

MOTION BY SUPERVISOR MARK RIDLEY-THOMAS

February 5, 2019

Examining County Organizational Structures to Improve the Lives of Angelenos

Los Angeles County (County) is the nation’s largest county with more than 10 million residents. Angelenos enjoy the fruits of the County’s work in the form of its accessible beaches, parks, libraries, museums, arts venues, and so much more. In addition, the County provides essential services and benefits through hundreds of programs across its 34 departments. Many of these services and benefits combine to provide greater opportunities for individual and household self-sufficiency and increased safety and prosperity for neighborhoods and communities.

The organizational structures guiding the work of County departments have been largely based on administrative commonalities and historical precedent, rather than on how departments can best align to serve constituents in a client-focused manner. The current organizational structures have led programs to achieve some success, as demonstrated by the diverse client and community stories celebrated across the County on a daily basis, and data that evidences how well some programs are supporting those

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served by County departments. These current structures, however, do not draw out the full potential for cross-department collaboration and, instead, limit programmatic integration and innovation, at times resulting in missed opportunities to even better serve individuals as well as increase the number of those served.

While the County has worked hard and made progress, in this time of accelerating change and national uncertainty, the County cannot afford to miss any opportunities for improvement. While existing configurations have served the County well, the time is optimum to consider alternative models of organization which may better prepare the County to meet the needs of the future.

These models must be predicated upon best practices of high-performing public sector entities. Alternative structures should facilitate and excel in integrating data holistically, maximizing and blending funding, reducing bureaucracy, streamlining and simplifying processes for clients and staff, focusing on upstream prevention (not just downstream interventions), and remaining nimble and flexible enough to meet the unpredictable challenges of the future. In doing so, the emphasis shifts from process and bureaucracy to outcomes and people.

As the Board of Supervisors (Board) seeks to refine and integrate its services for older adults and explores how to optimize the County's Workforce and Economic Development systems, the Board should simultaneously examine the big picture of how County services and programming are currently organized and embark upon improvements to achieve better results.

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I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS:

Direct the Chief Executive Officer (CEO) to report back in writing in nine months with the following:

1. Recommended principles and/or tenets of high-performing public-sector organizations that can be applied in the creation of any new entities, including departments, initiatives or agencies, which the Board of Supervisors should consider in the forthcoming CEO report backs.
2. A survey of the current structures and responsibilities of all social and human service-oriented departments and initiatives across the County of Los Angeles (County) including, but not limited to, the Chief Executive Officer (CEO), Community Development Commission (CDC), Department of Health Services (DHS), Department of Mental Health (DMH), Department of Public Health (DPH), Workforce Development Aging & Community Services (WDACS), Department of Consumer and Business Affairs (DCBA), Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Child Support Services (CSS), Homeless Initiative (HI), Housing for Health (HFH), and the Office of Diversion and Reentry (ODR).
3. An assessment and recommendation of overarching frameworks and organizational models that will create and enhance integration between existing County departments and initiatives that primarily focus on the social and human services needs of County residents and business owners. The goal

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of the assessment and recommendation should be to minimize additional bureaucracy and provide more effective direct services to meet the County's mission to establish superior services through interdepartmental and cross-sector collaboration while improving the quality of life for people and communities within the County.

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(EW/DW/DJ)