

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





COUNTY OF LOS ANGELES QUALITY AND PRODUCTIVITY COMMISSION



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Laura PerezProgram Manager



Tammy JohnsonProgram Support

PROGRAM

Welcome Jackie T. Guevarra, Executive Director

Quality and Productivity Commission

Emcee Lolita Lopez, News Anchor, NBC4

Honor Guard Los Angeles County Fire Department Honor Guard

Pledge of Allegiance Joel Castellanos, United States Navy Veteran

Department of Military and Veterans Affairs

Opening Remarks Arman Depanian, Chair

Productivity Managers' Network

Michelle Jiang and Inna Sarac, Co-Chairs Productivity and Quality Awards Program

Commissioner Nichelle M. Henderson, Chair

Quality and Productivity Commission

Presentations Commissioner Nichelle M. Henderson, Chair

Commission Chair Leadership Award Productivity Manager-of-the-Year Award

LUNCH

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Supervisors' Message Supervisor Holly J. Mitchell, Chair, Second District

Supervisor Hilda L. Solis, First District Supervisor Sheila Kuehl, Third District Supervisor Janice Hahn, Fourth District Supervisor Kathryn Barger, Fifth District

Presentations Commissioner E. Scott Palmer, First Vice Chair

Quality and Productivity Commission

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COMMISSION SPECIAL AWARDS

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

Thank you for your support of and participation at the 35th Annual Productivity and Quality Awards (PQA)! For 35 years, the PQA has honored a diverse and innovative array of employee-driven projects that enhance the County's service to the public in countless ways.

The 2022 theme, **Adapt, Create, Achieve**, reflects many aspects of the County's commitment to service excellence, collaboration, creativity, and a focus on equity and inclusion. This year's Top Ten and Commission Special winners represent projects that *adapted* to the novel challenges of the COVID-19 pandemic, *created* programs that addressed equity and parity in the County, and *achieved* measurable and impactful outcomes that are changing and saving lives!

Overall, these projects tackled health, economic, social, and environmental issues, especially in underserved communities and within the most vulnerable populations in the County. From the LA County Library's My Brother's Keeper Peer Advocates Program to Probation Department's INVEST Program, Internal Services Department's Delete the Divide, Public Health's Reducing Food Waste and Advancing Food Recovery and This is Our Shot! Mobile Vaccine Team Fights COVID, these winning projects deserve recognition for their breakthrough achievements. Eighty projects bringing quality, efficiency and innovation to County programs and services.

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

Congratulations to all County departments, project teams, and community affiliates for their dedication, compassion, and commitment to solutions that enrich lives. I also want to thank our Commissioners for their commitment and tireless efforts to promote quality, productivity, and innovation in the County. It has been a privilege to serve with you and an honor to be your Chair.





Message from the Chief Executive Officer Fesia A. Davenport

Welcome to the 35th Annual Productivity and Quality Awards program.

This year's theme, **Adapt, Create, Achieve**, epitomizes Los Angeles County at its very best. Over the past two and a half years, our County has adapted to changing economic, social, and political currents with focused determination and resilience. In the face of historic challenges, we've achieved life-saving and life-changing outcomes.

The theme describes our essential response not only to the COVID-19 pandemic but to meeting the critical needs of 10 million residents, especially those living in underserved and under-resourced communities.

One of the Productivity and Quality Commission's major programs is this annual awards event showcasing outstanding County services. We thank the Commission for its commitment to promoting quality, efficiency, and innovation in the work we do.

This year, the Commission received 80 projects for award consideration from 32 departments. The cumulative financial benefits are impressive. This year's winning projects are estimated to generate more than \$74 million in savings, bring in \$1.3 billion in revenue, and actualize more than \$72 million in cost avoidance.

These diverse projects address the priorities of the Board of Supervisors including immigration, equity, alternatives to incarceration, homelessness, the digital divide, and food insecurity.

I would like to offer special note of congratulations to the Chief Executive Office staff, which, in collaboration with the Auditor-Controller, County Counsel and Human Resources, is this year's *Outstanding Teamwork* Award winner. Their collaborative efforts on the *LA County Cares* project made it possible to efficiently allocate \$1.2 billion in CARES Act funding to those most impacted by the pandemic.

To all honorees and all members of the project teams submitted for award consideration, I am incredibly gratified by your innovation, creativity and dedication.

Your commitment to service excellence in truly inspiring.





Message from the Executive Officer of the Board of Supervisors Celia Zavala

Thank you for joining us at the 35th Annual Productivity and Quality Awards (PQA) ceremony.

Since 1987, the Quality and Productivity Commission's (Commission) Annual PQA program has honored thousands of individual departmental projects deserving recognition by the Board of Supervisors, the Commission, our colleagues, and the public. This year's Top Ten winners embody the theme - **Adapt, Create, Achieve** - and focus on equity and assistance to underserved populations. This year's projects address the issues of food insecurity, immigration, justice-involved programs, advocacy, and access for people of color and for the County's most under-resourced communities. The Executive Office's very own Countywide Criminal Justice Coordination Committee (CCJCC) partnered with the Public Defender and Alternate Public Defender on the *Guiding Re-Entry of Women* (GROW) project. GROW, a pilot program, was implemented in 2020 to divert women from state prison to clinically appropriate and culturally competent community-based alternatives to incarceration. GROW was funded by a \$2.3 million state grant from the California Department of Corrections and Rehabilitation secured by the CCJCC. Since 2020, GROW helped clients avoid more than 1,000 years of prison time and saved over \$100 million in prison costs.

Like GROW, the L.A. County Probation - Invest Program (Probation) and the Forestry Fire Training for the Justice-Involved (Economic Opportunity) tackle issues that affect justice-involved individuals. The County also addressed food insecurity through the Reducing Food Waste and Advancing Food Recovery (Public Health) program, which has rescued over 50,000 pounds of food that was delivered directly to non-profit organizations providing the equivalent of over 40,000 meals in under-resourced communities.

This year, 80 projects were submitted for recognition. Each has adapted to circumstances like the COVID-19 pandemic, created programs that directly address underlying issues, like immigration and child trafficking, and achieved impactful and meaningful results in the communities and populations they serve.

