

THE 27TH ANNUAL PRODUCTIVITY AND QUALITY AWARDS PROGRAM  
OCTOBER 16, 2013



*Saluting*  
COUNTY EXCELLENCE



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

COUNTY OF LOS ANGELES QUALITY AND PRODUCTIVITY COMMISSION



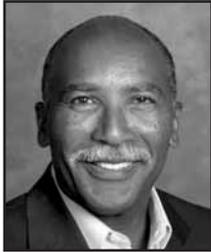
Edward McIntyre  
*Chair*



Rodney C. Gibson  
*2nd Vice-Chair*



Jaclyn Tilley Hill  
*Chair Emeritus*



Walter Allen



Jacki Bacharach



Viggo Butler



Marshal Chuang



Evelyn Gutierrez

*In Memoriam*



Nancy G. Harris



Algird G. Leiga  
*March 25, 1933–August 2, 2013*



Patricia D. Johnson



J. Shawn Landres



Huasha L. Liu



Gerald Nadler



William Sullivan



Bud Treece



William C. Waddell



Joseph P. Wetzler



Victoria Pipkin-Lane  
*Executive Director*



Mary Savinar  
*Program Manager*



Laura Perez  
*Program Support*



PERFORMING ARTS CENTER OF  
LOS ANGELES COUNTY  
135 NORTH GRAND AVENUE  
LOS ANGELES, CA 90012

## Menu

### *Salad*

Compressed Salad of Faro and Braised Endive with Radicchio,  
Goat Cheese, Almonds, and Rehydrated California Golden Raisins

Served with Baguette, Flat Bread and Grissini

### *Entrée*

Braised, Mesquite Smoked Bone-in Short Rib, Espresso  
Agro Dulce, Parmesan Polenta Cakes, Five Onion Chard

or

Seasonal Grain with Grilled and Etouveed Vegetables  
and Goat Cheese Mousse (Vegetarian)

### *Dessert*

Triple Chocolate Mousse Cake  
Caramel Sauce, Crème Brulee Center, Hazelnut Crisp, Flourless Chocolate Cake

Fresh Brewed Coffee (regular and decaffeinated) and Paradise Iced Tea



## Program

### **Welcome**

**Jennifer Coultas**, *Chair, Productivity Managers' Network*  
**Emma Ayala**, *Productivity and Quality Awards Chair*

### **Honor Guard**

**Fire Department**

### **Pledge of Allegiance**

**Shaunte Crosby**, *Petty Officer First Class*  
*United States Navy Reserves*

### **National Anthem**

**Fire Fighter Paramedic Humberto Agurcia**  
*Fire Department*

### **Invocation**

**Varun Soni, Ph.D.**, *Dean of Religious Life*  
*University of Southern California*

### **Mistress of Ceremonies**

**Pat Harvey**, *Anchor-Reporter*  
*KCBS/KCAL*

### **Lunch**

### **Welcome and Opening Remarks**

**Commissioner Edward T. McIntyre**, *Chair*  
*Quality and Productivity Commission*

**William T Fujioka**  
*Chief Executive Officer*

### **Supervisors' Message**

**Supervisor Mark Ridley-Thomas**, *Chairman*  
*2nd District*

**Supervisor Gloria Molina**  
*1st District*

**Supervisor Zev Yaroslavsky**  
*3rd District*

**Supervisor Don Knabe**  
*4th District*

**Supervisor Michael D. Antonovich**  
*5th District*

### **Presentations**

**Commission Chair Leadership Award**  
**Productivity Managers' Network Award**  
**Commission Special Awards**  
**Commission Top Ten Awards**  
**Commission Eagle Awards**

### **Closing Remarks**

**Commissioner Edward T. McIntyre**, *Chair*  
*Quality and Productivity Commission*

## Commission Special Awards

**Best Application of Technology** Shows a significant service quality or productivity improvement from the use of recent technological advances

- **The Power of Mobility** Human Resources with Internal Services Department..... 11

**Best Service Improvement Award** Recognizes best improvement in service

- **Customer Service Center** Public Social Services ..... 12

**Best Teamwork Award** Reflects application of the most innovative and creative cooperation between agencies or departments and/or agencies, or across County functions

