



2020 SPECIAL ANNUAL REPORT



COUNTY OF LOS ANGELES
QUALITY AND PRODUCTIVITY COMMISSION

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

COUNTY OF LOS ANGELES QUALITY AND PRODUCTIVITY COMMISSION



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MESSAGE FROM THE CHAIR



“The Commission is proud of all County employees
for their commitment and dedication.
On behalf of the Quality and Productivity Commission,
a big ‘THANK YOU’ to all of you for a job well done.
We are proud to be part of the County family!”

[CLICK FOR VIDEO](#)

Jacki Bacharach
JACKI BACHARACH

CHAIR
QUALITY AND PRODUCTIVITY COMMISSION

MESSAGE FROM THE EXECUTIVE DIRECTOR

On March 19, 2020, the County Health Officer issued the Safer at Home Order to slow the spread of COVID-19. The County workforce shifted to a telework/remote work environment, resuming department operations from homes and alternate work sites.

The Commission also shifted its operations virtually. The Commission continued the quarterly Productivity Investment Fund (PIF) process, which considers funding for projects or programs that improve productivity and quality and promote innovation.

In 2020, the Commission awarded \$4.5 million in PIF loans and grants to fifteen projects. In response to the pandemic, the Commission also approved \$1.9 million for four COVID-19 related projects (i.e., lifesaving equipment/supplies, software to engage disadvantaged communities, training for first responders, and a telemedicine platform to lessen visits to emergency rooms).

The Commission also completed seven of the thirteen scheduled Department Visits in 2020. The Commission conducted its first ever virtual Department Visit with the Office of the Assessor in September 2020. The intent of the visits is to understand County operations and priorities, assist departments toward realizing enhanced productivity, and identify issues and trends that may affect the quality, efficiency, and effectiveness of County services.

On June 30, 2020, we launched the Prosper LA website at <https://prosperla.lacounty.gov/> in response to the Los Angeles County Roadmap to Economic Recovery Board motion (April 28, 2020). The Board directed the Executive Officer of the Board of Supervisors to work with the Quality and Productivity Commission, in consultation with the Small Business Commission and Economy and Efficiency Commission, to 1) create a working group to encourage innovative ideas and 2) establish a website to accept and promote ideas from department staff, businesses, and the public to streamline contracting, assist businesses, and identify potential cost-savings actions that could be taken by each department.

We are grateful to the Board of Supervisors, the Executive Office of the Board, the Chief Executive Office, the Commissioners, Productivity Managers and Commission staff who have championed the Quality and Productivity Commission over the past year. It is a privilege to serve as the Commission's Executive Director.



A handwritten signature in black ink that reads "Jackie T. Guevarra".

JACKIE GUEVARRA

EXECUTIVE DIRECTOR
QUALITY AND PRODUCTIVITY COMMISSION

MISSION STATEMENT AND STRATEGIC GOALS

MISSION

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

STRATEGIC GOALS

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

- Reviewed 20 Productivity Investment Fund proposals



- Awarded 15 Productivity Investment Fund projects totaling \$4,536,090



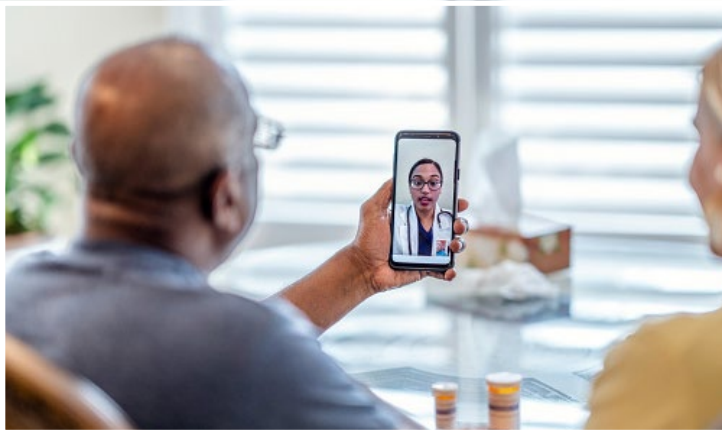
2. It is the objective of the Commission to foster productivity and quality improvement through department visits.

- Conducted 7 department visits (2 in-person and 5 virtual visits)
- Shared interdepartmental challenges and areas of common interest
- Promoted best practices
- Solicited departmental entries for the 2020 Recognition Program and PIF proposals

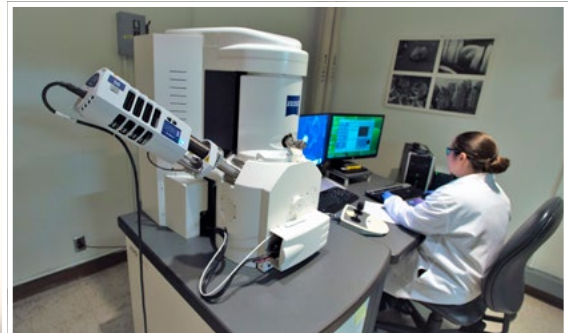
MISSION STATEMENT AND STRATEGIC GOALS

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

- Due to public health orders issued in 2020, the Annual Productivity and Quality Awards (PQA) Program was cancelled. In lieu of the PQA, the Commission launched the 2020 Recognition Program
- Received 98 entries from 19 departments on projects and programs that prospered despite of and/or were developed in response to the pandemic



- Cumulative PQA benefits total more than \$5 billion dollars over the last 33 years



MISSION STATEMENT AND STRATEGIC GOALS

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

- Conducted four Productivity Managers' Network (PMN) General Meeting and Training sessions and two orientations for new Managers.
 - February 5 – PMN Orientation
 - February 19 – Public Health
 - April 8 – Virtual
 - July 8 – Virtual
 - August 5 – Virtual
 - September 3 – PMN Orientation - Virtual
 - November 4 – Virtual
 - December 2 – Virtual

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

- Due to public health orders issued in 2020, the Annual Leadership Conference was cancelled. In lieu of the Leadership Conference, the Commission launched a Lessons Learned inquiry with County Department Heads
- The feedback and recommendations compiled from the inquiry guided the 18th Annual Leadership Conference theme

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

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

MISSION STATEMENT AND STRATEGIC GOALS

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

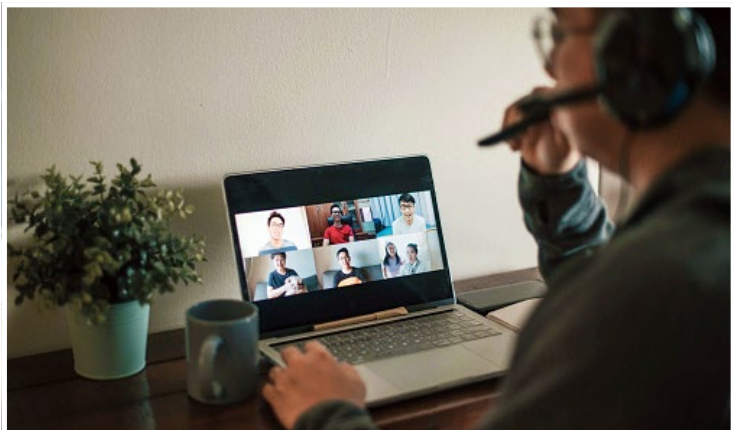
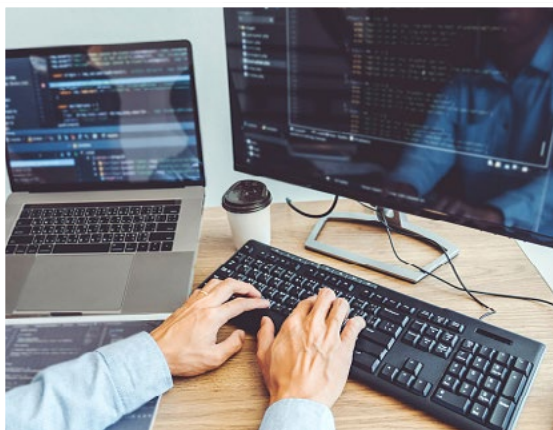
- Published three comprehensive e-newsletters highlighting programs and activities and spotlighting the Productivity Managers' Network
- Published a 2019 Annual Report and distributed it to all County employees (approximately 70,000)
- Distributed publications to Board offices, department heads, productivity managers, County commissions, committees, and advisory boards