Thank you to the Quality and Productivity Commission for their advocacy and vision of innovation, quality, productivity, and service excellence in all aspects of County operations. Congratulations to my fellow Department Heads and their staff for actively promoting innovation, process improvement, and enhanced service delivery to enrich the lives of all County residents!



Arman Depanian Chair, PMN



Michelle Jiang Co-Chair, PQA Program



Inna Sarac Co-Chair, PQA Program

Message from the Productivity Managers' Network (PMN)

Congratulations to the members of the Los Angeles County Productivity Managers' Network (PMN) for an exceptional 2022! Your accomplishments as Productivity Managers are a testament to your leadership and dedication to serving Los Angeles County, and your commitment to furthering your Department's mission.

The PMN Executive Committee would like to thank you for the privilege of representing you. We are grateful for your participation in PMN activities and the support you provide throughout the year. The Quality and Productivity Commission appreciates your ongoing efforts to promote quality and productivity within your department and throughout the County. The Commission values your contributions, which greatly enhance its programs. As a Departmental Productivity Manager, you lead in the key areas of innovation, creativity, and enhanced efficiency. Ultimately, your involvement plays a critical role in improving the lives of County residents.

This year, 32 departments submitted 80 impressive entries. These submissions clearly demonstrate that County employees continue to innovate and strive to provide efficient, effective, high quality public services to the public. The caliber of entries received this year made it difficult to narrow the field to select the Top 10, Commission Specials, and Special Merit and Traditional plaque awards.

As we joyously celebrate the ability to empower innovative solutions, we should be proud of our collective focus to improve the lives of 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 Quality and Productivity Managers' Network.

2022 Productivity Managers' Network Executive Committee

Arman Depanian, Chair
Stephanie Maxberry, Executive Advisor
Elizabeth Mendez, Executive Advisor
Heidi Oliva, 1st Vice-Chair
Stanley Yen, 2nd Vice-Chair
Belmaster Training and Education Co-

Keisha Belmaster, Training and Education Co-Chair
Jennifer Coultas, Training and Education Co-Chair
Michelle Jiang, Co-Chair, Productivity and Quality Awards Program
Inna Sarac, Co-Chair, Productivity and Quality Awards Program
Susan Linschoten, Chair, Productivity Investment Board Advisory Committee
Arman Depanian, Co-Chair, Productivity Investment Board Advisory Committee



2022 Quality and Productivity Managers' Network

Vacant

Aging and Disabilities Department

Christine Belden

Agricultural Commissioner/ Weights & Measures

Michael Iwanga Maria Cordero *

Alternate Public Defender

Dorthy Phillips

Animal Care and Control

Megan Moret Heather Rigby * Arts and Culture

Ivan Masayon Robert Duarte Jr. *

Assessor

Jonathan Rono Susan Linschoten Lisa Canada * Cindy Lee * Auditor-Controller

Nicolette Taylor

Stefan Popescu *
Beaches & Harbors

Brenda Duran Lev Levon *

Board of Supervisors, Executive Office

Erlinda Bernardo Kate Anderson * Melissa Tarver * Chief Executive Office

Gregory MelendezChief Executive Office/
Chief Information Office

Jennifer Coultas Andrea Barnes * Child Support Services

Arman Depanian

Children and Family Services

Ericka Vayas
David Diaz *
Michelle Jiang *
Consumer and B

Consumer and Business Affairs

Jesus Castillo Lisa Lopez * County Counsel

Tracy Holcombe Stanley Yen * District Attorney

Stephanie Maxberry Kevin Anderson * Economic Opportunity Heidi Oliva
Julia Kim *
Fire Department

Connie Salgado-Sanchez Health Services – Administration

Dr. Ellen Rothman

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

Keisha Belmaster Health Services – Harbor-UCLA Medical Center

Leslie Martinez Health Services – LAC+USC Medical Center

Deedra Williams Health Services –

ACN - Health System (High Desert)

Yvette Kemhadjian Health Services –

Olive View-UCLA Medical Center

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

Leslie Foxvog Molly Gonzalez * Human Resources

Leticia Perez Sonia Fernandez * Internal Services Department

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

Elisa Vasquez

Los Angeles County Development Authority (LACDA)

Sylvia White-Irby Ann Donlan *

Los Angeles Superior Court

Inna Sarac

Medical Examiner-Coroner

Angel Baker Leticia Ximénez * Mental Health

Rose Bueta Military and Veterans Affairs

Ann Rowland
Daniel Johnson *
Catherine Massey *
Museum of Art

Dawn McDivitt

Museum of Natural History

Elizabeth Mendez Monica Pollaccia * Parks and Recreation

Jessica Gama Tommie Baines * Probation Department

Thomas Moore Marcus Huntley * Public Defender

Catherine Mak Public Health

Maria Rivera Elizabeth Herrera * Sonia Santana * Public Social Services

Leslie Schenk Cristina Arechiga * Public Works

Hsiao-Ching Chen Regional Planning

Alexander Ogunji Registrar-Recorder/County Clerk

Rick Cavataio Margarita Bevan * Elida Rodriguez * Sheriff's Department

Matthew Gonzalez
Treasurer and Tax Collector

Vacant Youth Development

BOARD OF SUPERVISORS PRODUCTIVITY MANAGERS

Tamela Omoto-Frias Cindy Chen * Barbara Garcia * Hoang Nguyen * 1st Supervisorial District

Kirk Shelton
Caroline Torosis *
2nd Supervisorial District

Torie Osborn Nik Swiatek * 3rd Supervisorial District

Daritza Gonzalez 4th Supervisorial District

Michelle Vega 5th Supervisorial District

*Alternates



Master of Ceremonies Lolita Lopez Investigative Reporter and Anchor, NBC4

Lolita Lopez is an investigative reporter and anchor at NBC4 and has been part of the team since 2011. She can be seen daily reporting for NBC4 news at 11 a.m. and 4, 5, 6 and 11 p.m.

Lopez is part of the award-winning I-Team, digging deep into stories and cases that impact viewers throughout the Southland. She has also covered a wide range of significant stories, including national stories from the Christopher Dorner manhunt to the Los Angeles Kings Stanley Cup win in 2012. Earlier in her career, she was stationed at Ground Zero for nearly two weeks while covering the World Trade Center tragedy and spent many years reporting the effects of that tragedy.

