



2021 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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TABLE OF CONTENTS

2	Message from the Chair
3	Message from the Executive Director
4	Mission Statement and Strategic Goals
	Commission Programs and Projects
10-13	Operational Trends Report
14-29	Productivity Investment Fund Projects and Final Reports
30-47	Department Visits
	Agricultural Commissioner Weights and Measures - Virtual
	Alternate Public Defender - Virtual
	Animal Care and Control - Virtual
	Arts and Culture - Virtual
	Auditor-Controller - Virtual
	Beaches and Harbors - Virtual
	Children and Family Services - Virtual
	Health Services - Virtual
	Human Resources - Virtual
	LA County Library - Virtual
	Medical Examiner-Coroner - Virtual
	Museum of Art - Virtual
	Natural History Museum - Virtual
	Public Works - Virtual
	Regional Planning - Virtual
	Registrar-Recorder/County Clerk - Virtual
	Treasurer and Tax Collector - Virtual
48-85	34th Annual Productivity and Quality Awards
86-89	Productivity Managers' Network
	Message from the Chair of the Productivity Managers' Network
90	2021 Leadership Conference
91	Shared Practices Report

MESSAGE FROM THE CHAIR



“2021 marked the 40th Anniversary of the Quality and Productivity Commission. While still living in a pandemic, the county employees exhibited their concern and caring along with great flexibility.

The Quality and Productivity Commission applauds the members of the County family and is proud to be a partner.”

JACKI BACHARACH

[CLICK FOR VIDEO](#)

Jacki Bacharach

JACKI BACHARACH
CHAIR
QUALITY AND PRODUCTIVITY COMMISSION

MESSAGE FROM THE EXECUTIVE DIRECTOR

It is a privilege and honor to serve as the Quality and Productivity Commission's Executive Director! In 2021, the Commission marked its 40th Anniversary—four decades of promoting quality, efficiency, and innovation.

Every day, our Commissioners show their commitment to our mission. Their resolve to challenge County departments to do things better and to be more innovative is at the core of what we do.

Immediately after the County Health Officer issued the Safer at Home Order on March 19, 2020, the Commission reached out to and encouraged County departments to come to the Commission for support. As a result, we awarded almost \$2 million to four COVID-19 related projects. This spirit of urgency, determination, and resolution is constant and inspiring. The work of the Commission continued throughout the pandemic without missing a beat!

In 2021, we resumed the Procurement ad hoc Committee, and created the Rebranding and Digitization ad hoc Committees. These ad hoc Committees endeavor to find innovative solutions to outdated and inefficient processes. We held our first ever virtual Annual Leadership Conference—which addressed the Digital Divide—and Productivity and Quality Awards (PQA). Congratulations to this year's PQA winners! We applaud all 147 projects totaling over \$1.5 billion in benefits that prove Los Angeles County is always “leading with excellence.”

The Commission also adopted its 2022-2026 Strategic Plan, with a focus to enhance sharing of knowledge, promote the impact of productivity within the County, and promote collaboration to make the best and most effective use of programs and funding.

We completed seventeen virtual Department Visits. 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.

In response to the Los Angeles County Roadmap to Economic Recovery Board motion (April 28, 2020), we launched the Prosper LA website (<https://prosperla.lacounty.gov/>) on June 30, 2020. Since then, the Commission issued six reports on ideas received 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. Please visit the website and share your ideas.

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 champion the Quality and Productivity Commission year after year.



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 14 Productivity Investment Fund proposals



- Awarded 13 Productivity Investment Fund projects totaling \$2,958,022



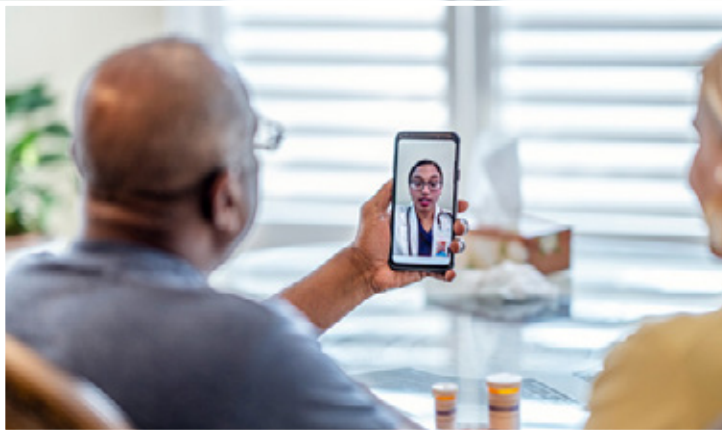
2. It is the objective of the Commission to foster productivity and quality improvement through department visits.

- Conducted 17 virtual department visits
- Shared interdepartmental challenges and areas of common interest
- Promoted best practices
- Solicited departmental entries for the 34th Annual Productivity and Quality Awards (Virtual) Program and PIF proposals

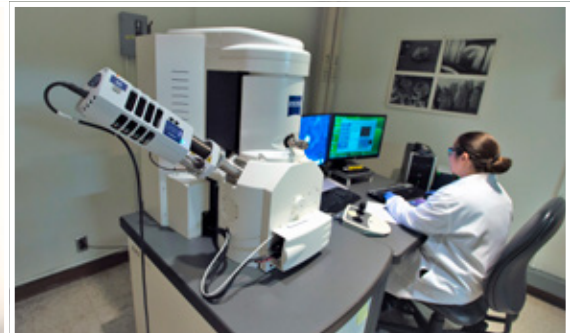
MISSION STATEMENT AND STRATEGIC GOALS

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 the continued public health orders issued in 2020, 34th Annual Productivity and Quality Awards (PQA) Program was held virtually on Wednesday, October 13, 2021.
- Received 147 entries from 34 departments on projects and programs that prospered despite of and/or were developed in response to the pandemic



- Cumulative PQA benefits total more than \$7 billion dollars over the last 34 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 3 – PMN Orientation (Virtual)
 - February 17 – PMN General Meeting and Training (Virtual)
 - May 5 – PMN General Meeting and Training (Virtual)
 - November 3 - PMN General Meeting and Training (Virtual)
 - November 4 – PMN Orientation (Virtual)
 - December 1 – PMN Holiday Reception (San Antonio Winery)

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

- Sponsored the 18th Annual Leadership Conference - “Think Forward: Governing Beyond the Digital Divide” on June 7, 2021, providing a forum for County Leaders, Managers and Commissioners to network with colleagues, develop leadership, as well as support and promote the Countywide Strategic Plan

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

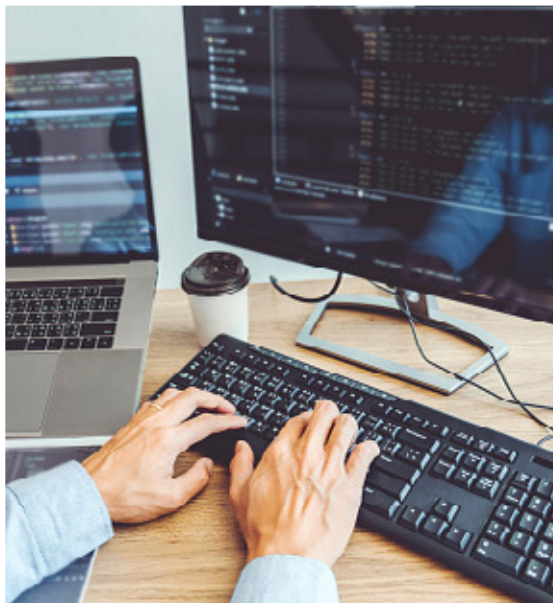
- Distributed the Annual “Shared Practices Report” to the Supervisors, Department Heads, County Managers, and the Productivity Managers' Network to showcase practices that have served as a model for other departments

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

- Published four comprehensive e-newsletters highlighting programs and activities and spotlighting the Productivity Managers' Network
- Published a 2020 Annual Report and distributed it to all County employees (approximately 100,000)

MISSION STATEMENT AND STRATEGIC GOALS

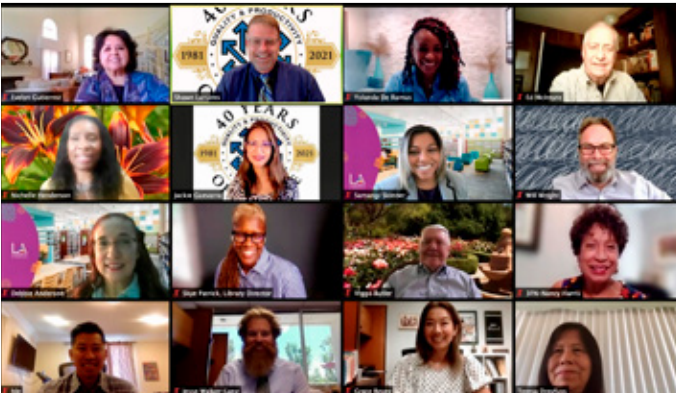
- Distributed publications to Board offices, department heads, productivity managers, County commissions, committees, and advisory boards
- 8. It is the objective of the Commission to keep the Board of Supervisors and the Chief Executive Officer (CEO) informed of Commission activities, grant and loan approvals, and total savings gained from quality and productivity projects.**
- Published summaries of department visits, Productivity Investment Fund awards and Productivity and Quality Awards 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, Chief Executive Officer, 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 17 departments virtually
 - Shared interdepartmental challenges or areas of common interest



MISSION STATEMENT AND STRATEGIC GOALS

- Productivity Investment Board
 - Held four quarterly meetings
 - Reviewed 14 Productivity Investment Fund applications
 - Recommended funding for 13 Productivity Investment Fund projects
- Productivity and Quality Awards (PQA) Ad Hoc Committee
 - Selects PQA nominated programs or projects that promote 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 (Site visits were done virtually in 2021)
 - Sponsors the Commission's Annual PQA Awards Program (In accordance with public health orders, the PQA was held virtually in 2021)
 - Promotes the annual PQA Award and Special Award Programs as Shared Practices and innovative projects
- Strategic Learning Ad Hoc Committee
 - Researched potential partnerships to expand the Commission's reach and opportunities to enhance quality and productivity
- Leadership Conference Ad Hoc Committee
 - The 18th Annual Leadership Conference was held virtually, in accordance with public health orders

COMMISSIONERS IN ACTION



OPERATIONAL TRENDS REPORT

“Through various programs, the Commission continues to engage the County workforce by encouraging creative and innovative solutions. The current and emerging trends will move the County to a post-COVID future.”

RODNEY C. GIBSON



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.

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: Collaboration among County departments and community agencies enhance services and increase productivity and operational efficiencies

In accordance with the County's Strategic Plan mission to "establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities," County departments work collaboratively to implement Board priorities and initiatives. Departments work closely to develop programs and processes, enhance existing services, and encourage operational efficiencies. For example:

- In *Predictive Modeling of the COVID-19 Pandemic* (2021 Productivity and Quality Awards Gold Eagle), the Department of Health Services assembled a multidisciplinary team of collaborators from both within and beyond the County to develop a sophisticated statistical forecasting model. These forecasts served as an early warning system for surge activity and made possible the implementation of mitigation strategies to reduce death and suffering caused by the pandemic.
- The Los Angeles County Museum of Art is partnered with the Department of Mental Health on WeRise LA to commission artists to raise mental health awareness through powerful programming, live performances, immersive workshops, inspiring wellness events and a world-class art exhibition.
- The Department of Public Works, First Supervisorial District, Chief Executive Office, County Counsel, Fire, Public Health, and Regional Planning worked together on a 232-bed housing project for people experiencing homelessness that were most vulnerable to COVID-19. The *Hilda L. Solis Care First Village* addressed housing insecurity and the mental and behavioral health needs of the most vulnerable residents during the pandemic.

Current Trend: Remote Work and Anti-Racism, Diversity, Equity, and Inclusion play pivotal roles in County government and workplace environment

During the past two years, the County implemented remote work in response to the COVID-19 pandemic. The County also embarked on ensuring the workplace is more diverse, inclusive, and equitable. In response to the COVID-19 pandemic, the County quickly integrated telework into County departments' operational plans, including identifying hoteling opportunities for staff and ensuring availability of Information Technology tools and equipment necessary to support a mobile work force.

On July 21, 2020, the Board adopted a motion to establish an Anti-Racist County Policy agenda and implemented the Anti-Racism, Diversity, and Inclusion (ARDI) initiative. Since then, County departments are working to be more equitable, more inclusive, and more just. The following examples showcase programs that reflect these priorities:

OPERATIONAL TRENDS REPORT

Remote Work

- The Department of Human Resources lead and coordinated the County's widespread implementation of telework during the COVID-19 pandemic to address the safety and health of employees and the public. Up to 44% of the County's 112,000 employees participated in the Emergency Expansion of Telework program (2021 PQA Gold Eagle).
- The Department of Regional Planning implemented remote solutions for un-interrupted services (e.g., phone calls are routed to and answered by planners who telework from home, permit applications are submitted and reviewed online with online payment, virtual counseling appointments, computer network upgrades at field offices to accommodate increased digital case processing and online services, etc.)

Anti-Racism, Diversity and Inclusion

- The Department of Arts and Culture launched the Cultural Equity and Inclusion Initiative (CEII) with thirteen actionable recommendations approved by the Board of Supervisors. It will ensure that everyone in the County has equitable access to arts and culture. The Countywide Cultural Policy—the first of its kind in the nation—requires all County departments to provide services, conduct internal operations, and operate facilities in a manner that supports cultural equity.
- The Department of Beaches and Harbors launch of the world's first Beach Emergency Evacuation Lights System (BEELS) for the deaf and hearing-impaired community at Torrance Beach in June 2021. The Department also plans to expand BEELS along the coastline and install a computer system at the Visitors' Center in Marina del Rey where hearing-impaired visitors and Visitors' Center staff can connect directly to someone who will help the two communicate with American Sign Language.
- The Registrar-Recorder/County Clerk received the U.S. Election Assistance Commission (EAC) Clearing House Awards, the only jurisdiction in the country to win two awards for Improving Accessibility for Voters with Disabilities: Flex Vote Center Program and Outstanding Innovations in Election Cybersecurity and Technology.

OPERATIONAL TRENDS REPORT

Emerging Trend: Digitization transforms how information and documents are accessed and shared and enhances service delivery and increases efficiency

The County embraces digital government for the benefit of its internal customers, communities, and residents. It must leverage technological business solutions to enable County departments meet their core missions efficiently and effectively, transform how information is protected and shared, and enhance their business operations. Digitization eliminates the need for physical storage, safeguards documents, provides recovery in the event of a natural disaster, and increases employee productivity by reducing manual and paper-based processes. The following examples showcase digitization at work in the County:

- The Department of Human Resources developed and implemented the Electronic Personnel Digitization and Records Management (ePR) system, a central, online repository of Countywide personnel files and records. To date, the Department has digitized over 17 million employee personnel documents in ePR.
- The Department of Public Health is implementing an electronic plan review system, which will replace the outdated paper-based plan review system currently in place. The electronic system would eliminate the need to have in-person plan review services, to process bulky paper plans, and the need for special storage space to meet record retention requirements.
- The Department of Public Works is expanding the use of technology for services such as online permitting, entitlement, and project inspection, electronic plan checking and e-filing systems, and preservation of historical photographic documentation.