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

- Published summaries of department visits, Productivity Investment Fund awards and the 2020 Recognition Program projects in the Commission's e-Newsletter, *Quality Matters*, an annual report distributed to the Board offices, the CEO, Department Heads, and productivity managers
- Provided periodic updates of Commission activities to the Board of Supervisors and Board Deputies

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

- Department Visit Ad Hoc Committee
 - Visited with 7 departments (2 in-person and 5 virtual)
 - Shared interdepartmental challenges or areas of common interest



MISSION STATEMENT AND STRATEGIC GOALS

- Productivity Investment Board
 - Held four quarterly meetings
 - Reviewed 20 Productivity Investment Fund applications
 - Recommended funding for 15 Productivity Investment Fund projects
- Productivity and Quality Awards (PQA) Ad Hoc Committee (Due to public health orders issued in 2020, the Annual Productivity and Quality Awards (PQA) Program was cancelled. In lieu of the PQA, the Commission launched the 2020 Recognition Program. During a PQA year, the ad hoc Committee generally performs the following):
 - Selects PQA nominated programs or projects that promote enhanced quality and productivity, generate county savings, and/or enhance the County's image
 - Conducts an annual evaluation of nominated programs or projects in search of the Top Ten Award winning programs
 - Conducts site visits and video taping of Top Ten Award programs
 - Sponsors the Commission's Annual PQA Awards Luncheon and Board of Supervisors televised ceremonies
 - Promotes the annual PQA Award and Special Award Programs as Shared Practices and innovative projects
- Strategic Learning Ad Hoc Committee
 - Researched potential partnerships to expand the Commission's reach and opportunities to enhance quality and productivity
- Leadership Conference Ad Hoc Committee
 - Due to public health orders issued in 2020, the Annual Leadership Conference was cancelled. In lieu of the Leadership Conference, the Commission launched a Lessons Learned inquiry with County Department Heads

COMMISSIONERS IN ACTION



OPERATIONAL TRENDS REPORT

We witnessed the County's
courageous workforce rise up
more than ever to meet
the challenges presented
by the COVID-19 emergency.



The Strategic Learning Ad Hoc Committee identifies issues and trends that may affect the quality and productivity of County services and ensures the Commission's commitment to ongoing learning and forward thinking. Its charge is to prepare a brief report with policy findings and recommendations related to productivity, based on the annual distillation of learning from Department Visit Summaries; Productivity Investment Fund proposals and status reports; and submissions to the annual Productivity and Quality Awards program. Each year, the Committee gleans insights from these sources, as well as from the Leadership Conference and any special projects, including Board directives and reports.

Recognizing that trends and innovations across the County are at various stages of generation and implementation, the Committee categorizes QPC learning into three major phases - mature, current, and emerging. A **mature trend** is one that has achieved countywide dissemination, with numerous pilots and scaling efforts well under way. A **current trend** is one that may be under broad discussion with a number of promising initiatives or interdepartmental collaborations with potential to expand. An **emerging trend** is just that—a promising approach or model that the Committee has observed in more than one setting and is deserving of further exploration.

Early in 2020, our lives were turned upside down by the coronavirus (COVID-19) pandemic and social justice protests. The pandemic impacted global and local operations and services. Yet, despite the fiscal challenges, social unrest, and personal losses, we witnessed the County's courageous workforce rise up more than ever to meet the challenges presented by the COVID-19 emergency and to ensure that the vulnerable members of our community continue to receive vital services and care. We are grateful to everyone in the County family!

Due to the pandemic, the Commission made the very difficult decision to cancel the 18th Annual

OPERATIONAL TRENDS REPORT

Leadership Conference and the 34th Annual Productivity and Quality Awards (PQA) Program. In the spirit of the PQA, the Commission implemented the 2020 Recognition Program to thank and acknowledge County employees for all their efforts during this unprecedented and challenging time. We received 98 entries from 19 departments sharing accounts of outstanding employee performance. The Commission also awarded Productivity Investment Fund (PIF) grants and loans totaling \$1.9 million to four COVID-19 related projects in response to the emergency.

To identify and illustrate each finding, the Committee examined Departmental initiatives encountered by the Commission through its diverse programs. The examples below reflect the activities and endeavors noted above.

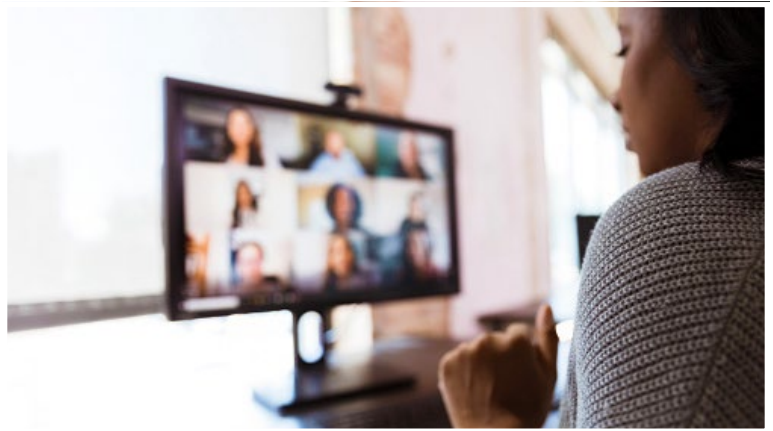
Mature Trend: Holistically designed and administered programs serving the County's most vulnerable communities

In accordance with the County's Strategic Plan Goal III *Realize Tomorrow's Government Today*, departments foster innovation, flexibility, and effectiveness focused on public service and advancing the common good, and Goal II *Foster Vibrant and Resilient Communities* focus on investment in the lives of County residents and the communities we serve. County departments conduct operations and offer services with a holistic advocacy focus and client-centered approach. For example:

- The Department of Health Services' Ambulatory Care Network (mobile clinic) partnered with the Department of Parks and Recreation and the City of Los Angeles to bring medical services directly to homeless persons staying in emergency shelters. This unique collaboration involves coordinating essential services between different government agencies, County departments, and non-profit service providers and offering them seamlessly.
- The Department of Military and Veterans Affairs, in collaboration with the Department of Mental Health established a public-private partnership to assist women veterans, the largest growing population of veterans, and expanded integrated services to 22 field sites, offering claims benefits, healthcare enrollment, mental health assessment, housing employment assistance, and other services to more than 280,000 veterans, not including dependents.
- The Department of Public Health (DPH) deployed a mobile application and collaborated with the Department of Public Works to support food distribution in low-income communities. The app provides residents with information on how to access food recovery and distribution centers and connects community-based organizations with a network of non-profit donors and surplus food distribution facilities.

OPERATIONAL TRENDS REPORT

Current Trend: Remote work as an effective means to provide public service, especially in emergent situations



In 2019, the Commission identified telework and remote, mobile, and virtual business processes as an emerging trend in the County. Less than a year later, the COVID-19 pandemic required the County's 110,000-strong workforce to accelerate that transition. Nearly 44% of County employees worked remotely at some point during 2020. In response to the pandemic:

- The Department of Regional Planning (DRP) ramped up its use of camera-equipped drones to enforce the Planning and Zoning Code. With appropriate privacy and due process protections in place, DRP ensured employee safety and conserved resources by conducting aerial inspections at large landfills, solar farms, hazardous industrial use sites, remote desert, mountainous areas, and other difficult-to-reach locations.
- The Department of Public Social Services (DPSS) enabled staff to work remotely in a secure environment. Teleworking during the pandemic allowed DPSS to continue providing services to the most vulnerable populations from remote locations while socially distancing and adhering to Department of Public Health guidelines.
- With the closure of all 86 LA County Library locations, the Library turned to digital tools and virtual platforms to continue providing programming to its customers—a service that became imperative due to the Stay at Home orders and school closures. The Library's virtual programming offers a way for County residents to explore a vast array of topics, learn something new, have fun, and stay connected, all from their homes or on-the-go.

