



County of Los Angeles
CHIEF EXECUTIVE OFFICE
OPERATIONS CLUSTER MEETING

WILLIAM T FUJIOKA
Chief Executive Officer

DATE: Thursday, September 17, 2009
TIME: 12:30 p.m.
LOCATION: Kenneth Hahn Hall of Administration, Room 743

AGENDA

1. Call to order – Ellen Sandt
2. **Consolidation or Sunsetting of County Advisory Bodies (Item 53B on the 9/15 BOS agenda continued to the 9/29 agenda) - CEO - Ellen Sandt or designee**
3. **Strategic Plan - Goal 1 Objectives Discussion - CEO - Martin Zimmerman or designee**
4. **Department of Human Resources Update - DHR - Lisa Garrett or designee**
5. **Status Report - Auditor-Controller - Wendy Watanabe or designee**
6. Roundtable
7. Public Comment (2 minutes per speaker)
8. Adjournment – Ellen Sandt

COUNTY OF LOS ANGELES STRATEGIC PLAN

2009-10 Update

GOAL 1: OPERATIONAL EFFECTIVENESS:

Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.

Strategy 1: Fiscal Sustainability: Promote sound, prudent, and transparent short- and long-range fiscal policies and practices that help ensure maintenance of critical, high priority County public services despite cyclical economic conditions.

Objective 1: By October 1, 2009, in preparation for the 2010-11 Proposed Budget, convene a work group consisting of CEO, Board deputies, and departmental representatives to develop a process for departments to identify and prioritize services, programs, and activities. By December 1, 2009, work group will develop instructions to departments on how to approach analysis of low priority services, programs, or activities, including development of metrics and baseline data to be used as a basis for comparison as program and service levels are examined for future reductions, consolidation or elimination.

Lead Department: Chief Executive Office

Objective 2: By October 10, 2009, implement an enterprise grant tracking and reporting system based on the eCAPS financial system to process centralized reporting as mandated by the American Recovery and Reinvestment Act, and produce a countywide report for submission to www.Recovery.gov for the time period of February 28, 2009 to September 30, 2009, and quarterly thereafter.

Lead Department: Chief Executive Office

Participants: Auditor-Controller

Objective 3: By April 1, 2010 (Census Day), develop and implement a comprehensive Countywide Census 2010 outreach plan, with emphasis on unincorporated areas and homeless populations, lead by the County Complete Count Committee, with support from each County department.

Lead Department: Chief Executive Office

Objective 4: (Short-Term) By June 30, 2010, reduce by 5 percent, countywide internal and external legal/litigation costs. Departmental risk exposure reduction goals will be specific to each department and may include cost reductions of other aspects of risk management. The 5 percent cost reduction goal shall be established based upon the average annual costs of each category over the last three fiscal years (2006-07, 2007-08, 2008-09).

Lead Departments: Chief Executive Office, County Counsel

Objective 5: (Long-Term) By June 30, 2011, reduce by five percent countywide indemnity costs associated with the County of Los Angeles' claims and litigation, including workers' compensation and tort liability. Departmental risk exposure reduction goals will be specific to each department and may include cost reductions of other aspects of risk management. The 5 percent cost reduction goal shall be established based upon the average annual costs of each category over the last three fiscal years (2006-07, 2007-08, 2008-09).

Lead Departments: Chief Executive Office, County Counsel

Strategy 2: Service Excellence and Organizational Effectiveness:

a. **Streamline and improve administrative operations and processes (e.g., human resources/classification/compensation, contracting, procurement, and capital projects/space management) to increase effectiveness, enhance customer service, and support responsive County operations. Employ benchmarking performance measures to help develop targets.**

Objective 1: By March 31, 2010, each Cluster will develop performance metrics to link to key Strategic Plan Strategies and/or Objectives. Each metric will include performance targets and data will be used to determine feasibility of strategic direction.

Lead Department: Chief Executive Office

Long-Term Objectives:

- Expansion of e-Commerce
- Expanded shared services models, prioritized based on savings/need for standards

b. **Evaluate organizational structure to achieve operational efficiencies and improve County service delivery, including restructuring or consolidating existing County departments, functions, or commissions, and partnerships with external agencies.**

Objective 1: By September 30, 2009, convene focus group of department chief deputies who will identify and implement efficiencies, best practices on process improvements, and elimination of administrative redundancies and low priority activities. By October 15, 2009, with the group's assistance and guidance, implement a County Efficiency Website, and by March 31, 2010 develop a Master Agreement for efficiency/process improvement consultant services.

