



Los Angeles County QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF April 24, 2023, at 10:00 a.m.

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
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Website: qpc.lacounty.gov

Virtual Meeting
Call in Number: (669) 900-9128
Meeting ID: 870 6064 5187
Passcode: 045951
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CALL TO ORDER

William B. Parent, First Vice Chair, called the meeting of the Quality and Productivity Commission to order at 10:02 a.m.

THE FOLLOWING COMMISSIONERS WERE PRESENT (TAKEN BY ROLL CALL):

Jacki Bacharach	Edward McIntyre
Viggo Butler	Yasmine-Imani McMorrin (Virtual)
Teresa Dreyfuss (Virtual)	E. Scott Palmer
Rodney Gibson	William Parent
Nichelle Henderson	Jeffrey R. Penichet
Derek Hsieh	Dion Rambo (Virtual)
J. Shawn Landres	William R. Wright
Huasha Liu	

ABSENT

Maxwell Billieon
Nancy Harris

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Heidi Oliva, Chair

OPENING REMARKS

Commissioner Parent welcomed everyone to the Commission's in-person meeting, and noted the meeting is being recorded. He announced that members of the public could send their questions or comments to Jackie Guevarra during the meeting via email at Jguevarra@bos.lacounty.gov or via the chat feature. Please inform Jackie Guevarra via email or the chat feature which item(s) you have a comment on. Any information received will become part of the official meeting record.

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Chair

Nichelle M. Henderson

First Vice Chair

William B. Parent

Second Vice Chair

Nancy G. Harris

Immediate Past Chair

Jacki Bacharach

Chairs Emeriti

Rodney C. Gibson, Ph.D.
J. Shawn Landres, Ph.D.
Edward T. McIntyre

Maxwell Billieon

Viggo Butler

Teresa Dreyfuss

Derek Hsieh

Huasha Liu

Yasmine-Imani McMorrin

E. Scott Palmer

Jeffrey Jorge Penichet

Dion Rambo

Will Wright

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Laura Perez

Program Support

Tammy Johnson

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

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

Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra, by April 23, 2023, 4:00 p.m. No written comments were received.

He also announced that each Commissioner will have the opportunity to speak on any agenda item and vote on the items will be taken by roll call.

LAND ACKNOWLEDGEMENT (AGENDA #2)

On November 1, 2022, the Board of Supervisors adopted a formal Land Acknowledgement for the County. Commissions are to open their public meetings with a Land Acknowledgement, as follows below. Commissioner Henderson announced that the Commission will start each Brown Act meeting by reading the Land Acknowledgement.

“The County of Los Angeles recognizes that we occupy land originally and still inhabited and cared for by the Tongva [TONG-VAH], Tataviam [TAH-TAH-VEE-YAM], Serrano, Kizh [QUICHE], and Chumash [CHEW-MASH] Peoples. We honor and pay respect to their elders and descendants -- past, present, and emerging -- as they continue their stewardship of these lands and waters. We acknowledge that settler colonization resulted in land seizure, disease, subjugation, slavery, relocation, broken promises, genocide, and multigenerational trauma. This acknowledgment demonstrates our responsibility and commitment to truth, healing, and reconciliation and to elevating the stories, culture, and community of the original inhabitants of Los Angeles County. We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with Native peoples and local tribal governments, including (in no particular order) the: Fernandefio Tataviam Band of Mission Indians, Gabrielino Tongva Indians of California Tribal Council, Gabrieleno/Tongva San Gabriel Band of Mission Indians, Gabrieleño Band of Mission Indians - Kizh Nation, San Manuel Band of Mission Indians, San Fernando Band of Mission Indians. To learn more about the First Peoples of Los Angeles County, please visit the Los Angeles City/County Native American Indian Commission website lanaic.lacounty.gov

ASSEMBLY BILL 2449 (AGENDA #3)

Commissioner Parent announced that AB 2449 became effective on January 1, 2023. Provisions of this bill permit members of a legislative body of a local agency to participate remotely and to not identify their location.

