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## **Economy & Efficiency Commission Presentation**

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*Editorial Note: Although every effort has been made to insure the accuracy of the material in this presentation, the scope of the material covered and the discussions undertaken lends itself to the possibility of minor transcription misinterpretations.*

**PRESENTATIONS BY  
Ms. Ellen Sandtr  
Deputy Chief Executive Officer, Department of Chief Executive Office  
Los Angeles County**

**March 4, 2010**

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### **OVERVIEW OF THE LOS ANGELES COUNTY CEO, OPERATIONS CLUSTER**

Chairman Barcelona greeted Ellen Sandt, Deputy Chief Executive Officer of Chief Executive Office and welcomed her while turning it over for Ms. Sandt to speak to the Economy and Efficiency Commission.

#### **Deputy Chief Executive Officer (DCEO) New Project Overview**

Ms. Sandt stated that she previously held the position of the Assistant City Administrative Officer in the city of Los Angeles. She stated that she played an important part in the provision of quality services and increased productivity of employees in the areas of capital projects, technology, budget and finance. Ms. Sandt stated that she is currently responsible for the Operations Cluster which has 10 Departments reporting to her including: Assessor, Auditor-Controller, County Counsel, Executive Office, Affirmative Action, Chief Information Office, Human Resources, Internal Services Department, Registrar Recorder County Clerk, and Treasurer and Tax Collector. Ms. Sandt stated that she acts as a liaison to the Chief Executive Officer.

Ms. Sandt stated that she is working on improving efficiency processes as an Efficiency Initiative requested by the CEO, William Fujioka. She stated that this is an important public service objective to ensure that the County is providing its residents with the most responsive, cost effective, and quality services with the resources available. Ms. Sandt stated that during these fiscally challenging times, these objectives are even more critical to help maintain the highest priority, essential services that County residents count upon. She also stated that the Efficiency Initiative Website has been created to monitor the progress of efficiency projects, as well as cost savings, cost avoidance, and time savings for County employees. Ms. Sandt stated that the Website is also used to solicit and recognize new ideas from all levels in the organization and to share best practices among County Departments.

Ms. Sandt stated that the four sections of the website are (1) Countywide Efficiency Tracking which she stated is a list of efficiency projects that have countywide impact and/or have received funding for implementation. She stated that the tracking file is updated at the beginning of each month (2) Departmental Reports which she stated that are monthly reports from each Department that include efficiency projects that

are currently being implemented or efficiency ideas under consideration (3) Employees Ideas which she stated is a list of efficiency ideas directly submitted by any County employee, and (4) additional links that Ms. Sandt stated are links to other County Websites containing lists of efficiency related ideas and projects. Ms. Sandt stated that both Quality and Productivity and Economy & Efficiency commissions were both included as part of the Efficiency Initiatives Project.

## Questions

Commissioner Fuhrman stated that during the Civil Service Reform Study the Task Force is hearing from Departments that it is challenging to use countywide list because you don't know who has already taken a job or who has been offered a job even by other competing County Departments let alone by private sector. He stated that Departments could go through 10 to 20 people before they can find someone that is actually available. Commissioner Fuhrman asked what the CEO's Office is doing to facilitate maintenance of this list in a real time so that it will actually become useful for the Departments. Ms Sandt responded that this issue has been around for a while and that the Chief Executive Office is implementing the HR Project so that in 2012 there will be a whole new system for managing this list in real time. By for the time being, she stated that the Sheriff's Department has a great system to solve this issue. She stated that DHR is now working with the Sheriff Department to copy their system. She stated that the Sheriff Departments system was developed in-house and hopefully between now and 2012 DHR will implement the Sheriff Department's system.

Commissioner Padilla asked what the Commission can do on the Civil Service System project to bring forward some movement forward with Civil Service reform. Ms Sandt replied that starting with the Unions and management, there are a lot of rules that were put in place because something went wrong. She stated that someone created a rule so the mistakes would never happen again and it's been over 50 years and we are still stuck with the rules regardless of whether it is good or bad. Ms. Sandt stated that using a pilot project is one thing that can be used to convince people to try. She stated that with the changes that are being talked about regarding examinations and recruitment, the Commission would have to go back and talk to the Unions because employees are used to the list being created and used in a certain way.

Commissioner Balderrama asked what the Chief Executive Officer is doing to bring in more income to the County rather than just cuts. Ms. Sandt replied that the CEO, Bill Fujioka, made it very clear to the Departments that they need to reduce expenses by 9%, and that it didn't just have to be a cut but could also be new revenue. She stated that last year they went through a major exercise with all the Departments to look if they have fees that they could charge for different services. She stated they looked at what the fees were based on or when was the last time the fees had been updated.

Chairman Barcelona expressed his appreciation to Ms. Sandt for coming to speak to the EEC and the Commissioners applauded.

[Return to Top of Presentation](#)

[Return to Agenda](#)



Kenneth Hahn Hall of Administration, Room 163, 500 West Temple St.,  
Los Angeles, CA 90012  
Phone (213) 974-1491 FAX (213) 620-1437 [EMail eecomm@co.la.ca.us](mailto:eecomm@co.la.ca.us)  
WEB [eec.co.la.ca.us](http://eec.co.la.ca.us)