



Los Angeles County
Quality and Productivity Commission
NOTICE OF REGULAR MEETING

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
(213) 974-1390
(213) 893-0322

Website: qpc.lacounty.gov

Chair

William B. Parent

First Vice Chair

Will Wright

Second Vice Chair

Dion Rambo

Immediate Past Chair

Nichelle M. Henderson

Chairs Emeriti

Jacki Bacharach

Rodney C. Gibson, Ph.D.

J. Shawn Landres, Ph.D.

Edward T. McIntyre

Viggo Butler

Teresa Dreyfuss

Nancy G. Harris

Derek Hsieh

Huasha Liu

Marsha D. Mitchell

E. Scott Palmer

Jeffrey Jorge Penichet

Mark A. Waronek

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Laura Perez

Program Support

Ruben Khosdikian

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

To enrich lives through
effective and caring service

Monday, April 22, 2024, 10:00 a.m.
Kenneth Hahn Hall of Administration, Room 374A
500 West Temple Street, Los Angeles, CA 90012
Members of the public may participate remotely or listen to the meeting
via telephone at:
Call in Number: (669) 900-9128
Meeting ID: 872 2392 0201
Passcode: 326320
Join Zoom Meeting
https://bos-lacounty-
gov.zoom.us/j/87223920201?pwd=TEV5ZHpPNkdKOW5UYjcvbG80Mz
JGUT09
Written Public Comment may also be submitted to Jackie Guevarra by
Sunday, April 21, 2024 (received by 4:00 p.m.):
jguevarra@bos.lacounty.gov
*Any information received from the public by Sunday, April 21, 2024 at
4:00 p.m. will become part of the official meeting record.

MEETING AGENDA

- 1. Call to Order.....Commissioner Parent
2. Land Acknowledgment*.....Commissioner Parent
3. Assembly Bill 2449.....Commissioner Parent
4. Approval of the March 18, 2024 meeting minutes
5. Presentation on expanding the Los Angeles County Electronic Permitting
and Inspections (EPIC LA) (45 minutes).....Dennis Slavin,
Chief Deputy Director (Regional Planning) and Art Vander Vis, Deputy
Director, Municipal Services (Public Works)
6. Chair's Report: Administrative Items, Department Visits, Ad Hoc
Committee Status (5 minutes).....Commissioner Parent
7. Productivity Managers' Network Chair's Report: General Meeting and
Training (2 minutes).....Heidi Oliva
8. Executive Director's Report: Commission Events Update, Calendar of
Events, Deadlines, Administrative Items (2 minutes).....Jackie Guevarra
9. Procurement Ad Hoc Committee Report (for discussion and possible
action) (10 minutes).....Commissioner Butler

10. Department Visit Reports (*Receive and File*) (5 minutes).....Commissioner Wright
 - Department of Children and Family Services (March 27, 2024)
11. Strategic Learning Report Ad Hoc Committee Report (2 minutes).....Commissioner McIntyre
12. Leadership Conference Ad Hoc Report (2 minutes).....Commissioner Rambo
13. Productivity and Quality Awards Program (2 minutes).....Commissioner Bacharach
14. Countywide Criminal Justice Coordination Committee (CCJCC) Update (2 minutes).....Commissioner Parent
15. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – *For Discussion Only*
16. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – *For Discussion Only*
17. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda. – *For Discussion Only*
18. Public Comment (3 minutes for each speaker)
19. The next full Commission meeting will be held on Monday, June 24, 2024, at 10:00 a.m.

LOBBYIST REGISTRATION

Any person who seeks support or endorsement from the Commission on any official action may be subject to the provisions of Los Angeles County Code, Chapter 2.160 relating to lobbyists. Violation of the lobbyist ordinance may result in a fine and other penalties. For more information, call (213) 974-1093.

ACCOMMODATIONS

Accommodations, American Sign Language (ASL) interpreters, or assisted listening devices are available with at least 3-business days notice before the meeting date. Agendas in Braille and/or alternate formats are available upon request. Please telephone (213) 974-1431 (voice) or (213) 974-1707 (TDD), from 8:00 a.m.-5:00 p.m., Monday through Friday.

