

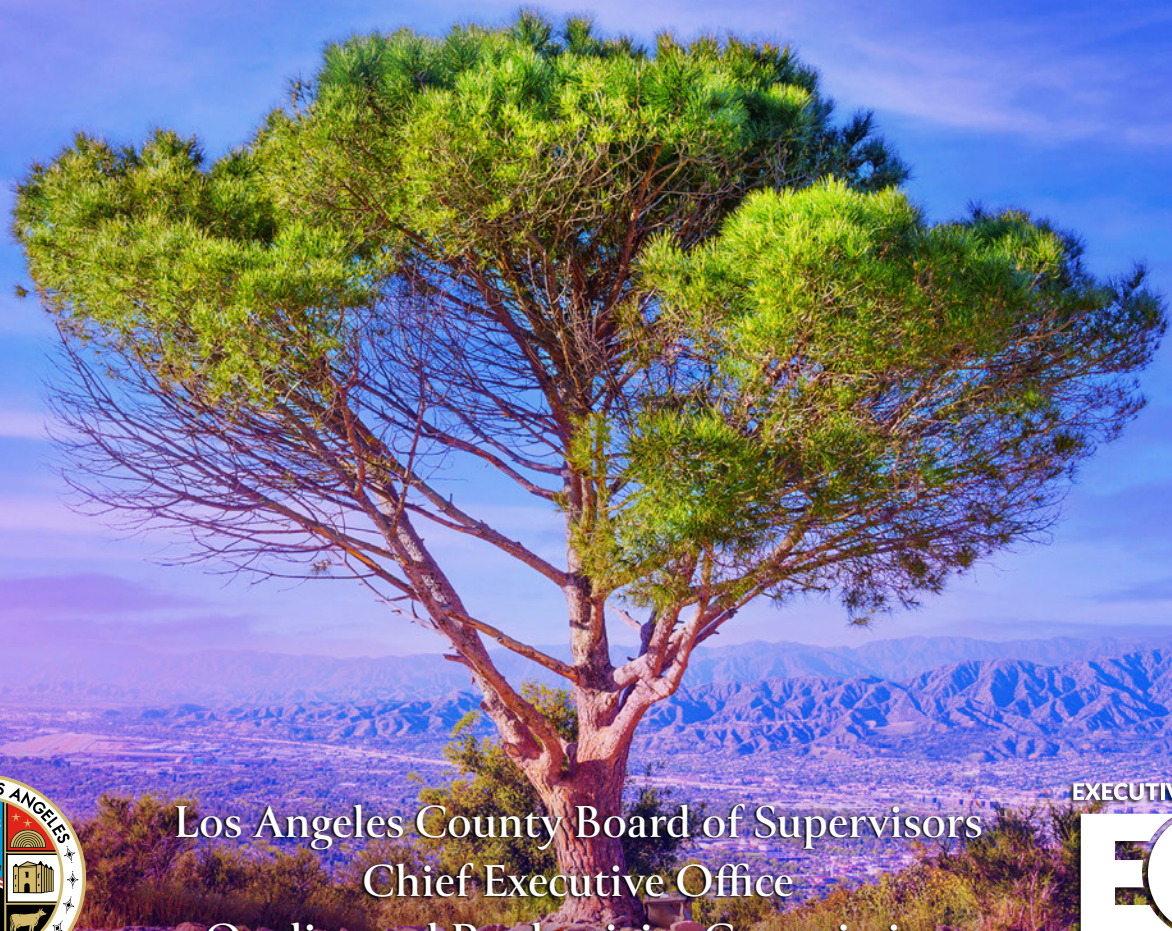


38th Annual
Productivity and Quality Awards

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

COUNTY OF LOS ANGELES

Quality and Productivity Commission



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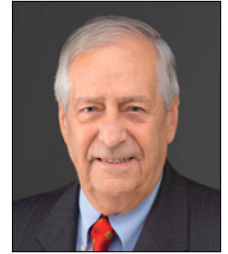
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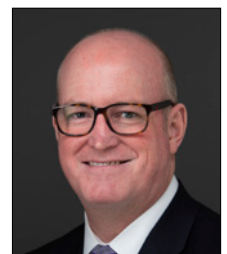
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Joe Waz



Jackie T. Guevarra
Executive Director



Jane Lam
Program Manager



Betty Belavek
Program Coordinator



Ruben Khosdikian
Program Coordinator

PROGRAM

The Music Center, Dorothy Chandler Pavilion, Grand Hall
135 North Grand Avenue, Los Angeles, California 90012

WELCOME

Jackie T. Guevarra, *Executive Director*
Quality and Productivity Commission

MASTER OF CEREMONIES

Lolita Lopez, *Journalist and Reporter, NBC4*

HONOR GUARD

Los Angeles County Fire Department Honor Guard

PLEDGE OF ALLEGIANCE

Sgt. (P) Joaquin Enriquez, *US Army, Supervisor, Veterans Claims*
Department of Military and Veterans Affairs