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 – collaboration, remote work, anti-racism/diversity/equity/inclusion, and digitization – is evidence of improving quality and productivity countywide in fulfillment of the County's continuing mission and advancement of the Board's core priorities.



RODNEY C. GIBSON

CHAIR

STRATEGIC LEARNING REPORT AD HOC COMMITTEE

PRODUCTIVITY INVESTMENT FUND PROJECTS

FUNDED ACTIVITIES DURING THE 2021 CALENDAR YEAR

LOANS APPROVED

n/a

GRANTS APPROVED

\$2,958,022

TOTAL FUNDS AWARDED

\$2,958,022



DEPARTMENT

Animal Care and Control

PROJECT

DACC Live Interactive Chatbot

GRANT

\$84,000

The grant was used to purchase an automated chatbot using voice and text that will interact with customers without involving a live agent, using speech recognition, and text.

[FULL REPORT](#)



DEPARTMENT

Animal Care and Control

PROJECT

Love at First Sight – Photo and Video Enhancements at Animal Care Centers

GRANT

\$42,000

The grant was used to purchase equipment and supplies to improve intake photos and add the use of video to portray positive interactions and enrichments, such as dog play groups and care interaction areas.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

DEPARTMENT

Board of Supervisors – Executive Office

PROJECT

**Enhancing Knowledge of the CPOE
Complaint Process**

GRANT

\$100,000

The grant was used to create a dynamic filing tutorial featuring step-by-step filing instructions, voice-over recordings and live cursor/typing, which will be embedded into the current County Policy and Equity complaint filing website.

[FULL REPORT](#)



DEPARTMENT

Fire

PROJECT

**Emergency Wildfire Augmentation
Optimization Model Software**

GRANT

\$270,000

The grant was used to purchase a wildfire resource augmentation optimization software solution (AOM) to facilitate efficient staffing during “red flag” conditions by predicting where a fire will start and how large it will be.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

LA County Library

PROJECT

**Volunteer Expansion
and Management (VEM) Program**

GRANT

\$100,000

The grant was used to expand and promote a robust and vibrant volunteer program, including recruitment design. The Library also subscribed to a volunteer management system platform that would streamline Library programs and services that require the participation of community volunteers.

[FULL REPORT](#)



LOS ANGELES COUNTY
MEDICAL EXAMINER-CORONER

"Law and Science Serving the Community"

DEPARTMENT

Medical Examiner-Coroner

PROJECT

Genetic Genealogy Program

GRANT

\$185,000

The grant was used to provide software, supplies, consumables, and other costs necessary to validate genetic genealogy as a tool for human identification and underwrite the cost of identifying 100 sets of archived human remains that presently have not been identified.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



LOS ANGELES COUNTY
MEDICAL EXAMINER-CORONER
"Law and Science Serving the Community"

DEPARTMENT

Medical Examiner-Coroner

PROJECT

**Workstation on Wheels (WOW)
for Enhancement of Autopsy Services**

GRANT

\$100,000

The grant was used to purchase 15 medical grade workstations on wheels for the autopsy service floor. Funding will also provide a wireless network, hardware, engineering, and labor to install the wiring and necessary wireless controller services.

[FULL REPORT](#)



DEPARTMENT

Natural History Museum

PROJECT

**Customer Relationship Management (CRM)
Solution Phase II**

GRANT

\$375,000

The grant was used to convert and migrate all existing 100,000+ customer records; validate data, test and re-test for accuracy; integrate and customize seven plug-in modules; and train staff to maximize system features. This will complete the second and final phase of the CRM project.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

Public Defender

PROJECT

**Building Capacity for Justice
and Social Services**

GRANT

\$694,022

The grant was used to launch an innovative, impactful, cost-effective, first of its kind pilot in Los Angeles County to address the critical ancillary civil needs of those involved with the criminal legal system. Embedded advocates will provide holistic, wrap-around support to stabilize clients, promote wellness, and reduce days of incarceration.

[FULL REPORT](#)



DEPARTMENT

Public Defender

PROJECT

Taking Care of CARE 2.0

GRANT

\$300,000

The grant was used to conduct an appraisal of future options for the department's Client Assessment and Recommendation and Evaluation (CARE) Project, assessing the efficiencies and challenges as CARE moves forward to make services available to all youth in need.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT
Public Health

PROJECT
Electronic Plan Check System

GRANT
\$208,000

The grant was used to implement an electronic plan review system to increase efficiency. The electronic system will replace the outdated paper-based plan review system currently in place. The grant paid for equipment, installation of and training on software and licensing and maintenance for three years.

[FULL REPORT](#)



DEPARTMENT
Public Social Services

PROJECT
Economic Mobility

GRANT
\$150,000

The grant was used to procure the services of an economist, who will evaluate the regional economic needs in Los Angeles County and identify barriers to achieving self-sufficiency.

[FULL REPORT](#)

PRODUCTIVITY INVESTMENT FUND PROJECTS



DEPARTMENT

**Workforce Development, Aging
and Community Services: LA County
Commission on Human Relations
(WDACS/LACCHR)**

PROJECT

**Addressing Bias & Hate Using Art Justice
& Cultural Action Strategies**

GRANT

\$350,000

The grant was used to hire a consultant to produce strategies to enhance LA vs Hate messaging and response to hate acts, and support interventions to promote feelings of safety throughout Los Angeles County.

[FULL REPORT](#)



FINAL REPORT

DEPARTMENT

Agricultural Commissioner/Weights and Measures

PROJECT

Coyote Tracking and Hazing Project

GRANT

\$50,000

PROBLEM: Issues surrounding coyotes are increasing and effective tools available to the public are limited. Research and casual observations have shown that coyotes’ familiarity with humans, particularly in associating people with food, can lead to aggressive coyote behavior. This, in turn, can and has escalated to biting incidents causing human injuries and countless depredations of residents’ pets. In attempts to avert aggressive behavior, hazing (the use of negative reinforcement to alter coyote behavior) has been suggested as a means to prevent escalation of aggressive behavior through reinforcing the pre-existing natural fear coyotes have regarding humans. No definitive research exists to document the effectiveness of hazing coyotes, particularly in urban environments.

SOLUTION: Through a grant from the Quality and Productivity Commission, the Agricultural Commissioner/Weights and Measures (ACWM) was able to develop, launch, and implement the Coyote Tracking and Hazing Project, enabling acquisition of high-tech equipment necessary to effectively collar and track the specimen coyotes.

RESULTS: The project has generated tremendous volumes of data, brilliantly mapped and illustrated to provide visual documentation of movements through definitive GPS-mapped areas. ACWM is collaborating with UC Berkeley in having the GPS data analyzed in pursuit of generating peer-reviewed publications. The substantial and definitive data collected will be incredibly helpful in modeling and predicting coyote behavior in the future, including providing information to aid in evaluating and, potentially, revising approaches and methodologies employed in ACWM’s coyote management activities.

TOTAL GRANT

\$50,000

TOTAL WITHDRAWN

\$50,000

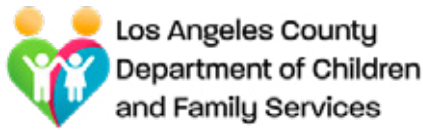
TOTAL REPAYD

N/A

TOTAL PROGRAM COST

\$50,000

FINAL REPORTS FOR 2021



FINAL REPORT

DEPARTMENT

Children and Family Services

PROJECT

Time2Connect: A Visitation Scheduling Tool for Family Bonding

GRANT

\$330,000

PROBLEM: Children in foster care who regularly visit their parents have a greater chance at being reunified. It's the job of the Department of Children and Family Services (DCFS) to make sure those court-ordered family visits occur. In a County as large as Los Angeles, the logistics of scheduling visits for roughly 16,000 foster children with multiple parties is a challenge, requiring millions of staff hours. All 20 DCFS Regional Offices have their own unique visitation scheduling processes that mainly rely on pen, paper, and phone calls to coordinate the visits. Visits involve at least 5 different parties and are very time-consuming, unnecessarily taking away time a social worker could spend with children and families.

SOLUTION: A technological solution like Time2Connect could greatly improve worker efficiency. The tool streamlines and improves visitation scheduling so that the process can be completed more efficiently and can be easily standardized across the various DCFS regional offices. The tool also provides valuable data that could help social workers and court officers make informed decisions about reunification.

RESULTS: Since the tool's initial launch on April 1, 2021 through December 23, 2021, 361 requesters, 61 monitors, and 33 coordinators have utilized the tool. 338 visitation requests have been submitted for 559 children. Per Google Analytics, the average user session duration in Time2Connect was 4 minutes and 5 seconds. This information suggests that Time2Connect has saved approximately 484 hours in completing and submitting requests, 142 hours in documenting visits, 773 hours in scheduling/re-scheduling visits, and 83 hours in cancelling visits.

TOTAL GRANT

\$330,000

TOTAL WITHDRAWN

\$330,000

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$1,196,503



FINAL REPORT

DEPARTMENT
District Attorney

PROJECT

Automate the Processing of Notices of Intent to Destroy Exhibits on the Exhibits Project Using Robotic Process Automation (RPA)

GRANT
\$250,000

PROBLEM: Based on the recommendations from Phase 1 of the project, the UiPath Robotic Process Automation (RPA) software was purchased. A consultant obtained through an Enterprise Services Master Agreement (ESMA) work order was engaged to develop a solution to automate the processing of Notices of Intent to Destroy Evidence (NOIs) using the RPA software. The NOIA solution was implemented in June 2021.

SOLUTION: The automation of the NOI process using the UiPath software did not have the expected cost savings or improvements in efficiency predicted by the analysis and design performed in Phase I of the project. Automation of the NOI process depends on the solution’s ability to accurately read key information from the scanned NOIs; however, this was not possible due to the quality of the scans and limitations of the Optical Character Recognition (OCR) software. In addition, the NOI process required the solution to interact with the District Attorney’s (DA) legacy case management system, which created unanticipated challenges in setting up a secure operational environment. The DA’s technical team continues to monitor and assess the NOI process to identify potential improvements.

RESULTS: Although the NOI process was automated using the UiPath RPA software, issues with the quality of the information received from Superior Court limited the extent of expected efficiencies or cost savings. However, the DA now has a successfully implemented RPA environment which is being leveraged for other processes.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAYED	TOTAL PROGRAM COST
\$250,000	\$250,000	N/A	\$250,000

FINAL REPORTS FOR 2021



FINAL REPORT

DEPARTMENT

Health Services

PROJECT

Emergency Response to COVID-19

GRANT

\$350,000

LOAN

\$1,150,000

PROBLEM: At the beginning of the pandemic, there was a nationwide shortage of available test kits and equipment capable of effectively identifying the new virus. Prior to the implementation of the lab equipment and corresponding test kits, DHS staff cared for acute patients without being able to assess if they had COVID-19 or another respiratory issue.

SOLUTION: The new lab equipment enabled DHS to conduct in-house COVID-19 testing at a time when testing capacity was severely limited. Prior to having the ability to conduct in-house testing, DHS relied on an outside laboratory, which had a turnaround time of up to two weeks. With the lessons learned by microbiology subject matter experts, we have continuously adapted our protocols and procedures to improve turnaround times from two weeks to less than 4 hours. We also quickly increased our productivity and the quality of our testing while simultaneously augmenting our ability to test larger sample sets in a shorter amount of time.

RESULTS: The instruments that were purchased enabled testing for a panel of respiratory tests, which included but are not limited to: COVID-19, the common cold, FLU A/B, Respiratory syncytial virus (RSV) and four additional strains of seasonal coronavirus. Turnaround times were initially about 2 hours, which included preparation time and 70 minutes on the machines for each test to complete, assuming there wasn't a backlog of test, which occurred during each surge.

TOTAL

\$1,500,000

TOTAL WITHDRAWN

\$350,000

TOTAL RETURNED

\$1,150,000

TOTAL PROGRAM COST

\$350,000



FINAL REPORT

DEPARTMENT
Human Resources

PROJECT
County Training Modernization Project

GRANT
\$225,000

PROBLEM: The County of Los Angeles requires up to 21 hours of mandated online trainings. Many of these trainings are extremely outdated, tedious, and time-consuming to complete. Learners often experience errors and glitches while attempting to navigate through the content. Additionally, many of the mandated trainings are not accessible on mobile devices.

SOLUTION: The County Training Modernization Project was designed to accomplish the following goals: Secure training for the DHR Workforce and Employee Development (DHR-WED) instructors to enable in-house updating of current online trainings, as well as future capacity to build new on-line trainings; purchase a new Sexual Harassment Prevention Training that satisfies new state requirements; and provision and configure an additional virtual service that will allow online courses to be downloaded and completed remotely on mobile devices. The Modernization Project updated, overhauled, and increased the quality, efficiency, and accessibility of mandated online trainings.

RESULTS: Trainings completed by DHR-WED staff increased their knowledge, skills, capability to produce engaging, efficient, high-quality training, and increased DHR's capacity to build future online trainings in-house. To date, 30,894 employees have completed the new Sexual Harassment and Discrimination Prevention Trainings, and the updated LMS allows users of all mobile devices the ability to complete training remotely, with or without a current internet connection. This allows for greater flexibility in learning and is expected to facilitate increased compliance with Countywide training mandates.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAID	TOTAL PROGRAM COST
\$225,000	\$225,000	N/A	\$225,000

FINAL REPORTS FOR 2021



FINAL REPORT

DEPARTMENT

Internal Services Department

PROJECT

Countywide Address Management System (CAMS) Productivity Modernization

GRANT

\$471,500

LOAN

\$25,000

PROBLEM: The Countywide Address Management System (CAMS), developed in 2005, is an operational collaborative program intended to support the County's role in maintaining physical address information (such as point addresses with address elements of house number, street name, unit number, city, etc., and road centerline with road centric elements like driving direction, street name, and address ranges) in a single authoritative repository. The components of CAMS are no longer functioning as a modern address management system, due to technological innovations and workflow changes, which has led to a state of unsynchronized and unauthoritative address records.

SOLUTION: The Internal Services Department (ISD) worked to improve the quality and effectiveness of data sharing, by leveraging the existing County infrastructure, technical framework, and building partnerships with authoritative address entities. ISD held Discovery Analysis/Sessions with various jurisdictions to initiate communication and establish their responsibility as an addressing authority.

RESULTS: By using a new automated system and workflow to identify missing or incorrect address information, the CAMS Modernization project has reduced the change-ticket submissions in the last year by 25%, even as the overall data and service utilization has increased by over 500%. 88 Cities within the County are now connected and coordinating address development.