- **Stopping Hate and Delinquency by Empowering Students** Los Angeles Superior Court with District Attorney, Probation, and Simon Wiesenthal Center Museum of Tolerance ..... 13
- **Parents as Partners: Growing Stronger Families** Public Library with Mental Health, Parks and Recreation, and Probation ..... 14

**Commissioners’ Memorial Award** Shows a commitment to program quality and productivity excellence (in memory of former Commissioners Arthur Gutenberg, Sara Stivelman, Robert Silberman, Ernest J. Friedman, Clayton Anderson, Raymond Hemann, and Algird Leiga who served with distinction)

- **Promotores de Salud Mental** Mental Health ..... 15

**County Image Enhancement Award** Promotes a positive image of County employees

- **Forces of Nature** Parks and Recreation..... 16

**Mega Million Dollar Award** The top program reporting the most cost savings, cost avoidance, or revenue generated

- **MDR Maintenance Dredging and Beach Nourishment** Beaches and Harbors..... 17

**Performance Measurement Award** Recognizes successful systems of measurement in delivering quality services

- **DCFS Data Dashboard of Performance Measurement** Children and Family Services with Internal Services Department..... 18

**Personal Best Award** Recognizes an innovative and creative individual achievement

- **Enhanced Solar Power Installation Fees/Procedures** Mostafa Kashe, Public Works..... 19

**Plain Language Award** Recognizes a project that best exemplifies the benefits of Plain Language

- **Zoning Enforcement in Plain Language** Regional Planning ..... 20

**Productivity Enhancement Award** Recognizes a project that improves efficiency, promotes effectiveness, and shows increased productivity in the workplace

- **Business Filing and Registration/Lean Six Sigma Partnership** Registrar-Recorder/County Clerk ..... 21

## Commission Top Ten Awards

- **Reducing Canine Euthanasia through Partnerships** Animal Care and Control ..... 23
- **Digital Annual Report – Educating Residents Online** Chief Executive Office ..... 24
- **eComplaints – Online Intake and Case Management** Consumer Affairs with Internal Services Department ..... 25
- **Reduction of Healthcare-Associated Infections** Health Services ..... 26
- **Stopping Hate and Delinquency by Empowering Students** Los Angeles Superior Court with District Attorney, Probation, and Simon Wiesenthal Center Museum of Tolerance ..... 27
- **Prevention and Early Intervention Veteran System Navigator** Military and Veterans’ Affairs with Mental Health ..... 28
- **Forces of Nature** Parks and Recreation..... 29
- **E-contract Management Encounter Billing System** Public Health..... 30
- **Parents as Partners: Growing Stronger Families** Public Library with Mental Health, Parks and Recreation, and Probation ..... 31
- **Sustainable Pavement Treatment for County Roads** Public Works ..... 32



## Message from the Chief Executive Officer William T Fujioka

**I**t is my pleasure to join with the Board of Supervisors and the Quality and Productivity Commission in “Saluting County Excellence” at the 27th Productivity and Quality Awards, a premier recognition ceremony in the County.

We honor project team members, whose innovative and efficient initiatives improve County services and enhance employee productivity. Many of these projects have received state and national recognition. In addition, program objectives reinforce our motto “to enrich lives through effective and caring service.”

I commend members of the Commission for outstanding leadership in identifying and championing these great projects that will result in estimated annual benefits to the County exceeding \$132 million dollars.

One example is the Department of Animal Care and Control, which intakes more than 90,000 animals each year. Staff recognized its facilities could not house the daily influx of lost, homeless and abandoned dogs. Through a unique partnership with agencies, such as the Best Friends Animal Society and the Animal Care Foundation, more than 7,800 small dogs have been sent to states such as Montana and Utah. These and other states have a shortage of small dogs.

It has been a win-win partnership for the County and for the receiving states. This service enhancement project improves employee and volunteer morale, places the dogs in good homes, and produces many grateful new dog owners.

More information on all of these outstanding projects is available in this program booklet and I encourage you to take the time to read the profiles. I also encourage members of the Quality and Productivity Commission to continue its vital role to seek out and jump start projects that will deliver high quality and efficient services to our nearly 10 million residents.