Lopez believes her job is complete when her news stories about the community make a difference, as in the case of a piece she did on a sixth grade class that created a Facebook page to sell their homemade art to raise money for a classmate whose family couldn't afford a proper funeral for his father. Just one day after Lopez's story aired, the site raised more than \$3000.

A journalist for more than 20 years, Lopez feels privileged to tell peoples' stories and honored to meet many inspiring people along the way. As a breast cancer survivor, she has shared her own challenges during treatment and recovery with a series of stories on her courageous fight against the disease as a working mother and wife.

Prior to joining NBC4, Lopez had a successful, decade-long career at WPIX-TV in New York, where she served as a general assignment reporter and, later, a sports anchor. She became the main sports anchor and a field reporter for the NY Mets, working alongside the late great Hall of Fame pitcher Tom Seaver. Earlier in her career, she was one of only two reporters on Court TV's issue-oriented legal program "Pros and Cons" with Nancy Grace. While working on the show, Lopez covered many controversial cases, including the parole hearing of John Lennon's murderer.

Over the course of her career, Lopez has been recognized with several industry awards, including several Los Angeles area Emmy Awards for her live anchoring and investigative reports. She won two New York area Emmy Awards for 'Best Sports Feature' and 'Best Live Sports Coverage.' She also was praised by New York's largest Spanish language daily newspaper, El Diario La Prensa, as one of the most outstanding women in the community.

Born in Santurce, Puerto Rico, Lopez moved to Houston at age four when her father became the women's track coach at Rice University. Lopez graduated from Harvard University in 1998, where she was on the women's volleyball and track teams for four years. She resides in the Los Angeles area with her husband and daughter.

MENU

Starter

Wild arugula, marinated white beans, carrot, celery, shaved parmesan, Lardon, Red Wine Vinaigrette (Gluten Free)

Entrée

Agave Glazed Chicken, Elote Mashed, Charred Achiote Brussel Sprouts, Verde Cream (Gluten Free)

Vegetarian

Blackened Cauliflower, Purple Rice, Spiced Humus, Masala Sauce (Vegan and Gluten Free)

Dessert

Limoncello Raspberry Cake

Fresh Brewed Coffee (Regular and Decaffeinated) and Iced Tea



Top Ten Award Winner

FORESTRY FIRE TRAINING FOR THE JUSTICE-INVOLVED

Economic Opportunity with Forestry and Fire Recruitment Program

California has dry, fire prone lands fueled by drought ravaged plant life in its forest areas. In Los Angeles County, some of these fire prone areas border residential neighborhoods, making this hazard even greater. The challenge in scaling this solution to reduce the impact of wildland forest fires is the lack of staffing. The County jail system operates a fire camp, yet there are little to no post-release connections to this industry for formerly incarcerated individuals once their time is served.

The Forestry Fire Training for the Justice-Involved is a program centered around training for justice system impacted community members. The Forestry and Fire Recruitment Program (FFRP), a 501c3, provides career support to justice-involved populations who are interested in careers in the Wildland Forestry Fire sector which was developed in direct response to the growing need for wildfire-related personnel.

The Department of Economic Opportunity partnered with FFRP to bring this program to the County's justice-involved to increase wildfire personnel from non-traditional and underrepresented communities, providing them the training, skills, resources, and experiences needed to secure gainful employment. Prior to this program, there were no known similar opportunities of this scale for the County's justice-involved to enter into wildland fire fighting as a career. With a combination of in class training and practical application of skills through work experience, participants are equipped to enter a stable career pathway with occupations that are in high demand.



Top Ten Award Winner

POMONA FAIRPLEX EMERGENCY INTAKE SITE

Health Services (Olive View-UCLA Medical Center) with First Supervisorial District, Chief Executive Office (OEM), Children and Family Services, Consumer and Business Affairs (OIA), County Counsel, Mental Health, and Public Health

By the beginning of 2021, the number of unaccompanied children (UC) arriving at the southwest border rose to 100,000. The border patrol was overwhelmed by the daily arrivals, was struggling to contain COVID-19, and had to quickly pivot on where and how to place the children. The federal government established 13 Emergency Intake Sites (EIS) throughout the country. Due to strong advocacy by Supervisor Hilda Solis, the County became one of these sites at the Pomona Fairplex.

While the other sites were run under the auspices of the federal government alone, Pomona was unique in that it leveraged the expertise of several County departments. Known as Team Hope, Health Services took the lead and worked closely with the federal government to build a field clinic that would provide critical vaccines; the Office of Emergency Management developed the safety and security plans; Public Health provided guidance around contact tracing protocols for both staff and UCs; Mental Health deployed 102 staff and aided Team Hope in establishing best practices to internally support the mental health needs of the children for the duration of the mission; and Children and Family Services staff had to quickly adapt and learn how to navigate two separate platforms for data entry. The Pomona Fairplex EIS ultimately served 10,000 children and reunified 8,211 children with their families in the US.



Top Ten Award Winner

DELETE THE DIVIDE

Internal Services Department

The COVID-19 pandemic illuminated the severity of the digital divide within Los Angeles County. The sudden and large-scale transition to a virtual environment brought in clear view the vast disparities in access to information and communication technologies in households disproportionately located in low-income areas and with populations that are predominately Black and Latino.

Through an innovative public-private partnership model, Delete the Divide (DTD) seeks to unify efforts to provide youth and small businesses in disadvantaged communities with direct access to modern technologies, as well as training and support services, educational programs, technical certifications, job shadowing, mentoring, corporate tours, paid internships, practical hands-on experience, and pathways to well-paying careers. They are also working to create a continuum of paid internships ranging from the County's current paid internships which pay \$15 per hour for 120 hours to DTD's \$18 to \$20 per hour for up to 240 hours which includes a plan for participants to develop the skills, knowledge, and experience needed to pursue a postsecondary education, create revenue generation through entrepreneurial pursuits, or obtain full time employment in entry-level professional information technology fields with starting salaries beginning at \$50,000 per year. In addition, E-commerce and digital marketing capabilities will create resiliency by enabling small business to maintain operations during surges and to increase sales by broadening their markets.



