COUNTY OF LOS ANGELES
EXECUTIVE OFFICE OF THE BOARD OF SUPERVISORS

2017-2021 STRATEGIC PLAN

Ideas that write the future!

EXECUTIVE OFFICE
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

VISION

To be the cornerstone of public service through innovative solutions and best work practices in an ever-changing environment.

MISSION

To provide excellent customer service and support the Board in achieving its objectives.

OUR VALUES

- **INTEGRITY**
  We accept personal responsibility for behaving honestly and ethically
- **RESPECT**
  We value differences and treat all with dignity
- **INNOVATION**
  We use imaginative approaches to develop new processes and overcome barriers
- **COLLABORATION**
  We work together across boundaries,as a team, to accomplish common goals
- **OWNERSHIP**
  The commitment to take initiative, follow through to solve problems, and transform challenges into successes
- **EQUALITY**
  We recognize and embrace diversity and offer opportunities for everyone to develop their full potential

STRATEGIC PLAN GOALS

1. **WORLD CLASS WORKFORCE DEVELOPMENT**
2. **A CULTURE OF EXCELLENCE IN CUSTOMER SERVICE**
3. **INNOVATIVE AND EFFECTIVE BUSINESS SOLUTIONS**
4. **OPERATIONAL SYSTEMS ENHANCEMENT**

GOAL 1 | WORLD CLASS WORKFORCE DEVELOPMENT

We value our team and strive to be a model of employee engagement. We encourage and respect workforce diversity and inclusion in an environment which allows employees to fulfill our mission, and empowers them to excel.

OBJECTIVES

1.1 Training Program - develop a comprehensive training program to foster professional growth, enhance skills, and expand institutional knowledge across multiple functions.

1.2 Employee Appreciation Program – Develop an employee reward program based on measurable performance and service feedback.

1.3 Position Needs Assessment – Evaluate positions within the Executive Office to determine if the positions meet current and projected needs of the department.

1.4 Space Analysis Review and Upgrade – Conduct a work-space analysis to foster and support collaboration. Review and update conference rooms to state of the art "smart rooms" with built-in flexibility.

1.5 Workforce and Succession Planning Program – Develop an effective succession planning program through a thorough review and understanding of the employee population, identification of current and future business needs, creation of a process for identifying successors, and initiating a leadership development program to ensure successors are prepared to step into new roles.

1.6 Business Continuity Planning – Ensure that the Board of Supervisors' department can continue to perform its mission essential functions: develop and implement Continuity of Government, and Continuity of Operations, in order for the Board of Supervisors to function and preserve, maintain, or reconstitute its ability to carry out executive, legislative, and judicial functions under the threat or occurrence of any emergency conditions that could disrupt government functions.

GOAL 2 | A CULTURE OF EXCELLENCE IN CUSTOMER SERVICE

A philosophy of excellence in customer service that places the customer at the heart of everything we do.

OBJECTIVES

2.1 (Removed from plan).

2.2 Develop Mechanisms to Obtain Customer Feedback – Develop and implement a mechanism to gather feedback from customers, to identify areas for improvement, and drive change. Implement a procedure to receive and disseminate response to customer feedback.

2.3 Evaluate a Social Media presence – Explore the feasibility and utilization of social media for distribution of information and events.

2.4 Improve the Service Award Program – Develop and implement automated tracking and inventory system and control. Revise ordinance. Review and recommend new awards.

2.5 Digital Records – Digitize copies of Board of Supervisors official archived records and make them accessible to the public via the Internet.

GOAL 3 | INNOVATIVE AND EFFECTIVE BUSINESS SOLUTIONS

We are committed to exploring emerging technologies and implementing creative solutions to provide greater efficiencies and effectiveness in our business solutions that will benefit our customers, partners and internal workforce.

OBJECTIVES

3.1 LA County Data Center Build and Migration (2018, tentative) – This is a Countywide initiative to consolidate various data centers into one location. IRM will work with ISD on building new infrastructure, testing, development and plan migration of IT services from HOA.

3.2 Information Resource Management (IRM) system/application/infrastructure upgrade and maintenance – hardware, systems, and application upgrades and build out.

3.3 Office of the Inspector General (OIG) – Upgrade and enhance website, CRM workflows, document sharing and collaboration.

3.4 Task Management System – Develop/implement a task management system to monitor and track assignments, including workflows and reporting capabilities for individual divisions.

3.5 E-Application for E-Voting in LACERA Elections – Partner with Registrar/Recorder to study feasibility on developing an e-application for e-voting in LACERA elections.

3.6 E-Filing System for Claims Damages – Partner with other departments (e.g., County Counsel, Public Works) and lead the way to develop e-filing system for claims damages (note that this is a multi-year objective, which will require legislation and fees to complete).

