



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

July 7, 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

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

**DEPARTMENT OF PUBLIC HEALTH REQUEST TO APPOINT MILES D. YOKOTA  
TO THE POSITION OF ADMINISTRATIVE DEPUTY, PUBLIC HEALTH**

Consistent with the County's policies on management appointments, the Department of Public Health (DPH) requests authorization to appoint Mr. Miles D. Yokota to the position of Administrative Deputy, Public Health at an annual salary of \$144,314.85 (\$12,026.24/month), placing him in the Third Quartile of the salary range, R-15, for this position. This item is included in the staffing ordinance approved by your Board on May 30, 2006 as part of the approval of the separate Department of Public Health.

This position will serve as the DPH Administrative Deputy, with responsibility for administrative oversight of the finance, human resources, facilities management, procurement, and contracts and grants functions. Mr. Yokota will direct the planning, development, and administration of the financial management programs and the preparation and execution of the departmental budget. Among other duties, he will also provide administrative direction for the Department's personnel and employee relations program including classification, compensation, training, affirmative action, manpower programs, recruitment, safety, and disaster. In addition, Mr. Yokota will assist the Chief Deputy Director in the formulation and interpretation of departmental policies and procedures.

The Department indicates that Mr. Yokota has over 21 years County experience and his background and expertise working in various areas of County finance, human resources, revenue management, contracts and grants, information systems and materials management has provided him with extensive knowledge and skills in directing the activities of major divisions in departments serving the public through

Each Supervisor  
July 7, 2006  
Page 2

effective fiscal management, efficient operations of mandated functions, and administrative accountability. Documentation from DPH, including a copy of Mr. Yokota's resume, is attached.

Mr. Yokota is currently the Administrative Deputy, Finance and Administration, for the Department of Mental Health, where he has served approximately two years. In this capacity, Mr. Yokota is responsible for Human Resources, Finance Operations, Revenue Management Division, Administrative Services and Support, Contracts and Grants Division, and Management Information Systems.

Prior to his current position, Mr. Yokota served as Administrative Deputy, Programs H.S., in the Department of Health Services for approximately two years, with responsibility for Contracts and Grants, Centralized Contract Monitoring, Office of Managed Care and DHS Materials Management, and for three years with responsibility for the overall management of the Public Health Administrative and Financial Services Division.

The Department indicates that salary placement for Mr. Yokota at the Third Quartile of salary range, R-15, with a promotional increase of 8.5 percent, would be consistent with the level of experience and knowledge that Mr. Yokota brings to this position. Based on the information provided by the DPH regarding Mr. Yokota's experience and qualifications, we concur with their request to appoint him to the position of Administrative Deputy, Public Health at an annual salary of \$144,314.85.

In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by July 18, 2006, we will advise DHS that authorization has been granted to proceed with Mr. Yokota's appointment to Administrative Deputy, Public Health effective July 19, 2006.

If you have any questions or concerns regarding this appointment, you may call me or your staff may contact Josie Jaramillo of this office at (213) 974-1274.

DEJ:SRH:DL  
SAS:DJ:JJ:bjs

Attachment

c: Executive Officer, Board of Supervisors  
Director of Personnel  
Director of Public Health

# MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Miles D. Yokota Employee No.: \_\_\_\_\_  
(Check one) NEW HIRE: \_\_\_\_\_ PROMOTION: XX

## FACILITY/PROGRAM

Provide organization chart & highlight the position – *Attach electronic copy of organization chart*  
Attached

Describe where the position fits into the management organizational structure:

The Administrative Deputy, Public Health, is responsible for directing the administrative functions of the Public Health Department including the finance, human resources, facilities management, procurement, and contracts and grants functions. The Administrative Deputy will report directly to the Acting Chief Deputy Director, Public Health.

Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Administrative Deputy, Public Health, directs the planning, development, and administration of the financial management programs of the Department of Public Health; directs and coordinates the preparation of the departmental budget and directs its execution; provides administrative direction for the Department's personnel and employee relations program including classification, compensation, training, affirmative action, manpower programs, recruitment, safety, and disaster; directs the analysis of health-related State and federal proposed and existing legislation and directs the preparation of recommendations for submission to the County Chief Administrative Officer, the Board of Supervisors, and the State and federal governments; directs the development, negotiation, and administration of all contractual agreements for the Department; directs and coordinates liaison activities with State and federal legislatures, agencies, and departments in matters involving legislative changes, revenue programs, and all areas of interest to the Department; and assists the Chief Deputy Director in the formulation and interpretation of departmental policies and procedures.

Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Mr. Yokota has been the Administrative Deputy, Finance and Administration for the Department of Mental Health since March 2004 and has been responsible for Human Resources, Finance Operations, Revenue Management Division, Administrative Services and Support, Contracts and Grants Division, and Management Information Systems. He was the Administrative Deputy from April 2002 to March 2004, for the Department of Health Services (DHS) and was responsible for the DHS Community Health Plan, Contracts and Grants, Centralized Contract Monitoring, Medicaid Demonstration Project (1115 Waiver Office) and the DHS Materials Management. He was the Administrative Deputy, Administrative and Financial Services for Public Health from April 1999 to April 2002 and was responsible for the overall management of the Public Health Administrative and Financial Services Division consisting of 183 FTEs reporting to the Public Health Chief of Operations.

Mr. Yokota is a proven leader in and directing the activities of major divisions in departments serving the public through effective fiscal management, efficient operations of mandated functions, and administrative accountability.

Provide the candidate's résumé or curriculum vitae – *Attach electronic copy*  
Attached

Identify highest paid subordinate reporting to this position

Name: \_\_\_\_\_ Employee #: \_\_\_\_\_ Title: \_\_\_\_\_

Base Monthly Salary: \$ \_\_\_\_\_ Base Annual Salary: \$ \_\_\_\_\_ Calculated Annual Salary: \$ \_\_\_\_\_

Identify management position above the position requested

John F. Schunhoff

Acting Chief Deputy Director, Public Health

Name: \_\_\_\_\_ Employee #: \_\_\_\_\_ Title: \_\_\_\_\_

Base Monthly Salary: \$ 12,322.00 Base Annual Salary: \$ 147,864.00

## HUMAN RESOURCES

Certify that the position is vacant and budgeted – *Attach Item Control*

YES \_\_\_\_\_ NO \_\_\_\_\_

Designate amount of proposed monthly salary based on standard 5.5 increase and/or verify that requested salary is consistent with other managers in the department – *Attach County Employee's CWTAPPS Screens: JHST and JBON*

PERCENTAGE INCREASE: 8.5 %

CURRENT BASE SALARY: Month: \$11084.09 Annual: \$133009.08 Range/Schedule: 14

PROMOTION: Verify current salary of the individual for whom the request is being submitted, and designate the proposed salary and percentage increase over current salary.

PERCENTAGE INCREASE: 8.5 %

PROPOSED SALARY: Monthly: \$ 12026.24 Annually: \$ 144314.88 Range: 15 Quartile: 3rd

Provide listing of all internal equivalent positions within facility/program – *Attach electronic copy*

Verify that candidate is listed on the appropriate Certification List and is reachable – *Attach electronic copy*

YES  NO \_\_\_\_\_

# MILES D. YOKOTA

---

## Objective

Attain a challenging executive position responsible for leading and directing the activities of a major Division/Bureau in a Department serving the public through effective fiscal management, efficient operation of mandated functions, and administrative accountability.

## Experience

**MARCH 16, 2004 TO PRESENT - COUNTY OF LOS ANGELES - DEPARTMENT OF MENTAL HEALTH ADMINISTRATIVE DEPUTY, FINANCE AND ADMINISTRATION (23 Months)**  
(Payroll Title: Deputy Director, MH Item #4707)

*Overall management of Finance and Administration Divisions to the Department of Mental Health reporting to the Chief Deputy Director, and member of the Departments Executive Leadership Team. Providing leadership and direction for the following functions:*

**Human Resources** - Provide leadership and direction of the Department's Human Resource Bureau. Responsible for an employee population of 3,162; administer activities related to hiring, classification, recruitment, employee relations and discipline, return to work, and payroll; assure adherence to Civil Service rules, County policy and Federal employment regulations; collaborate with the Department of Human Resources, Chief Administrative Office, Board of Supervisors office, and program divisions to meet program goals. Provide leadership and direction for innovative projects to improve services, enhance recruitment efforts, provide operational efficiencies, and improved morale.

