

EXECUTIVE OFFICE



**BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES**

2019 ANNUAL REPORT

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

2019 ANNUAL REPORT

TABLE OF CONTENTS

2	MESSAGE FROM OUR EO
3	ENHANCED BOARD MEETINGS
7	PROBATION REFORM IMPLEMENTATION TEAM (PRIT)
9	DIGITAL DIRECTORY
10	SCROLL MANAGEMENT SYSTEM
11	PROBATION REFORM & IMPLEMENTATION TEAM (PRIT) WEBSITE
12	CEOP MANAGEMENT SYSTEM (ICMS) – MAPP
14	SUCCESSION PLANNING
15	ACADEMIC PARTNERSHIP (CSUN)
16	MISSION STATEMENT



MESSAGE FROM OUR EXECUTIVE OFFICER



CELIA ZAVALA
EXECUTIVE OFFICER

This past year, the Executive Office of the Board has worked diligently toward improving all aspects of our operations from administration to technology, to best serve the Board of Supervisors and the public.

I am thrilled to share with you some of the most recent accomplishments - from the launch of our digital directories - to the addition of new staff that will support our commitment to meeting the growing needs of our office.

We are confident the accomplishments and improvements made over the last year will help us enhance how we serve the Board and the public for years to come.

Now, let's look at how far we've come in the past year. The following pages feature some of our recent accomplishments.

A handwritten signature in black ink that reads "Celia Zavala".

EXECUTIVE OFFICER,
EXECUTIVE OFFICE OF THE BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

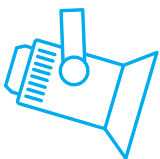




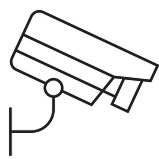
The Executive Office, with the goal to improve public accessibility to Board proceedings, as well as augment the overall administrative support process, retained a third-party architecture firm to conduct a full Board Room needs assessment. The assessment included a cost analysis, architectural review, and conceptual design to evaluate and provide recommendations on space design, technology, and public space management.

The analysis also included stakeholder interviews. The Executive Office, in conjunction with architectural design firm, Johnson Fain, conducted stakeholder interviews (August – October 2017) with each Supervisor, County Counsel and the Chief Executive Office with the intent to gather requirements and agree on the criteria to be used in the in-depth study.

The Executive Office presented the design concept to each Supervisor to reach consensus and approval on the Phase I implementation plan. Through consensus, a number of improvements were identified and prioritized. The first phase of the project, slated for implementation in 2019 will include:



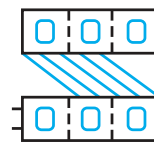
**Light augmentation
(Above dais)**



**Closed circuit television
(CCTV/Security cameras)**



**High Definition
presentation system**



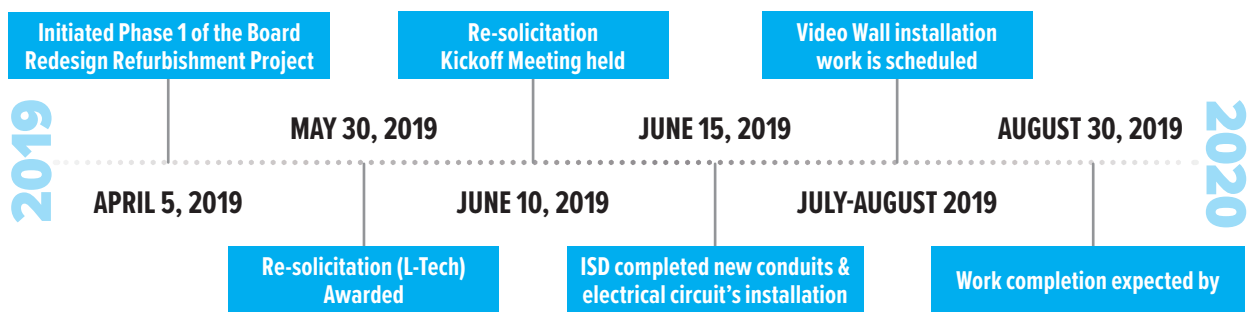
**Light emitting diode
(LED) panel installation**

PHASE I

IN JULY OF 2018, FUNDING FOR THE PROJECT WAS SECURED WITH ONE-TIME SAVINGS FROM THE EXECUTIVE OFFICE IN THE AMOUNT OF \$1,535,000.

