

**ECONOMY AND EFFICIENCY COMMISSION
MINUTES OF THE REGULAR MEETING
November 3, 2011**

ROOM 525, KENNETH HAHN HALL OF ADMINISTRATION
500 West Temple St., Los Angeles, CA 90012

***Editorial Note:** Agenda sections may be taken out of order at the discretion of the chair. Any reordering of sections is reflected in the presentation of these minutes.*

I. CALL TO ORDER

With the presence of a quorum of Commissioners, Chairman Barcelona called the Commission meeting to order at 10:13 a.m.

II. APPROVAL OF COMMISSIONER'S ABSENCES

The following was the attendance for the meeting:

COMMISSIONERS PRESENT

Isaac Diaz Barcelona
Fred P. Balderrama
Robert Cole
Jonathan S. Fuhrman
Alan Glassman
Ronald K. Ikejiri
Chun Y. Lee
Freda Hinsche Otto
Roman Padilla
Robert H. Philibosian
Janice Kamenir-Reznik
Joe Safier

COMMISSIONERS REQUESTING TO BE EXCUSED

Arne Kalm
Bradley Mindlin
Adam Murray
Royal F. Oakes
William Petak
Solon Soteras

COMMISSIONERS NOT REQUESTING TO BE EXCUSED

Hope J. Boonshaft

Chairman Barcelona asked for a motion to approve absences. It was Moved, Seconded, and Adopted: Commissioners requesting excuses to be absent were excused.

III. APPROVAL OF OCTOBER 6, 2011 MINUTES

Chairman Barcelona asked if there were any objections or changes to the minutes of the October 6, 2011 Commission meeting. The motion was then Moved, Seconded, and Adopted. The minutes of the October 6, 2011 Commission meeting were approved.

IV. CHAIRMAN'S REPORT

Chairman Barcelona welcomed newly appointed Commissioner Joe Safier to the Economy & Efficiency Commission. He stated that Commissioner Safier was officially appointed to the Commission on November 1, 2011. Commissioner Safier stated that he looks forward to spending the year with the Commission and thanked the Commission for the warm welcome.

Chairman Barcelona stated that last month there were a lot of interests in taking a tour of one of the County jails in December. He stated that Commissioner Joe Safier has volunteered to set up this tour and turned it over to Commissioner Safier for an update.

Commissioner Safier stated that he spoke with one of his former contacts that he met through his work on the Civil Grand Jury (CGJ). He stated that he spoke with Chief Dennis Burns who is responsible for the Custody Division. He stated that Chief Burns said he would be delighted to host a tour for the E&E Commission. He stated that Chief Burns would like to know what facility the Commission would like to tour and what would the Commission like to view.

Commissioner Kamenir-Reznik stated that before the Commission decides on which facility to tour in lieu of a regular meeting, the Commission needs to decide on the purpose of wanting to tour the Jails.

Chair-Emeritus stated that he doesn't mean to throw cold water on the idea of visiting the jails but the E&E Commission has no jurisdiction over the County Jails. He stated that the Grand Jury is specifically empowered to take a look at the jails. He stated that there is a Statewide Commission that also reviews local jail facilities including LA County. Chair-Emeritus stated that other than a matter of curiosity he's not sure what the Commission's role would be. He stated that the Commission has so much to do already and that the taskforces are currently very active working on projects; that to devote one whole meeting to touring the jails doesn't seem to be productive.

Commissioner Glassman stated that he concurs with the Chair-Emeritus. He stated that a lot of the Commissioners maybe curious but that is not a reason for devoting an entire meeting on touring a jail facility. He stated that many of the Commissioners have already visited a County jail for other reasons. He stated that the reality is to first determine if there is a Commission purpose for touring the jails.

Executive Director Edward Eng provided a background on how the tour came about. He stated that a tour of the County jails was suggested at the last meeting by Commissioner Mindlin. Commissioner Mindlin stated that it might be a good idea to tour a County jail prior to inviting the Sheriff to speak to the Commission at a future date.

Commission Padilla stated that the Commission could get a briefing on how the Sheriff runs the facilities and how it fits into the overall County budget.

Commissioner Glassman reiterated if the Commission has a purpose for touring a County jail. Commissioner Kamenir-Reznik stated that she doesn't hear any Commissioners advocating on proceeding with the tour to any of the LA County Jails.

Chairman Emeritus Philibosian stated that the Sybil Brand Commission is still active and also oversees the jails. He stated that this Commission was setup up by the late Sybil Brand to address conditions of women in County jails. He stated that through her personal efforts they have reformed the way they handled women in County jails and her efforts led to separate facilities for women.

Chairman Barcelona stated that if there is anyone who is interested in visiting a LA County Jail to please let Executive Director Edward Eng know and he and Commissioner Safier will make arrangements for those Commissioners wanting to attend a tour separately outside the regular Commission Monthly Meeting.

V. EXECUTIVE DIRECTOR'S REPORT

Mr. Eng stated that he would like to congratulate Chairman Barcelona for his reappointment to the Economy & Efficiency Commission. He stated that Chairman Barcelona was reappointed at the November 1st Board of Supervisors Meeting.

