



36TH ANNUAL PRODUCTIVITY AND QUALITY AWARDS
OCTOBER 18, 2023

RISING TO THE EXTRAORDINARY

LOS ANGELES COUNTY BOARD OF SUPERVISORS
CHIEF EXECUTIVE OFFICE
QUALITY AND PRODUCTIVITY COMMISSION



EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

COUNTY OF LOS ANGELES
QUALITY AND PRODUCTIVITY COMMISSION



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Dion Rambo



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Executive Director



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Program Manager



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Program Support

PROGRAM

Welcome	Jackie T. Guevarra , <i>Executive Director Quality and Productivity Commission</i>
Master of Ceremonies	Jim Hill , <i>Sports Anchor, KCAL NEWS</i>
Honor Guard	Los Angeles County Fire Department Honor Guard
Pledge of Allegiance	Alfonso Garcia , <i>Veterans Claims Assistant II Department of Military and Veterans Affairs</i>
Opening Remarks	Heidi Oliva , <i>Chair Productivity Managers' Network (PMN)</i> Inna Sarac , <i>Co-Chair</i> Patricia Soltero Sanchez , <i>Co-Chair Productivity and Quality Awards Program</i> Commissioner Nichelle M. Henderson , <i>Chair Quality and Productivity Commission</i>

LUNCH

Message from the CEO	Fesia A. Davenport , <i>Chief Executive Officer</i>
Supervisors' Message	Supervisor Janice Hahn , <i>Chair, Fourth District</i> Supervisor Hilda L. Solis , <i>First District</i> Supervisor Holly J. Mitchell , <i>Second District</i> Supervisor Lindsey P. Horvath , <i>Third District</i> Supervisor Kathryn Barger , <i>Fifth District</i>
Presentations	Commissioner Nichelle M. Henderson , <i>Chair</i> Productivity Manager-of-the-Year Award Commission Chair Leadership Award Commission Specials Awards Commission Top Ten Awards Commission Eagle Awards
Closing Remarks	Commissioner Nichelle M. Henderson , <i>Chair Quality and Productivity Commission</i>

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COMMISSION SPECIAL AWARDS

Changemaker Award Recognizes an individual or self-organized group whose commitment to productivity and quality improvement has catalyzed positive department-wide or system-wide culture change.

- **Purposeful Aging Los Angeles (PALA) Phase II, Aging and Disabilities** 24

Commissioners’ Legacy Award Shows a commitment to program quality and productivity excellence. (In memory of former Commissioners Arthur Gutenberg, Sara Stivelman, Robert Silberman, Ernest J. Friedman, Clayton Anderson, Ray Hemann, Algird Leiga, Gerald Nadler, Bill Sullivan and Evelyn Gutierrez).

- **Reproductive Health in Substance Use Treatment, Public Health with Health Services** 25

Community Equity and Inclusion Award Recognizing quality and/or productivity improvements that deliberately and equitable engage diverse underserved communities, populations, and/or geographies.

- **Equity Explorer Mapping Tool, Internal Services Department with Chief Executive Office** 26

County Image Enhancement Award Promotes and communicates a positive awareness of County services.

- **Tool Lending Library: Helping Communities Build, LA County Library** 27

Customer Service Award Recognizes significant customer service improvement in access, care and/or response.

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Mega Million Dollar Award Generates the most cost savings, cost avoidance, and/or revenue for the County.

- **Alternative Crisis Response Initiative, Mental Health** 29

Outstanding Teamwork Award Recognizes effective cooperation across County functions, departments, and/or related agencies that produce significant improvements in County operations and services.

- **Claim Your Cash – Increase Tax-Credit Uptake, Chief Executive Office with Aging and Disabilities, Consumer and Business Affairs, Economic Opportunity, Public Social Services, Economic Security Project, Koreatown Youth + Community Center, LA City’s Community Investment for Families Department, and PHFE Women, Infants, & Children (WIC) Program** 30

Performance Measurement Award Recognizes successful use of systems of measurement to improve service quality and/or productivity.

- **Recruitment and Hiring Dashboards, Human Resources with Internal Services Department** 31

Process Improvement Award Recognizes significant business process improvement or operational workflow enhancement.

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**Message from the Chair
of the Quality and Productivity Commission**
Commissioner Nichelle M. Henderson

Thank you for your support of and participation at the 36th Annual Productivity and Quality Awards (PQA)! As Chair of the Quality and Productivity Commission (QPC), it is a privilege to lead the QPC in its mission to create a “collaborative County culture of continual improvement that yields ever-more productive, efficient, and effective services to enrich lives.” For 36 years, the PQA has recognized thousands of innovative employee-driven projects that enhance the County’s service to the public in countless ways.

The 2023 theme of ***Rising to the Extraordinary*** reflects many aspects of the County’s commitment to service excellence, collaboration, creativity, and a focus on equity and inclusion. This year’s Top Ten and Commission Special winners address Board of Supervisor priorities and the needs of our most underserved population and communities. From giving pet owners adversely affected by the economy additional resources to feed and care for their pets, to providing County residents access to tools and equipment not readily available to them, making the arts a core part of every child’s growth and development, ensuring individuals experiencing a mental health crisis are treated quickly, effectively, and with empathy, and preparing the Los Angeles region for a rapidly aging population, we commend these extraordinary projects for their role in enhancing the lives of the public.

As an educator and public servant, I recognize the dedication, commitment and perseverance that went into these projects. We commend the County employees behind each client helped and service provided. Thank you for your extraordinary work and resilience!

We also thank the Board of Supervisors, Fesia Davenport (Chief Executive Officer), Celia Zavala (Executive Officer of the Board), Department Directors, the Productivity Managers Network—comprised of liaisons from each County Department, to promote quality, productivity, and the highest standards for service delivery—and our sponsors for their partnership and support.

Congratulations to all County departments, project teams, and community affiliates for their dedication, compassion, and commitment to solutions that enrich lives. I also want to thank our Commissioners not only for their continued commitment to promote quality, productivity, and innovation in the County, but in their support of me as Chair. Together, we continue to further the vision and mission of the Commission. It has been a privilege to serve with you and an honor to be your Chair.



Message from the Chief Executive Officer Fesia A. Davenport

Welcome to the 36th Annual Productivity and Quality Awards program, where we showcase the very best in County services.

This year's theme, ***Rising to the Extraordinary!*** acknowledges County employees who rise to the challenge and perform the extraordinary in every community across our region: helping house the homeless, feed the food-insecure, treat cancer patients, and provide resources to those in need.

Among this year's Top Ten projects, we see navigation programs uplifting lives in powerful ways. Public Health's *The CHOI Story* helps more than 1.5 million individuals access important benefits; Health Services' *Comprehensive Cancer Navigation* and *Sickle Cell Lives Matter* projects provide comprehensive assistance and treatment services to our most vulnerable residents; and the CEO's *Claim Your Cash: Increase Tax-Credit Uptake* project helps lift people out of poverty.

There are many extraordinary programs taking place in L.A. County, and today, we honor and recognize the efforts of our colleagues who enrich lives and provide healing and hope to so many.

This year, the Commission received 88 projects for award consideration from 29 departments. The cumulative financial benefits are impressive. Winning projects are estimated to generate more than \$1.2 billion in savings, bring in \$6.8 million in revenue, and actualize more than \$2.3 billion in cost avoidance.

I would like to offer a special note of congratulations to the Chief Executive Office staff on the *Claim Your Cash: Increase Tax-Credit Uptake* project—a Top Ten and *Outstanding Teamwork Award* winner. In collaboration with Aging and Disabilities, Consumer and Business Affairs, Economic Opportunity, Public Social Services and community partners, we helped taxpayers claim \$3.2 million in federal tax credits!

I want to thank the Commission for its commitment to promoting quality, efficiency, and innovation in the work we do. And to all honorees and project teams, I am incredibly proud of your creativity and innovation as we work together to continually raise the bar in County services.



Message from the Executive Officer of the Board of Supervisors

Celia Zavala

Thank you for joining us at the 36th Annual Productivity and Quality Awards (PQA) ceremony.

The Quality and Productivity Commission continues to honor departmental projects and project teams deserving recognition and appreciation through its Annual PQA program. This year's Top Ten and Commission Special winners embody the theme of ***Rising to the Extraordinary*** and represent programs and services that focus on the County's underserved populations. This year's projects address poverty alleviation, work opportunities and career development for the County's youth, providing residents access to tools and equipment, alternative mental health crisis response, and comprehensive navigator programs to provide a variety of services to the most vulnerable individuals and communities, including an ongoing COVID-19 response.