OPENING REMARKS

Keisha Belmaster, *Chair*
Productivity Managers' Network (PMN)

Patricia Soltero Sanchez, *PMN Chair*
Productivity and Quality Awards Program

Commissioner William B. Parent, *Chair*
Quality and Productivity Commission

LUNCH

SUPERVISORS' MESSAGE

Supervisor Kathryn Barger, *Chair, Fifth District*

Supervisor Hilda L. Solis, *First District*

Supervisor Holly J. Mitchell, *Second District*

Supervisor Lindsey P. Horvath, *Third District*

Supervisor Janice Hahn, *Fourth District*

PRESENTATIONS

Commissioner William B. Parent, *Chair*
Productivity Manager-of-the-Year Award
Commission Chair Leadership Award
Commission Special Awards
Commission Top Ten Awards
Commission Eagle Awards

CLOSING REMARKS

Commissioner William B. Parent, *Chair*
Quality and Productivity Commission

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Help in Any Language: On-Demand Interpretation Public Health	19
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	20
Streetlight Acquisition and LED Conversion Project Public Works	21
State-of-the-Art Ballot Processing Center Registrar-Recorder/County Clerk with Chief Executive Office, Internal Services Department, Public Works, and Sheriff's Department	22

COMMISSION SPECIAL AWARDS

- Changemaker Award** Recognizes an individual or self-organized group whose commitment to productivity and quality improvement has catalyzed positive department-wide or system-wide culture change. **25**
- ♦ ***Saving Time, Saving Lives...The "IR" Way!***, Health Services (Harbor-UCLA Medical Center - Department of Interventional Radiology)
- Commissioners' Legacy Award** Shows a commitment to program quality and productivity excellence. (In memory of former Commissioners for their extraordinary service to the Commission and County). **26**
- ♦ ***Change Agents - The EHR Training Team***, Executive Office of the Board of Supervisors (Human Relations Commission)
- Community Equity and Inclusion Award** Recognizes quality and/or productivity improvements that deliberately and equitably engage diverse underserved communities, populations, and/or geographies. **27**
- ♦ ***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
- County Image Enhancement Award** Promotes and communicates a positive awareness of County services. **28**
- ♦ ***Community Brigade Pilot Program***, Fire
- Customer Service Award** Recognizes significant customer service improvement in access, care and/or response. **29**
- ♦ ***In-Home Supportive Services Chatbot***, Public Social Services
- Mega Million Dollar Award** Demonstrates and documents the greatest cost savings, cost avoidance, and/or revenue for the County. **30**
- ♦ ***Enhancing the County's Benefits Advocacy Program***, Health Services (Administration)
- Outstanding Teamwork Award** Recognizes effective cooperation across County functions, departments, and/or related agencies that produce significant improvements in County operations and services. **31**
- ♦ ***Building safety in LA Communities***, Public Health with Executive Office of the Board of Supervisors (Human Relations Commission), Health Services, Justice, Care and Opportunities, LA County Library, Parks and Recreation, Probation, Public Works, Sheriff's Department, and Youth Development
- Performance Measurement Award** Recognizes successful use of systems of measurement to improve service quality and/or productivity. **32**
- ♦ ***Saving Lives through Data Monitoring***, Public Health with Chief Executive Office (Homeless Initiative), Health Services, Medical Examiner, and Mental Health
- Process Improvement Award** Recognizes significant business process improvement or operational workflow enhancement. **33**
- ♦ ***Sick Leave Buyback Automation Just Makes "Cents,"*** Auditor-Controller with Human Resources and Internal Services Department

Message from the
Chair of the Quality
and Productivity
Commission



Commissioner
William B. Parent

38th Annual Productivity and Quality Awards

Welcome to our annual celebration of Los Angeles County government: the 38th Annual Productivity and Quality Awards (PQA) Program, a partnership of the Board of Supervisors, the Chief Executive Office, Executive Office of the Board and the Quality and Productivity Commission.

Our 2025 theme, “**Resilient: Today, Tomorrow, Together**” acknowledges the ongoing creativity and persistence of the County leadership and workforce in a time of unprecedented challenge and change; what we called the County’s “polycrises” at our spring Leadership Conference.

This year we received a near record of 107 applications from 35 County departments. The applications encompassed solid, innovative efforts to make government work better, to improve customer service, save taxpayer dollars, apply more effective performance measurements and processes, build community and inclusion, and create new collaborations. The applications were carefully reviewed in a day-long session and graded by 53 County departmental Productivity Managers and eight Commissioners. In addition, Commissioners and staff traveled the County in the last two weeks of August—including stops in Torrance, Whittier, City of Industry and Calabasas—to conduct site visits to determine the Gold, Silver, and Bronze Eagle Awards. A process as exhausting as it is inspiring!

