

David E. Janssen

David E. Janssen



Chief Administrative Officer
County of Los Angeles
August 1996 - January 2007

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New CAO chosen for L.A. County

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LOS ANGELES BUSINESS JOURNAL

Profile

Trouble is his business

David Janssen has the unenviable job of fixing L.A. County's budget mess

JOE BEL BRUNO - Staff Reporter

Daily Breeze THURSDAY August 22, 1996

County's new exec is ready

DAILY NEWS / THURSDAY, AUGUST 22, 1996

New CAO faces daunting task in county budget

Official to tackle deficit, health care



In the hot seat: Janssen during a break in the Board of Supervisors' meeting.

TODD FRANKEL/LAIB

San Janssen had to deal with the fiscal mess Los Angeles County faces from his counties troubles deficit in system - surmount-

1. Janssen problems he to be a fiscal pointed by the county Board of the new chief officer, Janssen faces the biggest his 24-year gover-

ran San Diego in April 1992 to his year, helping e municipality me of its worst ecoss since the Great Depression. He the position after disagreeing with the philosophy of a new board of supervisors that were swept into office this year.

Supporters say he brings into the job a fiscally conservative manner and willingness to try new approaches. He sees relief in site as the county examines the way it spends an annual \$12.2 billion budget.

On the top of his list is the way the county delivers service - and questioning how much of it can be done through government contracts and public-private partnerships.

He takes over the position from Sally Reed, who took a pay cut to accept a position as head of the California Department of Motor Vehicles.

Q: With all the fiscal problems facing Los Angeles County, what motivated you to accept the position?

A: Taking this job certainly presents a big challenge, probably one of the biggest in my career. Los Angeles County is dealing with difficult issues.

job because I know this can be done.

strong relationship with the private sector.

Q: How do you define your position as the county's top administrative officer?

A: It's principally related to the budget. We prepare, propose and implement the county's fiscal plan every year, and this is not an insignificant task.

In addition, there are specific programs - like asset management and capital projects - that my department is responsible for. Another important aspect of this job is a coordination role between the various departments that report directly to the board of supervisors in solving problems, carrying out policy, dealing with difficult issues.

Q: Do you have any immediate goals?

A: The first goal is to understand the culture that exists. It is important to not come in and do things that will immediately fail simply because you didn't take the time to figure out what people are like and how they do business. The second is to begin a team organization to work with the board and cooperate on issues. The third goal is that we open up the whole decision making process to the public.

impending welfare reform. It will require a tremendous involvement with the private sector because we are projecting the need of almost 90,000 new jobs as part of reforms. There are work requirements that will mean we need to get the private sector's cooperation and involvement.

Q: Can you facilitate economic prosperity for county businesses so that they can make good partners for the county?

A: Streamlining red tape, doing the kind of things that are more business friendly. We need to keep up relations with the Economic Development Department. We need to do good things for the county.

Snapshot

David Janssen

Employer: Los Angeles County
Title: Chief Administrative Officer
Education: University of California, Davis, bachelor's, master's and doctorate in political science.
Hobbies: Reading, travel, golf, piano.
Turning point in career: Not getting a job teaching after college, which pushed him into government.
Personal: Married, one daughter.

Q: What will you bring to the county?
A: I bring in an extensive experience in both state and local government. Counties live and die based on what they do. I am based on what I have seen in Sacramento and Washington. I was asked to come to me as someone who had run a county and had a good reputation in the financial community. I can change the Los Angeles County name in many of these circles, and it is an important job.

"The whole budget needs to be looked at. You can't do that (incrementally) because then you're a target for everyone."

LOS ANGELES DAILY JOURNAL • WEDNESDAY, AUGUST 21, 1996 •

County's New CAO Supportive Of Courts and Legal Agencies

Daily Breeze County appoints chief administrator

WEDNESDAY August 21, 1996

Wednesday, August 21, 1996 Metropolitan News-Enterprise

Former San Diego County Administrator Named CAO of Los Angeles County

Former San Diego exec
called problem-solver

"When you talk to people from San Diego, they say he's fair, he's tough . . . a belt-tightener."

— SUPERVISOR ZEV YAROSLAVSKY, about David Janssen



AT ISSUE:
What should be the main priorities for the county's new chief administrator?

LOS ANGELES TIMES
WEDNESDAY, AUGUST 21, 1996

L.A. County Picks New Chief Administrator

By JEFFREY L. RABIN
TIMES STAFF WRITER

After months of searching for someone to run the nation's largest county government, the Los Angeles County Board of Supervisors settled Tuesday on David E. Janssen, a politically savvy bureaucrat with experience dealing with tough economic times.

Janssen's generally positive reviews as chief administrative officer of San Diego County, his open style of leadership and his close political connections in Sacramento were key factors in his selection for the post, supervisors said.

Daily Breeze
FRIDAY
August 23, 1996

"We want someone to tell us the truth," Burke said.

OUR VIEWS

Give new CAO a fair hearing

Janssen faces tough challenge

Wednesday, August 21, 1996, Antelope Valley Press

Board hires new county administrator

Profile: David E. Janssen

Janssen was named Tuesday as chief administrative officer of the nation's largest county government by the Los Angeles County Board of Supervisors.

- **Age:** 51
- **Residence:** Poway, San Diego County
- **Education:** Doctorate, master's and bachelor's degrees in political science from UC Davis
- **Career highlights:** CAO, San Diego County, April 1992—March 1996. Assistant administrative officer, San Diego County, August 1983—April 1992. Director, state Department of General Services, which oversees a broad array of operations, March 1977—January 1983. Assistant secretary, state Agriculture and Services Agency, January 1975—March 1977.
- **Family:** Married; one daughter
- **Quote:** "They were obviously looking for somebody with experience and knowledge in California local government because of the complexity and the problems."

L.A. County's Chief Manager to Retire

David Janssen, 61, is given credit for working with the fractious Board of Supervisors to get a nearly bankrupt fiscal house in order.

By NOAM N. LEVEY
Times Staff Writer

David E. Janssen, Los Angeles County's influential chief administrative officer who over the last decade guided the nation's largest county back from the brink of bankruptcy, plans to retire at the beginning of next year.

The 61-year-old career civil servant rarely sought the leading role in making policy, leaving the five elected supervisors to wrestle — sometimes unsuccessfully — with the county's struggling healthcare system, jails and other social services.

He also didn't grab headlines, and he generally avoided the public battles with supervisors that drove his predecessors from the job.

With political savvy and tight-fisted financial management, Janssen managed to work effec-

tively with the fractious Board of Supervisors to bring fiscal discipline to a county whose nearly \$20-billion annual budget dwarfs those of many states.

"Quite simply, he is the dean of the business," said Steve Keil, legislative director of the California State Assn. of Counties, who has worked with Janssen for 16 years.

Janssen said that after 10½ years as chief operating officer, he simply wanted to retire. "I have very mixed emotions, . . . but I just think it's time," he said, noting that progress has been made in stabilizing the budget and tackling the county's historically inefficient bureaucracy.

When Janssen took the helm in 1996, Los Angeles County had just been rescued from potential bankruptcy by the federal government, which agreed in 1995 to a massive bailout for the public health system.

County finances, sapped by years of what one study at the time called wasteful and irresponsible spending and always subject to the whims of policymakers in Sacramento and



David Janssen plans to step down early next year.

Washington, D.C., remained shaky.

And with two of Janssen's predecessors pushed out amid tensions with the notoriously prickly Board of Supervisors, there was some question whether anyone could tackle what former top executive Sally Reed once called the "greatest challenge in local government."

Though sometimes called the "sixth supervisor," Janssen, the county's top non-elected official, long occupied an odd and somewhat precarious position.

Nearly all authority in Los Angeles County government is vested with the five supervisors, who hire and fire heads of departments, approve the budget and are by definition the county's executives.

But the unwieldy nature of the five-member board has tempted some past chief administrative officers to try to grab more authority, sometimes at their own peril.

Reed left in 1996 after a frustrating 2½-year campaign to force the supervisors to become more fiscally disciplined.

Janssen was different.

A careful man with a dry wit and a discreet manner who came to Los Angeles County with two decades of experience in state and county government, the Oakdale, Calif., native proved a master of the diplomatic dance that civil servants do with elected officials.

Ten years ago, some Los Angeles County bonds were rated at the lowest investment grade, one notch above junk bonds.

One study of the county's budgeting faulted leaders for spending themselves into a fiscal crisis with a bloated bureaucracy and overly generous salary increases.

But nearly a decade after that report was issued, Fitch Ratings concluded that the county's finances had "improved dramatically," noting that the county has reduced its debt and had budgetary surpluses every year since 1997, helped in part more recently by a surge in real estate values.

When he unveiled his proposed 2007 budget in April, Janssen typically took care to credit his bosses.

"It makes my job very easy when you have a board of elected officials who know how to say no," Janssen told reporters.

A careful man with a dry wit and a discreet manner

Daily Breeze

WEDNESDAY

June 28, 2006

Janssen announces retirement

LA. COUNTY: Serving as chief administrative officer since '96, he raised the area's financial standing.

By **Alison Hewitt**
COPLEY NEWS SERVICE

The chief administrative officer of Los Angeles County, arguably one of the most powerful people in the county, announced his retirement Tuesday.

David Janssen will leave in January after 10 years of shaping the county's budget and policies and advising the five county supervisors. The supervisors lauded him as a "class act" and said he will be hard to replace.

Janssen gave no specific reason for deciding to retire now but said "it just feels right."

"It's a great job, and I enjoy working with the board, but it'll be 10½ years. and that's a long time for anyone to

work in this position," he said.

"I always thought I'd retire at 60," the 61-year-old said.

Janssen just finished shepherding through what will be his last county budget, which was approved unanimously Monday by the Board of Supervisors. He helped rescue the county from financial struggles in the mid-1990s and returned it to surpluses and stability, Supervisor Zev Yaroslavsky said.

"We've turned a county that was on the brink of bankruptcy 12 years ago into a county with one of the best ratings that Wall Street gives any government," Yaroslavsky said. "And he's the one who we charge with that task. There isn't one member of the board who wouldn't want him to stay — and we asked him to stay — but he wants to do other things. He wants to relax ... and he's earned it."

Supervisor Don Knabe said he was somewhat saddened by the announcement, and praised Janssen for always working with the supervisors' recommendations instead of simply telling the board that some things could not be done.

"Everything we've given him, he's worked with," Knabe said. "You could always count on David giving us a financially prudent answer or solution. He's a class act."

Janssen was appointed by the board in 1996, after working as assistant chief administrative officer and then chief administrative officer in San Diego County, where Janssen said he and his wife will likely return. He also held several state positions, including director of the California Department of General Services and assistant secretary of the Agriculture & Services Agency.

During his tenure with Los Ange-

les County, he had a hand in everything from welfare reform to the construction of Disney Concert Hall. Yaroslavsky noted that while Janssen may be primarily known for his sharp financial sense, he also protected social services and the arts as well as the bottom line.

Critics of Janssen are hard to find — a sign of citizen disinterest in county government but also of Janssen's success, said political analyst Sherry Bebitch Jeffe, a senior scholar at USC's School of Policy Planning and Development.

"I haven't seen very many waves — he's done a good job," she said. "But that's the mark of a good bureaucrat: his bosses are visible and he isn't."

"It's a very delicate position, working with the Board of Supervisors in a county so large and so diverse ... and with such diverse personalities on the board," she said. "I have no criticism."

*Y*OU could always count on David giving us a financially prudent answer or solution. He's a class act.

County CAO will retire in January

Approaching his 40th wedding anniversary in September, Los Angeles County Chief Administrative Officer David Janssen on Tuesday announced that he plans to retire in January.

During his decade with the county, Janssen guided the nation's most powerful Board of Supervisors out of near bankruptcy and into what Supervisor Zev Yaroslavsky describes as the best financial shape the county has been in nearly three decades.

"I realized I've been working since I was 14 years old and I'm 61," Janssen said. "It just feels like the right thing to do at this stage in my life. I'm going to go into retirement and see what it's like.

"And September is our 40th anniversary. There aren't many of us around that have been married that long," he said.

Janssen, who earns \$232,804 annually, has more than 30 years of experience in local and state government. He was appointed to the county's top administrative position in August 1996 after a 13-year career as CAO in San Diego County.

Prior to that, Janssen held several executive-level positions with the state.

— Daily News

San Gabriel Valley Tribune

Tuesday, June 27, 2006

Janssen to retire from county post

LOS ANGELES — Los Angeles County's chief administrative officer announced Tuesday that he will retire in January after serving in the county's top administrative post for 10 years.

David Janssen, 61, is responsible for preparing the county's multibillion-dollar budget, analyzing state and federal legislation, coordinating emergency preparedness and advising the Board of Supervisors on protocol issues.

Before coming to Los Angeles County, Janssen spent 13 years working for San Diego County as that region's chief administrative officer and assistant chief administrative officer.

— City News Service

Responsible
for

- preparing the county's multibillion-dollar budget
- analyzing state and federal legislation
- coordinating emergency preparedness, and
- advising the Board of Supervisors on protocol issues



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Leadership Letter 2006 No 13

Counties' Leadership Letter
July 17, 2006
No. 13
Executive Director: James Keene

L.A. COUNTY ADMINISTRATOR ANNOUNCES RETIREMENT.....David Janssen, longtime Los Angeles County chief administrative officer, has announced his plans to retire in January. Besides serving as L.A. County's administrator for a decade, he also served San Diego County as chief administrative officer for four years and assistant chief for nine years, and served in leadership positions in California state government. We at CSAC wish David the very best in his retirement.