This year, 88 projects were submitted for awards recognition. On behalf of the Executive Office of the Board of Supervisors, we applaud the incredible work by County departments and each project team. These projects exemplify the County's mission to "establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County." As the largest county in the nation and the 21st largest economy in the world¹, we commend your efforts to keep the County of Los Angeles at the forefront of innovation in government.

Thank you to the Quality and Productivity Commission for delivering a vision of innovation, quality, productivity, and service excellence in all aspects of County operations. Congratulations to my fellow Department Heads and each project team for their creativity, foresight, and initiative to enrich the lives of all County residents!

¹ Source: <https://lacounty.gov/by-the-numbers/>



Heidi Oliva
Chair



Patricia Soltero Sanchez
Co-Chair, PQA Program



Inna Sarac
Co-Chair, PQA Program

Message from the Productivity Managers' Network (PMN)

Congratulations to the members of the County of Los Angeles (County) Productivity Managers' Network (PMN) for an exceptional 2023! Your accomplishments as Productivity Managers are a testament to your leadership and dedication to serving the County, and your commitment to furthering your department's mission.

The PMN Executive Committee would like to thank you for the privilege of representing you. We are grateful for your participation in PMN activities and the support you provide throughout the year.

The Quality and Productivity Commission appreciates your ongoing efforts to promote quality and productivity within your department and throughout the County. The Commission values your contributions, which greatly enhance its programs. As a Departmental Productivity Manager, you lead in the key areas of innovation, creativity, and enhanced efficiency. Ultimately, your involvement plays a critical role in improving the lives of County residents.

This year, 29 departments submitted 88 impressive entries. These submissions clearly demonstrate that County employees continue to innovate and strive to provide efficient, effective, high quality public services to the public. The caliber of entries received this year made it difficult to narrow the field to select the Top 10, Commission Specials, and Special Merit and Traditional plaque awards.

As we joyously celebrate the ability to empower innovative solutions, we should be proud of our collective focus to improve the lives of County residents. With the leadership of the Commission and support of Commission staff, there is no other team that can match the success of the Productivity Managers' Network.

2023 Productivity Managers' Network Executive Committee

Heidi Oliva, Chair

Stephanie Maxberry, Executive Advisor

Keisha Belmaster, 1st Vice-Chair

Arman Depanian, 2nd Vice-Chair

Jennifer Coultas, Training and Education Co-Chair

Patricia Soltero Sanchez, Productivity and Quality Awards Program Co-Chair

Inna Sarac, Productivity and Quality Awards Program Co-Chair

Arman Depanian, Chair, Productivity Investment Board Advisory Committee

Greg Melendez, Co-Chair, Productivity Investment Board Advisory Committee

2023 Quality and Productivity Managers' Network

Ashley Liang
Aging and Disabilities Department

Christine Belden
Agricultural Commissioner/
Weights & Measures

Michael Iwanga
Maria Cordero *
Alternate Public Defender

Dorothy Phillips
Animal Care and Control

Megan Moret
Heather Rigby *
Arts and Culture

Ted Olguin
Aaron Fanwick *
Assessor

Jonathan Rono
Lisa Canada *
Cindy Lee *
Michael Pirolo *
Auditor-Controller

Stefan Popescu
Angelica Vicente *
Beaches & Harbors

Lev Levon *
Board of Supervisors, Executive Office

Caren Alvarez
Kate Anderson *
Betty Karmirian *
Chief Executive Office

Gregory Melendez
Chief Executive Office/
Chief Information Office

Jennifer Coultas
Andrea Barnes *
Child Support Services

Arman Depanion
Children and Family Services

Ericka Vayas
Christina Huynh *
Consumer and Business Affairs

Jesus Castillo
Lisa Lopez *
County Counsel

Tracy Holcombe
District Attorney

Stephanie Maxberry
Kevin Anderson *
Economic Opportunity

Heidi Oliva
Inna Sarac *
Fire Department

Connie Salgado-Sanchez
Health Services - Administration

Deedra Williams
Health Services -
ACN - Health System (High Desert)

Keisha Belmaster
Health Services -
Harbor-UCLA Medical Center

Leslie Martinez
Health Services -
LA County General Medical Center

Dr. Ellen Rothman
Health Services -
Martin Luther King, Jr. (MLK)
Outpatient Center

Yvette Kemhadjian
Health Services -
Olive View-UCLA Medical Center

Patricia Soltero Sanchez
Bobbi Jean Tanberg-Mitchell *
Health Services - Rancho Los Amigos
National Rehabilitation Center

Lana Ghil
Leslie Foxvog *
Human Resources

Leticia Perez
Sonia Fernandez *
DeAnna James *
Internal Services Department

Renita Bowlin
Cindy Wan *
Justice, Care, and Opportunities

Samangi Skinner
Yolanda De Ramus *
Sara Keating *
LA County Library

Elisa Vasquez
Los Angeles County Development
Authority (LACDA)

Sylvia White-Irby
Rob Oftring *
Los Angeles Superior Court

Diane Park
William Chow *
Javier Rios *
Medical Examiner

Angel Baker
Leticia Ximénez *
Stanley Yen *
Mental Health

Jenai Davis
Zuleyda Santana *
Military and Veterans Affairs

Katie Kennedy
Catherine Massey *
Museum of Art

Leslie Negritto
Roshanna Sabartnam *
Museum of Natural History

Caroline Sim
Hector Adame *
Parks and Recreation

Jessica Gama
Probation Department

Thomas Moore
Dana Cherry *
Marcus Huntley *
Public Defender

Lonnie Resser
Jane Lam *
Public Health

Maria Rivera
Elizabeth Herrera *
Sonia Santana *
Public Social Services

Leslie Schenk
Cristina Arechiga *
Public Works

Hsiao-Ching Chen
Regional Planning

Alexander Ogunji
Registrar-Recorder/County Clerk

Rick Cavataio
Rhonda Hennessy *
Glen Joe *
Elida Rodriguez *
Sheriff's Department

Nichole Alcaraz
Matthew Gonzalez *
Treasurer and Tax Collector

Vacant
Youth Development

**BOARD OF SUPERVISORS
PRODUCTIVITY MANAGERS**

Tamela Omoto-Frias
Benjamin Feldman *
1st Supervisorial District

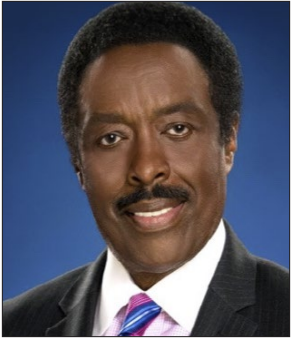
Kirk Shelton
Caroline Torosis *
2nd Supervisorial District

Vacant
3rd Supervisorial District

Daritza Gonzalez
4th Supervisorial District

Michelle Vega
5th Supervisorial District

**Alternates*



Master of Ceremonies

Jim Hill

Sports Anchor, KCAL NEWS

Jim Hill is one of the nation's most respected sports anchors and has been a fixture on KCAL9 News in Los Angeles for more than 40 years. Jim appears on the station's weekday 6 and 11 p.m. newscasts and hosts the weekend editions of "Sports Central" Southern California's most comprehensive sports newscast. Hill, who played defensive back in the National Football League, draws upon his experience as a player, his talents as a broadcaster and relationships with top athletes and coaches to deliver his award-winning sports reports.

In May 2006, Jim received a star on the Hollywood Walk of Fame during a ceremony that was attended by a Who's Who list of Hall of Fame athletes, entertainers, and government leaders. Hill was inducted into the Southern California Sports Broadcasters Hall of Fame in 2010. The same organization has named Hill and his KCAL colleagues the best television sports anchor staff in the Los Angeles area numerous times. In addition, he has been honored by the Academy of Television Arts & Sciences, Los Angeles Press Club, Associated Press, United Press International and many other organizations. Hill has also been recognized many times as Southern California's best sportscaster by a number of local newspapers.

