



County of Los Angeles

Quality and Productivity Commission



Shared Practices

2026 Report

Using Available Technology in New Ways

Collaborating with Others to Deliver Improved Services

New Ways to Deliver Services

Categories

TABLE OF CONTENTS

Category and Department	Project Name	Page
Using Available Technology in New Ways		
Auditor-Controller with Human Resources and Internal Services Department	Sick Leave Buyback Automation Just Makes “Cents”	1
Chief Executive Office	Los Angeles County Real Estate Management System (LACREMS)	2
Children and Family Services	Contract Monitoring and Reporting System (CMRS)	3
Executive Office of the Board of Supervisors (Human Relations Commission)	Change Agents – The EHR Training Team	4
LA County Natural History Museum	Customer Monitoring and Reporting System (CMRS)	5
Public Health	Electronic Plan Check System	6
Public Health	Help in Any Language: On-Demand Interpretation	7
Public Health with Chief Executive Office (Homeless Initiative), Health Services, Medical Examiner, and Mental Health	Saving Lives through Data Monitoring	8
Public Social Services	In-Home Supportive Services Chatbot	9
Registrar-Recorder/County Clerk with Chief Executive Office, Internal Services Department, Public Works, and Sheriff’s Department	State-of-the-Art Ballot Processing Center	10

TABLE OF CONTENTS *(continued)*

Category and Department	Project Name	Page
Collaborating with Others to Deliver Improved Services		
Justice, Care and Opportunities with Fire, Human Resources, Internal Services Department, and Public Defender	JCOD Los Angeles County Training Center (LACTC)	11
LA County Library with Third Supervisorial District, Fourth Supervisorial District, LA County Office of Education, Probation, and Sheriff's Department	Reading for Resilience: Library Services for All	12
Public Defender with Alternate Public Defender, Consumer and Business Affairs (Office of Immigrant Affairs), Justice, Care and Opportunities, Mental Health, Public Health, Registrar-Recorder/County Clerk, Los Angeles County Superior Court, Alcoholism Center for Women, Homeless Health Care Los Angeles, Los Angeles Homeless Services Authority, Mayor's Office of Community Safety, Office of the Los Angeles City Attorney, Partners for Justice, SGG/Project 180, The Skid Row ReFresh Spot, and Social Model Recovery Systems	Community Outreach Court	13
Public Health	Community Public Health Teams (CPHT): Marketing Solutions to Improve Quality and Productivity	14
Public Health with Beaches and Harbors, Chief Executive Office (Homeless Initiative), Health Services, LA County Library, Parks and Recreation, Los Angeles Homeless Services Authority, The People Concern, and St. Joseph's Center	No Address, No Barrier to Public Health Services	15
Public Health with Executive Office of the Board of Supervisors (Human Relations Commission), Health Services, Justice, Care and Opportunities, LA County Library, Parks and Recreation, Probation, Public Works, Sheriff's Department, and Youth Development	Building Safety in LA Communities	16

TABLE OF CONTENTS *(continued)*

Category and Department	Project Name	Page
New Ways to Deliver Service		
Animal Care and Control	Vet@ThePark	17
LA County Fire Department	Community Brigade Pilot Program	18
Health Services (Administration)	Enhancing the County's Benefits Advocacy Program	19
Health Services (Harbor-UCLA Medical Center – Department of Interventional Radiology)	Saving Time, Saving Lives...The "IR" Way!	20
Health Services (Harbor-UCLA Medical Center – Department of Nursing)	Safety Matters: Decreasing Staff Assaults	21
Public Health with Children and Family Services, Health Services, LA County Library, Parks and Recreation, Public Defender, Children's Hospital Los Angeles, Kaiser Permanente Baldwin Park Region, LA Care Health Partners, Pomona Valley Hospital Medical Center, and UCLA Resnick Neuropsychiatry Hospital	Protecting and Saving Lives with Safety Locks	22
Public Works	Streetlight Acquisition and LED Conversion Project	23