Mr. Eng stated that some personnel changes in the County that might be of interest to this Commission. Ruth Wong is now the Director of Workplace Programs with the Chief Executive Office; Phillip Browning, Director for Department of Public Social Services is now the interim Director for Children and Family Services; Gary Townsend, Chief Deputy for the Assessor's office, retired on October 25, 2011.

VI. TASK FORCE REPORTS

1. Child Care Fraud-- Chair-Emeritus Philibosian, Chair

Chair-Emeritus Philibosian stated that because of the many personnel changes in the County, the taskforce has been placed on hold.

2. Civil Service Reform-- Commissioner Hinsche-Otto

Commissioner Hinsche-Otto reported that she and Commissioner Fuhrman had an opportunity to meet with Director of Human Resources (DHR), Lisa Garrett on October 24, 2011. She stated that they spoke about the changes in systems and processes and also discussed the recommendations made by the taskforce in its report. She stated that DHR has begun to make major changes in regards to the taskforce's recommendations. She stated that at the front end, the time it took from getting people onto a promulgator list have reduced significantly. She also stated that DHR has begun implementing new processes such as: an on-line application system, a competency model for testing, and a broad-based testing model for the clerical and contract series.

Commissioner Hinsche-Otto stated that DHR will be handling all the discretionary appeals, but due to the current budget constraint, they have not been able to hire additional staff to handle all the cases. Commissioner Hinsche-Otto stated that a majority of the appeal outcomes is still favorable to management. She stated that they also created an Alert Committee, a joint committee consisting of Labor, County Counsel, Department management, and DHR to review sensitive cases on the front end.

Commissioner Hinsche-Otto stated that remarkably the time from the date of granting a hearing to the 1st day of hearing has been compressed from 1 year to 4 months. She stated that this compressed timeframe has put some strain on the Departments since they now have to be more efficient in gathering all the data in a shorter time period.

Commissioner Hinsche-Otto stated that not much has changed in the process of centralizing all County representation before the Civil Service Commission under HR's Advocacy Group. DHR is still negotiating with the Department of Public Works and Probation to represent them under this model. She also stated that things have slowed down due to management changes at the Probation Department.

Commissioner Hinsche-Otto reported another significant milestone in that a draft of a new countywide disciplinary guideline is close to completion. She stated that Union 721 has approved the guidelines in principle. Commissioner Fuhrman added that the Unions are still providing final comments to the details of the first draft. He further stated that what this entailed was essentially a spread sheet matrix like a bell schedule that all departments can use and rely on. Commissioner Fuhrman commented that this is a standard level of discipline which would remove some of the inequities and should lead to a removal of some of the reasons that people appeal. He stated that the Unions gave specific recommendations on the details but they seem to agree on the overall concept.

Commissioner Hinsche-Otto stated that on the Civil Service piece, the Commission requested a meeting with the President and Executive Director of the Civil Service Commission and they have both declined to meet with us. She stated that the Civil Service Commission has not formalized any review of the report's recommendations. She stated that one of the significant milestones is a new master contract for hearing officers exclusively for the Civil Service Commission.

Commissioner Kamenir-Reznik asked that other than the DHR's words, whether we have seen data that reflects the implemented changes. Commissioner Fuhrman replied that at the end of the year, he is going to ask for 25 of the most recent cases for analysis. Commissioner Hinsche-Otto added that the taskforce's information is coming from DHR who will be providing data to support the implemented changes. Commissioner Hinsche-Otto stated that the Commission has to respect the fact that the Civil Service Commission is an independent body and that the E&E Commission doesn't really have any jurisdiction or oversight over any of the work they do. She stated that the taskforce can't command that the Civil Service Commission meet with the E&E Commission. Chair-Emeritus Philibosian stated that this report is a real milestone for the E&E Commission and this taskforce. He stated that the Civil Service system has been in trouble for decades and literally within one year the taskforce has turned around significant portions of the Civil Service System. He stated that the E&E Commission owes the Civil Service Reform taskforce a huge debt of gratitude.

Commissioner Kamenir-Reznik stated that she would like to suggest that the taskforce make a small matrix of the results and perform quarterly reporting back to the Board of Supervisors. She stated that the Supervisors need the reinforcement of knowing progress is being made. She also stated that she thinks it will help the Board of Supervisors be more vigilant in following up with the report's recommendations.

3. Video Arraignment-- Commissioner Fuhrman

Commissioner Fuhrman reported that the taskforce has received information from Chief Barrantes on the number of individuals being transported on a daily basis. He stated that the taskforce has been invited to a meeting on November 8, 2011 to hear about video arraignment issues and the use of video in a broader realm. He stated that the taskforce will then meet with Chief Barrantes on November 10, 2011 to discuss the data that he provided.

Commissioner Fuhrman also stated that the taskforce is going to try and set up a meeting with the Glendale Police Department to observe the video operation they have in Glendale.

4. Business License Application Automation Process -- Commissioner Kalm

Executive Director Edward Eng reported that the taskforce is still trying to explore different options of expanding the original scope from just Business License Application to a countywide-type interactive technology. He stated that Commissioner Kalm has spoken with Chief Deputy Kathryn Barger, 5th district, to discuss his vision for broadening the original scope to a wider countywide application.