In addition, USA Today named him the best sports anchor in Los Angeles. Hill began his career as a sportscaster with CBS2 in 1976. He initially spent 11 years with the CBS-owned station. Then, following four years with KABC-TV in Los Angeles, he rejoined CBS2 in March 1992. Hill is active with several community and sports fitness organizations. He is a member of the board of directors of the Los Angeles Urban League and the advisory board for the Boy Scouts of America. Hill also serves as a spokesperson for the City of Los Angeles Department of Recreation and Parks. In this honorary role, Hill works with the Office of the Mayor and the Department of Recreation and Parks in numerous youth outreach and sports fitness programs. In addition, Hill is a member of the Governor of California's Board for Physical Fitness and Sports and the President's Council for Physical Fitness. He has previously served as chair of Los Angeles County's "Just Say No" anti-drug program, chair of the Watts Summer Games, president of Athletes for Kids and a member of the advisory board for the Grossman Burn Center. In 2019, Hill received the Joseph M Quinn Award for Lifetime Achievement from the LA Press Club.



Menu

Starter

Spring Garden Salad
Mixed Greens, Shredded Red Cabbage, Shredded Carrots,
Cucumber, Shelled Edamame, Sliced Radish, Cherry Tomatoes,
Meyer Lemon Vinaigrette Dressing
(Vegan)

Entrée

Frenched Roasted Chicken, Whole Grain Mustard Jus,
Rosemary Mashed Potatoes, Wilted Spinach and Baby Carrots
(Gluten Free)

Vegetarian

Roasted Acorn Squash, Stuffed with Wild Rice and Quinoa,
Baby Vegetables, Romesco Sauce
(Vegan and Gluten Free)

Dessert

Mini Key Lime Cheesecake

Fresh Brewed Coffee (Regular and Decaffeinated) and Iced Tea



RISING^{TO}_{THE} EXTRAORDINARY

COMMISSION
TOP TEN AWARD WINNERS

Top Ten Award Winner

PETS ARE FAMILY (PAF) PROGRAM

Animal Care and Control with Parks and Recreation

The economic downturn brought about by the COVID-19 pandemic exacerbated the already prevalent struggles of families to care for and keep their pets. Losing pet-friendly housing results in surrendering pets at the local animal care centers, and the lack of access to veterinary care-shown to be one of the greatest barriers to pet ownership-can cause pet owners to relinquish pets because they cannot obtain or pay for veterinary care.

The Pets Are Family (PAF) program is a multi-initiative intervention program that addresses the most critical needs expressed by pet owners in our communities. These intervention services include free pet food and supplies, veterinary care, and much more to help keep families and their pets together, reducing the number of animals surrendered to the Department of Animal Care and Control (DACC) centers and preventing the grief of separation for families who wish to keep their pets.

These programs have directly benefitted thousands of pet owners and their pets since early 2020 and have also led to fewer impoundments at animal care centers, resulting in cost savings for DACC and its contract cities. The PAF program also helps control pet overpopulation and promote public health by providing low-cost spay/neuter services to reduce the number of roaming animals. The PAF program has been instrumental in keeping pets and families together, maintaining the human-animal bond, and relieving the distress of separation.



Top Ten Award Winner

TWENTY YEARS OF THE ARTS EDUCATION COLLECTIVE

Arts and Culture

Arts education helps to form well-rounded individuals, support social-emotional development, foster empathy, and build valuable career skills. However, research continues to confirm that young people in low-income communities, youth of color, and English language learners receive less and lower quality arts instruction than their peers.

The Arts Education Collective launched in 2002 with just five school district partners to address decades-long underfunding and deprioritization of arts education for students in public schools. Today, this coalition includes 74 school districts, 5 charter school networks, 14 County agencies, more than 150 community-based arts organizations and teaching artists, and more than two dozen philanthropic partners, all working together to expand arts learning, in schools and in communities. The work of the Arts Ed Collective is now guided by the goals and strategies outlined in the Los Angeles County Regional Blueprint for Arts Education. With a commitment to prioritizing resources for youth historically excluded from learning in the arts, the initiative supports regional efforts to expand school-based arts education, community-based arts education, leadership and learning among practitioners and advocates, creative career pathways for youth, research and evaluation that surfaces promising practices and tracks progress, and public awareness about the value of arts education.



Top Ten Award Winner

CLAIM YOUR CASH – INCREASE TAX-CREDIT UPDATE

Chief Executive Office with Aging and Disabilities, Consumer and Business Affairs, Economic Opportunity, Public Social Services, Economic Security Project, Koreatown Youth + Community Center, LA City's Community Investment for Families Department, and PHFE Women, Infants, & Children (WIC) Program

Each year, Los Angeles County residents forego close to an estimated \$600 million in federal tax credits, either by not filing their tax returns or by not claiming these credits. Many efforts over the years have moved to fix this, but each has operated independently of one other.

The Poverty Alleviation Initiative brought together County departments, community-based organizations, Los Angeles City, and the State to see if coordinating the work would yield better results. Partners aligned messaging and media campaigns geared toward low-income residents, expanded outreach to those who may not typically file taxes, created 'warm hand-offs' and stronger connections to free tax supports, and increased the capacity of free tax-preparation sites. This collaborative approach improved results significantly. Data shows that low-income residents filed more than 12,000 additional tax returns and received an extra \$3.2 million in Earned Income Tax Credits (EITC) and Child Tax Credits (CTC)-an average \$2,000 boost in effective income and a roughly 7% increase in income for each person. Given the impact of these dollars spent locally, this project has already improved economic conditions for thousands of Los Angeles County residents and their communities.



Top Ten Award Winner

YOUTH AT WORK AT PARKS

Economic Opportunity with Parks and Recreation

Youths between the ages of 14-24 are in a critical developmental stage that require active engagement in education and employment. At risk youth face additional barriers to employment due to lack of opportunities to develop skills and education, support services, barriers to transportation, and financial literacy. The County recognizes the importance of providing equitable access opportunities for populations that historically have been marginalized from educational, social, and employment opportunities that provide economic mobility.

The Departments of Economic Opportunity (DEO) and Parks and Recreation (Parks) have partnered to provide paid work experience, training, and career development for youth ages 14-24, by placing youth in County parks, nature centers and Parks After Dark events. Through DEO's Youth@Work program and the Puente Hills Landfill Park project, youth from most in need populations are provided with the opportunity to learn and earn work experience. The program allows youth to develop skills in customer service, leadership, mentoring, and community engagement with the goal of assisting participants to become work-ready for immediate and long-term employment opportunities and administrative assignments. The program has provided youth the opportunity to earn wages, connect to the America's Job Centers for California, and learn about workforce services available in their communities.



Top Ten Award Winner

COMPREHENSIVE CANCER NAVIGATION

Health Services (Administration)

Comprehensive patient navigation is recognized by the National Cancer Institute to be a standard of care in the provision of high-quality, cost-effective, patient-centered cancer care, especially among patients from socioeconomically vulnerable groups who face greater structural barriers to care. To address these disparities, the Department of Health Services launched a comprehensive DHS Cancer Navigation Program (Program) to improve care coordination, reduce delays in treatment, and improve patient experience.

The Program utilizes a multidisciplinary team-based approach to help patients better understand their diseases, coordinate with their care teams, and facilitate all stakeholders to navigate potential barriers to care. Within the first year of the program, navigator teams have helped lead the standardization of cancer patient identification and referral, formation of a new clinical governance model for cancer care, and development of standardized clinical guidelines for cancer treatment and outcomes, which has led to an increase in the proportion of patients referred to oncology within goal timeframe following a new diagnosis of breast cancer and other cancers under surveillance. In the first 9 months of implementation, the Program has provided 542 patients with comprehensive navigation services. Initial data on process measures suggest a strong positive trend towards timeliness and improved outcomes.



Top Ten Award Winner

SICKLE CELL LIVES MATTER

Health Services (Harbor-UCLA Medical Center, Department of Ambulatory Care)

Sickle cell disease (SCD) is a complex genetic disorder that affects every part of the body. It causes recurrent episodes of severe body pain and complications such as stroke and widespread organ damage. The disease is unpredictable and leads to frequent visits to the Emergency Room (ER) and inconvenient hospitalizations. Quality of life suffers immensely; normal activities such as holding a job, attending school, or starting a family, are difficult to impossible. Exchange transfusion (ET) is a specialized procedure that rapidly removes the patient's sickle blood cells and replaces them with normal donor blood. ETs can dramatically reduce the incidence of major SCD complications and are cost saving.

In March 2018, Harbor-UCLA's Infusion Center clinic became the first and only location in Los Angeles County's Department of Health Services to offer ETs to SCD patients on a routine monthly basis. Patients have significantly reduced pain crises, fewer visits to the ER, and less hospital admissions. They enjoy a markedly improved quality of life and can plan for their future, including education, employment, and growing families. With the inauguration of Los Angeles County's first adult SCD clinic at HUMC, it is anticipated many more patients could benefit from this therapy.