3.7 E-Filing System for Security Incident Reports – Automate the submission and tracking of Security Incident Reports (SIR). County Departments submit over 5,000 SIRs annually. The Executive Office provides the administrative support for this function and the Security Operations Unit (Sheriff) conducts the investigations of these incidents.

3.8 E-Motions Web-based System – Develop a web-based system for electronic submission and tracking of weekly motions for the Board's agenda.

3.9 Graphics Scroll Management System – Track Board Office requests for scrolls. Includes tracking of requests, inventory control, resource management, production workload and scheduling.

3.10 Photography Management System – Automate the entire work flow for the photography unit. Application should include web portals for Board Office designees to request photography services (event coverage and prints), scheduling/assigning of photographers, assignment of print jobs, distribution of real time "select shots", uploading and retrieval of edited images, and document management system for archives.

3.11 New Commission Onboarding – (Placeholder) for upcoming commissions such as Civilian Oversight Commission (COC), Community Development, etc.

3.12 HR Asset Tracking System – Put all incoming and outgoing employee resources on the Executive Office internal website to provide tracking for all County resources (key fobs, keys, keycards, phones, laptops, etc.) assigned to an individual employee. Develop Pre-Onboarding System (include electronic signatures) for new hires/transfers.

3.13 Vehicle Tracking – Develop a vehicle tracking system to combine data from Fiscal Services and Human Resources that will track all department owned vehicles, the employee assigned to the vehicle, the accidents involving our vehicles, and the expenditures for repairing the damage and the amount recovered by our third party administrator.

3.14 SPA (Social Program Agreements) – Automate the SPA process in coordination with the Board Offices, County Counsel, CEO, and Auditor-Controller's Office. This will greatly improve the efficiency of the process and enable us to track performance relative to the SPA process.

3.15 HOA Digital Directories – Develop and implement an interactive touchscreen digital directory solution, including a wayfinding system to provide employees, visitors and constituents with an easy way to gain access to County information, tenant directory listing, meeting schedules and locations.

GOAL 4 | OPERATIONAL SYSTEMS ENHANCEMENT

Develop existing system lifecycles, processes, and applications in order to improve network operations, increase operational efficiency and decrease cost.

OBJECTIVES

4.1 Guest Parking Application – The CRM-based guest parking system was established in 2012 to accommodate Executive Office and Board Office customer requests for guest parking. Enhancements should evaluate feasibility and implementation of the following: batch processing of requests, web portal for Board Office requestors, and the ability to identify current County employees.

4.2 County Equity Oversight Panel (CEOP) – Enhance CEOP system to add features that will improve work processes, development of reports to improve communication among internal staff and county departments, and revise the CEOP internal portal for new system features to enhance the complaint submittal process.

4.3 Committee Book New Features – Enhance the Committee Book system to include new features that will improve work processes to manage automatic alerts, include a workflow for in lieu of elections, rotational appointments and revise the Commission categories within the CRM 2016 system to display on all Committee Book websites.

4.4 Lobbyist System – Enhance the On-line Lobbyist system with various upgrades and new functionality that will create efficiencies both for the division and our customers.

4.5 AAB – CRM Enhancements – To improve business and workflow processes in AAB including, development of custom reports to improve the data analysis and accuracy for processing, monitoring and tracking appeals applications.

4.6 Form 700/Roster System – Enhance the Form 700E-Filing/Roster system with new functionality that will create efficiencies both for the division and our customers.

4.7 Board Room Technology Refresh – Enhance the current technology in the Board and conference rooms by adding the latest smart technology.

In the Board room, upgrade the monitors to include touch screen capabilities, new microphone systems, a teleconferencing system that will accommodate more than one caller, upgrade the sign-up kiosks, high resolution projector, screen and curtain for PowerPoint presentations, upgrade public comment light to an automatic feature and additional seating for wheelchair users.

4.8 Commission Meeting Rooms Refresh – Upgrade technology with audio systems adaptable to t-coil users which will improve audio for the hearing impaired, monitors, video and teleconferencing overhead projectors, automatic screens for PowerPoint presentations and built-in recording systems.

4.9 Fiscal Processes & Reports – Automate manual processes and get rid of multiple spreadsheets. Customize financial reports to meet the needs of DEOs in the Executive Office.

4.10 Board Offices CRM – Upgrade all District Board offices constituent tracking to CRM 2016.

4.11 Legistar – Develop a replacement agenda preparation application for Legistar (Granicus) using the existing CRM/MOSS platform in order to automate the entire process of electronic Board Letter filing to the final product of Board agenda and Commission Services.

4.12 Commission Services Application – Implement a web-based application to support Commission Services by tracking contacts with customers (both internal and external), tracking staff assignments, and providing reporting and performance metrics.

4.13 CEOP Intake Online Form – Redesign the CEOP website: Redesign and enhance the existing CEOP Website and the intake online form to improve user-friendliness, navigation and accessibility in completing County Policy of Equity request matters, and including filing complaints, accessing policies, and helpful resources.