2025 ANNUAL REPORT

County of Los Angeles
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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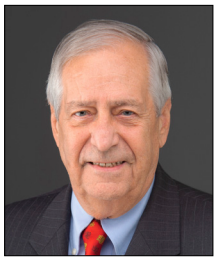
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MESSAGE FROM THE CHAIR



On behalf of the 17 Los Angeles County Quality and Productivity (QPC) Commissioners, it is my honor to introduce the 2025 QPC Annual Report. I do so with pleasure and with pride in our work.

The QPC works to support, recognize, award, and inspire County departments to innovate, solve problems, save taxpayer dollars, and improve services for the people of greater Los Angeles.

We provide grants and loans to County departments to pilot innovations and adapt new ideas. We work with a Productivity Managers' Network of experienced County employees to evaluate, identify, and reward best practices and outstanding performance. We convene in an annual Leadership Conference to help inform and focus County government on myriad challenges and opportunities. And we conduct site visits of County departments to understand what they do and, if we can, help them do it better.

In short, we exist to put a spotlight on excellence and improvement in Los Angeles County government. Let me offer a couple of examples out of the many that appear in these pages.

First, let me give you an example of excellence, a winner of a 2025 Productivity and Quality Bronze Eagle Award, the Department of Health Services' Harbor-UCLA Medical Center in Torrance is arguably the most challenging place to work in Los Angeles County. It's where the police bring troubled, often unhoused Angelenos when their behaviors signal a grave danger to themselves or others. In one unit three years ago, there were 24 serious assaults on nurses and staff by patients. There was no consistent protocol or proven strategy to handle the problem. They were getting worse.

So, what happened? A team of Harbor-UCLA nurses, doctors and staff got together. They consulted with medical, psychiatric and de-escalation experts, including the County Sheriff's Department, and they designed something they call the AVADE program: Awareness, Vigilance, Avoidance, and Defense. They also devised an intake screening program and teams to identify potentially violent patients during intake.

The result? In the first year of the pilot, only 8 serious incidents of assault occurred. Nurses have gained an added sense of safety and control. Potentially dangerous patients benefit from earlier appropriate mental health support. And Harbor-UCLA's AVADE is now cited as a national leader in nurse, staff and patient safety.

Second, let me give you an example of responsiveness and aspiration. Nationally, the Veterans Affairs Administration has been defunding and cutting a wide range of medical and mental health services for veterans. The pain is being felt locally. In response, the leadership of the County's Military and Veterans Affairs came to the QPC with detailed requests to: first, make Bob Hope Patriotic Hall into a regional hub for military transition services; second, develop and offer a wide range of medical and nonmedical innovative mental health interventions for an estimated 3,500 veterans in need; and third, to transform the Hall from a musty collection of war artifacts into a more dynamic, cutting-edge educational experience, giving those who served and serve the respect and reverence they deserve. We were honored to be able to provide funding for all three requests.

Such is the work of the QPC as described in these pages. Over the last 44 years, the Board of Supervisors, Labor Organizations, Chief Executive Office, and the Executive Office have appointed truly talented, smart, experienced, and dedicated individuals from business, academia, labor, and the nonprofit sector to serve on the Commission. We enjoy the work and learn a lot from each other in the process. And the real secret sauce to the QPC is the support we get from the Productivity Managers' Network and our small but mighty staff: Executive Director Jackie Guevarra, Program Manager Jane Lam, and Program Coordinators Ruben Khoskidian and Betty Belavek.

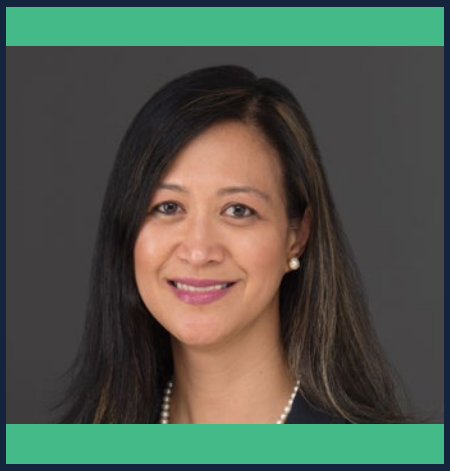
On behalf of all 17 Commissioners, let me close by saying that it is a privilege, an education, and a source of inspiration to be on the QPC. We hope this report will give you a shot of hope and goodness in these times.

And we can't wait to see what 2026 will bring.



WILLIAM B. PARENT
2025 CHAIR
QUALITY AND PRODUCTIVITY COMMISSION

MESSAGE FROM THE EXECUTIVE DIRECTOR



The year focused on adapting to change and staying resilient in the face of extraordinary events. Much like the 38th Annual Productivity and Quality Awards' (PQA) theme of "Resilient: Today, Tomorrow, Together," the Quality and Productivity Commission (Commission) was steadfast in its mission to promote efficiency, productivity, and innovation.

On January 7, 2025, the Palisades and Altadena wildfires brought unimaginable devastation and loss of life and property in these communities. The County lost 31 of its residents in those wildfires. In the face of such adversity, we saw the County family rally together to help those in need.

The year also began for me with a temporary assignment over the Commission Services Division (Division). The Division administers programs and services to 34 commissions and 39 subcommittees, with a dedicated team of 26 staff members. I am grateful for the opportunity to work with Division staff and learn more about other commissions, and to Commission staff who continued the work in my absence.

In 2025, the Commission welcomed Commissioners Joe Waz (First District) and Barry Donelan (Union), and Jane Lam as the new Program Manager. Commissioners Teresa Dreyfuss (First District) and Derek Hsieh (Union) left QPC and joined the Citizens' Economy and Efficiency Commission and Governance Reform Task Force, respectively. We thank them for their service to the Commission.

The core work of the Commission during the year included the following programs:

- 22nd Annual Leadership Conference (see pages 86-87)
- 38th Annual PQA at the Music Center (see pages 44-81)
- Productivity Investment Fund—$2.4 million was awarded to various County departments (see pages 16-21)
- 21 Department Visits (see pages 22-43)

We are grateful to the Board of Supervisors, Executive Office of the Board, Chief Executive Office, Commissioners, Productivity Managers, and Commission staff who champion the Commission's mission and vision year after year.

Jackie T. Guevarra

JACKIE T. GUEVARRA, CPA
EXECUTIVE DIRECTOR
QUALITY AND PRODUCTIVITY COMMISSION

MISSION STATEMENT AND STRATEGIC GOALS

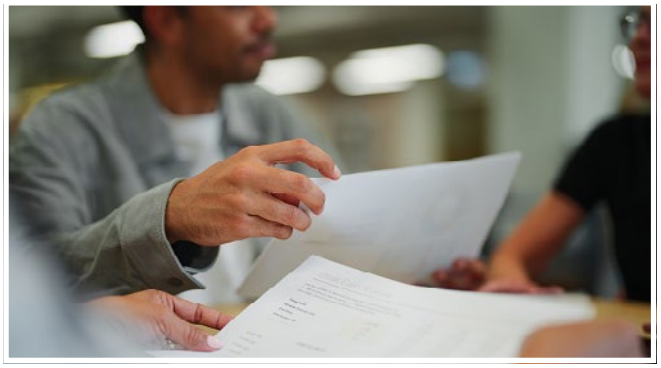
MISSION

To provide advice, innovative ideas, assistance and support to the County's elected officials, managers and employees to promote the effectiveness, efficiency and quality of County public services.

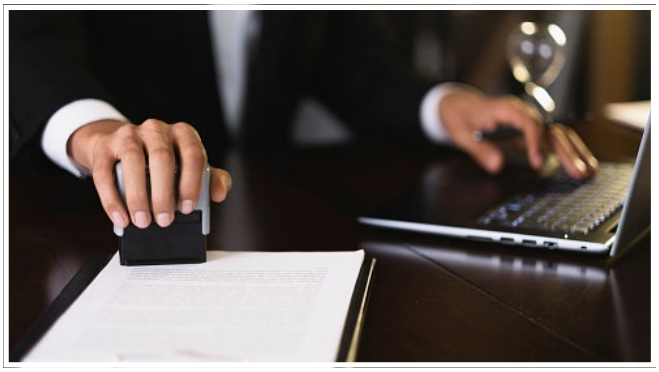
STRATEGIC GOALS

1. **It is the objective of the Commission to provide loans and grants to County departments for innovative projects that promote quality and enhance productivity.**

   - Reviewed 8 Productivity Investment Fund proposals



   - Awarded 4 Productivity Investment Fund projects totaling $2,361,705



2. **It is the objective of the Commission to foster productivity and quality improvement through department visits.**

   - Conducted 21 department visits (19 in-person and 2 virtual visits)
   - Shared interdepartmental challenges and areas of common interest
   - Promoted best practices
   - Solicited departmental entries for the 38th Annual Productivity and Quality Awards Program and PIF proposals

MISSION STATEMENT AND STRATEGIC GOALS

3. **It is the objective of the Commission to strengthen the County's fiscal capacity by recognizing department projects that may result in cost avoidance, cost savings, or revenue generation. These projects may reduce costs, raise levels of efficiency, or increase quality and achieve greater productivity. Each achievement must be measured and reported as a quality or productivity accomplishment and cumulatively over time.**

   - The 38th Annual Productivity and Quality Awards were held at the Music Center on October 15, 2025
   - Received 107 entries from 35 departments on innovative projects and programs Countywide
   - Cumulative PQA benefits total more than $147 million over the last 38 years











MISSION STATEMENT AND STRATEGIC GOALS

4. **It is the objective of the Commission to work closely with the Productivity Managers' Network to assist in developing and administering programs at the department level, and to support the County's Strategic Plan.**

   - Conducted four Productivity Managers' Network (PMN) General Membership Meetings and Training sessions and two other meetings.
     - February 12, 2025 – General Membership Meeting/Training (Virtual)
     - May 7, 2025 – General Membership Meeting/Training
     - August 6, 2025 – PQA Evaluations
     - October 1, 2025 – Nominating Committee (Virtual)
     - November 5, 2025 – General Membership Meeting/Training
     - December 5, 2025 – General Membership Meeting/Holiday Reception

5. **It is the objective of the Commission to share information, department practices, and ideas with County Commissioners and Managers.**

   - Sponsored the 2025 Leadership Conference – "Navigating the New Normal: What Matters Most" – on June 4, 2025, providing a forum for County leaders, managers and Commissioners to network with colleagues, develop leadership, as well as support and promote the County Strategic Plan

6. **It is the objective of the Commission to distinguish department practices that solve complex problems, create financial benefits, and provide quality service.**

   - Distributed the Annual "Shared Practices Report" to the Supervisors, Department Heads, County Managers, and the Productivity Managers' Network to showcase practices that have served as a model for other departments

7. **It is the objective of the Commission to publish an electronic newsletter and annual report that provide County departments with quality and productivity achievements. The newsletter and annual report also list loans and grants to departments that support various projects.**

   - Published four comprehensive e-newsletters highlighting programs and activities and spotlighting the Productivity Managers' Network
   - Published a 2024 Annual Report and distributed it to all County employees (approximately 70,000)
   - Distributed publications to Board offices, Department Heads, Productivity Managers, County Commissions, Committees, and Advisory Boards

MISSION STATEMENT AND STRATEGIC GOALS

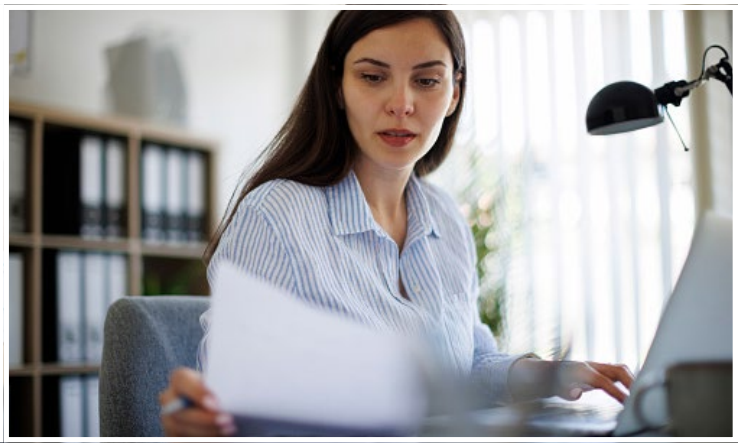
8. **It is the objective of the Commission to keep the Board of Supervisors and the Chief Executive Officer (CEO) informed of Commission activities, grant and loan approvals, and total savings gained from quality and productivity projects.**

   - Published summaries of Department Visits, Productivity Investment Fund awards, and Productivity and Quality Awards, and an annual report distributed to the Board Offices, the CEO, Department Heads, and Productivity Managers
   - Provided periodic updates of Commission activities to the Board of Supervisors and Board Deputies

9. **It is the objective of the Commission to maintain strong supportive committees that will provide information, policy recommendations, and solutions to enable the Commission to better serve County departments.**

   - Department Visit ad hoc Committee
     - Visited 21 departments (19 in-person and 2 virtual)
     - Shared interdepartmental challenges or areas of common interest
   - Productivity Investment Board
     - Held four quarterly meetings
     - Reviewed 8 Productivity Investment Fund applications
     - Recommended funding for 4 Productivity Investment Fund projects





MISSION STATEMENT AND STRATEGIC GOALS

- Productivity and Quality Awards (PQA) ad hoc Committee
  - Selects PQA nominated programs or projects that promote enhanced quality and productivity, generate county savings, and/or enhance the County's image
  - Conducts an annual evaluation of nominated programs or projects in search of the Top Ten Award winning programs
  - Conducts site visits and video taping of Top Ten Award programs
  - Sponsors the Commission's Annual PQA Awards Luncheon and Board of Supervisors televised ceremonies
  - Promotes the annual PQA Award and Special Award Programs as Shared Practices and innovative projects
- Strategic Learning ad hoc Committee
  - Researched potential partnerships to expand the Commission's reach and opportunities to enhance quality and productivity
- Leadership Conference ad hoc Committee
  - The 2025 Leadership Conference was held in person on June 4, 2025

COMMISSIONERS IN ACTION



COMMISSIONERS IN ACTION



OPERATIONAL TRENDS REPORT

"The 2025 operational trends reflect the County's determined investment in transformative technologies and its unwavering commitment to building a stronger, more connected, and more resilient future — a testament to our collective resolve to not just adapt to change, but to lead through it with confidence and purpose."

WILL WRIGHT



The Strategic Learning ad hoc Committee (Committee) identifies issues and trends that may affect the quality and productivity of County services, helping to uphold the Quality and Productivity Commission's (Commission) commitment to ongoing learning and forward thinking. Its charge is to prepare a report with operational findings and recommendations related to productivity, based on an annual review of Department Visit Summaries, Productivity Investment Fund proposals and status reports, submissions to the Productivity and Quality Awards program, insights from the Leadership Conference, and any special projects or Board directives. Each year, the Committee examines these sources to glean relevant insights on enhancing quality and productivity across the County.

The Committee categorizes County trends and innovations into three phases: mature, current, and emerging. A **mature trend** has achieved widespread adoption, with successful pilots evaluated and scaling efforts underway. A **current trend** is under broad discussion, with gathering momentum for promising initiatives or interdepartmental collaborations. An **emerging trend** is a novel approach or model observed in multiple settings that merits further exploration.

The examples below substantiate these key trends. They are drawn from recent encounters with County departments through the Commission's various programs.

Mature Trend: Use of technology, automation (e.g., mobile/remote/virtual business process), and digitization

Los Angeles County's (County) sustained investment in technology, automation, and digitization reflects a mature, forward-thinking approach to modern public service. Digitization has transformed how information is accessed, preserved, and shared, resulting in faster service delivery, greater transparency, and improved operational efficiency. At the same time, the expansion of mobile, remote, and virtual business processes has strengthened customer service and advanced countywide sustainability goals.