Commissioner Parent announced that Commissioners Dreyfuss (just cause), McMorris and Rambo (emergency circumstances) are attending remotely under AB2449. All Commissioners confirmed that no person over 18 years old is present at their respective locations. The remote participation under emergency circumstances for Commissioners McMorris and Rambo was approved by following vote (taken by roll call):

Commissioner McMorris

Yes: Commissioners Bacharach, Butler, Dreyfuss, Gibson, Hsieh, Landres, Liu, McIntyre, Palmer, Parent, Penichet, and Wright

No: None

Abstain: None

Commissioner Rambo

Yes: Commissioners Bacharach, Butler, Dreyfuss, Gibson, Hsieh, Landres, Liu, McIntyre, Palmer, Parent, Penichet, and Wright

No: None

Abstain: None

Commissioner Henderson was not present at that time and did not vote on this item.

APPROVAL OF THE MARCH 20, 2023, MINUTES (AGENDA #4)

Commissioner Bacharach moved to approve the minutes of March 20, 2023, seconded by Commissioner Liu. The minutes were approved by the following vote (taken by roll call):

Yes: Commissioners Bacharach, Butler, Dreyfuss, Gibson, Hsieh, Landres, Liu, McIntyre, McMorris, Palmer, Parent, Rambo, and Wright

No: None

Abstain: Commissioner Penichet

Commissioner Henderson was not present at that time and did not vote on this item.

PRESENTATION AND UPDATE ON THE HIRING PROCESS INNOVATION PROJECT AND DEMONSTRATION OF THE TIME TO HIRE DASHBOARD (AGENDA #5)

Commissioner Parent introduced and welcomed Roozan Zarifian, Departmental Chief Information Officer, and Johan Julin, Senior Human Resources Manager, Countywide Testing and Assessment Division, Department of Human Resources (DHR). Mr. Julin made a presentation on the Hiring Process Innovation project and demonstration of the Time to Hire Dashboard. Mr. Julin briefed Commissioners on the following topics (a PowerPoint accompanied his presentation):

- Hiring Process Mapping
- Video Interviewing
- Remote Proctoring
- Application Portals
- Situational Judgement Testing
- Time to Hire Dashboard

Additional members in attendance from DHR included Nora Cendejas, Rodney Collins, Maggie Martinez, Pamela Missett, Jeff Ten, Tina Vartanian, and Latricia Walker.

CHAIR'S REPORT: ADMINISTRATIVE ITEMS, DEPARTMENT VISITS, AD HOC COMMITTEE (AGENDA #6)

Commissioner Henderson, reported the following:

- The next regular Commission meeting will be on Monday, June 26, 2023. For the Commission meeting on Monday, July 24, 2023, Peter Loo, Office of the Chief Information Office will be invited as the featured speaker to provide an overview on the Countywide Enterprise IT projects/process
- The next PIB meeting on Monday, May 22, 2023. Two Productivity Investment Fund PIF applications were received and will be reviewed

- Commission staff also sent out an email for the PIF Annual and Final Reports. Annually, the PIB reviews the Annual and Final reports for outstanding PIF projects. The Annual Reports are for projects that have either not fully withdrawn their approved funding and/or still have not completed implementation of the project. The Final Reports are for those that meet these criteria. If you have any questions or comments for the PIB to discuss at their May 2023 meeting, please communicate them to Commissioner Bacharach, PIB Chair, or Jackie Guevarra. The PIB will follow up with County departments, as necessary
- The joint Commission-Chief Executive Office reappointments for Commissioners Rodney Gibson, Edward McIntyre and William R. Wright are pending Board of Supervisors approval on a future agenda. Commission staff are also working with new Supervisor Lindsey Horvath and the Third District on the reappointments of Commissioners Shawn Landres and William Parent
- Met with Fesia Davenport, Chief Executive Officer (CEO) on March 31, 2023. The meeting covered the following:
 - PIF projects awarded since July 2022 for the 1st Quarter of Fiscal Year 2022-2023
 - Future QPC Brown Act meeting speakers (Human Resources, Chief Information Officer, Peter Loo, Economic Opportunity, Aging and Disabilities
 - 20th Annual Leadership Conference, speakers and the program timeline
 - Procurement AD Hoc Committee – Ms. Davenport recommended Mr. Peter Loo, on the dynamics between e-procurement (ISD) and eCAPS (Auditor-Controller), the Countywide Accounting and Purchasing System