NACO ANNUAL CONFERENCE IS JUST AROUND THE CORNER.....Advance registration prices are still available for NACo's Annual Conference in Chicago, Cook County, August 4 - 8. Don't miss out on this great national event, where we'll support California candidate Valerie Brown for NACo second vice president. Find out more at www.naco.org.

Really
 really
 hard
 to
 replace

SignOnSanDiego.com

THE SAN DIEGO UNION-TRIBUNE

On The Move

June 29, 2006



Los Angeles County's chief administrative officer, David Janssen, announced Tuesday that he will step down in January after more than 10 years at the helm. Before going to Los Angeles, Janssen was San Diego County's chief administrative officer for four years and assistant chief for the preceding nine years. He was praised by colleagues for putting L.A. County's fiscal house in order, and L.A. Supervisor Yvonne Brathwaite Burke called him "really, really hard to replace."

Janssen, 61, and his wife, Jeannie, still own a home in Poway and plan to move back here after retirement. Will he take another job?

"I've never retired before, so I don't know," Janssen said in a phone interview yesterday. He added: "I've worked since I was 14, so I'm going to try to do nothing" - at least for a while.

The coolest
of customers

...A
virtuoso

...Intelligence
& humor

You could take his word to the bank

NEWS

THE SIXTH SUPERVISOR

David Janssen will soon be a free man

BY DAVID ZAHNISER

Wednesday, July 5, 2006 - 6:00 pm

If you want to understand county politics, a good way to start is by attending a grade-school music recital, preferably one featuring a piano or another instrument that sounds good by itself.

Student solo recitals usually feature at least one child who flails. Maybe the child has trouble with a difficult passage, or is lost or even stops altogether. The audience of moms and dads sympathizes with the struggling would-be musician, and yet you can also find a disapproving look on a few parents' faces: What's wrong with this kid? Why isn't he more prepared? Why is she wasting my time?

Watch the county officials who appear in public before the Los Angeles County Board of Supervisors, and the same standards apply: Do they crumble under pressure? Do they walk away from the dais humiliated? Do you feel sorry for them, even as they irritate you for making you feel pity?

Chief Administrative Officer David Janssen, the man who spent the past 10 years reporting to the county supervisors, never failed the piano-recital test. He remained the coolest of customers, a virtuoso who showed intelligence and humor as his bosses sought answers about the most unpleasant problems: hospitals on the brink of closure, inmate deaths, a crowded county morgue overstuffed with corpses.

In other words, Janssen achieved a rare feat in a county where the elected supervisors, each of whom represents around 2 million people, are known for publicly shredding bureaucrats, most of them with the word "former" attached to their titles — the former health director, the former head of the child-welfare agency, and, especially, the woman who preceded Janssen. The consummate bureaucrat, Janssen was the ultimate behind-the-scenes adviser in a county government that goes ignored, largely because the bulk of its services target the poor.

"David is probably one of the least known, most powerful and influential government officials in Los Angeles," said Jim Lott, executive vice president of the Hospital Association of Southern California, who watched an estimated 300 supervisors' meetings and never saw Janssen taken down.

Now the 61-year-old Janssen is leaving, a move that has left a large portion of the county government distraught. One seasoned political aide compared Janssen's pending retirement, scheduled for mid-January, to Joe DiMaggio's departure from baseball. Others labeled him a policy genius, someone who exuded credibility as he advised the supervisors — five kings and queens who hire and fire the county's 37 department heads.

"He didn't tell us something on a Monday and then change it Tuesday at the board meeting," said Supervisor Don Knabe. "You could take his word to the bank."

One way to respond to the news of Janssen's pending resignation is to panic. Does he know something we don't? After all, Janssen is retiring at an upbeat time for the county. Flush with property-tax revenue from an overheated real estate market, the supervisors voted last month to pour money into the Sheriff's Department, a new homelessness initiative, even repairs to the Natural History Museum. The county's budget is now closely tethered to the fortunes of the real estate market. Is Janssen leaving because he knows the market is about to tank? After all, Janssen even sold his house in Pasadena to move into a rental.

"It has nothing to do with that," Janssen replied. "We're fine for the next several years. It won't tank. Nobody's predicting it will tank. It'll slow down. Things are going well virtually everywhere except the health department, so it's a good time to leave."

Janssen came to Los Angeles County in 1996 from San Diego, where he had considerably more leverage over county government — that is, the ability to hire and fire agency heads, and therefore manage. The L.A. supervisors had just kept the county from sliding into bankruptcy and were shaken by the experience. With Janssen by their side, they renewed their resolve to say no to new spending requests, such as a demand from the Sheriff's deputies' for expanded retirement benefits. County supervisors came to trust Janssen's recommendations, even when they disagreed with them.

"People say he's the sixth supervisor," said Supervisor Zev Yaroslavsky. "He would bristle at that notion, but in the deliberative process, bouncing ideas around, we are six people. The five supervisors and David Janssen."

Yaroslavsky argued that Janssen's legacy goes well beyond performances in board meetings. Janssen and the supervisors made a series of unpleasant decisions together, slashing the county's public-safety budget during the last recession and voting to shutter hospital facilities (a move mostly reversed by a federal judge). A resurgent economy helped the county restore public-safety spending, but Janssen said only the federal government can address the financial crisis facing the health department, which is overwhelmed by the needs of the uninsured.

Ever the diplomat, Janssen refused to take credit for the county's more positive developments, from resurgent financial stability to the opening of various facilities, particularly Disney Hall and the Twin Towers jails — projects which stalled in the 1990s because of budget woes. The accomplishments caught the eye of Governor Arnold Schwarzenegger, who attempted unsuccessfully to lure Janssen to Sacramento to serve as the state's new finance director, Yaroslavsky said.

Janssen's departure should, but very likely won't, reopen a discussion on the type of government that Los Angeles County deserves at the start of the 21st century. Yaroslavsky, for his part, contends that the county needs an elected executive to manage departments. "This is a county that... has a five-headed executive," he said. "Which means everything from whether we add a bathroom on the second floor to rebuilding a county hospital, it gets to be vetted by five people."

With Janssen's announcement still fresh, the supervisors have not devised a search process to replace the consummate county bureaucrat. "I'm still trying to get him to change his mind," Knabe said.

People

say

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David

Janssen

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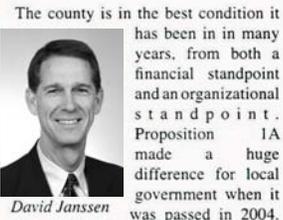
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PUBLIC ADMINISTRATION

L.A. County CAO Janssen Reflects On Challenged, but Fiscally Healthy, Local Government

Los Angeles County's five supervisors deserve credit for formulating policy and serving as the public face of the county. But tending to the 10 million residents of the nation's largest county, and particularly the 1 million who live in unincorporated areas, is a challenge that transcends politics. Chief Administrative Officer David Janssen has run the county's daily operations since 1993 but will be retiring before the end of the year. MIR was pleased to speak with him and reflect on his career as L.A.'s "Sixth Supervisor."

You have announced that you are stepping down after a long and distinguished career as the L.A. County's chief administrative officer. What is the condition of the county?



David Janssen

The county is in the best condition it has been in in many years, from both a financial standpoint and an organizational standpoint. Proposition 1A made a huge difference for local government when it was passed in 2004. The organization itself has made great progress in changing its culture to one that is more collaborative, and that is really critical.

When you last spoke with MIR, you noted that property and sales tax revenues were strong; that Prop 172 realignment was going well; and that deed transfers were up. Is that also the case this year?

All of that continues to look strong. Our revenue forecasts in the spring were more conservative, so we're doing better than forecasted. Next year, property taxes will slow down; that will affect deed transfers, so all of it is going to drop from 11 percent property tax growth to something more traditional, maybe in the 6 or 7 percent range. We forecast all of that when we put together three years out as best we can so that we don't make any commitments that aren't affordable.

In MIR's last interview, you also noted that in fiscal year 2006-7 the county's health department would run out of its reserve. Is that still the case?

That continues to be the case. They will have some reserves at the end of this year, but we're looking at the possibility of a \$300 million shortfall in the 2007-08. A couple of different strategies are already underway. Some have to do with increased revenues through a federal waiver that went into effect a year ago and with rate increases in managed care operations.

The department is updating its 2002 strategic plan to identify where reductions can be made if we need

"The county is in the best condition it has been in in many years, from both a financial standpoint and an organizational standpoint."

to reduce them in the next year. The problem is significant, but compared to what we faced in 1994 it is much, much smaller. In 1994-95 it was about 30 percent of the operating budget for the department; it's now about 9 percent. While it continues to be big it is more manageable than it was then.

Janssen: Initiative Process Undermines Political Process

And what is the legal and financial status of King-Drew Medical Center?

It has been exactly four weeks since CNS left the facility. They had up to 16 surveyors for almost ten days, and we have yet to hear their conclusion is as to the future of the facility. So right now we're holding our breath. We think that there is no question that there are dramatic improvements throughout the operation, but we had to meet all 23 of the requirements and we just don't know.

A few months ago MIR interviewed L.A. County Public Works Director Donald Wolfe about the impact and promise for the county of L.A. of the infrastructure bonds on the November ballot. What is the significance of these bonds for the point of view of the county?

The County's Public Works Director is our expert on these bonds and their value for Los Angeles.

Also on the state ballot is Prop 90, a measure that could saddle governments with lawsuits based on claims by individual property owners of damage or loss of value resulting from any public regulation. Has the Board of Supervisors taken a position on Prop 90?

The board generally does not take positions on propositions. Prop 90 is thought to be very concerning to all local governments from schools to cities to universities for that matter, but not because of eminent domain. Honestly, eminent domain is not used often, and if it is used it is often friendly and to the benefit of the land owner.

The concerns arise from the other provisions in the initiative which refer to actions taken or not taken that in any way impair the value of private property. Claimed impact, as well as lawyers fees, would have to be reimbursed; that is just astronomical. Prop 90 is a real cause for concern. But the board has not taken a position on it.

What explains the absence of real debate in the state on Prop 90, given a similar measure, with negative consequences was on the Oregon ballot—funded by the same New York developer—two years ago?

"The initiative process often makes it impossible to have a reasonable discussion about policy issues in California... It's hard to have those kind of discussions when you are bombarded with advertisements."

The initiative process often makes it impossible to have a reasonable discussion about policy issues in California.

By in large initiatives have been sponsored by special interests—it's not negative special interests, just a particular group that wants to impact public policy to their benefit. Campaigns are run, and

they spend millions of dollars to influence the voters. That is just not the way to run government.

We elect people to make those decisions who have the time and expertise to learn the complexities of law. There is just no way to have a good public discussion through initiatives. It's hard to have those kind of discussions when you are bombarded with advertisements.

You've spent a lifetime in public administration, both in San Diego and Los Angeles. Knowing what you now know, would you spend your career in public service and public administration again?

Absolutely. It has been a wonderful, challenging experience. But California is a very different state than it was when in 1972, when I arrived in Sacramento. The relationship between state and local government has, since Prop 13, gotten worse and worse. I remember the discussion we had in 1998—almost eight years ago—about the structural problems in California and whether or not they could be solved. This publication was more optimistic than I was at that time as I remember it. I don't think we've much, if any, progress. And I have great concern about the ability of our political system to deal with the problems facing the state.

What's at risk when the public pays little attention to or abstains from these crucial public discussions?

Voters don't really know who is really responsible for what—who's in charge of what—they don't know whom to

Janssen: Digital Revolution Impacting Government

hold accountable. Part of that is in the initiative process. They get frustrated and will vote for an initiative like term limits because they are mad at everybody in Sacramento—they're not exactly sure why, but they just know that it isn't working very well.

There are so many elected offices in the state. There are so many independent regulatory bodies in California that responsibility is diffused. Los Angeles has the MTA board, which is a state-created agency making transit decisions—they're not elected to that board; they are elected to other responsibilities and serve on the board. And then agencies such as the Air Quality Management District are separate operations.

The county has 88 cities, and hundreds of special districts; there are 1,200 school districts statewide. We witnessed the battle locally with the mayor wanting more control of the schools. I have long been fearful of the constitutional convention in California because of the potential harm that can happen, but I think it is probably time that the whole structure of government in California be revisited in the constitution. It is just very dysfunctional.

When MIR interviewed you a year ago, you positively commented on the idea of creating an elected county executive. Is that reform still alive?

The idea of creating a strong executive is alive. Whether it is an elected position or a chartered position—I think people have mixed views. One of the TV stations did a series on the Board

of Supervisors about a month ago and they addressed this issue, and board members talked about the issue on TV. They recognize the value of such an executive, but getting there and figuring out what it looks like is the challenge because the county has run the way it is now for 156 years. Changing that would be difficult.

"The idea of creating a strong executive is alive. Whether it is an elected position or a chartered position—I think people have mixed views."

MIR has had a number of conversations with about the value of regional decision-making. A number of public policy challenges like mobility, air, transportation management, and development, don't respect local political boundaries of either the 88 cities in L.A. or even the county itself. Is there any hope of incorporating regional governance into our current governmental structures?