As always, the reviewers’ picks provide an intriguing snapshot of County leadership and staff fixing things—from internal departmental problem-solving challenges to the most vexing and controversial regional and national issues before us. For example:

- Taking on the vexing challenges of the juvenile justice system, the Justice, Care and Opportunities Department has transformed the former Camp Gonzales into a motivational residential program to prepare participants for careers in firefighting, and the County Library is supporting a full-service library inside Los Padrinos Juvenile Detention Center and expanding services to Juvenile Day Reporting Centers and the county jails.
- Staying the course: At a time when the federal government is working to limit cultural and racial diversity, Los Angeles County is striving to be more welcoming, supportive and dedicated to serving all who live here and visit us. The Department of Public Health, using AI technology, now offers services and dialogue across 44 languages, including Mesoamerican indigenous languages and the American Sign Language. Such expansions of interpretation services are coming online all over the County. Similarly, as the federal government is working to discredit voting by mail, the Registrar-Recorder/County Clerk has transformed election administration with its new, state-of-the-art Ballot Processing Center, providing fast, transparent, and accurate vote counting in 18 languages for a sprawling County where 70 percent of the ballots arrive by some form of mail-in voting.

**Message from the
Chair of the Quality
and Productivity
Commission**
(Continued)

38th Annual Productivity and Quality Awards

- “We’ll come to you” describes serving people where they are; the Community Outreach Court led by the Public Defender sends senior legal and social work staff to Skid Row to provide legal support and connections to services, and Animal Care and Control’s Vets@ThePark initiative brings free pet wellness and veterinary services directly to County neighborhoods.
- In the category of impressive and bold initiatives, Public Health’s Office of Violence Prevention, along with a large consortium of partners, has in one year distributed 22,353 free firearm safety locks across the County, a proven deterrent to accidental and intention gun violence. On an even larger scale County Public Works has converted 30,000 streetlights to energy-efficient LED technology—saving almost \$5 million in taxpayer-funded energy costs.
- Outstanding and effective internal teamwork is also recognized in the Department of Children and Family Services’ replacement of a slow, fragmented, manual compliance review process with an in-house, staff designed digital platform that reduced form preparation time by 60 percent, assured on-time completion of reviews, and generated \$1.3 million in administrative savings. Teamwork was also key to the Harbor-UCLA Medical Center Department of Nursing’s comprehensive, proactive response to rising instances of patient assaults on health care workers resulting in new practices that reduced incidents by 65 percent while also improving staff emotional well-being and patient-nurse therapeutic connections.

And that’s just the top ten!! Congratulations as well to the winners of the Commission Specials, Special Merit, Traditional and Certificate of Recognition. Check them out in the program and ceremony for more examples of continued quality and productivity excellence.

Thank you as well to the Board of Supervisors and the Executive Office for your leadership and support. And thank you to the Commission staff, Jackie Guevarra, Jane Lam, Ruben Khosdikian, Betty Belavek, and Laura Perez, as well as to Keisha Belmaster, Chair of the Productivity Managers’ Network, and to Commissioner Nancy Harris, Chair of the 2025 PQA ad hoc Committee, for making it all happen.

Now, on with the show as we share this year’s best new ideas and approaches to help Los Angeles County, through determination and resilience, meet our challenges and create a better future!

Message from the
Chief Executive
Officer



Fesia A. Davenport

38th Annual Productivity and Quality Awards

Welcome to the 38th Annual Productivity and Quality Awards, our Los Angeles County take on the “Oscars,” where we recognize the absolute best in County services.

This year’s theme, ***Resilient: Today, Tomorrow, Together***, reflects the daily work of our resolute county workforce to address the need around us with transformative solutions that improve and save lives. Every day, our employees step up, innovate, collaborate, and make lasting impact.

From child protection and sustainability to justice reform and support for our immigrant communities, our departments push the envelope to tackle the challenges impacting our most vulnerable populations.

Efforts to decrease assaults on healthcare workers, establish full-service libraries inside juvenile detention centers, and make timely interventions to reduce drug overdoses among people experiencing homelessness are just a few examples of how our county leads by example. The 107 projects submitted for award consideration highlight a commitment to a human-centered approach to services.

Every one of this year’s Top Ten winners illustrates how we improve lives for our constituents, often through cross-departmental collaboration. One example is the *JCOD Los Angeles County Training Center*, a residential vocational training program creating opportunities for justice-involved individuals through collaboration between Justice, Care and Opportunities, Fire, Human Resources, Internal Services Department and the Public Defender.

Another example highlights focus on equitable access to services, like the *No Address, No Barrier to Public Health Services* project. This initiative unites Public Health, Beaches and Harbors, the Homeless Initiative, Health Services, LA County Library, Parks and Recreation, and nonprofit partners to provide cost-free mobile immunizations to at-risk Angelenos without access to regular healthcare.

From pandemics to wildfires, we break through barriers and bring help and hope to our communities in need when we work together across siloes.

Today we honor and recognize our colleagues, and the extraordinary programs raising the bar in County service delivery and achieving cost savings exceeding \$147 million.