**Finance Operations** - Provide leadership and direction to the Department's fiscal operations; provide direction to the Chief Finance Officer in the management and control of the Department's \$1.1 billion operating budget; coordination and preparation of a balanced Mental Health annual budget request; develop policies, procedures, and financial guidelines, and evaluation and financial performance analysis of State and Federal legislation, including State and Federal budgets; interface with the Chief Administrative Office, Auditor-Controller, County Counsel, and other Departments.

**Revenue Management Division** - Provide leadership to the newly created Revenue Management Division. Responsible for enhancing revenue generation, resolving billing and claims issues, developing monitoring mechanism, developing and issuing billing or claiming procedures, interpreting government regulations, and taking appropriate action.

**Administrative Services and Support** – Provide leadership to the central administrative division, logistical/environmental which provides support to programs and facilities including procurement actions, facility maintenance, and Capital Projects.

**Contracts and Grants Division** – Oversee the direction of the Department's Contracts Division. Responsible for the solicitation, contractual, technical, and legal requirements for some 1,500 contracts. Ensure contracting guidelines, manuals, and standardized form documents meet the contracting standards and requirements of the Department.

**Management Information Systems** – Provide leadership to the Department's Information Systems Branch responsible for maintaining the Integrated System (IS), which is the Department's clinical and claims administration system. Assist in the management of a large technical staff; oversee end-user support for the IS; provide technical assistance to managed care and local plan providers; solicits and evaluates IS enhancement proposals.

**APRIL 2002 TO MARCH 15, 2004 – COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES  
ADMINISTRATIVE DEPUTY – DIRECTOR, CONTRACTS ADMINISTRATION (23 Months)  
(Payroll Title: Administrative Deputy, Programs H.S.).**

Responsible for providing executive leadership to the Department of Health Services (DHS) consolidated contract based programs formed to address DHS' budgetary and operational challenges and improve administrative efficiency and effectiveness. Represent DHS on various Countywide committees, such as the Small Business Economic Development and the SB2 (Health Care for Small Business) Committee. Interfaced and maintained effective relationships with public officials, legislative bodies, community groups, and public and private entities. Directed and coordinated the development of policies to ensure Department-wide adherence to compliance rules and regulations related to all aspects of contracts management; Analyzed and resolved problems related to organization, programs, budget, personnel, systems and procedures, and perform short- and long-range strategic planning. Administrative oversight and management for five (5) divisions – comprising a total of 212 FTE positions – including Contracts and Grants, Centralized Contract Monitoring, 1115 Waiver Office (Medicaid Demonstration Project), Office of Managed Care (DHS Community Health Plan), and DHS Materials Management, as follows:

**DHS Community Health Plan (Office of Managed Care)** - Administered a state-licensed, federally qualified Health Maintenance Organization providing health care services at low or no cost through Medi-Cal Managed Care and other product lines.

**Contracts and Grants** - Executed established County-wide policies governing administrative, legal, and Board review processes. Oversaw unique solicitation, contractual, technical, and legal requirements for some 2,500 contracts with more than 500 different types of services.

**Centralized Contract Monitoring** - Fiscal monitoring of Public/Private Partnership and General Relief Contractors; Living Wage Audits of Prop A and Cafeteria Service Contractors; administrative reviews of contractors; and conduct Financial Viability Reviews of Healthy Families and Medi-Cal Providers.

**Medicaid Demonstration Project (1115 Waiver Office)** - Developed and maintained management systems to insure DHS compliance with all Medicaid Demonstration Project deliverables and avoid all sanctions; submit monthly, quarterly, and annual status reports to the State; developed and submitted documents for Board of Supervisors review and approval; and maintained productive relationships with the California Department of Health Services and Centers for Medicare and Medicaid Services.