Top Ten Award Winner

TOOL LENDING LIBRARY: HELPING COMMUNITIES BUILD

LA County Library

Tools are expensive to purchase and are often only needed for one-time projects. With unemployment and poverty rates soaring in Los Angeles County after the onset of the pandemic, many residents do not have the capacity to buy tools for home improvement or personal enrichment.

Launched in May 2022, the Tool Lending Library provides County communities access to a variety of tools and maker items at no cost. Tools are housed at five library locations: Compton, Lancaster, Norwalk, Rosemead, and San Fernando. In addition to standard handheld and power tools, it includes tools for electrical work, gardening, sewing, baking, auto and bike repair, and crafting. A detailed catalog helps customers determine the appropriate tools for potential projects, and virtual programs showcasing select tools encourage skill building. The Tool Lending Library aims to support all community members across the County, especially those living in underserved and vulnerable populations, small business owners and startups, recreation seekers, and individuals who will benefit personally from the collection. Enthusiastic customer feedback indicates that the program is fulfilling its goals: saving customers money, reducing the environmental impact of owning tools, allowing customers to complete outstanding projects that improve their lives, and helping them learn new skills and try new things they might not otherwise have the funds or ability to do.



Top Ten Award Winner

**THE CHOI STORY:
HEALTHCARE NAVIGATION FOR FAMILIES**

Public Health with Public Social Services, Asian Pacific Health Care Venture, Inc., Child and Family Guidance Center, City of Long Beach Department of Health and Human Services, Dignity Community Care, Emanate Health, Human Services Association, Los Angeles County Office of Education, Los Angeles Unified School District, Maternal and Child Health Access, Rising Communities, Inc., and St. Francis Medical Center-Prime Healthcare

The expansion of the Affordable Care Act (ACA) in 2014 created opportunities for California to make significant strides toward providing residents with greater access to affordable, high-quality medical and dental care, including support for mental health, substance use treatment, and long-term care. However, despite ACA expansion and increase in Medi-Cal enrollments, securing and utilizing healthcare coverage and navigating complex systems of care continues to be a challenge for enrollees.

Since 2003, the Community Health Outreach Initiatives (CHOI) program has funded community partners to provide health care enrollment and system navigation services to underinsured County residents. In collaboration with its partners, CHOI developed a model of outreach, enrollment, utilization, and retention services to ensure Los Angeles residents have full access to the benefits to which they are entitled so that they can meet their basic health access needs. These partners work to expand health coverage for uninsured children and their families, offer referral assistance to clients experiencing mental health disorders, substance use disorders, and homelessness, and collaborate with other County Departments to overcome challenges clients face as they navigate California’s complex healthcare system. To date, more than 1.5 million individuals have received services from CHOI, including 67,502 unique individuals from 41,102 families in 2022 alone. The Department estimates 12,982 health insurance enrollments in 2022 likely saved \$5 million in healthcare costs.

In just 21 months of program implementation, GROW has served 246 women, diverted 119 from state prison, connected 89 into community-based mental health and substance use programs, reunited families, and helped repair communities.



Top Ten Award Winner

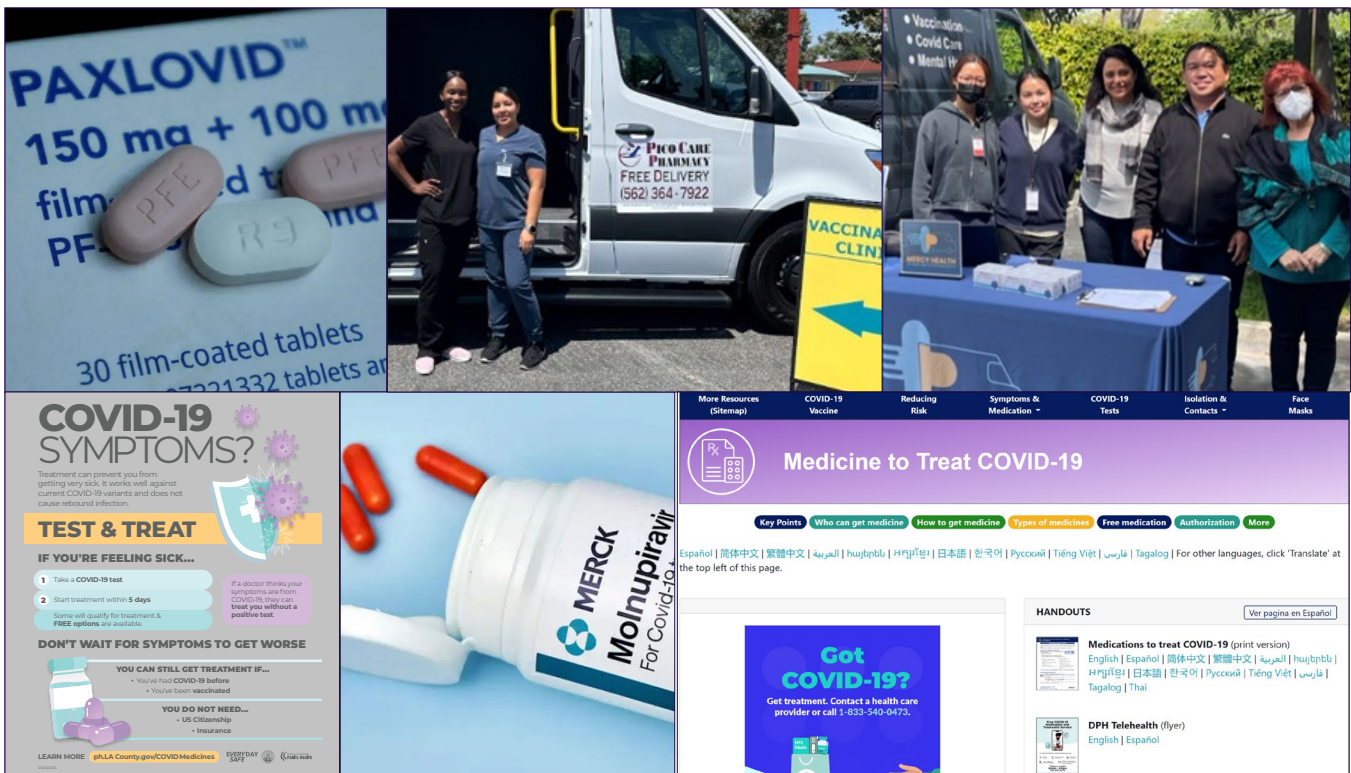
INCREASING ACCESS TO COVID-19 THERAPEUTICS

Public Health with Health Services, Healthvana, Inc., Kaiser Permanente, Mercy Pharmacy Group, and Pico Care Pharmacy

Following the release of COVID-19 therapeutics (medications) in the winter of 2021, the Department of Public Health (DPH) launched a COVID-19 Therapeutics Program to ensure that all eligible residents of the County could receive rapid lifesaving treatment. This provided an important new tool against COVID-19 with the arrival of new viral variants.

The COVID-19 Therapeutics Program had three major strategies to provide access to treatment: 1) Establishing a provider network of clinics, hospitals, pharmacies, and other health partners willing to offer testing, prescribing, and dispensing services; 2) Creating the DPH Telehealth Therapeutics Program to provide daily, free medical consultation and prescription services; and 3) Collaborating with two long-term care pharmacies to provide mobile services at skilled nursing, long-term care, and congregate care facilities, and community clinics.

In addition to preventing disease, disability, and death, DPH's COVID-19 Therapeutics Program efforts can be estimated to have saved over \$1.5 billion in healthcare costs. The program has also helped narrow enormous equity gaps. The implementation of a telehealth program displayed innovation in increasing access to and timeliness of medication dispensing, and reduced barriers, including those caused by lack of health insurance, timely access to a provider, lack of transportation, and language barriers.



Top Ten Award Winner

ALTERNATIVE CRISIS RESPONSE INITIATIVE

Mental Health

Too often, individuals in a mental health crisis receive interventions either through law enforcement or through costly and restrictive psychiatric hospital stays. A comprehensive and uniform system of law enforcement-alternative response services and providers for individuals experiencing mental health crises throughout the County was needed.