Planning activities began January 2019, as scheduled. Numerous meetings were held with the Internal Services Department (ISD), Public Works, and the Chief Executive Office. In parallel, the Executive Office began to gather requirements for vendor services needed to implement Phase I improvements. In March of 2019, the Board approved the Boardroom Technology Refurbishment Project; and immediately following, the Executive Office began working with ISD to conduct an open and competitive solicitation process. While the initial solicitation was awarded on March 28, 2019, following the advisement of the Auditor-Controller and County Counsel, the Executive Office reopened the solicitation to ensure a fair and competitive bid process. The following milestones were achieved:

Re-solicitation - Key Milestones



To minimize impact on Board Meetings and County events in the Board Room, project work has been prioritized and scheduled for specific dates in July and **August 2019**, with project work expected to be completed by the end of **August 2019**.

PHASE II

Following recommendations from the space design firm, a second phase of the Board Room Redesign Project, proposed to start in the 4th quarter of 2019, is currently under planning review. The proposal aims to further improve the constituent experience through improvements of the physical space within the Board Room. The scope will include the addition of modular furniture, a new single level dais workspace, and new audio/video and information systems.

In alignment with best practices, and to further validate the conceptual design and initial cost estimates, the Executive Office commissioned the space design firm to prepare a schematic design package report (June 21, 2019). This report further refined cost analyses and includes spatial relationship calculations, basic scale and forms, site plan rough drawings, floor plans, elevations, and computer-generated furniture renderings. The final report recommendation proposal includes new construction to reconfigure the existing dais into a new single level, new user interface IT enhancements, and a furniture plan for new dais desks to include Supervisors, Executive Officer, Deputy Executive Officer, Chief Executive Officer, County Counsel, Board Offices and all support staff.

To compliment the schematic design phase, the space design firm will present a printed 3-D model of the Board Room for stakeholder review in **early August**.

In parallel to the design efforts on Phase II, the Executive Office began efforts to secure an alternate site to conduct Board meetings for a period of approximately 7-9 months. During this period, several venues and locations were visited and examined for the best possible considerations in space, public accessibility, capacity, technology, and security elements. Based on the aforementioned factors, the Los Angeles County Metro Board Room was identified as the most viable alternate site. On **February 27, 2019**, the Executive Office and Metro executives agreed to collaborate and began working on a proposal plan to conduct all Board Meetings at the Metro Board Room for the duration of the Kenneth Hahn Hall of Administration Board Hearing Room work construction.

On **March 28, 2019**, the Executive Office formulated a **Board Room Transition Steering Committee** (comprised of staff from Board Operations, Procurement, Building Management, Public Information Office, Customer Service Center, IRM, Fiscal, and Planning and Performance Management divisions), to develop a Board meeting Metro relocation master plan. This plan includes Board operations logistics, scheduling details,



Current renderings for the future Board Room |

work space, technology needs, security, stacking, and cost analysis for the new site. The Committee held collaborative team meetings to gather critical requirements for technology, infrastructure, and security; and established a close working partnership with ISD and the Sheriff's Department to engage their counterparts at Metro.

The Metro Relocation Steering Committee is accountable for:

- Developing a master plan to provide transitional management support by evaluating current Board Room workflows
- Interviewing senior staff to develop program requirements and office/workstation standards for future space utilization at the Metro Board Room.
- Attending site visits with Metro Board Room staff and preparing general assignment planning for proposed spaces (dais, staff, public, security, overflow areas).
- Defining technology requirements including infrastructure, TV broadcast services, signage, security, cabling, audio/visual, and other technical specifications.
- Securing an implementation plan for security measures at the Metro Board Room to ensure Metro Security and the Sheriff's Department seamlessly collaborate and share responsibilities to provide effective services.
- Implementing a plan for internal and external communications so that Board offices, County departments, employees, customers, suppliers, public and Metro personnel are aware of the details and overall implications of the meeting transition; as well as coordinate establishing target dates for move-in and contingency dates.
- Developing a comprehensive and cost-effective relocation budget plan with non-recurring and recurring expenses.
- Establishing procedures and policies for new location such as building access, transportation, parking, cleaning, communication, ADA access, etc.

Next Steps

Prior to relocating to Metro, the Executive Office will schedule and conduct mock Board Room meetings at the new facility to ensure that staff is properly trained. IRM and ISD technology staff will coordinate and manage the testing of all equipment with the appropriate in-house staff at Metro prior to the start of each scheduled Board Meeting.