**DHS Materials Management** - Key area of focus was implementation of a DHS-wide Supply Chain Management model for materials management, including selection and sourcing, contracting, purchasing, logistics (receiving and distribution), and inventory management.

APRIL 1999 TO APRIL 2002 – COUNTY OF LOS ANGELES - PUBLIC HEALTH (PH) BRANCH  
ADMINISTRATIVE DEPUTY, ADMINISTRATIVE AND FINANCIAL SERVICES (36 Months)  
(Payroll Title: Administrative Deputy, Programs, H.S.).

*Responsible for overall management of the Public Health (PH) Administrative and Financial Services Division, consisting of 183 FTEs reporting to the PH Chief of Operations. Provided leadership and direction for administration of the following functions:*

**Budget and Financial Management** - Responsible for PH Services fiscal operations (annual budget of \$270 million); coordination and preparation of a balanced Public Health annual budget request; performance budgeting and budget controls to maintain cost effectiveness and accountability; set fiscal performance targets, monitor fiscal trends, detail financial forecasts of operating costs, and revenues; maintained system to manage utilization of State and Federal resources for grant-funded programs. Responsibility to:

- Maintain stability and achieve operating surplus by each budget unit to achieve \$6.0 million net cost surplus.
- Develop and issue divisional allocations to assist managers to effectively manage resources while carrying out their program missions and objectives.

- Establish separate cost centers and maintain a reporting system for reporting costs and revenues for each operating division to monitor actual performance in comparison to fiscal performance targets.
- Maintain a reporting system for reporting positions filled/vacant status of public health augmentation positions so as to assist program offices to further their hiring efforts.
- Maintain a reporting system for monitoring personnel costs to allow effective redirection of salary savings to fund critical public health activities and maximize utilization of funds.
- Collaborate with grant-funded program offices to ensure expenditures were charged to grant funds as much as feasible so as to minimize net County cost expenditures.
- Maximize grant funds and minimize net County cost expenditures by enhancing the accounting, financial reporting, and forecast system.
- Provide effective management tools to managers for monitoring expenditures incurred by their responsible operations.
- Provide early signals of savings or problem expenditure areas so that the responsible managers can make effective decisions related to resource utilization.
- Provide explanation to financial performance variances and suggest corrective actions to management.
- Ensure accountability of Tobacco Settlement Funds allocated for tobacco cessation and control program for Fiscal Years 2000-01 (\$7.0 million) and 2001-02 (\$12.0 million), collaborate with the Chief Administrative Office (CAO), the Auditor-Controller's Accounting Division, and the DHS Controller's Division to establish and implement necessary budgetary and accounting control systems.
- Ensure program offices' accountability and establish accounting and reporting systems for expenditures to ensure timely contract payments and provide audit trails for approved expenditures.
- Develop net County cost allocations by division to identify possible cost reduction plans.
- Review 2% position reduction plans to ensure exclusion of grant funded and new positions required for implementing State and Federal mandates, court ordered programs, or revenue enhancement activities.
- Include the Service Planning Area (SPA) operations in the evidence-based performance budgeting process.
- Develop and maintain Salary Management Report to monitor actual salary expenditures against budgeted salary resources.
- Develop and maintain Equipment Expenditure Report to provide information related to encumbrance, expenditures, and available balance.
- Develop and maintain Overtime Report to provide overtime expenditures by employees grouped to monitor overtime utilization.
- Grant Expenditure Reports to provide valuable tools to effectively manage grant-funded resources.

**Human Resources** - Maintained comprehensive personnel functions for employee population of 5,132; administered activities related to hiring, classification and grant support, examinations, employee relations and discipline, training/program development, payroll, and return to work; assure adherence to Civil Service rules, County policy and federal employment regulations; collaborated with program offices to meet program goals.

**Management Information Systems** - Responsible for providing information systems support to PH Centers, SPA and programs; planned, designed and implemented automated systems; offered computer software training; procured computer hardware and software; coordinated acquisition of land-based and wireless telephones, pagers, and calling cards.