Top Ten Award Winner

MY BROTHER'S KEEPER PEER ADVOCATES FOR THE LIBRARY

LA County Library with Mental Health and Public Health

Eighty-three percent (83%) of County residents aged 18 and under are young people of color. However, studies show they have less access to educational and employment opportunities. Boys and young men of color, especially, are disproportionately at risk from their youngest years. In 2014, former President Obama launched the My Brother's Keeper (MBK) Challenge to address persistent opportunity gaps faced by boys and young men of color and ensure all young people can reach their full potential.

The LA County Library's MBK Peer Advocates (PA) program brings young people of color into libraries as advisors and liaisons between Library staff and the youth of color in high-need communities in which they serve. The program simultaneously provides mentorship, life skill-building, and on-the-job learning while drawing on the PA's lived experiences to build deep community relationships, develop unique Library programs tailored to community needs and interests, highlight Library resources, and advocate on residents' behalf to the Library. MBK PAs are part-time Library employees and are an integral part of LA County Library's staff.

Since November 2018, MBK PA's have led and co-presented over 1,100 in-person and virtual Library programs and attended over 150 outreach events, reaching young people of color in their communities while serving as a mirror to their experiences.



Top Ten Award Winner

CHILD TRAFFICKING ID AND RESPONSE TEAM

Probation with First and Fifth Supervisorial Districts and Children and Family Services

Los Angeles County is considered a significant hub for trafficking youth within the illicit sex trade. The Probation Department has long known that sexual exploitation and sexual abuse are prevalent amongst those that are involved in the juvenile justice system. To respond to these challenges, the Department developed the Child Trafficking Unit (CTU) in 2012. The CTU works to address the underlying trauma and abuse that youth have experienced both prior to, and during, their exploitation. Since implementation of the CTU, various initiatives and protocols have been put in place such as training, weekly multi-disciplinary team meetings, a rapid response assessment process for any youth suspected of/or identified as commercially sexually exploited (CSE), a locate process to expeditiously try and recover CSE children who go missing, community advocacy and survivor support services, along with additional services and supports for Transition Age Youth.

Through these efforts, the Department has seen much better outcomes for youths impacted by commercial sexual exploitation and is leading the nation in thinking differently about how they respond to CSE children and youth.



Top Ten Award Winner

L.A. COUNTY PROBATION - INVEST PROGRAM

Probation with Economic Opportunity

Research has consistently demonstrated the importance of employment in ensuring justice-involved individuals' success in reentering their community and preventing recidivism back into the justice system. Prior to the INVEST Program, probationers might connect with a job center coincidentally and were unaware of the workforce development resources available at the America's Job Centers of California (AJCC) sites. Conversely, the AJCCs were unaware of how probationers were challenged in finding work or new career pathways for their clients.

INVEST is a collaboration between the Probation and Economic Opportunity Departments to provide individuals on Los Angeles County Adult Probation with comprehensive, wrap-around support. This assists each Probationer into career path employment, leading to a family sustaining wage. The model features co-case-management of Probationers by Deputy Probation Officers and AJCC staff and who have been trained together by the National Institute of Corrections. Program participants are engaged in an array of employment services tailored to their individual needs.

Since the program's launch in March of 2018, a total of 2,119 individuals have been enrolled and provided workforce development services and support. Of the total, 367 participated in paid transitional subsidized employment, and 1000 have secured unsubsidized and permanent employment.



Top Ten Award Winner

GUIDING RE-ENTRY OF WOMEN (GROW)

Public Defender with Alternate Public Defender and Board of Supervisors, Executive Office (Countywide Criminal Justice Coordination Committee)

In recent decades, the incarceration of women has grown at twice the pace of their male counterparts. Women make up 15% of the Los Angeles County Jail mental health population. Within this population, 74% of those women would be better served by mental-health treatment in the community rather than prison, according to a RAND report published in 2020 entitled Estimating the Size of the Los Angeles County Jail Mental Health Population Appropriate for Release into Community Services.

Funded by a California Department of Corrections and Rehabilitation grant that was secured by the Countywide Criminal Justice Coordination Committee (CCJCC), the Guiding Re-Entry of Women (GROW) was developed to address this situation. Utilizing three psychiatric social workers, GROW aims to divert and uplift women by assessing their specific needs and connecting them to mental health and substance use disorder services in our communities. GROW plays a crucial role in advancing equity and transforming Los Angeles County's criminal legal system by advancing opportunities in which women can become successful outside of the confines of the prison system.

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



Top Ten Award Winner

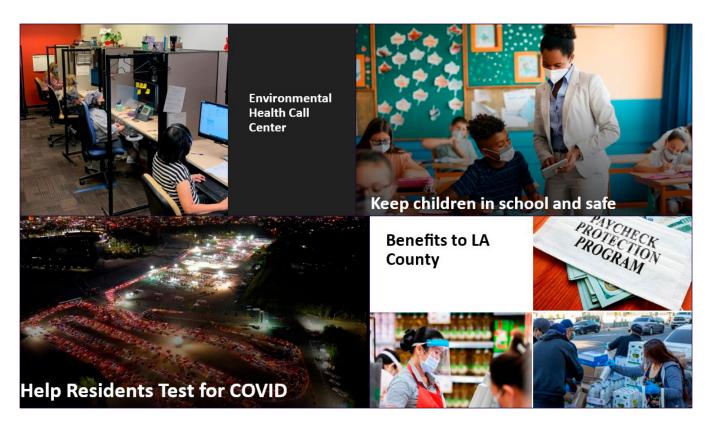
OVER 2 MILLION SERVED

Public Health with 211 LA, Aging and Disabilities Department, Children and Family Services, City of Los Angeles, Consumer and Business Affairs, Economic Opportunity, Human Resources, Health Services, Internal Services Department, LA County Library, and Mental Health

When the pandemic started, it brought fear, confusion, and a multitude of questions from County residents, healthcare providers, businesses, schools, and others. The Department of Public Health was inundated with frustrated callers who waited hours on hold. The Department moved quickly to provide clear, consistent guidance and resources to help callers navigate the pandemic.

The Department's solution was to coordinate and unify (or network) 13 existing and new call centers together, utilizing technology to transfer calls between call centers, adapt/train Disaster Service Workers (DSW), maintain uniform referrals, and coordinate fast-paced ongoing guidance to all call centers. The Department customized the Customer Relationship Management systems to track calls and responses and utilized Amazon Web Services to efficiency improve overall customer service.