Congratulations and best wishes to all Productivity and Quality Award winners!



## Message from the Chair of the Quality and Productivity Commission

### Commissioner Edward T. McIntyre

**W**elcome to the County's premier recognition event, the 27th Annual Productivity and Quality Awards (PQA) celebration. On behalf of the members of the Quality and Productivity Commission, thank you for joining us in "Saluting County Excellence."

Approximately 65 entries were submitted this year by Departments. Members of the Productivity Managers Network and the Commission read and evaluated all the proposals to identify the very best projects. The Commission members convened and selected recipients of the Top 10 and Commission Special Awards, a well-deserved honor in light of the heavy competition.

All of these extraordinary initiatives are featured in the Commission's annual "Best and Shared Practices Report," available on the website at <http://qpc.co.la.ca.us>. The National Association of Counties and the California State Association of Counties have recognized many of the projects with Achievement and Merit Awards. The estimated annual benefits of these projects to the County are expected to exceed \$132 million dollars - \$117 million in cost avoidance, \$862,881 in revenue and \$15 million in savings.

I extend a hearty "thank you" to the Board of Supervisors, Chief Executive Office, members of the Quality and Productivity Commission, Productivity Managers and numerous County employees, all of whom contributed to the success of the Productivity and Quality Awards celebration. We also thank our corporate sponsors, who are listed elsewhere in the program book.

On behalf of the entire Commission, enjoy the 27th Annual Productivity and Quality Awards ceremony. We congratulate all project team winners and the Department heads.

*In 1981, Supervisor Michael D. Antonovich created the Productivity Program for the County of Los Angeles in response to the increasing demands for County services during the time of restriction on revenue generation and spending. He pointed out that the goal of the Committee was to make the County government more efficient and more economical.*



**Jennifer Coultas**  
*Productivity Managers’  
Network Chair*



**Emma Ayala**  
*PQA Co-Chair  
Department of Public Works*

## Message from the Productivity Managers’ Network (PMN)

**Jennifer Coultas, Chair  
Emma Ayala, PQA Chair**

**C**ongratulations and thank you to the 2013 Productivity Managers! This year, we continued our focus of empowering Productivity Managers to effectively utilize the programs available through the Commission and the recognition that the Managers Network plays a pivotal role in developing departmental leaders. Your commitment, enthusiasm, energy and talent continue to strengthen quality and productivity within each department. The Quality and Productivity Commission, Commission staff, and Managers Network are a winning team. Working together, we refined the Productivity Investment Fund application process, created a forum for sharing leadership techniques, identified new ways to encourage programs, and promoted quality and productivity.

Entries in the annual Productivity and Quality Awards programs highlight the many impressive projects underway in the County of Los Angeles. The entries clearly demonstrate that county employees are innovative and creative and continually strive to provide efficient, effective, high quality services to the public. This year, 25 departments submitted 65 outstanding entries. The impact of these projects is tremendous, with significant cost benefits and service enhancements to the County.

Productivity is everyone’s business, especially ours. With the leadership of the Commissioners, and support of Commission staff, there is no other team that can match the success of the Quality and Productivity Managers’ Network.

