DIGEST

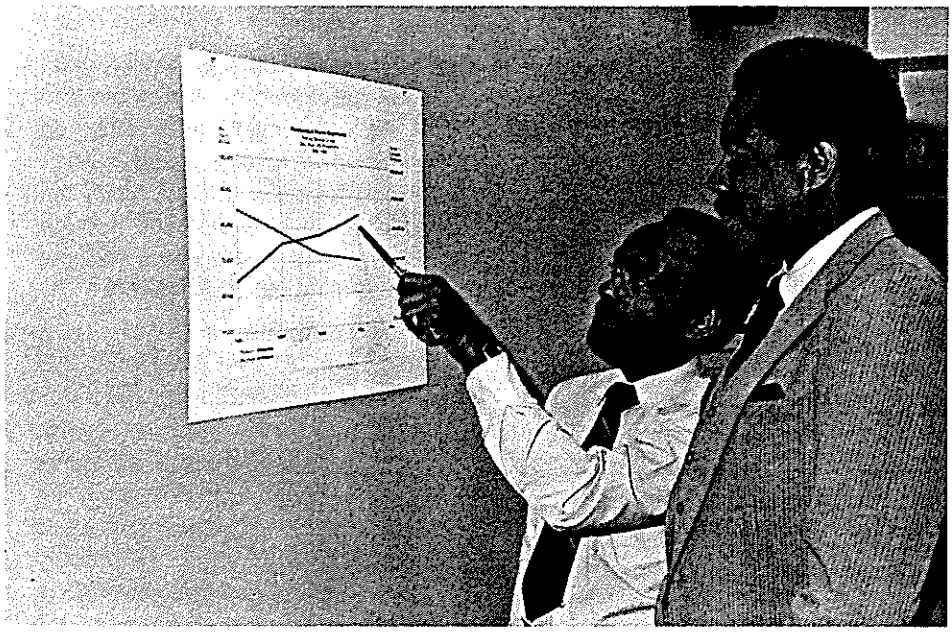
In-Plant Productivity High at Printing Services

Last year during the month of April, Tally Clark, Division Chief of Printing Services, Purchasing and Stores Department, was presented with one of his annual nightmares — the printing of the 1983-84 Recommendations for the Proposed County Budget — an order for 900 copies of a 466 page, 472,200 impression-perfect bound document, due within seven days.

In preparation for this job, strategy meetings were held both internally and with the Chief Administrative Office. Crews at both the Central and Civic Center shops were deployed into two shifts including the weekend. Shooting of negatives began by noon, color charts stripped, plates made and printing begun. A week later, the job was cut, collated, bound, boxed and delivered.

"We also print the Proposed County Budget, Final County Budget, and the Comprehensive Annual Financial Report to the Board of Supervisors," said Clark.

The Budget is only one example of the work performed by Printing Services. The two Printing Centers which constitute Printing Services are the central printing facilities for the entire County of Los Angeles. They provide regular turn-around schedules as well as emergency rush printing for its customer departments. This mammoth printing operation inks out roughly 260 million impressions per year from 14,000 job requisitions. Items produced by Clark's staff of 54 include forms, Board of Supervisors Agendas, press releases, calendars, pamphlets, brochures, manuals, bulletins, Department of Personnel examinations, note pads, envelopes and ID Cards. Forms represent the largest single portion of output for the division.



HIGH PRODUCTIVITY — Tally Clark (left), Chief, Printing Services Division, and Norman Lankford, Assistant Chief, review a Printing Services Productivity Chart. Printing Services launched a major productivity improvement project which has resulted in a 30% increase in productivity over the past three years.

Printing Services has a major objective of producing a high volume of work at minimum cost. This, of course, is of critical importance to the County departments they assist because all costs are charged back to customer departments on a time and materials basis.