This commitment is evident across departments. The Department of Children and Family Services' *Contract Monitoring and Reporting System (CMRS)*, a 2025 Productivity and Quality Awards (PQA) Top 10 winner, modernizes contract oversight through automated, data-driven monitoring. The CMRS is a centralized, web-based system launched in March 2023, which streamlined and improved oversight of approximately $320 million in annual foster care placement and treatment services contracts.

The Department of Military and Veterans Affairs' *Heritage Preservation Initiative*, supported by a $1,063,705 Productivity Investment Fund (PIF) grant, is preserving and expanding public access to historic military artifacts at Bob Hope Patriotic Hall. The initiative will digitize and protect the County's military artifacts while reimagining Patriotic Hall as a living, interactive space for education, remembrance, and connection. By using modern tools, the initiative will preserve the past and share it more broadly, making military history more visible, engaging, and accessible to all.

Additionally, the Registrar-Recorder/County Clerk's 2025 Gold Eagle award-winning *Ballot Processing Center* demonstrates how technology can enhance civic processes by improving accuracy, security, and public confidence. Through consolidation of operations and placing elections administration staff under one roof, the Department fostered the ability for staff to work collaboratively by referencing dashboards and using real-time data for decision making. The onsite Call Centers and Election Command Center enhance the efficiencies by which the Department troubleshoots and monitors the County's elections in a heightened and secure environment.

Together, these efforts illustrate the County's ongoing commitment to innovation—leveraging digital tools not only to streamline internal operations, but also to elevate the quality, accessibility, and sustainability of services for all residents.

Current Trend: Accessibility, efficiency, and innovation with Artificial Intelligence (AI) in County programs and services

The County also continues to advance accessibility, efficiency, and innovation across its programs and public-facing services by thoughtfully integrating AI and modern digital tools. Departments are reimagining long-standing workflows to better serve residents and strengthen internal operations. The Department of Auditor-Controller, for example, transitioned from a paper-based process to an intuitive, electronic workflow through the Departmental Service Order (DSO) reengineering project, reducing administrative burden while improving transparency and turnaround times. The Department also continues to work with the Chief Information Office on countywide AI policies, developing chatbots for predictive analytics, and Co-Piloting AI driven project management/forensic tools and ChatGPT style bot that provide quick answers to County Leave Policy questions.

Similarly, the Department of Public Works is leveraging AI-enabled data dashboards to improve data transparency and is incorporating AI to accelerate wildfire rebuilding, optimize traffic management, and streamline the building plan review and zoning processes. The Department also manages AI video detection systems and travel time mobility sensors along regional corridors, such as in the South Bay. This allows engineers to analyze real-time traffic data, monitor signal performance, and dynamically manage congestion.

Emerging Trend: Access and choice of cutting-edge technology (e.g., mobile biofeedback, sensory therapies, AI-driven tools) to address mental health and well-being

Across the County, innovative programs are beginning to redefine what well-being can look like in community settings. A growing trend is the integration of cutting-edge technologies—such as mobile biofeedback, sensory-based therapeutic tools, and AI-driven support—into public services that promote emotional, physical and social wellness. These approaches make care more personalized, accessible, and responsive to the diverse needs of residents.

Recent County initiatives demonstrate how technology can amplify the impact of human-centered programs. The Department of Military and Veterans Affairs' *Veteran Transition, Wellness and Engagement Initiative*—another PIF funded project—is pioneering the use of advanced tools to help veterans build resilience and ease the transition back into civilian life. The Initiative provides a holistic range of services from transition support to employment services, as well as wellness programs and community engagement opportunities.

Similarly, the Department of Parks and Recreation received the *National Recreation and Park Association's Innovation in Health and Well-being Award* for its Care Camp program, which integrates mental health expertise, sensory therapies and interactive technologies to support participants' mental and emotional health in an inclusive community-based environment. The Department launched Care Camp within 72 hours of the Eaton Fire in January 2025 to provide a safe, supportive, and engaging environment for youth. They offer a blend of structured play, emotional support, and normalcy, particularly during times of community crisis or transition while organizers rely heavily on technology/digital systems to manage the high-stress emergency environments.

Together, these efforts highlight a transformative shift: technology is no longer just an enhancement to wellness programs—it is becoming a catalyst for strengthening connection, improving outcomes, and expanding the reach of public services across the County.

The goals underlying the County's 2024-2030 Strategic Plan—make investments that transform lives, foster vibrant and resilient communities, and realize tomorrow's government today—are evident in the operational trends identified here. These Strategic Plan "North Stars" align with the Board of Supervisors' Board-directed priorities and seek to drive the creation of ecosystems that enable families and communities to thrive. The "North Stars" represent the County's commitment to its constituents, the community, and good governance. The trends—use of technology, automation and digitization, accessibility to and efficiencies in programs and services with AI, and access to cutting-edge technology to address mental health and well-being—represent countywide enhancements in quality and productivity, helping to advance the County's ongoing mission while affirming the Board's core priorities.



WILL WRIGHT
CHAIR, 2025 STRATEGIC LEARNING REPORT AD HOC COMMITTEE
QUALITY AND PRODUCTIVITY COMMISSION

PRODUCTIVITY INVESTMENT FUND PROJECTS

FUNDED ACTIVITIES DURING THE 2025 CALENDAR YEAR

LOANS APPROVED	GRANTS APPROVED	TOTAL FUNDS AWARDED
N/A	4	$2,361,705

DEPARTMENT
LA County Library

PROJECT
Lights, Camera, Access: Storytelling Tools for All

GRANT
$200,000

Funds will be used to include filmmaking and vlogging equipment in its Tool Lending Library collection, which currently offers home repair, sewing, gardening, crafting, baking goods, and musical instruments. It will also launch programs that will teach customers how to use the filmmaking tools and build skills for the creative economy.

PIF PROPOSAL

DEPARTMENT
Military and Veterans Affairs

PROJECT
Military Transition Program

GRANT
$278,000

Funds will be used for consulting services, program implementation, marketing initiatives, and community engagement events. The program will transform Bob Hope Patriotic Hall into a central hub for veteran transition services, integrating career readiness, leadership development, and employer partnerships to support seamless reintegration.

PIF PROPOSAL

PRODUCTIVITY INVESTMENT FUND PROJECTS

DEPARTMENT
Military and Veterans Affairs

PROJECT
Veteran Mental Health and Wellbeing Initiative (Pilot Program)

GRANT
$820,000

Funds will be used to hire expert consultants to develop localized, innovative mental health interventions for 3,500 Veterans, technology development, training, and program evaluation.

PIF PROPOSAL

DEPARTMENT
Military and Veterans Affairs

PROJECT
Heritage Preservation Initiative

GRANT
$1,063,705

Funds will be used to digitize, preserve, and modernize access to historic military artifacts at Bob Hope Patriotic Hall, including supporting 3D scanning, digital archiving, and exhibit upgrades, enhancing public access, education, and long-term stewardship of Los Angeles County's military and cultural heritage.

PIF PROPOSAL

FINAL REPORTS FOR 2025

Chief Executive Office.

FULL REPORT

DEPARTMENT
Chief Executive Office

PROJECT
Los Angeles County Real Estate Management System (LACREMS)

GRANT
$750,000

PROBLEM: The Chief Executive Office (CEO) and Department of Beaches and Harbors (DBH), as two of the County's largest users of real estate management software, identified the need to acquire a comprehensive, innovative, productivity-enhancing real estate management system with the capability of interfacing directly with the electronic Countywide Accounting and Purchasing System (eCAPS). The CEO and DBH currently use different processes with some overlapping functions to manage real estate issues.

SOLUTION: The Los Angeles County Real Estate Management System (LACREMS) is a new innovative, comprehensive, and productivity-enhancing real estate management system with enhanced security features, robust reporting, data analytics, and the capability of interfacing directly with eCAPS. LACREMS will bring a wide variety of solutions, including but not limited to enhanced tracking of County-owned and leased space, increased transparency, integrated contract and payment documents in a single system, dashboards of various workflow processes, and increased accountability with customizable system audit trails.

RESULTS: LACREMS integrated County leased and owned assets data into one enterprise system to streamline costs and create operational efficiencies. One such efficiency is replacing the need to manually draft and route payment and other communications to the Auditor-Controller. All County departments have access to the system to assist with managing their departments' real estate portfolios.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAID	TOTAL PROGRAM COST
$750,000	**$750,000**	**N/A**	**$11,156,200**

NATURAL HISTORY MUSEUM LOS ANGELES COUNTY

FULL REPORT

DEPARTMENT
Natural History Museum of Los Angeles County

PROJECT
Customer Relationship Management System – Phase 2

GRANT
$ 375,000

PROBLEM: The Natural History Museum of Los Angeles County (NHMLAC) was approved for funding in June 2020 by the Quality and Productivity Commission for Phase I of their customer relationship management (CRM) system to create a consistent, unified customer database that integrates NHMLAC's key customer software systems. Phase 1 successfully migrated 20 years of historical ticketing and donor constituent data and integrated the system with their existing ACME ticketing tool. Phase 2 of the project is needed to focus on departmental adoption and advanced system automation.

SOLUTION: The second phase of the project converted and migrated all existing 100,000+ records, validated data, tested for accuracy, integrated and customized seven plug-in modules, and trained staff to maximize system features. Key implementation milestones include systems integration, data migration & governance, marketing and communications launch, and institutional adoption. Significant programmatic improvement and measurable operational cost avoidance were achieved.

RESULTS: The implementation of the CRM system has allowed the NHMLAC to amplify their commitment to using data to make better decisions, advance their mission, reach the broadest possible audience, and to help achieve the strategic goals of the County. The CRM solution will eventually allow the team to collect, catalogue, and sort data among customers to understand their interests, demographics, visiting preferences, and purchasing habits and make this information accessible across the organization.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAID	TOTAL PROGRAM COST
$375,000	$375,000	N/A	$681,600

FINAL REPORTS FOR 2025

County of Los Angeles Public Health

FULL REPORT

DEPARTMENT
Public Health

PROJECT
Electronic Plan Check System

GRANT
$ 208,000

PROBLEM: Plans are reviewed by the Department of Public Health (DPH) to ensure that operations, such as food facilities, public pools, and radiation devices, meet safety requirements before they are approved. Currently, plan submission involves many manual steps to process and approve paper plans. Customers must also drive to DPH offices to deliver bulky plans for approval and incur costs for printing.

SOLUTION: The Electronic Plan Check System (e-Plan) involved purchasing equipment, a three-year software license, installation of software on computers, and staff training to establish a more efficient process for plans to be submitted and reviewed. Equipment included large monitors, computers, shared workstations for large projects and scanning equipment capable of scanning large paper-based plans. A sharing platform was developed to allow the plans to be securely accessed by the customer and the Public Health plan reviewer.

RESULTS: The implementation of e-Plan has resulted in a more efficient process for DPH to accept and review new and remodeled facility plans. Team members no longer need to lift, store or transport heavy and awkward rolls of plans. Electronic plans can be reviewed, marked up and processed for the customer from any location where a computer and monitor are available. This improves the ability to ensure a safe and efficient workplace for employees, a timelier response to businesses, and reduces the space needed to store approved plans. e-Plan has created a more streamlined and cost-effective plan submittal and review process.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAID	TOTAL PROGRAM COST
$208,000	$208,000	$1,444.01	$206,555.99

County of Los Angeles Public Health

FULL REPORT

DEPARTMENT
Public Health

PROJECT
Community Public Health Teams (CPHT): Communications Solutions to Improve Quality and Productivity

GRANT
$ 750,000

PROBLEM: The Department's Community Public Health Teams (CPHT) is a model of public health service delivery being piloted in 10 high-priority, micro-service areas throughout the County. Each of the 10 CPHT's will provide outreach, engagement, and services to over 350,000 people and approximately 93,000 households. Since CPHT is a novel approach, the department anticipates challenges related to trust and awareness among community members. Strategic localized community efforts to raise awareness about CPHTs and encourage greater community engagement are needed.

SOLUTION: The Department contracted with Team Friday, a communications firm, to develop localized messaging and communication strategies to increase awareness and participation in the 10 CPHT project service areas and strengthen overall communication capacity for the community partners involved in the project. They developed 10 customized and unique communication plans, created and designed materials and messaging, and supported capacity building of community partners.

RESULTS: Team Friday improved core services in the following areas: community trust, pre-approved materials, community engagement, and communication capacity. Upfront investment in high-quality, centralized communications reduces ongoing labor and production costs for both DPH and community partners by eliminating the need to independently create outreach materials. This increases alignment across partners, frees up staff time to focus on direct service delivery, and enhances the overall efficiency and impact of CPHT outreach.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAID	TOTAL PROGRAM COST
$750,000	$750,000	N/A	$750,000

DEPARTMENT VISITS



Under the leadership of Commissioner Nichelle M. Henderson, Chair of the Department Visit ad hoc Committee (Committee), the Commission visited 21 County departments (two virtual). The Commission visits departments on a bi-annual basis. The Committee plans the visits with the County departments for a given year. The intent of the Department Visits is to understand departmental operations and priorities, and to assist the department toward realizing enhanced productivity and quality services.

Activities of the Committee:

- Continued to gather trends from site visits
- Distributed Department Visit summary reports to the Chief Executive Officer, Executive Officer, Department Heads, and Network Managers
- Visited the departments on the following pages during the 2025 calendar year

NICHELLE M. HENDERSON
CHAIR, DEPARTMENT VISIT AD HOC COMMITTEE
QUALITY AND PRODUCTIVITY COMMISSION

FULL REPORT

Agricultural Commissioner/Weights and Measures

Kurt E. Floren, Director

APRIL 14, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's continued success in providing environmental and consumer protection services, including ensuring safe food and water supplies, preventing pesticide misuse, overseeing pest management activities, and protecting consumers and businesses from fraud.
- The Department's innovative use of mobile technology and Geographic Information System (GIS) tools to improve inspection efficiency, identify high-risk areas, streamline reporting, and help prevent the introduction of exotic pests.
- Ongoing sustainability efforts, including the installation of 22 electric vehicle chargers and deployment of 26 electric vehicles, as well as updates on major programs such as the Device Inspection Program, Scanner Price Verification Program, Phytosanitary Certification, and Weed Abatement Program.

Commissioners also recognized quality and productivity improvements in the following areas:

- Enhanced operational efficiency through the use of GIS technology to conduct inspections, capture and analyze critical data, and improve targeting of agricultural pest prevention efforts.
- Implementation of responsibilities under Assembly Bill 2037 to regulate publicly owned or operated EV chargers throughout Los Angeles County and local cities.
- Expansion of the Department's "plant sniffing" canine team from three to five dogs by the end of 2025 to strengthen inspection capacity and improve detection of pest-infested commodities entering the region.

DEPARTMENT VISITS

FULL REPORT

Alternate Public Defender

Erika Anzoátegui, Director

MAY 28, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's collaborative efforts during the 2024 Productivity and Quality Awards for the Rapid Diversion Program and Partners for Justice/Partners for Success projects, which helped save County resources and reduce incarceration costs.
- The successful onboarding of the Department's inaugural class of seven Deputy Alternate Public Defender I attorneys in January 2025, along with expanded hiring pathways including entry-level attorney and senior law clerk positions and efforts to establish a paid law clerk program.
- Continued collaboration on innovative programs such as Project HEAL, Partners for Justice, and the "On the Record" training initiative, as well as the Rapid Diversion Program, which currently has 300 enrolled participants and 71 successful graduations as of January 2025.

Commissioners also recognized quality and productivity improvements in the following areas:

- Implementation of Phase I of the new Client Case Management System (CCMS), replacing the Department's legacy case management system and modernizing core operational functions.
- The June 2025 launch of eSubpoena in collaboration with ISAB, streamlining subpoena delivery to law enforcement and improving efficiency for trial deputies and investigators.
- Integration of Odyssey Juvenile data into CCMS ahead of schedule, eliminating tens of thousands of keystrokes while providing attorneys and staff with more detailed and accessible case data.