OPERATIONAL TRENDS REPORT

Emerging Trend: Diversity, equity, and inclusion in the design and implementation of County programs and services

On July 21, 2020, the Board adopted a motion to establish an Anti-Racist County Policy agenda. The Board issued several directives, including the development of a strategic plan and underlying policy platform, as well as the establishment of a dedicated unit to implement the plan. The strategic plan includes a roadmap on how County departments can be more equitable, more inclusive, and more just, aimed at achieving equity and addressing existing social and economic disparities. The following examples showcase new and ongoing programs that reflect these directives:

- The Department of Parks and Recreation (DPR) is redirecting park resources to under-parked areas through a mobile recreation pilot project offering year-round recreational services in parking lots, commercial space and other venues. The DPR pilot creatively transforms idle space into park-like environments offering play and fitness as well as arts, cultural, and athletic programming.
- The Department of Public Health (DPH) used PIF funding to implement the Community Participatory COVID-19 Symptom Monitoring project (Angelenos in Action), an opt-in text messaging-based survey designed to reach residents in high-risk neighborhoods before they used testing, clinic, or hospital resources. By monitoring potential COVID-19 symptoms, DPH sought to anticipate potential spikes and improve equitable resource allocation to affected communities.
- The Department of Workforce Development, Aging, and Community Services and the Human Relations Commission launched a multi-departmental effort to identify and respond to hate incidents before they proliferate or escalate. The LA vs. Hate initiative, a partnership with 211-LA, uses art, social media, and pop-up interventions to engage a broad range of constituencies, populations, and geographic communities across the County, many of which have not previously been invited to join a Countywide effort of this type.

As the County pursues its Strategic Plan goals to *make investments that transform lives, foster vibrant and resilient communities*, and *realize tomorrow's government today*, each of these promising trends – holistic and equitable design of programs and services, as well as sustainable approaches to remote work – is evidence of improving quality and productivity countywide in fulfillment of the County's continuing mission and advancement of the Board's core priorities.



ANDRÉS CUERVO

CHAIR

STRATEGIC LEARNING REPORT AD HOC COMMITTEE

PRODUCTIVITY INVESTMENT FUND PROJECTS

FUNDED ACTIVITIES DURING THE 2020 CALENDAR YEAR

LOANS APPROVED

\$1,400,000

GRANTS APPROVED

\$3,136,090

TOTAL FUNDS AWARDED

\$4,536,090



DEPARTMENT

Fire Department

PROJECT

Advanced Provider Response Unit (APRU) Pilot Program and E-Bridge Application Licenses

GRANT

\$11,500

The grant was used to purchase critically needed e-bridge application licenses in response to the COVID-19 pandemic. The goal of this unit is to respond to low acuity 911 calls, perform and assessment and simple intervention, and prevent the need to transport the patient to the hospital Emergency Room.

[FULL REPORT](#)



DEPARTMENT

Fire Department

PROJECT

Emergency Medical Dispatch Software

GRANT

\$331,860

The grant was used to purchase a new Emergency Medical Dispatch software solution that will facilitate more efficient triage of medical patients, improved delivery of pre-arrival medical instructions, and the ability to record dispatcher performance data.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

Fire Department

PROJECT

Heart Heroes on Patrol

GRANT

\$73,000

The grant was used to procure 30 automated external defibrillators (AED) for patrol vehicles assigned to the Sheriff's Lakewood Station. The mortality from out-of-hospital cardiac arrest in Los Angeles County (County) is nearly 90 percent. This is due, in large part, to low rates of bystander cardiopulmonary resuscitation and the difficulty in getting an AED on scene due to the sprawling geography of the County.

[FULL REPORT](#)



DEPARTMENT

Fire Department

PROJECT

Video Translation Application

GRANT

\$90,000

The grant was used to pilot the installation of a video translation module feature on their telemedicine platform for all Departmental iPads in order to facilitate the use of real time video translation for non-native English speaking patients encountered by the Department during medical calls.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

Health Services

PROJECT

Capacity Building Support for Reentry Intensive Case Management Program (RICMS)

GRANT

\$250,000

Capacity Building Support for Reentry Intensive Case Management Program (RICMS) – (\$250,000 Grant), the grant was used to offer contracted trainings to Community Health Workers (CHWs) in the Department's Reentry Intensive Case Management Services (RICMS) Program. The RICMS Program is an innovative, evidence-based program that employs nearly 100 CHWs with lived experience of incarceration to assist justice-involved individuals in improving their health outcomes and public safety by reducing recidivism.

[FULL REPORT](#)



DEPARTMENT

Health Services

PROJECT

Emergency Response to COVID-19

GRANT

\$350,000

LOAN

\$1,150,000

The grant/loan was used to purchase lifesaving lab equipment to conduct in-house testing and guide clinical treatment decisions and save lives. The pilot helped the Department collect data on the incidence and prevalence of the COVID-19 virus in Los Angeles County Department of Health Services' (DHS) patients. The lessons learned from this pilot were used to expand the testing capabilities of DHS to meet emerging needs of our population. The \$1,150,000 loan was not withdrawn.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

Human Resources

PROJECT

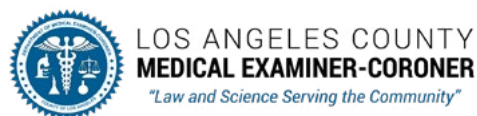
**Bias Mitigation Strategies
for Emergency Responders**

GRANT

\$150,000

The grant was used to retain a consultant to develop strategies to respond to implicit/explicit bias experienced by County workforce in emergency situations inclusive of COVID-19 and develop customized online training for all County employees on implicit and explicit bias mitigation. The training was tailored for first responders and deployed Disaster Service Workers responding to the COVID-19 public health crisis, as well as future emergency situations.

FULL REPORT



DEPARTMENT

Medical Examiner-Coroner

PROJECT

**Modernizing the DMEC Laboratory
Information Systems**

GRANT

\$441,000

The grant was used to hire a vendor to modernize the Department's laboratories by providing a Laboratory Information Management Systems. The system would effectively manage the laboratory samples and the associated data, and standardized operations by maintaining and enhancing workflows, tests and report procedures. The goal is to expedite the processes within the laboratories, minimize manual data entry time, increase the integrity of sample processing, minimize time needed to retrieve data for analytical performance measures and mining, allow controlled access of data in one system and improve quality lab control.

FULL REPORT

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

**Natural History Museum
of Los Angeles County**

PROJECT

Customer Relationship Management System

GRANT

\$300,000

The grant was used to implement a state-of-the-art, fully integrated customer relationship management (CRM) software solution. The goal of this project is to create a consistent, unified customer database that successfully integrates all of the Department's software systems, enabling staff to gain a 360 degree view of constituents and significantly increase efficiency across all aspects of museum operations, including ticketing, membership, fundraising, marketing, educational programming, and finance.

[FULL REPORT](#)



DEPARTMENT

Parks and Recreation

PROJECT

**Regional Parks Automated
Vehicle Entry Collection System**

GRANT

\$250,000

The loan would be used to partially offset the cost of electrical and network connectivity infrastructure to implement an Automated Vehicle Entry collection System at three parks (Kenneth Hahn State Recreational Area, Peter F. Schabarum Regional Park, and Santa Fe Dam Recreation Area). It will include the installation of barrier gates with validation and payment capabilities, self-service pay stations, and electrical and network connectivity infrastructure.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

Parks and Recreation

PROJECT

Sowing the Seeds for Success: Business Enterprise Enhancements

GRANT

\$250,000

The grant was used to procure and implement a new Customer Relationship system with website integration to improve enterprise-wide business operations at South Coast Botanic Garden. Through increased productivity, the project will greatly improve the services delivered to the community by allowing for institutional growth, excellence in garden presentation and new capital improvement projects.

[FULL REPORT](#)



DEPARTMENT

Public Health

PROJECT

Community Participatory COVID-19 Symptom Monitoring (Angelenos in Action)

GRANT

\$194,380

The grant was used to recruit more participants throughout all supervisorial districts in Los Angeles. From July through August 2020, just over \$66,000 was spent on social media ads on Facebook and Instagram, 15- and 30-second radio spots on two local hip-hop and Latino stations, as well as banners on their sites (KDAY/KPWR, QueBuena), digital ad banners on two local African-American online newspapers (LA Sentinel, the Wave), and two bilingual English/Spanish press releases on the local newswire.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

Public Health

PROJECT

Optimizing the Planning and Management of LACO's Urban Forest

GRANT

\$356,000

The grant was used to increase efficiency and improve services by studying how best to use free public data to streamline urban forest planning and management in the County, and management in the County and apply the findings to pilot a replicable, automated tree inventory and health assessment in select unincorporated communities. The research incorporates existing public data, including aerial imagery, Light Detection and Ranging data from the Los Angeles Regional Imagery Acquisitions Consortium, as well as hyperspectral data from Jet Propulsion Laboratory's Airborne Visible/Infrared Imaging Spectrometer program.