If there was a way to hold the discussion without threatening the jurisdictions of the county and cities, then it might be possible. But as many times as it has been tried, it has always floundered due to the fact that we have so many political jurisdictions and no one is willing to cede their power.

I could argue that the Board of Supervisors, as the only body elected to represent 10.2 million people, should be the regional government for L.A.. The argument works even better in San Diego because of a somewhat isolated jurisdiction: SANDAG is not multi-county.

L.A. is challenged by the fact that we're a basin that includes 15 million people. That gets back to the issue of rebuilding the structure of government in California so that people can understand and hold accountable specific jurisdictions for specific programs, which they cannot do now.

What are your plans after you leave county government?

The toughest decision was whether to stay or leave. This is a great job. I like the board; I think they are doing a great job; the organization is in good shape.

But, it just felt like the right time to retire. I have not given much serious thought yet to what's next. Whether it's consulting or teaching—I have held a PhD since 1972 and never used it—so I could go teach somewhere. I don't know.

There's no single cause for the disenchantment. The press are not responsible, but no one in their right mind would run for public office in

L.A. County CAO Janssen

this country because as soon as you announce that you are running, the media—and your opponents—try to find every horrible thing you have ever done in your life. People get tired of that and they turn off to the politics, they turn off to the people, and they are no longer engaged in public life.

Regarding teaching: polls and focus groups suggest that young people have a disdain for politics and a lack of knowledge about how government works. How do you explain that? If you were to teach, how would you re-engage them?

That feeds on itself. Elected officials will run against government, thereby further degrading its legitimacy and relevance. In California—with the initiative process, the multiplicity of elected offices, the constant bombardment of attacks back and forth—people get tired and they just don't see the value of government and public life anymore.

Our political system is based on the need to compromise, but the public doesn't value those skills that are needed to be successful. Voters like to believe that you have to have people of great integrity, great beliefs, and strong leadership. But you can't pass laws in this country without compromise—so how do you compromise a principal? Inherent in our system is that you never fix a problem in passing a law; you are compromising a promise so someone is always is unhappy, someone is always prepare to attack—we have had 200 years for this, so I think people are just tired.

In a world in which hundreds of millions of people use the internet to create pages on sites like MySpace and YouTube and an explosion of sites by which politicians try to get their message out, do we have the ingredients to improve and enliven and engage people?

I may be too old to answer that, but it continues to boggle my mind every time a new invention using the internet arises.

"(T)he structure of nation-states that we have lived with for the last 125 years may not survive (the digital revolution)... This may be the revolution that results in a world government—we don't know where it is going."

I don't know where it is going—no one could know where it is going since it is not a planned undertaking. It is literally a free-for-all.

But, the structure of government, the structure of nation-states that we have lived with for the last 125 years may not survive, and that may not be bad. You just have to

look at history to know that no civilization lasts forever, that change is constant, and that it is both good and bad.

This may be the revolution that results in a world government—we don't know where it is going. There is a theory that economic decisions will become the most significant decisions worldwide in the future, not political decisions and that corporations, companies, employers, will be making decisions that affect our lives much more than government.

The Internet may be driving that—I don't know. Maybe now that you can literally have a mass vote on anything that happens, the next step is voting from home and voting on everything. The world as it has been in the last 100–150 years is going to be very different 100 years from now. **MIR**

Congratulations



Archdiocese of Los Angeles

Office of
the Archbishop
(213) 637-7288

3424
Wilshire
Boulevard

Los Angeles
California
90010-2202

September 25, 2006

Mr. David E. Janssen
Chief Administrative Officer
713 Kenneth Hahn Hall of Administration
500 W. Temple St.
Los Angeles, CA 90012

Dear David:

I received a recent announcement that you will be retiring as the Chief Administrative Officer of Los Angeles County in January of 2007.

Nothing would delight me more than to be able to join you and your many friends on Thursday evening, January 11, 2007 for the special Dinner and Recognition of your great talents and contributions for the good of the County of Los Angeles.

Unfortunately, I will be flying back to Los Angeles from Rome that very same day, and I do not arrive home in time to join all of you for this important celebration. Please accept my personal regrets at having to be absent from this important gathering.

Over the years it has been a great joy collaborating with you in many ways here in Los Angeles County, and you and your staff have always been most helpful to the Archdiocese of Los Angeles with so many of our projects. While many of our projects come immediately to mind, the building of the new Cathedral of Our Lady of the Angels is one for which I am most grateful to you and to your staff at every turn. Since the property on which the Cathedral is built belonged to the County of Los Angeles, I am grateful to you for all of your efforts to assist with the transfer of the deed and all of the other title and entitlement processes that ensued. You helped to make the entire process proceed smoothly and in a timely manner.

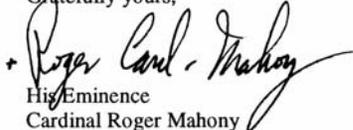
We are all so grateful to you for your assistance with our purchasing chilled water from your plant just east of the Cathedral Complex. That arrangement has been extremely helpful to us at the Cathedral, and our working relationship with the engineers at the plant has been most positive.

You have helped to steer the growth of Los Angeles County over some challenging years, and I have always been amazed at how you are able to accomplish so many things for the good of our community.

You certainly deserve a restful and enjoyable retirement, and I pray that you will now have more personal time for those interests which will give you great joy and satisfaction.

Asking the Lord's abundant blessings upon you as you enter your retirement years, and with kindest personal regards, I am

Gratefully yours,

A handwritten signature in black ink, reading "Roger Cardinal Mahony". The signature is written in a cursive style with a small cross at the beginning.

His Eminence
Cardinal Roger Mahony
Archbishop of Los Angeles

cb

You have helped to steer the growth of Los Angeles County over some challenging years, and I have always been amazed at how you are able to accomplish so many things for the good of our community.



STEVE COOLEY
LOS ANGELES COUNTY DISTRICT ATTORNEY

18000 CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER
210 WEST TEMPLE STREET LOS ANGELES, CA 90012-3210 (213) 974-3501

June 29, 2006

Mr. David E. Janssen
Chief Administrative Officer
County of Los Angeles
500 West Temple Street, Room 713
Los Angeles, California 90012

Dear David:

Congratulations on your recently announced retirement. It's certainly well earned and well deserved!

I'm sure you will be receiving many letters applauding your career achievements, particularly those here in Los Angeles County during the time you have served as our Chief Administrative Officer. Rather than attempt to compete with those other laudatory comments and expressions of gratitude, I am providing you with the transcript of the heartfelt statements that I expressed at my swearing-in for my second term as District Attorney in December 2004.

Best wishes to you in all your future endeavors!

Sincerely,

A handwritten signature in black ink, appearing to read "Steve".

STEVE COOLEY
District Attorney

cmh

Enclosure

EXCERPT FROM DECEMBER 6, 2004
OATH OF OFFICE REMARKS BY
DISTRICT ATTORNEY STEVE COOLEY

“One person who I really, really enjoyed and learned a lot from over the last four years is our CAO, David Janssen. He’s managed this county during probably one of the most difficult fiscal eras. I have had a chance to observe him do that. You read in the paper this business about the county just found \$300 million, this windfall they have just found. They didn’t find it! He has been working on this by being tough on department heads like me and the rest of the department heads in the county family for four years -- because he knew there were risks out there, there were dangers out there, there were unpredictable elements out there. The reason the county is in relatively good shape is because of discipline and diligence and planning and being a tough CAO. So David Janssen, wherever you are, I want to thank you for your leadership.”



FAIRPLEX

June 29, 2006

David E. Janssen, Ph. D
Chief Administrative Officer
County of Los Angeles
713 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

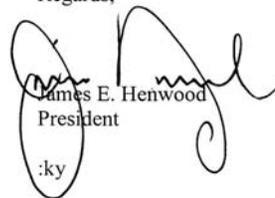
Dear David:

Early this week I read in the LA Times that you will be retiring next year. First, let me tell you it has been a great pleasure to get to know you and I admire your leadership as Chief Administrative Officer of Los Angeles County. As an example of this most recently your offices have been involved once again with a project at Fairplex through which we will be able to bring another one of our wonderful and extraordinary WPA buildings back to life through a renovation project. Thank you for your support.

We are again planning for the return of LA County Day at the Los Angeles County Fair September 10. We look forward to seeing you again, along with all of those that make this County so special – the employees and families of LA County.

Thank you again for your ongoing support.

Regards,


James E. Henwood
President
:ky

School of Policy,
Planning, and
Development

Jack H. Knott
C. Erwin and
Ione L. Piper Dean

June 30, 2006

Mr. David Janssen
Chief Administrative Officer
County of Los Angeles
Hall of Administration
500 West Temple Street, Room 713
Los Angeles, CA 90012

Dear David,

I read the announcement of your retirement in the *Los Angeles Times*. I want to congratulate you and extend my best wishes as you embark on the next chapter of your life. Los Angeles County will certainly miss your leadership as you have served with integrity. I commend your extraordinary vision, and service to the City of Los Angeles. We are honored by your affiliation with the school.

I appreciate your participation on our Board of Councilors and hope that you will remain active.

Have a wonderful summer and I look forward seeing you again.

Warm regards,



Los Angeles
County will
certainly miss
your leadership,
as you have
served with
integrity

ELI BROAD • 10900 WILSHIRE BOULEVARD • 12TH FLOOR • LOS ANGELES • CA 90024-6532

June 30, 2006

Mr. David E. Janssen
Chief Administrative Officer
County of Los Angeles
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713
Los Angeles, California 90012

Dear David:

I just returned from an Alaskan fishing trip, and learned that you plan to retire from the County in January.

First, let me thank you for the great job you have done over the years. I have always enjoyed working with you.

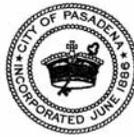
You will certainly be missed, and your successor will indeed have large shoes to fill.

I look forward to working together between now and January, and send you my very best wishes for continued happiness and success.

Sincerely,

A handwritten signature in black ink, appearing to be 'EB', written in a cursive style.

EB/srm



OFFICE OF THE CITY MANAGER

July 12, 2006

David Janssen
Chief Administrative Officer
County of Los Angeles
713 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear David:

Congratulations on your retirement. I have the highest regard for the work you have done for Los Angeles County. Before you arrived, I was convinced that it was an impossible job but your smooth and steady hand proved to be exactly what was needed. You will be missed at the County. I hope you and Jeannie will use some of your new found time to socialize with City Managers and their consultant husbands.

Sincerely,

CYNTHIA J. KURTZ
City Manager

CJK:ss

David
I know the County is really trying to
work cooperatively with cities on the
homeless issues. Thanks for the
opportunity to be part of the meeting
this week. I hope it is just a start of
great things

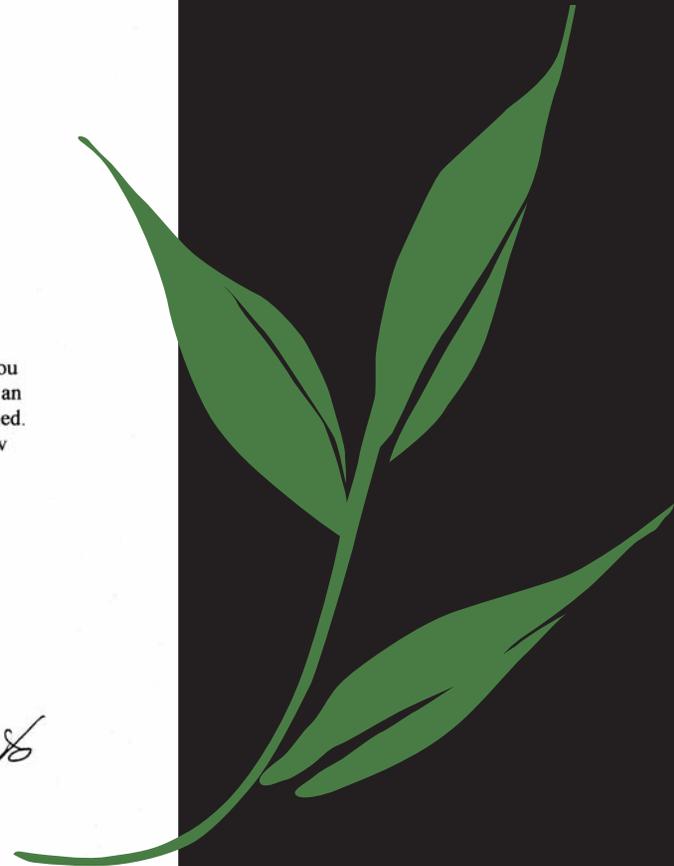
City Hall

117 East Colorado Boulevard, 6th Floor

Mailing Address: P.O. Box 7115 · Pasadena 91109-7215

(626) 744-4333 · Fax (626) 744-3921

ckurtz@cityofpasadena.net



*I am just one
who you have mentored,
and you probably
didn't even
know it.
Thank you!*



**SUPERIOR COURT OF CALIFORNIA
COUNTY OF EL DORADO**

2850 Fairlane Court, Bldg. 'C'
Placerville, California 95667-5699

Reply To: Stephen P. Cascioppo, Court Executive Officer
Email: scascioppo@eldoradocourt.org

Voice: (530) 621-7478
Fax: (530) 295-2733

August 7, 2006

Mr. David E. Janssen
Chief Administrative Officer
County of Los Angeles
Kenneth Hahn Hall of Administration
500 W. Temple Street
Los Angeles, CA 90012

Dear Mr. Janssen:

I have just heard that you are retiring and I wanted to offer you my congratulations, and to say "Thank You" for inspiring me to advance in a career of public service.

