



Los Angeles County QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF March 20, 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: 817 9116 6622
Passcode: 826380
Join Zoom Meeting

<https://bos-lacounty-gov.zoom.us/j/81791166622?pwd=eTVweEkrMG44dFZkOWlvSDhqNXUyUT09>

CALL TO ORDER

Nichelle Henderson, Chair, called the meeting of the Quality and Productivity Commission to order at 10:07 a.m.

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

| | |
|----------------------------|-------------------|
| Jacki Bacharach | Derek Hsieh |
| Maxwell Billieon (Virtual) | J. Shawn Landres |
| Viggo Butler (Virtual) | Huasha Liu |
| Teresa Dreyfuss | Edward McIntyre |
| Rodney Gibson | William Parent |
| Nancy Harris | E. Scott Palmer |
| Nichelle Henderson | William R. Wright |

ABSENT

Yasmine-Imani McMorris
Jeffrey R. Penichet
Dion Rambo

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Heidi Oliva, Chair

OPENING REMARKS

Commissioner Henderson welcomed everyone back to the Commission's first in-person meeting since early 2020, and noted the meeting is being recorded. She also welcomed Commissioner Derek Hsieh who was recently appointed to the Commission by the California Coalition of Unions. She 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 McMorris

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 March 19, 2023, 4:00 p.m. No written comments were received.

She 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: Fernandeano Tataviam Band of Mission Indians, Gabrielino Tongva Indians of California Tribal Council, Gabrielino/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 Henderson announced the following that allows Commissioners to participate remotely in meetings:

- The Governor ended the COVID-19 State of Emergency on February 28, 2023, thereby withdrawing the exceptions to the teleconference requirements under AB 361. In-person meetings began on March 1, 2023
- 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, but include the following requirements:
 - At least a quorum of Commissioners is present in person from a singular public location and the Commissioner participating remotely must announce if any person over 18 years old is present at their location
 - The agenda notifies the public of the ways to access the meeting and offer public comment via a call-in or internet-based service option, and in person

- Commissioners must have “just cause” or “emergency circumstances” justifying the remote appearance. The Commission must take an action to approve a request under Emergency Circumstances
- A Commissioner may not participate remotely for more than 2 meetings per year
- Commission staff will track and monitor Commissioners’ use of this provision to ensure compliance with the law

Commissioner Henderson announced that Commissioners Butler (just cause) and Billieon (emergency circumstances) are attending remotely under AB2449. Both Commissioners confirmed that no person over 18 years old is present at their respective locations.

Commissioner Landres made a motion to approve the emergency circumstances for Commissioner Billieon to participate remotely. The motion was seconded by Commissioner Harris and approved by the following vote (taken by roll call):

Yes: Commissioners Bacharach, Billieon, Butler, Dreyfuss, Gibson, Harris, Henderson, Landres, Liu, McIntyre, Palmer, Parent, and Wright

No: None

Abstain: Commissioner Hsieh

APPROVAL OF THE JANUARY 23, 2023, MINUTES (AGENDA #4)

Commissioner Bacharach moved to approve the minutes of January 23, 2023, seconded by Commissioner Gibson. The minutes were approved by the following vote (taken by roll call):

Yes: Commissioners Bacharach, Butler, Billieon, Dreyfuss, Gibson, Harris, Henderson, Landres, Liu, McIntyre, Palmer, Parent, and Wright

No: None

Abstain: Commissioner Hsieh

PRESENTATION OF PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS (FOR DISCUSSION AND POSSIBLE ACTION) AND FUND BALANCE REPORT, AS OF FISCAL YEAR 2022-2023, 3RD QUARTER (AGENDA #5)

Fund Balance Report

Commissioner Bacharach, Chair, Productivity Investment Board (PIB), reported that there is one department proposal before the Commission for consideration in the 3rd Quarter of Fiscal Year 2022-2023. As of December 31, 2022, the outstanding PIF fund balance is \$7,048,400. The proposal being heard today totals \$882,000. If this project is approved today, the fund balance would be revised to \$6,166,400.

