

**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: LACERA ELECTIONS-COST SAVINGS**

**DATE OF IMPLEMENTATION/ADOPTION:** **JULY 1, 2015**  
 (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 The Registrar-Recorder County/Clerk (RR/CC) is the Election Headquarters for Los  
 2 Angeles County. The RR/CC conducts various elections nearly every year. Amongst  
 3 these elections, the Los Angeles County Employee Retirement Association (LACERA)  
 4 Election is conducted by the RR/CC as an all Vote-By-Mail election. Prior to 2015,  
 5 LACERA voting materials were sent to County employees using the First-Class postal  
 6 mailing process. The RR/CC received, via the Los Angeles County Internal Services  
 7 Department (ISD), voting and election information for employees on half-sheet hard  
 8 stock paper. The RR/CC Election Operations Center staff inserted the voting and  
 9 election information materials into a packet. Once completed, the packets were sent to  
 10 a mailing vendor for mailing to voters. The cost to mail packets using First-class mail  
 11 was high. As a result, cost savings occurred when the RR/CC coordinated with the Los  
 12 Angeles County Auditor-Controller (A-C), and Board of Supervisors (BOS) Executive  
 13 Office to enable the vendor to presort and mail at non-profit rates, namely Third-class  
 14 mail. In fiscal year 2016-17, the estimated cost savings from switching from First-class  
 15 mailing to Third-class mailing, of LACERA voting materials was \$87,917.

BENEFITS TO THE COUNTY

(1) <small>ACTUAL/ESTIMATED</small> <b>ANNUAL COST</b> <small>AVOIDANCE</small>	(2) <small>ACTUAL/ESTIMATED</small> <b>ANNUAL COST SAVINGS</b>	(3) <small>ACTUAL/ESTIMATED</small> <b>ANNUAL REVENUE</b>	(1) + (2) + (3) = <b>TOTAL ANNUAL</b> <small>ACTUAL/ESTIMATED</small> <b>BENEFIT</b>	<b>SERVICE</b> <small>ENHANCEMENT</small> <b>PROJECT</b>
\$ 0	<b>\$87,917</b>	\$ 0	<b>\$ 87,917</b>	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Los Angeles County Registrar-Recorder County/Clerk 12400 Imperial Highway, Norwalk, CA 90650	<b>TELEPHONE NUMBER</b> 562-462-2716
<b>PROGRAM MANAGER'S NAME</b> Alexander Ogunji	<b>TELEPHONE NUMBER</b> 562-462-2755  <b>EMAIL</b> aogunji@rrcc.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> Ann Smith 	<b>DATE</b> 7/5/17  <b>TELEPHONE NUMBER</b> 562-462-2665  <b>EMAIL</b> ASmith@rrcc.lacounty.gov
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Dean Logan 	<b>TELEPHONE NUMBER</b> 562-462-2716

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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.

Previously, the LACERA election process began when the A-C would send a file to the BOS office. ISD would receive the file from the BOS, then ISD would print member information on half-sheet inserts. ISD would then deliver inserts to the RR/CC. Once inserts were received, voting materials would be delivered to RR/CC’s Election Operations Center where staff would begin the manual insertion process and mail the materials to LACERA voters, via First-class mail.

Although the initial challenges greatly affected the RR/CC prior to the electronic transfer, LACERA members were sometimes impacted. Specifically, when voting materials were missing from voter envelopes or in some cases were not received. In such cases, voters would encounter an obstacle of having to contact their LACERA coordinator. Thus, there was a strong incentive and collaboration amongst RR/CC staff to improve the internal election process and enhance the voter experience without encountering challenges.

The election process was impacted with an increasingly high cost due to mailing. Previously, the RR/CC was unable to mail election materials by the less expensive Third-class option due to the mailing vendor not receiving files electronically. Unfortunately, this was a step the RR/CC was unable to complete. As a result, the RR/CC was required to mail LACERA voting materials to members at a First-class rate.

There would be a significant amount of cost savings to the County by being able to switch from First-class to Third-class mailing if the RR/CC received the data electronically. As soon as data was received electronically from the BOS Executive office, the RR/CC was able to send the file to the mailing vendor. By using an electronic file, voter information was printed directly onto envelopes and materials were presorted and inserted into packets ready for RR/CC approval and delivery. In order for these implementations and changes to occur, there was coordination between the BOS Executive Office, the A-C and the RR/CC. These changes began with information being prepared and data delivered electronically to the RR/CC and finally the vendor. No additional costs or new technology was used to further these changes.

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Immediate benefits from this project were the cost savings associated with mailing voting materials to LACERA members. During fiscal year 2016-17, the estimated total cost savings from switching from First-class mailing to Third-class mailing for election materials was \$87,917. Receiving files electronically and sending the electronic file directly to the mailing vendor, eliminated the manual insertion process by RR/CC staff, as well as the possibility of errors. The new process also eliminated an additional hand-off between ISD and the RR/CC to receive half sheets with voter addresses. These improvements enhanced the process both in cost and unnecessary movement of vital materials. Furthermore, the goal of enhancing customer service was achieved due to the coordination and collaboration with the BOS Executive Office, ISD, A-C and mailing vendor. These mailing improvements have produced fast results that can be sustained into the future. Cost savings will continue to increase as larger elections approach and as LACERA membership increases. This project is a shining of example of County teamwork seeking to provide efficient and accurate information to LACERA members and doing so with major cost savings for Los Angeles County.

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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.

This project aligns with the Third County Strategic Plan goal of “Realize Tomorrow’s Government Today” by prioritizing the development and empowerment of our workforce, embracing digital government for the benefit of the customer, fiscal responsibility and pursuing operational effectiveness. RR/CC staff felt there was a strong need for the improvement in handling and delivery of LACERA membership voting materials. Through the Lean Six Program, within the Department, staff of all levels were given the opportunity and tools to recognize challenges, analyze, develop improvements and plan sustainability of those improvements at the RR/CC. Among the many benefits of this project, the solution to receive information digitally from the Auditor Controller and eliminate paper use, supports the goal to embrace digitization throughout government. Operational effectiveness was achieved by improving the process in how voting materials were packaged and delivered to LACERA voters. With significant cost savings, this project is a worthwhile example of enhancing work processes while maintaining to be fiscally responsible.

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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.

(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	<b>\$87,917</b>	\$0	<b>\$ 87,917</b>	X

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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>	
LOS ANGELES COUNTY BOARD OF SUPERVISORS – EXECUTIVE OFFICE	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
SUSAN HUFF Original Signature on File EMAIL: <u>SHUFF@BOS.LACOUNTY.GOV</u>	LORI GLASGOW Original Signature on File EMAIL: <u>LGLASGOW@BOS.LACOUNTY.GOV</u>
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
INTERNAL SERVICES DEPARTMENT	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
LETICIA PEREZ Original Signature on File EMAIL: <u>LPEREZ@ISD.LACOUNTY.GOV</u>	SCOTT MINNIX Original Signature on File EMAIL: <u>SMINNIX@ISD.LACOUNTY.GOV</u>
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
AUDITOR-CONTROLLER	
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b>
DULCE MAYCUMBER Original Signature on File EMAIL: <u>DMAYCUMBER@AUDITOR.LACOUNTY.GOV</u>	JOHN NAIMO Original Signature on File EMAIL: <u>JNAIMO@AUDITOR-LACOUNTY.GOV</u>
<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: _____