I thank the Commission for its commitment to promoting quality, efficiency, and innovation, and celebrate all our honorees and project teams. I am incredibly proud of, and inspired by, your creativity, caring heart, and spirit of public service.

Message from the
Executive Officer
of the Board of
Supervisors



Edward Yen

38th Annual Productivity and Quality Awards

Welcome to the 38th Annual Productivity and Quality Awards!

This year's theme, "**Resilient: Today, Tomorrow, Together**," reflects the enduring spirit of Los Angeles County – a spirit that carries us through challenges and drives us to deliver on our promise to serve the public.

In recent years, we've faced moments that tested us as individuals, departments, and as a County family. The COVID-19 pandemic reshaped how we provide services. Earlier this year, the Eaton and Palisades wildfires devastated neighborhoods and displaced families. At the same time, we are navigating federal budget cuts that directly impact our ability to serve our communities. Through it all, Los Angeles County responded with compassion, collaboration, and innovation.

This year, **107 projects** were submitted by County departments, each showcasing creativity, commitment, and a shared drive to improve services, expand access, and foster equity. These efforts demonstrate how County employees rise to meet challenges and build a stronger, more resilient future for all.

The Executive Office (Human Relations Commission) is honored to receive this year's Commissioners' Legacy Award for its *Change Agents - The EHR Training Team Project*. The Equity and Human Rights Training Team was created in response to a growing need for transformative, justice-rooted learning experiences that address deep-seated inequities and social tensions within government agencies and community organizations. We congratulate the Human Relations Commission for designing sessions that invite meaningful reflection, courage, and capacity for equitable and inclusive environments.

On behalf of the Executive Office, congratulations to today's honorees and all County departments for setting the standard for excellence in government. Thank you to the Quality and Productivity Commission for your leadership and vision. And to all, thank you for your continued dedication to innovation, efficiency, and service excellence to the residents of Los Angeles County.

**Message from
the Productivity
Managers' Network
(PMN)**



Keisha Belmaster
PMN Chair



Patricia Soltero Sanchez
PMN Chair, PQA Program

38th Annual Productivity and Quality Awards

Congratulations to the members of the Los Angeles County Productivity Managers' Network (PMN) for an exceptional 2025! Your accomplishments as Productivity Managers demonstrate your leadership and dedication to serving Los Angeles County and your commitment to furthering the Quality and Productivity Commission's mission.

The PMN Executive Committee would like to express our gratitude for the privilege of representing you. We are grateful for your participation in PMN activities and the continuous support you provide each year. As a Productivity Manager, you lead in the key areas of innovation, creativity, teamwork, and operational efficiency. Your commitment, enthusiasm, energy, and talents continue to enhance and strengthen the departments you represent.

The Quality and Productivity Commission also commends you for your ongoing efforts to promote quality and productivity within your respective departments and throughout Los Angeles County. The Commission values your contributions, which greatly enhance County services.

This year, with the participation of 35 departments, 107 impressive entries were submitted in alignment with this year's theme, "Resilient: Today, Tomorrow, Together." The caliber of entries received this year made it difficult to narrow the field to select the Top Ten, Commission Specials, and Special Merit and Traditional awards.

As we joyously celebrate our ability to stand together, working collaboratively to solve problems in these challenging times, we should be proud of our collective focus on improving the lives of the residents of Los Angeles County. With the leadership of the Commission and support of Commission staff, there is no other team that can match the success of the Productivity Managers' Network.

2025 Productivity Managers' Network Executive Committee

Keisha Belmaster, Chair

Jennifer Coultas, Executive Advisor

Heidi Oliva, 1st Vice Chair

Arman Depanian, 2nd Vice Chair

Patricia Soltero Sanchez, Chair, Productivity and Quality Awards Program

Connie Salgado-Sanchez, Training and Education Chair

Arman Depanian, Chair, Productivity Investment Board Advisory Committee

Stephanie Todd, Vice Chair, Productivity Investment Board Advisory Committee

2025 Quality and Productivity Managers' Network

Francisco Wong Jr.
Ashley Liang *
Aging and Disabilities

Christine Belden
Agricultural Commissioner/
Weights & Measures

Michael Iwanaga
Maria Cordero *
Alternate Public Defender

Dorothy Phillips
Animal Care and Control

Megan Moret
Heather Rigby *
Arts and Culture

Ted Olguin
Kimberly Masse *
Assessor

Jonathan Rono
Cindy Lee *
Christopher Nguyen *
Jeffrey Ho *
Auditor-Controller

Stefan Popescu
Angelica Vicente *
Beaches & Harbors

Dayna Liang
Board of Supervisors, Executive Office

Neonika Walker
Paul Nakashima *
Chief Executive Office

Stephanie Todd
Chief Executive Office/
Chief Information Office

Jennifer Coultas
Andrea Barnes *
Child Support Services

Arman Depanian
Children and Family Services

Ericka Vayas
Christina Huynh *
Consumer and Business Affairs

Jesus Castillo
Lisa Lopez *
County Counsel

Lidia Youssef
District Attorney

Kevin Anderson *
Economic Opportunity

Heidi Oliva
Fire Department

Connie Salgado-Sanchez
Health Services – Administration

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

Keisha Belmaster
Health Services –
Harbor-UCLA Medical Center

Jamie Wells
Health Services –
LA County General Medical Center

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

Yvette Kemhadjian
Health Services –
Olive View-UCLA Medical Center

Patricia Soltero Sanchez
Leslie Martinez *
Health Services – Rancho Los Amigos
National Rehabilitation Center