The Alternative Crisis Response Initiative (ACR) seeks to ensure individuals experiencing a mental health crisis are treated quickly, effectively, and with empathy at the least restrictive level in the mental health system. The ACR is a comprehensive behavioral health crisis response system comprised of the 988 Call Center, the expansion of mobile crisis teams called Field Intervention Teams, optimal and strategic usage of non-hospital crisis receiving facilities such as Crisis Stabilization Units and Crisis Residential Treatment programs and diversion of behavioral health crisis calls from 911 to 988 where law enforcement presence is not necessary for public safety. The ACR brings all aspects of the crisis response network together to ensure appropriate and coordinated transitions between the various levels. All County residents experiencing a mental health crisis have 24/7/365 access to rapid, no-wrong-door alternative crisis response services delivered by civilian, non-law enforcement providers by default. The project has resulted in a cost avoidance of \$144,186,440.







RISING^{TO} THE EXTRAORDINARY

COMMISSION
SPECIAL AWARD WINNERS

*Commission Special Award Winner
Changemaker Award*

PURPOSEFUL AGING LOS ANGELES (PALA) PHASE II
Aging and Disabilities

By 2030, older adults will comprise one-quarter of California’s population. In Los Angeles, this number is even higher. Many older adults are living on a fixed income and face higher housing costs. 15% are severely poor, living below the federal poverty level. In addition, the Pandemic has disproportionately impacted older adults and people with disabilities. This demographic shift and the many challenges faced by older adults and persons with disabilities indicate a need to invest more in critical programs that support older adults in their preferred place with dignity and independence.

The Purposeful Aging Los Angeles Phase II (PALA) is an age-friendly initiative through intergovernmental partnerships led by the County of Los Angeles, the City of Los Angeles, and key external stakeholders to prepare the Los Angeles region for a rapidly aging population. PALA unites public and private leadership, resources, ideas, and strategies. PALA connects older adults, community organizations, experts, service providers, and County and City departments together to build relationships, promote cooperation, and enhance coordination. PALA priorities focus on the 8 Domains of Livability that will make Los Angeles become more livable for both older residents and Angelenos of all ages. By sharing best practices, identifying gaps, and advocating for older people, PALA aims to better serve the large, diverse, and growing aging population of Los Angeles.

LOS ANGELES PURPOSEFUL AGING AN AGE-FRIENDLY INITIATIVE

AGE-FRIENDLY ACTION PLAN FOR THE LOS ANGELES REGION 2016-2021 | August 9, 2016

For the First Time in U.S. History Older Adults Are Projected to Outnumber Children by 2034

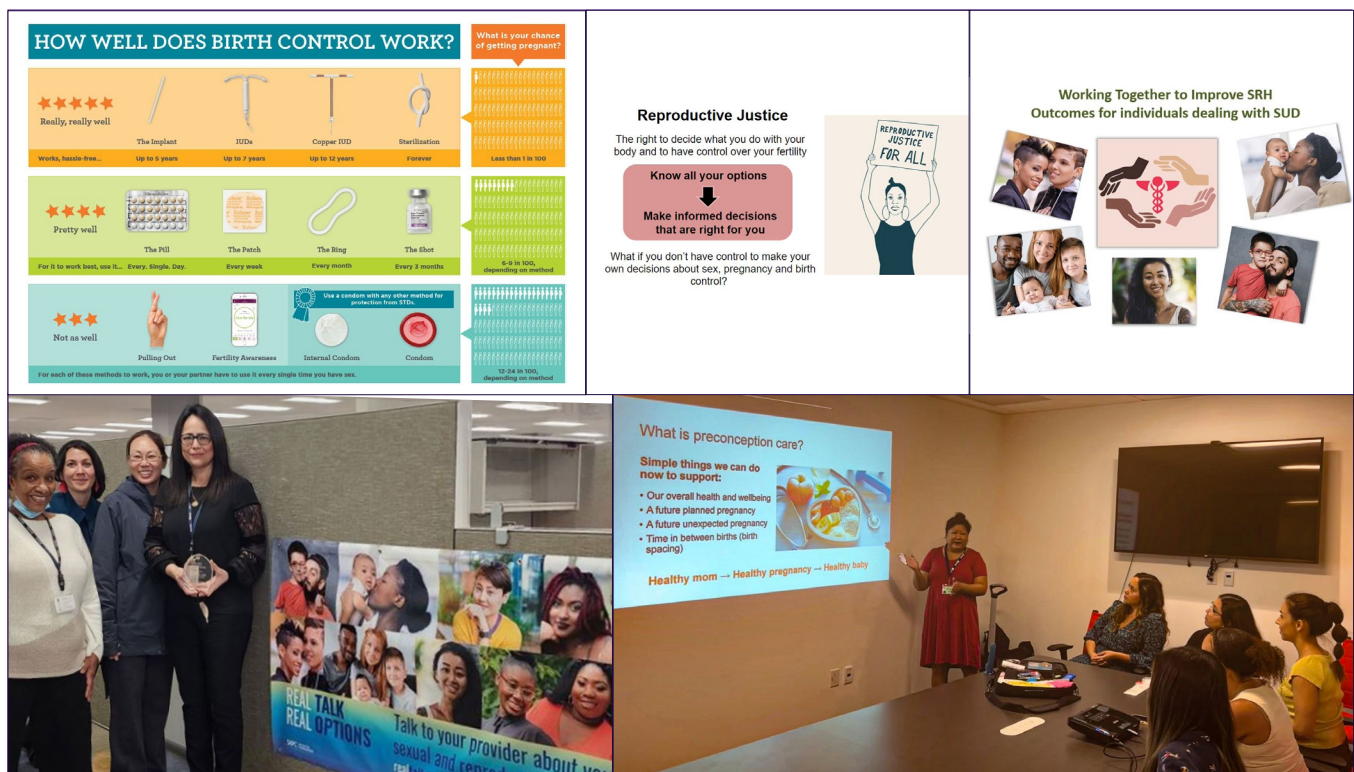
Year	Adults 65+ (Projected percentage)	Children under 18 (Projected percentage)	Adults 65+ (Projected number in millions)	Children under 18 (Projected number in millions)
2016	22.8%	19.8%	49.2	73.6
2034	23.4%	19.8%	77.0	76.5
2060	23.4%	19.8%	94.7	80.1

*Commission Special Award Winner
Commissioners' Legacy Award*

REPRODUCTIVE HEALTH IN SUBSTANCE USE TREATMENT
Public Health with Health Services

Substance use during pregnancy has increased in recent decades. Data from the 2020 National Survey of Drug Use and Health indicate that 8-11% of pregnant women used illicit drugs, tobacco products, or alcohol. Pregnant women with opioid use disorder increased 400% from 1999 to 2017. Furthermore, sexual, and reproductive health is essential for individual, family, and community health and well-being.

The Department of Public Health, Substance Abuse Prevention and Control Division (DPH-SAPC) in partnership with the Department of Health Services Women's Health Programs and Innovations (DHS-WHPI) launched a comprehensive project for Pregnant/Parenting Women receiving substance use disorder treatment at DPH-SAPC contracted substance use disorder treatment programs to ensure equitable access to high-quality reproductive health services, counseling, and education during treatment, and aims to empower them to make informed choices about their reproductive health options. This program is unique in that many treatment programs do not establish such close partnerships with sexual and reproductive health programs and only engage women after birth instead of before birth. Since May 1, 2021, DHS has conducted sexual and reproductive health education classes monthly, bi-monthly, or quarterly at 19 treatment sites for pregnant and parenting women. To date, 153 classes have been provided to 988 participants.