SUPPORTING DOCUMENTATION

Supporting documentation can be obtained at the Quality and Productivity Commission Office, 565 Kenneth Hahn Hall of Administration, 500 West Temple Street, Los Angeles, CA 90012 or jguevarra@bos.lacounty.gov.

PUBLIC COMMENT

Commission meetings are open to the public. A member of the public may address the Commission on any Agenda item. In addition, during the General Public Comment item on the agenda, a member of the public has the right to address the Commission on items of interest that are not on the agenda but are within the subject matter jurisdiction of the Commission. A request to address the Commission must be submitted to Commission Staff prior to the item being called. Comments are limited to a total of six (6) minutes per speaker per meeting, at up to two (2) minutes per item. The Commission may further limit public input on any item, based on the number of people requesting to speak and the business of the Commission.

***LAND ACKNOWLEDGEMENT**

ON NOVEMBER 1, 2022, THE BOARD OF SUPERVISORS ADOPTED A FORMAL LAND ACKNOWLEDGMENT FOR THE COUNTY. ([STATEMENT OF PROCEEDINGS](#))

“The County of Los Angeles recognizes that we occupy land originally and still inhabited and cared for by the Tongva, Tataviam, Serrano, Kizh, and Chumash 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, 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 <https://lanaic.lacounty.gov/>.”



Los Angeles County
QUALITY AND PRODUCTIVITY COMMISSION
MINUTES OF THE MEETING OF
MARCH 18, 2024, at 10:00 a.m.
Kenneth Hahn Hall of Administration, Room 374A
500 West Temple Street, Los Angeles, CA 90012

County of Los Angeles
Quality and Productivity
Commission

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Virtual Meeting
Call in Number: (669) 900-9128
Meeting ID: 832 0191 6500
Passcode: 808180

https://bos.lacounty-
gov.zoom.us/j/83201916500?pwd=Qzk2MUMwTjdGMFBkCaW8zVXU1YmtaUT09

CALL TO ORDER

Commissioner Parent, Chair, called the meeting of the Quality and
Productivity Commission to order at 10:00 a.m.

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

- Jacki Bacharach
Viggo Butler
Teresa Dreyfuss
Rodney Gibson
Nancy G. Harris
Nichelle M. Henderson
Derek Hsieh
J. Shawn Landres
Huasha Liu
Edward McIntyre
Marsha D. Mitchell
E. Scott Palmer
William B. Parent
Dion Rambo
Mark A. Waronek
William R. Wright

ABSENT

Jeffrey Jorge Penichet

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.

Members of the public were also given the opportunity to send their
comments and questions to Jackie Guevarra by March 17, 2024, 4:00
p.m. No written comments were received.

Chair

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First Vice Chair

Will Wright

Second Vice Chair

Dion Rambo

Immediate Past Chair

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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 Parent 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, Tataviam, Serrano, Kizh and Chumash 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: Fernandeño 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. There were no Commissioners attending the meeting remotely.

APPROVAL OF THE JANUARY 22, 2024, MINUTES (AGENDA #4)

Commissioner Bacharach moved to approve the minutes of January 22, 2024, seconded by Commissioner Mitchell. The minutes were approved by the following vote (taken by roll call):

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

PRESENTATION OF A PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSAL (FOR DISCUSSION AND POSSIBLE ACTION) AND FUND BALANCE REPORT, AS OF FISCAL YEAR 2023-2024, 3rd QUARTER (AGENDA#5)

Fund Balance Report

Commissioner Henderson, Chair, Productivity Investment Board (PIB), reported there is only one project before the Commission for consideration in the 3rd Quarter of Fiscal Year 2023-2024. She reported that as of February 2024, the outstanding PIF fund balance is \$5,749,942. The proposal being heard totals \$598,500. If the project is approved, the fund balance would be \$5,151,442.

Presentation of PIF Proposal for Discussion and Action

24.12 – Public Health, for Park Rx Los Angeles County Initiative (Park Rx LAC), \$598,500 Grant.

Dr. Barbara Ferrer, Dr. Priya Batra, Rachel Baker Devine, Dr. Karla Gonzales, Dr. Eloisa Gonzalez, Dr. Manuel Campa, Dr. Tony Kuo, Jane Lam, Dr. Anne Larson, and Rebecca Reeves were in attendance to support and answer questions regarding the project.