Lana Ghil *
Julie Benavides *
Human Resources

Walter Tucker IV
Dora Nunez *
Internal Services Department

John Franklin Sierra
Kimberly Foley *
Justice, Care, and Opportunities

Samangi Skinner
Yolanda Pina *
Sara Keating *
LA County Library

Elisa Vasquez
Los Angeles County Development Authority
(LACDA)

Sylvia White-Irby
Rob Oftring *
Los Angeles Superior Court

Anahit Grigoryan
Dr. Nichelle Shaw *
Medical Examiner

Jennifer Hallman
Violeta Kim *
Patty Choi *
Mental Health

Roberto Alvarez
Allan Ochoa *
Military and Veterans Affairs

Veridiana Pontes
Jacob Stock *
Museum of Art

Leslie Negritto
Danny Inukai *
Museum of Natural History

Johanna Hernandez
Astrid Ochoa *
Parks and Recreation

Francisco Navarro*
Probation Department

John Mathews
Dana Cherry *
Marcus Huntley *
Public Defender

Arpine Chatyan
Ariana Oliva-Gaytan *
Rachel Baker Devine*
Public Health

Maria Rivera
Elizabeth Herrera *
Sonia Santana *
Public Social Services

Leslie Schenk
Cristina Arechiga *
Public Works

Julie Moore
Regional Planning

Jeff Klein
Tonishia Patterson *
Registrar-Recorder/County Clerk

Richard Martinez
Tracey Jue *
Glen Joe *
Sheriff's Department

Nichole Alcaraz
Angelica Dzhanikeyan *
Gregory Wong *
Treasurer and Tax Collector

Taylor Schooley
Sahar Moheize *
Youth Development

BOARD OF SUPERVISORS PRODUCTIVITY MANAGERS

Annette Trejo
1st Supervisorial District

Kirk Shelton
Caroline Torosis *
2nd Supervisorial District

John Leonard
3rd Supervisorial District

Daritza Gonzalez
4th Supervisorial District

Michelle Vega
5th Supervisorial District

**Alternate*

Master of Ceremonies



Lolita Lopez
Journalist and Reporter,
NBC4

38th Annual Productivity and Quality Awards

Lolita Lopez is an award-winning journalist and reporter for NBC4 News where she covers stories surrounding the most pressing issues affecting Southern California communities. She joined KNBC in 2011.

Lopez feels privileged to tell peoples' stories and has shared her own challenges with viewers, including a series of reports detailing her treatment and recovery from breast cancer. She has won several Los Angeles area Emmy Awards for her live anchoring and investigative reports.

Prior to joining NBC4, Lopez had a decade-long tenure at WPIX-TV in New York as a general assignment reporter and, later, a main sports anchor and on field reporter for the NY Mets. She was stationed at Ground Zero for nearly two weeks while covering the World Trade Center tragedy. Earlier in her career, she reported for Court TV's issue-oriented legal program, "Pros and Cons," with Nancy Grace.

Born in Puerto Rico, Lopez moved to Houston at age 4 when her father became the women's track coach at Rice University. A lifelong sports fan, Lopez is a 1998 graduate of Harvard University, where she was a two-time captain of the women's volleyball and participated in track and field. She is mother to a senior at UC Berkeley.



Menu

Starter

Garden Vegetable Salad / Vegan, Gluten Free

Sweet Potatoes, Black Beans, Cherry Tomatoes, Feta Entrée
(almonds and vinaigrette will be served on the side)

Entrée

Mustard-Grilled Chicken / Gluten Free available upon request

Parmesan Pudding, Spinach, Dijon Breadcrumbs

or

Vegetarian

Mushroom Bourguignon / Vegan

Jeweled Rice, Green Harissa, Pistachio Dukkah

Dessert

Ricotta Cheesecake Tart

Local Berries, Fresh Mint

Fresh Brewed Coffee (Regular and Decaffeinated) and Iced Tea

RESILIENT

TODAY ♦ TOMORROW ♦ TOGETHER

Commission 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 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 Winner

JCOD Los Angeles County Training Center (LACTC)

Justice, Care and Opportunities 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.



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-risk youth and incarcerated individuals face systemic barriers to education and literacy, including disrupted schooling, unstable environments, and limited access to resources. These inequities fuel cycles of poverty, recidivism, and isolation, leaving vulnerable populations without the tools to succeed or reintegrate into society.