Quality and Productivity Commission
Shared Practices 2026 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Sick Leave Buyback Automation Just Makes “Cents” Auditor-Controller with Human Resources and Internal Services Department</p> <p><i>Productivity and Quality Awards Program – Process Improvement Award Winner</i></p> <p>Video</p>	<p>Problem: LA County's bi-annual Sick Leave Buyback process, which involves approximately over 80,000 employees and 30,000 annual reimbursement requests, relied on a manual paper-based system that was inefficient, error-prone, and labor-intensive. Processing each request took an average of 25 minutes, consuming over 10,000 staff hours annually. Eligibility verification – requiring checks for job type, continuous employment, and recent sick leave usage – added complexity, creating delays and placing a heavy burden on supervisors and payroll operations.</p> <p>Solution: To address these challenges, the Sick Leave Buyback Automation pilot project, led by the Department of Auditor-Controller in partnership with the Departments of Human Resources and Internal Services, was deployed Countywide in 2023. The team translated eligibility criteria from County Code into automated logic using data from the County’s Human Resources application (Advantage eHR) and developed a phased solution. By January 2024, employees gained access to an electronic request form with real-time eligibility validation, expediting reimbursement processing.</p> <p>Results: Payroll operations achieved 30%-time savings in paper processing efforts, error rates dropped to less than 0.01%, and employees received immediate confirmation of eligibility. Adoption of the automated request form in January 2024 resulted in 88% of requests being processed via the online portal, generating about \$185,000 in savings during fiscal year (FY) 2023-24. By FY 2024-25, full implementation produced about \$365,000 in annual productivity savings, enabling departments to reallocate resources to higher-priority work.</p>	<p>Majida Adnan Project Manager (213) 974-0385 madnan@auditor.lacounty.gov</p> <p>Jonathan Rono Productivity Manager (213) 974-8449 jrono@auditor.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Los Angeles County Real Estate Management System (LACREMS) Chief Executive Office</p> <p><i>Productivity Investment Fund - \$750,000 Grant</i></p>	<p>Problem: County-leased and owned assets data existed across multiple legacy systems. Further, real estate processes required manually drafting and routing payment and other communications to the Auditor-Controller. To assist with managing their real estate portfolios, County departments needed improved access to lease data, contract documents, and payment information. Physical document handling, manual payment tracking, and separate workflows limited operational efficiency and increased administrative workload.</p> <p>Solution: The Los Angeles County Real Estate Management System (LACREMS) integrated County-leased and owned assets data into one enterprise system and automated real estate processes, including routine monthly rent payments, annual Consumer Price Index adjustment calculations, and irregular payments for as-needed services. Payment and lease adjustment information is now electronically routed, distributed, and tracked. The system provided dashboards of workflow processes, established a unified platform that consolidated lease data and documents, and interfaced directly with the electronic Countywide Accounting and Purchasing System (eCAPS).</p> <p>Results: LACREMS streamlines costs and creates operational efficiencies while reducing workload and improving accuracy and reporting. Reduced paper processing minimizes physical document handling and storage requirements and frees staff to focus on higher-value activities. Automated payment processing improves consistency of cash flow and decreases errors. Audit trail transparency, on-demand reporting, and data-driven decision-making support strategic planning and compliance.</p>	<p>Jeff Chua Project Manager (213) 974-4362 jchua@ceo.lacounty.gov</p> <p>Paul Nakashima Productivity Manager (213) 974-0801 pnakashima@ceo.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Contract Monitoring and Reporting System (CMRS) Children and Family Services</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: Historically, contract compliance reviews were conducted by LA County Department of Children and Family Services staff using manually compiled data from various spreadsheets, email correspondence, hard copy records, and disparate internal systems. This process was time-consuming, inefficient, and prone to potential error, making it difficult to identify provider patterns, track outcomes, or ensure timely follow-up on non-compliance issues.</p> <p>Solution: At the direction of the Board of Supervisors (May 16, 2017, Motion Number 17-2266), the Contract Monitoring Reporting System (CMRS), a centralized, web-based system, was developed by the DCFS' Business Information Systems team in partnership with the Contracts Administration Division to streamline and improve oversight of contracted foster care services. CMRS replaced a fragmented, manual review process with an integrated, digital platform combining compliance and fiscal data, review tools, and compliance monitoring.</p> <p>Results: The implementation of CMRS resulted in a 60% reduction in overall review time, with many review inputs, results, and summaries completed within 24 hours. CMRS has generated an estimated \$1,303,803 in annual savings and cost avoidance for LA County through time efficiencies, paperless workflows, and reduced provider burden. It has also strengthened the Department's ability to monitor approximately \$317,213,880 in annual foster care placement and treatment services provider contracts by enabling faster, more consistent review completion, greater data visibility, and stronger subrecipient monitoring and single audit readiness.</p>	<p>Diana Flaggs Project Manager (213) 514-1833 flaggd@dcfs.lacounty.gov</p> <p>Arman Depanian Productivity Manager (213) 371-0539 depana@dcfs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Change Agents – The EHR Training Team Executive Office of the Board of Supervisors (Human Relations Commission)</p> <p><i>Productivity and Quality Awards Program – Commissioners’ Legacy Award Winner</i></p> <p>Video</p>	<p>Problem: In the aftermath of national uprisings against systemic racism, heightened political polarization, and a documented rise in hate acts, LA County faced urgent calls for meaningful change – not only through policy, but in shaping workplace culture, public service delivery, and intergroup relations. These policy-level commitments underscored the importance of equity, diversity, and inclusion, but there was a critical gap in how individuals and departments could operationalize these values in their daily practice. The Equity & Human Rights Training Team emerged to bridge that gap.</p> <p>Solution: The <i>Equity and Human Rights Training Team</i> was formed with the purpose of designing and facilitating experiential learning that advanced a culture of justice, equity, and mutual respect. Training offerings included a range of equity-centered and human rights-focused sessions designed to build awareness, skills, and capacity across diverse workplace environments. Each session was intentionally designed to foster psychological safety while addressing hard truths – leveraging storytelling, current data, restorative practices, and interactive activities to shift mindsets and behavior.</p> <p>Results: Post-training surveys consistently showed a 96% satisfaction rate, with measurable improvements in participants’ confidence to engage in difficult conversations, use of conflict resolution tools, and ability to foster inclusive, engaged work environments. Follow-up evaluations demonstrated statistically significant improvement in departmental communication and collaboration. The trainings improved employee experience and workplace culture, enhancing recruitment, retention, and morale.</p>	<p>April Johnson Project Manager (213) 308-0780 ajohnson@hrc.lacounty.gov</p> <p>Dayna Liang Productivity Manager (Alternate) (213) 974-2417 dliang@bos.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Customer Monitoring and Reporting System (CMRS) LA County Natural History Museum</p> <p><i>Productivity Investment Fund - \$375,000 Grant</i></p>	<p>Problem: The LA County Natural History Museum managed ticketing and donor constituent information across disparate systems and spreadsheets, creating fragmented data silos and limiting visibility into membership value, tenure, lapsed members, retention rates, and transactional history. Manual entry, duplicate records, and manual export/import processes consumed staff time and limited coordinated engagement. Staff had to manually overlay ticketing data with a separate database to conduct segmentation analyses.</p> <p>Solution: To maximize productivity and service delivery, the Customer Relationship Management System (CMRS) was created and successfully rolled out in two phases. Phase 1 migrated 20 years of historical ticketing and donor constituent data and integrated the system with the Museum's existing ticketing tool. Phase 2 focused on departmental adoption and advanced system automation.</p> <p>Results: The project achieved significant programmatic improvements and measurable operational cost avoidance by consolidating databases into an "encyclopedic view" of constituents. Initial indications show that in the first full year of implementation, admissions revenue increased by 14% year-to-date, while membership revenue rose almost 50% compared to the same time in the previous year. Centralized reporting eliminated manual list building, saving approximately 10-15 hours of staff labor per major event. Staff now have immediate visibility into visitor interests and engagement patterns, enabling more personalized service and targeted educational programming.</p>	<p>Paul Bessire Project Manager (213) 763-3306 pbessire@nhm.org</p> <p>Leslie Negritto Productivity Manager (213) 763-3442 lnegritto@nhm.org</p>

