secured Property Tax Bill, paying defaulted taxes, and obtaining payment verifications. Although most of these matters can be resolved online, taxpayers appreciate the one-on-one interaction and ability to get multiple issues resolved in a single application.

Additionally, the One-Stop Counter is staffed with six full-time staff from the Treasurer and Tax Collector, who are permanently assigned, along with seven from the Auditor-Controller and seven from the Office of the Assessor on rotation. The One-Stop Counter delivers efficiencies by reducing staff time previously needed to communicate interdepartmentally.

Finally, the implementation of the One-Stop Counter demonstrates intergovernmental cooperation among the three County departments and their ability to truly listen to the needs of the public.

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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.

The One-Stop Counter fully embodies the mission and values set forth by the County Strategic Plan of “establishing superior services through interdepartmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles.” Additionally, the implementation of the One-Stop Counter aligns with the County Strategic Plan Goal III-*Realizing Tomorrow’s Government Today*. The One-Stop Counter allows the Office of the Assessor, Auditor-Controller, and Treasurer and Tax Collector to respond to the public’s needs and expectations in an innovative, flexible, effective, and transparent manner by offering quality customer service through face-to-face interaction.

**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 because of program outcomes. Please indicate whether these are costs to the County or to other entities.

**Cost Savings:** A reduction or lessening of expenditures because 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 because of program outcomes.

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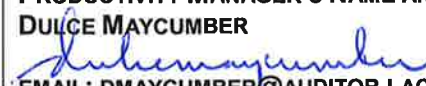
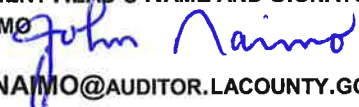
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**FOR COLLABORATING DEPARTMENTS ONLY**

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

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
790 – TREASURER AND TAX COLLECTOR – KENNETH HANH HALL OF ADMINISTRATION 500 WEST TEMPLE STREET, SUITE 437, LOS ANGELES CA 90012	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> TOM IVEY 	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> JOSEPH KELLY 
EMAIL: TIVEY@TTC.LACOUNTY.GOV	EMAIL: JKELLY@TTC.LACOUNTY.GOV
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
050 – AUDITOR-CONTROLLER – KENNETH HANH HALL OF ADMINISTRATION 500 WEST TEMPLE STREET, SUITE 525, LOS ANGELES CA 90012	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> DULCE MAYCUMBER 	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> JOHN NAIMO 
EMAIL: DMAYCUMBER@AUDITOR.LACOUNTY.GOV	EMAIL: JNAIMO@AUDITOR.LACOUNTY.GOV
<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: _____