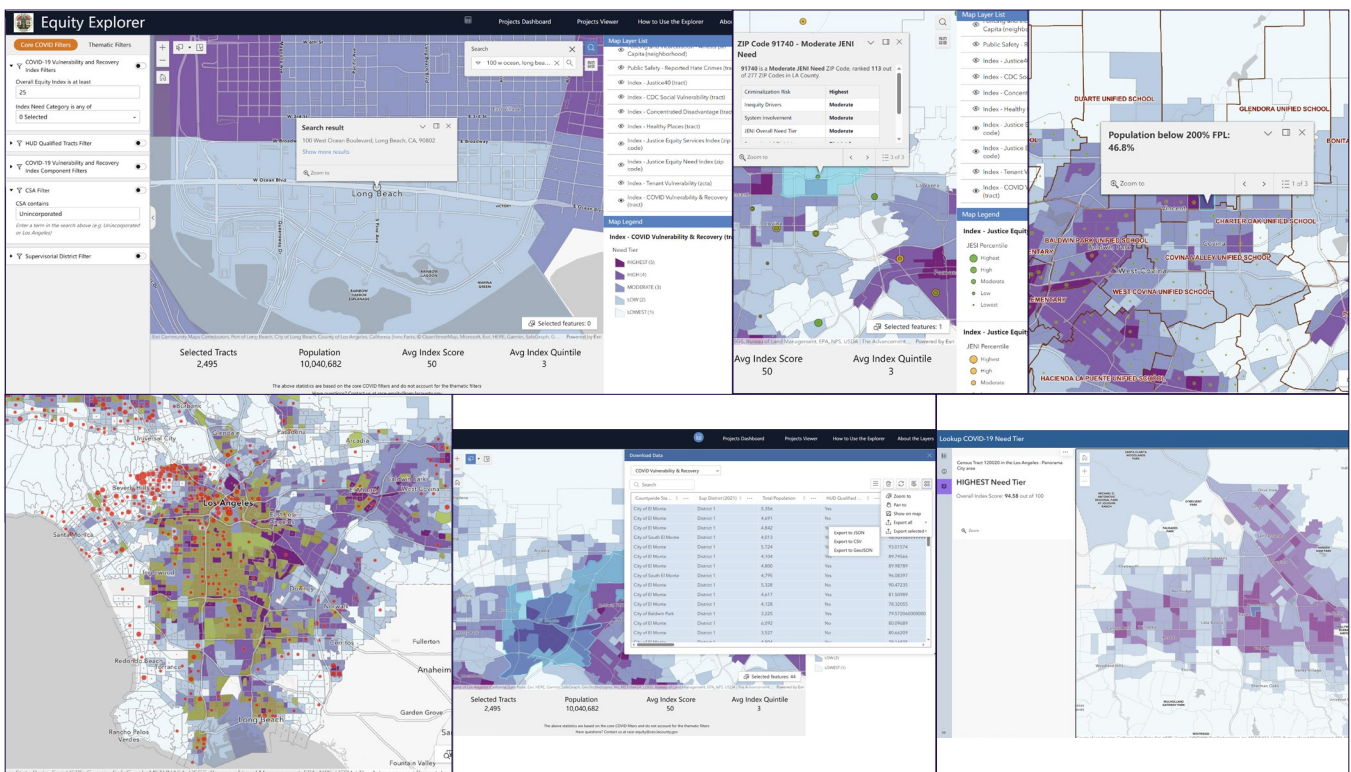


*Commission Special Award Winner
Community Equity and Inclusion Award*

EQUITY EXPLORER MAPPING TOOL
Internal Services Department with Chief Executive Office

Since January of 2020, the COVID-19 pandemic devastated the lives of many residents and disproportionately impacted low-income communities and communities of color. Funding from the American Rescue Plan (ARP) Act was made available to address these inequities and provide proportional resources to address the needs of communities disproportionately affected by the COVID-19 pandemic.

To ensure investments are directed to communities most in need, the Internal Services Department (ISD) collaborated with the Chief Executive Office Anti-racism, Diversity, and Inclusion Initiative to develop the Equity Explorer, a mapping and analysis tool that allows County departments and other stakeholders to explore equity-related data to inform and evaluate ARP project designs. The tool utilizes the COVID-19 Vulnerability and Recovery Index, developed by ISD in consultation with community research partners, to stratify communities into five need tiers based on risk, severity, and recovery need indicators. The Equity Explorer mapping tool additionally features a wide range of economic, health, environmental, education, demographic, and justice filters that allow users to visualize data and access summary statistics for geographies down to the census tract level. This tool has enabled County departments to distribute substantial ARP funding investments to communities who need it most and continue to utilize these toolsets and data products to incorporate equity measures operationally in their work and decisions.



*Commission Special Award Winner
County Image Enhancement Award*

TOOL LENDING LIBRARY: HELPING COMMUNITIES BUILD
LA County Library

Tools are expensive to purchase and are often only needed for one-time projects. With unemployment and poverty rates soaring in Los Angeles County after the onset of the pandemic, many residents do not have the capacity to buy tools for home improvement or personal enrichment.

Launched in May 2022, the Tool Lending Library provides County communities access to a variety of tools and maker items at no cost. Tools are housed at five library locations: Compton, Lancaster, Norwalk, Rosemead, and San Fernando. In addition to standard handheld and power tools, it includes tools for electrical work, gardening, sewing, baking, auto and bike repair, and crafting. A detailed catalog helps customers determine the appropriate tools for potential projects, and virtual programs showcasing select tools encourage skill building. The Tool Lending Library aims to support all community members across the County, especially those living in underserved and vulnerable populations, small business owners and startups, recreation seekers, and individuals who will benefit personally from the collection. Enthusiastic customer feedback indicates that the program is fulfilling its goals: saving customers money, reducing the environmental impact of owning tools, allowing customers to complete outstanding projects that improve their lives, and helping them learn new skills and try new things they might not otherwise have the funds or ability to do.



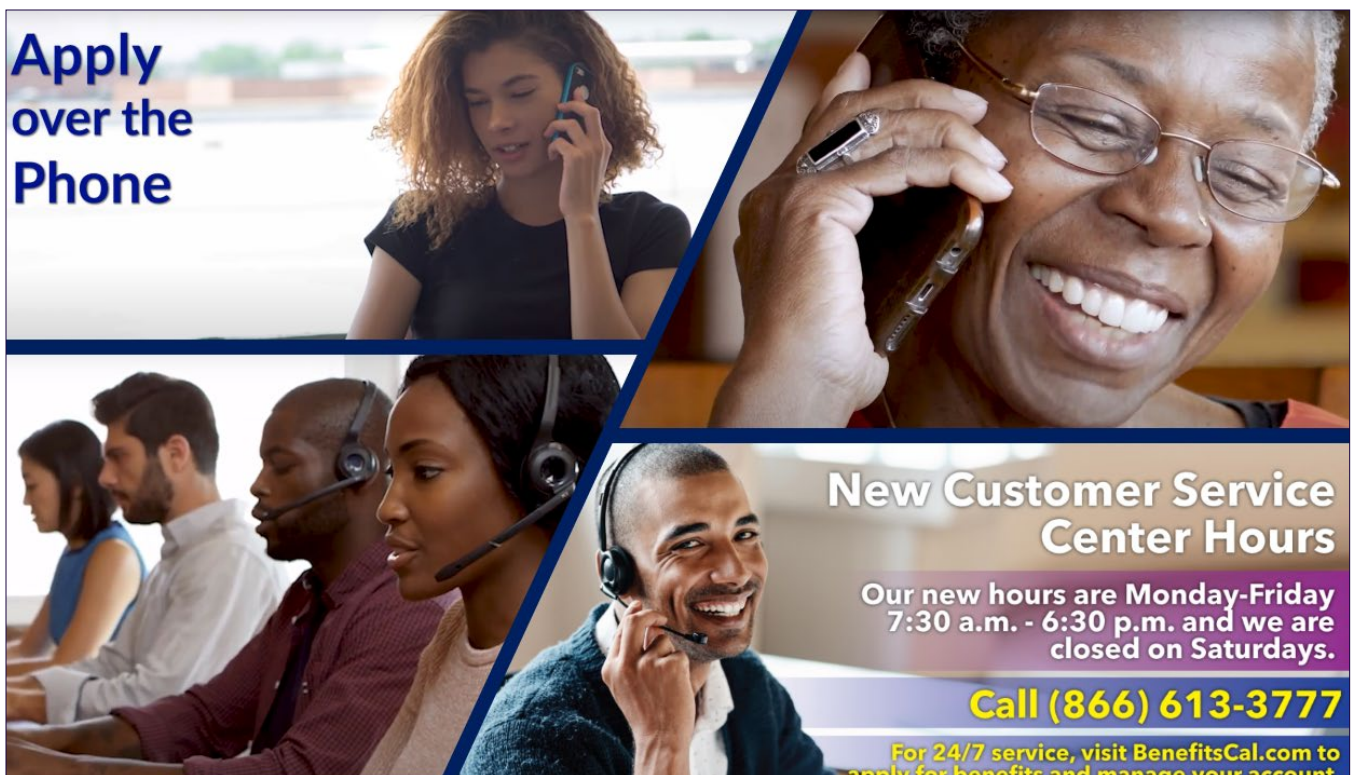
*Commission Special Award Winner
Customer Service Award*

PROVIDING SERVICES THROUGH TELEPHONIC SIGNATURES

Public Social Services

The Department of Public Social Services (DPSS) administers social service programs for eligible low-income families and individuals, including access to low-cost and free health care coverage, food buying power to improve nutrition, temporary assistance with employment and job search services. To address the increased demand for access to social services programs caused by the COVID-19 Pandemic and reach underserved communities, DPSS had to find alternative ways to continue delivering and offering access to essential services.