The County was able to transfer calls between the County, LA City, and partner call centers; leveraged language line services to ensure responsive and inclusive support to non-English speakers; allowed staff the flexibility to work from home; enhanced operations with County staff from other departments to support the pandemic response; and answered calls quickly. This streamlined experience enabled the Department to respond to more than 2 million inquiries from January 1, 2020, to December 31, 2021!



Top Ten Award Winner

REDUCING FOOD WASTE AND ADVANCING FOOD RECOVERY

Public Health with Public Works

In Los Angeles County, 516,000 households experience low food security, which is the reduced quality, variety, or desirability of diet. Low food security, known as food insecurity, poses short- and long-term health risks for child and adults. The Department of Public Health (DPH) partnered with a company that created a mobile food recovery app to facilitate the donation of surplus food to communities in need across Los Angeles County. DPH collaborated with the Department of Public Works to raise awareness of the project among food businesses seeking to reduce their organic waste and prepared them to comply with state Senate Bill (SB) 1383 (now California's Short-Lived Climate Pollutant Reduction Strategy). As part of this joint effort, DPH conducted outreach via Environmental Health Division's health inspectors to encourage enrollment into the program.

The project helped onboard 50 businesses and schools, which as of May 2022, have rescued 52,805 lbs. of food, the equivalent of approximately 44,000 meals directly delivered to 501c3 social service nonprofit organizations. The amount of food that would have otherwise been wasted equals about 5.2 million gallons of water and 236,038 lbs. of CO2 saved.



Top Ten Award Winner

THIS IS OUR SHOT! MOBILE VACCINE TEAM FIGHTS COVID

Public Health with First, Second, Third, Fourth, and Fifth Supervisorial Districts, Assessor, Beaches and Harbors, Chief Executive Office, Children and Family Services, Fire, LA County Library, Los Angeles County Office of Education, Parks and Recreation, and Public Social Services

In March 2021, in response to significant gaps in COVID-19 immunization coverage among communities of color and low socioeconomic status, the Los Angeles County Department of Public Health Mobile Vaccine Team (MVT) was launched to increase access to lifesaving COVID-19 vaccines through innovative, patient-centered service delivery models. The MVT also implemented a door-to-door vaccine program, a mobile vaccine effort to homebound individuals and a home-visitation program for families with young children. MVT responds nimbly to community requests for vaccine access and proactively solicits vaccine events in diverse settings, partnering with faith-based and community organizations. The MVT routinely facilitates more than 800 community-based vaccine administration clinics each week, offering all COVID-19 vaccines to anyone eligible, free to cost, giving unparalleled access to the most vulnerable community members.

Since its inception, the MTV has facilitated more than 35,922 Mobile Vaccine Clinics at which 956,509 doses were administered, 75% of which were in under-resourced communities.







COMMISSION SPECIAL AWARD WINNERS

Commission Special Award Winner Changemaker Award

LACoFD SIRENS OF SILENCE

Fire

According to the Center for Disease Control, one in 44 children is diagnosed with autism spectrum disorder (ASD). In California, the statistic is one in 26 children. Therefore, it is highly likely that first responders will interact with someone with a special need every single day.

The Los Angeles County Fire Department *Sirens of Silence* program promotes awareness, education, and inclusion of individuals with ASD and other special needs. The *Sirens of Silence* program consists of three components: education and awareness for the Department's first responders through a mandatory training module as well as access to a large library of visual aids and informational materials with advice and practical tips on how to best approach, respond, and communicate; special needs-friendly events for residents to meet and interact with first responders in a welcoming and sensory-sensitive space; and safety related item (i.e., seatbelt covers, sensory toys, etc.) for special needs patients.

The *Sirens of Silence* program's multitude of materials and resources may also assist first responders, family members, caregivers, therapists, educators, and other community helpers who may be challenged in communicating with others beyond those with special needs, including victims or trauma or violence, patients with medical conditions (i.e., dementia, stroke), and non-English speakers.



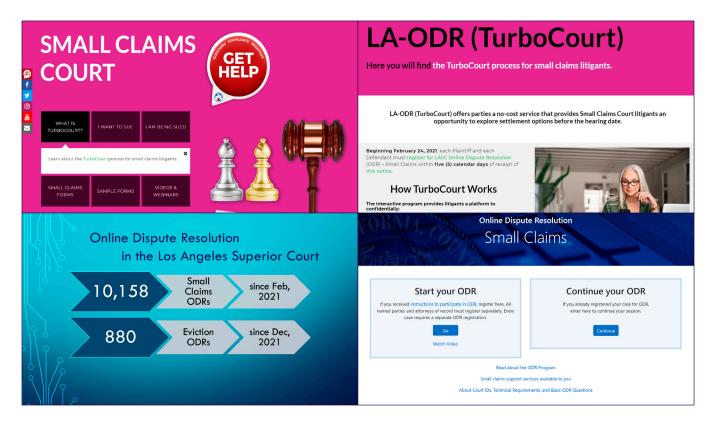
Commission Special Award Winner Commissioners' Legacy Award

ONLINE DISPUTE RESOLUTION

Superior Court with Consumer and Business Affairs

Despite having 37 courthouses throughout Los Angeles County, travel times to courthouses in this urban, crowded setting can be a deterrent to attending court. Child waiting rooms are available in many courthouses, but not all parents can take advantage of them, adding the cost of childcare to their costs of attending court. And when travel time and attendance during working hours requires someone to miss a day of work, the personal costs of access to justice increases.

Online Dispute Resolution (ODR) programs in Small Claims and Unlawful Detainer provide an online platform for litigants in Small Claims and Unlawful Detainer (eviction) cases to reach a mutually agreeable disposition without going to court. Once both parties register, the platform guides them through a negotiation process by asking simple questions to encourage resolution. Parties may use ODR's chat feature to negotiate directly, to share documents and to electronically file court documents. If parties are unable to reach an agreement on their own, they may request mediation through the platform at no cost. Professional mediators are provided free of charge by either the Los Angeles County Department of Consumer and Business Affairs (DCBA) or the Center for Conflict Resolution. The platform includes linkages to housing counselors and other helpful self-help information. Program development costs were funded by the Court and the Los Angeles County Department of Consumer and Business Affairs.