Commissioner Landres presented the project. Funds will be used to 1) pilot Park Rx LAC at clinics from two County medical center, 2) support structured fitness programming at local parks, and 3) establish a field experience where kinesiology students from community colleges/universities can train as physical activity specialists.

After discussion and questions, Commissioner Landres made a motion to approve the project with an amendment for a status update from the Department in October 2024 before the project is launched. The motion was seconded by Commissioner Bacharach.

The motion was approved by the following vote (taken by roll call):

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

Nos: None

Abstain: None

Commissioner Harris was not present and did not vote on this item.

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

Commissioner Parent, reported the following:

- The next regular Commission meeting is scheduled for Monday, April 22, 2024. Suggested topics revolve around countywide priorities this year, including:
 - Tamara Hunter, Executive Director, Prevention and Promotion Coordination and Implementation Committee, to provide information and role of the new Committee.

- Rita Kampalath, County Sustainability Officer – to give an update on PIF 23.3 Climate Change and Extreme Heat - Impacts on LACO Operations and Service Planning.
- Amy Bodek, Director, Regional Planning – provide and update on expanding EPIC LA – the County’s permitting and development process.
- Other speakers and topics for consideration include: Beaches and Harbors’ new Marina Del Rey Affordable Housing Policy, Los Angeles County’s 2024-2030 Strategic Plan, and the Infrastructure LA Initiative.
- The biannual meeting with Fesia Davenport is scheduled for May 8, 2024.
- The Commission welcomed Mark Waronek to his first meeting. Mark was appointed by the 4th District on January 23, 2024. Commissioner Parent introduced Commissioner Waronek with the following:
 - Mark A. Waronek has over 30 years of experience in government and community relations, and public affairs. Mark is the owner and President/CEO of M&M Consulting Group - a business he started March 2019. Mark previously worked at one of the largest public affairs firm in Los Angeles County, Ek, Sun kin & Bai servicing clients all over Los Angeles County, specializing in all cities outside the City of Los Angeles. Mark worked for Los Angeles County Supervisor Janice Hahn as her South Bay Senior Deputy (2016- 2018) working in all the cities in the South Bay. Currently the Mayor Pro Tem in the City of Lomita. He also serves on the City’s Economic Development Ad Hoc Committee, Legislative Ad Hoc Committee and the Founder’s Day Ad Hoc Committee.

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

Heidi Oliva, Chair, reported the following:

- A New Manager’s Orientation meeting was held virtually on February 8, 2024. New managers from the Auditor-Controller, Beaches and Harbors, Chief Executive Office, Museum of Art, Public Defender, Public Health, and the Sheriff’s Department joined the virtual meeting.
- On February 14, 2024, the PMN’s first General Meeting and Training was held at Belvedere Community Regional Park in East Los Angeles. Over 30 Managers attended. The following was discussed during the meeting:
 - Jackie Guevarra, Executive Director, provided welcoming remarks and shared Commission announcements.
 - David Nafarrete, Department of Human Resources, Workforce & Employee Development Division gave a very informative and thorough presentation on Effective Communication and Difficult Conversations. Managers appreciated learning about the various perspectives when communicating and more importantly, learning how to listen. They also learned how to approach difficult conversations and take the fear out of having these conversations, become active listeners, and promote effective communication.
 - Arman Depanian, Chair, Productivity Investment Board Advisory Committee, gave a presentation on the Productivity Investment Fund (PIF).
- The Executive Committee will meet next on April 3, 2024. This meeting will include the Productivity and Quality Awards (PQA) Ad Hoc Committee Chair. They will kick off

the PQA season. They will also plan the May 1, 2024, 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 the following:

- Staff have been working on and/or preparing for various meetings:
 - The Spring 2024 Quarterly Newsletter is due out by March 30, 2024.
 - The 2023 Annual Report, which includes the Operational Trends Report.
 - PIF Tracking Replacement Project – pending overall Board priority projects
 - 2025 Commission Calendar – reserving dates and meeting rooms
- AB 817 Open Meeting: Teleconferencing: Subsidiary Body
 - There was a question asked by Commissioners on whether AB 817 would apply to the Commission. Jackie Guevarra reported that per County Counsel, the Commission would fall under this legislation and additional details will be provided once the legislation passes.
- Commissioner Training – some Commissioners are having log in and access issues
- Staff Recruitment Update
 - Ruben Khosdikian joined the Commission full time on March 7, 2024.
 - Working to hire a Senior Staff Analyst.