In September 2017, DPSS implemented the Telephonic Signature Project to further expand access to services by capturing applicant signatures via a verbal consent recording and storing it for the duration of the case. The technology allows participants to submit applications and renew their benefits over the telephone thereby expanding the public's access to services without the need to physically visit a DPSS office. The use of electronic signatures via the telephone is a new channel applied to a business process previously limited to face-to-face interactions and online applications. Currently, an average of over 131,000 intake applications are received per month utilizing the telephonic signature feature. It is an easy, efficient, and secure method to obtain program benefits over the telephone and has elevated the quality of customer service by providing a valuable and secure alternative application/renewal method.



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*Commission Special Award Winner
Mega Million Dollar Award*

ALTERNATIVE CRISIS RESPONSE INITIATIVE
Mental Health

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*Commission Special Award Winner
Outstanding Teamwork Award*

CLAIM YOUR CASH – INCREASE TAX-CREDIT UPDATE

Chief Executive Office with Aging and Disabilities, Consumer and Business Affairs, Economic Opportunity, Public Social Services, Economic Security Project, Koreatown Youth + Community Center, LA City's Community Investment for Families Department, and PHFE Women, Infants, & Children (WIC) Program

Each year, Los Angeles County residents forego close to an estimated \$600 million in federal tax credits, either by not filing their tax returns or by not claiming these credits. Many efforts over the years have moved to fix this, but each has operated independently of one other.

The Poverty Alleviation Initiative brought together County departments, community-based organizations, Los Angeles City, and the State to see if coordinating the work would yield better results. Partners aligned messaging and media campaigns geared toward low-income residents, expanded outreach to those who may not typically file taxes, created 'warm hand-offs' and stronger connections to free tax supports, and increased the capacity of free tax-preparation sites. This collaborative approach improved results significantly. Data shows that low-income residents filed more than 12,000 additional tax returns and received an extra \$3.2 million in Earned Income Tax Credits (EITC) and Child Tax Credits (CTC)-an average \$2,000 boost in effective income and a roughly 7% increase in income for each person. Given the impact of these dollars spent locally, this project has already improved economic conditions for thousands of Los Angeles County residents and their communities.



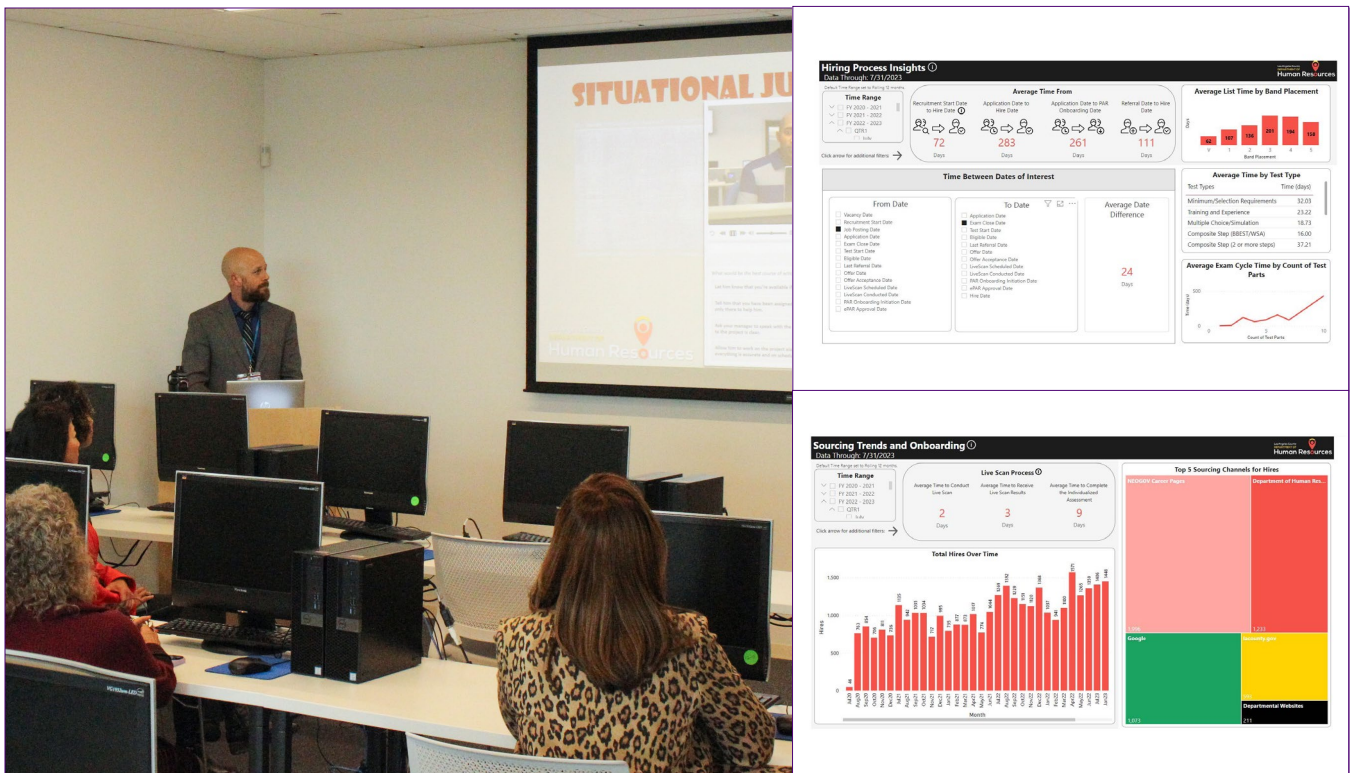
*Commission Special Award Winner
Performance Measurement Award*

RECRUITMENT AND HIRING DASHBOARDS

Human Resources with Internal Services Department

Hiring is a complex activity with many complicated factors, including the type of examination, number of exam hurdles, list management issues, onboarding activities, classification studies, and more. Each year, the County receives approximately 300,000 applications for job opportunities. Previously, the Department of Human Resources (DHR) manually conducted high-level data analysis using various tools. However, the data itself was limited and difficult to obtain and analyze. In 2018, the Board of Supervisors passed a motion to improve the County’s hiring process, aiming to reduce the time-to-hire (TTH) for County positions and enhance the experience of applicants and potential candidates. The motion included providing quarterly metrics on countywide exam processing and the average TTH.

In December 2021, DHR implemented the first-ever Recruitment and Hiring, Business Intelligence (BI) Dashboards. The Dashboards capture hiring data from six enterprise systems and provides metrics to allow County departments and stakeholders to gain insights into the hiring process and improve the timeliness of securing highly qualified County personnel at all employment levels. Included in the metrics are critical satisfaction survey results that capture feedback from hiring managers and hires on their experience in the process. Furthermore, it provides County leaders with the necessary tools to analyze and gain insights regarding diversity, inclusion, and equity.



*Commission Special Award Winner
Process Improvement Award*

REENGINEERING “DSO” AUTOMATION PROJECT
Auditor-Controller with Chief Executive Office

Currently, around 4,800 Department Service Order (DSO) forms are processed manually each year in the County. A DSO is an agreement between County departments, where one department (Requestor) agrees to reimburse another department (Servicer) for goods or services provided. The agreement is an eCAPS accounting document used to reserve the budget in the requesting organization to ensure sufficient funding will be available to pay the Services. It is a labor-intensive process that has been in place for more than 30 years. The solution was to develop and create a new electronic DSO form to interface with eCAPS.

The Auditor-Controller created a user-friendly and intuitive electronic DSO process that eliminates the need for paper-based forms that were previously printed on three-colored paper, delivered by County messenger, manually entered in eCAPS, and then distributed. The updated DSO system includes modernized input methods, the ability to interface with eCAPS, and an improved distribution method. The implementation of this exceptional process change has yielded significant benefits, including an estimated total savings of \$2,142,000 with an average of \$714,000 annually. In addition to reducing the County’s carbon footprint and supporting telework, this change has greatly improved the outdated process for all 38 County departments.

Our *Project*

- DSO = Departmental Service Order – An accounting document that sets aside monies in the Requestor budget to pay the Servicer.
- Used by all 38 County departments throughout the fiscal year.
- Serves as an agreement between County Departments whereby one department (Requestor) agrees to reimburse a second department (Servicer) for services or goods to be provided.