[FULL REPORT](#)



DEPARTMENT

Public Health

PROJECT

Reducing Food Waste and Advancing Food Recovery: Partnership with Mobile Application to Support Distribution in Los Angeles County

GRANT

\$300,000

The grant was used to develop a mobile app that provides residents with information on how to access food recovery and distribution centers and connects Community Based Organization's with a network of non-profit donors and surplus food distribution facilities. The process included a review by County Counsel as well as the County's Chief Information Officer to ensure minimal risk to the County and safety of IT security, respectively.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

Regional Planning

PROJECT

Drones for Planning: A Higher Standard

GRANT

\$300,000

The grant was used to expand the Department's Unmanned Aircraft Systems (UAS) Program for land use planning purposes. The grant also paid for an online preparation course and examination costs for 10 planners to become certified Federal Aviation Administration (FAA) UAS pilots, and to purchase 10 drones plus accessories and two-year liability insurance. The use of drones during inspections would facilitate access to sites that have previously been considered inaccessible and enable Zoning Enforcement planners to conduct inspections more efficiently and from a safe location (including from within a vehicle).

FULL REPORT

FINAL REPORTS FOR 2020



DEPARTMENT

Agricultural Weights and Measures

PROJECT

Exotic Insect Detection Program Data Management System

GRANT

\$200,000

FINAL REPORT

PROBLEM: Los Angeles County is a major conduit for introductions of pests that pose a threat to the state's \$47 billion agricultural industry as well as to native trees and plants. During Phase I of the Pest Detection Viewer, trapping data was migrated into the system, facilitating the production of new Field Detection Books containing detailed maps and trap placement data organized according to a statewide geographic grid system. Phase II of the project requires development of a data management mobile platform for data input and management with route navigation capabilities.

SOLUTION: Funds enabled the development of a comprehensive trap data collection and management system. The data management mobile platform will serve as a navigation tool, trap service data collection platform, host selection advisor, and report generating tool.

RESULTS: Staff are able to utilize tablets and mobile devices to assist with navigation, data input, optimal host selection, and the ability to utilize map views (satellite, street map, and parcel data). The system eliminated paper, provides streamlined digital information in real time, and ensures the use of the most efficient travel routes and utilization of trap placements. The ability to complete this project will place Los Angeles County at the forefront of technology development and innovation statewide for this most critical program.

TOTAL GRANT

\$200,000

TOTAL WITHDRAWN

\$200,000

TOTAL REPAYD

N/A

TOTAL PROGRAM COST

\$200,000

FINAL REPORTS FOR 2020



Chief Executive Office
COUNTY OF LOS ANGELES

DEPARTMENT

Chief Executive Office

PROJECT

eCivis Grant Management Software System

GRANT

\$448,200

FINAL REPORT

PROBLEM: The County has no centralized manner or standardized process to search, identify, and apply for Federal, State, or philanthropic grants that could augment the County's annual revenue, support the Board of Supervisors (Board) priority populations, or advance Countywide strategic goals.

SOLUTION: Funds were used to purchase a grant management software system, known as eCivis, for a two-year pilot period. The system provides comprehensive up-to-date access to available grants and alerts departments to apply for available grant opportunities. The Department used eCivis to centralize the oversight and standardization of Countywide practices for grant opportunities Countywide.

RESULTS: The eCivis grants network has facilitated the departments' ability to apply for available grant opportunities in an expedited and efficient manner. Departmental staff receive immediate notifications and alerts from the eCivis system of available grant opportunities, have a real-time dashboard that easily displays all departmental grants being pursued or awarded, and a single, uniform and easy to follow process to apply for the grants. In the first pilot year, of the 30 grant opportunities submitted by departments, 23 resulted in successfully awarded grants, totaling \$59 million in grant revenue. In the second pilot year, of the 66 grant opportunities submitted, 39 resulted in successfully awarded grants, totaling approximately \$43 million in grant revenue. Implementation of the eCivis grant management software greatly increased the effectiveness and frequency by which departmental staff can search, identify, and apply for available Federal, State, and private grant opportunities.

TOTAL GRANT

\$448,200

TOTAL WITHDRAWN

\$415,380

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$415,380

FINAL REPORTS FOR 2020



DEPARTMENT

Child Support Services

PROJECT

Community Outreach Full Service Mobile Vehicle – Bringing Child Support Community

GRANT

\$100,000

FINAL REPORT

PROBLEM: The Department currently has a caseload of 252,000 cases. There are many people who would benefit from the Department's services, but they don't know who they are, what services they provide, or that their services are essentially free. Many parents mistakenly think that they do not qualify. The goal is to deliver child support services to those communities who would benefit, as well as those who are unable to visit one of their offices.

SOLUTION: Funds were used purchase a community outreach full-service mobile vehicle. The vehicle is equipped with laptop computers capable of responding to case-specific inquiries in real time, can accept payments, assist with case opening, and provide additional information regarding the Department's services.

RESULTS: The Mobile Vehicle Unit (MVU) has allowed the Department to reach populations unable to visit local child support offices and to assist those experiencing homelessness, the disability community, Veterans, single parents with small children, those who work during regular business and those who reside in remote areas of the County.

TOTAL GRANT

\$100,000

TOTAL WITHDRAWN

\$100,000

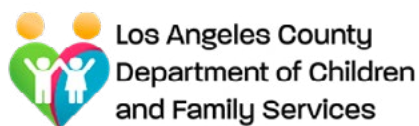
TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$118,846.62

FINAL REPORTS FOR 2020



DEPARTMENT

Children and Family Services

PROJECT

Court Report Document Management System (CRDMS) – Electronic Filing (E-Filing)

GRANT

\$118,757

FINAL REPORT

PROBLEM: Currently, court report packages are printed and hand-delivered to Juvenile Court Services (JCS)s. Court proceedings require the court report, with all the necessary attached documents, be sent to the court prior to the court hearing date. The Children’s Social Worker (CSW) generates an average of 400-500 packages each week. This means approximately 61 million pages are printed/copied annually.

SOLUTION: Funds were used to purchase a Court Report Document Management System (CRDMS). The software will be used to image the court reports at each regional office and electronically send the reports to JCS. This proposed solution will leverage existing Multi-Function Printers in each regional office to scan and index the court reports into the CRDMS. Judges, County Counsel, and children’s attorneys will have access to view the court reports online prior to the proceedings or print them, if needed.

RESULTS: Since implementation of CRDMS in May 2020, the Department scans and indexes court report packets into CRDMS and electronically sends the packets directly to the LA Superior Court for e-filing.

TOTAL GRANT

\$118,757

TOTAL WITHDRAWN

\$118,757

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$469,951

FINAL REPORTS FOR 2020



DEPARTMENT

Fire

PROJECT

Advanced Provider Response Unit (APRU)

GRANT

\$10,000

FINAL REPORT

PROBLEM: The emergency room (ER) is the most expensive place to receive unscheduled medical care, and the Emergency Medical System (EMS) is the most expensive way to get there. The current model of funneling all EMS patients through the ER bottleneck is financially unsustainable, results in ambulances waiting hours to transfer their patients, and jeopardizes the safety net system depended upon in times of crisis. By inserting an Advanced Provider into the prehospital setting, patients can be managed and re-directed to appropriate levels of care based on need and at a far lower cost than the current system.

SOLUTION: Funds were used to purchase a telemedicine platform for the Advanced Provider Response Unit (APRU) pilot. The APRU is a mobile response vehicle with Advanced Providers (Nurse Practitioner or Physician Assistant) and Firefighter Paramedic, that utilizes a video telemedicine platform that connects with the Medical Director during emergency calls. The goal of the APRU is to respond to low acuity 911 calls, perform an assessment, and simple interventions. The APRU can prevent the need to transport the patient to the hospital and reduce the burden on the County's ER and EMS resources.