The Executive Office and Metro leadership teams are expected to present the master plan proposal to key County stakeholders by the end of **August 2019**.

On May 1, 2018 (Motion – Developing a Path for Probation Oversight), the Board of Supervisors established the Probation Reform and Implementation Team (PRIT), as part of an ongoing and focused effort to transform the Los Angeles County Probation Department. The team was charged with transitioning the existing Probation Commission into a Probation Oversight Commission (POC) and coordinating existing recommendations for systemic reform of the Probation Department into a comprehensive plan.

Immediately following the Board’s directive, the Executive Office in conjunction with the Chief Executive Office, began efforts to recruit a consultant to chair the Probation Reform and Implementation Team. The Executive Office began by obtaining feedback from Board Offices to identify the core competencies that potential candidates should possess to successfully facilitate the PRIT’s mission. Upon identifying top candidates, the Executive Office led an extensive interview process to evaluate key leadership qualities, education, and experience. In **July of 2018**, the Executive Office completed the recruitment and selection of the PRIT chair and identified support staff to begin achieving the Board’s directive. Additionally, key staff were assigned to the unit to ensure the appropriate level of support was in place. The Executive Office worked with each Board Office to identify volunteer appointees to serve as the independent body to formulate a reform plan and develop the authority and structure of the new Probation Oversight Commission.

PRIT PUBLIC MEETINGS

Meeting Subject	Date/Location	# of Attendees
Overview of the BOS Motion and April 9, 2018 Report Back to Establish POC and Reform Plan	08/15/2018 - HOA	108
POC Mission Statement and Community Engagement Mandate	09/25/2018 - SD2	96
Organizational Structure and Mission, Vision and Values of the Probation Department	10/17/2018 - HOA	81

POWERS OF THE POC

Parameters of Oversight Authorities and Structure	10/25/2018 - HOA	69
Budgeting and Services	11/14/2018 - SD1	78
Complaints/Inspections	12/12/2018 - HOA	65
Structured Decision Making	01/09/2019 - HOA	77
Juvenile Facilities, Youth Programs and Services	01/26/2019 - SD4	202
Composition of the POC	02/13/2019 - HOA	75
*(SPECIAL HEARING) BOS Motions on Safety/Humane Treatment and Phased Elimination of Pepper Spray in Juvenile Facilities	03/16/2019 - SD2	104
Staffing, Hiring, and Training	04/10/2019 - HOA	71
Grievances/Complaints and Budget Monitoring	04/17/2019 - SD3	72
Community Partnerships and Service Delivery	05/11/2019 - SD5	100

PROBATION REFORM & IMPLEMENTATION TEAM (PRIT)

The hallmark of this initiative included an extensive community outreach component that would solicit feedback for the final reform plan. Thirteen meetings were hosted, of which at least one meeting was held in each Supervisorial District.



*It should be noted that the scope of this Priority was significantly expanded on **February 5, 2019 (Motion-OIG to Improving Safety in Juvenile Facilities)**, when the Board directed the PRIT to host an opening hearing to address the Probation Department's excessive use of OC spray and inhumane treatment of juvenile probationers. This special hearing was held on March 16, 2019 and was attended by both members of the community and representatives of Labor Unions who provided vital feedback to the PRIT. The PRIT submitted recommendations on May 1, 2019, to the Board outlining steps to retire the use of OC spray and other remediations to deficiencies identified in the Office of Inspector General investigation. On June 7, 2019, the PRIT submitted the recommended authority, composition, and organizational structure of the POC. This report included a recommended budget and was submitted to the CEO. On June 13, 2019, the PRIT hosted a public meeting to unveil the report to community stakeholders; and on June 30, 2019, the PRIT submitted the reform plan and prioritization of recommendations.

Throughout this process, the Executive Office played a key role in the planning and operational logistics of public meetings. Additionally, the Executive Office advised Board appointees on various Commission structures and authorities.