TOTAL GRANT

\$496,500

TOTAL WITHDRAWN

\$496,500

TOTAL RETURNED

\$25,000

TOTAL PROGRAM COST

\$496,500



FINAL REPORT

DEPARTMENT
Parks and Recreation

PROJECT
Sowing the Seeds for Success: Business Enterprise Enhancements at South Coast Botanic Garden

GRANT
\$250,000

PROBLEM: The South Coast Botanic Garden (Garden) has historically been a sleepy attraction, slow to garner the resources necessary to build an excellent experience like those featured at other notable County cultural institutions. Now entering its 60th year, the Garden is finally at a tipping point toward success. In order to effectively move forward with the projects outlined in the Garden’s vision plan, it is necessary to shore up its business operation. Visitor tickets, membership program management, resource booking, program registration, client management, volunteer tracking, and donor relationships are currently managed via disparate and antiquated systems.

SOLUTION: The Department of Parks and Recreation partnered with the South Coast Botanic Garden Foundation to implement a new Customer Relationship Management (CRM) system with website integration to improve enterprise-wide business operations. They walked through reporting requirements, set ticketing procedures, creatively integrated COVID health protocols into the purchase paths, set up membership benefit packages, and created working plans for refining data entry practices.

RESULTS: Immediate improvements were noted including: Membership Fulfillment - a majority of members now receive online cards within 24 hours, saving roughly \$25,000 in postage, printing and labor; Parking Lot Control - ability to administer self-served “timed tickets” helps manage the limitations of a small parking lot; Membership - the Foundation has surpassed projections cited with 15,000 members; and Entry-level Donations - a new feature on the ticket check-out process which helps create a culture of philanthropy and a new revenue stream.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAYD	TOTAL PROGRAM COST
\$250,000	\$250,000	N/A	\$250,000

FINAL REPORTS FOR 2021



FINAL REPORT

DEPARTMENT
Public Health

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

GRANT
\$194,380

PROBLEM: Traditional public health surveillance relies on patient interactions with the healthcare system. COVID-19 complicated this surveillance, making it hard to monitor. Monitoring illness trends is essential for controlling the COVID-19 pandemic. However, all COVID-19 infections that occur in the County cannot be measured. Many with mild illness will not seek medical care, even if testing is encouraged. Therefore, these persons would not be detected by traditional monitoring systems that required either a test or a medical visit. Engaging the community directly will help solve this problem.

SOLUTION: Funds were used to establish Angelenos in Action (AiA), a network engaging volunteers from all over the County. Once enrolled, participants receive a weekly email or text asking how they feel about COVID-19 symptoms. 7-day averages and weekly trends of respondents reporting symptoms are reported on a daily basis. In addition, they asked for zip codes and basic demographic information to better understand who is participating and who is becoming sick and to ensure that the project is inclusive and reaching a significant portion of the diverse population in the County.

RESULTS: Due to this innovative system and simple survey, a high community enrollment of 17,458 persons was achieved. Nearly 85% of all enrollees were responding on a weekly basis through 2020. This approach required fewer resources and costs less to develop and maintain than other traditional surveillance methods. AiA has received widespread interest from other governmental and health jurisdiction bodies intent on implementing similar surveillance systems.

TOTAL GRANT

\$194,380

TOTAL WITHDRAWN

\$194,380

TOTAL REPAID

N/A

TOTAL PROGRAM COST

\$194,380



FINAL REPORT

DEPARTMENT
Public Health – Tuberculosis Control Program

PROJECT
Video Directly Observed Therapy Project

GRANT
\$150,000

PROBLEM: Directly Observed Therapy (DOT) is the cornerstone approach used by public health departments throughout the nation to assure that patients with tuberculosis (TB) are observed “in-person” to take medications that are needed to cure their illness. Video Directly Observed Therapy (VDOT) adopts the use of video technology to enable remote observation of patients through the use of smartphones to record a video as proof of his/her taking the prescribed TB medication. Additional data is needed to determine whether the technology has the potential to reduce operating costs.

SOLUTION: The Tuberculosis Control Program (TBCP) collaborated with the Division of Clinic Services to pilot the delivery of electronic Directly Observed Therapy (eDOT) services. This innovative eDOT modality was utilized by patients undergoing treatment for TB disease and Latent TB infection. The technology relied on a smartphone app that combined facial recognition and motion sensing technology coupled with artificial intelligence to automatically detect in real-time whether the patient was taking their medication correctly as prescribed, automating the observational component of DOT.

RESULTS: Data collected through the pilot, as well as data from similar technologies, was used to develop estimated costs for delivery. Recorded Video DOS services have an estimated potential costs savings to the County ranging from a 45-57% reduction in cost per DOT session, and Automated Video DOT services have an estimated potential cost savings of up to 73% per DOT session. Additional analysis is needed; however, based on this initial review, the Automated DOT app is an effective eDOT modality and can be utilized in lieu of within-clinic or field DOT.

TOTAL GRANT	TOTAL WITHDRAWN	TOTAL REPAYED	TOTAL PROGRAM COST
\$150,000	\$150,000	N/A	\$150,000

DEPARTMENT VISITS



Under the leadership of Commissioner Jeffrey J. Penichet, Chair of the Department Visit ad hoc Committee (Committee), the Commission virtually visited with seventeen County Departments. 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 2021 calendar year:

A handwritten signature in white ink that reads "Jeff Penichet". The signature is written in a cursive, flowing style.

JEFFREY J. PENICHET

CHAIR, DEPARTMENT VISIT AD HOC COMMITTEE
QUALITY AND PRODUCTIVITY COMMISSION



[FULL REPORT](#)

Agricultural Commissioner/Weights and Measurers

Kurt E. Floren, Agricultural Commissioner/Director of Weights and Measures

JUNE 23, 2021 (VIRTUAL VISIT)

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

- The Department's effort in areas of health, safety, and consumer concerns during the COVID-19 pandemic. Approximately 90% of staff continued the Department's agricultural and structural pesticide use enforce program, exotic pest detection program, phytosanitary certification—inspections of outgoing shipments/exports as free-form pests and diseases—weed abatement, certified farmer's market, and price verifications among its many areas oversight
- California Pesticide Enforcement Activity Tracking System (CalPEATS) facilitates collection, reporting, and evaluation of pesticide regulatory activities, CalPEATS more efficiently integrates activities through use of computer tablets in the field to conduct inspections. Inspectors' work immediately, thus minimizing paperwork and inspection time
- Coyote Hazing Research Project, which has been ongoing since September 2019. To date, more than a dozen coyotes have been caught and collared. The Department tracks the coyotes' movements across Los Angeles and the adjacent counties

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

- Implementing the Freshdesk IT Ticketing System to streamline the technical assistance process for staff and better track service calls/emails submitted to the Department's IT Division
- Tracking the location of all Department service vehicles, including specialized equipment, to enable prompt 24/7 response to any declared emergency and to mitigate County property loss



Alternate Public Defender

Erika C. Anzoategui, Alternate Public Defender

MARCH 11, 2021 (VIRTUAL VISIT)

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

- Collaborating with the Sheriff's Department and Superior Court to expand video conferencing access from various custodial facilities and courthouses to mitigate the risk of COVID-19 exposure to attorneys, support staff and clients. With the new teleconferencing system, attorneys were also able to schedule free conference calls with all clients housed within the County jail system
- Client Case Management System (CCMS) allows digital case files, which is cloud-based, highly secure, but easily transportable and permits file access, usage, and generally limitless interaction from remote locations. CCMS also integrates with other data systems including other city, county, and state agencies, as well as non-governmental agencies
- Team oriented approach that allows for teams within branches to support each other when one member of the team is in trial or unavailable to make court appearances

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

- Partnering with Uprust, a public benefit corporation, to send clients text message reminders of their court appearances and provide an additional avenue of communication between attorneys and their clients; results so far show 96% of clients have shown up to court
- Utilizing the Workload Difficulty Index (WDI) to track attorney workload to ensure a fair distribution of work and that the staff are not overutilized or underutilized
- Using the Digital Task Management system to receive electronic task requests and submit completion of their task via email to attorneys



FULL REPORT

Animal Care and Control

Marcia Mayeda, Director

JULY 8, 2021 (VIRTUAL VISIT)

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

- Implemented the Managed Intake and Enhanced Placement (MIEP) program which has been recognized nationally as best practices in animal welfare. MIEP provides alternatives to impoundment so pets can remain with their families or be placed into new homes without the need for admittance into animal care center (“resource centers”). Customer service has improved, the Department has seen significant reduction in employee overtime and supply costs as well as workplace injuries
- Prevention resources for pet owners considering relinquishing their pets (e.g., vouchers for medical care, medical grooming, food and supplies, or temporary boarding while pet owners seek new living arrangements). Also assisting pet owners experiencing homelessness or other serious but temporary situations, such as severe illness or domestic violence, by referring pet owners in need to resources for pet friendly housing, social services, free veterinary treatment, or free temporary pet boarding
- Engaging the community to resolve animal related issues. By changing the focus from being reactive and admitting animals with limited control to a proactive, intervention and resource focused community service agency

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

- Implementing appointment-based and curbside services to accommodate the need to admit, adopt, return, and foster animal while observing physical distancing and closure requirements
- Maintaining Mutual Assistance Agreements with other animal care and control agencies within and outside of the County as part of the Department’s emergency response



Arts & Culture

Kristin Sakoda, Director

FEBRUARY 24, 2021(VIRTUAL VISIT)

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

- The Department's three major policy platforms: Countywide Cultural Policy, Regional Blueprint for Arts Education, and Countywide Plan for Elevating the Arts as of Criminal Justice Reform Strategy. The Cultural Policy the first of its kind in the nation – requires all County departments to provide services, conduct internal operations, and operate facilities in a manner that supports cultural equity
- The Department's arts-based strategies and interventions to address civic and social issues, partnering with County departments to launch arts collaborations, and leveraging the arts as a cross-sector strategy to support County and Board priorities and policies
- Update on Technology Enhanced Arts Learning, a Productivity Investment Fund project, which trained educators on arts instruction in partnership with the Los Angeles County Office of Education

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

- Embedding artists in County departments under the Creative Strategist Artist-in-Residents program to develop creative, arts-based approaches to address civic issues
- Using data compiled by the Research and Evaluation division to identify and assess needs and gaps, build and share knowledge, and evaluate programs
- Collaborating with Parks and Libraries in areas of the County with the least arts programming
- Expanding the County's Grants Program, which supports arts and culture organizations that have been historically or are currently underfunded and under-resourced



[FULL REPORT](#)

Auditor-Controller

Arlene Barrera, Auditor-Controller

MAY 10, 2021 (VIRTUAL VISIT)

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

- The Department’s comprehensive Emergency Response Tracking (ERT) Program. The ERT was developed in partnership with the Chief Executive Office – Office of Emergency Management, Internal Services Department, and the Department of Human Resources to monitor COVID-19 financial, payroll and human resources costs from various data sources. The ERT has tracked approximately \$1.7 billion in COVID-19 related costs
- Collaborating with Treasurer and Tax Collector and Children and Family to create financial literacy seminars for foster youth. The Financial Literacy for Foster Youth program is part of the 2020 Chair’s Challenge to identify programs or strategies that demonstrate an innovative way the County is serving youth. The Department is finalizing the first module a video discussing a paycheck. Future modules will cover topics such as bank accounts, taxes, budgeting, and the importance of good credit scores
- Skilled Nursing Facility Dashboard created in partnership with the Department of Public Health to comply with California Department of Public Health requirements. The dashboard provides self-reported weekly information on the number of COVID-19 tests performed and persons diagnosed with COVID-19 at a skilled nursing facility

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

- Implementing the Early Warning System to ensure accuracy, prevent fraud and improve the timeliness to process vendor direct deposit applications
- Developed an Overtime Reporting Dashboard, which consolidates different reports, allows a broader and more flexible oversight of the data, and provides real-time data and analysis



Beaches and Harbors

Gary Jones, Director

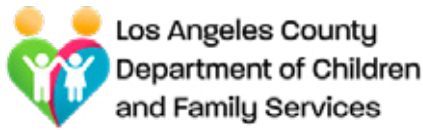
JULY 1, 2021 (VIRTUAL VISIT)

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

- Assisted Marina del Rey lessees and businesses during the pandemic. The Department worked with the visitors and convention bureaus, the lessees' association, restaurants, and beach concessionaires on a relief packet, including deferral of rents due, and opening parking lots and open space for businesses to expand dining space and operation outdoors. The Department also continued to offer community programming (e.g., drive-in movies, Beach Eats to Go!, summer concert series, July 4th fireworks, etc.) throughout the pandemic
- Water Awareness Training, Education and Recreation Program, including hiring of 21 new employees (Aquatics Manager, Lifeguard Specialist, and Lifeguard) exclusively for the program. The Department is partnering with the Department Children and Family Services, Probation, Parks and Recreation, and the University of California, Los Angeles on various activities and programming

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

- Distributing 45,000 trash bags to the public under the "pack in, pack out" program to reduce trash collected on the beach during the pandemic – so far trash collection has decreased by 16%
- Collaborating with various County departments on Board priorities (e.g., affordable housing policy, tenant protection policy, homeless initiative, anti-racism, diversity, and inclusion initiative, etc.)
- Implementing technology such as a new automated work order system, which works on mobile devices, and a property management system to track the Department's lease agreements



FULL REPORT

Children and Family Services

Bobby D. Cagle, Director

MAY 27, 2021 (VIRTUAL VISIT)

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

- The Department's efforts on homelessness, particularly its collaboration with the Los Angeles County Development Authority's Lease in Place program to provide permanent supportive housing and the Los Angeles Family Housing to implement a new housing program for child welfare involved families experiencing homelessness
- Update on Time2Connect (T2C) project, partially funded by the Productivity Investment Fund, which would streamline and improve visitation arrangements for over 1.3 million visits and standardize the process across regional offices. The Department-wide rollout of TC2 began in July 2021 and will conclude November 2021
- The National Association of Counties (NACo) recognized the Department's Child Abduction Web Application with a NACo Achievement award this year. The application was designed to save staff, particularly social workers, time in reporting and accessing child abduction information

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

- Applying Data-Driven Decision Making to determine if key departmental goals are being achieved, including use of a dashboard to track performance around safety and permanency, and the 4 Disciplines of Execution to set goals and improve behavior, performance, and outcomes
- Implementing the e-Filing system of court reports and delivery to legal advocates for timely submission during the early months of the COVID-19 pandemic when the Dependency Court was closed



Health Services

Dr. Christina Ghaly, Director

JUNE 16, 2021 (VIRTUAL VISIT)