Productivity Improvement

For this reason, in 1980, under the leadership of Los Angeles County Purchasing Agent Gene Davis, Printing Services launched a major productivity improvement project. That project has resulted in a 30% increase in productivity over the past three years, accompanied by a staff reduction from 72 to 54 employees. The average cost per impression has been reduced from 1.479 cents in 1980 to 1.178 cents in 1983. This amounts to an improvement of 20 million impressions produced annually compared to 1980. These improvements were accomplished through several innovations which have made Printing Services highly competi-

(Continued on page 2)

FEBRUARY 13
1984
Volume 19 Number 3

Printing Productivity

(Continued from page 1)

tive with the private sector in terms of cost and work quality:

- Reorganization and rearrangement of jobs
- New technology and capital investment
- Work Measurement

Reorganization and Rearrangement of Jobs

As a follow-up to a 1981 CAO Study, the division was reorganized and rearranged by size and type of printing jobs so that the most cost effective equipment is always used. The Central Shop has become a large volume, forms oriented operation, relying primarily on fast, large web presses. Approximately 25% of the requisitions are contracted out because it is more cost-effective for certain printing jobs.

The Civic Center Shop is crisis oriented and requires quick turnaround on low volume jobs. The Civic Center Shop equipment includes a Xerox 9200, Xerox 9400, Apollo Web Press, Harris Press, A.B. Dick Press and various other sheet fed presses.

The reorganization also included the closure of the Downey and LeSage Shops, elimination of the second shift at the Central Shop, 25% reduction of budgeted positions, and the disposal and replacement of some equipment.

New Technology and Capital Investment

The new equipment configuration included the purchase of a large WebCom 700 Press which runs 30% faster than the web presses currently in place.

An equipment replacement program has been developed to replace old and worn out equipment. In 1982, an Accumulative Capital Outlay (ACO) Fund was established to fund the purchase of new equipment through the imposition of cost applied fees per impression to user departments.

Work Measurement

In 1979, an Analyst from the CAO developed engineered time standards for each functional group — layout, pressroom and bindery. The standards have been updated and maintained for each new piece of equipment. Each group is rated weekly through production reports and a Performance Reporting System.

"The standards have helped us in establishing goals, evaluating performance, and in finding ways to reduce and control our costs," said Clark.

Group Objectives

"Despite our operational changes, we have not sacrificed quality," said Clark. "Quality is of utmost importance to us. Many County departments say our quality is superior to outside shops and prefer our doing their work. Each job is quality checked by the operator and then checked and signed off by the supervisor before proceeding to the next work station. The improvements we have made would not have been possible had it not been for the expertise of the Printing Services Division supervisors and employees. We are fortunate to have a number of highly skilled employees, some of whom have many years of experience in the printing field and are dedicated to producing high quality printed matter while constantly striving to help improve productivity.

"Our aim is to strengthen Printing Services' production record by providing County departments with the best quality service at the least cost. We can accomplish this through careful planning, skilled employees, good equipment, cost controls and continuous development and refining of our systems."

County of Los Angeles

DIGEST

EDITORIAL BOARD

HARRY L. HUFFORD
Chief Administrative Officer
Director of Personnel

CHARLES R. STEAKLEY
Editor

EDITORIAL OFFICE

Room 783, Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Telephone: 974-1785

Guard Against Influenza

The Department of Health Services reports that this year's first case of the influenza A virus has been isolated from a child in the San Fernando Valley.

Dr. Shirley Fannin, Associate Deputy Director, Communicable Disease Control Program, said the lateness of the first reported influenza A case may indicate that this year's flu season will be mild.

"Influenza A is extremely contagious and persons with flu symptoms should stay home during the first three to five days of illness to avoid exposing the influenza to others," Dr. Fannin said.

Flu symptoms include fever, aching muscles and sore throat. Pneumonia and bronchitis are two possible complications of influenza. Dr. Fannin said persons experiencing flu symptoms should "eat lightly, drink juices, keep fever down by getting adequate rest, and try not to become overly tired.

"If the flu symptoms become severe or if a person is chronically ill or has pulmonary disease, that person should contact his or her doctor for medical advice."

The Department of Health Services has an active surveillance system to identify diseases circulating throughout the community. The first flu case was found through this system and was isolated in the Health Services Laboratory.

A person can guard against influenza by maintaining ordinary wellness. For further information contact a local health center listed in the telephone directory under Los Angeles County Department of Health Services.