RESULTS: In its first year, the APRU provided care to nearly 800 patients. By re-directing these patients to urgent care, primary care, dental care, etc., the APRU allows paramedic units and emergency rooms to focus on the major medical emergencies.

TOTAL GRANT

\$ 10,000

TOTAL WITHDRAWN

\$ 10,000

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$9,995

FINAL REPORTS FOR 2020



DEPARTMENT

Fire

PROJECT

E-Bridge Application Licenses

GRANT

\$11,500

FINAL REPORT

PROBLEM: Due to the COVID-19 pandemic, the Advanced Provider Response Unit (APRU) telemedicine platform capability was needed to divert patients from going to an emergency room and sending them to a receiving facility that would be better suited to handle their situation.

SOLUTION: Following the success of the Advanced Provider Response Unit (APRU), the Department expanded the APRU telemedicine platform to include all advanced life support (ALS) units (paramedic squads that use iPads that have the ability to consult with a physician, or nurse practitioner, staffed at our EMS Bureau offices). The Fire Department was able to expand this critical effort in Spring of 2020, thereby preventing unneeded trips to the local hospital emergency department which needed to be reserved for patients with more severe presenting signs and symptoms.

RESULTS: Interventions by the telemedicine platform continue to ensure that critically needed hospital emergency departments are reserved for our patients with the most severe signs and symptoms during the COVID-19 pandemic. The Fire Department continues to perform a 100 percent case review for all telemedicine platform contacts.

TOTAL GRANT

\$11,500

TOTAL WITHDRAWN

\$10,500

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$10,500

FINAL REPORTS FOR 2020



DEPARTMENT

Fire

PROJECT

Working to Enhance Cardiac Arrest Resuscitation Effectiveness (WE CARE)

GRANT

\$205,000

FINAL REPORT

PROBLEM: The Department's Lifeguard Division rescue boat operations are vital to an effective emergency response along the 72 miles of the County's shoreline and Catalina Island. Unlike typical emergency operations, rescue boats respond up to 50 miles offshore with only two lifeguards in dynamic and hazardous conditions including surf, weather, vessel movement, and limited space. To maintain effective circulations while transporting cardiac arrest patients, the Lifeguard Division needs CPR devices capable of delivering high-quality CPR on a moving vessel.

SOLUTION: Funds were used to procure ten mechanical CPR devices. In February/March of 2020, the Department outfitted the boats with these CPR devices in order to provide continuous, high-quality chest compressions on cardiac arrest patients. Two team members can now provide life-saving care on a rescue boat (one lifeguard will provide single-rescue CPR, while the captain drives the boat during occasionally inclement weather and rough conditions).

RESULTS: Providing mechanical CPR devices on rescue boats greatly increases the rate of survival in cardiac arrest patients. On November 21, 2020, the CPR device was used in a successful rescue off Catalina Island.

TOTAL GRANT

\$205,000

TOTAL WITHDRAWN

\$200,846

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$200,846



DEPARTMENT

Health Services

PROJECT

Color Code Drug Doses: LA County Kids Application

GRANT

\$17,280

FINAL REPORT

PROBLEM: The County Emergency Medical Services (EMS) Agency developed a standardized formulary and associated Color-Coded drug dosing for children based on kilogram body weights to be used during the emergency care of pediatric patients (ages 0-14 years). This system which utilizes a color-coded length-based resuscitation tape to determine weight and then the standardized formulary to pre-calculate doses in milliliters was recently updated to reflect current best practices. An application was needed to rapidly deliver this critical information to emergency responders.

SOLUTION: Funds were used to purchase and develop the Los Angeles County Kids App (App). The App allows over 6,000 base hospital personnel to order and almost 4,000 paramedics to safely administer the correct doses of life saving medication to the pediatric patient suffering a medical emergency without having to calculate drug doses during a stressful pediatric emergency call. The App is free to download and available State-wide to numerous emergency agencies.

RESULTS: The App was made available for both Apple and Android products in May 2020. It is utilized daily by paramedics, hospital mobile intensive care nurses, and base hospital physicians. The App is used 2,500 on average every month.

TOTAL GRANT

\$17,280

TOTAL WITHDRAWN

\$17,100

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$17,100

FINAL REPORTS FOR 2020



DEPARTMENT
Human Resources

PROJECT
LinkedIn – Talent Insights

GRANT
\$25,000

FINAL REPORT

PROBLEM: The Department uses LinkedIn, a social media business platform geared to professionals. It enables professionals to network and build a professional portfolio online. The Executive Recruitment Team uses LinkedIn for recruitment purposes and has “recruiter” licenses. These licenses give special access to those with profiles in the LinkedIn database. To access real time data and insights on talent pool and companies of interest, the Department needs to tap into LinkedIn’s “Talent Insights” (TI) license which translates member profiles into unique data points for focused recruitment.

SOLUTION: Funds were used to purchase LinkedIn’s TI license to assist the Department answer talent questions with intuitive data and make informed talent decisions. The Department can identify trends and movement across the talent marketplace with access to real-time supply and demand data. The data collected from TI is used to assist departments in their recruitment efforts through Human Resources staff.

RESULTS: The TI data was successfully used to establish target audiences for sponsored content campaigns used to recruit individuals for hard-to-fill jobs with the County. While TI showed where qualified talent is located, the Department also used sponsored campaign to directly identify and interact with talent.

TOTAL GRANT

\$25,000

TOTAL WITHDRAWN

\$25,000

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$25,000



DEPARTMENT
Museum of Art

PROJECT
Relocation of the Balch Art Research Library

GRANT
\$625,000

FINAL REPORT

PROBLEM: Construction of the new Museum required moving the Balch Art Research Library to a new location. The Museum had initially anticipated using existing storage equipment in the new space. However, further assessment determined that the old equipment was not only inoperable, but also unsafe.

SOLUTION: Funds were used to buy equipment and cover moving costs associated with the relocation. The new library is free and available to the public by appointment, is more spacious, and more effective. By replacing obsolete, inoperable compact storage systems from the 1980s, they created a library system that is substantially more efficient and enhances public accessibility. In addition, they consolidated several satellite libraries housed in individual curatorial departments, expanding resources available to the public.

RESULTS: The relocation advances the Museum's mission to share the world of art with audiences. The expanded Balch Art Research Library is an improved resource for curatorial staff as they conduct research for exhibitions, catalogues, and other projects. Previously scattered across the Museum campus, the project united the library collections, increasing efficient access and staff productivity. The move also ensured the Art+Technology Lab, the Doris Stein Research Center for Costumes and Textiles and the Robert Gore Rifkind Center for German Expressionist Studies have a home and continue to host programs.

TOTAL GRANT

\$625,000

TOTAL WITHDRAWN

\$625,000

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$3,564,767

FINAL REPORTS FOR 2020



DEPARTMENT

Registrar-Recorder/County Clerk

PROJECT

Customer Flow Management System

GRANT

\$250,000

FINAL REPORT

PROBLEM: The Department did not have a way for its customers to easily and conveniently schedule appointments for services, as well have access to estimated processing times for their particular transaction and service locations to help plan their visits accordingly.

SOLUTION: Funds were used to develop and implement an on-line appointment and queue management system that is accessible to the public. Through this automated system, the public and staff can efficiently create, reschedule, or cancel service appointments. When making online appointments, the public is able to use a credit or debit card to pay for services requiring a non-refundable payment. Additionally, any staff-generated appointments for services that require payments are processed through the existing Joint Enterprise Development Interface which is integrated with the system.

RESULTS: Due to the pandemic, the Department has not been able to fully implement the system; however, they are using it to schedule appointments for marriage licenses and ceremonies. From July 1 to December 31, 2020, they serviced 2,926 clients using the system. With the new system, the Department has been able to adjust the inflow of clients to ensure compliance with social distancing guidelines. They have also eliminated the ongoing issue of double-booking appointments while using the Outlook calendar. The system is customer friendly and allows users to manage their appointments without contacting the Department. The system also provides a better way to contact customers should there be an issue and cannot render services.