PMN CHAIR'S REPORT: GENERAL MEETING AND TRAINING (AGENDA #7)

Heidi Oliva, Chair, reported the following:

- The PMN Executive Committee met on April 5, 2023. This meeting is combined with the Chair of the Productivity and Quality Awards (PQA) Ad Hoc Committee and the PMN Executive team to start the PQA Season. The Executive Committee also planned the May 3, 2023 PMN General Meeting and Training. Discussions included review of the PQA Program process. After discussion and feedback from Commissioner Dreyfuss, the following was decided
 - Format – This year's PQA will be held in a hybrid format (in-person and livestreaming). Guest attendance will be increased to 350 (compared to 300 last year).
 - Theme – "Rising to the Extraordinary"
 - Award Categories – Changed Community Inclusion Award to Community Equity and Inclusion Award: Recognizing quality and/or productivity improvements that deliberately and equitably engage diverse underserved communities, populations, and/or geographies.
 - Under the Process Improvement Award definition, added the word "operational" before workflow enhancement. The new sentence will read: Recognizes significant business process improvement or operational workflow enhancement.
 - The announcement memo will now have a sentence explaining this year's theme, which is: This year's theme celebrates exemplary leadership across Los Angeles County and honors proven and promising achievements in quality and productivity.

- PQA application and guidelines. On the application, the following changes were made:
 - On Page 1 – Remove Check here if this is a COVID-19 Related Project
 - On Page 2 – Add the word “extraordinary” before the word “quality”. Change the word “assessment” to “project timeframe”.
 - On page 5 – Third sentence, change the word “explanation” to “substantiate the County cost savings”.
 - Allow a second page, if necessary, to show how the department reached their cost avoidance, cost savings, and revenue generated.
 - It was recommended to add “do not adjust the margins” after “Use Arial 12-point font”. This will be added to pages 2, 3 and 4 of the application.
 - The guidelines will reflect all the changes made to the application.
- Evaluation – The evaluation will be held at the Hacienda Heights Community Center in Hacienda Heights. The evaluation will be held on Wednesday, August 2, 2023, beginning at 8:30 a.m. As in years past, breakfast and lunch will be served. Commissioners are invited to attend and participate (additional details will follow as the day approaches).
- The cost of food for the evaluation will increase from \$5 to \$10. The \$10 will cover the cost of breakfast, lunch, sodas, water, and snacks. The caterer used in the past at this location will be used again.
- The PQA PowerPoint presentation for the May 4, 2023 meeting will reflect all these changes.
- The May 3, 2023, PMN General Meeting and Training will be held virtually. The following was approved:
 - Venue – The PMN General Meeting and Training will be a virtual meeting (Zoom)
 - The Agenda will include:
 - A presentation on the PQA will be made by Inna Sarac, Patricia Soltero Sanchez, and Jackie Guevarra
 - A second presentation will be made by Leslie Martinez, Productivity Manager, Health Services (LAC+USC). She will speak about their PQA award-winning Quality Academy Program
- PIF proposals were due on April 7, 2023. Two proposals were received (Fire and Public Health). The PIB Advisory Committee met on April 19, 2023 to review and discuss the proposals with department representatives
- May 22, 2023, at 10:00 a.m., the Productivity Board will meet on May 22, 2023 to review the proposals

EXECUTIVE DIRECTOR’S REPORT: COMMISSION EVENTS UPDATE, CALENDAR OF EVENTS, DEADLINES, ADMINISTRATIVE ITEMS (AGENDA #8)

Jackie Guevarra, Executive Director, reported on the following:

- Reminders have been sent to all Commissioners regarding training. Commissioners experiencing issues accessing the trainings or log ins should contact Commission staff. Jackie Guevarra will let Human Resources and Information Resources Management (IRM) know of the issues encountered
- Commissioner Liu provided comments on her use of a loaner laptop from IRM to complete her training