5. Best Practices -- Commissioner Glassman

Commissioner Glassman stated that he had a long conversation with his old friend Tina Sung, VP for Government Transformation and Agency Partnerships. He stated that Ms. Sung brings years of multi-sector executive leadership experience and a track record of innovation and accomplishment in every phase of her professional career. He stated that a turning point in her career was when she was called upon to become a co-creator of the Federal Quality Institute, a driving force for bringing quality principles to government during the Reagan/Bush administrations. He stated that Ms. Sung was then appointed to be Executive Director of the Federal Quality Consulting Group in the Department of the Treasury, a unique fee-for-service leadership and management consulting service for top federal executives. He also stated that Ms. Sung served six years as an advisor to the Office of the Vice President's National Performance Review and the National Partnership for Reinventing Government during the Clinton administration. He stated that Ms. Sung was staff Director of the Federal Advisory Committee on Excellence in Customer Satisfaction and oversaw the breakthrough introduction of the American Customer Satisfaction Index (ACSI) in the federal government, whose results have been reported annually in the Wall Street Journal for the past ten years.

Commissioner Glassman stated that he had a long conversation with Ms. Sung about what the E&E Commission does and how she would view the Commission working on Best Practices. He stated that his purpose was initially to know if there was a way the Commission as a whole should be recognizing the County for some of the true operational/ internal efficiencies separate from what Quality & Productivity (Q&P) does. He stated that

there are pros and cons to this project. He also stated that at the end of the meeting he would like to see if there are any Commissioners that would be interested in collaborating with him to try and think things through and bring it back to the Commission at a later date, possibly January.

Commissioner Glassman stated that for his own purpose, he had named the award the Operational Excellence Award. He stated that his purpose statement is “to recognize departments for measurable improvements and/or on-going excellence in work systems and processes.” He stated that one of the most important measurements for this award is the sustainability aspect—that it has to be sustainable over time.. He stated that this is different from Q&P in that if you look at Q&P awards and what they do, you start to ask yourself how many of their awards are still around. He further stated that if people make a real effort to show strategic linkage, all the short term gains tend to disappear.

Commissioner Glassman stated that the Commission has had a couple of presentations that seem to fit this award and the most impressive in terms of sustainability was from the Alternate Public Defender, when she came and blew the Commission away with her productivity methods, how her department looked at things, and how they managed their cases. He stated that her system would be one example that qualifies for this type of award. He stated that the Commission should also invite the Director from the Department of Mental Health to be a guest presenter at a future Commission Meeting. He stated that Dr. Marvin Southard and his Chief Deputy implemented what Chief Bratton implemented in the LAPD, which was a system called “stats” for analyzing problem areas. He stated that the Department of Mental Health, in their budget discussions with the Board of Supervisors, the Board no longer questions any of their data. He stated that the Board doesn’t question the Department of Mental Health because their data goes very deep into the operations and it is so accurate. He stated that areas that the taskforce would look at are: performance, measures, comparative data, continuous improvement, accuracy, reliability, timeliness, and how we learn from it. Commissioner Glassman stated that he would like to pursue the idea but it would certainly take two or three other Commissioners to help. He stated that he would like to bring back a three to four page proposal to this Commission in a future date.

Chairman Barcelona stated that if anyone is interested in joining this taskforce for Best Practices, please email Executive Director, Edward Eng as soon as possible.

VII. LIAISON REPORTS

1. Local Government Service Commission – Commissioner Fuhrman

Commissioner Fuhrman stated that he was unable to attend the last meeting. He stated that he might have to resign as the delegate to the Commission.

2. Quality & Productivity Commission – Commissioner Ikejiri

Executive Director stated that there was no Quality and Productivity (Q&P) meeting in November but they will reconvene on December 5, 2011 at 10:00 am in Room 743. Commissioner Otto stated that she would like to be the new liaison for Q&P starting with the December 2011 meeting.

3. Countywide Criminal Justice Coordinating Committee – Chair-Emeritus Philibosian

Chair-Emeritus Philibosian stated that much of the discussions were already covered by the District Attorney on realignment. He stated that one of the other good things that were reported back at the meeting was that the Sheriff's long time backlog of DNA Analysis was totally cleared up. He stated that the Sherriff's Department is totally current and they have cut their time in half from 180 days to 90 days on routine cases, sexual assault cases to 45 days at the most. He stated that on quick turnaround cases, the department can do it in 5 days and that the department is also putting a lot more emphasis on property crimes as the District Attorney uses DNA to solve property crimes. He stated that if you can catch people doing minor crimes before they get into more violent crimes, it will surely help with crime prevention.

VIII. PRESENTATION

Los Angeles County District Attorney, the Honorable Steve Cooley.

IX. PUBLIC COMMENT

No Report

X. NEW BUSINESS

No Report

XI. ADJOURNMENT

The meeting was adjourned by Chairman Barcelona at 11:50 am.

Respectfully Submitted,

Edward Eng,

Executive Director