

**Quality and Productivity Commission
31st 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: DPSS MODEL OFFICE CONCEPT FOR DISTRICT LOBBIES

DATE OF IMPLEMENTATION/ADOPTION: JANUARY 31, 2016
(MUST HAVE BEEN IMPLEMENTED AT LEAST ONE YEAR - ON OR BEFORE JULY 1, 2016)

PROJECT STATUS: X Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes X 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
2 The Model Office Concept (MOC) was implemented to enhance the customer's
3 experience by reducing wait times through streamlined lobby processes, innovative
4 technology and maximizing self-service options. These efforts realized a significant
5 reduction in customer wait time from 2.5 hours to 30 minutes or less. In addition, an
6 increase in back office staff productivity has been attained as a result of the decrease in
7 office foot traffic. The implementation of MOC provides a uniform service delivery
8 model to all 31 district offices in the Department of Public Social Services (DPSS). This
9 new service model gives the customer quick access to their case records without a
10 need to see their case-carrying Eligibility Worker (EW).
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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

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Public Social Services 12860 Crossroads Parkway South City of Industry, CA 91746		TELEPHONE NUMBER (562) 908-8600
PROGRAM MANAGER'S NAME Jose Perez		TELEPHONE NUMBER (562) 908-8422 EMAIL JosePerez@dpss.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Kimberly White		TELEPHONE NUMBER (562) 908-6330 EMAIL kimberlywhite@dpss.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Sheryl L. Spiller		TELEPHONE NUMBER (562) 908-8600

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1st 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:

DPSS serves 3.2 million customers and approximately 55% of DPSS district office visits are customer walk-ins resulting in long lines and extended wait times that ranged upwards to over 2.5 hours. A structured lobby service model was needed to expedite and reduce customer wait time while increasing the efficiency of the services provided in the district office. Strategizing a new business process at the district offices required a concerted and coordinated effort by the DPSS team to ensure that all customer business processes were implemented uniformly in all district offices.

Solution:

DPSS designed the MOC focused on improving the customer experience while improving our business processes so that staff can work more efficiently. The benefit of the MOC is that customers who are only in the office for a quick transaction are not waiting around for their case carrying EW; instead, there are numerous Customer Service Representatives who can assist the client through our self-service windows without having to wait for the case carrying workers. This provides EWs with more time with customers who need assistance and time for processing documents required to maintain program eligibility. The MOC is focused on improving customer access through the multiple channels available to the customer. Components of the MOC include:

- **Navigator** – Serves as the first point of contact with our customers. The Navigator, in addition to greeting the customers, will need to learn to quickly assess the main reason for their visit to the district office and triages the customer to the service area that can best serve their needs. In addition, the Navigator helps identify individuals who may need special accommodations (physical or mental health) so that we can quickly address their issues.
- **Service Areas** – These areas are staffed by EWs who have the experience to process these quick transactions and help answer customer questions.
- **Self-Service Areas** – This area is designed to assist customers in learning how to utilize the numerous self-service technological options available to customers. The goal is to educate the client so that they can learn how to utilize these options and reduce the need for them to come into the office.

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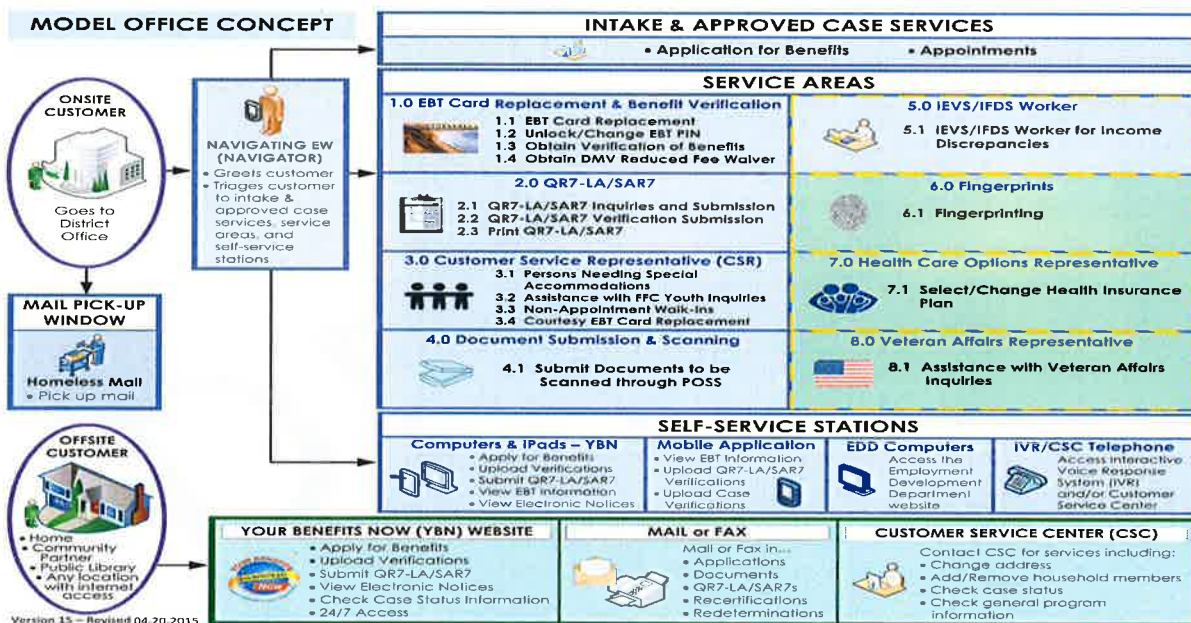
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Benefits:

Through the MOC, DPSS achieved a sustainable solution for mitigating the common business process inefficiencies for customers coming into a district office and the delivery of services. This new service delivery resulted in customer wait times reduced from 2.5 hours to 30 minutes. The primary goal of improving the customer experience was achieved mainly through the lobby redesign modifications that are now cemented in each district office.

The diagram below depicts the end-to-end business process redesigned that supports the MOC.



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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 DPSS Model Office Concept for District Lobbies project addresses the following County Strategic Plan Strategies:

- III.2.3. Prioritize and Implement Technology Initiatives that Enhance Service Delivery and Increase Efficiency - DPSS structured the MOC at its district lobbies with the implementation of self-service devices that provide customers with more effective and efficient services.
- III.3.6 Implement a *Workplace of the Future* – With the implementation of the MOC, DPSS achieved a sustainable solution for alleviating the common business process inefficiencies for customers coming into a district office and the delivery of services.

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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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