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August 12, 2009

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

RESPONSE TO ECONOMY AND EFFICIENCY COMMISSION'S RECOMMENDATIONS ON THE COUNTY STRATEGIC PLANNING PROCESS

On July 14, 2009, your Board directed this Office to report back on the progress of the implementation of the six recommendations presented in the Economy and Efficiency Commission's (Commission) report titled, "An Analysis of the Los Angeles County Strategic Planning Process." In the report, the Commission "concluded the strategic planning process has proven to be valuable and determined that the County has made solid one year progress including significantly stronger commitment to collaboration." To ensure continued progress, the Commission provided recommendations to further promote the success of strategic planning across the County. This memorandum provides your Board with the progress on the implementation of each of the recommendations.

Recommendation #1: Work with the Board to identify key strategic priorities, and Recommendation #2: Modify the process for Board office input into the strategic planning process.

This Office believes that Board input into the strategic planning process and identification of key strategic priorities are critical for the success of the strategic planning process. The following forums are part of the process to solicit input from Board offices:

- Half-day Executive Planning Conferences are held in December and June of each year and are specifically designed to review status of the Strategic Plan and/or solicit input on identifying key strategic priorities, as well as developing and updating the Strategic Plan. Invitees to the Conferences include Board deputies, department heads, and their chief deputies.

- Cluster meetings convened by each Deputy Chief Executive Officer (DCEO) allow input on the strategic planning process and the identification of key strategic priorities on a continuous basis.

- In recognition for the need to enhance cross-cluster coordination, sharing of information, and input from Board offices and departments, Strategic Plan implementation status meetings are held in March and October of each year. These meetings include Board deputies and department heads. The first implementation status meeting was held in April 2009 and the next one is scheduled for October 8, 2009.

- In addition to meetings, draft documents containing goals, strategies, and objectives will be circulated for review and input by the Board offices.

Recommendation #3: Work with the Board offices to establish a format for linking strategy formulation, Management Appraisal and Performance Plan (MAPP) goal setting, and budget determination.

Last year, this Office drafted a plan/timeline linking the Strategic Plan process, MAPP development, and budget determination. Attachment I illustrates the relationships between the three processes, which was shared at both the December 2008 and June 2009 Executive Strategic Planning Conferences. Linking these processes in a practical format is a work in progress and this Office will continue to work with Board offices and departments on defining and refining these relationships. During 2009-10, the processes will be aligned so that the 2010-11 Strategic Plan discussions are done while the 2010-11 budgets are being developed, with the 2010-11 MAPP goals to be finalized after Final Changes.

Recommendation #4: Establish methods of effectively measuring and reporting on Strategic Plan performance outcomes.

This Office is working with each Cluster to link performance metrics, where appropriate, to key strategies and/or objectives for Fiscal Year 2009-10. These performance metrics will include performance targets indicating the progress toward accomplishment and the successful completion of strategies and/or objectives. Where applicable, data related to a strategy will be aggregated and analyzed to determine if the approach employed to complete the strategy aligns with the efficient and effective completion of that strategy. Performance metrics, as well as their outcomes, will be included in Strategic Plan updates.

Recommendation #5: Institute a process through which departments share best practices.

The Quality and Productivity Commission (QPC), which is staffed by CEO and established in 1987, has promoted and shared best practices of County departments through four programs:

1. *Productivity Investment Fund* – fund creative projects to improve the effectiveness in all aspects of County service;

2. *Department Visit Program* – identify the best department operations and priorities and help departments realize enhanced productivity and quality services;

3. *Productivity and Quality Awards* – recognize best practices countywide; and

4. *Shared Practices Report* – created in January 2009, this report highlights practices used by departments to solve complex problems and is distributed to all department heads and their productivity managers. The report covers key areas, such as:

    - Using available technology in new ways.
    - Leveraging private sector business practices.
    - Collaborating to deliver improved services.
    - Creating new ways to deliver services.

Over 3,000 best practices have been shared countywide over the years resulting in cost avoidance, cost savings, and revenue generation amounting to more than $3 billion. These best practices are promoted in QPC publications and QPC-sponsored activities, posted on the countywide internet Website, and shared with department heads and staff during biennial departments visits.

In addition, this Office, in conjunction with Internal Services Department, is developing a County Efficiency Intranet Website to solicit and track efficiency ideas, and monitor progress and cost savings/avoidance of those ideas. The Website will be a portal to share best practices among County departments and is scheduled to be launched in late-August. The Website will consist of three major sections:

1. Countywide Efficiency Tracking – this section will list efficiency projects that have countywide impact and will be monitored by this Office.

2. Department Reports - this section will include a list of departments' efficiency projects that are currently being implemented or ideas of efficiency project they may want to implement at some point.

3. Employee Suggestions/Searchable Listing – this section will allow County employees to submit suggestions and search for efficiency ideas.

<u>Recommendation #6: Review the effect of the centralized County Strategic Plan on departmental level strategic planning and any costs associated with such efforts.</u>

This Office administers the Master Agreement for Strategic Planning and Related Services, which allows County departments to access these consulting services from firms on the list which have met Board-approved minimum requirements. Currently, there are 62 consultants on

the list. Departments use this list to secure consultant assistance with preparing or updating their strategic plans.