You probably do not remember me, but I was an Intern/Student Worker/Clerk Typist/Administrative Trainee/Personnel Analyst/Labor Relations Specialist with the County of San Diego from 1989 to 1993. During that time, I was in a number of meetings with you, primarily to review and discuss labor relations issues. I was the "scared young punk" with Madge Blakey, Dan Kelley, Carole McCown and Patrick Mahler, trying not to say anything too stupid. I left San Diego in 1993 to become the Deputy Director of Human Resources for the County of El Dorado, and was recruited by the Superior Court Judges to become the Court Administrator in 2000.

I wanted you to know that I learned so much from working for you. I noticed and studied how you handled meetings and observed your leadership skills in all sorts of settings while you were the Assistant CAO for the County of San Diego. I hope you don't mind, but I copied your style throughout my career. I am just one who you have mentored, and you probably didn't even know it. Thank you!

Again, congratulations on your retirement from a distinguished career in public service. Here's to a long and happy retirement!

Yours truly,

A handwritten signature in black ink, appearing to read "Stephen P. Cascioppo".

STEPHEN P. CASCIOPPO
Court Executive Officer

4020 Camino de la Cumbre
Sherman Oaks, CA 91423

December 24, 2006

David E. Janssen
Chief Administrative Officer
713 Hall of Administration
500 W. Temple St.
Los Angeles, CA 90012

RE: Your Retirement

Dear David:

Congratulations on your upcoming retirement!

During my 33 years in the County Counsel's office I worked with 7 CAO's (in addition to several who held acting positions) from Lindon Hollinger to you. Most I worked closely with on an ongoing basis and several were and are my close friends. All but one were outstanding administrators and did fine jobs for the County in their time and for the Boards they served.

Nevertheless, none started under a Board as fractious as yours. It is to your great credit that the Members have gradually learned how to work together for the good of the County as a whole. You are largely responsible for this. But you have also proved to be the best administrator that County staff has ever experienced. I am convinced that your courage, intelligence, honesty and integrity, coupled with a wonderful sense of humor, are the primary causes, and that the people of the County have been well served. You are clearly the finest CAO in County history!

Sometimes I wish I could have worked longer with you, but then I realize what a grand time I've had since I retired. I know that is what is waiting for you. Best of luck.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry Crump". The signature is stylized with a large initial "J" and a long horizontal stroke.

Jerry Crump

Strategic Plan

County of Los Angeles *Strategic Plan*



County Vision

Our **purpose** is to improve the quality of life in Los Angeles County by providing responsive, efficient and high quality public services that promote the self-sufficiency, well-being and prosperity of individuals, families, businesses and communities.

Our **philosophy** of teamwork and collaboration is anchored in our **shared values**:

- **A can-do attitude** – we approach each challenge believing that, together, a solution can be achieved.
- **Accountability** – we accept responsibility for the decisions we make and the actions we take.
- **Compassion** – we treat those we serve and each other in a kind and caring manner.
- **Commitment** – we always go the extra mile to achieve our mission.
- **Integrity** – we act consistent with our values.
- **Professionalism** – we perform to a high standard of excellence.
- **Respect for diversity** – we value the uniqueness of every individual and their perspective.
- **Responsiveness** – we take the action needed in a timely manner.

Our **position** as the premier organization for those working in the public interest is established by:

- A capability to undertake programs that have public value;
- An aspiration to be recognized through our achievements as the model for civic innovation; and a pledge to always work to earn the public trust.

County Mission

To enrich lives through effective and caring service

Strategic Plan Goals

1. Service Excellence
2. Workforce Excellence
3. Organizational Effectiveness
4. Fiscal Responsibility
5. Children and Families' Well-Being
6. Community Services
7. Health and Mental Health
8. Public Safety

Gloria Molina
Supervisor, First District

Yvonne B. Burke
Supervisor, Second District

Zev Yaroslavsky
Supervisor, Third District

Don Knabe
Supervisor, Fourth District

Michael D. Antonovich
Supervisor, Fifth District

CONDITION A - CONDITION B: WHY DO WE DO STRATEGIC PLANNING?

David E. Janssen, Chief Administrative Officer



Over the past several months I have been asked by many people whether we are going to continue the strategic planning effort because of the current budget situation. Others have raised questions about how the plan relates to the individual jobs of front line workers in the County. Because the process of planning can become very complex very quickly, I thought I would try to simplify the subject by focusing on its underlying purpose and core elements, as I see them.

There are three statements I often use in my speeches that are apropos to this discussion:

1. If you don't know where you are going, any path will get you there.
2. Whether you think you can or whether you think you can't – you are right.
3. The only sustaining quality of any successful organization is its ability to learn (and a learning organization is one that is continually expanding its capacity to create its future).

Our strategic planning effort in the County is all about taking control of our future by changing conventional thinking, changing conventional behavior and changing results.

In 1998 we began this journey of transformation by asking ourselves:

- What is our vision of the future?
- What kind of County organization do we want?
- What behaviors will we expect from ourselves?
- How will we know when we arrive at our destination?

In my mind, this is a process of moving from Condition A (where we are) to Condition B (where we want to be). The short hand version is as follows:

CONDITION A

Personal Power
Silo Thinking
Reactive
Needs-Based
Logical
Past-Referenced
Independent
Inputs/Outputs
Mechanistic

CONDITION B

Model Collaboration
Systems Thinking
Proactive
Strengths-Based
Creative
Future-Oriented
Interdependent
Results/Outcomes
Learning Organization

The strategic plan's basic purpose is to transform the culture of the Los Angeles County organization. As complicated as the details of any plan may be, our success will be apparent when we:

- Collaborate with each other and stakeholders when solving our problems.
- When our actions reflect our stated values.
- When we can positively answer the question with respect to our services: *Is anyone better off as a result of our intervention?*
- When every employee is enrolled in helping us achieve Condition B.

There is an inherent presumption in Condition B that it will:

1. Result in more cost-effective services because people are working together.
2. Result in better decisions about those services.
3. Result in better outcomes because services are interdependent.
4. Result in better interactions with people we serve, and thus improve respect for government and enhance its legitimacy.

Now, how do you move an organization with 85,000 employees, 37 departments, five elected Supervisors who are responsible for both legislation and administration, and an elected Sheriff, District Attorney and Assessor? As I see it, one way to accomplish that is through a **strategic planning process** that:

- ✓ Adopts a vision and a set of values.
- ✓ Defines a mission.
- ✓ Establishes goals and objectives.
- ✓ Measures results.
- ✓ Shares and celebrates our progress.

We have done some of those things and are well on our way to doing them all:

- ❖ Our vision is to "improve the quality of life in Los Angeles County..."
- ❖ Our mission is "to enrich lives through effective and caring service."
- ❖ Our four organizational goals are:
 1. **Service Excellence:** Provide the public with easy access to quality information and services that are both beneficial and responsive.
 2. **Workforce Excellence:** Enhance the quality and productivity of County workforce.
 3. **Organizational Effectiveness:** Ensure that service delivery systems are efficient, effective and goal-oriented.
 4. **Fiscal Responsibility:** Strengthen the County's fiscal capacity.

- ❖ Our four program goals cover the work we do in the County:
 5. **Children and Family Services:** Improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; social and emotional well-being; and educational/workforce readiness.
 6. **Community Services:** Improve the quality of life for the residents of Los Angeles County's

unincorporated communities by offering a wide range of department coordinated services responsive to each community's specific needs.

7. **Health and Mental Health:** Implement a client-centered, information-based health and mental health services delivery system that provides cost-effective and quality services across County departments.
8. **Public Safety:** Increase the safety and security of all residents in Los Angeles County through well coordinated, comprehensive response and recovery plans for terrorist incidents.

Our **VALUES** are:

- **A can-do attitude:** We approach each challenge believing that together a solution can be achieved.
- **Accountability:** We accept responsibility for the decisions we make and the actions we take.
- **Compassion:** We treat those we serve and each other in a kind and caring manner.
- **Commitment:** We always go the extra mile to achieve our mission.
- **Integrity:** We act consistent with our values.
- **Professionalism:** We perform to a high standard of excellence.
- **Respect for diversity:** We value the uniqueness of every individual and their perspectives.
- **Responsiveness:** We take the action needed in a timely manner.

Performance Counts! (PC!) addresses the next element of the plan. How do we know when we reach our destination? *PC!* is a new format for reporting performance measures that each department will now include in the annual budget, but it is not just a performance reporting format. It is a major step forward in changing the focus of the County from simply assuring that services we provide are being delivered efficiently to assessing and reporting the results of those services on the lives of residents of Los Angeles County.

- **OPERATIONAL** measures will help us understand where we need to focus our improvement efforts in the organization -- both within departments and between departments who share responsibility for producing a specific result.
- **PROGRAM** indicators will help us understand whether we need to modify our intervention or make policy changes in the programs we provide -- either at the departmental or inter-departmental level.

There is not an employee in our organization or, for that matter, any of our partners and stakeholders, who do not share in the responsibility for transforming the culture of Los Angeles County.

If we behave in a way that:

- *Shows respect and concern for our clients and each other;*
- *Continuously examines our processes and the results of our services;*
- *Values collaboration and teamwork; and*
- *Holds ourselves accountable for our actions,*

Then, we will have created Condition B.

You will be hearing more about the plan and its purpose as we continue to work at making our vision come true. I hope this message, however, provides you with all you need to know to begin right now to help us in that effort

Memorabilia

County of Los Angeles 2002 Highlights



CSAC Conference 2002 Exhibit



PQA 2002
Eagle Award
Cesar Chavez Project



U.S. Treasury 2002 Honor Roll Award



Commission
"Energy Project"
Award



WalkAmerica 2002 Top Team
Raised \$335,144!!



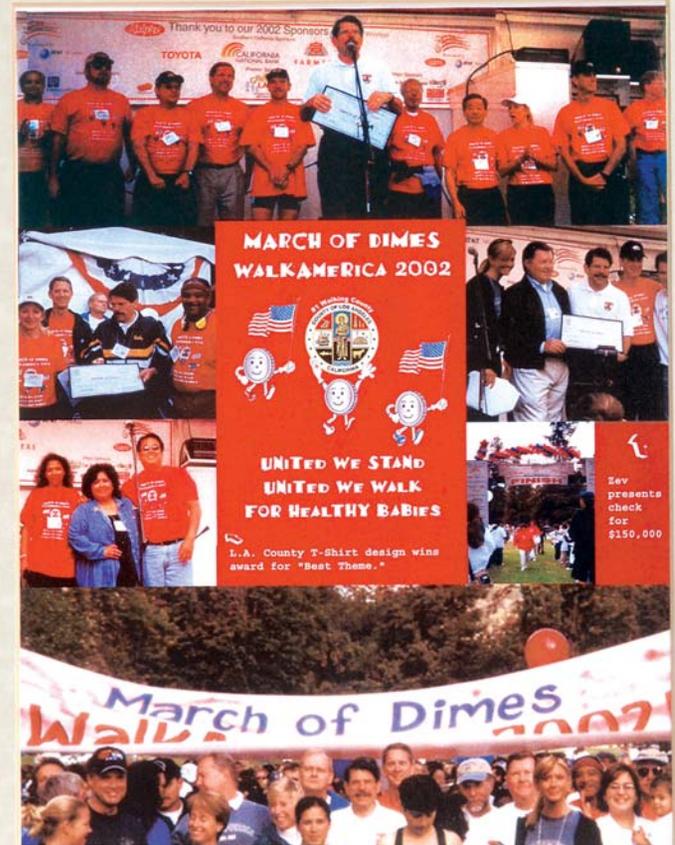
C H A R I T Y
Fair
2002



Four NACo 2002 Awards!!!!



Volunteer Awards Luncheon 2002
Gaddi Vasquez, Peace Corps Director



The Office of Workplace Programs thanks David Janssen for his leadership and support!

CSAC 2002



"A Star is Born"

*S*mooth but not glib,
 confident without being overbearing,
 fact-filled without being didactic,
 earnest without being winsome...

WINTER 2002 JOURNAL OF THE CALIFORNIA STATE ASSOCIATION OF COUNTIES

CA COUNTY

TECHNOLOGY
 A model Web site for counties

Information security

LEGISLATION
 How federal legislation impacts counties

Legislative proposal on sales tax

County legacy at State Fair



Janssen receives National Public Service award

David Janssen, Chief Administrative Officer for the County of Los Angeles, was honored by the American Society for Public Administration and the National Academy of Public Administration for his contributions to public service.

PRESS RELEASE
 COUNTY OF LOS ANGELES

March 20, 2003

JANSSEN RECEIVES NATIONAL PUBLIC SERVICE AWARD

The American Society for Public Administration and the National Academy of Public Administration awarded David Janssen, Chief Administrative Officer for the County of Los Angeles, the 2002 National Public Service Award on March 17, 2003.

"It is a pleasure to honor an official for his contributions to public service," says Susan B. Burke, chair of the Board of Supervisors. "The award recognizes his leadership in managing the County's day-to-day operations, coordinating emergency response, and maintaining the County's high standards of service to the taxpayer and the community."