LOS ANGELES COUNTY
ANIMAL CARE & CONTROL

FULL REPORT

Animal Care and Control

Marcia Mayeda, Director
MAY 22, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's adoption of best practices from other County departments to enhance digital service delivery and customer experience, including receiving $300,000 in ITF funding for digital queue systems, signage, and kennel cards at Animal Care Centers.
- The success of the 25 Vet@The Park events held in 2024, which provided 1,905 Care Vouchers and 2,632 Spay/Neuter Vouchers, helping expand equitable access to pet care services and reduce animal surrenders.
- Continued collaboration and support for programs such as Grooming Gives Hope, Pets Are Family (PAF), Dreams Come True Fund, and Noah's Legacy Fund, as well as volunteer contributions exceeding 75,000 service hours and emergency sheltering efforts during the Palisades and Eaton Fires.

Commissioners also recognized quality and productivity improvements in the following areas:

- Implementation of QR-coded Kennel Profiles and a Q-Line management system to improve customer interactions and streamline operations at animal care centers.
- Use of Power BI dashboards to monitor key performance metrics, including animal admissions, outcomes, enforcement trends, and response times, supporting more effective operational management.
- Efforts to modernize emergency communications through an ITF submission to secure 45 LA-RICS radios, improving disaster response coordination and communication with emergency service partners.

DEPARTMENT VISITS

FULL REPORT

Arts and Culture

Kristin Sakoda, Director

JUNE 16, 2025 (VIRTUAL VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- Publication of the Department's first Annual Report for 2023–2024, which consolidated the Cultural Policy Report, Civic Art Report, and Public Art in Private Development Report into a comprehensive narrative highlighting accomplishments across all divisions and the work of the Arts Commission.
- Successful partnerships with the Los Angeles County Museum of Art, the Natural History Museum, and the Department of Human Resources to host Employee Wellness, Arts, and Culture Festivals that promoted creative expression, wellness, and engagement with arts and culture.
- Expansion of arts programming for youth in juvenile camps and halls, including robust programming at Los Padrinos Juvenile Hall that now reaches youth in all 20 units through approximately 75 sessions per week and 300 sessions per month.

Commissioners also recognized quality and productivity improvements in the following areas:

- Continued enhancement of Arts Ed Profile, a web-based data tool supporting greater understanding of the quantity, quality, and equity of arts education throughout California.
- Exploration of Artificial Intelligence (AI) applications through the annual Arts Datathon, including the use of GenAI tools for administrative efficiencies, development of AI policies, and strategies for protecting personally identifiable information.
- Advancement of Creative Wellbeing approaches that promote healing-informed practices, self-care, and professional development opportunities for educators, staff, and community-based organizations serving systems-impacted youth.

FULL REPORT

Assessor

Jeffrey Prang, Assessor

JULY 30, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department received the International Association of Assessing Officers' Certificate of Excellence in Assessment Administration in two separate years, demonstrating sustained excellence in assessment administration practices.
- The Department successfully completed the annual assessment roll while maintaining a strong commitment to constituent service and implementing the Agile methodology to modernize its outdated forecasting and development rights technology platform.
- The launch of the new assessment platform significantly improved operational efficiency, including reducing the Secured Assessment Roll closure and delivery process from six weeks to one week.

Commissioners also recognized quality and productivity improvements in the following areas:

- Development of the new Misfortune & Calamity application in response to the 2025 Palisades and Eaton wildfires, which generated efficiencies that saved approximately 45,000 personnel production hours and allowed the Department to reduce a substantial backlog of transfers and new construction permits.
- Expansion of public-facing digital services, including the "Contact the Assessor" form, online appointment scheduler, and e-Service Program, which improved customer service and streamlined processes that previously required in-person or mail transactions.
- Continued operational enhancements through digitization of map books, creation of the Data Analytics Team, and collaboration with other County departments to reduce redundancies, improve turnaround times, and strengthen data-driven outreach efforts.

DEPARTMENT VISITS

FULL REPORT

Auditor-Controller

Oscar Valdez, Auditor-Controller

APRIL 10, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's successful implementation of Robotics Process Automation (RPA), Generative AI (GEN-AI), and Lean Six Sigma initiatives, including 96 employees earning yellow belt certification to improve operational efficiency.
- Progress on modernization efforts such as the DSO Reengineering Project, journal voucher reengineering, and automation of double overtime calculations, resulting in streamlined workflows, faster processing, and annual savings exceeding $714,000.
- The Department's forward-looking vision for an AI-driven government, including collaboration on Countywide AI policy, expansion of Data & Analytics capabilities, development of chatbots and predictive analytics tools, and AI-assisted project management solutions.

Commissioners also recognized quality and productivity improvements in the following areas:

- Launch of the Mobile Timesheet Approval application, enabling more than 8,700 County managers to approve staff timesheets remotely through mobile devices.
- Improvements to data collection and customer feedback processes through the use of Jira project management tools and implementation of a formal electronic feedback platform for Shared Services.
- Advancements in major enterprise modernization projects, including upgrades to the County's ERP systems through the LACES initiative and progress toward replacing the County's property tax system through the eTAX Request for Proposal process.

FULL REPORT

Beaches and Harbors

Gary Jones, Director

JUNE 18, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department celebrated the 60th anniversary of Marina del Rey, highlighting its continued importance as North America's largest human-made small craft harbor and a key hub for recreation, housing, and coastal access.
- Significant coastal resilience efforts are underway, including a $1 million California Ocean Protection Council grant and the development of a Coastal Resilience Study to address erosion and support long-term beach protection strategies.
- Expanded public access and infrastructure improvements were noted, including EV charging stations, accessibility enhancements for disabled visitors, and system-wide Wi-Fi installation across major Marina and beach facilities.

Commissioners also recognized quality and productivity improvements in the following areas:

- Advancements in safety and emergency preparedness, including installation of AEDs, staff CPR/AED training, and the launch of the Beach Emergency Evacuation Lights System (BEELS) and Video Remote Interpreting (VRI) services for improved accessibility.
- Efficiency improvements through technology upgrades such as procurement of Public Records Act software and replacement of the Maximo Work Order System with an in-house platform, generating cost savings and improved customization.
- Operational enhancements supporting maintenance and environmental management, including sanitation and infrastructure upgrades in Malibu and ongoing efforts to improve coastal resilience and resource management systems.

EXECUTIVE OFFICE
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

FULL REPORT

Executive Office of the Board of Supervisors

Edward Yen, Executive Officer
OCTOBER 23, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's Change Management Plan designed to address service gaps, strengthen organizational capacity, and improve overall effectiveness through four pillars: Operational Excellence, Equity in Action, Community Engagement, and Digital Transformation.
- The establishment of the Governance Reform Task Force to oversee implementation of Measure G, including restructuring County governance, creating an independent Ethics Commission, and expanding the Board of Supervisors.
- Recognition of the Department's 2023 National Association of Counties award for its enhanced public education efforts, including the Assessment Appeals Board (AAB) Video Library initiative.

Commissioners also recognized quality and productivity improvements in the following areas:

- Development of data-driven and performance tools, including the AAB Executive Dashboard, to support real-time operational tracking and improved staff allocation.
- Expansion of digital modernization efforts, including the GovQA Public Records Act portal, upgraded Form 700 e-filing system, and the centralized Committee Book System for tracking County bodies.
- Strengthened interdepartmental collaboration between AAB, Assessor, Auditor-Controller, and Treasurer and Tax Collector to streamline appeals and refund processes and improve service efficiency.

Health Services
LOS ANGELES COUNTY

FULL REPORT

Health Services

Dr. Christina Ghaly, Director
MARCH 13, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's strategic priorities, including population health/value-based care, quality and patient experience, workforce development, and fiscal sustainability.
- The strong focus on population health efforts such as improving patient engagement, expanding equitable access to culturally responsive care, optimizing inpatient utilization, and increasing community-based services for individuals experiencing homelessness and justice-involved populations.
- Advancements in quality and patient experience, including efforts to improve timely access to medical and specialty services, strengthen racial equity, and the renaming of Los Angeles County+USC Medical Center to Los Angeles General, as well as recognition of the Department's Bronze Eagle Award for the Pomona Fairplex Emergency Intake Site project.

Commissioners also recognized quality and productivity improvements in the following areas:

- Significant enhancements in communication and technology, including the Patient Facing Communications Workgroup, expanded use of emails and text messaging, increased LA Health Portal enrollment, and improvements in data reporting and metrics through IT investments.
- Workforce and organizational development initiatives, including the Equity, Diversity, Inclusion, and Anti-Racism (EDIA) program, employee mental health support through a psychologist role, and leadership training for managers and supervisors.
- Financial and operational improvements, including redesign of the Medicaid payment program, implementation of a cost accounting system to support fiscal sustainability, and efforts to optimize purchasing and contracting with diverse vendors.

DEPARTMENT VISITS

Los Angeles County DEPARTMENT OF Human Resources

FULL REPORT

Human Resources

Lisa Garrett, Director of Personnel

JULY 7, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- Commissioners were pleased with the Department's continued efforts to leverage technology and innovation to improve operational efficiency, including expanded use of AI, data dashboards, and digital HR tools.
- Commissioners commended the success of the Executive Leadership Training Program funded by the Productivity Investment Fund (PIF), which has trained approximately 330 participants and continues to support leadership development across the County.
- Commissioners were encouraged by the Department's expedited hiring efforts, including filling over 2,000 positions under emergency declarations and establishing the Chief Hiring Strategist role to strengthen workforce planning and strategy.

Commissioners also recognized quality and productivity improvements in the following areas:

- Expansion of data-driven HR systems, including Countywide HR Snapshot Dashboards, Equal Pay and Pay Transparency Dashboards, and the Fair Chance Hiring Dashboard, which collectively improve transparency, compliance tracking, and workforce analytics.
- Implementation of innovative recruitment and training tools, such as a platform connecting the County to thousands of educational institutions, AI-enabled video interviewing (with over 80,000 interviews conducted), and mobile-accessible training through the upgraded TalentWorks system.
- Strengthening of workforce and wellness infrastructure through initiatives like the Employee Wellness, Arts and Culture Festival and the deployment of the Disability Management and Compliance System (DMCS) as a centralized case management system for occupational health and leave management.

FULL REPORT

Internal Services Department

Michael Owh, Director

JULY 2, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- Emergency response and disaster recovery leadership during the January wildfires, including 24/7 Emergency Operations Center support, operation of Disaster Recovery Centers, coordination of press briefings, and rapid deployment of generators to maintain critical radio communications for first responders.
- Procurement modernization and economic equity efforts, highlighted by the establishment of the Equity in Countywide Contracting Office and ongoing e-Procurement transformation to streamline governance across decentralized contracting units and expand opportunities for local small businesses.
- Workforce development, infrastructure, and resilience initiatives, including expansion of EV charging infrastructure across the County, disaster recovery workshops with supporting runbooks and recovery standards, and updates on internship and transition programs supporting career mobility and County talent pipelines.

Commissioners also recognized quality and productivity improvements in the following areas:

- Digital equity and workforce development initiatives, including the “Delete the Divide” program providing residents with digital skills training, laptops, and IT certifications, as well as expanded internship pathways into County employment.
- Enhanced data and performance management tools, particularly improved dashboards that provide real-time visualization of operational data to quickly identify successes and areas for improvement.
- Operational adaptability and efficiency during emergencies, with staff demonstrating strong flexibility and responsiveness in maintaining service continuity and adjusting operations effectively during disaster conditions.

LOS ANGELES COUNTY JUSTICE CARE AND OPPORTUNITIES DEPARTMENT

FULL REPORT

Justice, Care and Opportunities Department

Judge Songhai Armstead (Ret.), Director

MARCH 27, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department has served over 13,000 justice-involved individuals through prevention, diversion, and reentry services since becoming a County department in 2022.
- More than 18,000 individuals were supported through the Justice Connect Support Center, alongside the launch of JusticeConnect.org providing expanded access to services and resources.
- The Department received four NACo Achievement Awards in 2024, including recognition for a rapidly launched call center that connects individuals to transportation, housing, and court reminder services.

Commissioners also recognized quality and productivity improvements in the following areas:

- Expansion of collaborative programs such as the Incubation Academy, Rapid Diversion Program (RDP), POWR, and Reentry Housing, collectively strengthening diversion, housing access, and reentry supports.
- Significant scale and impact of Reentry Intensive Case Management Services (RICMS), which has served over 33,000 individuals and demonstrated reduced justice system involvement and emergency room usage.
- Implementation of new technology and data-driven systems, including the LA County CareConnect App, Justice Involved Individuals Panel, and Care Management System to improve coordination, performance tracking, and strategic decision-making.

FULL REPORT

LA County Library

Dr. Skye Patrick, County Librarian & Director
MAY 1, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- Recognition of the Department's achievements, including the Chair Leadership Award at the 2024 Productivity and Quality Awards, the 2025 James Irvine Foundation Leadership Award, and three 2024 National Association of Counties (NACo) Achievement Awards in collaboration with County partners.
- Strong community engagement efforts, highlighted by Library Fest events across 10 locations drawing over 8,500 residents, along with ongoing 2025 events supported by expanded outreach and marketing strategies.
- Successful programs and strategic initiatives, including Summer Stars tutoring (serving over 2,700 students through nearly 13,800 sessions), Naloxone Clinics in partnership with public health agencies, One Book, One County participation across multiple jurisdictions, and inclusive strategic planning outreach conducted in multiple languages.

Commissioners also recognized quality and productivity improvements in the following areas:

- Expansion of digital access and support services, including the Connect & Go Wi-Fi hotspot lending program and the Delete the Divide initiative providing one-on-one technology assistance to over 10,000 customers across 43 libraries.
- Enhanced data-driven decision-making through the Integrated Library System's Library-at-a-Glance (LAAG) reporting tool, improving visibility into circulation, purchasing, item requests, and digital usage trends.
- Service innovation and resource expansion, including the growth of the Tool Lending Library to a sixth location, the addition of musical instruments, and exploration of instructional programming in partnership with Arts & Culture.

LACMA

FULL REPORT

Museum of Art

Michael Govan, Director and CEO

APRIL 17, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- Commissioners were pleased to learn about successful infrastructure upgrades at the Los Angeles County Museum of Art (LACMA) West Campus, including implementation of the Building Management System (BMS) and lighting control system improvements supported by Productivity Investment Fund (PIF) grants.
- They also commended LACMA's education and public programming, strong visitor engagement, and the impact of initiatives such as the LA Arts Community Fire Relief Fund, while noting concern over the cancellation of National Endowment for the Humanities and Institute of Museum and Library Services grants resulting in a loss of approximately $1.89M in funding.
- Commissioners appreciated the Museum's long-term vision to strengthen its role as a global cultural bridge through international exhibitions and provenance research, deepening understanding of cultural heritage and art movement across borders.

Commissioners also recognized quality and productivity improvements in the following areas:

- The establishment of the Mohn Art Collective (MAC3), a collaboration between LACMA, the Hammer Museum, and the Museum of Contemporary Art (MOCA), was recognized as a major advancement in institutional cooperation and sustainable storage practices.
- Commissioners noted strong performance in public engagement and programming, including 1,356 education programs serving over 422,000 participants in FY 2023–24, 853,862 museum visitors, and more than 60 exhibitions featuring non-Western artists and artists of color over six years.
- They also recognized improvements in data-driven planning and operational efficiency, including the use of zip code tracking to better understand audience reach and expand geographic access to museum programming across Los Angeles County.

FULL REPORT

Natural History Museum

Dr. Lori Bettison-Varga, President and Director

APRIL 24, 205

Commissioners noted and/or were pleased to learn the following from the Department:

- Commended the Natural History Museum (NHM) for its continued exceptional work as the County's science education arm.
- Congratulated NHM on the successful opening of the NHM Commons in November 2024.
- Recognized the success of the 10th Annual City Nature Challenge, a global four-day initiative supporting urban biodiversity documentation and protection.