Presentation of PIF Proposal for Discussion and Action

23.6 – Public Health, for *Equitable Community Collaboration for Healthy and Joyous Black Births, \$882,000 Grant*

Dr. Barbara Ferrer, Dr. Deborah Allen, Melissa R. Frankley, Diamond Lee, Catherine Mak, Dhaujee Rose, and TaVia Wooley-Iles were in attendance to support and answer questions regarding their proposal.

Commissioner Wright presented the project. The grant would be used to support a management team to oversee the project, establish an advisory board with lived experience, and provide professional and personal development opportunities for the board members.

Commissioner Bacharach reported there is a motion out the PIB recommending an \$882,000 grant.

After discussion and questions, Commissioner Landres amended the motion to approve an \$882,000 grant and asked the Department to come back to the Commission to report back on lessons learned on the Community Center design model. The motion was seconded by Commissioner Wright. The motion was unanimously approved by the following vote (taken by roll call):

Yes: Commissioners Bacharach, Billieon, Butler, Dreyfuss, Gibson, Harris, Henderson, Hsieh, Landres, Liu, McIntyre, Palmer, Parent, and Wright
No: None
Abstain: None

Commissioners and staff thanked Catherine Mak, Productivity Manager, Public Health, for all her hard work and dedication to the Productivity Managers' Network throughout the years. They wished her all the best on a well-deserved retirement.

Commissioner Bacharach thanked Commissioners for the opportunity to serve as Chair of the PIB in 2023. The PIB is a fundamental backbone of the Commission and provides an opportunity to enhance quality and productivity throughout County departments. She is honored to serve as Chair.

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, April 24, 2023. Featured speakers will be Roozan Zarifan and Johan Julin, Department of Human Resources. They will provide an update on the Hiring Process Innovation project (PIF 18.19) and a demonstration on the Time to Hire Dashboard
- 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 PIB met on February 27, 2023. PIB members heard 2 projects, one of which is on the agenda for consideration today. The other project has been carried over to the next PIB meeting on Monday, May 22, 2023
- The joint Commission-Chief Executive Office reappointments for Commissioners Rodney Gibson, Edward McIntyre and William R. Wright are pending. Commission

staff are also working with new Supervisor Lindsey Horvath and the Third District on the reappointments of Commissioners Shawn Landres and William Parent

- The biannual meeting with Fesia Davenport, Chief Executive Officer, is scheduled for Friday, March 31, 2023. Commissioner Henderson will provide a report at the next meeting
- Commissioner Butler previously requested a summary of the Commission's budget. Commission staff compiled a budget report by program for review. The draft report is included in the meeting packet. If anyone has any questions or comments, please let Jackie Guevarra know
- Commissioner Henderson welcomed Commissioner Derek Hsieh and read the following introduction:

Commissioner Hsieh is the Executive Director for the Association for Los Angeles Deputy Sheriffs (ALADS). ALADS is an organization that represents approximately 8,000 Deputy Sheriff's and District Attorney Investigators employed by the County of Los Angeles. He reports directly to the ALADS Presidents and the seven-member Board of Directors and is ultimately responsible for developing, overseeing, and carrying out the organizational policies and ensuring that overall success and effectiveness of ALADS. He leads ALADS' 25+ member staff and manages the activities of numerous professional services vendors and contractors. His reoccurring responsibilities include the annual corporate budget, oversight of all final human resources decisions, capital projects, facility management, strategic planning, communications, labor relations task and formal negotiations as well as all business functions required to accomplish organizational objectives. Externally, he serves as fiduciary on several boards, panels, and committees that manage a wide spectrum of employee benefits and programs including large medical and retirement plans, coalitions of employee groups and unions, and sit as a Vice President on the Los Angeles Federation of Labor. Prior to Los Angeles County, he was a Patrol Supervisor/Officers with the Anchorage Police Department in Alaska for over 20 years and served as Captain in the US Army for almost 16 years before that.