Quality and Productivity Commission
Shared Practices 2026 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Electronic Plan Check System Public Health</p> <p><i>Productivity Investment Fund - \$208,000 Grant</i></p>	<p>Problem: The Department of Public Health previously relied on a paper-based plan-only review system to ensure that operations, such as food facilities, public pools, and radiation devices, met safety requirements before approval by the Department. Staff were required to lift, store, or transport heavy rolls of plans, and the Department needed to store hundreds of large paper plans each year to meet the minimum five years or more record retention requirement.</p> <p>Solution: The Electronic Plan Check project implemented an electronic plan review system supported by software, equipment, scanning capability, and staff training. Electronic plans could be reviewed, marked up, and processed for the customer from any location where a computer and monitor were available, with no impact on storage areas. Additionally, paper plans could now be scanned and stored electronically.</p> <p>Results: The implementation of electronic plan review has resulted in a more efficient process for Public Health to accept and review new and remodel facility plans. Collectively, these changes have reduced manual handling, improved staff safety, shortened plan review timelines, and increased the efficiency and flexibility of plan check operations without increasing staffing levels. The addition of this technology eliminates the need for costly and environmentally unfriendly paper-based plans to be printed, transported, and stored.</p>	<p>James Dragan Project Manager (626) 430-5210 jdragan@ph.lacounty.gov</p> <p>Rachel Baker Devine Productivity Manager (213) 449-7371 rbakerdevine@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Help in Any Language: On-Demand Interpretation Public Health</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: Programs at the Department of Public Health needed consistent access to interpretation services across multiple languages. Separate program accounts limited coordination, increased costs, and reduced efficiency. Language barriers affected communication and access to services, and inconsistent access limited continuity of care and equitable service delivery.</p> <p>Solution: LanguageLine Solutions, a communications company was contracted to provide on-demand audio and video interpretation in more than 44 languages. Separate accounts across seven programs within the Department were consolidated into a single LanguageLine account to centralize management, improve coordination across programs, and streamline the benefits to clients and staff.</p> <p>Results: Use of the system increased 900% in 2024, with 89% of staff reporting greater ability to meet client needs. Staff reported improved communication, patient trust, and continuity of care. The system saved more than 2,800 staff hours and reduced costs compared to hiring interpreters. Improved access supports equitable service delivery, and centralized tracking supports more efficient resource management, demonstrating a scalable, cost-effective model that advances health equity.</p>	<p>Sonya Vasquez Project Manager (213) 628-5728 svasquez@ph.lacounty.gov</p> <p>Rachel Baker Devine Productivity Manager (213) 449-7371 rbakerdevine@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Saving Lives through Data Monitoring Public Health with Chief Executive Office (Homeless Initiative), Health Services, Medical Examiner, and Mental Health</p> <p><i>Productivity and Quality Awards Program – Performance Measurement Award Winner</i></p> <p>Video</p>	<p>Problem: Public health strategies for reducing mortality rates in the general population are guided by surveillance efforts based on census population data and vital records death data, which do not account for people experiencing homelessness (PEH). This gap limited the Department of Public Health's ability to track and respond to disproportionately high mortality rates among PEH.</p> <p>Solution: The Department developed a first-of-its-kind methodology combining a comprehensive enumeration of PEH deaths with point-in-time population data to track trends in PEH mortality rates. Using text-based reviews of Medical Examiner records linked to state death certificates and guided by the US Department of Housing and Urban Development's definition of homelessness, the Department now identifies hundreds of PEH deaths annually that would otherwise have been missed. Findings have been disseminated through annual reports beginning in 2019, and data-driven strategy recommendations are developed by a multi-department Homeless Mortality Prevention Workgroup.</p> <p>Results: The Workgroup implemented strategies to address overdose and COVID-19 risks including housing placements, naloxone and fentanyl test strip access, harm reduction services, treatment options, and infectious disease protocols. As a result of these interventions, the sharp rise in overdose deaths plateaued within three years and the COVID-19 mortality rate among PEH peaked at about two times greater than the rate in the LA County population. All-cause mortality is about four times greater among PEH than in the LA County population.</p>	<p>Will Nicholas Project Manager (213) 288-8016 wnicholas@ph.lacounty.gov</p> <p>Rachel Baker Devine Productivity Manager (213) 449-7371 rbakerdevine@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>In-Home Supportive Services Chatbot Public Social Services</p> <p><i>Productivity and Quality Awards Program – Customer Service Award Winner</i></p> <p>Video</p>	<p>Problem: The Department of Public Social Services faced significant challenges managing the high volume of customer service inquiries to the In-Home Supportive Services (IHSS) program, which serves a large and diverse population of recipients and providers who require timely assistance with case-specific issues and general program guidance. Customers relied heavily on a limited-hours IHSS Helpline that was frequently overwhelmed, leading to long wait times and staff workload challenges. A modernized, accessible solution was needed to provide 24/7 support and improve customer experience.</p> <p>Solution: The Department implemented a Chatbot integrated into the IHSS website as the first point of contact. The Chatbot provided real-time answers to common questions, helping users upload forms, retrieving case information, and transferring customers to live agents when needed. This hybrid approach ensured continuity of service and reduced dependency on live staff for routine issues.</p> <p>Results: Within ten months, the Chatbot managed over 28,491 inquiries, resolving 72.2% without staff intervention. Helpline staffing needs were reduced by 66%, and average wait times to speak with a live customer service representative dropped to approximately two minutes. The system enabled 24/7 access, unlimited capacity to provide real-time support, and improved overall customer experience.</p>	<p>Narinder Kumar Project Manager (562) 345-9950 narinderkumar@dpss.lacounty.gov</p> <p>Cheryl Ward Project Manager (562) 908-3569 cherylward@dpss.lacounty.gov</p> <p>Carlos Soto Project Manager (818) 428-6737 carlossoto@dpss.lacounty.gov</p> <p>Maria Rivera Productivity Manager (562) 908-6330 mariarivera@dpss.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