**Administrative Support Bureau** - Provided central administrative and logistical/environmental support to programs and facilities, i.e., custodial and crafts services to PH Centers; coordinated review and analysis of State and Federal legislation; implemented, maintained, and distributed PH policies and procedures.

**Contract Fiscal Compliance** - Conducted financial audits of more than 300 Community Base Organizations (CBOs) and health facilities using generally accepted auditing standards to ensure compliance with contract, County, State, and Federal requirements.

**APRIL 1993 TO APRIL 1999 - LOS ANGELES COUNTY - DEPARTMENT OF HEALTH SERVICES  
DIVISION CHIEF FOR THE CONTROLLER'S DIVISION, FINANCIAL SERVICES BRANCH  
(Payroll Title: Chief, Program Reimbursement, H.S. - 2/07/95 to 3/31/99 - 50 Months  
Chief, Budget Management, H.S., 4/1993 to 2/07/95 - 22 Months)**

Responsible for providing financial analysis, advice, and service related to Department-wide expenditures and disbursements, revenues, and collections; consulted and assisted with development and maintenance of the DHS financial management systems; prepared monthly financial reports for the Assistant Director detailing financial matters requiring executive action; provided coordination, analysis, review, and submission of the DHS annual budget request; developed and implemented DHS expenditure and revenue controls and targets to meet the identified needs of the Department.

**1984 TO APRIL 1993 - LOS ANGELES COUNTY - DEPARTMENT OF HEALTH SERVICES, ASSISTANT  
CONTROLLER, HSA - SECTION HEAD OF THE HOSPITALS FINANCIAL ANALYSIS AND BUDGET TEAM  
(Payroll Title: Chief Budget Management, H.S. - 9/02/84 to 3/1993)**

Responsible to provide financial analysis, advice, and service related to Department-wide expenditures and disbursements, revenues, and collections. Consulted

and assisted with development and maintenance of the Department's financial management systems. Effective October 1987, coordinated analysis, review, and submission of the County hospitals' budget request. Performed financial management services and developed expenditure and revenue controls and targets to meet the identified needs of the Department.

**1983 TO 1984 – ACCOUNTING OFFICER, DHS – SUPERVISOR OF THE ANALYSIS UNIT**

Responsible for revenue management and key resource person for forecasting, accounting, budgeting, and analysis of the Department's revenue. Reviewed and prepared Department revenue budgets. Evaluated and monitored revenue performance at facilities. Identified revenue problem areas and recommend solutions through analysis of financial data.

**Education**

California State University, Los Angeles California  
BACHELOR OF SCIENCE (B.S.), MARCH 1979 – MAJOR: ACCOUNTING

**Skills and Abilities**

- LEADERSHIP:** Ability to direct activities and motivate an administrative team to achieve organizational goals.
- EXPERTISE:** Strong knowledge of the Los Angeles County finance, budget, and human resources process. Excellent rapport with managers within the Department of Human Resources, County Counsel, Chief Administrative Office, Department of Health Services, and Internal Services Department. Knowledgeable understanding of financial management principles: County budget development, fiscal monitoring of state/federal revenues; government-related budgeting, revenue, and expenditure practices; and able to plan, forecast, set goals and objectives, and determine courses of action to effectively manage budget development and ensure a balanced budget.
- COMMUNICATION:** Strong interpersonal skills and ability to communicate effectively with management and staff at all levels.
- ANALYSIS:** Able to interpret, implement and ensure adherence to laws and regulations applicable to Department mission/mandates.
- ETHICS:** High integrity, self-motivated, and strong loyalty and commitment.

Resume  
Page 7

**PROBLEM SOLVING:** Able to anticipate or identify potential problem areas, weigh alternative solutions, establish methods to effectively resolve at early stage, and implement most effective and efficient course of action.

**PERSONAL RELATIONS:** Effective interaction with County Chief Administrative Office, Board Deputies, and other Department Executive Managers.