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

- The Department served on the front line throughout the pandemic providing direct patient care in both inpatient facilities and outpatient care and led efforts around testing and vaccinating. Seventy five percent of Health Services employees have been vaccinated in house, with an additional 5,000 externally. The Department also performed 2.3 million COVID-19 tests
- The Department's goals of 1) Population Health/Value Based Care - provide patients with the services and support needed to enhance their long-term health and wellness: 2) Quality Patient Experience – improve service levels and clinical outcomes among patients accessing care: 3) Workforce – recruit, develop and support staff and managers achieve mission; and 4) Fiscal Sustainability – safeguard the Departments' long-term fiscal and organizational viability
- Update on the Department's Housing for Health Program, which is the coordinating agency for people experiencing homelessness in Los Angeles County. The COVID-19 response efforts included a vaccination program, surveillance testing program, quarantine/isolation program, and a food program. Since April 2020, the Department has managed up to 8 quarantine/ isolation sites and has served 6,508 participants to date. Two sites are currently in operation, which continue to provide a safe space for people to quarantine and receive services

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

- Collaborating with local, state and federal agencies to coordinate emergency preparedness planning activities for various healthcare providers (e.g., hospitals, skilled nursing facilities, community clinics, etc.) to address common and critical issues during the fall and winter COVID-19 surges
- Engaging a consultant to facilitate the Department's knowledge, fluency, and capacity in Equity, Diversity, Inclusion, and Antiracism (EDIA) concepts and processes



FULL REPORT

Human Resources

Lisa Garrett, Director of Personnel

MAY 26, 2021 (VIRTUAL VISIT)

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

- The Department's response to the COVID-19 pandemic, particularly the coordination and reassignment of approximately 50,000 County employees as Disaster Service Workers in partnership with 37 departments to work on pandemic-related projects and tasks
- The Department's effort to support other departments and the 44% of County employees working remotely. The Department served as the countywide lead in providing policy and guidance on telework. The Department also established the 24-hour Life Assistance Program, a 24-hour crisis and intervention program that offers services to employees and their families, and the DIALOGUE training series to address racism and the civil unrest events of 2020
- Update on the Hiring Innovation Project, which received a Productivity Investment Fund grant in 2018. The Department worked with a consultant to evaluate and make recommendations on the County hiring process in three major phases: Exam Phase, List Phase, and Onboarding Phase. The project included a holistic, end-to-end review of County hiring processes with a goal to identify efficiencies, enhancements and improvements

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

- County Training Modernization Project to upgrade the Sexual Harassment Prevention Training, configure an additional server to allow use of mobile devices to complete training, and train departmental staff to enable in-house updating of current online trainings
- Partnership with Udemy to offer over 5,000 classes to County employees, including curated classes – to date over 1 million minutes of learning have been completed

DEPARTMENT VISITS



FULL REPORT

LA County Library

Skye Patrick, Director

JULY 20, 2021 (VIRTUAL VISIT)

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

- The Department's efforts to bridge the digital divide during the pandemic, the Department utilized CARES Act funding and Board of Supervisors funding to obtain Chromebooks and hotspot devices and extended the WI-Fi network range at 36 library locations to cover the library parking lots, allowing the public to park and connect to free internet service 24/7
- Update on Volunteer Expansion and Management Program, funded by the Productivity Investment Fund, which expands and promotes the library volunteer program
- The Department's recent awards from the National Association of Counties Achievement Awards (19th Amendment Centennial Library Cards, Bridging Digital Divide Programs, Virtual Programming), the California Library Association PRExcellence Awards (Parent-Ade. Park and Connect), and the EBSCO John Cotton Dana Library Public Relations Award (Park and Connect)

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

- Collaboration with various County departments on Board-directed initiatives and priorities, including Alternatives to Incarceration, Anti-Racism, Diversity and Inclusion, homelessness, sustainability, mobility (Coworking Spaces Demonstration Pilot), and the digital divide
- Leveraging collaborative partnerships to serve the needs of the community – the Department of Public Health provided free flu shots at various library locations and the Department of Mental Health placed Mental Health Clinicians into several high-risk libraries



LOS ANGELES COUNTY
MEDICAL EXAMINER-CORONER
"Law and Science Serving the Community"

FULL REPORT

Medical Examiner-Coroner

Dr. Jonathan Lucas, Chief

SEPTEMBER 1, 2021 (VIRTUAL VISIT)

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

- The Department's role in public safety and public health, working collaboratively with related agencies to reduce preventable deaths, especially during the COVID-19 pandemic. In 2020, the Department investigated around 700 of the 25,000+ COVID-19 related deaths in the County. Concurrently, the Department saw a 26% increase in workload primarily due to drug dose deaths, suicides, natural deaths (COVID and non-COVID), and homicides
- The Department's critical role during the pandemic when hospital mortuaries were overwhelmed. The Department collaborated with the Department of Health Services and the California National Guard to assist the hospitals in transporting to and storing more than 1,000 decedents in temporary mobile morgue units
- Update on Department's Business Process Improvement (BPI) and Review – funded by the Productivity Investment Fund to review the Department's current workflow of a case file and recommend future workflows to improve service delivery. The BPI efforts resulted in thirty workflow recommendations and six programs to implement, including a new Case Management System to replace the 20-year-old legacy system

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

- Piloting the Genetic Genealogy Program party funded by the Productivity Investment Fund to validate genetic genealogy as a tool to identify human remains that presently have not been identified
- Establishing a Director of Quality Assurance Forensic Medicine position to direct and implement quality improvements with the Department



Museum of Art

Michael Govan, Director and CEO

APRIL 8, 2021 (VIRTUAL VISIT)

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

- The Los Angeles County Museum of Art (LACMA) reopened after a year of closure due to the COVID-19 pandemic. LACMA reopened its galleries to members on March 26 and to the general public on April 1, 2021 with six new exhibitions and two shows from 2020. During the closure, LACMA built LACMA @ Homes, a resource for the community to meaningfully engage with art. LACMA offered virtual arts education to thousands of students learning remotely, along with dozens of talks, gallery tours, music and film events, and performances, all available for free online. More than 400,000 people engaged with the museum through the platform
- The Museum's commitment to increasing diversity, equity and inclusion across its audience, programming, staffing, and leadership. LACMA creates programming that reflects diversity in all of its forms, engaging with audiences of all ethnicities and backgrounds, and developing ladders of opportunity for underrepresented populations to work in and shape the museum field. LACMA also continues to align the museum's work with the County's Advisory Committee for Cultural Equity and Inclusion and anti-racism policies

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

- Tracking Museum performance and audience engagement, which totaled more than nearly 630,000 people in 2020, to support efforts to broaden geographic access
- Working with teachers from across the County and the Museum's team of teaching artists to create a suite of digital and virtual arts education resources that are free and accessible to any school, teacher, or homeschooling parent of K-12 students that provide continuity of creative instruction while complying with continued distance learning

Natural History Museum

Dr. Lori Bettison-Varga, Director and President

NOVEMBER 1, 2021 (VIRTUAL VISIT)

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

- The Museum quickly pivoted towards alternative routes of community engagement, such as digital and virtual school programs, events, and summer camps to continue its overall mission to connect with the community and the world despite the challenges brought on by the pandemic
- Collaboration with Community partners on programs such as the Being Los Angeles Initiative, Your Story Matters, City Nature Challenge 2021, Adventures in Nature, Acorn Harvest at the Hart Museum, Filipino Welcome Day, and Marine Science Teen Interns/Expand LA
- The Department's digital infrastructure and strategies including showcasing online exhibitions, programs and festivals (e.g., Dino Hall Tours, Rise Up L.A.: A Century of Votes for Women, Spiky, Hairy, Shiny: Insects of L.A., etc.), enabling virtual school programs, launching the digital Naturalist (online magazine), providing robust storytelling, and transforming the overall mobile experience

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

- Launching a new website and mobile-friendly platform to launch new programs during the pandemic and enhance the County's image and service to the community (funded by the Productivity Investment Fund)
- Utilizing various tracking mechanisms such as the Galaxy ticketing system, social media imprints, web touch points, attendance metrics, admission, membership, visit satisfaction and peer institutional awards to collect and analyze data to enhance/improve the overall Museum experience



Public Works

Mark Pestrella, Director

JUNE 10, 2021 (VIRTUAL VISIT)

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

- The Department's priority efforts on delivering 21st century infrastructure, combatting homelessness, and reinvesting in the Department's workforce. That include (1) developing Infrastructure LA, a regional forum for strategic collaboration between the public and private sector aimed at building the next generation of infrastructure that advances sustainability, resilience, and equity in the Los Angeles region, (2) combatting homelessness by playing a major role in the construction of interim, transitional, permanent, and affordable housing for the homeless including the Restorative Care Village Project at LAC+USC Medical Center in Boyle Heights, a first-in-the-nation mental health and well-being campus dedicated to meeting the needs of the County's most vulnerable residents, and (3) leading a Department-wide Workforce Reinvestment initiative and strategies for recruitment, onboarding, training, and succession planning to become the employer of choice in the region
- Update on the Los Angeles River Master Plan and learning that the Plan and corresponding Program Environmental Impact Report is scheduled to be adopted by late 2021

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

- Implementing Public Service in Action, a weekly profile of Public Works employees providing services to the community or in support of an internal customer; this employee storytelling is aimed to support the agency's culture, boost morale, and keeping the workforce connected
- Providing a workplace where employees are valued and empowered to make a difference in an environment of respect, fairness, and understanding; the Department identified over 61 projects in Fiscal Year 2020-2021, that promotes a more supportive and inclusive work environment (e.g., learn how employees are coping during the pandemic)



FULL REPORT

Regional Planning

Amy J. Bodek, Director

JULY 22, 2021 (VIRTUAL VISIT)

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

- The Department's efforts on the Historic Preservation Program, particularly in identifying historical sites and landmarks of significance to the African American community. We are also pleased to learn of the Department's designation as a Certified Local Government in 2020
- Collaboration with other County departments on Board of Supervisors initiatives and priorities: Housing/Homelessness, Sustainability, Social Equity and Environmental Justice, Economic Recovery and County Revenue, Anti-Racism, Diversity, and Inclusion, and Wireless/Digital Divide
- Update on the Department's Unmanned Aircraft Systems (UAS) Program (drones) for land use planning purposes, partially funded by the Productivity Investment Fund. The Department purchased drones and certified UAS pilots. Using the drones, the Department assisted the Department of Parks and Recreation in conducting fire damage assessment from the 2020 Bobcat Fire at Devil's Punchbowl

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

- Consolidated two office suites and the related functions into a single floor – the workspace improvements are consistent with the County's new workspace modernization standards and allow for a more flexible work environment
- Implementing remote solutions for un-interrupted services (e.g., phone calls are routed to and answered by planners who telework from home, permit applications are submitted and reviewed online with online payment, virtual counseling appointments, computer network upgrades at field offices to accommodate increased digital case processing and online services, etc.)



Registrar-Recorder/County Clerk

Dean C. Logan, Registrar-Recorder/County Clerk

JUNE 7, 2021 (VIRTUAL VISIT)

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

- The Department's Voter Education Campaign to educate voters about the new voter experience and to inform voters of their options for voting safely during the COVID-19 Pandemic. The Department executed an extensive multi-lingual, multi-media campaign and engaged with experts in the media and communications industry to implement its Countywide media campaign titled Every Vote In. The campaign utilized various platforms to reach voters (e.g., print, radio, television, social media, digital bulletins, mobile billboards, etc.)
- Disaster Service Worker (DSW) Election Worker Program to staff/operate 791 Vote Centers. With 100% of County departments participating, the collaborative effort recruited 7,400 County employees to participate in the DSW Election Worker Program
- Congratulated the Department on two U.S. Election Assistance Commission Clearing House Awards, the only jurisdiction in the country to win two awards for Improving Accessibility for Voters with Disabilities: Flex Vote Center Program and Outstanding Innovations in Election Cybersecurity and Technology

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

- Enhanced public services through use of technology: online appointments, web-based requests for marriage licenses and marriage ceremonies, web-based phone operators, bot technology, and chat services
- Partnering with community organizations, advocacy groups, private companies, professional sports organization, school districts and the Board of Supervisors to deploy 791 Vote Centers, including 87 Flex Vote Centers, throughout the County during the 2020 presidential election, with 188 of those vote centers open for 11 days and 673 open for 5 days



[FULL REPORT](#)

Treasurer and Tax Collector

Keith Knox, Treasurer and Tax Collector

JUNE 14, 2021 (VIRTUAL VISIT)

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

- The Department's efforts during the pandemic to publish advertisements in multiple non-English newspapers, directing constituents to multi-lingual website statements and frequently asked questions to ensure impacted property owners were aware of tax relief available. The Department's media campaign ensured communities received information in their native language and directed them to your website to request a penalty cancellation due to economic impacts of the ongoing pandemic
- Operation Self-Service Initiative challenge was to find ways to shift routine taxpayer inquiries from the phones to the web, so the department could allocate limited resources more strategically. Operation Self-Service allowed property owners to find commonly requested information quickly on the new website through automated processes. Self-serve applications have assisted with common inquiries such as payment history, tax penalty cancellations, and requests for duplicate property taxes. During the pandemic, your penalty cancellation requests went from 2-3 thousand to over 49,000 requests online. Over 80% who requested a penalty cancellation have paid their taxes

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

- Implemented an application to process unsecured (personal) property tax payments online, by electronic check (eCheck) or major credit and debit cards, 24 hours a day, 7 days a week until the delinquency date. From March 2020 through March 2021, approximately 14% of the total current year of unsecured property tax payments were made online
- Developing a property tax management system that allows taxpayers with single or multiple parcels to create an account online and be able to pay taxes on those accounts more easily



34th PRODUCTIVITY & QUALITY AWARDS
OCTOBER 13, 2021

LEADING WITH *Excellence*



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



PRODUCTIVITY AND QUALITY AWARDS

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

The Board of Supervisors, Chief Executive Office, and Quality and Productivity Commission celebrated the 34th Annual Productivity and Quality Awards (PQA) as a virtual event—the first ever in the Commission’s history. The Master of Ceremonies was Ms. Naibe Reynoso, a multiple Emmy award-winning journalist from local Los Angeles television station LA36. The awards included appearances by the Board of Supervisors and the County’s Chief Executive Officer, Fesia A. Davenport. Supervisor Hilda L. Solis, First District, delivered a warm welcome to start off the program.

Two County programs that focused on responding effectively to the COVID-19 pandemic and an innovative digitization and records management program took home the prestigious Gold and Bronze Eagle Awards at the virtual ceremony.

Since 1987, the PQA program has honored thousands of achievements in service delivery, which deserve our recognition, especially during the COVID-19 pandemic. This year’s theme was “Leading with Excellence.” We applaud the innovation, creativity, efficiency, and enhancements in County services delivered to our residents. We also commend the County’s monumental—and heroic—response to the pandemic.

This year, the Commission received 147 applications from 34 County departments. These projects represent a commitment to excellence through empowerment, innovation, and quality services to the most vulnerable individuals in our communities. Supervisor Hilda L. Solis praised the efforts of the County workforce, and acknowledged their commitment to service excellence, their innovation and creativity, and their dedication to empowering solutions to complex problems. Cumulatively, these 147 winning projects are estimated to generate over \$1.5 billion in financial benefits to the County.