TOTAL LOAN

\$250,000

TOTAL WITHDRAWN

\$250,000

TOTAL REPAID

\$10,296

TOTAL PROGRAM COST

\$281,000

FINAL REPORTS FOR 2020



DEPARTMENT

Workforce Development, Aging & Community Services (WDACS)

PROJECT

Jail Based American Job Center

GRANT

\$900,000

FINAL REPORT

PROBLEM: Former offenders face many obstacles in getting and keeping employment. In addition to needing assistance transitioning out of jail into concrete employment opportunities, they need assistance with career counseling, employment readiness, vocational training, job-placement, and job retention services from the jail to the community. Research shows that recidivism can be reduced by at least 22% for those who secure employment within 3-6 months of getting out of jail.

SOLUTION: Funds were used to create the Jail Based Job Center (JBJC). Participating inmates received pro-social habit development training, employment readiness training, and weekly career development and employment planning meetings. In the month prior to release, participating inmates began working with the JBJC Reentry Transition Navigator to plan for transition from jail-based employment supports to community-based employment supports through the America's Job Center of California (AJCC). The Navigator worked with the participants post-release to ensure connection to the AJCC and enrollment into AJCC employment training and programming. The AJCC provided up to 12 months of employment retention services to help the participant mitigate any obstacles encountered on the job that could compromise job retention and progression.

RESULTS: The JBJC operated as a pilot for two years and served 264 inmates with a continuum of pre- and post-release workforce development services.

TOTAL GRANT

\$900,000

TOTAL WITHDRAWN

\$900,000

TOTAL REPAID

\$105,000

TOTAL PROGRAM COST

\$795,000

DEPARTMENT VISITS



Under the leadership of Commissioner Viggo Butler, Chair of the Department Visit ad hoc Committee (Committee), the Commission visited with seven County Departments (two in-person and five virtual). The role of the Committee is to gain an understanding of departmental operations and challenges and offering solutions to assist toward realizing enhanced productivity and quality service.

Activities of the Committee:

- Continued to gather trends from site visits
- Distributed Department Visit summary reports to the Chief Executive Officer, Executive Officer, Department Heads, and Network Managers
- Visited the following Departments during the 2020 calendar year:

A stylized, handwritten signature of Viggo Butler in white ink, positioned above his printed name and title.

VIGGO BUTLER

CHAIR, DEPARTMENT VISIT AD HOC COMMITTEE
QUALITY AND PRODUCTIVITY COMMISSION



Assessor

The Honorable Jeffrey Prang, Assessor
VIRTUAL VISIT SEPTEMBER 16, 2020

[FULL REPORT](#)

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

- The Department completed the valuation of approximately 2.6 million secured and unsecured properties with an approximate value of \$1.7 trillion during the COVID-19 lockdown. These property value proceeds support local programs and services that serve the County's 10.4 million residents
- The Assessor's Modernization Project, five-phased development project to replace the department's legacy systems, which include more than 120 aging applications, dating back more than 50 years to the 1960s
- Due to the COVID-19 pandemic, assessment appeals were administratively postponed by the Assessment Appeals Board. The Department redirected approximately 30,000 productive hours towards other assignments, including completing the current year assessment roll

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

- Partnering with Workforce Development, Aging, and Community Services, Department of Human Resources, Chief Executive Office, and local community colleges on a proposed training program for Assessor ownership and appraiser assistant roles
- Launching the Cisco Jabber phone system, which delivers voice and video calls, voice messaging, and other capabilities, to continuously receive and respond to public service calls while staff are teleworking
- Completing the digitization and preservation of 100 million documents (e.g., maps, hand-written notes, etc.)

DEPARTMENT VISITS



Board of Supervisors – Executive Office

Celia Zavala, Executive Officer

VISITED JANUARY 30, 2020

[FULL REPORT](#)

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

- The Department's implementation of the Constituent Assistance Team (C.A.T.) at the weekly Board of Supervisors meetings, which is jointly serviced by staff from the Executive Office, Department of Mental Health, Department of Children and Family Services, and the Los Angeles Homeless Services Authority to directly and promptly address constituents' needs onsite during the meetings
- The improvements to the Board Hearing Room, which has been remodeled to deliver the most efficient and engaging experience for constituents, the press and the Board
- Operational upgrades including a scrolls management system, photo management system, and digital directories within the Kenneth Hahn Hall of Administration

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

- Automating the County Equity Oversight Panel (CEOP) compliant system workflow, which decreased the backlog by 19%, from 2600 to 250 cases
- Partnering with the Department of Human Resources to develop a single unified investigation case management system bridge equity between distinct databases operated by both departments to automate workflow, improve communication between programs, track disciplinary recommendations of the CEOP, and provide on-demanding reporting
- Promoting staff development through the Lean Six Sigma Training Program and the Executive Leadership Development Program (both of which were originally funded with the Productivity Investment Fund), as well as the Management Development Program



Fire

Daryl L. Osby, Fire Chief

VIRTUAL VISIT OCTOBER 14, 2020

[FULL REPORT](#)

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

- The Department joined forces with the Departments of Public Health and Health Services, as well as the City of Los Angeles, to set up as many COVID-19 testing sites in the County as possible, as well as distribute personal protective equipment to front line workers countywide
- The Urban Search and Rescue (USAR) program's 30th Anniversary. The highly skilled members of USAR have led and assisted in various missions locally, throughout the country and all over the world. The Department's USAR is identified as one of 28 agencies to become a Federal Emergency Management Agency USAR Task Force and one of only two American fire agencies to represent the United States Government when providing aid and assistance abroad
- The Department received local, State and national recognitions in fire safety for the Department's Family Instructions for Rapid Escape (FIRE) coloring book, which helps children and adults escape in case of a fire

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

- Collaborating with the Department of Human Resources and County Council to recruit and fill critical paramedic positions with candidates who already have a valid California Emergency Medical Technician – Paramedic License
- Sequestering Fire Fighter Trainees and the training staff, in compliance with Public Health orders, and ultimately graduating 150 Fire Fighter Trainees from the program
- Implementing the use of Unmanned Aircraft Systems, other known as "drones," which were recently used at the Bobcat wildfire to provide real-time situational awareness for decision-making by incident commanders

DEPARTMENT VISITS



Military and Veterans Affairs

Ruth Wong, Director

VIRTUAL VISIT ON SEPTEMBER 24, 2020

FULL REPORT

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

- The Department's Welcome Home Program, which reintegrates newly separated servicemembers' efforts with education, housing, employment, and mental health. The department is currently providing services to more than 280,000 veterans, not including dependents, with needed services (e.g., claims benefits, healthcare enrollment, mental health assessment, housing and employment assistance, etc.)
- The Department has partnered with the Department of Mental Health and the National Basketball Association's Los Angeles Sparks team – Spark the True You program – to provide access to women veterans, the fastest growing population of all veterans
- Collaboration efforts with the Department of Workplace Development, Aging and community Services on employment services exclusively for veterans; with Northrup Grumman, which matches veterans to jobs in the Aerospace industry; and with the Los Angeles County Development Authority on housing vouchers for homeless veterans

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

- Accessing the Veterans Benefits Management System, the federal database, the Veterans Services Officers to file claims benefits for veterans
- Providing services at 22 field sites housed in County offices, Veterans Administration facilities, community colleges, courts, jails/prisons, and Board of Supervisors filed offices
- Partnering with U.S. Vets to utilize Proposition 63 Mental Health Services Act funding for the Outside the Wire Program, a 2-year community colleges initiative



Public Defender

Ricardo D. Garcia, Public Defender

VISITED MARCH 12, 2020

[FULL REPORT](#)

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

- The Department's Strategic Plan vision to provide "evolutionary and revolutionary changes in the justice system," and to promote collaboration with County partners (e.g., District Attorney, Alternate Public Defender, Superior Court, etc.) and community stakeholders to achieve clients' goals
- The Department's holistic advocacy and client-centered approach to ensure clients have access to both legal and non-legal services. The Public Defender has the following resources in place to address these needs: a Specialized Immigration Unit to engage in appellate advocacy and provide post-conviction immigration relief; the Homeless Strategy and Criminal Records Clearing Project to combat homelessness by obtaining reductions/dismissals on misdemeanors and felony convictions; and the MacArthur Diversion Program that embeds the Department of Mental Health staff in the courtroom to determine diversion eligibility and facilitate linkage to services

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

- Recruiting a Law Enforcement Accountability Advisor to direct the discovery and litigation of law enforcement misconduct cases, and charged with creating a more robust system for gathering, storing and making police misconduct information easily accessible to Department attorneys
- Creating a mobile Homeless Outreach Unit or "Help Squad,"—in collaboration with various cities and community partners—which travels to locations where the homeless live to provide legal services (e.g., information about clearing warrants, reducing/dismissing/expunging criminal records, etc.)