- Statement of Economic Interests Form 700 were due on April 3, 2023, please complete the electronic forms online; if Commissioners need to submit a hard copy, please contact Jackie Guevarra
- New Commissioner workshop will be held virtually on Thursday, April 27, 2023, at 3:30 pm. New Commissioners are encouraged to attend
- Commission staff sent out the Spring Quarterly Newsletter on April 13, 2023 Commission staff are also working on the following: the Summer Quarterly Newsletter (due out by June 30, 2023), finalizing the 2022 Annual Report and 2023 Shared Practices Report, New Commissioner Orientation, and finalizing the invitation for the 20th Annual Leadership Conference
- Save the date for the 36th Annual PQA Luncheon on Wednesday, October 18, 2023; the PQA Announcement memo went out on April 19, 2023
- Department Visit participation – let Commission staff know if you cannot attend a scheduled visit

DEPARTMENT VISITS AD HOC COMMITTEE UPDATE (AGENDA #9)

Commissioner Gibson made the following report:

- The Department Visit report for the Department of the Alternate Public Defender is included in the meeting packet for Commissioners' review and comment. The reports were received and filed with no discussion
- Included in the meeting packet is a detailed list of all the Department Visits assigned; save-the-date and contact Commission staff if Commissioners have any questions
- Commission staff are trying to place Commissioner Hsieh in a couple of visits, if Commissioners can give up seats, please notify Commission staff

PROCUREMENT AD HOC COMMITTEE REPORT UPDATE (AGENDA #10)

Commissioner Butler made the following report:

- The ad hoc hopes to complete the task by the 180 days in June 2023
- Recap of the last few months:
 - Internal Services Department (ISD) offered the use of the same consultant (Gartner, Inc) hired for the e-Procurement project. Approximate cost to bring them onboard under the ISD contract is Initially, even piggyback of them and hope to get it funded through ISD. The cost kept getting paired back, and as of 2 weeks ago, it was paired back again at a cost was \$250,000. However, as of April 24, 2023, Gartner's contract has been terminated by ISD. The ad hoc now has to go back and review the pre-approved list of consultants
 - The ad hoc met about a week ago to decide what other options were available, and how to move forward. One option is for the ad hoc to write the report with the assistance of Gartner to fact check and handle any additional analytics
 - Gartner responded to the request for assistance with an estimated cost of \$345,000; the Ad hoc is recommending acceptance of the proposal and go forward with the report
 - The ad hoc Committee previously obtained approval from the Commission to use Productivity Investment Fund monies to bring a consultant onboard, with the requirement to notify the Commission of the final cost

- The ad hoc Committee has been working with Michael Owh, ISD, who has provided assistance and written a draft of the report
- The final report will be approved by the Commission before it is issued to the Board of Supervisors. The report will include all the issues each department is facing and suggestions on how to fix them. The report will be a comprehensive list of all the actions that the Board needs to be taken to rectify the e-procurement system
- The next step is to meet again with Gartner to further discuss the consultant's revised proposal and come back to the full Commission and provide an update

Commissioner Landres made the following report:

- The CEO's Fiscal Year 2023-2024 budget recommendation will establish a special unit at ISD, based on the equity and contracting work, that will include new staff, and new authority to pursue streamlining, and equity in contracting for small businesses. This unit will be a dedicated resources within ISD to implement the recommendations that will come out of this collaborative report
 - Based on discussions with Michael Owh, the ad hoc Committee has identified five top themes that will be a focus in our report Centralized procurement office
 - Developing a standardized procurement process
 - Streamlining the procurement process from the QPC's standpoint, potentially trying to modernize the Board letter process, annual budget, and the annual delegated authority
 - Addressed end-to-end strategic sourcing and e-procurement,
 - Addressed compliance and monitoring in accountability, in a similar way as Department of Human Resources presentation
- There are 3 additional items on the list, but are not in the top five and are being addressed through other Board motions, and work groups in and around ISD:
 - Improvement of contract management in general
 - Improvement of training programs which is necessary which is necessary to improve procurement
 - Increasing vendor diversity, including smaller disadvantage businesses, which is Countywide. Which is apart of the driving work of the equity and contracting initiative overall

If any Commissioners have any feedback on the items discussed today, please send it to the ad hoc Committee.