### **2013 Quality and Productivity Manager’s Network Executive Committee**

**Jennifer Coultas, Chair**

**Stephanie Maxberry, Executive Advisor**

**Kirk Shelton, 1st Vice-Chair**

**Elisa Vasquez, 2nd Vice-Chair**

**Elizabeth Mendez, Training and Education Co-Chair**

**Gerardo Pinedo, Training and Education Co-Chair**

**Emma Ayala, Productivity and Quality Awards Program Chair**

**Amy Clarke, Productivity Investment Board Advisory Committee**

## 2013 Quality and Productivity Managers' Network

**Alycia Araya**  
Agricultural Commissioner/  
Weights & Measures

**Gary Baucum**  
**Robert Meneses\***  
Alternate Public Defender

**Evelina Villa**  
**Janet Yarbrough\***  
Animal Care and Control

**Steven M. Hernandez**  
**Judy Chao\***  
**Eva Mora\***  
Assessor

**Dulce Maycumber**  
Auditor-Controller

**Walter Popoff**  
**Geoffrey Nowak\***  
Beaches & Harbors

**Robin Guerrero**  
Executive Office, Board of Supervisors

**Jerry Ramirez**  
Chief Executive Office

**Gregory Melendez**  
**Kimberly Jo\***  
Chief Information Office

**Jennifer Coultas**  
Child Support Services

**Tricia J. Denson**  
Children and Family Services

**Stephanie Maxberry**  
**Rafael Carbajal\***  
Community & Senior Services

**Elisa Vasquez**  
Community Development Commission/  
Housing Authority

**Kirk Shelton**  
Consumer Affairs

**Sarah Ahonima**  
**Marianne Oliva\***  
Coroner

**Marva Blakely**  
**Veritta Smith\***  
County Counsel

**Priscilla Cruz**  
District Attorney

**Roxanne Benavides-Ortega**  
Fire Department

**Gerardo Pinedo**  
Health Services - Administration

**Arlesia Preyer**  
Health Services -  
MLK/Drew Medical Center

**Phil Rocha**  
Health Services -  
Harbor-UCLA Medical Center

**Behnaz Hekmatnia**  
Health Services -  
LAC+USC Health Care Network

**Carla Nino**  
Health Services -  
High Desert Health System

**Joselin Escobar Duran**  
Health Services -  
Olive View-UCLA Medical Center

**Keisha Belmaster**  
Health Services -  
Rancho Los Amigos National  
Rehabilitation Center

**Amy Clarke**  
Human Resources

**Felix Basadre**  
Information Systems Advisory Body

**Celina Ortiz**  
**Diane Quarker\***  
Internal Services Department

**Mary Hearn**  
**Sylvia White-Irby\***  
Los Angeles Superior Court

**Kumar Menon**  
**Leticia Ximénez\***  
Mental Health

**Rose Bueta**  
**Karla Gutierrez\***  
Military and Veterans' Affairs

**Ann Rowland**  
Museum of Art

**Leonard M. Navarro**  
Museum of Natural History

**Elizabeth Mendez**  
**Monica Pollacia\***  
Parks and Recreation

**Gina Byrnes**  
Probation Department

**Joanne Rotstein**  
**Laura Green\***  
Office of Public Defender

**Catherine Mak**  
Public Health

**Yolanda De Ramus**  
Public Library

**Nadia Mirzayans**  
**Jean Li\***  
Public Social Services

**Emma Ayala**  
**Kathy Salama\***  
Public Works

**Hsiao-Ching Chen**  
**Ania G. Onley\***  
Regional Planning

**Ann Smith**  
**Margaret Palacios\***  
Registrar-Recorder/County Clerk

**Glen Joe**  
**Sharon Johnson\***  
Sheriff's Department

**Sandra Pina-Barbee**  
**Stefan Popescu\***  
Office of Treasurer and Tax Collector

### Board of Supervisors Productivity Board Deputies

**Louisa Ollague**  
1st Supervisorial District

**Vincent Harris**  
2nd Supervisorial District

**Alisa Katz**  
3rd Supervisorial District

**Cheryl Burnett**  
4th Supervisorial District

**Kathryn Barger-Leibrich**  
5th Supervisorial District

\*Alternates



## Master of Ceremonies

### Kent Shocknek Anchor-Reporter, KCBS

**K**ent Shocknek is L.A.'s first and longest-running morning anchor. He brings a significant list of other "firsts" to Southern California news audiences, as well. In addition to anchoring the Emmy Award-winning newscasts *CBS 2 News 4:30-7 a.m.* and *CBS 2 News at 11 a.m.*, Shocknek helped pioneer the station's growth online at CBSLA.com, anchoring L.A. television's first-ever live webcasts, during Hurricane Katrina. Also, he is the first Los Angeles TV reporter to write a daily blog, CBSLA.com/kent.