County DIGEST

March 2003

Janssen Receives National Public Service Award



David Janssen, Chief Administrative Officer for the County of Los Angeles, was honored by the American Society for Public Administration and the National Academy of Public Administration for his contributions to public service.



David Janssen, Chief Administrative Officer of Los Angeles County, Board of Supervisors, with other officials at the award ceremony.



DAVID JANSSEN
 Los Angeles County
 Chief Administrative Officer
 2002 National Public Service Award



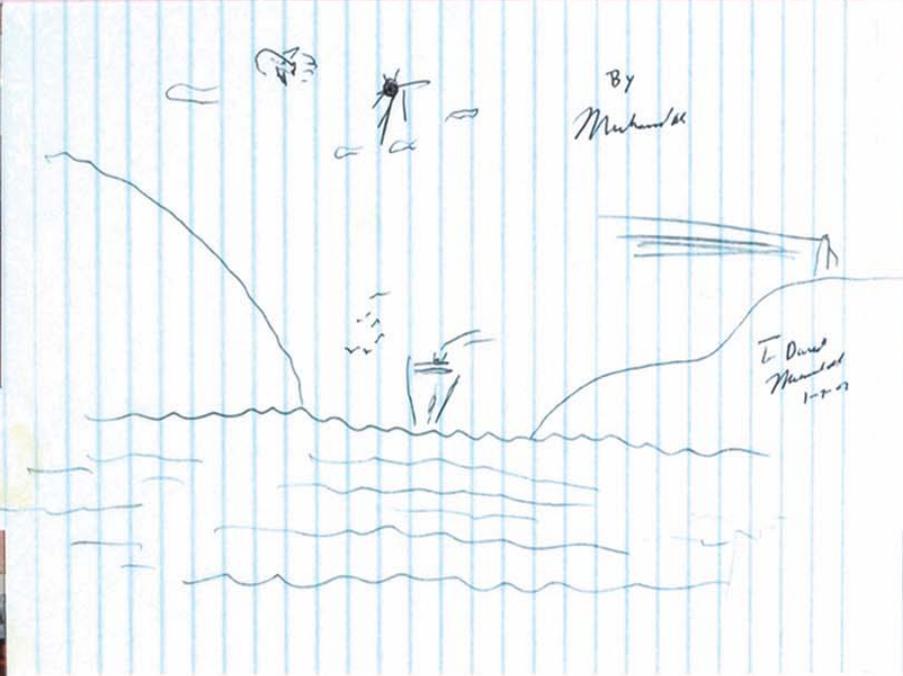
The American Society for Public Administration and the National Academy of Public Administration awarded David Janssen, the National Public Service Award on March 17, 2003.



David Janssen, Chief Administrative Officer of Los Angeles County, with another official.



David Janssen, Chief Administrative Officer for the County of Los Angeles, was honored by the American Society for Public Administration and the National Academy of Public Administration for his contributions to public service.



A drawing by Muhammad Ali dedicated to David Janssen and pictures taken at Supervisor Yvonne Brathwaite Burke's 60th birthday celebration
January 2002



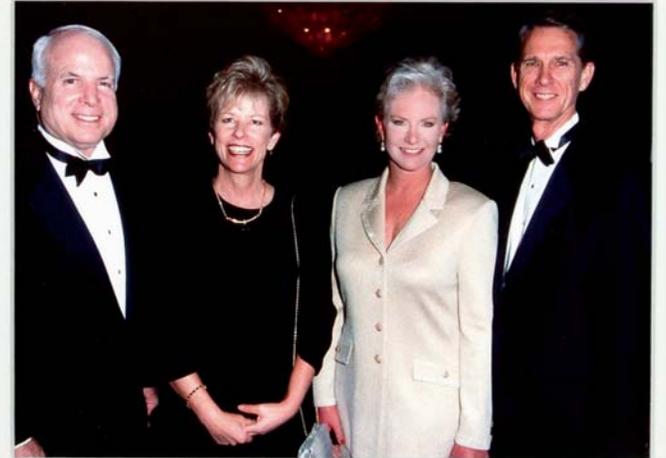
Meeting with Vice-President Gore
April 1997

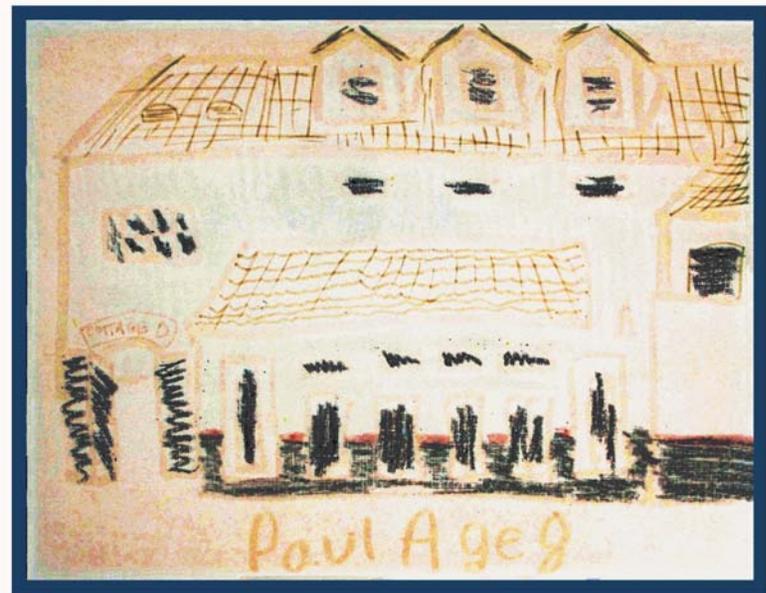
20th Annual
IDES OF
MARCH
Dinner

honoring
JOHN McCain

John McCain

USC School of Policy, Planning, and Development
Monday, March 25, 2002





David E. Janssen
Special thanks from the
Child Abuse Prevention Foundation
for your support of the
A. B. and Jessie Polinsky Children's Center



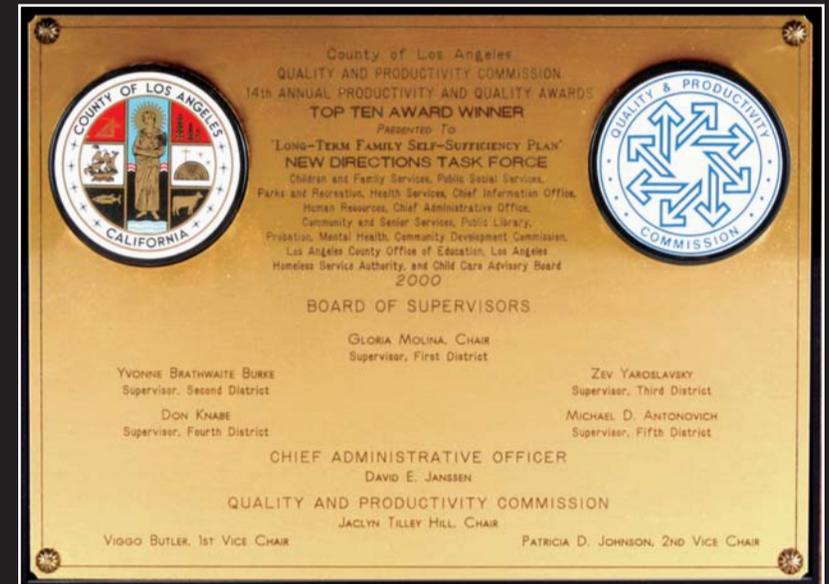
Los Angeles County
Chief Administrative Officer

DAVID E. JANSSEN

Opens his first CAO
staff meeting with the
"Macarena" group session.

October 31, 1996







PRODUCTIVITY AND QUALITY AWARD

Presented To

Interagency Children's Services Consortium: Chief Administrative Office,
Children & Family Services, Health Services, Mental Health, Probation, and
Los Angeles County Office of Education

"Community of Care Integration Project"

1999

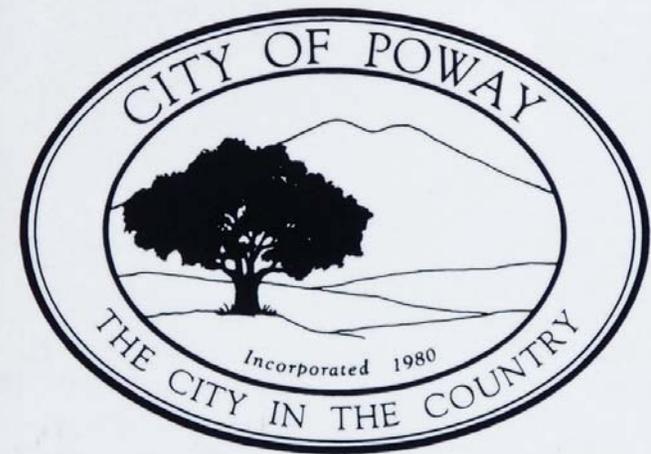
DON KNABE, Chairman
Supervisor, Fourth District

GLORIA MOLINA
Supervisor, First District

YVONNE BRATHWAITE BURKE
Supervisor, Second District

ZEV YAROSLAVSKY
Supervisor, Third District

MICHAEL D. ANTONOVICH
Supervisor, Fifth District



David Janssen
Budget Review Committee
4-2-96 To 6-11-96



NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

has elected

DAVID JANSSEN

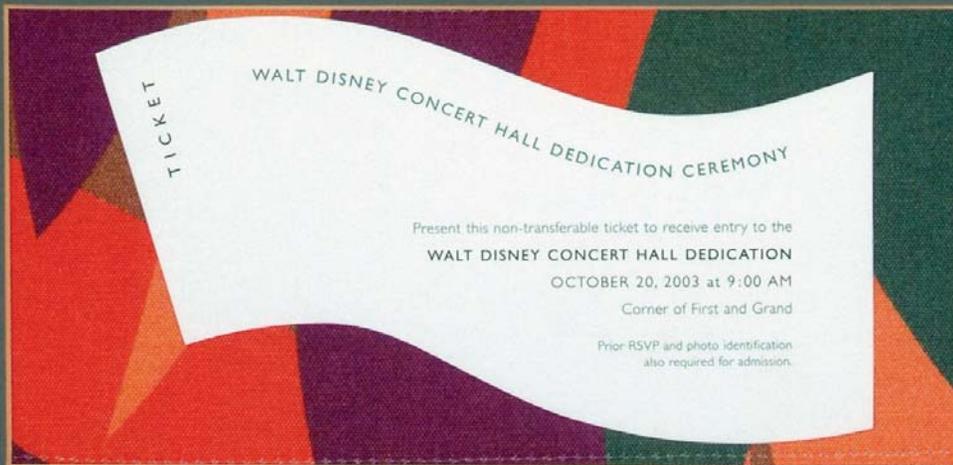
Fellow

2001

For sustained exemplary contributions and continuing active
commitment to the improvement of public administration.

Robert M. ...
President

James J. ...
Chair





County of Los Angeles

David E. Janssen

NATIONAL PUBLIC SERVICE AWARD

Whitman DAVID E. JANSSEN, CHIEF ADMINISTRATIVE OFFICER FOR THE COUNTY OF LOS ANGELES, HAS BEEN SELECTED AS ONE OF FIVE RECIPIENTS OF THE PRESTIGIOUS NATIONAL PUBLIC SERVICE AWARD FOR 2003 BY THE AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION AND THE NATIONAL ACADEMY OF PUBLIC ADMINISTRATION, AND

Whitman THIS HIGH HONOR AND DISTINCTION IS CONFERRED ONLY ON THOSE HIGHLY SKILLED CAREER MANAGERS WHO MAKE OUTSTANDING CONTRIBUTIONS TO PUBLIC SERVICE THROUGH EXCELLENCE, DEDICATION, CREATIVITY, AND ACCOMPLISHMENT OVER A SUSTAINED PERIOD OF TIME, AND

Whitman DAVID E. JANSSEN HAS PROVIDED OUTSTANDING LEADERSHIP FOR MORE THAN 30 YEARS OF PUBLIC SERVICE, INCLUDING SERVING AS DIRECTOR OF THE CALIFORNIA DEPARTMENT OF GENERAL SERVICES, AND ASSISTANT, AND THEN CHIEF ADMINISTRATIVE OFFICER FOR THE COUNTY OF SAN DIEGO, BEFORE BEING SELECTED AS CHIEF ADMINISTRATIVE OFFICER FOR THE COUNTY OF LOS ANGELES IN 1996, WHERE HE EFFECTIVELY PROVIDES GUIDANCE TO ALL COUNTY DEPARTMENTS AND FACILITATES THE BOARD'S DIRECTION ON CRITICAL POLICY MATTERS; AND

Whitman IN EACH OF THESE ROLES, HE HAS BROUGHT FISCAL PRUDENCE AND INTEGRITY, INCLUDING IMPROVING COUNTY BOND RATINGS AND CLOSING A \$90 BILLION BUDGET GAP UPON FIRST JOINING THE COUNTY OF LOS ANGELES, A SPIRIT OF COLLABORATION, BRINGING TOGETHER DISPARATE PARTIES TO PROVIDE SEAMLESS, COORDINATED SERVICE TO LOS ANGELES COUNTY'S CHILDREN AND FAMILIES, AND VISION, INCLUDING ACHIEVING ADOPTION OF THE FIRST COUNTY OF LOS ANGELES METABOLIC PLAN.