USING AVAILABLE TECHNOLOGY IN NEW WAYS		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>State-of-the-Art Ballot Processing Center Registrar-Recorder/County Clerk with Chief Executive Office, Internal Services Department, Public Works, and Sheriff's Department</p> <p><i>Productivity and Quality Awards Program – Gold Eagle Award Winner</i></p> <p>Video</p>	<p>Problem: Before the establishment of the Ballot Processing Center (BPC), LA County's Registrar-Recorder/County Clerk (RR/CC) election operations were decentralized across multiple sites. This fragmentation created logistical inefficiencies, security risks from repeated ballot transport, limited executive oversight, and reduced public transparency since observers had to visit multiple facilities with differing rules. Scattered call centers and inadequate facilities strained voter support and interdepartmental coordination.</p> <p>Solution: RR/CC partnered with the County's Chief Executive Office – Real Estate Division and Internal Services Department to identify and design a single large facility to centralize election operations. A former retail space in the City of Industry was selected for its size, parking capacity, and accessibility. In just six months, the facility was transformed into the BPC, purpose-built with a tally room, secure ballot processing and storage, centralized call centers, a command center, and observation spaces with live streaming. Security enhancements included over 270 cameras, 24/7 staffing, and a helipad for direct ballot delivery. The long-term lease ensured adaptability and sustainability features (solar panels, electric vehicle charging).</p> <p>Results: Opening January 2024, the BPC supported the March Presidential Primary and significantly streamlined election operations. Consolidation improved ballot security, coordination, and transparency by providing a single location for processing and public observation. The facility now also hosts civic engagement events, trainings, and visiting delegations and strengthens election integrity, efficiency, and public trust.</p>	<p>Jeffrey Klein Project Manager & Productivity Manager (562) 462-2992 jklein@rrcc.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>JCOD Los Angeles County Training Center (LACTC) Justice, Care and Opportunities with Fire, Human Resources, Internal Services Department, and Public Defender</p> <p><i>Productivity and Quality Awards Program – Silver Eagle Award Winner</i></p> <p>Video</p>	<p>Problem: LA County faced a critical challenge: justice-involved individuals and former foster youth often lacked pathways to sustainable employment, despite contributing vital labor in wildfire suppression. This gap left many vulnerable to unemployment, recidivism, and cycles of poverty, while the County simultaneously faced a growing need for trained firefighters.</p> <p>Solution: To address this, the Board of Supervisors directed the Justice, Care and Opportunities Department (JCOD) to transform the former Camp Gonzales probation facility into the LA County Training Center (LACTC). The program integrates firefighter training with housing, case management, life skills, and supportive services. Cadets live on-site in a therapeutic environment while receiving hands-on instruction from the LA County Fire Department, professional certifications, workforce readiness, and wraparound supports such as mentorship, mental health care, and substance use services. Responding to participant feedback, JCOD also incorporated Emergency Medical Technician (EMT) training and began exploring additional vocational pathways in construction, culinary arts, and technology.</p> <p>Results: The inaugural 2024 cohort graduated ten cadets, seven of whom received job offers from CalFire. The second cohort launched in March 2025 with a total of 17 women, expanding program access and inclusivity. Early results show successful job placement, reduced recidivism, and stronger pathways to community reintegration. LACTC not only creates career pipelines in high-demand fields but also demonstrates that investing in vulnerable populations yields measurable social and economic benefits.</p>	<p>Joseph Wise-Wiley Project Manager (213) 584-4322 jwise-wiley@jcod.lacounty.gov</p> <p>John Franklin Sierra Productivity Manager (213) 948-2826 jsierra@jcod.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Reading for Resilience: Library Services for All LA County Library with Third Supervisorial District, Fourth Supervisorial District, LA County Office of Education, Probation, and Sheriff's Department</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: Across LA County, at-risk youth and incarcerated individuals face systemic barriers to education and literacy, including disrupted schooling, unstable environments, and limited access to resources. These inequities fuel cycles of poverty, recidivism, and isolation, leaving vulnerable populations without the tools to succeed or reintegrate into society.</p> <p>Solution: To address these challenges, LA County Library partnered with County agencies to launch three key initiatives:</p> <ul style="list-style-type: none"> • Los Padrinos Library (2016): A fully staffed, state-of-the-art library inside Los Padrinos Juvenile Hall, offering book discussions, STEM workshops, art programs, and curated resources on topics like parenting, mental health, and reentry. • Probation Outreach (2018): A dedicated team of librarians bringing workshops, literacy support, and culturally relevant learning opportunities to Juvenile Day Reporting Centers and high-need communities. • Books for Jails (2023): A donation-driven program providing paperback books to adults in County jails, coordinated with the Sheriff's Department and powered by community generosity. <p>Results: These initiatives have expanded access to literacy while promoting dignity and opportunity. Los Padrinos Library has served tens of thousands of youth, with 42% reporting they are more likely to use public libraries after release. Probation Outreach has delivered over 2,200 programs reaching approximately 12,000 youth. Books for Jails has distributed over 70,000 books, representing \$354,200 in cost savings while supporting literacy, well-being, and successful reentry.</p>	<p>Debbie Anderson Project Manager (562) 940-4187 danderson@library.lacounty.gov</p> <p>Samangi Skinner Productivity Manager (562) 879-7622 sskinner@library.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Community Outreach Court Public Defender with Alternate Public Defender, Consumer and Business Affairs (Office of Immigrant Affairs), Justice, Care and Opportunities, Mental Health, Public Health, Registrar-Recorder/County Clerk, Los Angeles County Superior Court, Alcoholism Center for Women, Homeless Health Care Los Angeles, Los Angeles Homeless Services Authority, Mayor's Office of Community Safety, Office of the Los Angeles City Attorney, Partners for Justice, SGG/Project 180, The Skid Row ReFresh Spot, and Social Model Recovery Systems</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: The Community Outreach Court (COC) addresses the criminalization of poverty and homelessness, which occurs when unhoused individuals face repeated citations, warrants, and incarceration for minor offenses. Traditional court systems worsen instability, create barriers to housing and employment, and overburden the justice system. Many unhoused people also distrust the legal process and risk losing their belongings or pets just to appear in court, discouraging engagement.