Unveiling of the Digital Directories, Kenneth Hahn Hall of Administration - November 27, 2018 |

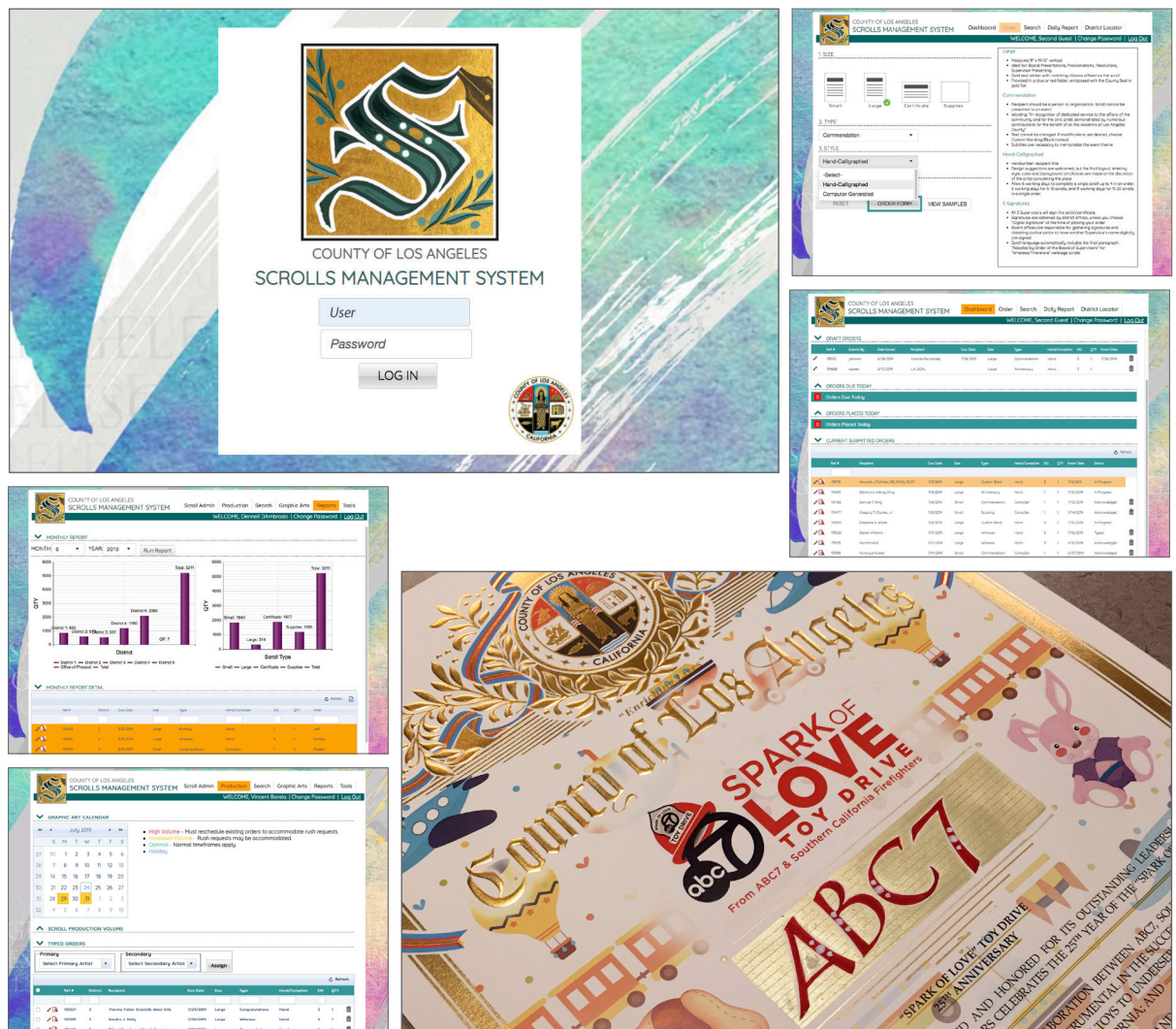
DIGITAL DIRECTORIES

The Kenneth Hahn Hall of Administration (HOA) represents the hub of L.A. County government. The building is host to many critical government services and resources. The Executive Office's objective was to improve the constituent/stakeholder experience by implementing interactive digital directories.

Phase 1 of the project was completed as planned in **November 2018**. The Executive Office hosted an official ribbon cutting where Board members were given a live demo of the functionality and features. The implemented solution consists of two interactive digital touchscreen displays at each of the four entry points of the Hall of Administration. Some of the key features include 3D way-finding guided directions, list of services, news, calendar of events, QR codes to pertinent resources, district information, and onsite meeting information. The deployment of the digital directories has provided an efficient self-service experience for constituents when visiting the HOA, making it easier to locate individuals, County departments, government services, and to acquire public information.