DEPARTMENT VISITS



Public Social Services

Antonia Jiménez, Director

VIRTUAL VISIT OCTOBER 22, 2020

[FULL REPORT](#)

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

- The impact from COVID-19 to the Department's Customer Service Centers (CSC), application processing, In Home Supportive Services, diaper payments, and Project Room Key. The CSCs have responded to a 58% increase in calls, expanded service hours and processed over 17,000 CalFresh and 8,000 Medi-Cal intake applications since July 2020
- Over 747,000 applications for CalFresh, CalWORK's, Medi-Cal, and General Relief have been received and processed since March 2020

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

- Increasing the CalFresh participation rate from 69% to 74% through increased application and retention efforts
- Implementing the New Better Normal (NBN) Model which looks to maintain the new business process changes that led to improved customer services and enhanced business operations implemented during the pandemic closure
- Servicing clients by opening CSCs on Saturdays and providing an end-to-end process through your call centers, which includes processing clients' paperwork and allowing them to upload their documents on the Your Benefits Now portal. Documents received and verified have allowed 80% of clients to get a disposition in their case on the same day



Sheriff

The Honorable Alex Villanueva, Sheriff

VIRTUAL VISIT OCTOBER 28, 2020

FULL REPORT

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

- The Department's efforts to increase diversity and inclusion in its 18,000+ workforce, including hiring/promoting woman and hiring more Deputy Sheriff trainees locally. In 2019, the Sheriff hired 1,100 trainees in one year and promoted its first Latina Assistant Sheriff in the Department's history
- The Department implemented a 2-year education degree requirement to attract more experienced and more qualified candidates to the force.
- The progress on the use of body worn cameras. In August 2020, the Department contracted with a vendor to outfit all field deputies with body-worn cameras. Over the next 18 months, the Department will deploy 5,248 cameras department-wide
- The Department's early response in the jail system and collaboration with criminal justice partners to mitigate the impact of COVID-19. As early as February 2020, the Department took measures to limit the incoming inmate population to the County's jail system. This allowed the Department to adequately quarantine and provide treatment of inmates in isolation, when necessary, resulting in minimal casualties

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

- Increasing communication with the community through social media platforms and town hall meetings
- Maintaining a Transparency Promise page on the Department's website (<https://lasd.org/transparency/>), which provides information to the general public, including statistical data, policies, and rules and regulations

2020 RECOGNITION PROGRAM

IN LIEU OF THE PRODUCTIVITY AND QUALITY AWARDS



A big 'THANK YOU' to our
Department Heads and County
employees for their hard work,
dedication, compassion, and
for their tireless service in 2020.

Since 1987, the annual Productivity and Quality Awards program has honored innovation and best practices in County programs and services. The annual awards program is a showcase of County ingenuity, creativity, and resourcefulness. Past winners are models of excellence and represent the many ways County departments are working to help some of the most vulnerable populations in the County.

In 2020, the PQA was cancelled for the first time in 34 years due to the novel coronavirus (COVID-19) pandemic. It was a challenging year. It taught us to adapt, to innovate, to be resilient, and to stand strong together.

Over the year, we witnessed County employees from all departments doing an outstanding job meeting the various challenges they came across. They continued to serve communities in thoughtful and inventive ways, and with dignity, compassion, and teamwork.

In the spirit of the PQA, the Commission wanted to thank and acknowledge County employees for all their efforts during this unprecedented year. It is a small way to acknowledge the great work being done and sacrifices being made for the benefit of our communities. We asked departments to submit entries on projects and programs that prospered despite of and/or were developed in response to the pandemic. We received 98 entries from 19 departments (see list below)!

On behalf of the Quality and Productivity Commission, a big 'THANK YOU' to our Department Heads and County employees for their hard work, dedication, compassion, and for their tireless service in 2020. You are all deserving of the Gold Eagle Award! We are proud to be part of the County family.

A stylized, handwritten signature in white ink, consisting of a large 'H' and 'L' connected by a flourish.

HUASHA LIU
PQA AD HOC COMMITTEE CHAIR

2020 RECOGNITION PROGRAM



Animal Care and Control

- Community Partnership and Managed Intake
- Pet Fostering Creates Community Engagement
- Veterinary Outreach for Under-Served Areas

Beaches and Harbors

- Beach Closure Communications

Board of Supervisors, Executive Office

- Emergency Food Security Branch
- Ending the HIV Epidemic through Virtual Lunch and Learn
- Hotel Housing During the Pandemic
- JIC Media Relations Branch
- Sheraton-Pomona Conversion to Medical Sheltering Site
- Virtual Civil Service Commission Hearings
- Continuity of Government Through Virtual Meetings of the Board of Supervisors
- COVID-19 Response at Kenneth Hahn Hall of Administration

Chief Executive Office

- Emergency Response Tracking (ERT) Dashboard

Fire

- LACoFD Firefighter Trainee Recruit Academy
- COVID-19 Los Angeles OPMACS
- LACoFD COVID-19 Safety Awareness Campaign
- LACoFD COVID-19 Cost Recovery
- LACoFD Health Programs Office (HPO)
- LACoFD IMT Support-DPH COVID-19 Logistics/Housing
- LACoFD Online Purchase Requisition System

DEPARTMENTS

2020 RECOGNITION

Fire (continued)

- Quarantine and Isolation Shelter Project
- LACoFD Telemedicine Unit (TMU)

Health Services

- ACN Mobile Clinic's New Model for Homeless Care
- Bedside Energy Boosters & Pocket Programs
- Correctional Health's Staunch Dedication to Serve
- COVID 19 Nurse Advice Line
- COVID Communications: Promoting Patient Safety
- COVID-19 Protocol Training Using Microsoft Teams
- High Rise Patient Follow Up During COVID-19
- HPV Vaccination Improvement
- MLK Outpatient Going Beyond Food Distribution
- Strong Health and Resilient Kids (SHARK) Program
- Ortho Docs at Harbor Help to Prone COVID Patients
- Olive View Pediatric Well Child Care and Vaccinations
- OVMC Temporary Child Care
- Pediatric Nurses at LAC+USC Now Serving All Ages
- OVMC Customer Satisfaction During COVID 19
- Post Hospital Follow-Up for COVID-19 Patients
- Primary Care Drive-Up Services
- Psychological Support at LAC+USC
- Rancho Employee Childcare – We are Family!
- Rancho Finding New Solutions During Pandemic
- Rancho Provides Virtual Support During Pandemic
- Rancho Expands Telehealth Services

Health Services (continued)

- Rapid Transition to Telehealth During COVID-19
- Outpatient Rx: Reduce Exposure, Improve Adherence
- Safe at Home O2 Program
- TOC Post-Discharge Call Pilot Using CHWS

Human Resources

- DHR'S Response to COVID-19

Internal Services Department

- ISD Custodial COVID Special Cleaning
- COVID Special Event Support
- Virtual Meeting & Remote Public Health Platform

Los Angeles County Development Authority

- Businesses Needed Help. LACDA Provided Hope
- Helping Renters Stay Housed During the Pandemic
- Public Housing Residents Stay Safer at Home
- Stay Connected: The LACDA + Rescue Team Newsletter

LA County Library

- Helping Save Lives: LA County Library PPE Program
- Leading-Edge Library Staff Tap Into Diverse Skills
- Sidewalk Service: Safe & Contactless Pickup
- Virtual Programs: Opening Library's Digital Doors

Medical Examiner-Coroner

- COVID-19: Medical Examiner-Coroner Response to the Pandemic

DEPARTMENTS

2020 RECOGNITION

Public Defender

- Global Tel Link Virtual Conference Room
- Public Defender Courthouse Check In App

Public Health

- Answering the Call: Contact Tracing in LA County
- Brave New LA: The County, The Virus, and The HOO

Public Social Services

- DPSS Digital Civic Engagement During COVID-19
- DPSS Mobilizing for the Children of LA County
- DPSS Outbound Text Campaign for Food Giveaway
- DPSS Project Room Key
- DPSS Secure Telework Initiative
- DPSS Translating Services During the Pandemic
- End-to-End (E2E) Intake Expansion
- IHSS Provider Online Orientation
- IHSS Skype Video Conference Assessment
- Processing Benefits Applications During COVID-19