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, 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 Winner

Help in Any Language: On-Demand Interpretation

Public Health

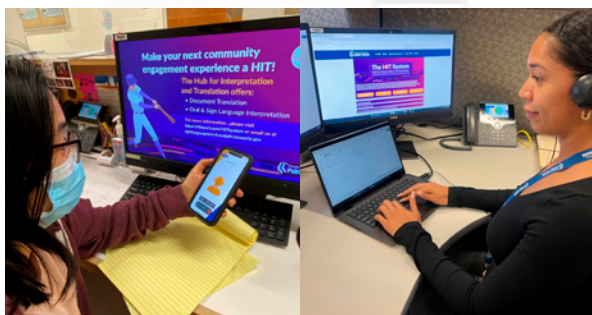
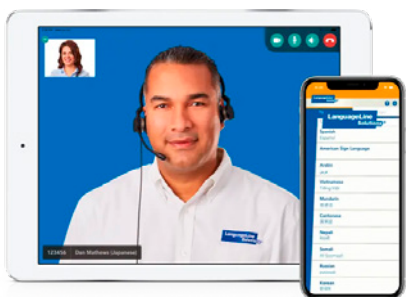
Communities with limited English proficiency (LEP) face significant health disparities, including higher morbidity, misunderstandings with clinicians, reduced access to care, and barriers to receiving accurate public health information. In Los Angeles County, where over half the population speaks a language 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 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.



Top Ten 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.





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Commission
Special Award Winners

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.

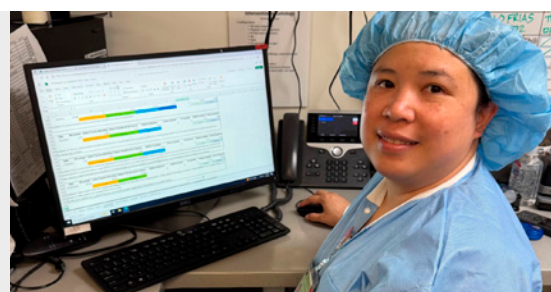
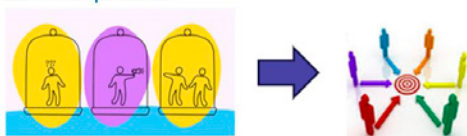
To address these barriers, Harbor-UCLA launched a Kaizen (continuous improvement) initiative with trauma surgeons, anesthesiologists, nurses, and technologists. The team implemented multiple solutions: a batch paging system to alert staff quickly, keypad entry for faster access, a “buddy system” for 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.

KAISER-LEAN methodology brings teams together and nurtures interprofessional relationships, with a highly collaborative, result-oriented process.



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.



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.



Customer Service Award In-Home Supportive Services Chatbot Public Social Services

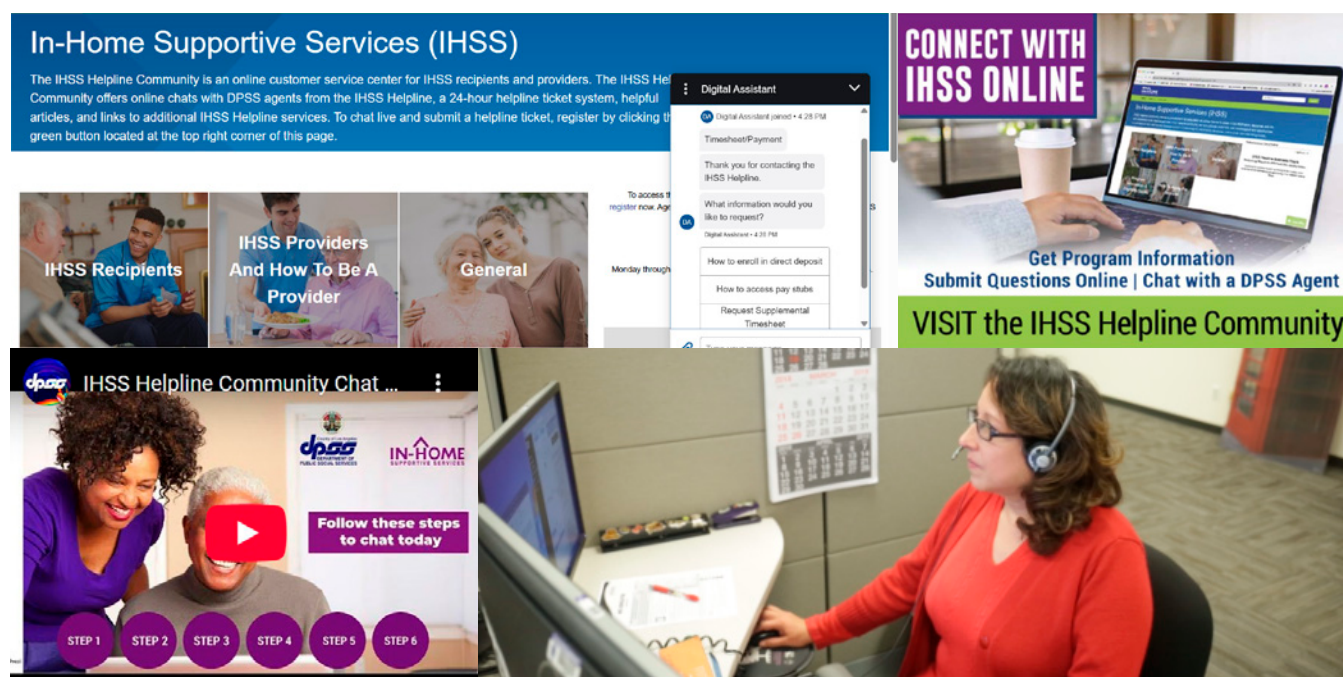
The Department of Public Social Services (DPSS) faced major challenges managing high volumes of customer service inquiries for the In-Home Supportive Services (IHSS) program. Customers relied on a limited-hours Helpline that was frequently overwhelmed, leading to long wait times, frustration, and an 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.