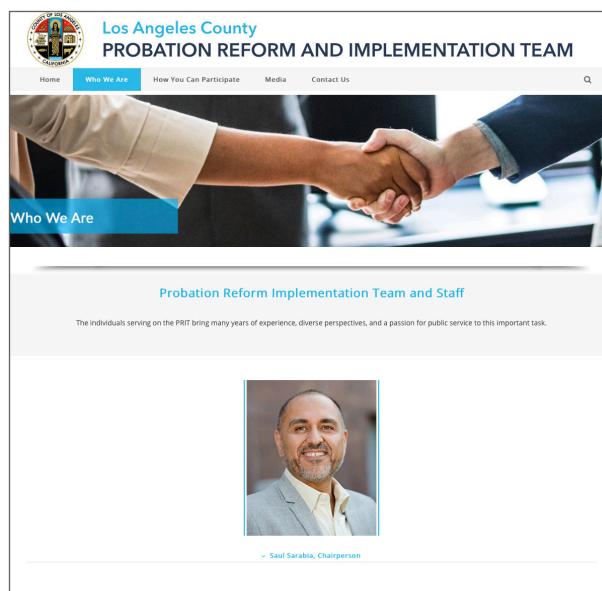
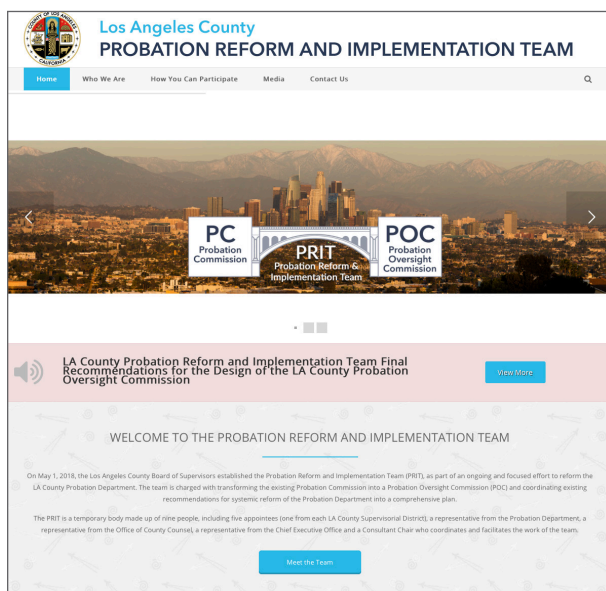
SCROLLS MANAGEMENT SYSTEM

In alignment with the Executive Office's strategic direction to improve service delivery through the use of technology, the Executive Office redesigned the legacy Graphics Scroll Management System, which was developed more than nine years ago. The redesign approach was stakeholder-driven. Extensive outreach was performed by the Executive Office to ensure that designed elements aligned with Board offices' and the Graphic's Unit overall business needs. The newly redesigned system was implemented as scheduled in **October 2018**. The system includes convenient features such as an inventory of design layouts, self-service scheduling for scroll requests, customizable graphical design templates, searchable digital graphics library, enhanced reporting capabilities, and other rich on-demand features. The IT team received many commendations and positive customer satisfaction feedback. The new system enhanced the business operation by streamlining mundane processes, improving system performance, and boosting efficiency.