Commissioners also recognized quality and productivity improvements in the following areas:

- Implementation of a Customer Relationship Management (CRM) system, improving visitor and donor engagement through data-driven insights to inform programming, exhibitions, and targeted outreach.
- Strengthened staff recruitment and retention practices, including regular performance reviews, cross-functional workshops, and stakeholder feedback sessions to improve service quality and productivity.
- Expanded technology and infrastructure improvements through partnerships with County departments, including a successful upgrade of Wi-Fi connectivity at both NHM and La Brea Tar Pits properties.

DEPARTMENT VISITS

FULL REPORT

Parks and Recreation

Norma Garcia, Director

MAY 19, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- Commissioners congratulated the Department on receiving the 2025 National Recreation and Park Association Innovation in Health and Well-Being Award for Care Camp, highlighting its rapid deployment within 72 hours of the Eaton Fire and expansion to multiple sites to meet urgent community needs.
- Commissioners were pleased with the reopening of Loma Alta Park as the first park to return online after the Eaton Fire, featuring trauma-informed design elements such as healing spaces, youth zones, and embedded therapeutic services to support community recovery.
- Commissioners appreciated updates on strong cross-sector collaboration and mutual aid efforts, including Measure A funding for community gathering spaces, workforce reintegration through the Department of Economic Opportunity, support from Altadena Public Libraries, and expanded programming such as SPOT Teen Centers, ESTEAM camps, and related youth services.

Commissioners also recognized quality and productivity improvements in the following areas:

- Integration of evidence-based evaluation through collaboration with UCLA researchers to study the impact of the Care Camp trauma-informed care model.
- Strengthening of mental health integration and wellness infrastructure, including onsite clinicians, calming zones, trauma counseling, and the development of ongoing wellness hubs that combine recreation with behavioral health support.
- Enhanced operational capacity through cross-training and staff preparedness initiatives, as well as the use of large-scale park events as training environments for County departments and partner agencies.

FULL REPORT

Probation Department

Guillermo Viera Rosa, Chief Probation Officer

APRIL 7, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- Commissioners appreciated the Department's candid and focused leadership approach, including its ongoing efforts to restructure operations, streamline internal reforms, and strengthen alignment with the newly established Los Angeles County Departments of Youth Development and Justice Care and Opportunities, as well as improved shared ownership of services across juvenile facilities.
- Commissioners noted significant progress in recruitment and staffing initiatives, including 1,042 eligible candidates for the Deputy Probation Officer I recruitment and 36 eligible candidates for Deputy Probation Officer II, along with broader classification restructuring that expands opportunities for associates, interns, and licensed professionals.
- Commissioners were updated on major transformation efforts, including the formation of a new executive team, as well as the Department's long-term Facilities Plan—covering relocation of Central clinical services, closure of Camp Paige, and expansion of a small community model similar to Campus Kilpatrick to improve therapeutic environments.

Commissioners also recognized quality and productivity improvements in the following areas:

- Commissioners commended the successful Deputy Probation Officer I examination and lateral hiring program, including a $24,000 incentive for experienced hires from other counties, aimed at expanding the applicant pool, improving retention, and strengthening workforce capacity.
- Commissioners recognized improved coordination and compliance among departments with shared responsibility for juvenile facilities, contributing to more consistent and efficient service delivery.
- Commissioners acknowledged the benefits of job classification restructuring and staffing improvements within juvenile institutions, which are helping to enhance operational efficiency and overall workforce effectiveness.

FULL REPORT

Public Works

Mark Pestrella, Director

APRIL 30, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- Commissioners commended the successful launch of the Equity in Infrastructure Initiative and Wildfire Recovery Taskforce, highlighting effective multi-agency coordination across the Chief Executive Office – Office of Emergency Management, Fire, Health Services, Public Health, Public Works, and Sheriff's Department to streamline recovery efforts in wildfire-impacted communities.
- Commissioners noted improvements in workforce development and staff retention, including a high volume of contracts awarded and jobs created during fiscal year 2023–24.
- Commissioners appreciated updates on key Department programs, including the The Works App, Measure W – Safe, Clean Water Program, Customer Experience and Community Engagement initiatives using AI and data dashboards, the County Water Plan, and ongoing Homelessness Response programs such as Project Homekey and Encampment Resolution efforts.

Commissioners also recognized quality and productivity improvements in the following areas:

- Job Order Contracting (JOC) as a more flexible and cost-effective method for infrastructure maintenance, repair, and refurbishment.
- Results-Based Accountability (RBA) as a structured, data-driven framework for defining outcomes and guiding strategic decision-making.
- Vision Zero initiative, supporting enhanced traffic safety and injury prevention efforts across unincorporated communities.

FULL REPORT

Registrar-Recorder/County Clerk

Dean Logan, Registrar-Recorder/County Clerk
MAY 12, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- Commissioners congratulated the Department on the opening of the new Ballot Processing Center in the City of Industry (January 2024) and recognized its role in strengthening election operations.
- Commissioners were pleased to learn about strong voter engagement in the November 2024 General Election, including 3,793,106 total ballots cast, 72% vote-by-mail participation, and 28% in-person voting.
- Commissioners commended the Department's expanded voter access infrastructure, including 426 ballot drop boxes and 648 vote centers, as well as its outreach efforts supporting turnout.

Commissioners also recognized quality and productivity improvements in the following areas:

- Commissioners recognized improvements in election security and collaboration, including partnerships with the LA County Sheriff's Department, U.S. Postal Inspection Service training, and expansion of the County Employee Election Worker Program (4,166 employees, 56% bilingual).
- Commissioners acknowledged data-driven and technology-enhanced planning efforts, including GIS-based placement of vote centers and ballot drop boxes, and the creation of a new Data Science section to support automation and reporting improvements.
- Commissioners commended productivity and efficiency initiatives such as the Election Dashboard, multilingual workforce recruitment dashboards, equity-focused Restrictive Covenant Modification Project, and data-driven evaluation of outreach effectiveness through randomized controlled trials.

DEPARTMENT VISITS

FULL REPORT

Treasurer and Tax Collector

Elizabeth Buenrostro Ginsberg, Treasurer, Tax Collector and Public Administrator

MAY 5, 2025

Commissioners noted and/or were pleased to learn the following from the Department:

- The successful implementation of the EPIC-LA Business Licensing Integration, which digitized permitting and licensing processes and resulted in a 52% increase in application volume while reducing processing time by 40%.
- The piloting of the El Monte field office co-location with the Office of the Assessor to improve interdepartmental collaboration and public service delivery, with potential expansion to additional field offices.
- The Department's outreach and emergency response efforts, including the disaster center taskforce that provided public assistance during the January wildfires.

Commissioners also recognized quality and productivity improvements in the following areas:

- Enhancements to the Property Tax Case Management System (CMS), which improved taxpayer response times by four days.
- Modernization efforts for the Integrated Property Tax System (eTax), a joint initiative to replace legacy systems and improve efficiency, accuracy, and service delivery.
- Transition to cloud-based systems, including the property tax telephone system, Treasury Management System, and Fiduciary Electronic Information System (FIDELIS), resulting in cost savings, reduced manual workload, and improved operational resilience.

FULL REPORT

Youth Development

David Carroll, Director

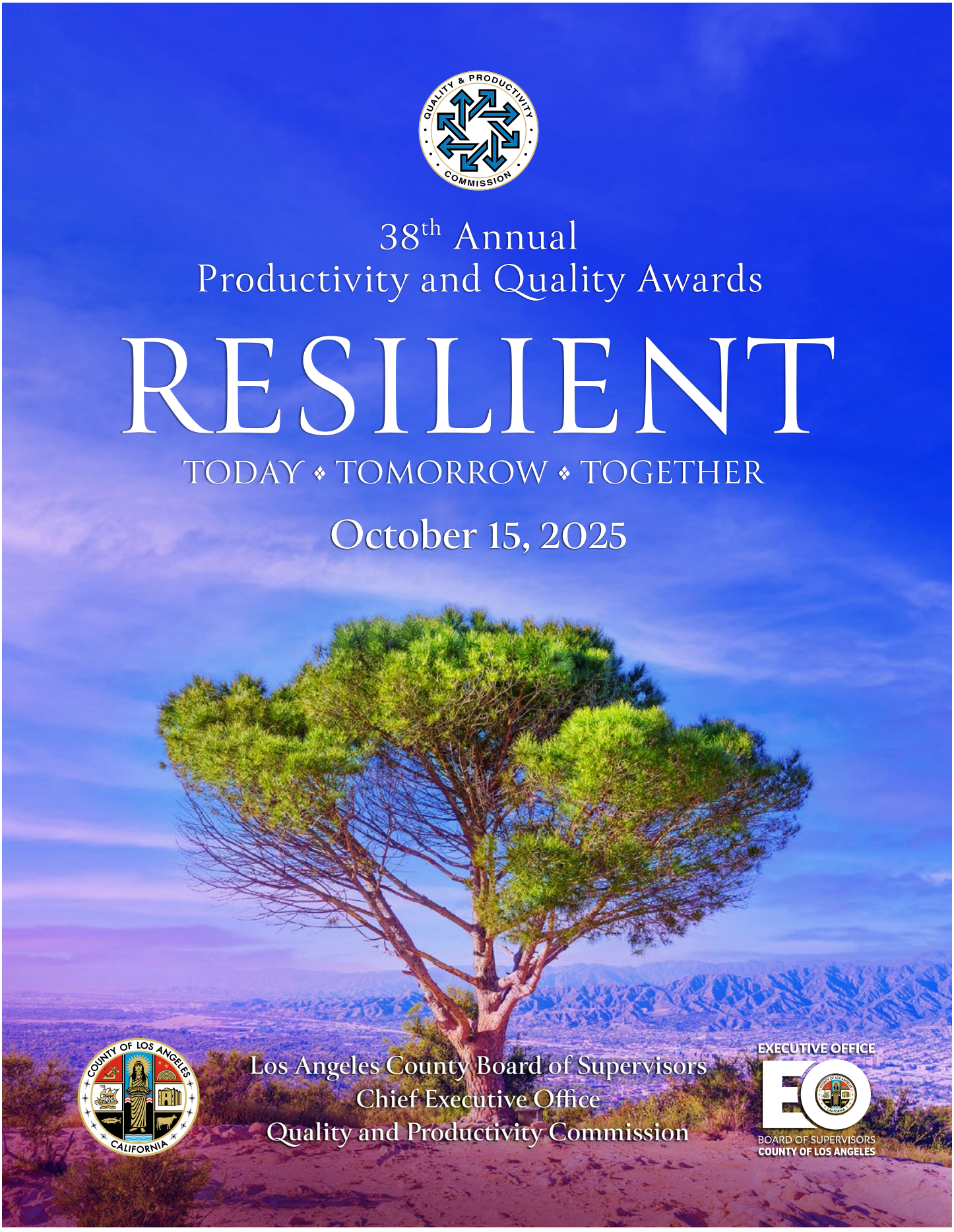
MARCH 6, 2025 (VIRTUAL VISIT)

Commissioners noted and/or were pleased to learn the following from the Department:

- The Department's continued success since becoming a County department in 2022, including recognition of the Credible Messenger Mentorship Pilot project receiving a Top Ten Award at the 37th Annual Productivity and Quality Awards Program.
- Progress on collaborative Youth Development Learning Collaborative (YDLC) efforts, including development of the Transition Age Youth Table and alignment of shared priorities across youth-serving agencies as part of the Department's Strategic Plan.
- Updates on key Board-directed and cross-departmental initiatives, including partnerships with multiple County agencies to support street racing prevention, expanded youth programming in parks, youth development network connections, and juvenile justice programming coordination.

Commissioners also recognized quality and productivity improvements in the following areas:

- Strengthening cross-departmental and community collaboration efforts to streamline services, advance shared learning, and support unified priorities across youth development initiatives.
- Enhancing data-informed practice through Provider and Staff Learning Communities, including regular program data review, training, and quality assurance monitoring supported by the Research, Policy, and Innovation team.
- Advancing internal planning and innovation through Strategic Design Sessions that bring together program teams and the Coordination & Innovation Branch to develop evidence-informed initiatives and implementation strategies.


38th Annual
Productivity and Quality Awards
RESILIENT
TODAY ❖ TOMORROW ❖ TOGETHER
October 15, 2025
Los Angeles County Board of Supervisors
Chief Executive Office
Quality and Productivity Commission
EXECUTIVE OFFICE
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

PRODUCTIVITY AND QUALITY AWARDS

The Quality and Productivity Commission is committed to promoting and sharing best practices in the County.

The Board of Supervisors, Chief Executive Office, and Quality and Productivity Commission hosted the 38th Annual Productivity and Quality Awards (PQA) ceremony on October 15, 2025. The Master of Ceremonies was Lolita Lopez, Journalist and Reporter, NBC 4, who kicked off the ceremony and welcomed everyone to the PQA. The awards program included appearances by Supervisors Holly J. Mitchell (Second District) and Janice Hahn (Fourth District), with a special video message from the Chair of the Board, Supervisor Kathryn Barger (Fifth District), who all acknowledged County employees' commitment to providing necessary, beneficial, and at times life-saving services to County residents.

Since 1987, the PQA program has honored thousands of achievements in service delivery and innovation which deserve our recognition. This year's theme was "Resilient: Today, Tomorrow, Together."

The Commission received 107 applications from 35 County departments for projects that highlight the County's continuing response to COVID-19, mental health crisis, youth employment, our aging population, critical healthcare, poverty alleviation, and use of technology and innovation to provide more efficient and effective services. These projects truly showcase the theme of "Resilient: Today, Tomorrow, Together" through purpose, innovation, and creative vision for quality services to the most vulnerable and underserved populations and communities. Cumulatively, these 107 winning projects are estimated to generate over $147 million in financial benefits to the County.

In alignment with this year's theme, the top three submissions took home the prestigious Gold, Silver, and Bronze Eagle Awards at the 38th Annual PQA ceremony held in-person at the Music Center, Dorothy Chandler Pavilion. These top winners included County programs that focused on youth at work, healthcare navigation programs for families, and helping families out of poverty through claiming tax credits.

2025 PQA SUMMARY

NUMBER OF PROJECTS	PARTICIPATING DEPARTMENTS	TOTAL BENEFITS
107	35	$147 million

MESSAGE FROM 2025 PQA AD HOC COMMITTEE CHAIR

"The 2025 PQA theme is 'Resilient: Today, Tomorrow, Together' which embodies the resilience and fighting spirit of the County, philanthropic partners, and community organizations to address challenges and implement creative and effective solutions. It is a testament to the bright future ahead."

NANCY G. HARRIS



The Quality and Productivity Commission is committed to promoting innovation and sharing best practices in the County. An important part of this commitment is the annual Productivity and Quality Awards (PQA) program. Since 1987, the annual PQA has showcased County creativity, initiative, and resourcefulness. Past winners represent local and national models of excellence and represent the many ways departments are helping the most vulnerable residents and communities in the County.

The Commission's 38th Annual PQA program – Resilient: Today, Tomorrow, Together – was held on October 15, 2025. Each year, County departments submit their best projects to compete for the coveted Gold, Silver, and Bronze Eagle Awards! The Commission also honors Department Heads, Productivity Managers, and employees who play key roles in designing and implementing outstanding projects at the annual PQA ceremony.