Our *Challenges*

- LABOR-INTENSIVE MANUAL PROCESS: 4,800 DEPARTMENTAL SERVICE ORDER (DSO) FORMS
 - DATA ENTRY
 - PRINT 3 COPIES
 - COUNTY MESSENGER DELIVERY
 - FILING
- DESIGN USER-FRIENDLY INTUITIVE DSO FORM TO INTERFACE WITH eCAPS
- TRANSITION ANTIQUATED MANUAL PROCESS TO NEW AUTOMATED PROCESS



Our *Solution*

- COLLABORATED WITH CEO 
- NEW ELECTRONIC DSO FORM INTERFACED TO eCAPS
- DATA VALIDATION, PRE-POPULATED FIELDS, PICKLIST



Our *Results*

55 mins Saved per Form 4,400 hours Saved Annually \$714,000 Annual Cost Savings

Estimated Total Savings



- Improved Internal Controls & Digital Signatures
- Leveraged technology to increase efficiency & timeliness.
- Eliminated data entry errors
- Reduced carbon footprint



RISING TO THE **EXTRAORDINARY**

**SPECIAL MERIT
COMMISSION PLAQUE AWARD WINNERS**

**TRADITIONAL
COMMISSION PLAQUE AWARD WINNERS**

**COMMISSION CERTIFICATES
OF RECOGNITION AWARD WINNERS**

Special Merit Plaque Winners

Distinguishes meritorious accomplishment of special projects or programs that successfully fulfill departmental and County objectives

Assessor's Workforce Development Program

Assessor with County Counsel, Economic Opportunity, Human Resources, Los Angeles Community College District, and Rio Hondo College

IPAWS Aware: Automation for Instant Disaster Intel

Chief Executive Office with Internal Services Department

System for Helping Vulnerable Children

Children and Family Services with Probation

Denying Denied Days at Augustus Hawkins

Health Services (Augustus F. Hawkins Mental Health Center)

GAINSeq: Genetics Access for Underserved Patients

Health Services (Olive View-UCLA Medical Center, Pediatrics)

Kids Do Better When We Work Together

Health Services (Olive View and High Desert Pediatrics)

Healing Broken Hearts

Health Services (Rancho Los Amigos National Rehabilitation Center/Internal Medicine/Cardiology)

Talk to the Heart: Equity-Focused Virtual Programs

LA County Library

Park & Connect: Free Outdoor Wi-Fi at Libraries

LA County Library with Internal Services Department

Violence, Hope & Healing: The Storytelling Project

Public Health with Arts and Culture and Olga Koumoundouros

Quarantine and Isolation Housing - Vagabond

Public Health with Chief Executive Office

It's Raining (Antigen) Tests

Public Health with Chief Executive Office, Internal Services Department and LA County Library

Overdose Prevention in LA County

Public Health with LA County Library and Los Angeles Unified School District

Innovation and Equity For The Hard of Hearing

Public Social Services

Traditional Plaque Winners

Recognizes commendable achievements in public service

Access to COVID-19 Vaccines for the Homebound

Aging and Disabilities with Public Health

Elderly Nutrition Program Grab & Go

Aging and Disabilities

Utility Assistance & Financial Relief Program

Aging and Disabilities

Voice-Activated Devices for Older Adults

Aging and Disabilities

Wildfire Response Programs

Economic Opportunity

Addiction & Community Medicine Service

Health Services (LA General Medical Center)

Guardians of the Ranch

Health Services (Rancho Los Amigos National Rehabilitation Center-Centralized Admissions & Referrals Office)

Enterprise Patient Queuing System

Health Services (Administration)

Increasing Access to Hysteroscopy Across DHS

Health Services (Administration)

**Stopping Unplanned Extubations:
20 Years Later**

Health Services (Harbor-UCLA Medical Center, Department of Pediatrics)

Indiv. Assessment & Fair Chance Tracking System

Human Resources with Internal Services Department

Learning Management System

Human Resources with Internal Services Department

DC Captain Robot

Internal Services Department with Medical Examiner

Digital Media Waiver Application

Internal Services Department with Chief Executive Office and County Counsel

Public Health Youth Leaders

Public Health

Text to Treat: Use of Technology to Prevent MPOX

Public Health

Fostering Equity and Inclusion Through SOGIE

Public Social Services

In-Person Voting for Incarcerated Individuals

Registrar-Recorder/County Clerk with Justice Care and Opportunities and Sheriff's Department

Certificates of Recognition

Recognizes projects deserving honorable mention

Countywide Needs Assessment

Arts and Culture

Creative Strategist with Parks and Recreation

Arts and Culture with Parks and Recreation

LAC+USC Coerced Sterilization Project

Arts and Culture with Health Services (LA General Medical Center)

Assessor's AI Chatbot

Assessor

Assessor's Appointment Online Bookings System

Assessor

Assessor's Homeowners' Resource Fairs

Assessor

Assessor's Map Book Preservation Initiative

Assessor

Assessor's Virtual Proposition 19 Town Hall

Assessor with California State Board of Equalization

Assessor's Website Redesign

Assessor

COVID-19 Penalty Refund for Property Tax

Auditor-Controller with Internal Services Department

EHR Security Access Bot

Auditor-Controller with Internal Services Department

Maximo Work Order System

Beaches and Harbors

Virtual Payroll Payoff Employee Verification System

Beaches and Harbors

Assessment Appeals Board Virtual Hearing Solution

Board of Supervisors, Executive Office (Assessment Appeals Board)

Certificates of Recognition
(Continued)

Gender Impact Assessment (GIA)
Chief Executive Office

Annual DHS Diabetes Day
Health Services (Diabetes/Endocrinology Workgroup)

Dermatology Expansion and Optimization
Health Services (LA General Medical Center) with PFCC Partners Programs)

DHS Leadership Development Program
Health Services (Leadership Development Program)

Empowered Patients Driving Quality & Equitable Care
Internal Services Department

Genetics and Genomics Optimization
Health Services (Administration)

Housekeepers Increase Positive Patient Experiences
Health Services (Olive View-UCLA Medical Center)

Increasing RN Retention by Meaningful Recognition
Health Services (Cardiothoracic ICU, LA General Medical Center)

MRI on Patients with Implantable Cardiac Devices
Health Services (Olive View-UCLA Medical Center)

The Side Effect Ninjas
Health Services (Rancho Los Amigos National Rehabilitation Center – Outpatient Clinics)

Radiology Optimization and Backlog Reduction
Health Services (Administration)

Enhanced Supervisor Maintenance
Internal Services Department with Auditor-Controller and Human Resources

Robotic Process Automation for Election Reporting
Internal Services Department with Registrar-Recorder/County Clerk

Lifeguard Ready Training Program
Parks and Recreation

Certificates of Recognition
(Continued)

Collaborating with Schools During a Pandemic
Public Health

Promoting Resilience Among Teens During COVID-19
Public Health

COVID-19 Reporting System
Public Social Services

IHSS Provider Outreach Marketing Campaign
Public Works

Big Tujunga Dam DADAS Modernization
Public Health with Los Angeles County Office of Education

Elections Cybersecurity Operations Center
Registrar-Recorder/County Clerk

Pre-Check Program for Vote Center Readiness
Registrar-Recorder/County Clerk

Confidential Criminal Reports – Encrypted & Purged
Superior Court

Vote Center Network Data and Power Assessments
Registrar-Recorder/County Clerk
Confidential Criminal Reports – Encrypted & Purged
Superior Court

Court Advanced Routing E-Filing System
Superior Court

ePACE

Superior Court with Auditor-Controller and Internal Services Department

ACHceletrate! Speedy Refunds for Mortgage Lenders
Treasurer and Tax Collector with Auditor-Controller and Internal Services Department

Commission Chair Leadership Award Recipients
(past five years)

Dr. Christina R. Ghaly
Health Services - 2022

Dr. Barbara Ferrer
Public Health - 2021

Sachi A. Hamai
Chief Executive Office - 2019

Lisa M. Garrett
Human Resources - 2019

John Naimo
Auditor-Controller - 2018

Steven Golightly
Child Support Services - 2017

Productivity Manager-of-the-Year Award Recipients
(past five years)

Keisha Belmaster
Health Services (Harbor-UCLA Medical Center) - 2022

Arman Depanian
Children and Family Services - 2021

Elizabeth Mendez
Parks and Recreation - 2019

Susan Linschoten
Auditor-Controller - 2018

Hsiao-Ching Chen
Regional Planning - 2017

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 **500,000**
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\$900,000
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Food Vouchers



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*Brotherhood Crusade's Community
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*The Brotherhood Crusade salutes the
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