Lead Department: Chief Executive Office

Strategy 3: Environmentally Responsible Practices: Implement environmentally-responsible practices in County operations to reduce County’s “Carbon Footprint” and promote environmental stewardship, including actions to meet the County goal of a 20 percent reduction in energy and water usage in facilities by 2015.

Objective 1: (Short-Term) By November 30, 2009, quantify the County’s carbon footprint due to internal operations. By January 31, 2010, establish specific, carbon footprint reduction goals (which include the impact of current policies). By June 30, 2010, establish periodic reporting methodology on progress towards the specified carbon reduction goals and include projections on how current environmental policies (e.g., 20% energy consumption reduction, water usage, fleet conversion) will contribute towards achievement of the reduction goal.

Lead Department: Internal Services

Objective 2: (Long-Term) By September 30, 2010, identify and implement individual strategies for achieving the carbon reduction goals including identification of resources necessary to implement the strategies.

Lead Department: Internal Services

Strategy 4: Workforce Excellence: Implement human capital management best practices (e.g., succession planning, professional development, employee surveys) to enhance the recruitment, development, and retention and well-being of qualified County employees.

Objective 1: By December 1, 2009, review best practices for public sector workforce planning programs and recommend an approach for succession planning (workforce planning) utilizing the best practice outcomes. The approach should forecast changes in the community environment and technology. By December 15, 2009 prepare a countywide report identifying the number of MAPP participants categorized into high, medium and low risk positions with respect to attrition (red/yellow/green color system) to track when participants will be leaving. By December 31, 2009, complete data analysis related to succession planning for the County overall and each department. The updated data analysis will forecast probable vacancies due to retirements and other types of attrition for a three-year period, and update planning documents and strategies (e.g., mentoring, shadowing, staff rotations) for various categories of employees. By April 30, 2010, develop supervisory training to fill current skills gap for transitioning staff into first line supervisory positions. In addition, develop and deploy effective risk management training for all supervisory and management positions. By June 30, 2009 develop a plan for succession planning and take steps for phased implementation of the plan.

Lead Department: Human Resources

Long-Term Objectives:

- Civil service reform; make it easier to hire quality people; implement HR reform based on HR study

Strategy 5: Information Technology: Promote, share and coordinate information technology services, which are cost-effective, reliable, accessible, and secure, to achieve operational improvements and County business goals.

Objective 1: By June 30, 2010, in support of the County strategy and direction for the implementation of Enterprise Content Management software complete the following: (1) Establish County ECM policies, guidelines, and best practices; and (2) Gain CEO and Board approval of centralized underlying County ECM infrastructure at ISD and pilot department ECM applications to leverage this infrastructure.

Lead Department: Chief Information Officer

Objective 2: By June 30 2010, in collaboration with the CEO and ISD obtain funding for and initiate the implementation of Countywide Geographic Information Systems (GIS) infrastructure, which will enable the spatial representation of County information, improving departmental operations and the delivery of services.

Lead Department: Chief Information Officer

Participants: Chief Executive Officer, Internal Services

Objective 3: By June 30, 2010, in collaboration with the CEO and ISD perform an assessment of data center-related assets, services, disaster recovery capabilities, and expenditures by Department and identify potential opportunities for optimization and cost savings.

Lead Department: Chief Information Officer

Participating Departments: Chief Executive Officer, Internal Services

Objective 4: By June 30, 2010, continue enhancements to the County's electronic government services by expanding portfolio of online services, deploying Web 2.0 technologies (e.g., e-notification and social networking), and obtaining approval and funding to initiate the redesign of the County's Intranet Portal to improve organization, content and functionality.

Lead Department: Chief Information Officer

Strategy 6: Disaster Training and Emergency Preparedness/Response: Under the leadership of the County's Emergency Management Council and the Public Safety Cluster, ensure that the readiness, responsiveness and recovery of departments/operations within the Operations Cluster are addressed in the County's disaster training and emergency preparedness and response efforts.

Objective 1: (Formerly Objective 2 in March 2009 Plan) By June 30, ~~2009~~ 2010, update and test each department's Business Continuity Plan for essential functions, including:

- Establishing and documenting milestones and measurable outcomes, and
- Establishing a second banking code capability in eCAPS as a business continuity plan solution.

Lead Department: All Operations Cluster Departments