PROCUREMENT AD HOC COMMITTEE REPORT UPDATE (AGENDA #9)

Commissioner Butler, Chair, reported the following:

- The ad hoc Committee met with Gartner and the workgroup (CEO, ISD, Auditor-Controller and County Counsel) on February 14, 2024 to discuss the final draft of their report. The key takeaways are:
 1. Creation of a Transformation Program Office to lead the countywide transformation efforts. County to determine which department(s) should take the lead and/or bring consultant whose main focus will be to implement the action items.
 2. Chosen technology (eventually) should reflect new policies and protocols, not the existing current state of procurement. The County should not implement new technology “to solve all” until the existing problems have been addressed.
 3. There are action items that can be taken by the County within 6 months, including a review of policies, conducting training/skills analysis, identifying a document management solution, etc.
- The ad hoc Committee had a follow-up meeting with Gartner on February 29, 2024 to go over next steps including how to present the findings in the Commission Board Memo
- Next steps are for the ad hoc Committee to finalize the draft and circulate it to the ad hoc Committee
- Commissioner Butler introduced Mona Kamdjou, Managing Partner from Gartner, to provide an update on the Procurement effort

DEPARTMENT VISIT AD HOC REPORT (AGENDA #10)

Will Wright, Chair, reported the following:

- Commissioner Wright thanked the 2024 Committee members: Derek Hsieh (Vice Chair), Jacki Bacharach, Viggo Butler, Rod Gibson, Nichelle Henderson, Scott Palmer, and Jeff Penichet
- All 16 Department Visits for 2024 have been scheduled; Commissioners are asked to save the date on their calendars for the visits
- Per Commission Policy No. 2 *Commissioner Participation Policy*, all Commissioners must attend at least 3 Department Visits during the year
- All Lead Commissioners have been notified
- The first Department Visits for 2024 are scheduled in March, as follows:
 - Department of Children and Family Services (DCFS) – Wednesday, March 27, 2024 at 10:30 A.M. (In Person)
 - Medical-Examiner – Thursday, March 28, 2024 at 10:00 A.M. (In Person)

STRATEGIC LEARNING REPORT AD HOC COMMITTEE UPDATE (AGENDA #11)

Ed McIntyre, Chair, reported the following:

- Commissioner McIntyre thanked the 2024 Committee members: Shawn Landres (2023 Report Lead), Teresa Dreyfuss, Nancy Harris, Huasha Liu, Bill Parent, Lana Ghil (Productivity Manager, Human Resources) and Leslie Negritto (Productivity Manager, Natural History Museum)
- The ad hoc committee met on March 5, 2024, to finalize the trends and select examples for the report. The trends 2023 identified are as follows:
 - Mature Trend: Navigation/Navigator Programs
 - Current Trend: Robotic Process Automation (RPA)
 - Emerging Trend: Lived Experience
- The 2023 Report Lead, Shawn Landres, is preparing the draft report for the ad hoc Committee's review
- The ad hoc committee will next meet on Thursday, March 21, 2024, at 11:00
- The target is to finalize the report by March 30, 2024

LEADERSHIP CONFERENCE AD HOC REPORT (AGENDA #12)

Dion Rambo, Chair, reported the following:

- Speakers
 - Board of Supervisors: Supervisor Hilda Solis
 - CEO: Fesia Davenport
 - Keynote Speaker: Deloitte Consulting,
 - World Stage Panel:
 - Moderator: Kevin McGowan, Director, County of Los Angeles, Office of Emergency Management
 - Kelly LoBianco, Director, Department of Economic Opportunity
 - Kristin Sakoda, Director, Department of Arts and Culture
 - John T. Cooke, Assistant Chief Executive Officer, Chief Executive Office, Asset Management Branch
 - Guest Speaker: Renata Simril, President & CEO, LA84 Foundation
- The ad hoc Committee will next meet on Tuesday, March 26, 2024 at 10:00 A.M.

COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC) UPDATE (AGENDA #13)

Ed McIntyre, Chair, reported the following:

- The CCJCC met on February 14, 2024 (In Person)
- The meeting covered the following agenda items:
 - III. COMMISSION ON ALCOHOL AND OTHER DRUGS (CAOD)
 - Motion to recommend San Gabriel Police Chief Edward Elizalde as CCJCC's public safety agency representative on the CAOD (link)
 - IV. PUBLIC SAFETY REALIGNMENT TEAM
 - Update on public safety realignment (AB 109) planning and implementation efforts
 - V. GENDER-BASED VIOLENCE
 - Commissioner Mitchell reported on the presentation about gender-based violence and pilot program.

COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA#13) – FOR DISCUSSION ONLY (AGENDA #14)

- Commissioner Bacharach announced that the South Bay City Council of Governments' Annual General Assembly is scheduled for Thursday, March 28, 2024. Topics will include Artificial Intelligence and ethics. Microsoft and Google will be present. The conference is free and an RSVP is required to attend. Commissioner Bacharach will disseminate the information to the Commission.
- Commissioner Hsieh announced that during a past visit with the Department of Parks and Recreation there was a site visit on a Productivity and Quality Awards program that helped young people attain County Jobs (Youth at Work). Commissioner Hsieh's organization generated a 5-year grant to create 76,000 meals a year for the youth. He also encouraged other organizations to join in; it would contribute to the success of the program. The name of the program is going to be Our Spot Supper Program.
- Commissioner Landres brought up Everytable as a food desert program and in Santa Monica, community development block grant money was used for kitchen construction for a community food incubator program.

COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS, AND/OR DIRECTION OF THE COMMISSION (AGENDA #15) – FOR DISCUSSION ONLY

None

MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACE ON A FUTURE AGENDA (AGENDA #16) – FOR DISCUSSION ONLY

Commissioners expressed and requested a future presentation on the County's 2024-2030 Strategic Plan.

PUBLIC COMMENT (AGENDA #17)

None

ADJOURNMENT

Commissioner Henderson moved to adjourn the meeting, seconded by Commissioner Dreyfuss. The meeting adjourned at 11:54 a.m. The next full Commission meeting will be on Monday, April 22, 2024.



April 11, 2024

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Quality and Productivity
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*"To enrich lives through
Effective and caring service"*

Mr. Brandon T. Nichols
Director
Department of Children and Family Services
510 S. Vermont Avenue, 14th Floor
Los Angeles, California 90020

Dear Mr. Nichols:

Thank you for a very informative visit on March 27, 2024. Commissioners appreciated the update on the Department's mission for what child welfare looks like in Los Angeles County: to promote child safety and well-being by partnering with communities to strengthen families, keeping children at home whenever possible, and connecting them with stable, loving homes in times of need. The Departments will focus on prevention, core practices, and operational efficiency through the lens of equity and in consideration of the State's vision for child welfare reformation, a transition from a child protection system to a child and family well-being system.

Commissioners support the Department's launch of the following prevention and promotion pilots: Plan of Safe Care, Child Care Resource Center, Expectant and Parenting Youth Homeless Prevention, Media Campaign, Mandated Supporter Initiative, Community Cultural Broker Program, Mentorship, Preventative Legal Advocacy Website, Safe Families and Antelope Valley Resource Infusion as part of the Comprehensive Prevention Plan approved in July 2023.

Commissioners commend the Department's partnership with the Commission for Children and Families and various stakeholders to transform the County from a system of mandated reporting to mandated supporting. Mandated reporting has caused an overburdening of the system with families who do not require an intervention from the child welfare system but may benefit from community-based services and supports to meet their needs and is a key driver of racial disproportionality into the child welfare system.