David E. Janssen THAT THE BOARD OF SUPERVISORS OF THE COUNTY OF LOS ANGELES DOES HEREBY HIGHLY COMMEND AND CONGRATULATE DAVID E. JANSSEN UPON BEING AWARDED THE PRESTIGIOUS NATIONAL SERVICE AWARD, TRULY A WELL DESERVED HONOR.

ADOPTED BY ORDER OF THE BOARD OF SUPERVISORS OF THE COUNTY OF LOS ANGELES, STATE OF CALIFORNIA

APRIL 29, 2003



John Nalwa
Supervisor, First District

Yvonne B. Bonita
Chair of the Board
Supervisor, Second District

Gregory A. Gonsky
Supervisor, Third District

John K. Kistner
Supervisor, Fourth District

Michelle C. Carter
Supervisor, Fifth District



County of Los Angeles

David E. Janssen

HAPPY 60TH BIRTHDAY

With sincere congratulations and best wishes the Board of Supervisors of the County of Los Angeles does hereby join in your celebration.

JUNE 3, 2003



John Kistner
Supervisor, Fourth District

John Nalwa
Chair of the Board
Supervisor, First District

Gregory A. Gonsky
Supervisor, Second District

Yvonne B. Bonita
Supervisor, Third District

Michelle C. Carter
Supervisor, Fifth District

UNITED STATES
DEPARTMENT OF THE TREASURY

David Janssen

is hereby appointed

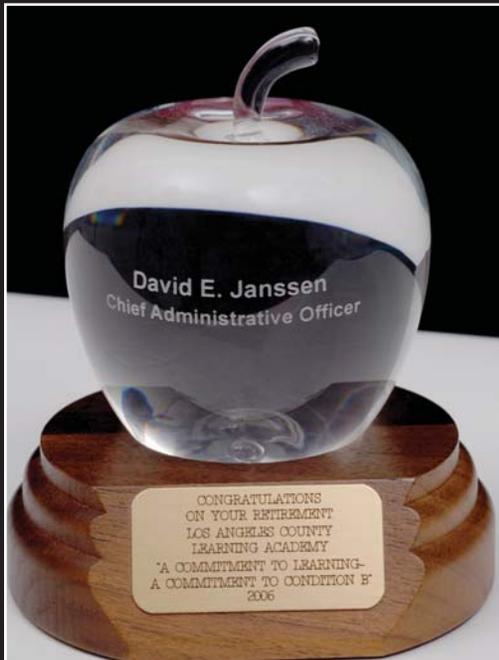
County Government Chairman

To execute and fulfill the duties of that office
in the promotion of United States Savings Bonds

Laurence H. Summers
Secretary of the Treasury



M. Janssen
Geographic Chairman



S T A T E O F C A L I F O R N I A

Senate

RULES COMMITTEE

RESOLUTION

By Senator William A. Craven:

RELATIVE TO COMMENDING

David E. Janssen

WHEREAS, David E. Janssen has resigned from the position of Chief Administrative Officer of the County of San Diego, and in recognition of the valuable leadership that he provided to that agency during his tenure in office, he is deserving of highest honors; and

WHEREAS, David Janssen was appointed Chief Administrative Officer of the County of San Diego on April 8, 1992, following eight years of service as the County's Assistant Chief Administrative Officer; and

WHEREAS, As Chief Administrative Officer, he was responsible for the operations of the second largest county in California and the largest non-federal employer in the San Diego region--an organization of nearly 18,000 employees serving 2.6 million local residents; and

WHEREAS, During his tenure with San Diego County, David Janssen was in large part responsible for a number of significant accomplishments, including the establishment of the San Diego Trauma System in 1984, which is recognized as a model nationally for its design and life-saving accomplishments; the establishment of the County in-house Public Defender system in 1988, widely credited with saving San Diego taxpayers millions of dollars; and the early stages of development of "Healthy San Diego," the County's innovative approach to the design and implementation of Medi-Cal managed care in the San Diego region; and

WHEREAS, He was a key participant in the development of the Jesse and Abe Polinsky Childrens Center, in which the area's abused, abandoned and neglected children are cared for in a loving and protective environment, and he also played a significant role in the development of the County's SanContel telephone system, an in-house communications system that is credited with having saved the County twenty million dollars since its inception 10 years ago, and which will continue to save the County millions of dollars each year into the future; and

WHEREAS, While serving as Chief Administrative Officer, he devised a solution to what had become a seemingly interminable and devastating crisis in the County's trash disposal system; and

WHEREAS, Following the Orange County bankruptcy in December 1994, David Janssen intervened to stabilize the County Treasurer's pool of funds and prevent a "run" on the pool which would have caused public agencies in the San Diego region to lose \$30 million through the premature liquidation of assets; and

WHEREAS, He has earned the respect and admiration of elected and administrative officials of federal and state governments, as well as that of his colleagues in other local agencies throughout the state; now, therefore, be it

RESOLVED BY THE SENATE RULES COMMITTEE, That David E. Janssen be commended on his outstanding record of leadership with the County of San Diego, and conveyed best wishes for continued success in the future.

Senate Rules Committee Resolution No. 1850 adopted March 12, 1996.

William A. Craven
CHAIRMAN
Senators Est Libertatis

William A. Craven
SENATOR - 38TH DISTRICT
Libertatem Tueri





RESOLUTION

David Janssen

WHEREAS David E. Janssen, Chief Administrative Officer for the County of Los Angeles, has been selected as one of five recipients of the prestigious National Public Service Award for 2001 by the American Society for Public Administration and the National Academy of Public Administration; and

WHEREAS this high honor and distinction is conferred only on those highly skilled career managers who make outstanding contributions to public service through excellence, dedication, creativity, and accomplishment over a sustained period of time; and

WHEREAS David E. Janssen has provided outstanding leadership over more than 30 years of public service, including serving as Director of the California Department of General Services, and Assistant and then Chief Administrative Officer for the County of San Diego, before being selected as Chief Administrative Officer for the County of Los Angeles in 1996; and

WHEREAS in each of these roles, David Janssen has brought fiscal prudence and integrity, earning a reputation for reliability in both his stewardship and his work; a spirit of collaboration, forging constructive and mutually beneficial partnerships among disparate parties in pursuit of common goals; and vision, including achieving adoption of the first County of Los Angeles Strategic Plan.

NOW, THEREFORE, BE IT RESOLVED that by the adoption of this resolution the City Council of the City of Los Angeles does hereby commend and congratulate DAVID E. JANSSEN upon receiving the well-deserved distinction of being awarded the prestigious National Service Award.

RESOLUTION BY

[Signature] Councilmember 4th District

I HEREBY CERTIFY that the foregoing resolution was adopted by the Council of the City of Los Angeles at its meeting held May 9, 2001.

[Signature] President of the Council

SECONDED BY

[Signature] Councilmember 15th District

ATTEST:

[Signature] City Clerk



March of Dimes Saving babies, together

You're a Hero for Babies!

Thank you for your help in the fight to save babies.

DAVID JANSSEN Top Walker WalkAmerica 2001



Special thanks to
David Janssen
United Way of Greater Los Angeles
Corporate Board
2000-2006



AIA Los Angeles

A Chapter of The American Institute of Architects

Building Team of the Year Walt Disney Concert Hall

Los Angeles County
Chief Administrative Office

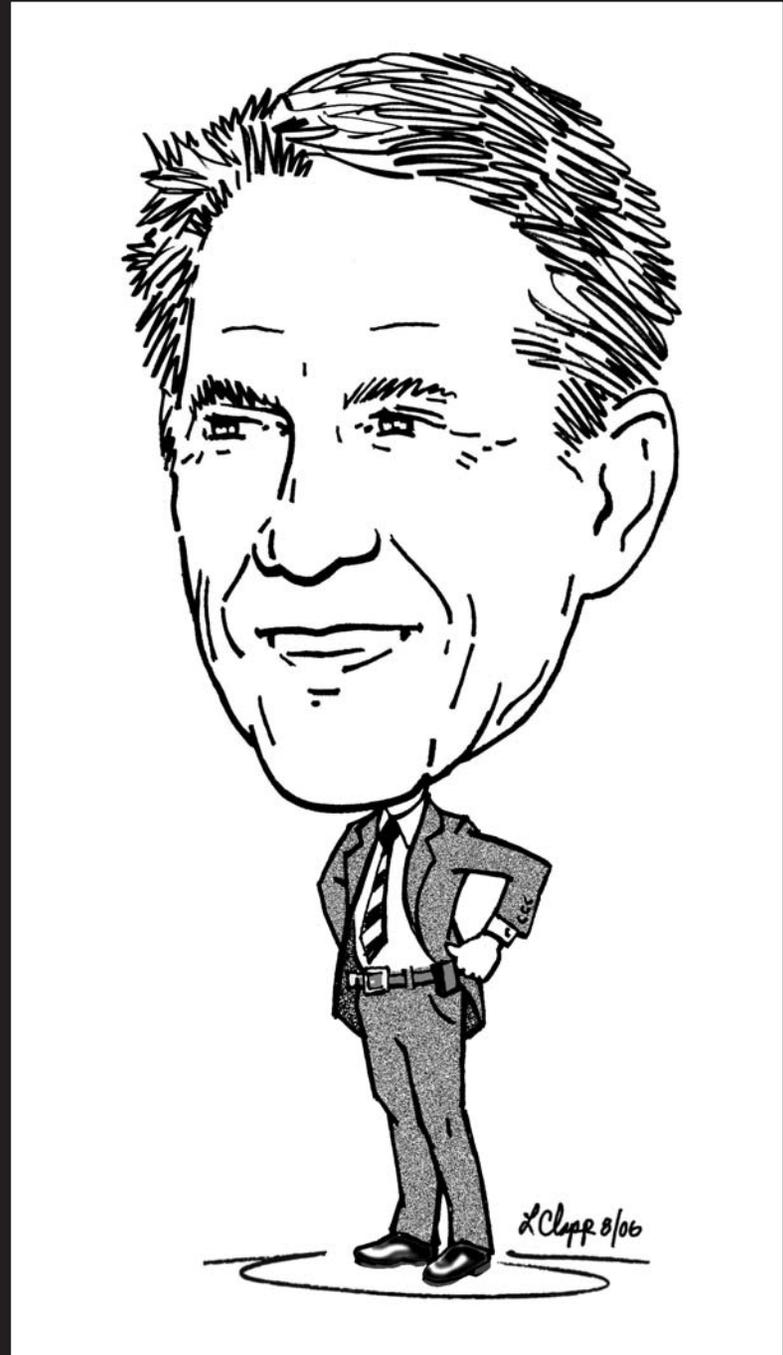
In recognition of the Team's dedication, determination, and unwavering commitment to vision. The results of many years work has resulted in a landmark that perfectly captures the exuberance, vitality, light, life and magic that is Los Angeles.

"Providing Leadership in the Built Environment"

Thomas R. Vreeland, FAIA

10/30/12

Date



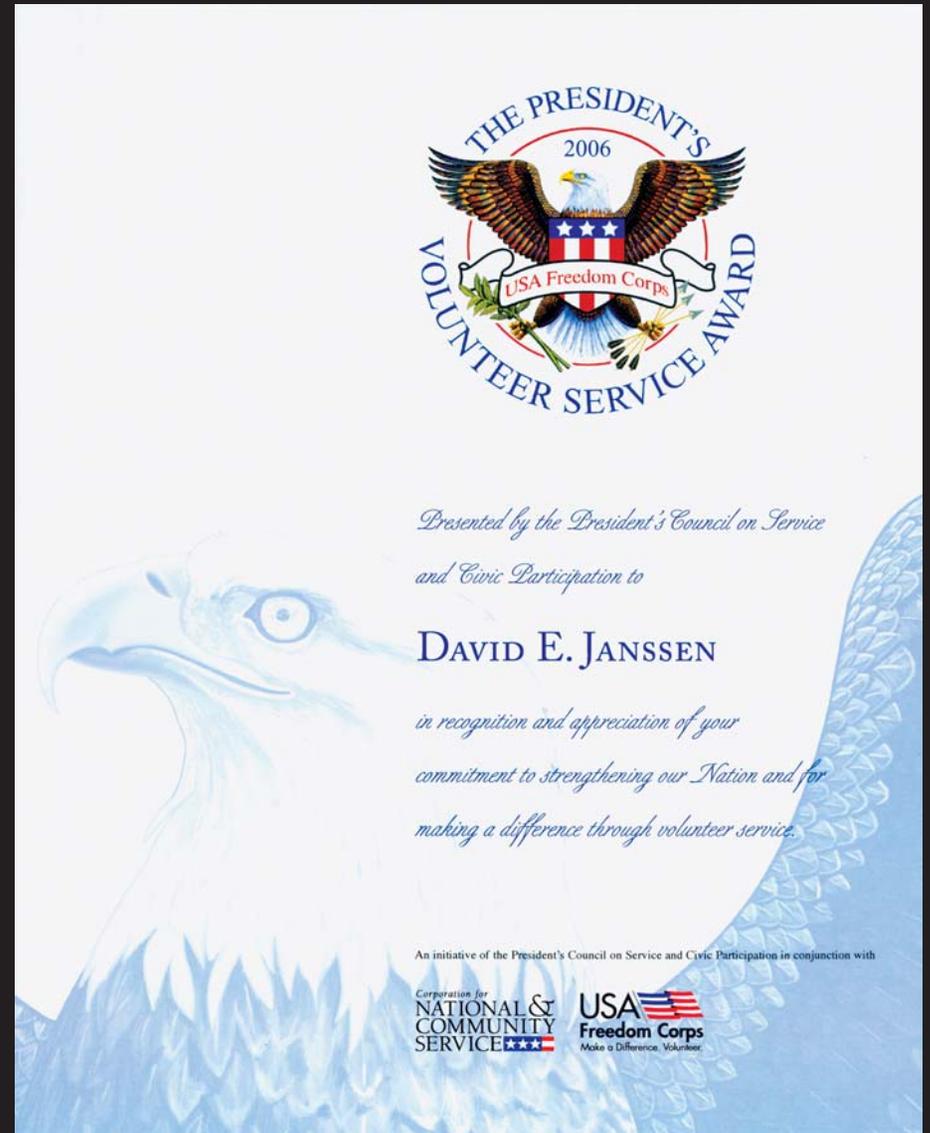
Caricature by Loren Clapp

Recognition





Presentation of Presidential Volunteer Service Award - Bronze Pin to David Janssen at the August 31, 2006 Volunteer Coordinators meeting





THE WHITE HOUSE
WASHINGTON

Congratulations on receiving the President's Volunteer Service Award from the President's Council on Service and Civic Participation. Through service to others, you demonstrate the outstanding character of America and help strengthen our country.