2021 PQA SUMMARY

NUMBER OF PROJECTS

147

PARTICIPATING DEPARTMENTS

34

TOTAL BENEFITS

\$1,500,000,000+

MESSAGE FROM 2021 PQA AD HOC COMMITTEE CHAIR



“The PQA showcased County creativity, initiative, and resourcefulness in keeping with the theme of Leading with Excellence.”

NICHELLE M. HENDERSON

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

In 2021, we witnessed County employees from all departments doing an extraordinary job meeting various challenges, especially in the face of the COVID-19 pandemic. The County workforce continued to serve communities in thoughtful and inventive ways, through collaborations and partnerships, and with respect and compassion.

The Commission’s 34th Annual PQA program—Leading with Excellence—was held on October 16, 2021. True to its mission of promoting innovation, the Commission held its first ever virtual PQA!

Each year, County departments submit their best projects to compete for the coveted Gold, Silver and Bronze Eagle Awards! The Commission also honors Department Heads, Productivity Managers and employees who play key roles in designing and implementing outstanding projects at the annual PQA ceremony.

The Commission received 147 entries across 34 departments representing more than \$1.5 billion in estimated annual benefit to the County. The 2021 Top Ten winners represent innovative ways to empower some of our most important—and most vulnerable—populations: military veterans, people experiencing homelessness, and children and families affected by the pandemic. These projects provided critical care and services during a most challenging time. Here are the winners:

2021 Top Ten Winners

1. Gold Eagle Award Winner - Emergency Expansion of Telework
2. Gold Eagle Award Winner - Predictive Modeling of the COVID-19 Pandemic
3. Bronze Eagle Award Winner - e-Personnel Digitization and Records Management
4. MHOAC COVID-19 Response
5. LA County COVID-19 Response for PEH
6. Sidewalk Service & Virtual Ventures
7. Outside the Wire: Transition Assistance Program
8. Managing Outbreaks for COVID-19 Pandemic Response
9. The Safe, Clean Water Program
10. LA: Regional Initiative for Social Enterprises

2021 Commission Special Awards:

1. Changemaker Award – Dean C. Logan - Voting Solutions for All People
2. Commissioners' Legacy Award – Managed Intake and Enhanced Placement
3. Community Inclusion Award – Angelenos in Action: We're all in this Together
4. County Image Enhancement Award – Why We Rise
5. COVID-19 Impact Award – Hilda L. Solis Care First Village
6. Customer Service Award – Outbound Text Campaign for Food Giveaway
7. Mega Million Dollar Award – Emergency Expansion of Telework
8. Outstanding Teamwork Award – TPI: Putting the Public Back in Public Safety
9. Performance Measurement Award – COVID-19 Analytics
10. Process Improvement Award – Public Works Pavement Management Program

On behalf of the Quality and Productivity Commission, a big 'THANK YOU' to our Department Heads and County employees for their dedication, compassion, and tireless service in 2021. Congratulations to all the winners! We are proud to be part of the County family.



COMMISSIONER NICHELLE M. HENDERSON
CHAIR
PRODUCTIVITY AND QUALITY AWARDS
AD HOC COMMITTEE

GRAND EAGLE AWARD WINNERS

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

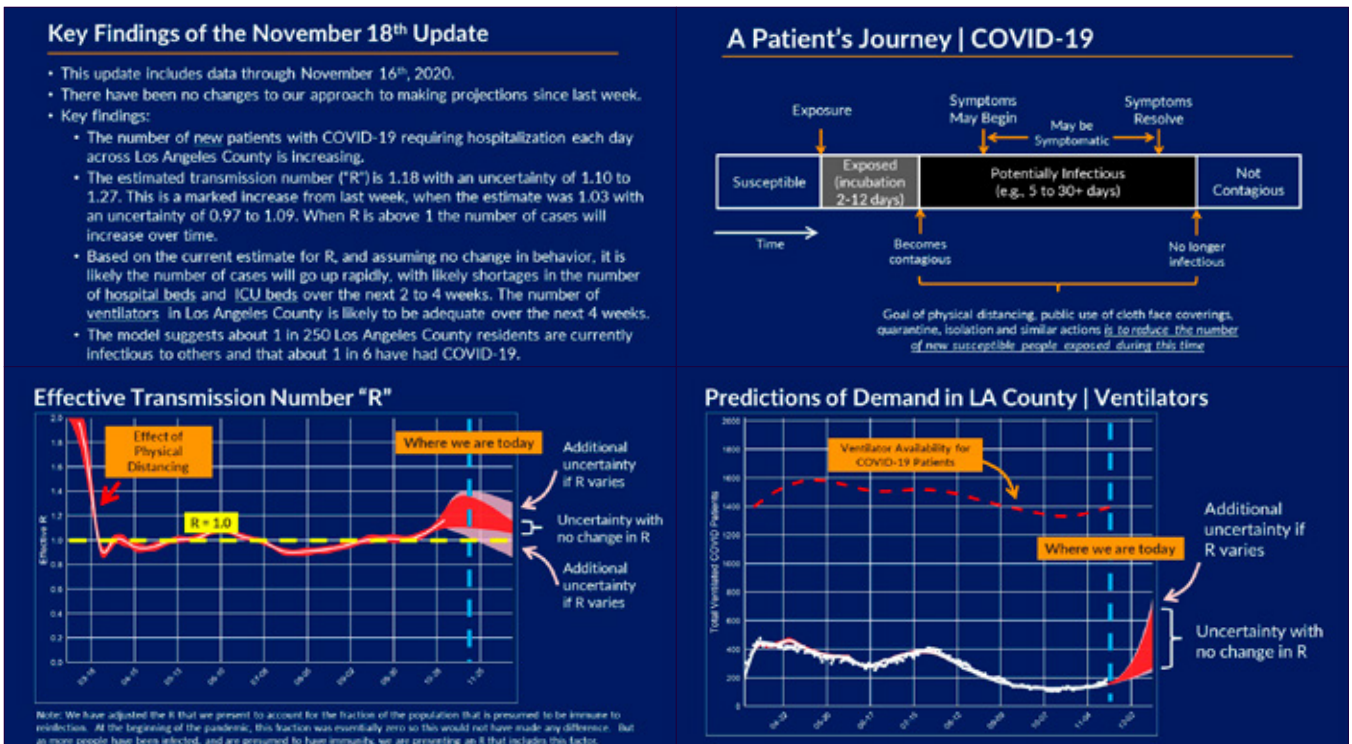
Gold Eagle Award Winner

Predictive Modeling of the COVID-19 Pandemic

Health Services (HSA and Emergency Medical Services Agency)
with Berry Consultants, LLC, Chief Executive Office, LA Care, Public Health,
and UCLA Departments of Biostatistics, Mathematics, and Statistics

The demand generated by the COVID-19 pandemic for acute hospital care, ICU care, ventilators, and morgue services in 2020 had the potential to exceed the available resources in Los Angeles County. An accurate forecast of demand for such services was needed to guide the deployment of available County and State resources, to inform public health policy decisions, and to communicate effectively with the public. A multidisciplinary team of collaborators was assembled from within and beyond the County to develop a sophisticated statistical forecasting model.

The team produced publicly posted, weekly COVID-19 activity and resource utilization forecasts from April 2020 to May 2021. The forecasts allowed the Department of Health Services to provide the public and news media with timely and accurate information about projected healthcare resource availability and serve as an early warning system for surges in disease activity. They made the implementation of mitigation strategies possible by reducing death and suffering caused by the pandemic in Los Angeles County.



Gold Eagle Award Winner

Emergency Expansion of Telework

Human Resources with Board of Supervisors, Executive Office, Chief Executive Office, Internal Services Department, and Regional Planning

The Los Angeles County Telework Program was initially created in 1989 and experienced low participation rates until March 2020. During the COVID-19 pandemic, to address the safety and health of both employees and the public, certain requirements of the Telework Program were lifted so that County departments could expedite the transition of employees to telework. As a result, the number of teleworkers soared from less than 5% to 44% of the County workforce by June 15, 2020.

Without formal guidelines or staffing in place, the Department of Human Resources moved quickly to lead and support County departments and employees as they addressed and overcame the challenges that accompanied the widespread implementation of telework. The Emergency Expansion of Telework led to the creation of formal protocols, which were issued in December 2020. From April 1, 2020 to March 31, 2021, among other benefits, County employees saved 211 million miles by not commuting to work, translating into a decrease of 85,204 metric tons of CO2 emissions. Additionally, the County saved \$2.9 million and avoided \$17.3 million in real estate leasing costs.



TOP TEN AWARD WINNERS

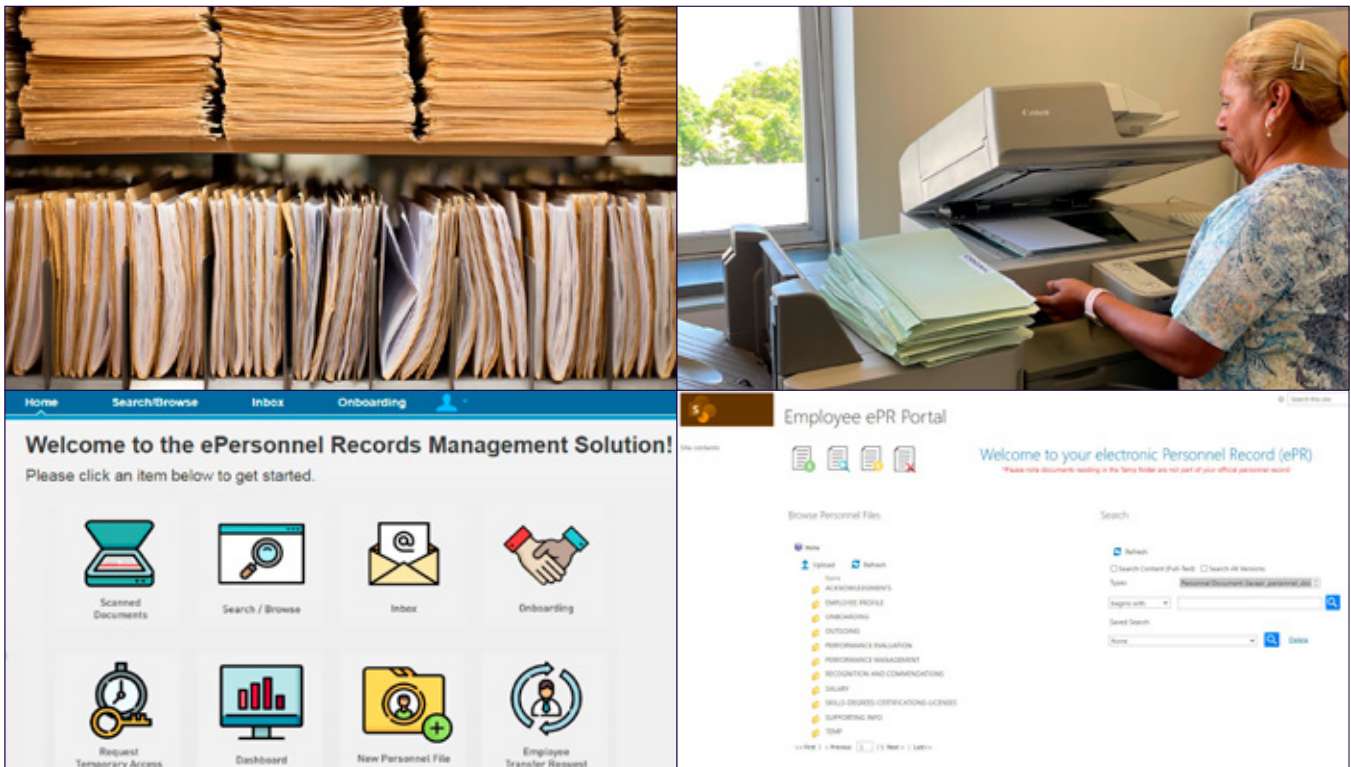
Bronze Eagle Award Winner

e-Personnel Digitization and Records Management

Human Resources with Internal Services Department and Registrar-Recorder/County Clerk

The Department of Human Resources, Registrar-Recorder/County Clerk and Internal Services Department developed and implemented the Electronic Personnel Digitization and Records Management (ePR) system, a central, online repository of Countywide personnel files and records. The system replaced the manual process of maintaining paper files with an automated central trusted system of electronic employee personnel records, providing real-time secure access to personnel records by employees, supervisors, and human resources staff as appropriate across the County.

The system is integrated with key County enterprise systems, providing real-time document access and updates as records are being finalized. The ePR system eliminates the need for physical storage and transportation, safeguards documents, provides recovery in the event of a natural disaster, and increases employee productivity by reducing manual processes. In addition, the system established a high taxonomy for all record types and is designed to adhere to standard retention policies in accordance with County polices.



MHOAC COVID-19 Response

Health Services (Emergency Medical Services Agency) with Chief Executive Office (Office of Emergency Management), Medical Examiner-Coroner, Mental Health, and Public Health

The Los Angeles County Medical and Health Operational Area Coordination (MHOAC) program COVID-19 Response involved the coordination of the response strategies to address the impacts of the pandemic to the medical system of the County. The medical system experienced various challenges at different phases of the pandemic. At the onset, a critical shortage of personal protective equipment was the biggest challenge. When community testing was being rolled out, testing operations became a challenge. As antiviral therapies became available, procurement, allocation and distribution of the pharmaceuticals needed to be addressed.

During the Fall 2020/Winter 2021 surge, ensuring that acute care facilities had adequate resources, including space, staff, and supplies to manage patients was almost insurmountable. Several hospitals were on the verge of implementing crisis care during the surge. The MHOAC response to the various challenges while facing daunting obstacles, saved the Los Angeles County medical system from the brink of a catastrophic disaster and ensured patients received the medical care they needed.



TOP TEN AWARD WINNERS

LA County COVID-19 Response for PEH

Health Services (Housing for Health) with Chief Executive Office (Homeless Initiative, Office of Emergency Management, and Real Estate Development), Internal Services Department, Los Angeles Homeless Services Authority, Los Angeles County Development Authority, Mental Health, Public Health, and Public Works

People experiencing homelessness (PEH) between the ages of 18 to 29 and 30 to 49 are respectively 13.7 and 4.6 times more likely to die from COVID-19 (COVID) than their housed age-matched peers. Coordinating and implementing the LA County COVID homeless response was a joint effort, and included the Los Angeles Homeless Services Authority (LAHSA), Health Services (Housing for Health), Mental Health, Public Health, and the Chief Executive Office (Homeless Initiative, Real Estate Development, and Office of Emergency Management Divisions).

Together, these agencies implemented specialized COVID Response Teams; developed testing, contact tracing, and outbreak management strategies for PEH; implemented infection control measures; distributed needed supplies; stood up a vaccination program for PEH; began a medical shelter program and expanded available interim beds; delivered meals to PEH; launched Project Roomkey and Project Homekey; created a workforce member care program; developed an in-home care giving program; and decompressed hospitals. Through these activities and the unprecedented coordination and collaboration between these agencies, the homeless population in Los Angeles County maintained a significantly lower COVID positivity rate than the general population throughout the pandemic.