</p> <p>Solution: COC offers a groundbreaking alternative by holding proceedings in accessible, community-friendly locations such as the ReFresh Spot on Skid Row. Using a trauma-informed, collaborative model, judges, attorneys, social workers, housing navigators, and healthcare providers work together to resolve cases through supportive services rather than fines or jail. Participants can have charges dismissed by engaging in treatment, housing placement, or other tailored services, with personalized case management addressing needs like addiction recovery, mental health care, and ID restoration.</p> <p>Results: COC reduces jail populations, recidivism, and court costs by diverting low-level offenses from incarceration. It improves public safety by stabilizing lives through housing, healthcare, and employment opportunities. The program also builds community trust by prioritizing dignity and compassion over punishment. Since its September 2023 launch, COC has served over 1,000 individuals, resolved hundreds of infractions, and received national recognition, including the 2025 Defender Program of the Year Award. Its success demonstrates a scalable, replicable model for justice reform and homelessness response nationwide.</p>	<p>Marcus M. Huntley Project Manager (213) 974-3019 mhuntley@pubdef.lacounty.gov</p> <p>John Mathews Productivity Manager (213) 974-2811 jmathews@pubdef.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Community Public Health Teams (CPHT): Marketing Solutions to Improve Quality and Productivity Public Health</p> <p><i>Productivity Investment Fund - \$750,000 Grant</i></p>	<p>Problem: Prior to the implementation of the Community Public Health Teams (CPHT) by the Department of Public Health, there was no coordinated investment in tailored communication strategies to support community outreach. As messaging needed to reflect the unique needs, cultures, and priorities of the communities served by each CPHT, a one-size-fits-all approach proved ineffective. Additionally, the novel model of deploying health workers to conduct household assessments and offer services created challenges related to public awareness and trust. Without targeted messaging and outreach tools, it was difficult to effectively introduce the program and encourage community participation.</p> <p>Solution: CPHTs contracted Team Friday, a communications firm, to develop coordinated, place-based communication strategies that supported outreach in high-need communities across LA County. Team Friday worked closely with community partners to create localized messaging that increased awareness and participation across the program’s ten service areas. These efforts strengthened communication capacity among community partners and ensured messaging reflected the communities being served.</p> <p>Results: Tailored communications materials – including social media spotlights, success stories, booklets, and public service announcement videos – were developed for each CPHT and shared with residents, community leaders, and partner organizations. Centralized investment in high-quality communications reduced the need for partners to independently create outreach materials, lowering costs and saving staff time. This improved alignment across partners and allowed teams to focus more on direct service delivery and community engagement.</p>	<p>Tiffany Romo Project Manager (213) 587-3894 tromo@ph.lacounty.gov</p> <p>Rachel Baker Devine Productivity Manager (213) 449-7371 rbakerdevine@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>No Address, No Barrier to Public Health Services Public Health with Beaches and Harbors, Chief Executive Office (Homeless Initiative), Health Services, LA County Library, Parks and Recreation, Los Angeles Homeless Services Authority, The People Concern, and St. Joseph's Center</p> <p><i>Productivity and Quality Awards Program – Community Equity and Inclusion Award Winner</i></p> <p>Video</p>	<p>Problem: LA County has the largest population of people experiencing homelessness (PEH) in the U.S., with over 72,000 individuals as of 2025. PEH face disproportionate health challenges, including high rates of chronic illness, mental health disorders, substance use, and vulnerability to communicable diseases like COVID-19, hepatitis, and influenza. Mortality among PEH is significantly higher than the general population, compounded by barriers to healthcare access including transportation, stigma, and lack of insurance. While housing is the ultimate solution, PEH need immediate access to health services while awaiting permanent housing.</p> <p>Solution: In July 2022, the Department of Public Health launched the Mobile Vaccination Team (MVT) to deliver equitable, field-based health services directly to PEH. Using mobile vans, portable vaccine backpacks, and partnerships with shelters and outreach organizations, the team provides vaccines and harm-reduction supplies. By using a Customer Relationship Management system, MVT tracks service delivery, identifies underserved areas, and coordinates with over 200 service providers. Services are delivered using culturally competent, trauma-informed approaches and incentives to encourage participation.</p> <p>Results: Between July 2022 and February 2026, MVT reached nearly 34,000 PEH across more than 6,200 events, administering over 44,500 vaccine doses and distributing more than 15,000 harm-reduction supplies. The program has helped prevent disease outbreaks and is estimated to avert 105 emergency visits and 326 hospitalizations annually.</p>	<p>Gema Morales Meyer Project Manager (213) 288-7169 gemeyer@ph.lacounty.gov</p> <p>Rachel Baker Devine Productivity Manager (213) 449-7371 rbakerdevine@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Building Safety in LA Communities Public Health with Executive Office of the Board of Supervisors (Human Relations Commission), Health Services, Justice, Care and Opportunities, LA County Library, Parks and Recreation, Probation, Public Works, Sheriff's Department, and Youth Development</p> <p><i>Productivity and Quality Awards Program – Outstanding Teamwork Award Winner</i></p> <p>Video</p>	<p>Problem: LA County has faced persistently high levels of community violence, with over 50,000 serious violent crimes annually since 2021, including a sharp rise in homicides during the COVID-19 pandemic. Assault-related injuries alone cost the County more than \$500 million annually in medical expenses, lost work, and reduced quality of life. Communities of color have been disproportionately affected, underscoring deep inequities.</p> <p>Solution: To address this, the Department of Public Health's Office of Violence Prevention expanded its Trauma Prevention Initiative (TPI), first launched in 2016, into nine communities by 2022. TPI invests in community-driven strategies including Street Outreach and Violence Intervention, Hospital Violence Intervention Programs, Community Action for Peace networks, and the hiring of peer specialists with lived experience. TPI also strengthens grassroots organizations through training, mini-grants, and alignment with County services such as Parks After Dark, youth development, and incident response protocols. Partnerships with hospitals, law enforcement, schools, and community-based organizations form a coordinated public safety ecosystem.</p> <p>Results: Between 2022-2024, nearly 1,000 people enrolled in street outreach services, over 900 survivors engaged in hospital-based programs, and intervention workers responded to almost 1,000 violent incidents. TPI communities observed slower growth in aggravated assaults (7.9%) compared to Countywide trends (9.9%). By centering community voices, investing in grassroots leadership, and fostering cross-sector collaboration, TPI advances equity and is nationally recognized as a best practice for community violence reduction.</p>	<p>Aarti Harper Project Manager (323) 440-9855 asharper@ph.lacounty.gov</p> <p>Rachel Baker Devine Productivity Manager (213) 449-7371 rbakerdevine@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