Commission Special Award Winner Community Inclusion Award

BLACK DOULAS FOSTERING HEALTH AND JOYOUS BIRTH

Public Health with First 5 LA and Health Services

There are stark racial disparities in Los Angeles County in social and health-related outcomes. Black babies die before their first birthday at more than three times the rate of White and Asian babies. Maternal mortality is four times more likely among Black mothers than other races. Research points to elevated life course stress due to racism and discrimination as the cause of persistent inequality in birth outcomes facing Black families in Los Angeles County and nationwide. The Department of Public Health (DPH) and First 5 LA's African American Infant and Maternal Mortality (AAIMM) Prevention Initiative seeks to address both the causes of elevated stress and the pathway from stressful experiences to adverse outcomes through multiple interventions, including the provision of doula care.

Doulas are non-clinical professionals trained to provide support and education to promote the healthiest, satisfying birth experience possible. The AAIMM Doulas Program, a NACo award winner housed at DPH, trainings, funds and links a cadre of Black doulas to pregnant Black individuals, and promotes sustainability of doula care through work with public and private payers. AAIM Doula clients receive prenatal and postpartum visits, continuous labor and delivery support, and material and educational resources including referrals. In 2020 the Board of Supervisors passed a motion to support the expansion of doula services to Black families and incarcerated persons.



Commission Special Award Winner County Image Enhancement Award

"ARRIVE ALIVE" ECMO-CPR PROJECT

Fire with Health Services

Patients suffering from sudden cardiac arrest need immediate, high-quality, complex cardiopulmonary resuscitation to optimize survival. Even under ideal circumstances, less than 10% of patients survive neurologically intact. For some of capable of comprehensive cardiac intervention, there remains a chance for meaningful survival. The 'Arrive Alive" initiative launched a partnership with multiple fire departments, hospitals, and the Department of Health Services to identify, transport, and intervene on these patients with cardiac arrest refractory to field care.

Despite pandemic-related challenges, the program has continued to expand and now has four survivors. These are four patients whom, without the Arrive Alive program, would have been pronounced deceased in the field. While this seems like a small number, the complexities involved to achieve survival for these patients and to get them home to their families cannot be overstated.



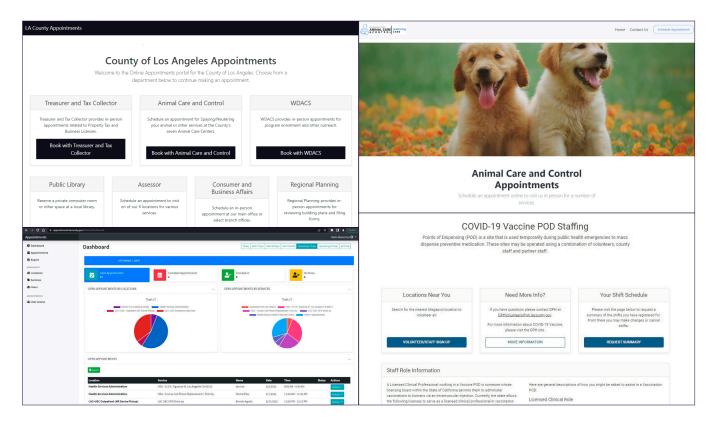
Commission Special Award Winner Customer Service Award

PUBLIC APPOINTMENT SCHEDULING SYSTEM (PASS)

Internal Services Department with Health Services and Public Health

Members of the public frequently experienced upwards of two hour wait times for walk-in appointments. At the request of Regional Planning and Treasurer and Tax Collector, the Internal Services Department team developed a proof of concept to address these customer pain points while enhancing the application based on direct feedback from several departments that participated.

The Public Appointment Scheduling System (PASS) is a multi-tenant cloud-based reservation application that allows departments to customize their own instance. On the public site, customers now have a self-service appointment application that features a customized department landing page, the ability to select a location, service, and select a timeslot to reserve an appointment, avoiding the long lines and wait times. The application also provides a streamlined appointment process for internal and external customers to make an appointment online, receive a confirmation email and calendar invitation, and easily reschedule or cancel at their convenience.



Commission Special Award Winner Customer Service Award

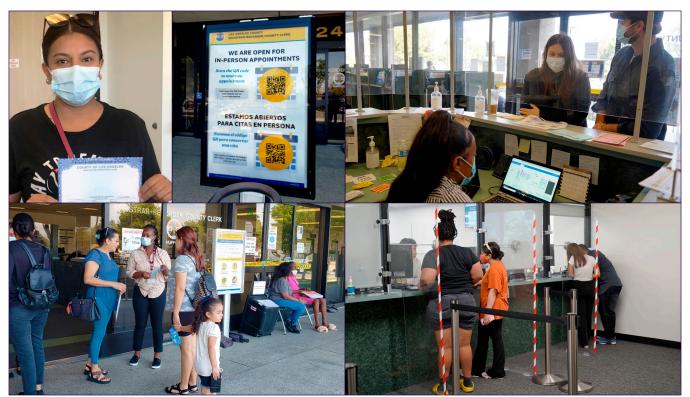
RRCC APPOINTMENT SYSTEM

Registrar-Recorder/County Clerk

The Registrar-Recorder/County Clerk (RRCC) was challenged with the daily line from the public for services and managing coverage resources. They would often have to pay overtime to staff, even after changing working hours to accommodate everyone in line. They had no way to control when customers were coming into the office and had no way to account for times when they would be short-staffed. Wait time for customers varied between 20 minutes and 1 hour depending on the day and time. Their number of customers varied from day to day.

With a grant from the Quality and Productivity Commission, the RRCC implemented an appointment system that spans across Bureaus for most services offered. Although the Appointment System was planned before COVID-19, it allowed them to socially distance customers as they continued to service the public through the pandemic. It also serves its original purpose to minimize lines and respect their customer's time. It ensures that most customers are prepared when they come to the office because all necessary paperwork has been completed prior to the appointment. It also allows management to better manage staff resources.

Customer satisfaction is high as reported by the RRCC's customer sentiment survey that is at 4.61 out of 5. This is up .10 from previously, but they have also captured 30% more responses than with the previous sentiment survey.