The Commission received 107 entries across 35 departments, representing more than $147 million in estimated annual benefit to the County. The 2025 Top Ten winners represent innovative ways to empower some of our most important – and most vulnerable – populations: youth, low-income families, and those affected by mental health and COVID-19. These projects provided critical care and services during a most challenging time. Here are the winners:

2025 Top Ten Winners

1. State-of-the Art Ballot Processing Center – Gold Eagle Award Winner
2. JCOD Los Angeles County Training Center (LACTC) – Silver Eagle Award Winner
3. Safety Matters: Decreasing Staff Assaults – Bronze Eagle Award Winner
4. Vet@ThePark
5. Contract Monitoring and Reporting System (CMRS)
6. Reading for Resilience: Library Services for All
7. Community Outreach Court
8. Help in Any Language: On-Demand Interpretation
9. Protecting and Saving Lives with Safety Locks
10. Streetlight Acquisition and LED Conversion Project

2025 Commission Special Awards

1. Changemaker Award – Saving Time, Saving Lives…The "IR" Way!
2. Community Equity and Inclusion Award – No Address, No Barrier to Public Health Services
3. County Image Enhancement Award – Community Brigade Pilot Program
4. Customer Service Award – In-Home Supportive Services Chatbot
5. Mega Million Dollar Award – Enhancing the County's Benefits Advocacy Program
6. Outstanding Teamwork Award – Building Safety in LA Communities
7. Performance Measurement Award – Saving Lives through Data Monitoring
8. Process Improvement Award – Sick Leave Buyback Automation Just Makes "Cents"
9. Commissioners' Legacy Award – Change Agents – The EHR Training Team



NANCY G. HARRIS
CHAIR, PRODUCTIVITY AND QUALITY AWARDS
AD HOC COMMITTEE
QUALITY AND PRODUCTIVITY COMMISSION

RESILIENT

TODAY ◆ TOMORROW ◆ TOGETHER

GRAND EAGLE AWARD WINNERS

The Commission's top three awards, the "Gold," "Silver," and "Bronze" Eagle Awards, are selected from the Top Ten winners. Selection criteria include innovation, transferability, collaborations, service enhancement, cost savings, cost avoidance or revenue generation. These best practices serve as examples of creative solutions to universal problems.

Gold Eagle Award Winner

STATE-OF-THE-ART BALLOT PROCESSING CENTER

Registrar-Recorder/County Clerk with Chief Executive Office, Internal Services Department, Public Works, and Sheriff's Department

Before the establishment of the Ballot Processing Center (BPC), Los Angeles County's Registrar-Recorder/County Clerk (RR/CC) election operations were decentralized across multiple sites in Pomona, Downey, Norwalk, Santa Fe Springs, and other locations. This fragmentation caused 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. Additionally, scattered call centers and inadequate facilities strained voter support and interdepartmental coordination.

Beginning in December 2021, RR/CC partnered with the County's Chief Executive Office Real Estate Division (CEO-RED) and Internal Services Department (ISD) to identify and design a single large facility capable of consolidating all election operations. A former retail space in the City of Industry was selected for its size, parking capacity, and accessibility. Over just six months (June–December 2023), 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 270+ cameras, 24/7 staffing, and a helipad for direct ballot delivery. The 25-year lease ensured adaptability, sustainability features (solar panels, EV charging), and long-term use.

Opening January 2024, the BPC successfully supported the March Presidential Primary. Consolidation streamlined ballot logistics, reduced transport risks, improved coordination, and created a single venue for transparency and public observation. Beyond elections, the facility now hosts civic engagement events, national delegations, and trainings. The BPC is recognized as a state-of-the-art, secure, and sustainable election administration model, strengthening integrity, efficiency, and public trust.



GRAND EAGLE AWARD WINNERS

Silver Eagle Award Winner

JCOD LOS ANGELES COUNTY TRAINING CENTER (LACTC)

Justice, Care and Opportunities Department
with Fire, Human Resources, Internal Services Department, and Public Defender

Los Angeles 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.

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 Los Angeles 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 Los Angeles 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.

The results have been significant. The inaugural 2024 cohort of ten cadets graduated with seven receiving job offers from CalFire—six of whom began work in March 2025, while the seventh pursued further EMT training. The second cohort launched in March 2025 with 17 participants, including women, further broadening inclusivity. Early outcomes show lower recidivism, successful workforce placement, and strengthened 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—transforming lives, reducing incarceration costs, and strengthening communities.



Bronze Eagle Award Winner

SAFETY MATTERS: DECREASING STAFF ASSAULTS

Health Services (Harbor-UCLA Medical Center - Department of Nursing)

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.

In March 2023, Harbor-UCLA launched a multidisciplinary pilot project to address workplace violence. The initiative began with staff training on workplace safety through the AVADE program (Awareness, Vigilance, Avoidance, Defense, Escape). A patient violence risk assessment tool was piloted, while LA County Sheriff's Department staff provided in-service training. Psychiatric Resource Nurse (PRN) rounding was added to support bedside nurses with behavior management strategies. A key innovation was the creation of the PEACE Team – and interdisciplinary team of psychiatrists, PRNs, and social workers – who proactively screened hospitalized patients to identify behavioral health needs and provide early intervention.

The pilot ran from March 2023 to March 2024. Compared to the previous year, reported assaults on Unit 3 East dropped from 24 to 8 – 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, with early data showing improved nurse self-efficacy in managing patients with behavioral health challenges.



TOP TEN AWARD WINNERS

Top Ten Award Winner

VET@THEPARK

Animal Care and Control

Many pet owners in Los Angeles 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.

To address this, the Department 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 Los Angeles County Animal Care Foundation and supported by partners such as ASPCA, Petco Love, and the Annenberg Foundation, the program operates without using County costs. Events are staffed by County veterinarians and contracted professionals, with about one event scheduled per month across the County.

In 2024, Vet@ThePark hosted 25 events, serving nearly 6,000 pets. On average, 237 animals received care per event. The program has reduced surrenders by keeping pets with their families, improved public health through vaccinations, and provided equitable access to services in underserved areas. It also decreased operational costs by lowering admissions to care centers and earned public trust through visible community support.

Recognized by local city councils and praised by residents, Vet@ThePark demonstrates a cost-effective, innovative model that strengthens animal welfare, supports communities, and enhances County efficiency. Its success highlights the program's potential as a replicable approach for other regions facing similar challenges.



Top Ten Award Winner

CONTRACT MONITORING AND REPORTING SYSTEM (CMRS)

Children and Family Services

The Los Angeles County Departments of Children and Family Services, Probation, and Mental Health relied on outdated, manual methods to monitor foster care contracts with over 110 providers. Compliance reviews were conducted using spreadsheets, emails, hard copies, and disconnected systems, making the process slow, error-prone, and resource-intensive. This hindered the ability to track provider performance, ensure compliance, and protect vulnerable foster youth.

In response to a 2017 Board of Supervisors' directive, the Chief Executive Office convened a multi-agency workgroup to modernize monitoring. Collaborating with stakeholders, the Business Information Systems team developed and launched the Contract Monitoring and Reporting System (CMRS) in 2023. Integrated with the Provider Management Information System (PMIS), CMRS centralizes provider performance data, automates sample selection, streamlines corrective action tracking, and enables remote reviews. Providers also use PMIS for Needs and Services Plans, incident reporting, and fiscal documentation, creating a unified digital workflow.

CMRS transformed foster care contract oversight, reducing review time by 60% and enabling remote monitoring that once required 60+ on-site hours. Reviews are now faster, standardized, and transparent, improving accountability and trend analysis. The system has delivered $1.3 million in annual savings and cost avoidance through efficiency gains, paperless workflows, and reduced provider burden. It strengthened oversight of $320 million in annual contracts, improved audit readiness, and reduced risks to youth. CMRS serves as a scalable, equity-centered model for contract oversight across other County departments.



TOP TEN AWARD WINNERS

Top Ten Award Winner

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

Across Los Angeles County, at-promise 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.

To address these challenges, LA County Library partnered with County agencies to launch three key initiatives:

- Los Padrinos Library (2016): A fully staffed, state-of-the-art library inside Los Padrinos Juvenile Hall, offering book clubs, coding workshops, art programs, and curated resources on topics like 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.

These programs leverage collaboration, innovation, and compassion to create scalable, cost-effective solutions that center dignity, humanity, and opportunity.

The impact has been transformative. Los Padrinos Library has served tens of thousands of youth, with 42% reporting increased likelihood of using public libraries post-release. Probation Outreach has delivered nearly 2,000 programs to more than 10,500 youth, fostering lifelong learning habits. Books for Jails has distributed over 55,000 books – valued at $275,550 in cost savings – enhancing literacy, well-being, and reducing recidivism. Collectively, these initiatives break down barriers, uplift vulnerable communities, and affirm that everyone deserves the freedom to read, learn, and grow.



Top Ten Award Winner

COMMUNITY OUTREACH COURT

Public Defender with Alternate Public Defender, Consumer and Business Affairs (Office of Immigrant Affairs), Justice, Care and Opportunities Department, 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

The Community Outreach Court (COC) in Los Angeles County addresses the criminalization of poverty and homelessness, where unhoused individuals often 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.

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.

The outcomes are significant. 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.



TOP TEN AWARD WINNERS

Top Ten Award Winner

HELP IN ANY LANGUAGE: ON-DEMAND INTERPRETATION

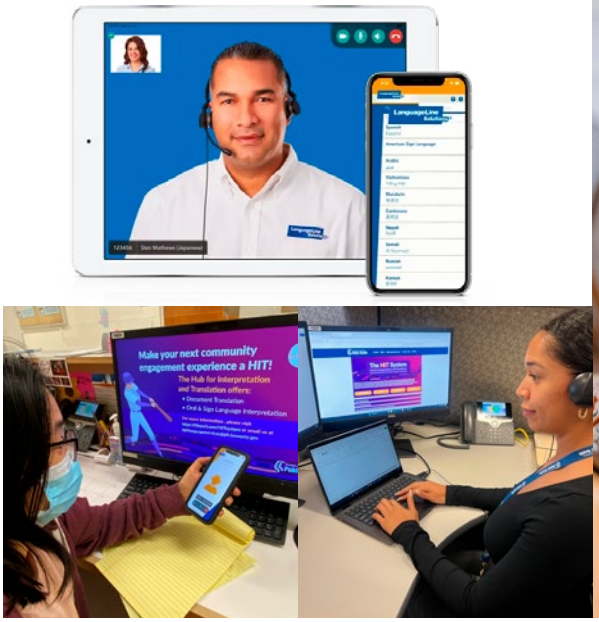
Public Health

Communities with limited English proficiency (LEP) face significant health disparities, including higher morbidity, misunderstandings with clinicians, reduced access to care, and barriers to receiving accurate public health information. In Los Angeles County, where over half the population speaks a language other than English at home and many households are linguistically isolated, these challenges are pronounced. Public Health clinics serve patients in dozens of languages, but bilingual staff alone cannot meet the diverse demand. Previous interpretation efforts were fragmented across multiple LanguageLine accounts, making usage, cost tracking, and quality assessment difficult.

In 2024, the Department of Public Health's Center for Health Equity streamlined interpretation services by consolidating seven programs into a single, overarching account with LanguageLine Solutions. This platform provides on-demand audio and video interpretation by highly qualified linguists across 44+ languages, accessible through phones and computers. A unified dashboard now allows programs and administrators to track usage and outcomes, while improvements like a verified caller ID reduced client mistrust of interpreter-initiated calls.

Use of LanguageLine increased more than 900% in 2024 (from ~200 to ~1,883 calls per month).

- Over 11,283 interpretation requests were completed, at a total cost of $123,632.
- Compared to hiring interpreters in-house (estimated at ~$471,000 annually), LanguageLine proved far more cost-effective.
- Staff reported improved communication, patient trust, care continuity, and efficiency—saving over 2,800 hours of staff time.
- A staff survey found 89% agreed the system improved their program's ability to meet client needs, with fewer than 18% reporting issues.





Top Ten Award Winner

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

Firearm-related injury is the leading cause of death among U.S. children and adolescents, with Los Angeles County seeing 787 firearm-related deaths in 2023 alone. Black communities bear a disproportionate burden, reflecting systemic inequities and the prevalence of unsecured firearms in homes—an estimated 399,000 households countywide. Research shows safe storage of firearms significantly reduces risks of accidental shootings, suicide, and theft.

To address this crisis, Los Angeles County launched the Firearm Safety Initiative in 2024. The initiative focuses on three strategies: (1) widespread, free distribution of firearm safety locks through county health facilities, libraries, community partners, and online requests; (2) training and education for parents, healthcare providers, schools, and community groups on firearm safety and suicide prevention; and (3) a countywide communications campaign using billboards, social media, and presentations to raise awareness and normalize secure firearm storage. The initiative leverages trusted community messengers and collaborates with hospitals, law enforcement, and violence intervention programs to reach high-risk populations.

In its first year, the initiative distributed 22,353 locks, conducted 53 educational presentations, and engaged residents at 56 community events. Outcomes include reduced risks of unintentional shootings and firearm theft, promotion of responsible storage practices, and suicide prevention by delaying access during crises. With program costs of $185,412, the initiative is estimated to have prevented at least 10 firearm deaths, saving taxpayers $2.55 million in medical and justice system costs.

The Firearm Safety Initiative demonstrates a cost-effective, community-driven approach to reducing firearm deaths and injuries, protecting children, and strengthening public safety in Los Angeles County.



TOP TEN AWARD WINNERS

Top Ten Award Winner

STREETLIGHT ACQUISITION AND LED CONVERSION PROJECT

Public Works

Street lighting was the County's costliest utility expense, controlled entirely by Southern California Edison (SCE) in unincorporated areas. The County had no authority over maintenance schedules, costs, or service quality, and most infrastructure relied on inefficient High-Pressure Sodium lamps. This contributed to high energy consumption, poor visibility, and a large carbon footprint. Despite the availability of Light-Emitting Diode (LED) technology, SCE lacked a systematic conversion program. A one-time acquisition opportunity in 2012 offered the County the chance to take ownership but required significant planning and new operational capacity.

Public Works launched a multi-year effort, acquiring approximately 30,000 streetlights in December 2022 and converting all 60,000 County-area lights (including SCE-owned) to energy-efficient LEDs by June 2024. The agency rebuilt the Street Lighting Program, trained staff to manage engineering and maintenance in-house, and established new standards. To address community concerns, Public Works partnered with residents and manufacturers to design warmer-toned LEDs, creating a new standard later adopted by SCE regionwide. The County also integrated advanced Geographical Information Systems (GIS) tracking, streamlined service response, and laid the groundwork for Smart City applications such as 5G, automated metering, and Electric Vehicle (EV) charging stations.

The project delivered faster outage responses (often same- or next-day), improved nighttime visibility and public safety, and reduced annual energy use by 18.6 million kWh—equivalent to powering 1,500–1,800 homes. It secured $2.7M in rebates, lowered long-term costs, and avoided property assessment increases. With greater control, enhanced sustainability, and Smart City readiness, the County set a model of collaborative, community-focused infrastructure transformation.



Changemaker Award

SAVING TIME, SAVING LIVES…THE "IR" WAY!

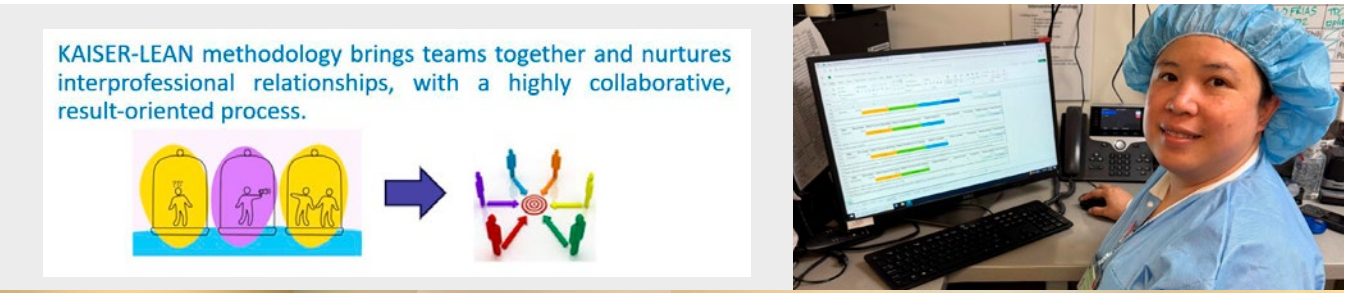
Health Services (Harbor-UCLA Medical Center - Department of Interventional Radiology)

Harbor-UCLA Medical Center, a Level One Trauma Center in Los Angeles County, faced a critical challenge in Interventional Radiology (IR), where procedures to control life-threatening internal bleeding must begin within 60 minutes. Data revealed an average start time of 95 minutes, jeopardizing 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.