NEW WAYS TO DELIVER SERVICES

PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Vet@ThePark Animal Care and Control</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: Many pet owners in LA County, especially in underserved communities, face barriers to veterinary care due to cost, transportation, and limited access to affordable services. After the COVID-19 pandemic, these challenges worsened, leading to a 5% rise in pet surrenders in 2024 compared to 2023. This trend placed additional strain on already overburdened County animal care centers, increasing costs and reducing resources available for animals in need.</p> <p>Solution: The Department of Animal Care and Control launched Vet@ThePark, a mobile outreach program that delivers free veterinary services – including vaccinations, microchipping, deworming, and pet supplies – directly in local parks. Funded through the LA County Animal Care Foundation and supported by partners such as ASPCA, Petco Love, and the Annenberg Foundation, the program operates without using County funding. Events are staffed by County veterinarians and contracted professionals, with about 1-2 events scheduled per month across the County.</p> <p>Results: In 2024, Vet@ThePark hosted 25 events, serving nearly 6,000 pets – an average of 237 animals per event. The program helps keep pets with their families, improves public health through vaccinations, and expands access to veterinary care in underserved communities. It also reduces shelter admissions and operational costs while building public trust. Recognized by local city councils and praised by residents, Vet@ThePark demonstrates a cost-effective, community-centered model that could be replicated in other regions.</p>	<p>Dr. Rachelle Saelor Project Manager (626) 430-2368 rsaelor@animalcare.lacounty.gov</p> <p>Dorothy Phillips Productivity Manager (562) 534-1387 dphillips@animalcare.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