PROBATION REFORM & IMPLEMENTATION TEAM (PRIT) WEBSITE

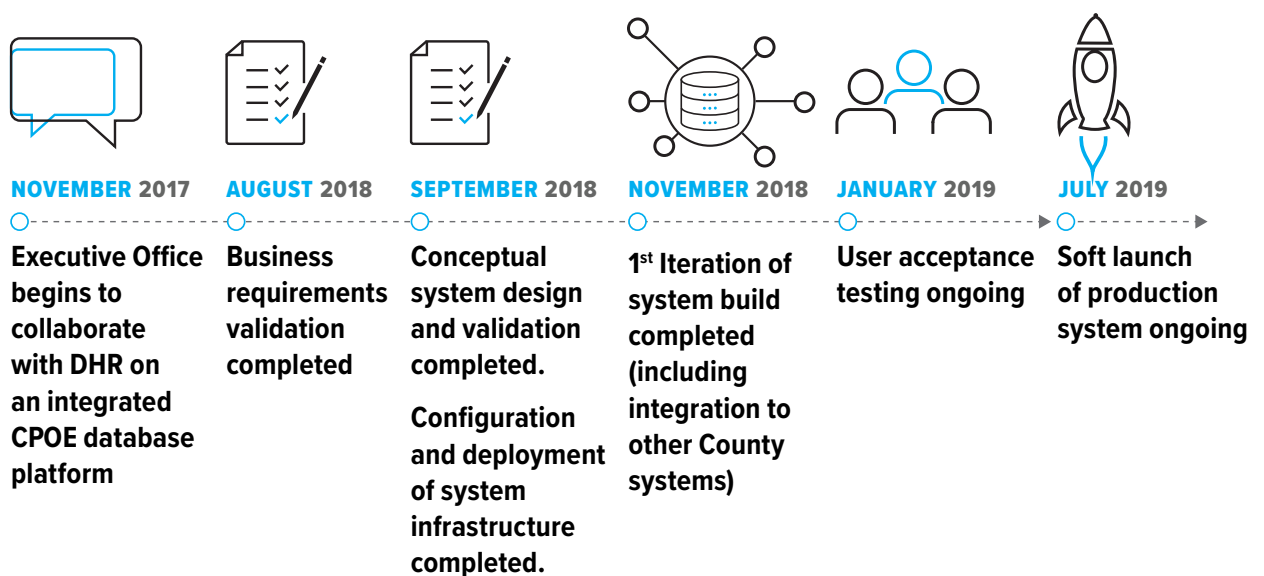
In support of the Board's direction to reform the Probation Department and to establish the interim Probation Reform and Implementation Team (PRIT), the Executive Office implemented a website (prit.lacounty.gov) in **August of 2018**. The website includes an intuitive design and is mobile responsive. The website includes a video library of all public meetings hosted by the PRIT. The website further includes a public portal, allowing for members of the public to submit feedback and comments about reform efforts. Additionally, the website includes a digital library of all reform plan documents, thereby increasing public accessibility.



EXECUTIVE OFFICE DIGITAL SERVICE ENHANCEMENTS



In November of 2017, the Executive Office began collaborating with the Department of Human Resources (DHR) in conjunction with an approved vendor, to design, build, and deploy an integrated County Policy of Equity (CPOE) database platform. This integrated platform will reduce overall investigation timelines by facilitating a seamless flow of data between accountable departments (CEOP/BOS and DHR), as well as County departments. The platform will also increase transparency and security through significantly expanded data reporting, communications and task integration, and analytics. Data will also be more easily extracted and categorized to identify and analyze anomalies as well as patterns; thereby giving compliance personnel the ability to quickly identify trends. Moreover, the new system will integrate with the Countywide Performance Management Tracking System (i.e., database for all employee discipline) and Electronic Human Resources Platform (e-HR), allowing for efficient access to employee information.



Throughout 2018 and into 2019, CEOP-BOS and DHR worked closely with the vendor and developed detailed workflow diagrams and schematics of the entire CPOE investigative process. Ultimately, these diagrams were used to develop formal documentation that was needed to design features and functionality of the system. Significant value was realized from the detailed process maps, allowing for both departments to identify redundancies and bottlenecks. CEOP-BOS and DHR met with the vendor regularly and provided policies, use-case scenarios, process details, and investigative templates.

On **June 30, 2019**, a soft launch of the system was implemented as planned. While the initial system received positive feedback from end-users, it was determined that some functionality needed further calibration and/or enhancements. Consensus from the user community was to augment key features of the system, and implement updates in **August 2019**. The completed ICMS will rollout later this year.



R E S P E C T .



R E A C T .



R E P O R T .

Visit: ceop.lacounty.gov or Call (855)999-CEOP

SUCCESSION PLANNING

The Executive Office was excited to welcome several new faces into our organization in the past year, as well as strategically aligning current staff into new positions of responsibility that will strengthen our operations and improve services in the years to come.

Following are key executive positions filled during the rating period:



JERAMY GRAY

CHIEF DEPUTY,
EXECUTIVE OFFICER

Appointed December 1, 2018



JEFF LEVINSON

ASSISTANT EXECUTIVE OFFICER,
ADMINISTRATION

Appointed March 1, 2019



MAHDI MOHAMMED

EXECUTIVE DIRECTOR,
CIVIL SERVICE COMMISSION

Appointed June 13, 2019



JACQUELINE GUEVARRA

EXECUTIVE DIRECTOR,
QUALITY AND PRODUCTIVITY COMMISSION

Appointed April 26, 2019



BARBARA NACK

DEPUTY EXECUTIVE OFFICER,
ASSESSMENT APPEALS BOARD

Appointed January 30, 2019



BRENDA DURAN

DEPUTY EXECUTIVE OFFICER,
MEDIA SERVICES, RECORDS AND
PUBLIC INFORMATION OFFICE

Appointed May 13, 2019

Each manager possesses unique skillsets; is a seasoned leader and exemplifies the Executive Office's core leadership values. Each of the aforementioned appointments received full Board support.