To address these barriers, 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.

Within three months, the hospital achieved its primary goal: reducing average start time to 43 minutes. Additional benchmarks such as staff arrival and surgeon notifications improved significantly, though some anesthesia-related delays remained unavoidable. The changes reduced blood transfusions by 80%, shortened hospital stays by 20%, and saved nearly $100,000 annually in transfusion costs. Furthermore, ICU stay reductions translated to over $1.1 million in cost avoidance annually.

Ultimately, Harbor-UCLA improved patient survival, streamlined workflows, and created a standardized practice shared with other trauma centers, proving that efficiency measures save both lives and resources.







COMMISSION SPECIAL AWARDS

Commissioners' Legacy Award

CHANGE AGENTS - THE EHR TRAINING TEAM

Executive Office of the Board of Supervisors (Human Relations Commission)

In the wake of heightened racial justice movements, political polarization, and a rise in hate incidents, Los Angeles County faced urgent demands to transform not only policies but also workplace culture, public service delivery, and intergroup relations. While county ordinances and state mandates required training on bias and equity, there remained a critical gap: employees and departments lacked practical tools to operationalize these values in daily practice.

To bridge this gap, the County established the Equity & Human Rights Training Team within the Human Relations Commission in 2020. Building on the Commission's decades-long history of addressing prejudice through education, the team designs and delivers experiential, equity-centered training. Their sessions go beyond compliance, fostering psychological safety while equipping employees and partners with skills to address bias, manage conflict, and strengthen inclusion. Offerings range from systemic-change tools like *Equity Assessments* to practical skills-building such as *Managing the Influence of Bias*, *Constructive Candid Conversations*, and *Conflict: Liability or Opportunity*. Trainings integrate storytelling, data, and restorative practices to inspire lasting change.

The impact has been significant. In FY 2023–2024, the team trained nearly 2,000 employees and leaders across 60 sessions, with a 96% satisfaction rate and measurable improvements in communication, conflict resolution, and inclusivity. Partnerships with departments like the Fire Department, Internal Services Department, and local schools demonstrate systemic and cultural transformation—embedding equity into leadership development, workplace collaboration, and school-based interventions.

Ultimately, the program strengthens LA County's equity infrastructure by transforming mandates into actionable practice, fostering inclusive workplaces, and enhancing public service delivery.



Community Equity and Inclusion Award

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

Los Angeles County has the largest population of people experiencing homelessness (PEH) in the U.S., with over 75,000 individuals as of 2024. 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 such as transportation, stigma, and lack of insurance. While housing is the ultimate solution, PEH need immediate access to health services while awaiting permanent housing.

In July 2022, the Los Angeles County Department of Public Health launched the Mobile Vaccination Team (MVT) to deliver equitable, field-based health services directly to PEH. The team provides vaccines, harm reduction supplies, and screenings for infectious diseases through mobile vans, portable vaccine backpacks, and partnerships with shelters and outreach organizations. By using a Customer Relationship Management (CRM) system, MVT tracks service delivery, identifies underserved areas, and coordinates with over 200 service providers. The program also incorporates culturally competent, trauma-informed care and offers incentives to enhance engagement.

Between July 2022 and March 2025, MVT reached nearly 28,000 PEH across 5,800+ events, administering over 36,800 vaccine doses, conducting thousands of screenings, and distributing over 12,000 harm reduction supplies. The program has been pivotal in outbreak response, notably preventing hundreds of hepatitis A hospitalizations. Overall, MVT's efforts are estimated to have averted 105 emergency visits and 326 hospitalizations annually, generating $3.7 million in healthcare cost savings while strengthening trust, access, and continuity of care for one of LA County's most vulnerable populations.



COMMISSION SPECIAL AWARDS

County Image Enhancement Award

COMMUNITY BRIGADE PILOT PROGRAM

Fire

The Woolsey Fire of November 2018 devastated Malibu and surrounding communities, burning nearly 97,000 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 resilience.

To address these challenges, the Los Angeles Emergency Preparedness Foundation (LAEPF) created the *Roadmap to Resiliency*, which prioritized building stronger partnerships between residents and government agencies. A key initiative was the Community Brigade Pilot Program (CBPP), designed to unify disaster preparedness, response, and recovery efforts. Through extensive community outreach and collaboration with organizations such as CORE, Habitat for Humanity, and the Malibu Foundation, LAEPF developed and finalized the CBPP with support from the Los Angeles County Fire Department (LACoFD).

By October 2023, the CBPP was officially approved and formalized through a Memorandum of Agreement. Forty-five carefully selected members were trained in fire safety, evacuations, communications, and mop-up operations, serving as both field responders and support staff. On Red Flag Days, members are placed on heightened readiness with radios, "Go Bags," and task assignments.

Since launch, the CBPP has demonstrated success in real emergencies, including the Broad, Franklin, and Palisades Fires (2024–2025), where members supported evacuations, mop-up operations, and home ignition zone assessments. The program has received strong community and government support, over $1.2 million in donations, and requests for expansion into additional communities.

The CBPP has become a model public-private partnership, enhancing community trust, strengthening resilience, and positioning LACoFD as a leader in innovative, collaborative disaster response.









COMMISSION SPECIAL AWARDS

Customer Service Award

IN-HOME SUPPORTIVE SERVICES CHATBOT

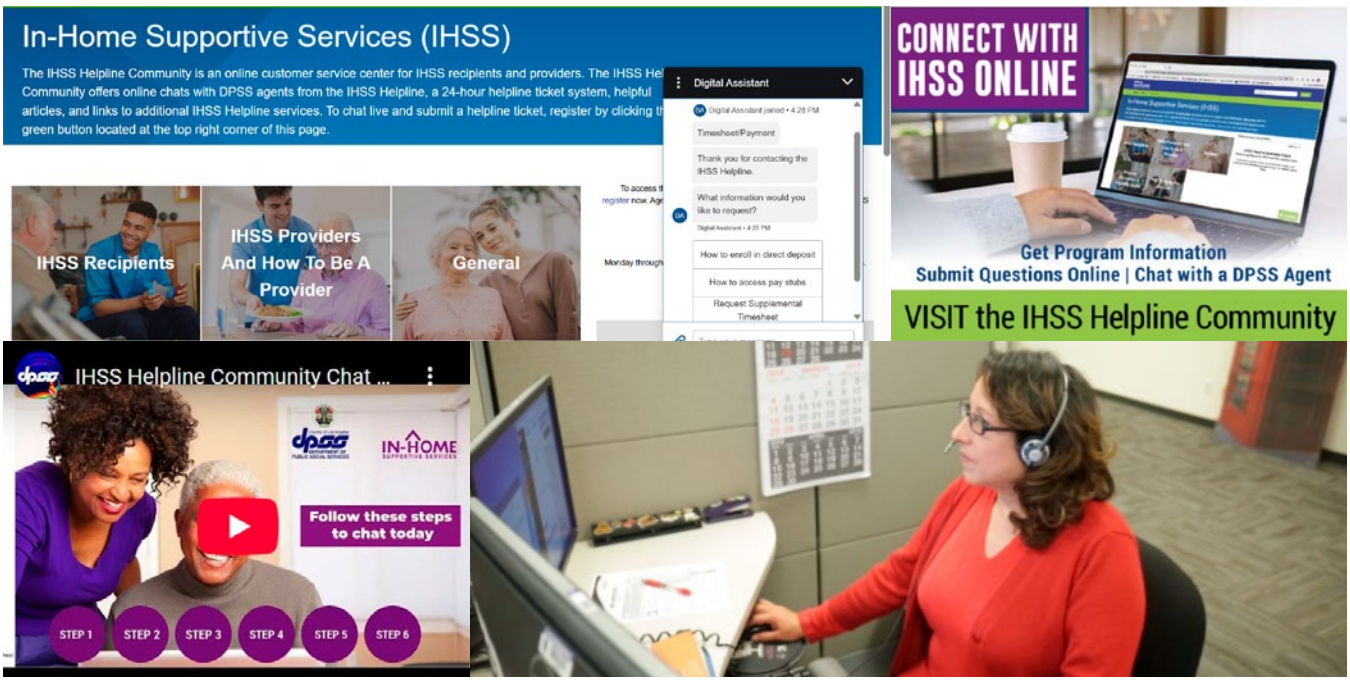
Public Social Services

The Department of Public Social Services (DPSS) faced major challenges managing high volumes of customer service inquiries for the In-Home Supportive Services (IHSS) program. Customers relied on a limited-hours Helpline that was frequently overwhelmed, leading to long wait times, frustration, and an unsustainable workload for staff. DPSS recognized the need for a modernized, accessible solution that could provide 24/7 support, reduce staffing pressure, and improve customer experience.

To address these challenges, DPSS implemented a Chatbot integrated into the IHSS website as the first point of contact for online inquiries. The Chatbot, built on a scripted-response model, provides real-time answers to the ten most common customer questions, helps users upload forms, and retrieves case or timesheet information. When inquiries exceed its scope, it seamlessly transfers customers to live agents during business hours. This hybrid approach ensures both continuity of service and efficiency while reducing dependency on live staff for routine issues.

The Chatbot has delivered significant outcomes. Within ten months, it successfully managed 28,491 inquiries, resolving 72% without staff intervention. This reduced Helpline staffing needs by 66%, allowing employees to focus on complex cases while avoiding the cost of additional hires. It also cut average wait times to just two minutes, enabled 24/7 digital access, and enhanced the customer experience by simplifying service navigation and form submissions. Additionally, operational efficiencies led to estimated annual salary savings of $123,000 and reduced mailing costs.

Overall, the IHSS Chatbot project exemplifies cost-effective, scalable innovation that expands access, improves service quality, and optimizes departmental resources.



COMMISSION SPECIAL AWARDS

Mega Million Dollar Award

ENHANCING THE COUNTY'S BENEFITS ADVOCACY PROGRAM

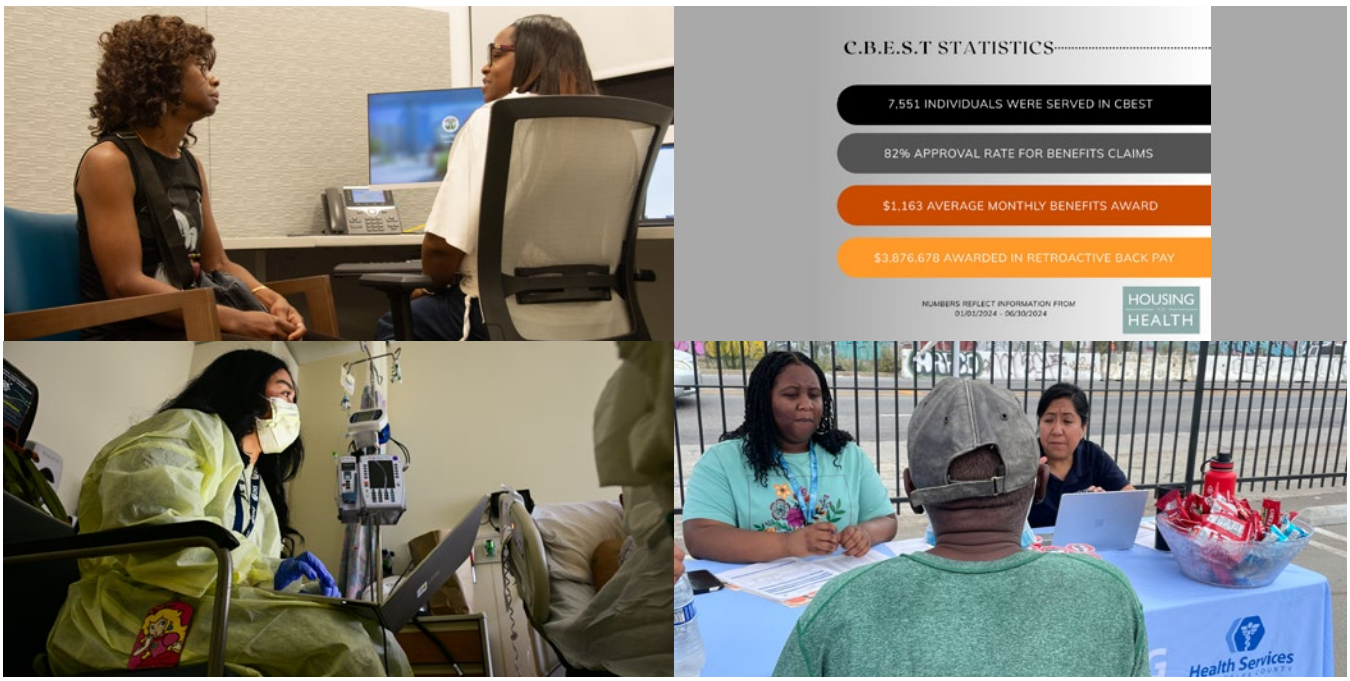
Health Services (Administration)

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 SSI, SSDI, and CAPI. Despite strong outcomes, by mid-2023 the program faced reduced state funding, lengthy intake and enrollment delays, and high costs due to duplicative contracts and inefficient processes. Of roughly 10,000 referrals annually, most clients were found ineligible only after significant resources had been expended, slowing services and straining budgets.

To address these challenges, CBEST implemented major staffing, contractual, and operational reforms in FY 2023–24. Services were streamlined in-house, duplicative contracts with nonprofit agencies were phased out, and case management responsibilities were transitioned to the expanded Intensive Case Management Services (ICMS) system. Eligibility determinations were decentralized and accelerated through additional staff training, while new database-driven process improvements reduced bottlenecks, eliminated delays, and improved communication with clients.

These changes produced substantial results: CBEST reduced intake-to-enrollment time from 17 days to 5 days and enrollment-to-application submission from 200 days to 55 days. Medically eligible client intake rose from 27% to 33%, and benefits approval rates remained strong (82%). Financially, the County realized $10.3M in annual cost savings, $2.1M in new revenue, and $1.1M in cost avoidance—totaling $13.4M in annual benefit. Clients also saw higher average monthly awards ($1,163 vs. $1,026) and significant retroactive back pay.

Overall, CBEST successfully adapted to funding cuts by increasing efficiency, maintaining strong client outcomes, and delivering measurable fiscal benefits to LA County.



Outstanding Teamwork Award

BUILDING SAFETY IN LA COMMUNITIES

Public Health with Executive Office of the Board of Supervisors (Human Relations Commission), Health Services, Justice, Care and Opportunities Department, LA County Library, Parks and Recreation, Probation, Public Works, Sheriff's Department, and Youth Development

Los Angeles 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.

To address this, the County's Office of Violence Prevention (OVP) 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. The program 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.

The initiative has shown promising 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 saw slower growth in aggravated assaults (7.9%) compared to countywide trends (9.9%), translating to an estimated $1.5 million annual savings in criminal justice costs. Trauma center visits for assaults also declined more in TPI communities than in comparison areas.

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.



COMMISSION SPECIAL AWARDS

Performance Measurement Award

SAVING LIVES THROUGH DATA MONITORING

Public Health with Chief Executive Office (Homeless Initiative), Health Services, Medical Examiner, and Mental Health

Traditional public health surveillance relies on census and death certificate data, which fails to adequately capture deaths among people experiencing homelessness (PEH). This gap limited Los Angeles County's ability to track and respond to disproportionately high mortality rates among PEH. The urgency of this issue escalated when drug overdose deaths among PEH surged by 71% from 2019 to 2020, largely driven by fentanyl, creating a public health crisis.