NEW WAYS TO DELIVER SERVICES

PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Community Brigade Pilot Program LA County Fire Department</p> <p><i>Productivity and Quality Awards Program – County Image Enhancement Award Winner</i></p> <p>Video</p>	<p>Problem: The Woolsey Fire in November 2018 devastated Malibu and surrounding communities, taking the lives of three people, burning nearly 99,000 acres, destroying over 1,600 structures, displacing 250,000 residents, and causing more than \$6 billion in losses. The disaster exposed gaps in disaster preparedness, response, and community recovery.</p> <p>Solution: To address these challenges, the LA Emergency Preparedness Foundation (LAEPF) developed the <i>Roadmap to Resiliency</i>, a strategy focused on strengthening collaboration between communities and government agencies. A key initiative was the Community Brigade Pilot Program (CBPP), designed to unify disaster preparedness, response, and recovery efforts. Through extensive outreach and partnerships with organizations such as CORE, Habitat for Humanity, and the Malibu Foundation, LAEPF worked with the LA County Fire Department (LACoFD) to develop the program. In October 2023, the CBPP was formalized through a Memorandum of Agreement. Over 80 trained members now support wildfire readiness through instruction in fire safety, home hardening, defensible space, evacuations, communications, and mop-up operations. During Red Flag Days, members remain on heightened readiness with radios, equipment, and assigned response roles.</p> <p>Results: The CBPP has already supported emergency response during the Broad, Franklin, and Palisades Fires (in 2024 and 2025), assisting with evacuations, mop-up operations, and home ignition zone assessments. The program has secured over \$1.2 million in donations and generated interest from other communities seeking to replicate our LA County model.</p>	<p>Drew Smith Project Manager (310) 881-2403 drew.smith@fire.lacounty.gov</p> <p>Heidi Oliva Productivity Manager (323) 881-2403 heidi.oliva@fire.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

NEW WAYS TO DELIVER SERVICES		
PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Enhancing the County’s Benefits Advocacy Program Health Services (Administration)</p> <p><i>Productivity and Quality Awards Program – Mega Million Dollar Award Winner</i></p> <p>Video</p>	<p>Problem: The Countywide Benefits Entitlement Services Team (CBEST), part of LA County’s Housing for Health division, helps unhoused and vulnerable residents secure disability benefits such as Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), and Cash Assistance Program for Immigrants (CAPI). Despite strong outcomes, the program faced significant challenges by mid-2023, including reduced state funding, lengthy intake and enrollment timelines, and high operating costs caused by duplicative contracts and inefficient processes. Of approximately 10,000 annual referrals, many clients were ultimately found ineligible only after considerable resources had already been spent, delaying services and straining program budgets.</p> <p>Solution: To address these challenges, CBEST implemented major staffing, contractual, and operational reforms in Fiscal Year 2023–24. Services were streamlined in-house and duplicative contracts with nonprofit agencies were phased out. Case management responsibilities were integrated into the expanded Intensive Care Management Services system. Additional staff training accelerated eligibility determinations, while new database-driven process improvements reduced bottlenecks, shortened processing times, and improved communication with clients.</p> <p>Results: These changes significantly improved performance. Intake-to-enrollment time decreased from 17 days to 5 days, and enrollment-to-application submission dropped from 200 days to 55 days. Medically eligible client intake increased from 27% to 33%, while approval rates remained strong at 82%. The reforms also generated \$13.4 million in annual financial benefit to the County through cost savings, new revenue, and cost avoidance.</p>	<p>Lidia Melchor Project Manager Imelchor@hsh.lacounty.gov</p> <p>Connie Salgado-Sanchez Productivity Manager (213) 288-8483 cosanchez@dhs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

NEW WAYS TO DELIVER SERVICES

PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Saving Time, Saving Lives...The “IR” Way! Health Services (Harbor-UCLA Medical Center – Department of Interventional Radiology)</p> <p><i>Productivity and Quality Awards Program – Changemaker Award Winner</i></p> <p>Video</p>	<p>Problem: Harbor-UCLA Medical Center, a Level I Trauma Center in LA County, faced a critical challenge in Interventional Radiology (IR), where procedures to control life-threatening internal bleeding must begin within 60 minutes. Data showed an average start time of 95 minutes which jeopardized patient outcomes and the hospital’s trauma certification. Delays stemmed from unclear emergency definitions, slow team communication, inconsistent staff arrival times, procedural inefficiencies, and unclear transport responsibilities.</p> <p>Solution: Harbor-UCLA launched a Kaizen (continuous improvement) initiative with trauma surgeons, anesthesiologists, nurses, and technologists. The team implemented multiple solutions: a batch paging system to alert staff quickly, keypad entry for faster access, a “buddy system” for quicker IR team presence, prepared procedural checklists, reassigned responsibilities (trauma surgeon for patient transport, IR doctor as timekeeper), and assistance with anesthesia tasks. Nurses streamlined check-in and room preparation, while case debriefings, weekly meetings, and a visual management board reinforced accountability and progress.</p> <p>Results: Within three months, average procedure start time dropped from 95 minutes to 43 minutes, surpassing the 60-minute goal. Staff arrival and communication times improved significantly. The changes reduced blood transfusions by 80%, shortened hospital stays by 20%, and saved nearly \$100,000 annually in transfusion costs. Reduced ICU stays generated an additional \$1.1 million in annual cost avoidance. Overall, the initiative improved patient survival, streamlined workflows, and created a standardized model now shared with other trauma centers.</p>	<p>Lalaine Pestano-Rubi Project Manager (424) 306-4747 lrubi@dhs.lacounty.gov</p> <p>Dr. Anton Mlikotic Project Manager (424) 306-4747 amlikotic@dhs.lacounty.gov</p> <p>Keisha Belmaster Productivity Manager (424) 306-6349 kbelmaster@dhs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