Commission Special Award Winner Mega Million Dollar Award

THIS IS OUR SHOT! MOBILE VACCINE TEAM FIGHTS COVID

Public Health with First, Second, Third, Fourth, and Fifth Supervisorial Districts, Assessor, Beaches and Harbors, Chief Executive Office, Children and Family Services, Fire, LA County Library, Los Angeles County Office of Education, Parks and Recreation, and Public Social Services

In March 2021, in response to significant gaps in COVID-19 immunization coverage among communities of color and low socioeconomic status, the Los Angeles County Department of Public Health Mobile Vaccine Team (MVT) was launched to increase access to lifesaving COVID-19 vaccines through innovative, patient-centered service delivery models. The MVT also implemented a door-to-door vaccine program, a mobile vaccine effort to homebound individuals and a home-visitation program for families with young children. MVT responds nimbly to community requests for vaccine access and proactively solicits vaccine events in diverse settings, partnering with faith-based and community organizations. The MVT routinely facilitates more than 800 community-based vaccine administration clinics each week, offering all COVID-19 vaccines to anyone eligible, free to cost, giving unparalleled access to the most vulnerable community members.

Since its inception, the MTV has facilitated more than 35,922 Mobile Vaccine Clinics at which 956,509 doses were administered, 75% of which were in under-resourced communities.



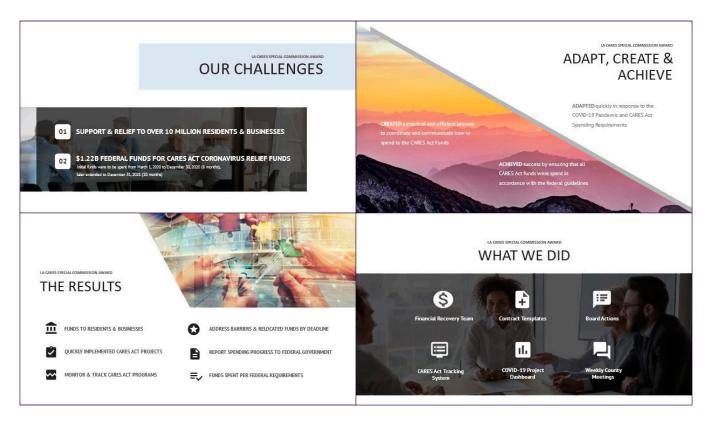
Commission Special Award Winner Outstanding Teamwork Award

LA COUNTY CARES (CARES ACT MANAGEMENT)

Chief Executive Office with Auditor-Controller, County Counsel, and Human Resources

In response to COVID-19, the County received \$1,220 billion in CARES Act Corona Virus Relief Funds (CRF). To ensure compliance with Federal and State guidelines, the Chief Executive Office partnered with the Auditor-Controller, County Counsel, and Human Resources, and established the Financial Recovery Team to quickly adapt to designing and developing a Countywide approach to do the following: guide departments in the implementation of CARES Act programs and spend-down the funds within 8 to 20 months; create a practical and efficient procurement of eligible services; closely monitor departmental spending plans and expenditure of funds by required deadlines; and achieve success by ensuring that all CRF funds were spent and reported in accordance with all federal requirements.

As a result, the Financial Recovery Team was able to pivot in real-time to address barriers and reallocate funds as needed to those most impacted by the COVID-19 pandemic to ensure that all CRF funds were fully expended. In addition, to ensure transparency, a dashboard was developed for the COVID-19 Analytics to provide County decision makers the ability to quickly determine any financial shortfalls through high level summaries/visualizations.



Commission Special Award Winner Performance Measurement Award

ISD UNDER THE UMBRELLA OF QUALITY CONTROL

Internal Services Department

The Internal Services Department (ISD) serves as the program manager for the County's Strategic Asset Management plan to address deferred maintenance issues through capital systems replacements and repairs. This includes leading the assessment of facility conditions, establishing multi-year capital and renovation plans, and delivering projects through construction management methods.

ISD established the Program & Project Management Division, Program Controls Section to oversee contract solicitations, contract management, monitoring, financial management, document controls, system administration, and process automation efforts. ISD surveyed best practices and implemented the use of critical systems to automate processes and approvals, reduce cycle times, and increase efficiency.

These efforts have led to the following achievements: executed 553 projects worth over \$600 million and completed over 253 projects; increased overall cash flow by 300% and increased contracting capacity by 133%; developed 22 processes to deliver projects and create more than 65 written procedures; issued over 1,250 work orders and purchase orders, and process over 3,000 invoices; documented 624 project impacts; reduced work order processing cycle time from an average of 12 days to 6.1 days; and reduced the invoice processing cycle time from 10 days to an average of 5.4 days.



Commission Special Award Winner Process Improvement Award

SMALL BUSINESSES, BIG IMPACT

Los Angeles County Development Authority

In response to a massive decline in business activity and revenues due to the COVID-19 pandemic, and the prevalent need for working capital to continue operations, the Los Angeles County Development Authority (LACDA) joined forces with Urban County participating cities to launch the LACDA/Cities Small Business Grant Program (SBG Program). Using \$986,991 in Community Development Block Grant-Coronavirus (CDBG-CV) funds and \$1,862,874 in CBDG funds, the SBG Program supported the resiliency of 278 small local businesses and provided a needed boost to the massive decline of business activity and revenue suffered as a result of the pandemic.

The SBG Program funding helped cover day-to-day operations such as payroll, rent, and the purchase of adaptive equipment to maintain physical distancing and keep employees and the community safe. By administering the SBG Program on behalf of struggling and under-capacitated cities, the LACDA effectively responded with an intergovernmental and innovative approach to serving small businesses. This collaborative effort sustained the availability of goods and services, created/retained 184 jobs for low-and moderate-income persons, and benefited more than 100,000 residents.