Savings Bonds Awards Program Set

The 1984 Los Angeles County U.S. Savings Bond Awards Program will be held April 17 in the Board of Supervisors Hearing Room.

During this ceremony, awards will be given to the County departments that have made outstanding achievements in participation during the Savings Bond Campaign.

At last year's Savings Bond Awards Program, Supervisor Michael Antonovich, 1983 County Campaign Chairman, presented awards for outstanding achievement to the following departments:

DEPARTMENTAL ACHIEVEMENT AWARDS

— Group "A" — Departments with over 2,000 employees:
DEPARTMENT OF PUBLIC SOCIAL SERVICES
30.7% employee participation
Eddy Tanaka, Director

— Group "B" — Department with 1,000 to 1,999 employees:
DATA PROCESSING
21.5% employee participation
Edgar Hayes, Director

— Group "C" — Departments with 300 to 999 employees:
PUBLIC LIBRARY
50.7 employee participation
Linda F. Crismond, County Librarian

— Group "D" — Departments with 100 to 299 employees:
TREASURER-TAX COLLECTOR
37.8% employee participation
Howard B. Alvord, Treasurer-Tax Collector

— Group "E" — Departments with less than 100 employees:
FARM ADVISOR
25.0% employee participation
Dr. Nicelma J. King, Director

SPECIAL ACHIEVEMENT AWARDS

These Departments achieved a 20% or better employee participation rate (exclusive of the Departments which won the Achievement Award in their respective category).

— DEPARTMENT OF ADOPTIONS ..... 35.6% employee participation
Helen Ramirez, Director

— AGRICULTURAL COMMISSIONER ..... 21.9% employee participation
Paul B. Engler, Agricultural Commissioner

— AUDITOR-CONTROLLER ..... 21.5% employee participation
Mark Bloodgood, Auditor-Controller

— CHIEF ADMINISTRATIVE OFFICE ..... 35.7% employee participation
Harry L. Hufford, Chief Administrative Officer

— COLLECTIONS ..... 41.4% employee participation
Willis S. Sherrill, Director

— PARKS AND RECREATION ..... 25.6% employee participation
Ralph Cryder, Director

— PUBLIC ADMINISTRATOR ..... 28.9% employee participation
Gordon Treharne, Public Administrator

— REGISTRAR-RECORDER ..... 35.9% employee participation
Leonard Panish, Registrar-Recorder

— SENIOR CITIZENS AFFAIRS ..... 22.0% employee participation
Robert Medina, Director

The County's 1983 Savings Bond Campaign performance ended with a 13.5 percent Countywide participation, exceeding the County's goal of a 6 percent participation.

RETIREES . . .

The following people have retired in recent months after more than thirty years of service to the County:

Sheriff: Bobby Chaney, Gene Hankins, Harry Lubow, Harry Winegar, Kenneth Schroeder, Walter F. Kepner.

Engineer: Jose Aja, Arthur G. Gazdik, Yoshimi Ito, Robert H. Noville.

District Attorney: Richard M. Fulbright, Alex Kahanowics, Veneta S. Johnson.

Probation: Joyce Y. Ponder, Roger C. Terry, Andrew Wallace.

Parks and Recreation: Arleene M. Arnell, Donald C. Crews.

Public Health: Edward Antablin, Walter Wilson.

Flood Control: William Young, Donald Karns.

Forester and Fire Warden: Richard A. Harrison, Jack F. McNicoll, Edward L. Anderson, Gerald N. Hayes.

Community Arson Watch Recognized

Actor Buddy Ebsen and his daughter Kathy were honored recently by Board of Supervisors Chairman Deane Dana for their role in launching a Community Arson Watch program from Malibu to Chatsworth.

Supervisor Dana presented special commendations to the Ebsens during a meeting of the Board of Supervisors.

Ebsen developed the arson-fighting program, in cooperation with the Los Angeles County Sheriff's Department, following the October, 1982 Dayton Canyon Fire. The blaze nearly destroyed Ebsen's home and threatened the lives of his family.

"Buddy Ebsen's rallying efforts have resulted in a viable organization of 133 credentialed volunteers whose eyes and ears aid the Sheriff and Fire Departments in spotting any suspicious persons or vehicles in the fire-prone Malibu-Santa Monica Mountains area," Dana said.