NEW WAYS TO DELIVER SERVICES

PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Safety Matters: Decreasing Staff Assaults Health Services (Harbor-UCLA Medical Center – Department of Nursing)</p> <p><i>Productivity and Quality Awards Program – Bronze Eagle Award Winner</i></p> <p>Video</p>	<p>Problem: Workplace violence in healthcare has risen significantly, with clinicians experiencing assaults at five times the rate of other industries (Bureau of Labor Statistics). At Harbor-UCLA, staff – especially nurses – reported feeling anxious, fearful, and ill-equipped to manage aggressive patients. Most incidents involved complex patients with both physical and mental health needs, creating uncertainty around when to seek security support. In 2022, one medical-surgical unit (3 East) recorded the highest number of assaults, underscoring the urgent need for change.</p> <p>Solution: In March 2023, Harbor-UCLA launched a multidisciplinary pilot to address workplace violence. Staff received workplace safety training through the AVADE program (Awareness, Vigilance, Avoidance, Defense, Escape), and a patient violence risk assessment tool was introduced. Staff developed SBAR script to enhance communication with providers, and Psychiatric Resource Nurse (PRN) rounding was added to support bedside staff. The program also introduced the PEACE Team – an interdisciplinary group of psychiatrists, APNs, and social workers – who proactively screen hospitalized patients to identify behavioral health needs and provide early intervention.</p> <p>Results: The pilot ran from March 2023 to March 2024. Compared to the previous year, reported assaults on Unit 3 East saw a 67% reduction. Staff reported increased confidence, improved communication, and a greater sense of safety. Patients benefited from earlier behavioral health support and constructive opportunities to express their needs. Due to its success, the program has expanded hospital-wide.</p>	<p>Joy LaGrone Project Manager (424) 306-5049 jlagrone@dhs.lacounty.gov</p> <p>Keisha Belmaster Productivity Manager (424) 306-6349 kbelmaster@dhs.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

NEW WAYS TO DELIVER SERVICES

PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Protecting and Saving Lives with Safety Locks Public Health with Children and Family Services, Health Services, LA County Library, Parks and Recreation, Public Defender, Children's Hospital Los Angeles, Kaiser Permanente Baldwin Park Region, LA Care Health Partners, Pomona Valley Hospital Medical Center, and UCLA Resnick Neuropsychiatry Hospital</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: Firearm-related injury is the leading cause of death among U.S. children and adolescents. In LA County, there were 787 firearm-related deaths in 2023. Black communities are disproportionately affected, reflecting systemic inequities and the high number of unsecured firearms in homes – an estimated 399,000 households Countywide. Research shows that safe firearm storage can reduce unintentional shootings, suicide, and theft.</p> <p>Solution: In 2014, the Department of Public Health's Office of Violence Prevention launched the Firearm Safety Initiative. The program focuses on three strategies: (1) distributing free firearm safety locks through partners and online requests; (2) providing training and education on firearm safety and suicide prevention; and (3) implementing a Countywide communications campaign to promote secure storage.</p> <p>Results: In its first year, 22,353 free safety locks were distributed, 53 educational presentations were delivered, and residents at 56 community events were engaged, helping reduce firearm injury to children across LA County.</p>	<p>Patricia Hernandez Project Manager (213)760-3211 phernandez@ph.lacounty.gov</p> <p>Rachel Baker Devine Productivity Manager (213) 449-7371 rbakerdevine@ph.lacounty.gov</p>

Quality and Productivity Commission
Shared Practices 2026 Report

NEW WAYS TO DELIVER SERVICES

PROJECT AND DEPARTMENT	PROJECT DESCRIPTION	CONTACT(S)
<p>Streetlight Acquisition and LED Conversion Project Public Works</p> <p><i>Productivity and Quality Awards Program – Top Ten Award Winner</i></p> <p>Video</p>	<p>Problem: Street lighting has long been one of the most expensive utilities for government agencies, with taxpayers ultimately bearing the cost. For decades, Southern California Edison (SCE) owned and operated the streetlights in unincorporated areas, leaving the County with limited control over maintenance, rising operational costs, or service quality. SCE also lacked a systematic program to replace inefficient High-Pressure Sodium lamps, resulting in high energy use, poor nighttime visibility, and a large carbon footprint. In 2012, a unique opportunity emerged for the County to acquire the local streetlight system.</p> <p>Solution: The Department of Public Works launched a multi-year modernization effort, acquiring approximately 30,000 (or 50%) of streetlights in December 2022 and converting all 60,000 County-area streetlights to energy-efficient LEDs by June 2024. The agency rebuilt its Street Lighting Program, trained staff to take on engineering and maintenance, established new standards, and implemented Geographical Information Systems (GIS)-based tracking, improved service response, and partnered with residents and manufacturers to design warmer LEDs. The project was also adopted regionwide by SCE.</p> <p>Results: The project delivered faster outage responses, improved nighttime visibility and public safety, and reduced annual energy use by approximately 18.6 million kWh per year – equivalent to powering 1,500-1,800 single-family homes annually. It secured \$2.7M in energy rebates, lowered long-term costs, and avoided property assessment increases. The County advanced sustainability, gained operational control, and prepared for future Smart City technologies.</p>	<p>Erick Guzman Project Manager (626) 300-4860 eguzman@pw.lacounty.gov</p> <p>Leslie Schenk Productivity Manager (626) 458-5946 lschenk@pw.lacounty.gov</p>