In January 2002, I called on all Americans to dedicate at least two years – or 4,000 hours – over the course of their lives to serve others at home or abroad. I congratulate you and all Americans who have answered this call and have earned a Bronze Award from the President's Council. Americans of all ages can serve others in countless ways, such as mentoring a child, caring for an elderly neighbor, teaching someone to read, cleaning parks, and creating safer neighborhoods.

My Administration encourages every American to help their communities and our country. Through the USA Freedom Corps and the President's Council, we are building a culture of service, citizenship, and responsibility in America that will last for decades to come. Americans continue to serve and are part of the gathering momentum of millions of acts of kindness and decency that are changing America, one heart and one soul at a time. Your actions are part of this change. I urge you to continue serving your neighbors and earn a Silver or Gold Award. I also hope that you will ask your friends, family, and colleagues to join you in serving your community and our Nation.

May God bless you, and may God continue to bless America.

Sincerely,



Congratulations!

On behalf of the members of the President's Council on Service and Civic Participation, we congratulate you on earning the President's Volunteer Service Award.

This Award recognizes your dedication to volunteer service and signifies that you have served your community and your country with distinction. Through your volunteer efforts, you are demonstrating values that make our nation strong and you are helping to build a culture of citizenship, service and responsibility in America.

By volunteering, you have joined a remarkable team that includes millions of Americans whose everyday acts of kindness and decency make our country a better place. Please help make that team even stronger by encouraging your friends and family members to serve. Americans of all ages can get involved and make a difference in their communities.

Congratulations again on receiving this President's Volunteer Service Award. And thank you for demonstrating the best of the American spirit.

Chair

Vice Chair



The American Society for Public Administration (ASPA) and the National Academy of Public Administration (NAPA) established the National Public Service Award to honor individuals who make outstanding contributions and whose accomplishments can be viewed as models of public service within and outside the work environment. The recipient of this Award exhibits the highest standards of excellence, dedication, and accomplishment over a sustained period of time. David Janssen received this award in 2003.

**Commission Chair
Leadership Award
2001**



Chief Administrative Officer David Janssen was honored with the Commission Chair's award for outstanding leadership, while spotlighting his development of the County Strategic Plan. He made an incredible impact on how the County conducts business. Through his vision and leadership, the County has become known for its collaborative style and the integration of services focused on a common client-base, as exemplified by his creation of the CAO's Service Integration Branch. With a prudent risk taking approach to management, he has encouraged the Commission to use the Productivity Investment Fund as a program stimulator and performance motivator.

Ten Years of Quality Leadership

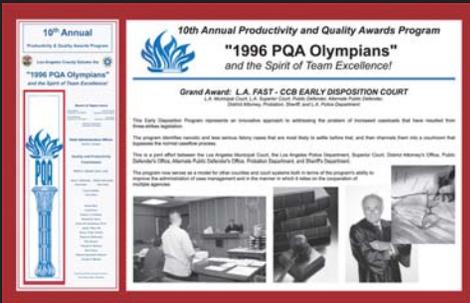
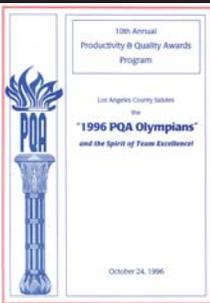
David E. Janssen
Chief Administrative Officer



The Productivity and Quality Awards 20th anniversary marks an important year for the Commission and the Chief Administrative Office. The Commission has partnered for ten of these years with an outstanding supporter of quality and productivity and a leader who epitomizes collaboration, business savvy and strategic vision. Our Chief Administrative Officer, David Janssen, has championed the Productivity and Quality Award winning projects, promoting these throughout the County of Los Angeles and across the country. The Commission pays special tribute to our leader, David Janssen, with a look at the past ten years of top award-winning projects.

Quality and Productivity Commission pays special tribute to David Janssen, Chief Administrative Officer, with a look at the past ten years of top award-winning projects under his leadership.

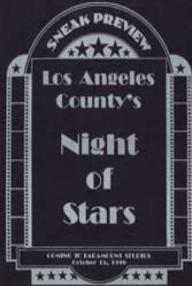
1996 "1996 PQA Olympians" and the Spirit of Team Excellence!



1997 Productivity and Quality "The Never Ending Quest"



1998 Los Angeles County's "Night of Stars"



12th Annual Productivity & Quality Awards Celebration
Los Angeles County's "Night of Stars"
Grand Award: Consolidated Criminal History Reporting System (CCHRS)
Municipal Court Judges' Association, Los Angeles Police Department, District Services, Association of Trial Court Administrators, Probation Judges' Association, Information Systems, Advisory Body, Sheriff's Department, Municipal Courts Planning and Research Unit, Probation and District Attorney.

The Consolidated Criminal History Reporting System (CCHRS) was developed in a year after having joined law enforcement, prosecution, and probation efforts. CCHRS is a public and not-for-profit system which enables Los Angeles County to provide criminal history information to probation, parole, and other law enforcement agencies.

CCHRS combined previously fragmented criminal history data collected from nine municipalities, County and State databases into a central repository. Local program managers, along with national and international program managers, immediately spent nearly 10 months, high-tech resources, communications resources, guidance and general advice, and "best practice" methods. CCHRS received the attention and recognition of the public and the press, and is the first of its kind in the United States. Through the efficiency and productivity of various justice agencies, and its commitment to serve the county \$12.4 million annually.



2000 "Celebrating 150 Years of Excellence"



14th Annual Productivity & Quality Awards Celebration
"Celebrating 150 Years of Excellence"
Grand Award: Health Authority Law Enforcement Task Force
The Department of Health Services, Los Angeles Law Enforcement Task Force (LALET), and the Sheriff's Department.

The Department of Health Services joined the Health Authority Law Enforcement Task Force (LALET) to respond to the epidemic of drug cartels and organized crime in Los Angeles County. The drug cartels are producing serious public health risks to County residents. LALET is a collaborative group of enforcement professionals from the Department of Health Services, State Department of Health Services, Sheriff's Department, Los Angeles County Sheriff's Department, and other law enforcement agencies. LALET is a multi-agency task force that focuses on the investigation and prosecution of drug cartels, and the distribution of controlled substances. LALET is a multi-agency task force that focuses on the investigation and prosecution of drug cartels, and the distribution of controlled substances. LALET is a multi-agency task force that focuses on the investigation and prosecution of drug cartels, and the distribution of controlled substances.



1999 CELEBRATE POA '99 "LEADING PRODUCTIVITY AND QUALITY INTO THE NEW MILLENNIUM"



13th Annual Productivity & Quality Awards Celebration
CELEBRATE POA '99 "LEADING PRODUCTIVITY AND QUALITY INTO THE NEW MILLENNIUM"
Grand Award: Los Angeles Regional Uniform Code Program
Bank, Health and City of Los Angeles Building and Safety, and Department of Public Works.

The recent decade, local jurisdictions throughout California have added local building and construction codes to the Uniform Building Code. This has been a major step in the comprehensive regulatory and enforcement of building codes, and has been a major step in the comprehensive regulatory and enforcement of building codes, and has been a major step in the comprehensive regulatory and enforcement of building codes.



2001 "2001: A Strategic Odyssey"



15th Annual Productivity & Quality Awards Celebration
"2001: A Strategic Odyssey"
Golden Eagle: Los Angeles County Training Academy
Public Works.

The Los Angeles County Training Academy was developed to address the County's need to prepare its employees for the changing demands of the new millennium. With assistance from the County and the City of Los Angeles, the County Training Academy was developed to address the County's need to prepare its employees for the changing demands of the new millennium. With assistance from the County and the City of Los Angeles, the County Training Academy was developed to address the County's need to prepare its employees for the changing demands of the new millennium.



2002 "2002: MEASURES OF SUCCESS"

"2002: MEASURES OF SUCCESS"
16th Annual Productivity and Quality Awards
October 26, 2002
Dorothy Chandler Pavilion, Music Center



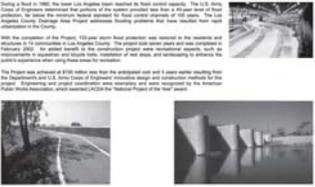
County of Los Angeles Board of Supervisors
Quality and Productivity Commission

16th Annual Productivity & Quality Awards Celebration
"2002: MEASURES OF SUCCESS"
Golden Eagle: Los Angeles County Drainage Area (LACDA) Project
Public Works, U.S. Army Corps of Engineers

Being a leader in 2002, the best Los Angeles has achieved in recent years. The U.S. Army Corps of Engineers completed the project of the water control system for a major part of that project. It was the system's success in flood control that earned it the title of "2002: MEASURES OF SUCCESS".

With the completion of the Project, 133-year-olds have been replaced by the modern and advanced water control system. The project's success has been recognized by the County Board of Supervisors in 2002. The award is given to the project manager and the project team, both of whom have demonstrated exceptional leadership and commitment to the project's success.

The Project was awarded a 5th place award for the 2002 and 2001 award winning from the "2002" and "2001" Army Corps of Engineers' "Outstanding Design and Construction" award for the project. The project was also awarded a 5th place award for the 2002 and 2001 award winning from the "2002" and "2001" Army Corps of Engineers' "Outstanding Design and Construction" award for the project.




2003 "2003: Enriching Lives"

17th Annual Productivity and Quality Awards Program
"2003: Enriching Lives"
October 26, 2003
County of Los Angeles Board of Supervisors
Quality and Productivity Commission



17th Annual Productivity & Quality Awards Celebration
"2003: Enriching Lives"
Golden Eagle: Coastal Monitoring Network
The Fish Resources Division

The Fish Resources Division is responsible for providing and effective protection of fish, wildlife and the resources of the County. The division's work is critical to the County's economy and the well-being of its citizens. The division's work is critical to the County's economy and the well-being of its citizens.

The Coastal Monitoring Network is a project that has been recognized by the County Board of Supervisors in 2003. The project was awarded a 5th place award for the 2003 and 2002 award winning from the "2003" and "2002" County Board of Supervisors' "Outstanding Design and Construction" award for the project.



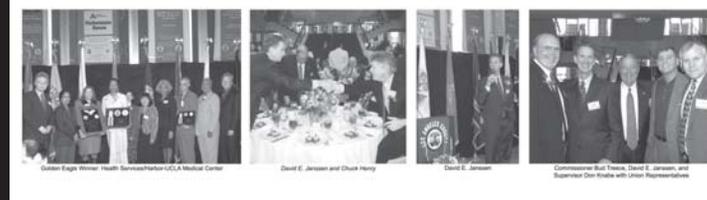

2004 **A** County AMBASSADORS Performance Heroes

County Los Angeles
16th Annual Productivity and Quality Awards Program
October 27, 2004
A County AMBASSADORS Performance Heroes
County of Los Angeles Board of Supervisors
Quality and Productivity Commission



18th Annual Productivity & Quality Awards Celebration
A County AMBASSADORS Performance Heroes
Golden Eagle: Best Practices Clinic Effectiveness & Productivity
Health Services, Kaiser Permanente

Over the past few years, Health Services has made significant progress in enhancing and improving the quality of care provided to its patients. The program has been recognized by the County Board of Supervisors in 2004. The project was awarded a 5th place award for the 2004 and 2003 award winning from the "2004" and "2003" County Board of Supervisors' "Outstanding Design and Construction" award for the project.

2005 Celebrating Innovation: The County's Best and Brightest!

19th Annual Productivity and Quality Awards Program
Celebrating Innovation: The County's Best and Brightest!
October 26, 2005
Health Services Pavilion
Board Room, West Tower



19th Annual Productivity & Quality Awards Celebration
Celebrating Innovation: The County's Best and Brightest!
Golden Eagle: Juvenile Offender Intervention Network (JOIN)
Health Services

The Juvenile Offender Intervention Network (JOIN) is a program that has been recognized by the County Board of Supervisors in 2005. The project was awarded a 5th place award for the 2005 and 2004 award winning from the "2005" and "2004" County Board of Supervisors' "Outstanding Design and Construction" award for the project.