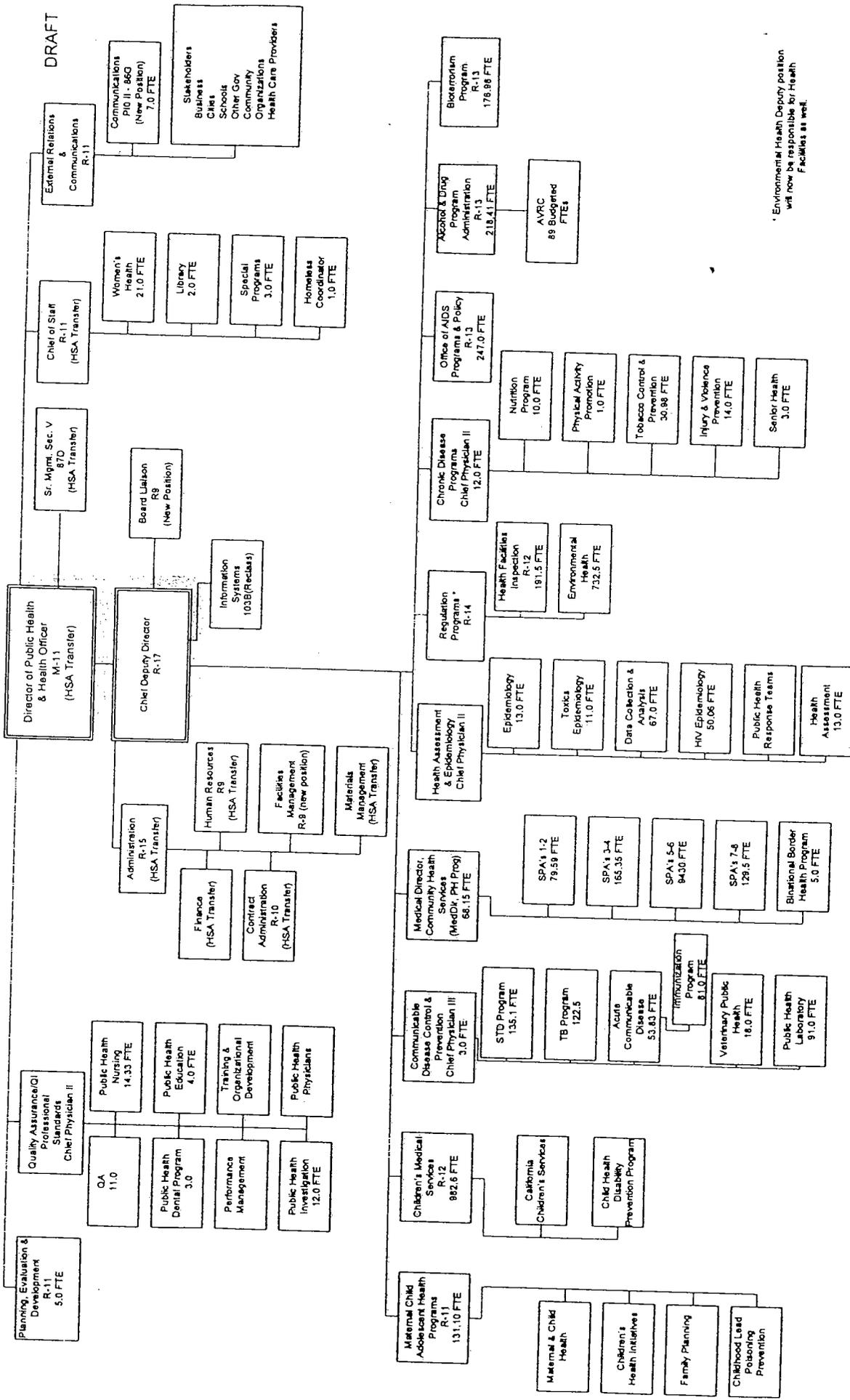
**Affiliations**

Guest Instructor/Lecturer-UCLA School of Public Health, Master of Business Administration Program, core curriculum on Issues and Problems of Local Health Administration. Course subject: Finance and Budgeting in a Local Health Department: The Los Angeles County Department of Health Services. Member of Los Angeles County Asian American Employees Association.

**References**

Business and personal references are available upon request.

DRAFT



\* Environmental Health Deputy position will now be responsible for Health Facilities as well.