Mega Million Dollar Award
Enhancing the County's Benefits Advocacy Program
Health Services (Administration)

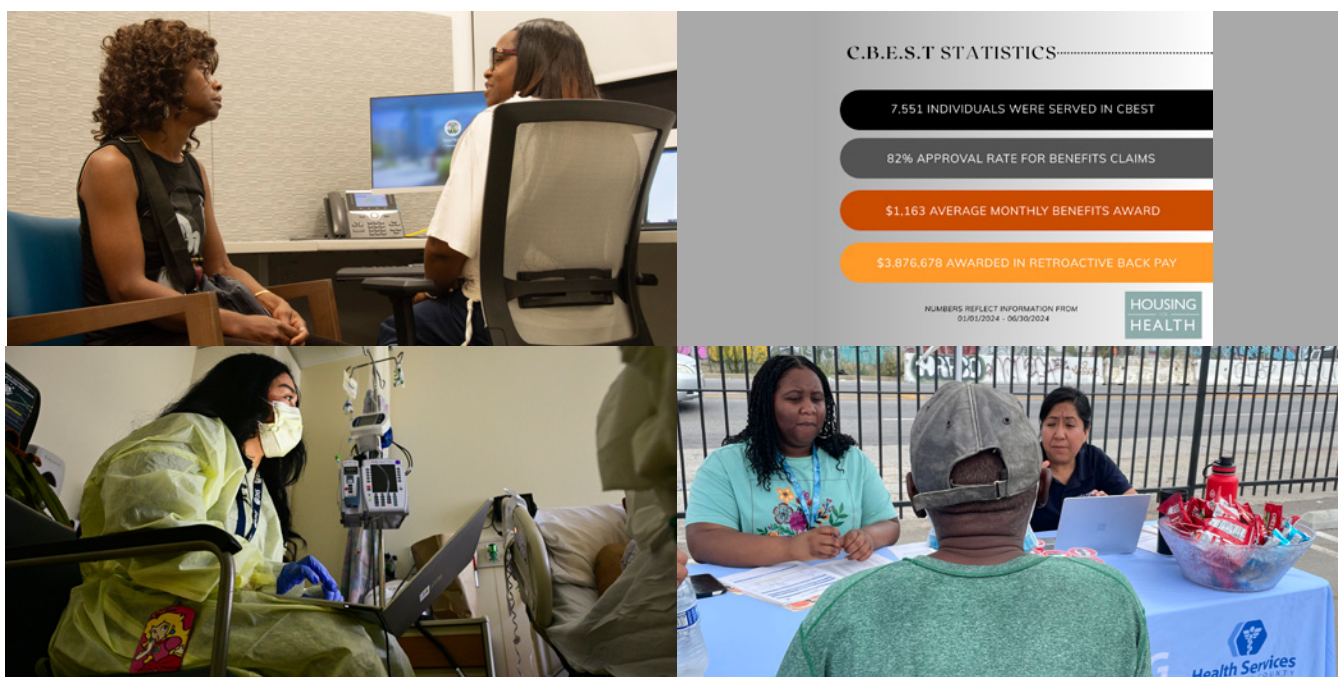
The Countywide Benefits Entitlement Services Team (CBEST), part of LA County's Housing for Health division, helps unhoused and vulnerable residents secure disability benefits such as SSI, SSDI, and CAPI. Despite strong outcomes, by mid-2023 the program faced reduced state funding, lengthy intake and 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, 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.



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.