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

Heidi Oliva, Chair, reported the following:

- A New Managers' Orientation meeting was held virtually on February 2, 2023. New managers from the Chief Executive Office, Human Resources, Parks and Recreation, Public Defender, and the Sheriff's Department joined in the virtual meeting
- On February 15, 2023, the first General Meeting and Training of the PMN was held at the Rancho Los Amigos National Rehabilitation Center in Downey. It was the first time the PMN met in-person since February 2020:
 - Thirty-five Managers attended, including Commissioner Palmer, who is the PMN Co-Liaison for the Commission. Commissioner Palmer provided welcoming remarks and shared Commission announcements.
 - Dr. D'Artagnan Scorza, Executive Director, Racial Equity, Anti-Racism, Diversity, and Inclusion (ARDI) Initiative gave a presentation on ARDI. Managers learned about the ARDI Initiative and the County's vision for racial equity. A dialogue with the Managers followed Dr. Scorza's presentation.

- Susan Linschoten, Chair, and Arman Depanian, Co-Chair, PIB Advisory Committee, also presented on the PIF process
- Commissioner Palmer wrapped-up the meeting by picking two raffle winners
- The Executive Committee will meet again on April 5, 2023. This meeting will include the Productivity and Quality Awards (PQA) Ad Hoc Committee Chair to kickoff the PQA season and plan the May 3, 2023 PMN General Meeting and Training which includes PQA training.

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

Jackie Guevarra, Executive Director, reported on the following:

- Commission staff is working on the Spring Quarterly Newsletter, which is due out by March 31, 2023. This issue will include the Procurement Modernization Board motion
- Submitted materials for the 2022 Annual Report to the Graphic Arts Unit for formatting
- The Department Visit for the Department of Public Works has been changed for May 11, 2023, due to conflict
- The Leadership ad hoc Committee will meet on March 28, 2023
- The PIF was not eligible for submission for the 2023 NACO Achievement Awards. Projects are accepted only if they have been implemented after 2018. Commission staff will submit an application for the PIF program with the California State Association of Counties later this year

DEPARTMENT VISITS AD HOC COMMITTEE UPDATE (AGENDA #9)

Commissioner Gibson made the following report:

- There are 17 Department visits scheduled for 2023, down from 19. The Departments of Regional Planning and Probation have been postponed to at least 2024
- As previously reported, the ad hoc Committee recommends the following options for visits, in order of preference: in-person, hybrid, or virtual. As of today, Department Visits are confirmed as follows: virtual (3), in-person (13), and TBD (1)
- The Commission has completed two visits (Assessor and Auditor-Controller). The Department Visit reports are included in the meeting packet. The reports were received and filed with no discussion
- The next visit is with the Alternate Public Defender on March 29, 2023. The visit will be virtual
- Commission staff will ask departments to reserve up to 2 hours for the visit in case the question-and-answer session exceeds the allotted time

PROCUREMENT AD HOC COMMITTEE REPORT UPDATE (AGENDA #10)

Commissioner Butler made the following report:

- Fourth Supervisorial District staff and Commissioner Billieon met with Michael Owh, Chief Deputy Director, Internal Services Department (ISD). Michael Owh announced at the meeting that the Commission could use the same consultant hired for the e-Procurement project to conduct the review noted in the Procurement Modernization and Transformation Board Motion. ISD selected Gartner, Inc. (Gartner) as the consultant for the eProcurement project

- The Procurement ad hoc Committee met with Gartner on March 1, 2023. The ad hoc Committee provided Gartner with a Statement of Work and subsequently received a preliminary scoping document and cost estimate. The ad hoc Committee also recently learned that ISD could perform a review internally, which is responsive to the Board Motion
- The next step is to meet again with Gartner to further discuss their proposal and to determine what parts of the review can be done internally and what can be done by a consultant
- Commissioner Landres asked that the funding be placed on May 22, 2023 PIB and June 26, 2023 full Commission meeting agenda for discussion

LEADERSHIP CONFERENCE AD HOC REPORT (AGENDA #11)

Commissioner Parent made the following report:

- The ad hoc Committee met on February 6 and March 14, 2023 to finalize the theme and objective
- The Leadership Conference will be held on Wednesday, June 14, 2023, from 9:00 a.m. – 11:00 a.m., at the Music Center, Dorothy Chandler Pavilion, Grand Hall.
- The theme selected is: *“Winning With Trust Through Innovation.”*
- Keynote speaker (pending): Dr. Raphael J. Sonenshein, Executive Director, Pat Brown Institute for Public Affairs at Cal State LA. Proposed panel speakers (pending): Dr. Barbara Ferrer, Director, Department of Public Health, George Gascón, District Attorney, Va Lecia Adams Kellum, Executive Director, Los Angeles Homeless Services Authority and Kristin Sakoda, Director, Department of Arts and Culture
- Working with the Chief Information Office for a possible speaker on technology