Commissioner Henderson also gave the following statement in support of the Procurement efforts: Pursuant to actions taken by the Productivity Investment Board on November 14, 2022, and by the full Commission on October 24 and December 12, 2022, the Chair and Executive Director have formally interpreted those actions to constitute Commission authorization of funding and execution of consultant service agreements in response to the Board Motion on June 14, 2022, and they are further directing that Commission seek necessary action, including a Board Letter, from the appropriate department or departments to authorize the sole source agreement with Gartner, Inc. On behalf of the Chair, I further direct that this matter be agendaized as an information item at the upcoming Productivity Investment Board meeting and again at the June Commission meeting. The items should

include the final amount of the contract, status of the Board letter regarding single-source procurement, and the status of the agreement's implementation.

LEADERSHIP CONFERENCE AD HOC REPORT (AGENDA #11)

Commissioner Parent made the following report:

- The Leadership Conference will be held on Wednesday, June 14, 2023, from 9:00 a.m. – 11:30 a.m., at the Music Center, Dorothy Chandler Pavilion, Grand Hall
- The theme is: *“Winning With Trust Through Innovation”*
- Keynote speaker (confirmed): Dr. Raphael J. Sonenshein, Executive Director, Pat Brown Institute for Public Affairs at Cal State LA. Panel speakers: Dr. Barbara Ferrer, Director (Department of Public Health), George Gascón, District Attorney, Va Lecia Adams Kellum, Executive Director (Los Angeles Homeless Services Authority) and Dr. Jackie Contreras, Director (Department of Public Social Services)
- Working with the Chief Information Office for a possible speaker on technology.
- Next meeting will be held on Tuesday, April 25, 2023

COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC) UPDATE (AGENDA #12)

Commissioner McIntyre made the following report:

- The CCJCC met on April 12, 2023, in person
- The meeting covered the following agenda items:
 - Overview of the 2022 annual report on public safety realignment implementation and status update on the Public Safety Realignment Team
 - Status update from the CCJCC's Alternative Crisis Response Program
- There is no report for the February 8, 2023 meeting; Commission liaisons did not attend this meeting
- The next meeting will be held on Wednesday, May 10, 2023

COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA#13) – FOR DISCUSSION ONLY (AGENDA #13)

Commissioner Wright stated that the American Institute of Architects-Los Angeles Chapter (AIA), is organizing a breakfast in June for Supervisor Horvath. Please let him know if you would like to attend, this is a part of the breakfast series hosted by AIA for all of the City leaders.

COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS, AND/OR DIRECTION OF THE COMMISSION (AGENDA #14) – FOR DISCUSSION ONLY

None

MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACE ON A FUTURE AGENDA (AGENDA #15) – FOR DISCUSSION ONLY

Commissioner Landres introduced his mentee Mia Lewis, a Graduate student at UCLA Luskin School of Public Affairs. She serves as a Senior Fellow volunteer at UCLA Luskin. Commissioner Landres works with students every year. Mia Lewis attended the meeting to observe the Commission in action.

Commissioner Wright asked if the Commission (County) has a role in the upcoming LA 2028 Olympics Committee, especially in addressing social justice and equity issues in the County. Resources coming in should be helpful transformations to communities and not harm them. Commissioner Landres added that the Director of Public Works may be able to provide an update on activities surrounding the Olympic events. Jackie Guevarra also shared that the Department of Arts and Culture is also working with the LA 2028 Olympics Committee. She will reach out to Mark Pestrella and Kristin Sakoda to provide a briefing at a future meeting.

PUBLIC COMMENT (AGENDA #16)

Mia Lewis, Graduate student in the Master Program, UCLA Luskin School of Public Affairs, attended to observe the meeting and learn more about the Commission.

ADJOURNMENT

Commissioner Wright moved to adjourn the meeting, seconded by Commissioner Palmer. The meeting adjourned at 12:19 p.m. The next full Commission meeting will be on Monday, June 26, 2023.