Special Merit Plaque Winners

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

Data Transparency - Dashboards for COVID-19

Public Health

Gigabit Libraries: Improving Connectivity

LA County Library with Internal Services Department

Forever Friends

Probation (Child Welfare - Placement Permanency & Quality Assurance)

Improving Access to Specialty Care in GI at OVMC

Health Services (Olive View-UCLA Medical Center, Department of Medicine)

Keeping County Employees Safe During COVID-19

Human Resources with Beaches and Harbors, Chief Executive Office, County Counsel, Health Services, District Attorney, LA County Library, Public Health, Public Social Services, Public Works, and Registrar-Recorder/County Clerk

SPINE: Spine Instrument Negotiation of Expense

Health Services (Rancho Los Amigos National Rehabilitation Center and Supply Chain Value Analytics Teams) with Internal Services Department

Stay Housed LA

Consumer and Business Affairs with Los Angeles County Development Authority

Traditional Plaque Winners

Recognizes commendable achievements in public service

Addressing Social Isolation

Aging and Disabilities Department

Re-Imagining Family Caregiver Support Program

Aging and Disabilities Department with Santa Clarita Valley Committee on Aging

Regional Home

Economic Opportunity

Meaningful Access: ACN Video Remote Interpreting

Health Services (Office of Language Access and Inclusion)

Robotics Process Automation Center of Excellence

Internal Services

The Maternal Mental Health Collaborative

Mental Health with Health Services

Veterans Peer Access Network (VPAN)

Mental Health

Probation's College Pathways Program

Probation

Rapid Response COVID-19 Testing Using ORCHID

Public Health

Robotic Process Automation for COVID-19 Response

Public Health

Reducing Health Inequities Among Low Wage Workers

Public Health with Consumer and Business Affairs

CalWORKs Children and Youth Tutoring Program

Public Social Services

Certificates of Recognition

Recognizes projects deserving honorable mention

CalFresh Healthy Living - Virtual Format Project

Aging and Disabilities Department

Los Angeles County APS Regional Training Academy

Aging and Disabilities Department

Beach Emergency Evacuation Lights System (BEELS)

Beaches and Harbors

Anti-Hate Program - Protecting the Vulnerable

Board of Supervisors, Executive Office (Human Relations Commission)

Electronic Charge Evaluation Request (eCER)

District Attorney

Pomona Plus Collaborative (ELL 2.0)

Economic Opportunity

Youth@Work Virtual AJCC Services

Economic Opportunity

Integrated Care for Optimized Well Being

Health Services

DHS IT COVID Support Response Project

Health Services (Information Systems)

Laboratory Frees RCTs to Focus on COVID Patients

Health Services (Olive View-UCLA Medical Center, Department of Pathology)

Pharmacists Improving IV Nutrition Safety

Health Services (Olive View-UCLA Medical Center Pharmacy)

RN HOME: Remote Nursing Hypertension Management

Health Services (Population Health Management)

Take Me To Your Leader!

Health Services (Rancho Los Amigos National Rehabilitation Center - Department of Nursing)

Don't Get Stuck - Stay in the Safe Zone!

Health Services (Rancho Los Amigos National Rehabilitation Center - Surgery Department)

Certificates of Recognition

(Continued)

COVID-19 Decontamination Cleaning

Internal Services Department

Custodial & Landscaping Inspection Application

Internal Services Department

Enterprise Performance & Accountability Innovation

Internal Services Department

Customer Focused Preventative Pest Management

Internal Services Department

Partners in Suicide Prevention

Mental Health

Promotores and United Mental Health Promoters

Mental Health

DMH-LACOE Community Schools (CS) Initiative

Mental Health with Los Angeles County Office of Education

Parks Reservation and Registration System

Parks and Recreation with Beaches and Harbors and Internal Services Department

Pretrial Risk Evaluation Program (PREP) Pilot

Probation with Superior Court

Atlas Physician Portal for Electronic Lab Orders

Public Health

EH COVID Outbreak Investigation Program

Public Health

Health Facilities Inspection Digital Library

Public Health

Scheduled Weekend and Night Inspections

Public Health

Empowered Prevention Powers Communities

Public Health with Los Angeles County Office of Education

Certificates of Recognition

(Continued)

"Mask Not What Your County Can Do For You..."

Public Health with Los Angeles County Office of Education

Customer Service Center Expansion

Public Social Services

Ergonomic Program Management System

Public Social Services

Renewal Line Project

Public Social Services

Confined Space Inspections During COVID-19

Public Works

Hourly Quantitative Precipitation Forecast Tool

Public Works

CradlePoint/Poll Pad PKI Infrastructure

Registrar-Recorder/County Clerk

Cybersecurity Monitoring for Vote Centers

Registrar-Recorder/County Clerk

Digital Preservation

Registrar-Recorder/County Clerk

New Recorder Call Center

Registrar-Recorder/County Clerk

Virtual Training for Election Workers

Registrar-Recorder/County Clerk

Vote Center Pre-Check Process

Registrar-Recorder/County Clerk

Voter History Mainframe Migration

Registrar-Recorder/County Clerk

Major Incidents and OEM Dashboard Integration

Registrar-Recorder/County Clerk with Chief Executive Office (OEM)

Commission Chair Leadership Award Recipients

(past five years)

Dr. Barbara Ferrer

Public Health - 2021

Sachi A. Hamai

Chief Executive Office - 2019

Lisa M. Garrett

Human Resources - 2019

John Naimo

Auditor-Controller - 2018

Steven Golightly

Child Support Services - 2017

Kurt E. Floren

Agricultural Commissioner/Weights and Measures - 2016

Productivity Manager-of-the-Year Award Recipients

(past five years)

Arman Depanian

Children and Family Services - 2021

Elizabeth Mendez

Parks and Recreation - 2019

Susan Linschoten

Auditor-Controller - 2018

Hsiao-Ching Chen

Regional Planning - 2017

Elisa Vasquez

Los Angeles County Development Authority (formerly Community Development Commission/Housing Authority) – 2016



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\$900,000
used for Chrome Tablets,
Emergency Funds for Food,
Medicine, Utilities and
other Essential Items.

1,000 Backpacks and School Supplies



3,000
Bags of Food and Food Vouchers



3,000 Computer Note Books



Brotherhood Crusade's Emergency COVID-19 Community Response Fund at work with your support! Making a positive impact for families affected by the pandemic

The Brotherhood Crusade salutes the
County of Los Angeles Productivity
and Quality Commission on it's
35th Annual Productivity & Quality Awards Program

"Adapt, Create, Achieve"







Congratulations!

SEIU Local 721 is a proud supporter of the LA County Quality & Productivity Commission.



ACKNOWLEDGEMENTS

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