Sidewalk Service & Virtual Ventures

LA County Library

When libraries closed in March 2020 due to COVID-19, the LA County Library (Library) quickly pivoted, developing digital and contactless services that enhanced and expanded communities' access to essential services. The Library launched a new Digital Library Card, allowing those without existing cards to access digital resources, like eBooks, music, movies, and classes. A new systemwide Virtual Programming strategy retooled under-utilized communication tools (Webex and YouTube) to deliver impactful and cohesive digital programs, like those conducted in person.

While these online services became a vital lifeline for customers, the Library also saw the need to serve those impacted by the digital divide. Sidewalk Service offered safe, contactless pickup at libraries, allowing customers to safely enjoy the Library's resources and services at home—particularly important for those who rely on libraries to connect to educational resources and economic recovery services. Together, these new models represent not just a quick and effective response to the pandemic, but a framework to continue the service delivery models into the future, increasing accessibility of Library services to all Los Angeles County residents.



TOP TEN AWARD WINNERS

Outside the Wire: Transition Assistance Program

Military and Veterans Affairs with U.S. Vets

Funded by a Mental Health Services Act grant through the California Department of Veterans Affairs (CalVet), Military and Veterans Affairs and U.S. Vets partnered in *Outside the Wire-Transition Assistance (OTW-TA)*, to provide counseling and case management services at local community colleges for veterans transitioning from military service to civilian communities.

The program offers post 9/11 veterans and their families fully coordinated, stigma-free prevention and early intervention services that address the root cause of military service reintegration problems, including homelessness, suicide, and other mental health conditions. It also includes services by Veteran Service Officers and peers with a whatever-it-takes approach to provide compensation, job training, education fee waivers, legal help, and other services.

Connecting with Veterans' service organizations is, in and of itself, a step toward mental health; veterans flourish when integrated teams organize mental health treatment with a family systems orientation. In the spirit of leaving no one "outside the wire" upon transition to civilian life, the OTW-TA program, located on 13 campuses in Los Angeles County, has enriched the lives of over 805 veterans and their families.

The collage features several images: a group of diverse people smiling outdoors; a person in a green shirt talking to a group of people; a person sitting at a desk with a laptop; and a group of people in a classroom setting. Text overlays on these images include 'INDIVIDUAL AND FAMILY COUNSELING', 'GROUP COUNSELING', 'CASE MANAGEMENT', and 'EDUCATIONAL WORKSHOPS'. The bottom left of the collage contains the 'U.S. VETS OUTSIDE THE WIRE' logo. The bottom right contains a 'Program Impact' section with four circular icons and their corresponding statistics: 2,177 veterans, families, faculty, community members engaged; 1,774 mental health counseling sessions; 304 benefits claims filed; and 184 veterans housed. A large yellow star is positioned in the bottom right corner of the collage.

U.S. VETS
OUTSIDE THE WIRE

U.S. VETS
OUTSIDE THE WIRE

Program Impact
July 1, 2019 –
June 30, 2021

- 2,177 veterans, families, faculty, community members engaged
- 1,774 mental health counseling sessions
- 304 benefits claims filed
- 184 veterans housed

Managing Outbreaks for COVID-19 Pandemic Response

Public Health

The Community Field Services Division in the Department of Public Health (DPH) established an Outbreak Management Branch (OMB) structure as part of Public Health’s coordinated response to the COVID-19 pandemic. The Division’s new operations were expanded with additional staffing and collaborated extensively with other DPH programs, such as the Acute Communicable Disease Control Program, Environmental Health, the Division of Chronic Disease and Injury Prevention, and the Office of Health Assessment and Epidemiology. Together, they developed new systems, such as data management infrastructure, quality assurance in outbreak investigation and management, and strengthened internal communications.

These strategies helped optimize COVID-19 outbreak management, which resulted in OMB managing over 5,600 COVID-19 outbreaks to date—which includes the surges experienced during the past winter 2020-21—and avoiding an economic loss burden estimated to be at least \$252 million from COVID-19.

Outbreak Management Process

Outbreaks Reported to DPH

The Outbreak
Acute Communicable Disease Control (ACDC) receives the report and sends to the Outbreak Management Branch (OMB) if it meets outbreak criteria

STEP 01

Initial Assessment
OMB will conduct an initial assessment to gather information

STEP 02

Site Visit
OMB will conduct a site visit in conjunction with other DPH Programs (i.e. Environmental Health (EH), Health Facilities Inspection Division (HFID))

STEP 03

OMB Guidance
OMB will provide recommendations, requirements, education, and connect the facility to additional resources (e.g. testing, vaccines) as needed

STEP 04

Monitor & Close
OMB, ACDC, EH, and HFID will continue to monitor the outbreak and follow-up as needed until the outbreak meets closure criteria

STEP 05

The infographic is accompanied by two photographs. The top photograph shows a group of five people (three women and two men) standing together indoors, smiling. The bottom photograph shows three women wearing face masks and lanyards, standing in front of a chalkboard.

TOP TEN AWARD WINNERS

The Safe, Clean Water Program

Public Works

The Safe, Clean Water (SCW) Program is one of the largest stormwater infrastructure implementation programs in the world, generating nearly \$280 million in revenue annually for multi-benefit investments across the Los Angeles region. Previously, the region was vastly underfunded to meet basic water quality regulatory provisions (needs exceeded \$10 billion), seeking solutions to ensure a resilient water supply, and in need of creative community enhancements.

The Program was developed through extensive engagement with politicians, stakeholders, and the public. It initiated a sea change, utilizing both new collaborations and new funding to address significant needs through meaningful projects and programs vetted through extensive public engagement and a robust governance structure. The SCW addresses multiple benefits—spanning water quality, water supply, and community enhancements—with an emphasis on disadvantaged communities and nature-based solutions. The SCW also fostered a paradigm shift that brought unprecedented regional collaboration with undisputable results. Visit the SCW websites at www.safecleanwaterla.org and <https://portal.safecleanwaterla.org/scw-reporting/map> for more information on the program.

<p>A new plan for L.A.'s water system would help to capture the billions of gallons of water we lose each year</p>  	<p>Total Water Supply in L.A. County</p>  <p>LOCAL WATER IMPORTED WATER</p> 
 <p>Rainwater should be captured. Not sent to the ocean.</p> 	 <p>MEASURE W SAFE CLEAN WATER PARCEL TAX</p> <p>TOXINS, TRASH, AND PLASTIC</p> <p>Stormwater is the #1 polluter of L.A. County waterways.</p>

LA: Regional Initiative for Social Enterprises

Workforce Development, Aging and Community Services with Chief Executive Office (Homeless Initiative), City of Los Angeles, and Roberts Enterprise Development Fund

Workforce Development, Aging and Community Services' (WDACS) Los Angeles: Regional Initiative for Social Enterprises (LA:RISE) is an innovative and collaborative partnership that unites the City of Los Angeles and the County of Los Angeles' Workforce Development systems with employment Social Enterprises (SEs) to assist those impacted by homelessness into the workforce. LA:RISE is funded by County Measure H.

In the LA:RISE model, Social Enterprises provide homeless, formerly homeless, and individuals at risk of homelessness with Transitional Subsidized Employment paired with wrap-around support and Barrier Removal Services. Simultaneously, the workforce development system works collaboratively with the SEs to provide participants career development, job training, employment assistance and intensive employment retention services. After expanding Countywide in 2018, there has been nearly 3,400 homeless individuals served, over 1,300 completing paid transitional employment, and nearly 1,400 placed in permanent jobs.



COMMISSION SPECIAL AWARDS

Changemaker Award

Dean C. Logan – Voting Solutions for All People

Registrar-Recorder/County Clerk

In 2009, Dean C. Logan, Los Angeles County Registrar-Recorder/County Clerk (RR/CC), embarked on an unprecedented effort to modernize the voting system in Los Angeles County, the nation's largest and most complex voting jurisdiction. This journey was not always smooth as there was no model to follow, regulations and policies were not conducive to the effort, and funding was not readily available. Historically, voting systems are developed to satisfy regulatory requirements and the needs of elections administrators; however, Dean C. Logan had a different vision that focused on the voters of the County.

Through the next decade, Dean C. Logan led the Department on a mission that would improve the voting experience for all voters from all walks of life, co-authored legislation to expand voting options, certified the first publicly owned voting system in the United States, and successfully implemented the County's new system—Voting Solutions for All People—in time for the 2020 presidential election cycle.



Commissioners' Legacy Award

Managed Intake and Enhanced Placement

Animal Care and Control

In response to the COVID-19 pandemic, the Department of Animal Care and Control (DACC) implemented the Managed Intake and Enhanced Placement (MIEP) programs. The programs have been so successful, they have been adopted as DACC's ongoing operational models for the future and have been recognized nationally as best practices in animal welfare.

MIEP provides alternatives to impoundment so pets can remain with their families or be placed into new homes without the need for admittance into animal care centers (ACCs). Enhanced placement provides expanded opportunities for placing unwanted pets into new homes, temporary foster homes, or with animal rescue groups. MIEP has resulted in a 51% decrease in the need to admit dogs and cats into the ACCs. Cats live releases have increased from 50% to 66% and dog live releases remain steady at 88%. Infectious disease in the ACCs dropped by 66% for cats and 53% for dogs. Customer service has greatly improved, new technologies have been implemented, and DACC has seen significant reduction in overtime and supply costs as well as workplace injuries MIEP is the "better normal" after the COVID-19 pandemic and has revolutionized how DACC serves the community.



COMMISSION SPECIAL AWARDS

Community Inclusion Award

Angelenos in Action: We're All in This Together

Public Health

Traditional public health surveillance relies on patient interactions with the healthcare system. COVID-19 complicated this surveillance, making it hard to monitor. The Department of Public Health's solution was to engage the community directly. The Department proposed an innovative approach to the Quality and Productivity Commission and received a Productivity Investment Fund grant for Angelenos in Action (AiA) to set up a network engaging volunteers from all over the County.

These volunteers received an automated weekly text asking about COVID-19 symptoms. To reach vulnerable populations, bilingual ads were released on Hip-Hop and Latino radio stations, as well as online African American newspapers. Due to this innovative system and a simple survey, the Department achieved a high community enrollment of 17,458 persons. While no follow-up occurs in AiA, the implications of the system are expansive, facilitating nearly real-time monitoring that complements existing systems. This approach requires fewer resources and costs less to develop and maintain than other traditional surveillance methods. Due to the success of AiA, other jurisdictions requested the Department share through webinars/workshops, as well as the conference for the Council of State and Territorial Epidemiologists.

ANGELENOS IN ACTION
BE LA'S HERO
Take action now for all the heroes in your life. Sign yourself and a loved one up for our confidential COVID-19 survey today.
Text @PROTECT to 833-228-3056.

ANGELINOS EN ACCIÓN
SEA EL HÉROE DE LOS ÁNGELES
Usted puede ayudar a detener la propagación del COVID-19 registrándose en la encuesta semanal confidencial de Los Ángeles. Envíe por mensaje de texto @PROTEGER al 833-228-3056.

ANGELENOS IN ACTION
WE'RE IN THIS TOGETHER
Together we can help slow the spread of COVID-19. Text @PROTECT to 833-228-3056 to take our weekly COVID-19 survey.

ANGELENOS IN ACTION MEANS: Protecting Our Communities
Our neighbors and friends are all impacted by COVID-19. There's a simple way to help.
Text @PROTECT to 833-228-3056 to sign up for LA County's COVID-19 text survey.

Angelenos in Action 7-day lagging average of symptoms
Date Reported: 06/15/21
Rate per 1000 Respondents

ANGELENOS IN ACTION
Percent Positive AA Respondents with CI per 1,000
Number of Reported Cases

County Image Enhancement Award

Why We Rise

Mental Health

The Los Angeles County Board of Supervisors unanimously declared May 2021 the “most important (Mental Health Awareness Month) ever” and confirmed support for Why We Rise (WWR), a campaign of the Los Angeles County Department of Mental Health.

A cornerstone of the WWR campaign is the transformative annual WE RISE initiative held during May, which encourages wellbeing and healing through art, connection, community engagement, and creative expression. Originally launched in 2018 and now in its fourth year, WE RISE 2021 featured a full month of COVID-safe, in-person and virtual experiences, including art installations, workshops, panels, performances, and outdoor community programs for children and families across all five Supervisorial Districts. In partnership with numerous County departments, WE RISE has been a source of connection, resources, and societal healing across Los Angeles County in response to the unprecedented national experience of a pandemic and long-standing social injustice. In doing so, WWR continues to ignite a growing movement to raise awareness for mental health, combat stigma, and advocate for accessibility, early intervention, and treatment. For more information, please visit werise.la.



COMMISSION SPECIAL AWARDS

COVID-19 Impact Award

Hilda L. Solis Care First Village

Public Works with First Supervisorial District, Chief Executive Office, County Counsel, Fire, Public Health, and Regional Planning

On December 3, 2019, Supervisor Hilda L. Solis authored a motion to direct the Chief Executive Office (CEO) and Department of Public Works to provide recommendations for an interim and/or affordable housing at the 1060 North Vignes parking lot, which was initially intended to serve as a staging area for the since cancelled Men's Central Jail Replacement Project. Soon thereafter, Governor Gavin Newsom issued a State of Emergency Proclamation due to COVID-19 on March 4, 2020. The need for housing for people experiencing homelessness was even more critical.

On September 29, 2020, the Board of Supervisors passed a motion to transform the parking lot into a 232-bed housing project for people experiencing homelessness in Los Angeles County that are most vulnerable to COVID-19. The Hilda L. Solis Care First Village was primarily funded by the CARES Act with an extremely short expiration date. The project was spearheaded by the First District and CEO and executed by the Department of Public Works for innovative construction approaches. The project demonstrated the County's commitment to allocating resources as rapidly and as cost-efficiently as possible to address housing insecurity and the mental and behavioral health needs of the most vulnerable residents in Los Angeles County.



Customer Service Award

Outbound Text Campaign for Food Giveaway

Public Social Services with First, Second, Third, Fourth, and Fifth Supervisorial Districts

At the onset of the COVID-19 Public Health Emergency, the Department of Public Social Services (DPSS) collaborated with the Los Angeles County Board of Supervisors (Board), LA Regional Food Bank, and other community organizations to coordinate food giveaway events for families in need. Per the LA Regional Food Bank, prior to the COVID-19 pandemic, 1 in 5 residents in Los Angeles County faced food insecurity. As a result of the economic recession caused by COVID-19, that number has soared. A recent report indicates that between April and May, roughly 1 in 4 people living in Los Angeles County dealt with an instance of food insecurity.

Through the delivery of text messages to approximately 2.5 million households, the Department was able to deliver critical information in both English and Spanish on local food distribution. The Board confirmed that the Food Giveaway Text Campaign strategy effectively reached people quickly and provided critical information on resources to the County's low-income residents during the ongoing COVID-19 pandemic. The outbound text campaign was deemed a success as large turnouts were reported at the food distribution sites and every box of food was given away.