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including the following areas:

- Using quantitative and qualitative reviews through a multidisciplinary approach, which includes members from the Risk Management Division, Core Practice Model Section, Office of Outcome and Analytics, Office of Equity, and Policy, Leadership, and Staff Development Division, to develop systemic strategies to enhance and support quality social work practices, critical thinking, and sound decision making around safety, permanency, and well-being

Mr. Brandon T. Nichols

April 11, 2024

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- Examining policies, practices and procedures that impact equity within the Department, and working in partnership with the Anti Racism, Diversity and Equity Initiative team to develop an Equity Action Plan that will help guide the Department's efforts around advancing equity, diversity and inclusion; the Department will also onboard the services of a consultant to help with this effort

We look forward to working with you as you address challenges that may require other operational enhancements, including:

- Transitioning from the legacy Child Welfare Services/Case Management System (CWS/CMS) to the Child Welfare Services-California Automated Response and Engagement System (CWS-CARES) to aid child welfare professionals with case management; the prolonged rollout of the new CWS-CARES system impacts the Department's ability to operate with efficiency
- Exploring a content management system to search and retrieve critical child safety data from millions of pages of paper documents and using digital scanning to extract relevant information from records and case files, including case notes, medical records, court reports, and investigation narratives

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, Arman Depanian. Please contact Jackie Guevarra, Executive Director, at jguevarra@bos.lacounty.gov for additional information.

Sincerely,



WILLIAM B. PARENT
Chair

WBP:JG:RK

- c: Fesia Davenport, Chief Executive Officer
Joseph Nicchitta, Chief Deputy, Chief Executive Office
Jeff Levinson, Interim Executive Officer, Board of Supervisors
Commissioner Viggo Butler
Commissioner Teresa Dreyfuss
Commissioner Nichelle M. Henderson
Commissioner Edward McIntyre
Commissioner Marsha D. Mitchell
Commissioner Dion Rambo
Heidi Oliva, Network Chair
Arman Depanian, Productivity Manager

2023 Operational Trends Report

The Strategic Learning Ad Hoc Committee identifies issues and trends that may affect the quality and productivity of County services, helping to uphold the Commission's commitment to ongoing learning and forward thinking. Its charge is to prepare a report with operational findings and recommendations related to productivity, based on an annual review of Department Visit Summaries, Productivity Investment Fund proposals and status reports, submissions to the Productivity and Quality Awards program, insights from the Leadership Conference, and any special projects or Board directives. Each year, the Committee examines these sources to glean relevant insights on enhancing quality and productivity across the County.

The Committee categorizes County trends and innovations into three phases: mature, current, and emerging. A **mature trend** has achieved widespread adoption, with successful pilots evaluated and scaling efforts underway. A **current trend** is under broad discussion, with gathering momentum for promising initiatives or interdepartmental collaborations. An **emerging trend** is a novel approach or model observed in multiple settings that merits further exploration.

The examples below substantiate these key trends. They are drawn from recent encounters with County departments through the Commission's various programs.

Mature Trend: Navigation

Navigation involves providing comprehensive wraparound advice and assistance to individuals and families as they seek to access the programs, services, and financial supports for which they may be eligible. It requires attention to the specific circumstances of the beneficiary and is especially successful when there is both a warm introduction by a navigator who actively makes the connection to services and follow-up contact to ensure that the given benefit has been received. Navigation is vital in situations with complex eligibility conditions, where the order in which services are accessed may affect their availability. Effective navigators listen closely and proactively seek to address related or underlying issues, even ones of which the beneficiary may be unaware.

For example:

- The Department of Health Services' (DHS) *Comprehensive Cancer Navigation* project has improved care coordination, reduced delays in treatment, and improved patient experience. The program utilizes a multidisciplinary team-based patient-centered approach to help people in treatment for cancer to better understand their diseases, coordinate with their care teams across different departments, and facilitate all stakeholders within and beyond DHS to identify and work through potential barriers to care.
- The Department of Military and Veterans Affairs has conducted a comprehensive assessment of the impact of County Veterans Service Officers (CVSO), a promising program that places Veteran Service Officers in a variety of County health and social services agencies in order to assist veterans in accessing diverse

benefits and resources. The CVSO is eligible for additional State funding, which amplifies its reach.

- An example of digital navigation is the Creative Careers Online career navigation tool hosted by the Department of Arts and Culture; it encourages and assists youth to discover, prepare for, and pursue careers in the arts and creative industries.

