

County of Los Angeles
DEPARTMENT OF PUBLIC SOCIAL SERVICES

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Chief Deputy



Board of Supervisors
GLORIA AOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROS AVSKY
Third District

DOH KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

July 27, 2006

TO: Each Supervisor

FROM: Bryce Yokomizo, Director

SUBJECT: DPSSTATS – DPSS TOTAL ACCOUNTABILITY, TOTAL SUCCESS

As you know, through management accountability and using data to measure accuracy in our district offices, we were able to dramatically improve our performance in the Food Stamp Program. In less than three years, DPSS dropped its Food Stamp error rate from 22.9% to below 7%, and we were able to avoid over \$100 million in potential federal penalties.

Based on this success, in late 2004, I was asked by David Janssen to pilot a program to expand our areas of accountability to improve the County's performance in its delivery of social services. The CAO provided two consultants to help with this initiative and included an evaluation of the pilot in the County's Strategic Plan. The DPSS pilot project, called "DPSSTATS - DPSS Total Accountability, Total Success" was implemented in June 2005.

As you can see from the attached two charts of performance measures comparing June 2005 with June 2006, DPSS has improved in all areas of our line operation. Today, district offices are measured for their performance in multiple areas - Customer Service, Application Processing, Food Stamp Error Rate, and Medi-Cal Redetermination Processing. District offices must exceed the Department's target to achieve a "green" score in that area. District offices that achieve a "green" score in all four areas achieve a "star" for perfect performance in the month.

In June 2005, only five of our district offices achieved perfect performance. In June 2006, 24 district offices achieved perfect performance. These improvements have had a positive impact on the citizens of our County.

A valuable part of the DPSSTATS process is a commitment to monthly meetings where managers discuss key areas of measured performance. While management accountability is an important part of the meeting, the discussions take a team approach to improving performance, rather than punishment for persistent problems.

Often times a low performing office can improve with increased automation or program training support. At other times, perhaps our Personnel Division needs to assist with a district staffing shortage. When the Department, as a team, takes on these challenges, it leads to improved performance.

I am extremely proud of our managers and the level of success DPSS has achieved. As part of our County strategic planning process, we will continue to pursue performance measurement to improve the quality of our service.

BY:en

Attachments

- c: Chief Administrative Officer
Executive Officer, Board of Supervisors



District	Customer Service		Application Processing		Food Stamp Error Rate	*
	Waiting Time	Participant Satisfaction	CalWORKs	Medi-Cal		
Division I						
East Valley						
Glendale						
Lancaster						
Lincoln Heights						
Metro North						
Pasadena						
West Valley						
Wilshire Special						
Division II						
Belvedere						
Cudahy						
Expo Park						
Metro East						
Metro Family						
Metro Special						
Norwalk						*
Rancho Park						
West Los Angeles						
Division III						
Civic Center						
Compton						*
Florence						
Paramount						*
South Central						*
South Family						
South Special						
Southwest Family						
Southwest Special						
Division IV						
El Monte						*
Pomona						
San Gabriel Valley						