Los Angeles Metropolitan Chapter–American Society for Public Administration honors David with the 2005 Clarence A. Dykstra Award for his excellence in government and his significant contributions to public administration.

American Society for Public Administration

LOS ANGELES METROPOLITAN CHAPTER



hereby presents the

2005

CLARENCE A. DYKSTRA
AWARD FOR EXCELLENCE
IN GOVERNMENT

To an individual who has made a significant
contribution to the practice of public administration -
emphasis on a singular significant accomplishment.

To



David E. Janssen

CHIEF ADMINISTRATIVE OFFICER
COUNTY OF LOS ANGELES

Wood Lewis
CHAPTER PRESIDENT

California State Association of Counties



October 12, 2006

1100 K Street
Suite 101
Sacramento
California
95814

Telephone
916.327.7500
Facsimile
916.441.5507

David E. Janssen
Chief Administrative Officer
Los Angeles County
500 W. Temple St., Rm. 713
Los Angeles CA 90012

Dear David:

The California State Association of Counties would like to honor you with our prestigious Circle of Service Award for your work this past year on behalf of CSAC and California counties.

We will be honoring our 2006 Circle of Service Award recipients during our Annual Meeting in Orange County next month.

The Circle of Service Award is a way for CSAC to recognize county officials, staff and other association members whose service to the county family and our membership has been substantially above and beyond the norm.

Our Circle of Service recipients will be presented with their awards at the General Session on the morning of Thursday, November 30, at the Disneyland Hotel, Center Ballroom, Marina Tower. The session is scheduled to begin at 8:15 a.m. We hope you will be able to attend. Please RSVP to David Liebler, CSAC Director of Public Affairs & Member Services, at dliebler@counties.org.

We appreciate your ongoing hard work on behalf of California counties. It is because of individuals such as you that CSAC is a success.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Connie Conway'.

Connie Conway
President





DAVID E. JANSSEN, CHIEF ADMINISTRATIVE OFFICER

County Life

County of Los Angeles

Board of Supervisors



Gloria Molina
Supervisor, First District



Yvonne B. Burke
Supervisor, Second District



Zev Yaroslavsky
Supervisor, Third District



Deane Dana
Supervisor, Fourth District 1980-1996
July 9, 1926 - April 21, 2005



Don Knabe
Supervisor, Fourth District



Michael D. Antonovich
Supervisor, Fifth District





DAVID E. JANSSEN
Chief Administrative Officer

County of Los Angeles CHIEF ADMINISTRATIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-1101
<http://cao.co.la.ca.us>

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

David E. Janssen Chief Administrative Officer

David E. Janssen, Ph.D., a public administrator with more than 30 years of experience at the local and state government level, is Chief Administrative Officer for the County of Los Angeles. With a population of nearly 10 million, Los Angeles County has more residents than any other county in the nation, exceeded by only eight states.

Mr. Janssen was appointed to the County's top administrative position by the Board of Supervisors on August 26, 1996.

Mr. Janssen came to Los Angeles following a 13-year career with the County of San Diego, where he served as chief administrative officer for four years and assistant chief administrative officer for nine years. Prior to his experience with the County of San Diego, he held several executive-level positions with the State of California, among them - Director of the State Department of General Services and Assistant Secretary of the Agriculture & Services Agency.

Mr. Janssen has held memberships in several professional and civic organizations, including United Way and Rotary, and is currently on the Boards of Directors for United Way; American Society of Public Administration, Los Angeles Metropolitan Chapter; National Academy of Public Administration; and USC School of Policy, Planning and Development Board of Councilors. He is the recipient of the 2003 National Public Service Award, which was established in 1983 by the American Society for Public Administration and the National Academy of Public Administration to honor and give recognition to exemplary public leaders.

A native Californian, he was educated at the University of California, Davis, where he earned B.A., M.A. and Ph.D. degrees in political science. He is married and has one daughter.

Janssenbio5-03



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-1101
<http://cao.co.la.ca.us>

DAVID E. JANSSEN
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

June 27, 2006

TO: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

FROM: David E. Janssen
Chief Administrative Officer

It is with very mixed emotions that I inform you of my intent to retire January 12, 2007. It has been my great privilege to serve as your Chief Administrative Officer since August 25, 1996. Your fiscal leadership has made my job of managing the budget very easy, and that leadership has been recognized by the rating agencies in New York year after year. The challenges the County has faced have been significant, but through them all you have been steadfast in their resolution. Your support of our strategic planning effort has resulted in the creation of an organizational culture of collaboration that furthers the county's mission of "*Enhancing Lives Through Effective and Caring Services*". I cannot thank you enough for the opportunity to serve you and the people of Los Angeles County. With your continued leadership and the strong executive management team in place, the County is in very good hands and has a very bright future.

c: County Department Heads
CAO Department Employees



David Janssen proudly accepting his 10 year service pin from Supervisor Gloria Molina at the CAO departmentwide meeting on September 20, 2006

We Are Family

Front Office Staff



Ten Years of Quality Leadership

David E. Janssen
Chief Administrative Officer

The Productivity and Quality Awards 20th anniversary marks an important year for the Commission and the Chief Administrative Office. The Commission has partnered for ten of these years with an outstanding supporter of quality and productivity and a leader who epitomizes collaboration, business savvy and strategic vision. Our Chief Administrative Officer, David Janssen, has championed the Productivity and Quality Award winning projects, promoting these throughout the County of Los Angeles and across the country. The Commission pays special tribute to our leader, David Janssen, with a look at the past ten years of top award-winning projects.

2001: Commission Chair Leadership Award

Chief Administrative Officer David Janssen was honored with the Commission Chair's award for outstanding leadership, while spotlighting his development of the County Strategic Plan. He made an incredible impact on how the County conducts business. Through his vision and leadership, the County has become known for its collaborative style and the integration of services focused on a common client-base, as exemplified by his creation of the CAO's Service Integration Branch. With a prudent risk taking approach to management, he has encouraged the Commission to use the Productivity Investment Fund as a program stimulator and performance motivator.

Direct Reports



Rocky Armfield



Lari Sheehan



Debbie Lizzari



Sharon Harper



Martin Zimmerman



Gerri Kariya



John Edmisten







1998



From Top to Bottom: Richard Shumsky, Stephanie Klopfleisch, Harry Stone, Frank Andrews, Fitz Ohlrich, Dennis Tafoya, Bruce Hoffman, Jim Hartl, Stan Wisniewski, James Powell, District Attorney Gil Garcetti, David Janssen, Dr. Lakshmanan Sathyavagiswaran, Mark Finucane, Sandra Reuben, Lynn Bayer, Bill Pellman, Rod Cooper, Peter Digre, Anthony Hernandez, Mark Saladino, Pastor Herrera, Conny McCormack, Dr. Marvin Southard, Assessor Kenneth Hahn, Peter Digre, Carlos Jackson, Joan Ouder Kirk, Joanne Sturges, Mike Henry, Al Sasaki, Andrea Rich, Ann Rowland

1999



From Left to Right: Bill Pellman, William Stonich, Rudy DeLeon, David Janssen, Lynn Bayer, Mark Saladino, Dr. Lakshmanan Sathyavagiswaran, Assessor Kenneth Hahn, Frank Andrews, Mark Finucane, Mike Henry, James Powell, Conny McCormack, District Attorney Gil Garcetti, Fritz Ohlrich, Harry Stone, Rod Cooper, Stan Wisniewski, Dr. Marvin Southard, Al Sasaki, Cato Fiksdal, Pastor Herrera, Joseph Smith, Anita Bock, Stephanie Klopfleisch, Joan Ouderkirk, Sandra Reuben, Joanne Sturges, Bruce Hoffman, Carlos Jackson, Jim Hartl, Dennis Tafoya

2000



From Top to Bottom: Richard Shumsky, District Attorney Steve Cooley, Lynn Bayer, Dennis Tafoya, Wendy Romano, Bill Pellman, Mike Henry, Harry Stone, William Stonich, Stan Wisniewski, Stephanie Klopffleisch, Joseph Smith, Pastor Herrera, Rudy DeLeon, Bruce Hoffman, Jim Hartl, Carlos Jackson, James Powell, Tyler McCauley, Ann Rowland, Mark Saladino, Violet Varona, Joan Ouder Kirk, Mark Finucane, Dr. Donald Ingwerson, Jon Fullinwider, David Janssen, Michael Judge, Dr. Marvin Southard, Robin Toma, Anita Bock

2001

From Top to Bottom: Bill Pellman, Cato Fiksdal, Philip Browning, District Attorney Steve Cooley, Stan Wisniewski, Jim Noyes, Richard Shumsky, Margaret Todd, Robert Ryans, Violet Varona, Assessor Rick Auerbach, David Janssen, Dennis Dahlman, Jane Pisano, Joan Ouderkirk, Robin Toma, Dennis Tafoya, Conny McCormack, Jon Fullinwider, Anita Bock, Marilyn Gogolin, Jim Hartl, Tyler McCauley, Rudy DeLeon, Dr. Marvin Southard, Mark Saladino, Fred Leaf, Dr. Lakshmanan Sathyavagiswaran, Pastor Herrera, Ann Rowland, Anthony Hernandez, Marcia Mayeda, Carlos Jackson

2002

500 W. TEMPLE

From Top to Bottom: Dr. Thomas Garthwaite, Jim Noyes, Robert Ryans, Jim Hartl, Stan Wisniewski, Philip Browning, Bryce Yokomizo, Rick Auerbach, Jon Fullinwider, Joseph Smith, Violet Varona, Dr. Lakshmanan Sathyavagiswaran, Mike Henry, Tyler McCauley, Marcia Mayeda, Richard Shumsky, Margaret Todd, Michael Judge, District Attorney Steve Cooley, Pastor Herrera, Dennis Tafoya, Violet Varona-Lukens, Ann Rowland, Joan Ouder Kirk, Janice Fukai, Dr. Southard, David Janssen, Robert Taylor Carlos Jackson, Mark Saladino

2003

From top Bryce Yokomizo, Tim Gallagher, Mark Saladino, Dave Lambertson,
to bottom: Marcia Meyeda, Jim Noyes, Joseph Smith, Marv Southard, Pastor Herrera, Janis Fukai,
Mike Henry, Richard Shumsky, Stan Wisniewski, Cato Fiksdal, Robert Ryans, Michael Judge,
Tyler McCauley, Dennis Tafoya, Robert Taylor, Lakshmanan Sathyavagiswaran,
Steve Cooley, David Janssen, Jon Fullinwider, Rick Auerbach, Bill Pellman



2004



From top Ray Fortner, Dave Lambertson, Mike Henry, Mark Saladino, Jane Pisano, Tom Alexander, Tyler McCauley,
to bottom: Philip Browning, Steve Cooley, Russ Guiney, Michael Judge, Lakshmanan Sathyavagiswaran, Robert Taylor,
Stan Wisniewski, David Sanders, Kurt Floren, Jim Hartl, Marv Southard, Pastor Herrera, Bryce Yokomizo,
David Janssen, Dennis Tafoya, Robert Atkins, Margaret Donnellan Todd, Conny McCormack, Ann Rowland,
Andrea Rich, Violet Varona-Lukens, Janis Fukai, Cynthia Banks, Laura Zucker, Marcia Mayeda

Department Head Photo 2005



Dr. Marv Southard, Rick Auerbach, Carlos Jackson, Anthony Hernandez, Dave Lambertson,
Jon Fullinwider, Bryce Yokomizo, James Hartl, Robin Toma, Dr. Lakshmanan Sathyavagiswaran,
David Janssen, Steve Cooley, Marcia Mayeda, Ray Fortner, Margaret Donnellan Todd,
Dr. Thomas Garthwaite, Janice Fukai, Michael Judge, Pastor Herrera, Robert Taylor, Mike Henry,
Philip Browning, Violet Varona-Lukens, Russ Guiney, Jane Pisano, Dr. David Sanders, Kurt Floren

2006



From left to right (top to bottom): Tyler McCauley, Dr. Lakshamanan Sathyavagiswaran, Stan Wisniewski, Ray Fortner, Conny McCormack, Mark Saldino, Kurt Floren, Marvin Southard, Michael Judge, Cynthia Banks, Mike Henry, John Fernandes, Pastor Herrera, Dennis Tafoya, Dave Lambertson, Sachi Hamai, Marcia Mayeda, Margaret Todd, Russ Guiney, Bruce Chernof, Bruce McClendon, Patricia Ploehn, Michael P. Freeman, Bryce Yokomizo, Steve Cooley, Rick Auerbach, David Janssen, Carlos Jackson, Janice Fukai, Jane Pisano, Jon Fullinwinder, Robin Toma, Sheriff Lee Baca, Anthony Hernandez



This book documents the tenure of David E. Janssen, Chief Administrative Officer of Los Angeles County from August 1996 through January 2007—the longest consecutive serving CAO for Los Angeles County since 1970.

Colophon

The following people were instrumental in the book's completion:

GRAPHIC ARTS:

Loren Clapp
Theresa Argonza
Jesse Ayala
Marci Donley
Carole Johnson
Judi Siskind

PHOTOGRAPHY:

Jim Camp
Scott Harms
Henry Salazar
Martin Zamora

Inspiration for this photo book—Bob Covarrubias