The Los Angeles County Department of Public Health (DPH) developed a pioneering mortality surveillance system to accurately enumerate PEH deaths. Using Medical Examiner records, state death certificates, and text-based reviews guided by HUD's definition of homelessness, DPH identified hundreds of additional deaths annually that would otherwise have been missed. They also matched these records to annual homeless population counts from the Los Angeles Homeless Services Authority to calculate mortality rates and trends. Findings were disseminated through annual reports beginning in 2019, which prompted the creation of a multi-agency Homeless Mortality Prevention Workgroup. This group implemented strategies to address both overdose and COVID-19 risks, including expanding naloxone and fentanyl test strip access, harm reduction services, treatment options, safe housing, and infectious disease protocols.

Surveillance data revealed that PEH face mortality rates four times higher than the general population, with overdose mortality 37 times higher. However, following targeted interventions, the sharp rise in overdose deaths slowed and plateaued within three years, despite national increases. These efforts are estimated to have prevented nearly 9,500 overdoses and avoided over $1 million annually in hospital costs, while also strengthening pandemic response for PEH.



Process Improvement Award

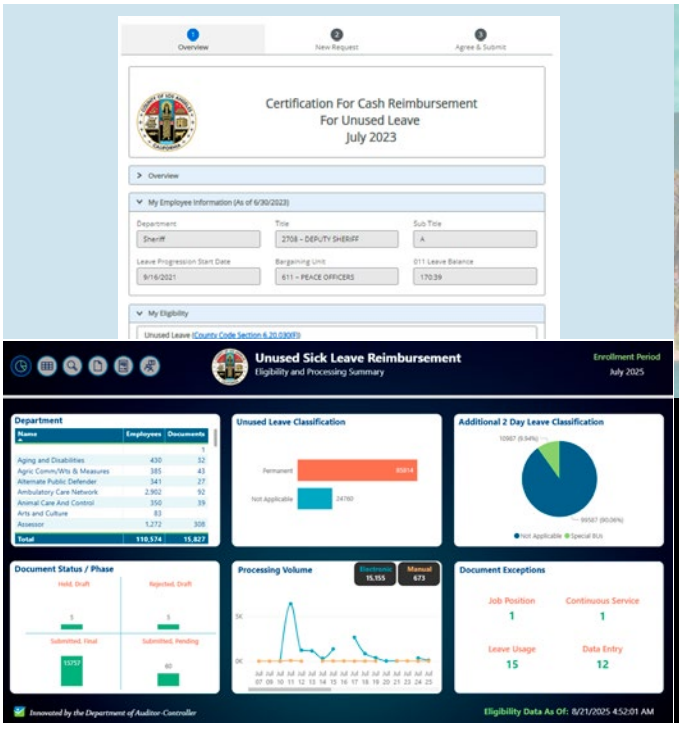
SICK LEAVE BUYBACK AUTOMATION JUST MAKES "CENTS"

Auditor-Controller with Human Resources and Internal Services Department

The County's bi-annual Sick Leave Buyback process, involving a potential 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.

To address these challenges, the County launched the Sick Leave Buyback Automation project in 2022, led by the Department of Auditor-Controller in partnership with the Internal Services Department and Department of Human Resources. The team translated eligibility criteria from County Code into automated logic using HR system data, identified pain points through surveys and focus groups, and developed a phased solution. A pilot in January 2023 tested a new eligibility dashboard, followed by refinements based on employee feedback. The dashboard was deployed Countywide in July 2023, and by January 2024, employees gained access to an electronic request form with real-time eligibility validation.

The automation delivered significant results. Payroll operations achieved a 30% time savings, error rates dropped to less than 0.01%, and employees received immediate confirmation of eligibility. Adoption of the online form reached 88%, generating $185,000 in savings during FY 2023–24 despite startup costs. By FY 2024–25, full implementation produced $365,000 in annual productivity savings, enabling departments to reallocate resources to higher-priority work. The project modernized a critical process, improving efficiency, accuracy, and employee experience.





SPECIAL MERIT AWARD WINNERS

Special Merit Award Winners

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

Reengineering "JVA" Automation Project
Auditor-Controller with Chief Executive Office

New Electronic Drug & Alcohol Testing System
Children and Family Services

Giving Life a Fighting Chance (E-CPR Pilot)
Fire with Health Services

Emergency Department Syphilis Screening
Health Services (Administration) with County Counsel and Public Health

Jailbots: Automating Care and Empowering Reentry
Health Services (Correctional Health Services)

Medications for Addiction Treatment Save Lives
Health Services (Harbor-UCLA Medical Center - Department of Family Medicine)

Breathe Again: A Flagship Lung-Health Initiative
Health Services (LA General Medical Center - Department of Medicine)

Cost-Effective Cervical Cancer Screening
Health Services (Olive View-UCLA Medical Center - Department of Obstetrics and Gynecology) with Public Health

Timely Portacaths for Cancer Patients
Health Services (Olive View-UCLA Medical Center - Division of Heme/Onc)

Elimination of Reportable Pressure Injuries
Health Services (Olive View-UCLA Medical Center - ICU)

Prevention of Leg Amputations in LA County
Health Services (Olive View-UCLA Medical Center - Vascular Surgery)

Learning Leader: LA County Sets Udemy Records!
Human Resources with County Counsel and Internal Services Department

A Helping Hand for Childcare Heroes
LA County Development Authority with Second Supervisorial District

Transforming Special Needs Customer Service
Public Health

Partnering to Prevent and Mitigate Trauma
Public Health with Executive Office of the Board of Supervisors (Human Relations Commission), Health Services, LA County Office of Education, Parks and Recreation, Sheriff's Department, and California Community Foundation

Special Merit Award Winners
(Continued)

Food As Medicine: Prescribing Produce for Health
Public Health with Health Services, Asian Pacific Health Care Venture, Eat SF: Vouchers4Veggies, Northeast Valley Health Corporation, Venice Family Clinic, and The Wellness Center at the Historic General Hospital - Los Angeles General Medical Center Foundation, Inc.

Los Angeles County Water Plan (CWP), 2023 Edition
Public Works with Executive Office of the Board of Supervisors (Chief Sustainability Office), Fire, Parks and Recreation, Public Health, and Regional Planning

Children's Library Program
Sheriff's Department with Gordon Philanthropies, Inc.

TRADITIONAL AWARD WINNERS

Traditional Award Winners

Recognizes commendable achievements in public service

Adult Protective Services Center of Excellence
Aging and Disabilities

Inclusive Pathways: Equity in Community Access
Aging and Disabilities

Access to Technology (ATT) Program
Aging and Disabilities with Public Social Services

Capacity Building for Immigrant Serving CBO
Consumer and Business Affairs

Transversus Abdominis Plane Block in Trauma
Health Services (LA General Medical Center - Department of Surgery)

Olive View ED Pandemic Preparedness: Home Oxygen
Health Services (Olive View-UCLA Medical Center - Emergency Medicine)

Enhancing Sepsis Care Through CMS SEP-1 Compliance
Health Services (Olive View-UCLA Medical Center - Quality Services)

Advanced Email Threat Protection
Internal Services Department with Health Services and Public Works

JCOD Independent Pretrial Services Agency (IPSA)
Justice, Care and Opportunities Department

JCOD POWR Program
Justice, Care and Opportunities Department

From Ashes to Action: A New Dawn Has Come
LA County Development Authority

From Isolation to Interconnection-Way of the Wolf
Mental Health

Behavioral Health Bed Network: Strategic Expansion
Mental Health with Public Health

Better Customer Service for Event Permits
Public Health

Housing is Health: Supporting PEH with SUDs
Public Health

Shelter with Standards in Interim Housing
Public Health

Traditional Award Winners
(Continued)

CHWs Making a Difference
Public Health with Asian American Pacific Islander Equity Alliance, Clínica Monseñor Oscar A. Romero, Community Build, Inc., Resilient Agency, Rising Communities, Southern California Crossroads, and St. John's Community Health

Expanding Access to Addiction Medication Services
Public Health with California Institute for Behavioral Health Solutions

LA County VSAP Chain of Custody Solution
Registrar-Recorder/County Clerk

CERTIFICATES OF RECOGNITION

Certificates of Recognition

Pays tribute to those programs deserving honorable mention

Uplifting Defenders: From Law Clerks to Lawyers
Alternate Public Defender

Civic Art 20th Anniversary
Arts and Culture

LA County Land Acknowledgment Toolkit
Arts and Culture

Department of Aging Creative Strategist
Arts and Culture with Aging and Disabilities

Office of the Future-Assessor's E-Service Account
Assessor

DBH Work Order System
Beaches and Harbors

Empower U
Consumer and Business Affairs

Financial Coaching Program
Consumer and Business Affairs

Leaving a Legacy
Consumer and Business Affairs

Welcome Forward: Building Belonging from Day One
County Counsel

Hate Crime Report, Documenting Hate in LA County
Executive Office of the Board of Supervisors (Human Relations Commission) with Internal Services Department

Bridging Communications - EMS Video Interpreter
Fire

Fire Station 164 Recovery
Fire with Internal Services Department

Enhancing Patient Care Via Agile Transformation
Health Services (Administration)

Budget Transparency Promotes Togetherness
Health Services (Harbor-UCLA Medical Center)

Enhancing the Pre-Anesthesia Clinic Workflow
Health Services (Olive View-UCLA Medical Center - Department of Anesthesiology)

Certificates of Recognition
(Continued)

Improving Access to Rheumatology Care at OVMC
Health Services (Olive View-UCLA Medical Center - Division of Rheumatology)

PICC PALS Work Together to Reduce CLABSI Rates
Health Services (Rancho Los Amigos National Rehabilitation Center - 3 North-Nursing)

TempLA Modernization - Putting Automation to Work
Human Resources

Laptop Program
Internal Services Department

LearnBasicTech (Free Digital Skills Training)
Internal Services Department

JCOD Care First Community Investment (CFCI) Care Grant Program
Justice, Care and Opportunities Department

JCOD Justice Involved Individual (JII) Panel
Justice, Care and Opportunities Department

Go RDPOS!
Probation

Volunteers in Service to Others – VISTO
Probation with Chaplain Eagles-Chaplain Ruben Rubalcava

Clearing the Air: Smoke Shop Health Response
Public Health

Closing Gaps to Achieve MPox Vaccine Equity
Public Health

Enhancing Home Visiting to Support Health Equity
Public Health

Raising the Bar on Substance Use Care
Public Health

Tackling CalAIM with Technology: A SAPC Story
Public Health

Stories that Change Lives
Public Health with Fraser Communications and Alas Media

Protecting Cats & Communities from H5 Bird Flu
Public Health with Animal Care and Control, Pasadena Health Department, Pasadena Humane Society, Los Angeles Animal Services, and Southeast Area Animal Control Authority

CERTIFICATES OF RECOGNITION

Certificates of Recognition
(Continued)

Mobile Readiness for Emerging Threats
Public Health with Health Services, Cedars Sinai Special Pathogen Treatment Center, and Kaiser Permanente Los Angeles Medical Center Special Pathogen Treatment Center

Certified for Safety
Public Health with The Whole Child

Food Assistance Awareness Campaign
Public Social Services

Language Justice for Indigenous Communities
Public Social Services with Comunidades Indigenas en Liderazgo (CIELO)

Webex Calling Solutions
Public Social Services with Internal Services Department

Anti-Theft Pull Box Covers Program
Public Works

Chantry Flat Rd - Emergency Bridge Construction
Public Works

Best Practices: Election Workers and Vote Centers
Registrar-Recorder/County Clerk

Developing Election Training Superstars
Registrar-Recorder/County Clerk

Election Networks: Smart API Enhancements
Registrar-Recorder/County Clerk

"Full STEAM Ahead" Program and Events
Registrar-Recorder/County Clerk

Multilingual Election Worker Recruitment Tool
Registrar-Recorder/County Clerk

Optimizing Elections: Allocation and Analytics
Registrar-Recorder/County Clerk

Popping Up for Voter Support
Registrar-Recorder/County Clerk

Election Operations Live Streaming Program
Registrar-Recorder/County Clerk with Internal Services Department

Protecting Democracy Through K-9 Mail Inspection
Registrar-Recorder/County Clerk with Sheriff's Department

Certificates of Recognition
(Continued)

Convenience at Your Fingertips: Online Tax Bills
Treasurer and Tax Collector

Fiduciary Electronic Information System (FIDELIS)
Treasurer and Tax Collector

Youth Development Networks
Youth Development with Mental Health and Parks and Recreation

Commission Chair Leadership Award Recipients
(past five years)

DEPARTMENT HEADS

Anthony C. Marrone
Fire Department – 2025

Skye Patrick
Los Angeles County Library – 2024

Marcia Mayeda
Department of Animal Care and Control – 2023

Dr. Christina Ghaly
Department of Health Services – 2022

Dr. Barbara Ferrer
Department of Public Health – 2021

PRODUCTIVITY MANAGERS

Patricia Soltero Sanchez
Health Services – Rancho Los Amigos National Rehabilitation Center– 2025

Greg Melendez
Chief Executive Office/Chief Information Office – 2024

Inna Sarac
Fire Department – 2023

Keisha Belmaster
Health Services - Harbor-UCLA Medical Center – 2022

Arman Depanian
Children and Family Services – 2021


QUALITY & PRODUCTIVITY
COMMISSION

COMMISSION CHAIR LEADERSHIP AWARD

Anthony C. Marrone, Fire Chief

Fire Department

Each year, the Commission recognizes a leader within the County. This individual is a Department Head who leads by example and carries out the mission and vision of their organization. This year's recipient is **Anthony C. Marrone**, Chief, Los Angeles County Fire Department.

The Commission Chair Leadership Award goes to a Department Head who promotes innovation, efficiency, accountability, and integrity. This year's winner leads by example, and promotes innovation, technology, and efficiency with exemplary integrity in all aspects of the department.

Fire Chief Anthony C. Marrone has served the County of Los Angeles Fire Department for 39 years, including 27 years as a chief officer. He was appointed by the Los Angeles County Board of Supervisors as the Department's tenth Fire Chief, Forester, and Fire Warden after serving as Interim Fire Chief.

He leads one of the nation's largest metropolitan emergency services agencies, providing fire and life safety services to more than 4.1 million residents across 60 cities and 120 unincorporated areas spanning 2,311 square miles. The Department operates 176 fire stations with more than 5,000 emergency responders and professional staff and an annual budget exceeding $1.7 billion. In addition to fire protection, the Department provides lifeguard, air and wildland firefighting, hazardous materials, homeland security, forestry, and urban search and rescue services. Its Urban Search and Rescue team, USA-2, is one of only two teams authorized for international deployment through a cooperative agreement with the Bureau for Humanitarian Assistance.

Chief Marrone has overseen Business Operations, the Leadership and Professional Standards Bureau, Special Services Bureau, Emergency Medical Services Bureau, and regional operations bureaus. He has managed complex wildland fires and major all-risk incidents and served on multiple county and state emergency management committees, including as an Incident Commander on one of the Department's three Incident Management Teams.

He is committed to fiscal stability, advancing diversity, equity, and inclusion, and strengthening community risk reduction efforts.



“I am honored to be recognized by the Quality and Productivity Commission for Commission Chair Leadership Award. In the fire service, effective leadership is grounded in preparedness, teamwork, and safeguarding public trust. I share this recognition with the dedicated men and women of the Los Angeles County Fire Department whose professionalism and dedication make that leadership possible.”

ANTHONY C. MARRONE

PRODUCTIVITY MANAGER OF THE YEAR

Patricia Soltero Sanchez, Productivity Manager

Health Services – Rancho Los Amigos National Rehabilitation Center

Selection of the Productivity Manager of the Year is based on participation in the Commission's programs, promotion of quality and productivity with the individual's department and across the County, and demonstrated leadership within the Productivity Managers' Network (Network). The Commission selected Patricia Soltero Sanchez, Productivity Manager, Health Services – Rancho Los Amigos, as the 2025 Productivity Manager of the Year.