With the current budget situation, departments may not have the funding to secure a consultant to prepare or update their strategic plans. Therefore, in conjunction with this Office currently updating its own departmental Strategic Plan, guidelines/instructions are being developed to assist departments in preparing their strategic plans in-house. The guidelines/instructions will focus on maintaining consistency between departmental strategic plans in format, terminology, and relationship with the County Strategic Plan.

This Office would like to thank your Board and the Commission for supporting the strategic planning process. We look forward to working closely with your Board on continuing to implement the Commission's recommendations. If you have any question regarding the progress of implementing the Commission's recommendations or the strategic planning process, please call me or your staff can contact Martin Zimmerman at 213.974.1326 or mzimmerman@ceo.lacounty.gov.

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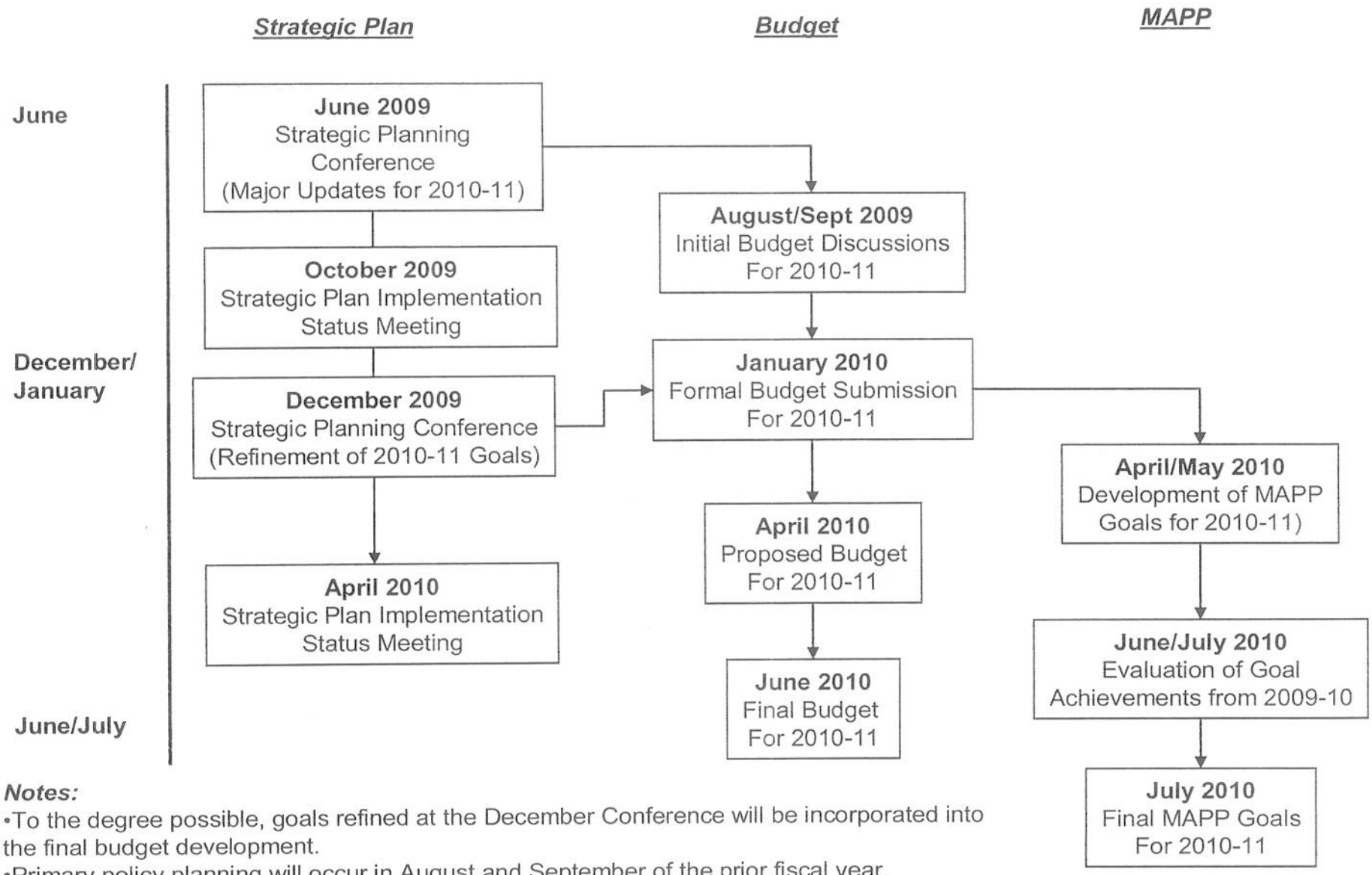
FC:JR:pg

Attachment

c: All Department Heads

2009-08 - 08-12-09 Response to Economy and Efficienty Commmission's Recommendations on the County Strategic Planning Process.doc

Strategic Plan/Budget/MAPP Timeline



Notes:

•To the degree possible, goals refined at the December Conference will be incorporated into the final budget development.

•Primary policy planning will occur in August and September of the prior fiscal year.

•December Conference will finalize department objectives that will drive development of subsequent year MAPP goals.

ATTACHMENT I