Current Trend: Robotic Process Automation

The Commission’s 2018 Strategic Learning Report identified workflow automation as an emerging trend, “to expedite rote processes, free up staff resources, and streamline decision-making.” Given the expansion specifically of robotic process automation (RPA), and the evolution of intelligent automation more broadly, the Committee now identifies RPA as a current trend in recognition of its momentum as a meaningful tool in diverse County settings. At its simplest, RPA automates repetitive rule-based tasks. However, its applicability to County services is found in its capacity to integrate different systems, to scale with workflow volume, and to free up human employee expertise for other important work.

For example:

- The Auditor-Controller’s *Reengineering DSO Automation Project* created a user-friendly and intuitive electronic Departmental Service Order (DSO) process that saved more than 4,400 labor hours per year and reduced the County’s carbon footprint while improving internal controls and digital signatures through automated inputs and integrations between purchasing and accounting systems. The updated DSO system modernized input methods and interface with the County’s accounting and purchasing system.
- The Department of Beaches and Harbors deployed *Floating Robotic Trash Skimmers* to collect floating waste and oil from the water surface and in hard-to-reach areas of the Marina del Rey harbor. The skimmers can operate autonomously or via remote control. This first-of-its-kind pilot supports OurCounty, the regional sustainability plan for Los Angeles, by reducing ocean pollution and improving access to beaches, recreational waterways, and public spaces.
- The Assessor, the Registrar Recorder/County Clerk, and the Department of Consumer and Business Affairs partnered to automate and expedite important notifications to property owners. People who sign up for the [Homeowner Alert Service \(e-Notification\)](#) receive an email within 48 hours whenever a foreclosure, transfer of title, or mortgage is recorded on their property, enabling them more quickly to identify potentially fraudulent activity. The standard notification by postal mail can take up to 30 days.

Emerging Trend: Participatory Decision-Making by People with Lived Experience

The [2024-2030 County Strategic Plan](#) identifies stakeholder engagement and participatory budgeting as key strategies in achieving communications and public access goals. This year’s emerging trend, participatory decision-making by people with lived experience, describes a move away from a top-down approach to service design and delivery. Many departments regularly gather information from people who have unique

knowledge about their own needs. The emerging next step is bringing people with lived experience to the decision-making table and sharing the authority to shape the programs meant to serve them, alongside and not subordinate to professional and academic experts. When people see their own experiences reflected in the programs that serve their needs, the outcomes are increased trust, commitment, sustainability, and effectiveness.

For example:

- The County Library's *My Brother's Keeper Peer Advocates* program brings young people of color into libraries as advisors and liaisons between Library staff and the youth of color in the high-need communities in which they serve. The program draws on the peer advocates' (PA) lived experiences to build deep community relationships and develop unique Library programs tailored to community needs and interests. By designing and leading programming that is more responsive and inclusive, PAs create community rapport and cultivate trust and relationships.
- Responding to unacceptably high rates of Black infant and maternal death in the County, the Department of Public Health (DPH) launched an equitable county-community collaboration within the County's DPH-led African American Infant & Maternal Mortality (AAIMM) Prevention Initiative. The program's Black MotherBoard, a group of grassroots leaders, with the skills, mentorship and support required to translate community wisdom into policy impact. The Black MotherBoard will engage in the selection and implementation of relevant institutional, local, and/or state policy initiatives that will impact birth outcomes.
- The Natural History Museum is expanding co-curation with community partners to address sustainability, anti-racism, child protection, poverty alleviation, and health integration. The NHM Commons Native American Advisory Council is co-curating Native American exhibition elements and interpretation in the new Community Plaza. Fostering these relationships through ongoing communication, resource sharing, and community conversations supports the Museum's role as a museum *of, for, and with* Los Angeles County.

The values underlying the County's 2024-2030 Strategic Plan — Integrity, Inclusivity, Compassion, Customer Orientation and Equity — are evident in the operational trends identified here, while maintaining an orientation toward transformation, resilience, and a focus on the future. They reflect a commitment to investing in meaningful individual and community connections as well as in the use of technology for the public good. The trends showcase countywide enhancements in quality and productivity, helping to advance the County's ongoing mission while affirming the Board's core priorities.

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