Toy Donation Drive Underway

The 1984 Toy Donation Drive is underway and will continue until the end of March, according to Jane Donelson, Toy Loan Coordinator, Department of Public Social Services.

The purpose of the Toy Donation Drive is to give County residents an opportunity to donate toys to help the County's Toy Loan Program extend its services to some 15,000 children who use toys from the 32 Toy Lending Libraries.

"The Toy Loan Program is a free service which gives children an opportunity to borrow toys from a toy lending center in the same manner in which they can borrow books from the public library. The non-profit program is sponsored by the Board of Supervisors and coordinated by the Department of Public Social Services for the benefit of all children in the County of Los Angeles," Donelson explained.

Each year, citizens are urged to donate new or reparable toys to a Toy Loan Center. Volunteer staff repair and assemble items from parts of other toys. Repaired toys are painted and recycled into the various toy lending centers.

"The Toy Loan service helps develop in children a sense of responsibility through the observance of an honor code and merit system that gives praise and recognition to them when the toys are returned on time and undamaged," Donelson said.

She said the Program builds character and good citizenship, fosters positive attitudes and teaches self-expression. "The children benefit by keeping their spare time wholesomely occupied with a variety of toys."

Donelson said the success of the Toy Loan Program has been demonstrated since its beginning in 1935. "Its progress has been supported by the fact that the majority of children who borrow toys from the centers return them in good condition and at the time promised," she said.

The Toy Loan headquarters is a rehabilitation facility where the repairing and manufacturing of toys is an important part of the rehabilitation and assessment activity. Staff from the Career and Continuing Education Division of the Los Angeles Unified School District assists in the rehabilitation program.

The Toy Loan service also is an outreach program for teachers, doctors and agencies working with children in public funded programs such as Headstart and the Los Angeles County/USC Medical Center. Toys in these facilities are used as enrichment and teaching aids for a child's learning and therapy.

Persons interested in donating toys can call (213) 226-6242 to find out the location of the nearest toy lending center. Staff of the Toy Loan service can also pick up the toys.

Earthquake Awareness

The Board of Supervisors recently proclaimed the week of February 4 through 10, 1984 as "Earthquake Awareness Week" throughout the County of Los Angeles.

During this observance, citizens were provided materials on actions to take to be better prepared in the event of a major earthquake. One of the handouts distributed to County employees was Hanna-Barbera's Yogi Bear booklet, which contains a home check list on earthquake preparation.

The County's Earthquake Awareness Week coincided with special programs coordinated by the City of Los Angeles and other cities in the County. The programs informed citizens on ways to mitigate loss of life and property damage during an earthquake disaster.

Earthquake preparedness information also is available at County libraries and schools.

County employees are urged to obtain the available materials on earthquake preparedness to be better informed on measures to take in the event of a disastrous temblor.

Watch Your Step

The Department of Building Services reports that there has been a recent increase in the number of slips and falls in County facilities and parking garages.

Many of the slips and falls that have occurred in County parking garages are caused by oil leakage from automobiles.

Although the Department of Building Services does its best to maintain the parking areas in clean and safe condition, it is impossible for Building Services staff to clean up all oil leakage as it occurs, because many of the garages are used 24 hours a day.

To help prevent slip and fall accidents, employees are urged to do the following:

- Maintain your automobiles to minimize oil leakage.
- Avoid hazardous conditions (e.g. where oil or other slippery substances are visible).
- Walk only in areas designated for pedestrians.
- Heed caution signs.

According to Parking Services Rules and Regulations, an employee can be cited and his or her parking permit cancelled, if the employee's automobile has excessive leaks of oil, water or other substances.

Automated Teller Placed

Bank of America has installed a new VERSATELLER automated teller machine (ATM) on the patio of the Los Angeles County/USC Medical Center. Service is available from 6 a.m. to midnight to anyone with a Bank of America Checking or Regular Savings account and a VERSATEL card. Bank of America representatives will be available at the ATM February 21-24 to demonstrate use of the machine and distribute free gifts.