Dr. Pattie Soltero Sanchez, DNP, RN, is the Clinical Nursing Director at Rancho Los Amigos National Rehabilitation Center. In addition to her hospital leadership role, she serves as PMN Chair of the Productivity and Quality Awards ad hoc Committee, where she helps advance quality, innovation, and improvement across County departments.

Dr. Soltero Sanchez began her nursing career after earning her Associate Degree in Nursing from East Los Angeles College. She went on to earn her Bachelor of Science in Nursing and a Master's degree in Organizational Management from the University of Phoenix, and later completed her Doctor of Nursing Practice degree at California Baptist University. Dr. Soltero Sanchez is board certified in Healthcare Quality and Patient Safety.

Widely recognized for her contributions to nursing and patient safety, Dr. Soltero Sanchez is a recipient of the DAISY Award for Extraordinary Nurses and has been featured by *Working Nurse Magazine* as a Nurse Leader. She has been honored by the California State Legislature as a positive role model for Latinas in nursing and received the Patient Safety Image Award at the Department of Health Services' Patient Safety Conference. East Los Angeles College and the University of Phoenix have also recognized her as an Outstanding Alumna.

Dr. Soltero Sanchez was honored by First District Supervisor Hilda L. Solis for her leadership in implementing a nurse-run clinic at the Emergency Intake Site, an initiative that delivered healthcare services to unaccompanied children crossing the U.S.–Mexico border.

Dr. Soltero Sanchez currently serves as the American Legion Auxiliary-Montebello's Chaplain and is the President-Elect for the Los Angeles Chapter of the National Association of Hispanic Nurses. Through her work, Dr. Soltero Sanchez continues to champion the improvement of healthcare, patient safety, and equitable care for all vulnerable populations.



“Thank you to the Quality & Productivity Commission for this incredible honor. Our department’s productivity, when aligned with quality, improvement, and innovation, has the power to transform systems and deliver meaningful, measurable benefits to the constituents of Los Angeles County. I am proud to be part of this commission whose work produces positive effects across our communities.”

PATRICIA SOLTERO SANCHEZ

MESSAGE FROM THE CHAIR OF THE PRODUCTIVITY MANAGERS' NETWORK



"I would like to thank the Productivity Managers for their commitment, steadfast representation of their departments, and for their advocacy of all things QPC. This unique group of managers—as liaisons to the Commission—is instrumental in promoting quality and productivity in all aspects of County government."

KEISHA BELMASTER

It is both an honor and a privilege to serve as Chair of the Productivity Managers' Network (PMN). I am grateful for the opportunity to continue working alongside my colleagues on the Executive Committee.

Through the collaborative efforts of the PMN and the Executive Committee, we actively support the goals and priorities established by the Quality and Productivity Commission (QPC), with the shared objective of enhancing the quality of services delivered to the residents and communities of Los Angeles County. In 2025, the QPC, County departments, and Productivity Managers embraced ongoing opportunities to advance innovation, strengthen productivity, and elevate service quality in alignment with the County's Strategic Plan and the priorities set by the Board of Supervisors.

Those appointed by their respective department heads to serve as Productivity Managers are afforded meaningful opportunities for personal and professional development. The role is dynamic and multifaceted, requiring leadership, training, and supervisory expertise. Through their engagement with the PMN, Productivity Managers play a critical role in coordinating the development and submission of proposals for Productivity Investment Fund grants and loans, preparing entries for the Productivity Quality Awards, organizing department visits, and contributing to various committees. I extend my sincere appreciation to my fellow Productivity Managers for their dedication to excellence and for upholding the County's core values of integrity, inclusivity, compassion, customer focus, and equity.

I am also grateful for the partnership and collaboration of my PMN Executive Committee colleagues:

- Executive Advisor – Jennifer Coultas (Child Support Services)
- First Vice Chair – Heidi Oliva (Fire Department)
- Second Vice Chair – Arman Depanian (Children and Family Services)
- PQA Chair – Patricia Soltero Sanchez (Health Services – Rancho Los Amigos National Rehabilitation Center)
- Training and Education Chair – Connie Salgado-Sanchez (Health Services – Administration)
- Productivity Investment Board Advisory Committee – Arman Depanian, Chair (Children and Family Services) and Stephanie Todd, Vice Chair (Chief Executive Office/ Chief Information Office)

I would also like to recognize the ongoing support of the Commission, led by Commission Chair William B. Parent, as well as Commissioners Barry Donelan, Scott Palmer, and Joe Waz, who serve as liaisons to the PMN. Their leadership and commitment to fostering innovation, productivity, service quality, and operational efficiency continue to influence important advancements throughout Los Angeles County.

In addition, I wish to express my appreciation to the Commission staff—Jackie Guevarra (Executive Director), Jane Lam (Program Manager), and Program Coordinators Betty Belavek and Ruben Khosdikian—for their exceptional dedication in managing the many initiatives and day-to-day operations of the QPC. It is truly a pleasure to collaborate with such a committed team.

The PMN and the Executive Committee remain dedicated to providing their ongoing support to the QPC in the year ahead.



KEISHA BELMASTER
CHAIR, PRODUCTIVITY MANAGERS' NETWORK
QUALITY AND PRODUCTIVITY COMMISSION

PRODUCTIVITY MANAGERS' NETWORK

The Productivity Managers' Network (Network) is made up of employees from each Board of Supervisor's Office and County departments who are appointed as Productivity Managers by the Board of Supervisors or Department Heads. The Network is led by an Executive Committee composed of a Chair or Co-Chairs, Vice-Chairs, and Committee Chairs. The Executive Committee is elected by the membership. Members serve voluntarily on the following committees: Productivity and Quality Awards, Leadership Conference, Productivity Investment Fund Advisory Committee, Strategic Learning Report, Department Visit, Executive Committee, and Education and Training.

2025 EXECUTIVE COMMITTEE



KEISHA BELMASTER
CHAIR
HEALTH SERVICES
(HARBOR-UCLA)



HEIDI OLIVA
FIRST VICE CHAIR
FIRE



ARMAN DEPANIAN
SECOND VICE CHAIR
CHILDREN AND FAMILY SERVICES



JENNIFER COULTAS
EXECUTIVE ADVISOR
CHILD SUPPORT SERVICES



PATRICIA SOLTERO SANCHEZ
PQA CHAIR
HEALTH SERVICES (RANCHO LOS AMIGOS
NATIONAL REHABILITATION CENTER)



CONNIE SALGADO-SANCHEZ
TRAINING AND EDUCATION CHAIR
HEALTH SERVICES
(ADMINISTRATION)



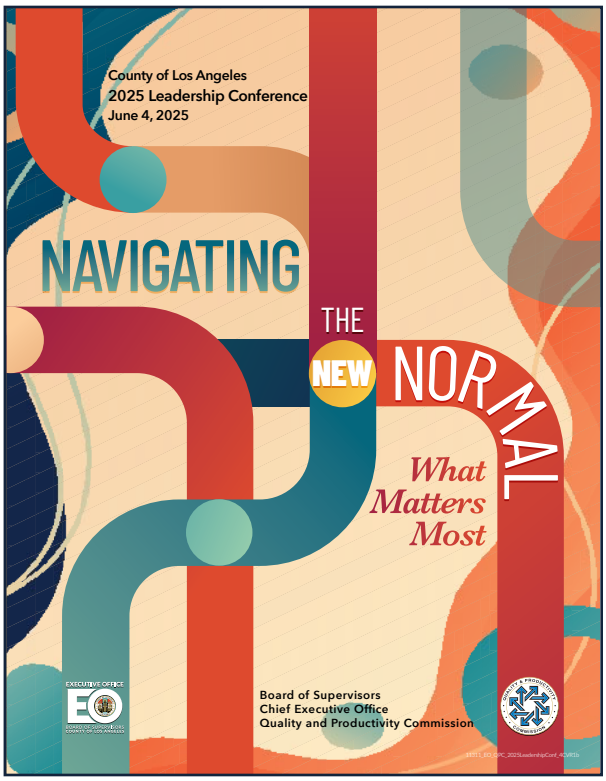
ARMAN DEPANIAN
PRODUCTIVITY INVESTMENT BOARD
ADVISORY COMMITTEE CHAIR
CHILDREN AND FAMILY SERVICES



STEPHANIE TODD
PRODUCTIVITY INVESTMENT BOARD
ADVISORY COMMITTEE VICE CHAIR
CHIEF EXECUTIVE OFFICE/
CHIEF INFORMATION OFFICE


QUALITY & PRODUCTIVITY
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22ND ANNUAL LEADERSHIP CONFERENCE



The Quality and Productivity Commission (Commission), in collaboration with the Board of Supervisors (Board), Chief Executive Office, and the Executive Office of the Board hosted the 22nd Annual Leadership Conference on June 4, 2025, at The Music Center, Dorothy Chandler Pavilion, Grand Hall. The 2025 objective was "Building Resilience in an Era of Polycrisis." The conference addressed the multiple crises facing the County–wildfires and climate change, budget cuts, restrictive changes to immigration policy, the undermining of civil liberties and due process, and declines in trade and tourism – approaching all of these not as siloed problems but as related yet independent challenges.

The conference speakers focused on adaptive leadership under pressure, equity and access, cross-departmental innovation, organizational health, and sources of hope.

Speakers included Supervisor Kathryn Barger, Chair (Fifth District) and Supervisor Hilda L. Solis (First District); Keynote Speaker Dr. Manuel Pastor, University of Southern California (USC) Distinguished Professor of Sociology and American Studies and Director of the USC Equity Research Institute; Dr. D'Artagnan Scorza, Executive Director of Racial Equity, Anti-Racism, Diversity & Inclusion, Chief Executive Office; Dr. Curley L. Bonds, Chief Medical Officer for the Department of Mental Health; Rafael Carbajal, Director of the Department of Consumer and Business Affairs; Dr. Rita Kampalath, Chief Sustainability Officer, Executive Office of the Board of Supervisors; and Dr. Carrie Miller, Senior Manager, Chief Executive Office, Policy Implementation and Alignment Branch.

The speakers shared insights into the deep roots of inequality, recent patterns of immigration in California and Los Angeles, and sources of the current crises. They offered perspectives on preparedness, collaborative innovation "on the fly," leadership and "stepping up" by County staff, and ultimately the importance of maintaining focus while building resilience, managing self-care, being ready for the unpredictable, and holding fast to hope.

The event was made possible by the outstanding work of Commission Executive Director Jackie Guevarra and her staff and the hard work of the 2025 Leadership Conference ad hoc Committee,

22ND ANNUAL LEADERSHIP CONFERENCE

consisting of: J. Shawn Landres (Chair), Jacki Bacharach (Vice Chair), Huasha Liu, Edward T. McIntyre, Marsha D. Mitchell, William B. Parent, Mark Waronek, Joe Waz, and Louisa Ollague (Productivity Manager, Probation Department) for their leadership in planning the Conference.

Overall, each speaker provided details on their respective organizations' involvement in the upcoming Olympic Games, including planning efforts and collaborations. We thank all speakers for sharing their time and experiences at this year's Conference.

For a copy of the program book, please click here: **Program Book - 22nd Annual Leadership Conference**

To watch the Conference video, please click here: **Video - 22nd Annual Leadership Conference**




QUALITY & PRODUCTIVITY
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SHARED PRACTICES REPORT

The Shared Practices Report highlights practices used by departments to solve complex problems, create cost benefits, and provide quality services to our residents. The Quality and Productivity Commission recognizes these innovative practices through the Productivity Investment Fund, Department Visits, and Productivity and Quality Awards.

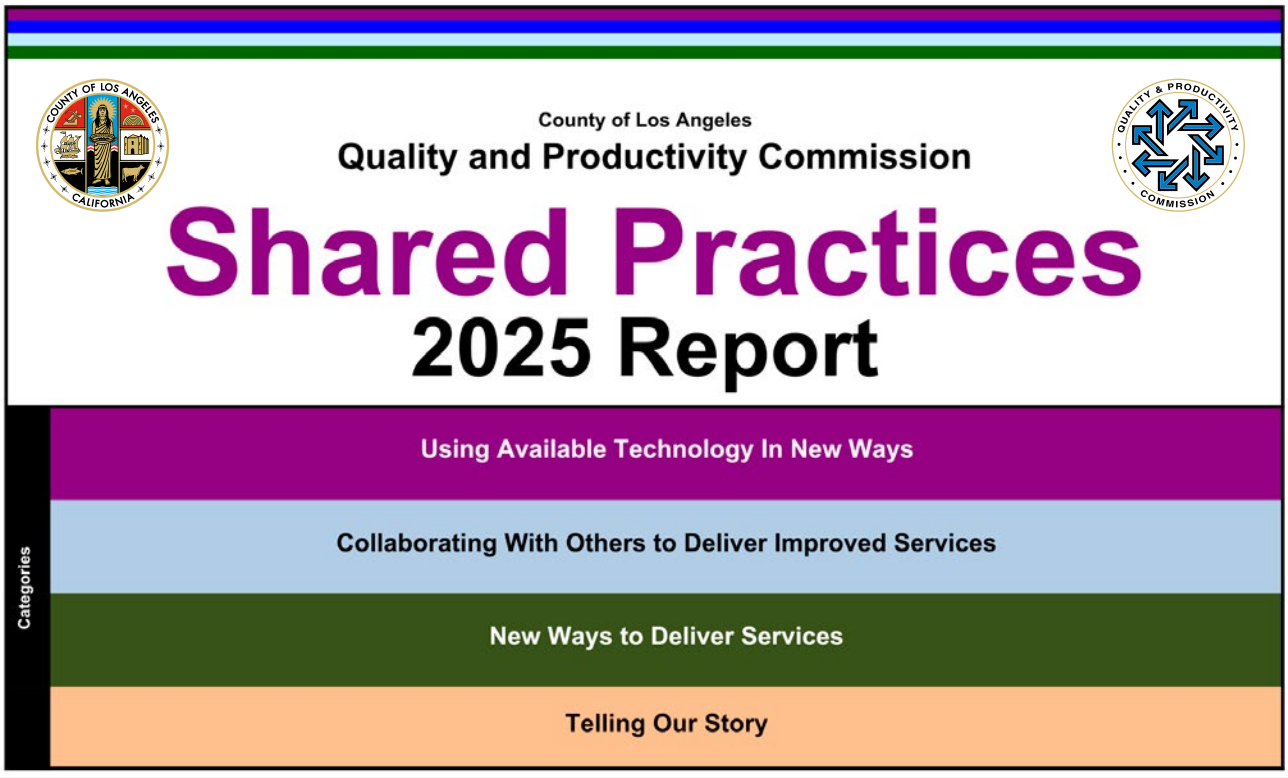
The creative ideas and practices used by one department can serve as a guide for others. The ideas in the report highlight useful tools that we call shared practices. Examples of these practices include:

- Using available technology in new ways
- Leveraging private sector business practices
- Collaborating with others to deliver improved services
- New ways to deliver services
- Telling our story

Sharing these practices will help departments develop a knowledge base on what others are doing to solve problems that may be similar to theirs. We believe that sharing these practices will help generate new ideas to improve productivity and enhance the quality of County services.

The report is posted on the Quality and Productivity website at: **qpc.lacounty.gov**

FULL REPORT




QUALITY & PRODUCTIVITY
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BOARD OF SUPERVISORS
County of Los Angeles



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Supervisor, 1st District



Kathryn Barger
Chair
Supervisor, 5th District



Holly J. Mitchell
Supervisor, 2nd District



Lindsey P. Horvath
Supervisor, 3rd District

Janice Hahn
Supervisor, 4th District



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Fesia A. Davenport
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