Paramount to the Executive Office value of investing in our workforce, we are currently exploring a new exciting staff development opportunity through an academic partnership with California State University Northridge (CSUN). CSUN will offer a degree completion program to our workforce, culminating in a Bachelor of Arts in Public Sector Management, and delivered through a hybrid curriculum of onsite and online classes. The onsite classes would be delivered at the Kenneth Hahn Hall of Administration, allowing staff to attend classes directly after their shift.

The Executive Office will host an information session for Department Heads in August 2019 to garner their support and sponsorship. The department will continue to explore new and innovative ways to develop and advance our staff.



EXECUTIVE OFFICE
EO
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

HELP YOUR EMPLOYEES TAKE THEIR CAREER TO THE **NEXT LEVEL!**

Dear Department Heads:

The Executive Office of the Board of Supervisors is considering an exciting new partnership with California State University, Northridge (CSUN). The program would offer a Bachelor of Arts completion degree in Public Sector Management at the Hall of Administration. We plan on sponsoring our employees for this great opportunity and hope you are interested in doing the same for your employees.

The Public Sector Management program is designed for working adults who have completed at least 60 transferable units of college coursework and wish to complete their Bachelor of Arts degree. The program, which typically takes 2.5 years to complete, prepares graduates for career advancement by furthering competency in the following areas:

- Budgeting and fiscal management
- Critical thinking
- Oral and written communication
- Leadership, management and staff development
- Problem Solving and Decision Making
- Team building

Your participation is essential in making this program a reality. If your department is interested, be one of the firsts and let us know by July 1, 2019.

The program total tuition costs are \$39,660 per student.

We plan on evaluating the level of interest of our employees via survey. I am in the process of scheduling an information session with CSUN representatives here at the Hall of Administration and would love for you to join me. My office will reach out to you with a date and time.

Thank You,



Celia Zavala

"My personal journey has been greatly enhanced by my decision to complete my Bachelor's degree while working for the County. Cohort-based accredited programs for working adults, like mine, provided the framework for me to gain invaluable skills, knowledge, and organizational Leadership that are beneficial for my career, as well as the confidence to pursue advancement opportunities in the future. Accomplishing this milestone has not only enriched my self-esteem but it has also given me a competitive edge in my profession and helped me become a more well-rounded individual. I highly recommend further education for my fellow County family members that want to hone their leadership acumen. It is a valuable investment that has paid off!"

- Minh Tran, Senior Board Specialist
Los Angeles County Board of Supervisors
Executive Office, Commission Services Division



Bachelor's Degrees Completion in Public Sector Management
go.csun.edu/aboutPSM | programs@csun.edu | 818.677.3332

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

MISSION

To provide excellent customer service and support the Board in achieving its objectives.

VISION

To be the cornerstone of public service through innovative solutions and best work practices in an ever-changing environment.

OUR VALUES

Integrity

We accept personal responsibility for behaving honestly and ethically.

Respect

We value differences and treat all with dignity.

Innovation

We use imaginative approaches to develop new processes and overcome barriers.

Collaboration

We work together across boundaries, as a team, to accomplish common goals.

Ownership

The commitment to take initiative, follow through to solve problems, and transform challenges into successes.

LOS ANGELES COUNTY BOARD OF SUPERVISORS

HILDA L. SOLIS
FIRST DISTRICT SUPERVISOR

MARK RIDLEY-THOMAS
SECOND DISTRICT SUPERVISOR



KATHRYN BARGER
FIFTH DISTRICT SUPERVISOR

SHEILA KUEHL
THIRD DISTRICT SUPERVISOR

JANICE HAHN
FOURTH DISTRICT SUPERVISOR



EXECUTIVE OFFICE OF THE BOARD OF SUPERVISORS

Kenneth Hahn Hall of Administration
500 West Temple St. Ste 383 Los Angeles, CA 90012
(213) 974-1411 | executiveoffice@bos.lacounty.gov