COMMISSION SPECIAL AWARDS

Mega Million Dollar Award

Emergency Expansion of Telework

Human Resources with Board of Supervisors, Executive Office, Chief Executive Office, Internal Services Department, and Regional Planning

The Los Angeles County Telework Program was initially created in 1989 and experienced low participation rates until March 2020. During the COVID-19 pandemic, to address the safety and health of both employees and the public, certain requirements of the Telework Program were lifted so that County departments could expedite the transition of employees to telework. As a result, the number of teleworkers soared from less than 5% to 44% of the County workforce by June 15, 2020.

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Outstanding Teamwork Award

TPI: Putting the Public Back in Public Safety

Public Health with First and Second Supervisorial Districts, Arts and Culture, Health Services, Mental Health, Parks and Recreation, Probation, Sheriff, and Workforce Development, Aging and Community Services

The Trauma Prevention Initiative (TPI) invests in community safety solutions that center survivors and engage community members in public safety decision-making. TPI has been implemented in South Los Angeles since 2015 and includes Street Outreach and Community Violence Intervention, Hospital Violence Intervention, grassroots capacity building, and community leadership development strategies. TPI has fostered partnerships with Health Services, Mental Health, Parks and Recreation, Probation, Sheriff, Workforce Development, Aging and Community Services, and others to advance systems change and align services to support communities.

Between 2016 and 2020, violent crimes in two communities with ongoing community engagement infrastructure declined, showing promising early results. TPI's proactive and intentional countywide coordination facilitated critical COVID-19 response and support to communities hardest hit. TPI's approach improves police-community relations and creates safe spaces for prevention efforts to take root, addressing the epidemic of violence as a public health issue.



COMMISSION SPECIAL AWARDS

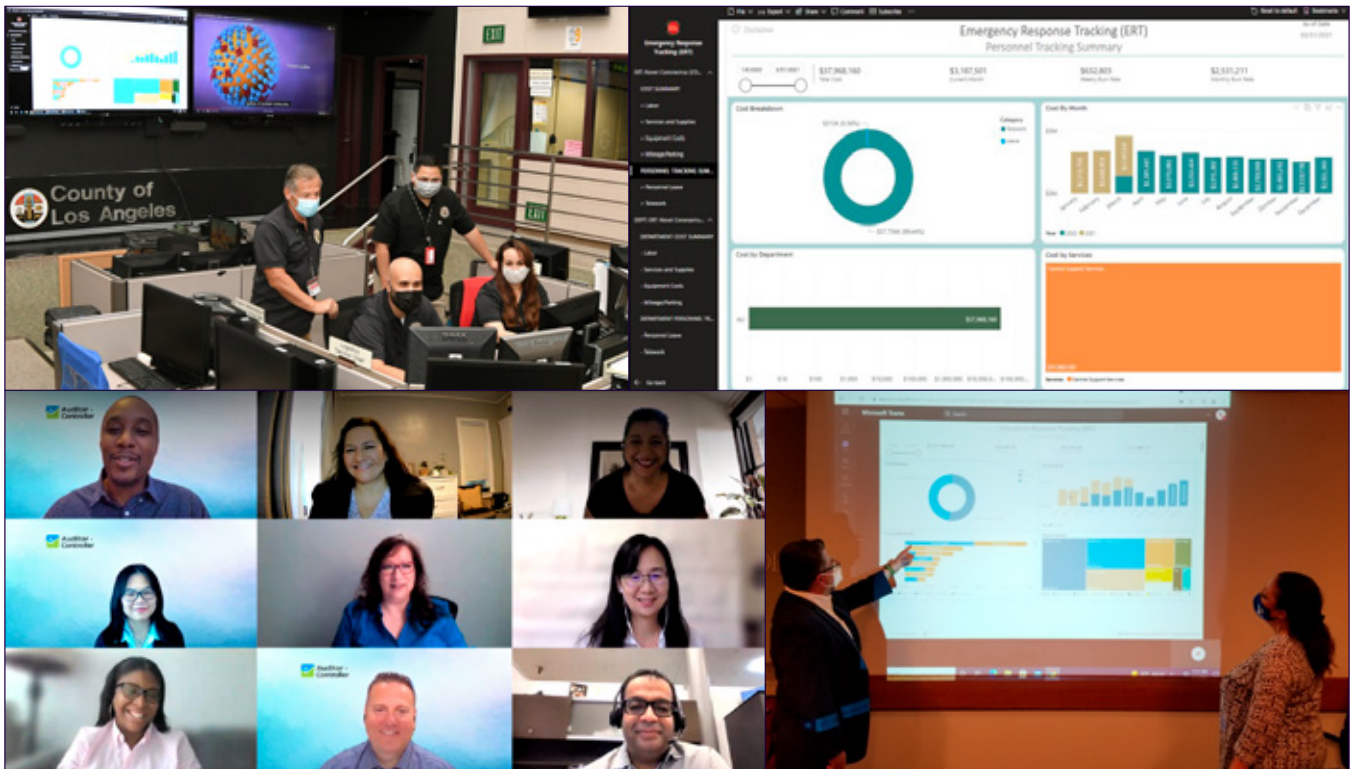
Performance Measurement Award

COVID-19 Analytics

Auditor-Controller with Chief Executive Office, Human Resources, and Internal Services Department

The Auditor-Controller in collaboration with the Chief Executive Office (Office of Emergency Management), Department of Human Resources and Internal Services Department developed COVID-19 Analytics to improve the County's comprehensive Emergency Response Tracking program. The COVID-19 Analytics is comprised of a series of central and departmental data analytics dashboards that monitor COVID-19 financial, payroll and human resources costs from various data sources, the digitization of employee records generated per pay period (over 35,000 employee timesheets, over 18,000 wage statements, and 2,700 mileage claims), including distribution of department detailed files consisting of over 400,000 expenditure and payroll transactions produced every pay period.

The COVID-19 Analytics provide County leaders the capability to assess the financial impact of the emergency through charts, graphs, and reports. Since May 2021, the COVID-19 Analytics have reported over \$1.8 billion in COVID-19 related costs, of which \$938 million were attributed to labor. To date, 46,281 employees have logged over 14.3 million labor hours to COVID-19 related activities.



Process Improvement Award

Public Works Pavement Management Program

Public Works

The Public Works Pavement Management Program (Program) achieved a high level of productivity and quality in delivering improved roads to the public. The Program implemented effective strategies to reduce costs and decrease project timelines including in-house project management, collaborative design processes, and streamlined construction contracting. The Program delivered 29 projects totaling \$47 million, using increased revenue from Senate Bill 1, Road Maintenance and Rehabilitation Account.

The Program had a strong focus on sustainability in alignment with the County's Strategic Plan Goals and utilized treatments that were both environmentally and economically sustainable. Using innovative technologies, including Cold-In-Place Recycling and Cold-Central-Plant Recycling, Public Works was able to reuse existing asphalt material in roadway rehabilitation. This resulted in an 80% decrease in energy usage, 79% savings in Greenhouse Gas emissions, and 37,113 cubic yard reduction in landfill deposits. Projects were executed with shorter design phases, fewer construction working days, and reduced construction impacts to the public. Utilizing these technologies resulted in a \$4.1 million cost savings when compared to traditional methods.



SPECIAL MERIT PLAQUE WINNERS

Special Merit Plaque Winners

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

Regional Partnerships for Small Business Recovery

Consumer and Business Affairs with Los Angeles County Development Authority

LAC+USC Transitional Hemodialysis Program

Health Services (LAC+USC Medical Center)

Safer at Home Oxygen Program

Health Services (LAC+USC Medical Center)

The Community Ambassador Network (CAN)

Mental Health with Public Social Services

Answering the Call: Contact Tracing in LA County

Public Health with Human Resources, LA County Library, and Workforce Development, Aging and Community Services

Critical Delivery Services

Workforce Development, Aging and Community Services

Great Plates Delivered Program Streamlining

Workforce Development, Aging and Community Services

LA Found – Project Lifesaver Pilot

Workforce Development, Aging and Community Services

Youth@Work Probation Camp to Community

Workforce Development, Aging and Community Services with Probation

TRADITIONAL PLAQUE WINNERS

Traditional Plaque Winners

Recognizes commendable achievements in public service

Improving Health Outcomes for Foster Youth

Board of Supervisors, Executive Office (Office of Child Protection)
with Children and Family Services, Health Services, Mental Health, and Public Health

Advanced Provider Response Unit (APRU)

Fire

COVID-19 Proning Team Project at Harbor-UCLA

Health Services (Harbor-UCLA Medical Center-Department of Clinical Quality & Safety)

Time is Tissue: Hot Foot Line Outcomes

Health Services (Rancho Los Amigos National Rehabilitation Center and LAC+USC
Medical Center)

Equity Empowers: iCount Redefines Library Service

LA County Library

DMH Outpatient Conservatorship Pilot

Mental Health

Covid-19 Contact Tracing Student Internship

Public Health (Children's Medical Services)

DPH COVID Information, Referral, and Vaccine Line

Public Health

Medical Therapy Program (MTP) Telehealth

Public Health

Great Plates Delivered

Workforce Development, Aging and Community Services

CERTIFICATES OF RECOGNITION

Certificates of Recognition

Recognizes projects deserving honorable mention

Community Impact Arts Grant Program and Evaluation

Arts and Culture

Women's Right to Vote Art Competition

Arts and Culture with Chief Executive Office (Women and Girls Initiative) and LA County Library

Employee Online Direct Deposit Authorization

Auditor-Controller with Internal Services Department

LA County's Celebration of the 19th Amendment

Chief Executive Office (Women and Girls Initiative) with Arts and Culture, LA County Library, Museum of Natural History, and Registrar-Recorder/County Clerk

Centralized Aid At The County Disaster Help Center

Consumer and Business Affairs with Workforce Development, Aging and Community Services

County Counsel Telework Program

County Counsel

Building Tomorrow's Fire Department

Fire

F.I.R.E.! Family Instructions for Rapid Escape

Fire

The HipPO (LACoFD Health Programs Office)

Fire

Critical Care for Most Vulnerable & COVID-19 Impact

Health Services (Integrated Correctional Health Services)

GAPP Gassing Awareness and Prevention Program

Health Services (Twin Towers Correctional Facility – Correctional Health Services)

ID Pharmacist Management of Restricted Antibiotics

Health Services (Olive View-UCLA Medical Center – Department of Pharmacy)

Institutional Rapid Recovery Protocol Outcomes

Health Services (Rancho Los Amigos National Rehabilitation Center)

LA County Remdesivir Allocation

Health Services (LA County EMS Agency)

CERTIFICATES OF RECOGNITION

LAC Health Homes Program: A Team-Based Initiative

Health Services (LAC+USC Medical Center)

OVMC Dept. of Medicine Reducing Readmission RATE

Health Services (Olive View-UCLA Medical Center)

Peritoneal Dialysis (PD) De Novo Inpatient Program

Health Services (Rancho Los Amigos National Rehabilitation Center – Nursing & Nephrology)

Pharmacy Reducing Errors with Medication Histories

Health Services (Olive View-UCLA Medical Center)

Post Anesthesia Fast Track for Efficiency of Care

Health Services (Olive View-UCLA Medical Center – Department of Anesthesiology)

Pre-Anesthesia Clinic Conversation to Telehealth

Health Services (Olive View-UCLA Medical Center – Department of Anesthesiology)

Provider Line Wait Time Reduction TTCF

Health Services (Twin Towers Correctional Facility – Correctional Health Services)

Quest Diagnostics' Invoice Validation Process

Health Services (Diagnostic Services/Finance)

Rancho Telesitter Remote Monitoring Outcomes

Health Services (Rancho Los Amigos National Rehabilitation Center – Nursing)

Rapid Telehealth Video Launch During COVID-19

Health Services

Ready, Set, Hike! Huddle Up to Protect Patients

Health Services (LAC+USC Medical Center)

Relieving the Burn: Pharmacists Improve Treatment

Health Services (Olive View-UCLA Medical Center Pharmacy)

TeamSTEPPS Implementation at Harbor-UCLA

Health Services (Harbor-UCLA Medical Center)

When Seconds Matter-Critical Care Transport Team

Health Services (Olive View-UCLA Medical Center – Department of Emergency)

CERTIFICATES OF RECOGNITION

Workforce Member COVID-19 Tracking
Health Services (Harbor-UCLA Medical Center)

Enhancing Countywide Employee Wellness
Human Resources

Investigations Case Management System
Human Resources with Internal Services Department

Video Interviewing
Human Resources

Countywide Online Telework Form Portal
Internal Services Department

Mask Makers: Library Skills Supply the Frontlines
LA County Library with Health Services (Rancho Los Amigos Rehabilitation Center)

DMH Help Line: Emotional Support & Veterans Lines
Mental Health

Probation Facilities Management System (PFMS)
Probation

AB109 Recidivism Data Analytics Project
Probation with Information Systems Advisory Board and Internal Services Department

AAIMM Village Fund
Public Health

AC/DC's New Single "Are you Ready?" Top Charts
Public Health

COVID-19 Contact Tracing Training Program
Public Health (Division of Organizational Development and Training)
with Workforce Development, Aging and Community Services

COVID-19 PPE Inventory Dashboard
Public Health

DPH-COVID-19 Isolation and Quarantine Legal Orders
Public Health with County Counsel

CERTIFICATES OF RECOGNITION

DPH Youth Advisory Council
Public Health

Infection Control Practices in Dental Settings
Public Health

Online Domestic Violence Awareness Training
Public Health with Human Resources

Personal Protective Equipment – Warehouse Team
Public Health

Testing Logistics Exemplifies Exceptional Teamwork
Public Health

Video Orientation for Substance Use Treatment
Public Health

ASH Telephone Hearings
Public Social Services

DPSS Public Website
Public Social Services

Facilitating Benefit Access at PRK Sites
Public Social Services with Los Angeles Homeless Services Authority

IHSS Provider On-Line Orientation (POLO)
Public Social Services

IHSS Video Conference Assessment
Public Social Services

Processing Benefits Applications During COVID-19
Public Social Services

Implementation of Cloud-Based Call Center Platform
Registrar-Recorder/County Clerk

The IT Enterprise Command Center (ITECC)
Registrar-Recorder/County Clerk with Internal Services Department

CERTIFICATES OF RECOGNITION

Vote Center Wait-Time Tracker
Registrar-Recorder/County Clerk

VSAP Mobile Vote Center Program
Registrar-Recorder/County Clerk

LACOURTCONNECT – Remote Appearances
Superior Court

Remote Courtroom Hearings
Superior Court

Superior Court & DCFS Juvenile Dependency e-Filing
Superior Court with Children and Family Services

Empowering Taxpayers with Operation Self-Service
Treasurer and Tax Collector

Going Once, Twice, Sold Online to Highest Bidder!
Treasurer and Tax Collector

Adult Protective Services Mobile Teams
Workforce Development, Aging and Community Services