STRATEGIC LEARNING REPORT AD HOC COMMITTEE REPORT (AGENDA #12)

Commissioner Landres made the following statement:

- The Commission issued the first Strategic Learning Report in 2017. Since then, the ad hoc Committee has addressed the issue of whether the identified trends (mature, current, emerging) should move in progression. As background, Commissioner Landres shared that former Commissioner Gutierrez previously spent hours compiling data on the trends that she identified from PIF projects, PQA submissions, Leadership Conference discussions topics, and Department Visits. Based on this initial work, the Commission recognized that the trends was an extraordinary resource, as well as an opportunity for County leaders to hear directly from the Commission on common trends in the County
- The trends are: Mature Trend is well established; Current Trend is something peaking across the County; and Emerging Trend is where one or two departments are leading the way forward
- The ad hoc Committee addressed and determined that in any given year an emerging trend does not necessarily become a current trend, and then graduate into a mature trend—the Commission will continue to discuss as trends are identified

Commissioner Harris reported that the 2022 Strategic Learning Report has been completed. She thanked the Commissioners for all their assistance and collaboration on the report. Below are the trends that are included in the report.

- Mature Trend:
Decentralized Service Delivery Model - Meeting Clients Where They Are
- Current Trend:
Care First, Jails Last – Focus on Justice Integrated Programs and Services
- Emerging Trend:
Emphasis on Work-Life Balance and Mental Wellbeing

LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, NO. 20) – PROSPERLA.LACOUNTY.GOV (AGENDA #13)

Commissioner Henderson made the following report:

- The report was issued on March 16, 2023. This is the final report in response to the Board Motion
- Jackie Guevarra stated that the website remains active and will continue to be promoted at Department Visits. She thanked Commissioners and the working group on Prosper LA

COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC) UPDATE (AGENDA #14)

Commissioner McIntyre made the following report:

- The CCJCC met on February 8, 2023, via Microsoft Teams
- There was an overview of law enforcement operations to limit access to firearms and to reduce gun violence
- An update was provided on the County's Office of Violence Prevention Public Health Platform to Prevent Gun Violence
- The CCJCC meeting on March 8, 2023, was cancelled

COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA#13) – FOR DISCUSSION ONLY (AGENDA #15)

Commissioner Bacharach shared that the South Bay Cities Council of Governments (SBCCOG) will be hosting its 23rd Annual General Assembly on Thursday, March 23, 2023, from 9:00 a.m. – 3:00 p.m. This year's theme is *South Bay Leading the Way in Resilience and Adaptability*. This year's event will focus on the drought and rain. All Commissioners are invited to join the meeting.

Commissioner Wright stated he recently participated on site visits at General Hospital as part of the American Institute of Architects-Los Angeles Chapter (AIA). The AIA is tracking the project and will provide recommendations on the impact of the initiative. Commissioner Wright will continue to provide insights into this complex project with the Commission.

COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS, AND/OR DIRECTION OF THE COMMISSION (AGENDA #16) – FOR DISCUSSION ONLY

Commissioner Wright asked if the Commission (County) has a role in the upcoming Olympics or Paralympics, especially in addressing social justice and equity issues in Los Angeles County. Resources coming in should be helpful transformations to communities and not harm them. Commissioner Landres stated the impact is through Public Works and the

Director may be able to provide an update on activities surrounding these events. Jackie Guevarra also shared that the Department of Arts and Culture is looking into the Olympics, as well. She will reach out to Mark Pestrella and Kristin Sakoda to provide a briefing at a future meeting

MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACE ON A FUTURE AGENDA (AGENDA #17) – FOR DISCUSSION ONLY

None

PUBLIC COMMENT (AGENDA #18)

None

ADJOURNMENT

Commissioner Landres 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, April 24, 2023.