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Special Merit
Award Winners

Traditional
Award Winners

Certificate of Recognition
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

SPECIAL MERIT AWARD WINNERS

(Continued)

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

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

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

JCOD POWR Program

Justice, Care and Opportunities

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

TRADITIONAL AWARD WINNERS

(Continued)

Housing is Health: Supporting PEH with SUDs

Public Health

Shelter with Standards in Interim Housing

Public Health

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

Recognizes projects 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)

CERTIFICATES OF RECOGNITION

(Continued)

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)

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

JCOD Justice Involved Individual (JII) Panel

Justice, Care and Opportunities

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

CERTIFICATES OF RECOGNITION

(Continued)

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

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

CERTIFICATES OF RECOGNITION

(Continued)

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

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)

Skye Patrick

LA County Library - 2024

Marcia Mayeda

Animal Care and Control - 2023

Dr. Christina R. Ghaly

Health Services - 2022

Dr. Barbara Ferrer

Public Health - 2021

Sachi A. Hamai

Chief Executive Office - 2019

Lisa Garrett

Human Resources - 2019

PRODUCTIVITY MANAGER-OF-THE-YEAR AWARD RECIPIENTS

(past five years)

Gregory Melendez

Chief Executive Office - 2024

Inna Sarac

Los Angeles County Fire Department - 2023

Keisha Belmaster

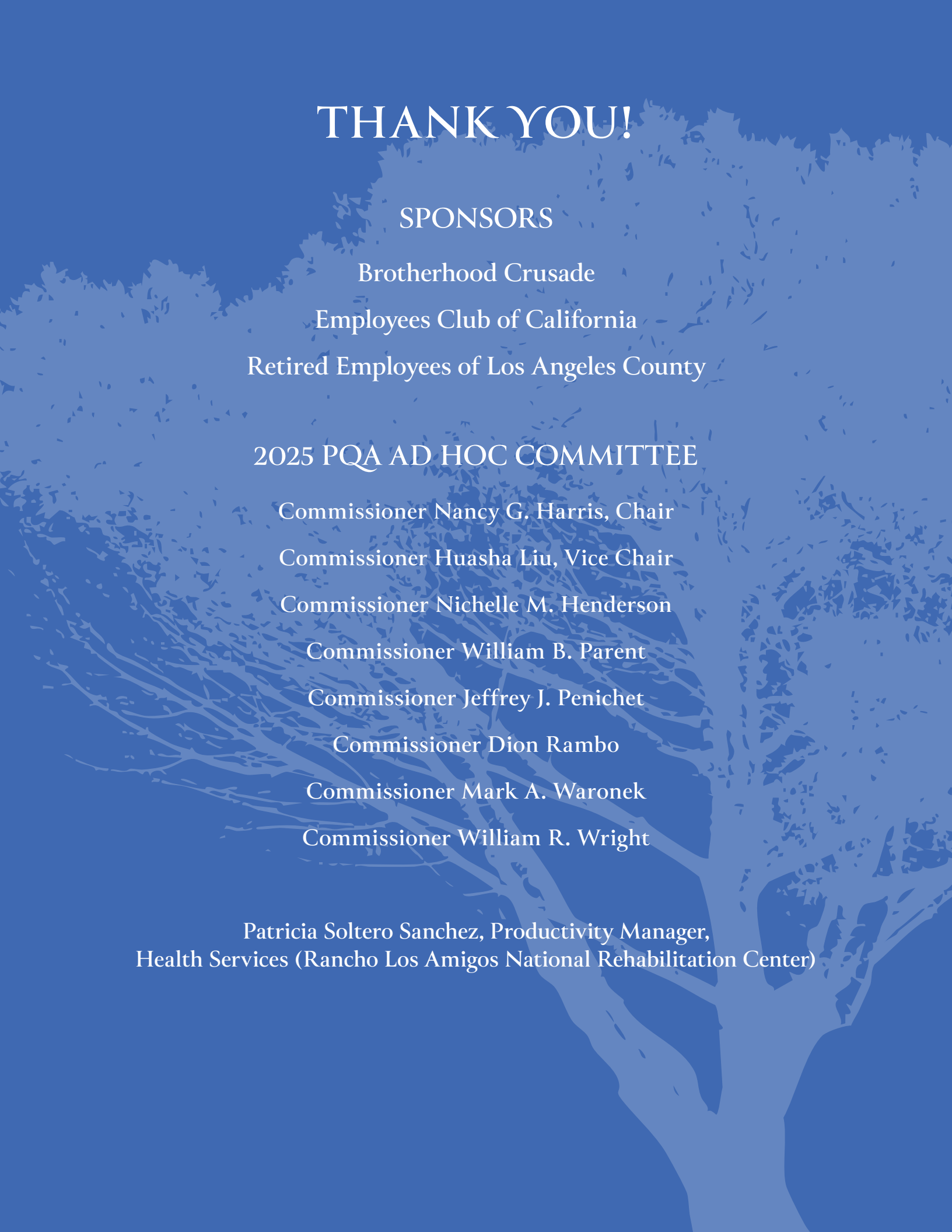
Health Services Harbor-UCLA Medical Center - 2022

Arman Depanian

Children and Family Services - 2021

Elizabeth Mendez

Parks and Recreation - 2019



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