Adult Protective Services PPE Kit Project
Workforce Development, Aging and Community Services

APS Home Safe: Homeless Prevention Program
Workforce Development, Aging and Community Services

APS Homeless Initiative Strategy D5 Pilot Program
Workforce Development, Aging and Community Services

APS Law Enforcement Liaison Program
Workforce Development, Aging and Community Services

APS Wellness/Virtual Calls
Workforce Development, Aging and Community Services

CalFresh Expansion
Workforce Development, Aging and Community Services with Public Social Services

CERTIFICATES OF RECOGNITION

CDS Emergency Food Boxes (EFBs)

Workforce Development, Aging and Community Services

COVID Emergency Food Call Center: Aging Nutrition

Workforce Development, Aging and Community Services

COVID-19 Drive-Thru/Contactless Service Delivery

Workforce Development, Aging and Community Services

Data Dashboards for Data-Driven Decision Making

Workforce Development, Aging and Community Services

Elderly Nutrition Program Plus

Workforce Development, Aging and Community Services

Foster Youth Automated Referral System

Workforce Development, Aging and Community Services with Children and Family Services

Nutrition Customer Service – A Response to COVID-19

Workforce Development, Aging and Community Services

Re-imagining Family Caregiver Support Programs

Workforce Development, Aging and Community Services

Virtual Aging Mastery Program During the Pandemic

Workforce Development, Aging and Community Services

CERTIFICATES OF RECOGNITION (COVID-19 PROJECTS)

How to Use Data When Reopening
Arts and Culture

DHS Laboratories' Response to the Pandemic
Health Services (Diagnostic Services)

LAC+USC COVID Vaccine Clinic
Health Services (LAC+USC Medical Center)

Nursing Specialty Skills Survey and Dashboard
Health Services with Internal Services Department

Payroll Payment Reconciliation Audit Automation
Health Services (Financial Operations Division)

Vaccinating DHS Healthcare Heroes and Patients
Health Services

Healthy Stores Refrigeration Program (HSRP)
Internal Services Department

A Commitment to Keep LA County Dining
Los Angeles County Development Authority
with Consumer and Business Affairs and Internal Services Department

County Care(s) for Childcare Providers
Los Angeles County Development Authority with Consumer and Business Affairs
and Public Health

Rent Relief: Keeping the American Dream Alive
Los Angeles County Development Authority with Chief Executive Office

COVID-19 Safety Compliance Certificate Program
Public Health

Health Facilities Inspection - COVID Response Team
Public Health

LA County DPH - #Every10Minutes
Public Health

LACDPH COVID-19 Schools Technical Assistance Team
Public Health

Liaison in the Time of COVID
Public Health

CERTIFICATES OF RECOGNITION (COVID-19 PROJECTS)

Mobilizing Peer Outreach During COVID-19

Public Health

Partnering to Vaccinate Hard Hit Communities

Public Health

Preparation of a New COVID-19 Outbreak Workforce

Public Health

Vaccinating Healthcare Workers and SNFs

Public Health with Health Services

Secure Telework Initiative

Public Social Services with Internal Services Department

Virtual GROW Orientation

Public Social Services

DSW Election Worker Program

Registrar-Recorder/County Clerk with County Counsel,
Human Resources, and Chief Executive Office

Every Vote in Media Campaign

Registrar-Recorder/County Clerk

Safe Presidential Election Plan

Registrar-Recorder/County Clerk with Public Health

Remote Court Phone Operators

Superior Court

CARES Pandemic Relief Employment Program (PREP)

Workforce Development, Aging and Community Services with Chief Executive Office,
Los Angeles Homeless Services Authority, and Public Health

LA County COVID 19 Humanitarian Jobs Project

Workforce Development, Aging and Community Services

Personal Protective Equipment (PPE) Unite

Workforce Development, Aging and Community Services

WDACS PPE AAA PPE Distribution

Workforce Development, Aging and Community Services

Youth @Work PPE Assembly

Workforce Development, Aging and Community Services

COMMISSION CHAIR LEADERSHIP AWARD

Dr. Barbara Ferrer

Director, Department of Public Health

Each year, the Commission recognizes a leader within the County. This individual is a Department Head who leads by example and carries out the mission and vision of their organization.

This year's recipient is **Dr. Barbara Ferrer**, Director of Public Health.

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

Our honoree is a nationally known leader with over 30 years of professional experience as a philanthropic strategist, educational leader, researcher, and community advocate.

She has a Bachelor of Arts in Community Studies from U.C. Santa Cruz, a Master of Arts in Education from the University of Massachusetts, Boston, a Master of Arts in Public Health from Boston University, and a Ph.D. in Social Welfare from Brandeis University.

She has held various leadership positions at the Massachusetts Department of Public Health, including Director of Health Promotion & Chronic Disease Prevention, and Director of the Division of Maternal & Child Health. She also served as a Headmaster at a district high school in Boston.

Currently, she is the Director of the Department of Public Health, which protects health, prevents disease, and promotes equity and well-being among the County's 10 million residents, and she has worked non-stop as well as being the face of the county on COVID issues for the last year and a half.



“I have an amazing team here at the Department of Public Health, and obviously this amazing County family. So, this is for everyone – for all the leadership and for confronting all of the challenges. But mostly, with deep gratitude, for people’s kindness. There’s been an incredible amount of generosity and support and I’m grateful for that and I’m grateful for all of you in our county family. I feel like I’ve worked with the best team ever and I cannot thank you enough for your work over the past 20 months.”

DR. BARBARA FERRER

PRODUCTIVITY MANAGER OF THE YEAR

Arman H. Depanian

Department of Children and Family Services

Selection of the “Productivity Manager of the Year” is based on participation in the Commission’s programs, promotion of quality and productivity with the individual’s department and across the County and demonstrated leadership within the Productivity Managers Network (Network). The Commission selected **Arman Depanian**, Productivity Manager, Department of Children and Family Services (DCFS), as the 2021 Productivity Manager of the Year.

Arman H. Depanian began working in the DCFS in October of 2015. He currently oversees management of Contract Accounting operations. He ensures that all DCFS contracted agencies are paid for the services they provide, and that payments are processed accurately in compliance with the terms and conditions of each contract. He concurrently serves DCFS as the Department’s Productivity Manager. On January of 2016, he was appointed to the functional role of Productivity Manager and directed to serve as a liaison between DCFS and the Quality and Productivity Commission. As Productivity Manager, he works to help the Department promote, support, and facilitate programs that increase quality, efficiency and effectiveness of County activities and public service.

As Productivity Manager, his service to the QPC includes participating in their Productivity Investment Board (PIB) Advisory Committee, Leadership Conference Committee, and Strategic Learning Committee. Currently, he serves as both Chair of the Productivity Manager’s Network and Co-Chair of the PIB Advisory Committee.

Mr. Depanian was born and raised in Los Angeles and can speak/write in Armenian. He attended Glendale Community College prior to transferring to the University of California, San Diego (UCSD). As a student, he did volunteer work interning for the Ministry of Foreign Affairs in Armenia and Amnesty International in Washington D.C. He graduated from UCSD with Honors in 2005 majoring in History, with a minor in Law and Society.”

In the current health landscape, he enjoys reconnecting with friends via video games and bolstering his collection of at-home exercise equipment.



“I want to thank the Quality and Productivity Commission, and my Executives, for allowing me the privilege of service as DCFS’ liaison to the QPC.

I’m grateful for the opportunity to work with my peers within the Productivity Manager’s Network, and to participate in efforts that elevate public service to the residents of LA County. It’s truly an honor to receive this award and the Commission’s recognition.”

ARMAN H. DEPANIAN

MESSAGE FROM CHAIR OF THE PRODUCTIVITY MANAGERS' NETWORK

“It has been an exceptional privilege to serve the Productivity Manager’s Network as Chair in 2021. I’m humbled by my colleagues’ vote of continued confidence and look forward to ongoing collaboration with all members of the Executive Committee.”

ARMAN H. DEPANIAN



It has been my ongoing privilege to work with the Productivity Managers' Network (Network) in 2021 as their re-elected Chair. It was also a pleasure to continue working with my colleagues in the Executive Committee. Although this Committee had to pull together to operate in a difficult health landscape, they successfully rallied and promoted the Quality and Productivity Commissioner's mission and vision throughout this year.

2021 presented extraordinary challenges for the Commission, Departments, and Productivity Managers. We all continued to grapple with evolving consequences of the pandemic, pushing our capacities to their limits. But despite these challenges, the Network showed its resilience and commitment by collaborating with the Commission to promote efforts for adapting to evolving circumstances and doing their part to minimize disruption to the County's efforts to serve the public.

Those privileged with being selected by their Departments to serve the functional role of Productivity Manager do so in addition to continuing with the regular duties assigned to their classification. I would like to acknowledge that this has meant many of the PMNs have had to go beyond the scope of their regular duties to liaison between their Department and the QPC to create a more effective work system, collaborative work structure and development of solutions

that address operational concerns, whether they pertain to logistics, funding, or modification of long standing practices. For this service, and for my peers' continued willingness to support the Executive Committee's efforts – Thank you.

The Network elected another solid slate for its Executive Committee in 2022. Congratulations to our 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 Michelle Jiang (Consumer and Business Affairs)
- Training and Education Co-Chairs – Jennifer Coultas (Child Support Services Department) and Keisha Belmaster Health Services, Harbor-UCLA Medical Center)
- 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 2022.



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

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.

In 2020, the PQA was cancelled for the first time in 33 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 2021. You are all deserving of the Gold Eagle Award! We are proud to be part of the County family.



PRODUCTIVITY MANAGERS' NETWORK

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

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

2021 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

2021 LEADERSHIP CONFERENCE

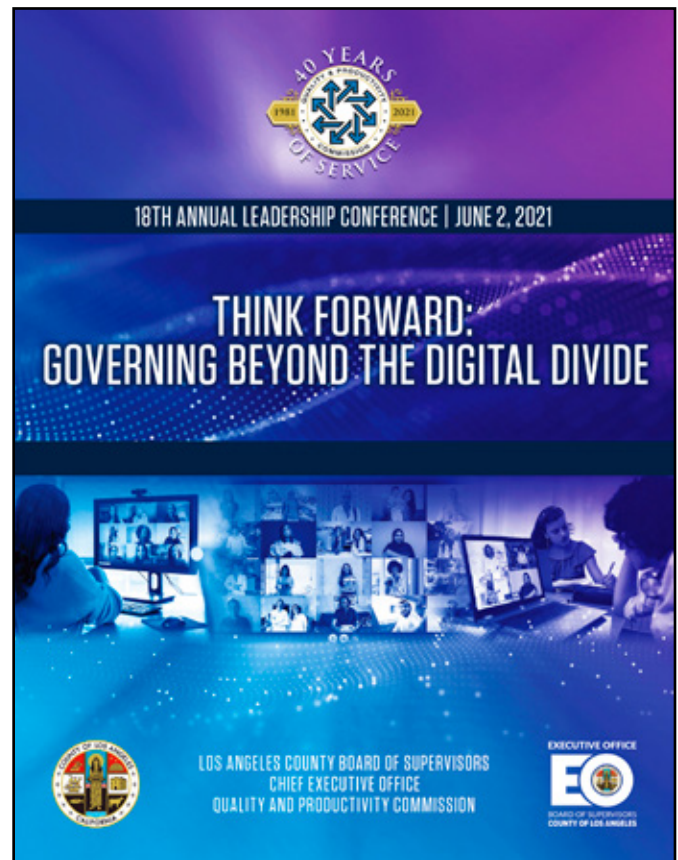
“THINK FORWARD: GOVERNING BEYOND THE DIGITAL DIVIDE”

The Quality and Productivity Commission (Commission) virtually hosted the 18th Annual Leadership Conference on Wednesday, June 2, 2021 via the Zoom platform. This year’s theme was “Think Forward: Governing Beyond the Digital Divide.” The Annual Leadership Conference is jointly sponsored by the Board of Supervisors, Chief Executive Office, and the Quality and Productivity Commission.

Commissioner Will Wright served as this year’s Leadership Conference Ad Hoc Committee Chair and also as the Master of Ceremonies during the Conference. He welcomed over 200 attendees to the first virtual Leadership Conference. The event served as a forum on the digital divide and its impact during the COVID-19 pandemic and highlighted how governments can address the issue “in order to ensure that interactions are inclusive and equitable for County employees and residents.”

The Keynote Speaker was Los Angeles County’s (County) Chief Executive Officer, Fesia Davenport. She presented on the digital divide and emphasized that the disparity is more than about those who have computers versus those without; rather, the topic is about who can benefit from bridging the divide. This bridge would be supported by equitable access to broadband connections and related resources, and adequate security and privacy for all users of digital technology. In short, the goal is to bridge the divide and provide equal access and opportunity to use digital resources for all! Following Ms. Davenport’s presentation, the County’s Chief Information Officer, William Kehoe, facilitated a Q&A and covered topics ranging from broadband access, digital literacy, provision of digital devices, challenges/solutions, and identifying the critical needs of the community.

To read the full article, please [click here](#).



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

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


Examples of these practices include:

- Using available technology in new ways
- Leveraging Private sector business practices
- Collaborating with Others to deliver improved services
- New ways to deliver service




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>



County of Los Angeles

Quality and Productivity Commission



Shared Practices

2021 Report

CATEGORIES

Using Available Technology In New Ways

Leveraging Private Sector Business Practices

Collaborating With Others to Deliver Improved Services

New Ways to Deliver Service

COMMISSION CHAIR LEADERSHIP AWARD RECIPIENTS

(past five years)

Dr. Barbara Ferrer

Department of Public Health – 2021

Sachi A. Hamai

Chief Executive Office – 2019

Lisa M. Garrett

Human Resources – 2019

John Naimo

Auditor-Controller – 2018

Steven J. Golightly

Child Support Services - 2017

Kurt E. Floren

Agricultural Commissioner/Weights and Measures – 2016

Sheryl L. Spiller

Public Social Services - 2015

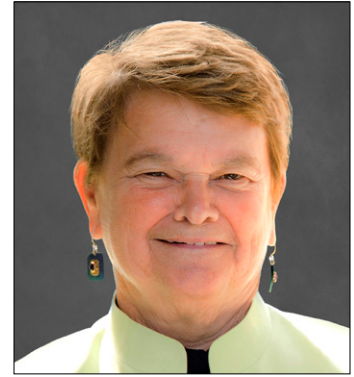
COUNTY OF LOS ANGELES
BOARD OF SUPERVISORS



Holly J. Mitchell
Supervisor, 2nd District



Hilda L. Solis
Chair
Supervisor, 1st District



Sheila Kuehl
Supervisor, 3rd District



Janice Hahn
Supervisor, 4th District



Kathryn Barger
Supervisor, 5th District

CHIEF EXECUTIVE OFFICE

**EXECUTIVE OFFICE
BOARD OF SUPERVISORS**



Fesia A. Davenport
Chief Executive Officer



Celia Zavala
Executive Officer



QPC.LACOUNTY.GOV