Public Works

- SATIVA – Lucien Street Waterline Project

Regional Planning

- Drones for Planning – A Higher Standard
- Los Angeles County Community Climate Action Plan Update
- Virtual Public Hearings During COVID-19

Sheriff's Department

- Purified Drinking Water for Senior Citizens
- Video Arraignment Pilot Program

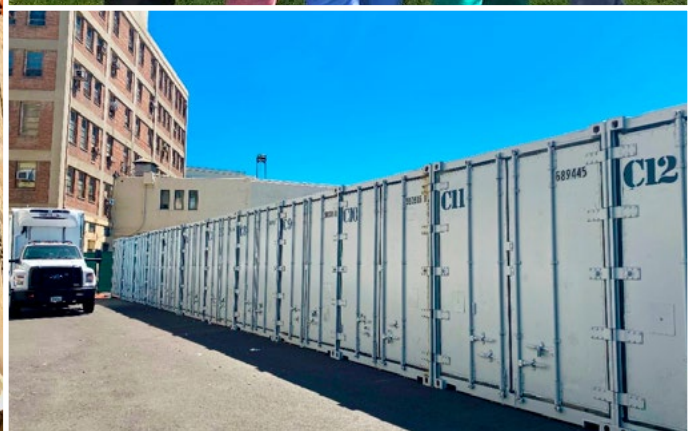
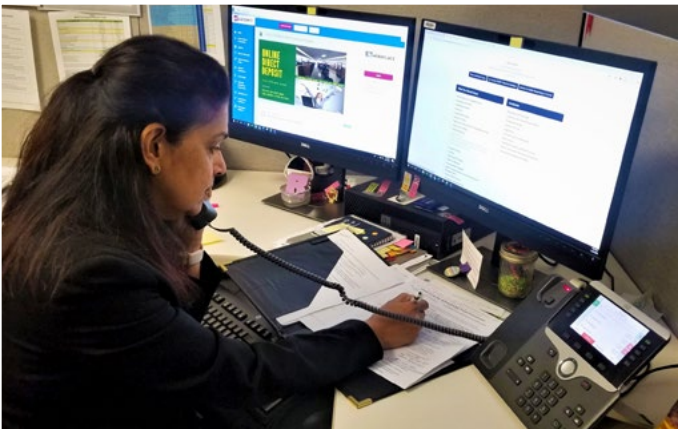
Treasurer and Tax Collector

- Online Auctions

Workforce Development, Aging and Community Services

- AAA Program Reframing: A Response to COVID-19
- Aging Mastery Program (Online Classes)
- Careers for a Cause
- Centers on the Front Line Supporting the Community
- Disaster Help Center
- Elderly Nutrition Program Expansion During COVID-19 Pandemic
- Employer Assistance Grant Fund
- Great Plates Delivered (GPD) Program
- Keep LA Working Initiative
- New Freedom Transportation-Critical Delivery Services
- Northrop Grumman Virtual Recruitment
- Returning Citizen Stimulus Program
- Business Town Halls
- Virtual AJCC Resource Room
- Worker Resiliency Fund
- Worker Resiliency Fund – AJCC Effort

2020 RECOGNITION PROGRAM



PRODUCTIVITY MANAGERS' NETWORK

Since 1987, the annual Productivity and Quality Awards program has honored innovation and best practices in County programs and services. The annual luncheon is a showcase of County ingenuity, creativity, and resourcefulness. Past winners are models of excellence and represent the many ways departments are working to help some of the most vulnerable populations in the County.

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PRODUCTIVITY MANAGERS' NETWORK

The Productivity Managers' Network (Network) is made up of employees from each County department who are appointed as Quality and Productivity Managers by their Department Heads. The Network is led by an Executive Committee composed of a Chair or Co-Chairs, Vice-Chairs, and Committee Chairs. The Executive Committee is elected by the membership.

Members serve voluntarily on the following committees: Productivity and Quality Awards, Leadership Conference, Productivity Investment Fund Advisory Committee, Strategic Learning Report, Department Visit, Executive Committee, and Education and Training.

2020 EXECUTIVE COMMITTEE



ARMAN DEPANIAN
CHAIR
CHILDREN AND FAMILY SERVICES



HEIDI OLIVA
FIRST VICE CHAIR
FIRE



STANLEY YEN
SECOND VICE CHAIR
DISTRICT ATTORNEY



STEPHANIE MAXBERRY
EXECUTIVE ADVISOR
WORKFORCE DEVELOPMENT, AGING
& COMMUNITY SERVICES (WDACS)



ELIZABETH MENDEZ
EXECUTIVE ADVISOR
PARKS & RECREATION



KEISHA BELMASTER
PQA CO-CHAIR
HEALTH SERVICES
HARBOR-UCLA



INNA SARAC
PQA CO-CHAIR
MEDICAL EXAMINER-CORONER



JENNIFER COULTAS
TRAINING AND EDUCATION CHAIR
CHILD SUPPORT SERVICES



SUSAN LINSCHOTEN
PRODUCTIVITY INVESTMENT BOARD
ADVISORY COMMITTEE CHAIR
AUDITOR-CONTROLLER

MESSAGE FROM CHAIR OF THE PRODUCTIVITY MANAGERS' NETWORK

“The Network has endeavored to adapt and continue representing excellence in public sector leadership, with a focus upon individual growth and education that is carried forward to their Departments.”



It is an honor to have been elected Chair of the Productivity Managers' Network (Network) in 2020. It was also a pleasure to work with my colleagues on the Executive Committee during this unprecedented time.

This year presented extraordinary challenges for the Commission, Departments, and Productivity Managers. Despite working in modified operational environments, I would like to acknowledge that the Network collaborated with the Commission to rally with grace, innovation, and tenacity to continue championing their goals of integrating elevated productivity and quality of service in County operations. The Network has endeavored to adapt and continue representing excellence in public sector leadership, with a focus upon individual growth and education that is carried forward to their Departments.

In the midst of the COVID-19 pandemic, the Network worked closely with the Commission to communicate challenges facing their departments and develop associated solutions that address operational concerns, whether they pertain to logistics, funding, or modification of long-standing practices. These efforts were made as part of a commitment to finding ways to increase efficiency while ensuring the continued delivery of quality services to the residents of Los Angeles County.

Even during the pandemic, the Network met virtually several times in 2020. They focused on leadership development, as well as other topics, including submission of Productivity Investment Fund projects, shared practices, efficiency projects, and quality improvement.

The Network elected another solid slate for its Executive Committee in 2020. Congratulations to our 2020 elected officers:

- Chair – Arman Depanian (Children and Family Services)
- 1st Vice Chair – Heidi Oliva (Fire)
- 2nd Vice-Chair – Stanley Yen (District Attorney)
- PQA Co-Chairs – Inna Sarac (Medical Examiner-Coroner) and Keisha Belmaster (Health Services, Harbor-UCLA Medical Center)
- Training and Education Chair – Jennifer Coultas (Child Support Services Department)
- Productivity Investment Board Advisory Committee Chair – Susan Linschoten, Chair (Auditor-Controller) and Arman Depanian, Co-Chair (Children and Family Services)
- Executive Advisors – Stephanie S. Maxberry (Workforce Development, Aging and Community Services) and Liz Mendez (Department of Parks and Recreation)

Additionally, we would like to acknowledge the continuing support of the Commission, under the leadership of its Commission Chair, Jacki Bacharach, and Commission Liaisons to the Network, Commissioners Nichelle Henderson and Scott Palmer. Finally, we also wish to provide a special thank you to the always helpful Commission staff, Jackie Guevarra, Laura Perez, and Tammy Johnson.

The Network will continue to work in partnership with the Commission to fulfill the County's strategic goals in 2021.

A stylized, handwritten signature in white ink, consisting of several loops and a long horizontal stroke extending to the right.

ARMAN DEPANIAN
CHAIR, PRODUCTIVITY MANAGERS' NETWORK
QUALITY AND PRODUCTIVITY COMMISSION

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

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

- Using available technology in new ways
- Private sector business practices
- Collaboration
- New ways to deliver services



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

The report is posted on the Quality and Productivity website at: <http://qpc.lacounty.gov>



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