On radio, Shocknek has hosted the nationally syndicated weekly program *Premiere Magazine Live!*; plus the daily essay, *Just A Minute with Kent Shocknek* on CBS all-news station KNX-1070 A.M

Named one of L.A.'s Top Ten anchors by *L.A. Confidential magazine*, Shocknek has anchored historic events as they've unfolded, taking Southern California viewers live through Presidential inaugurations, the very first minutes of the World Trade Center and Pentagon attacks, the loss of Space Shuttles *Columbia* and *Challenger*, and the beginning and end of the Gulf War I and the war in Iraq, as they happened.

He is known for his marathon live anchoring and reporting on such events as California's ruinous wildfires and earthquakes. He covered the O.J. Simpson murder trial, the L.A. Democratic National Convention, and the 1984 Olympics. Also, the revenge-killings manhunt for ex-LAPD officer Christopher Dorner, the Michael Jackson memorial, the deadly North Hollywood bank shoot-out, and the L.A. riots. Shocknek led TV watchers nearly every step of Space Shuttle *Discovery's* retirement move to Exposition Park.

Kent Shocknek joined CBS 2 in 2001, after starting morning news in Los Angeles as the original anchor of the region's first morning newscast, *Today in L.A.* His experience and Southern California savvy have earned him eight Emmy Awards, and more than a dozen Emmy nominations. He has won two Los Angeles Press Club awards; Golden Mic. Awards for best daytime newscasts; the Associated Press Award for best radio feature; and the William Randolph Hearst Foundation Award for Investigative Reporting.

Named a distinguished alumnus, Shocknek was graduated Phi Beta Kappa and Magna Cum Laude with a bachelor's degree in broadcast journalism from the University of Southern California.

Shocknek is a California native and is very active in the community. He has acted as an advisor to the national nonprofit organization, *Reading Ally*, formerly *Recording for the Blind and Dyslexic*. Also, before he gave up, he used to speak just enough Spanish, German, Russian and Armenian to confuse listeners in each language.



*Saluting* COUNTY EXCELLENCE

**Commission  
Special Award Winners**

*Special Award Winner*  
*Best Application of Technology Award*

**The Power of Mobility**  
**Human Resources with Internal Services Department**

**M**arket saturation of Internet connected devices has pushed the demand to provide data to consumers anywhere at any time. The County's challenge is to provide real time information to wherever they demand it. A desktop or laptop computer was formerly the only way to learn about employment opportunities within Los Angeles County.

DHR Mobile allows for seamless access of career opportunities in Los Angeles County. It has enabled the public to search for County jobs, learn about upcoming positions, apply for a job, and get directions and real time public transportation information to our test and administrative facilities away from home. DHR Mobile is the County's first mobile website, and is the next generation of mobile technology. As opposed to a mobile app, DHR Mobile does not require the user to download a mobile application from a commercial app store.

In addition, DHR Mobile is accessible across all mobile devices (e.g. iPhone and Android). DHR Mobile has given the County the ability to further expand outreach and recruitment. Wide availability and convenience offered by DHR Mobile has resulted in more than 150,000 hits over the last year.

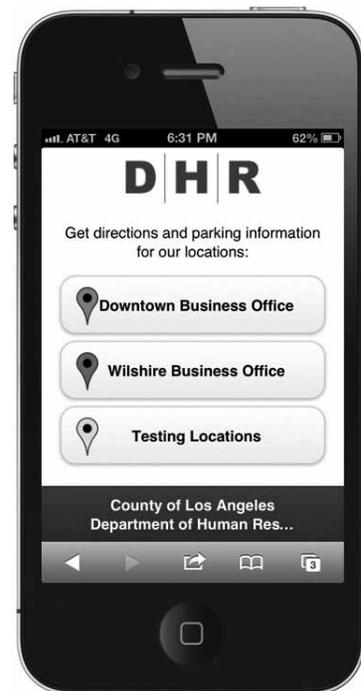


**Stay Connected!**

Create a profile through our online application system. Receive real-time emails when your jobs of interest are posted.

DHR mobile site:  
<http://m.hr.lacounty.gov>

- Search for upcoming job opportunities
- Search for positions available throughout LA County
- Stay current with DHR news



*Special Award Winner*  
*Best Service Improvement Award*

**Customer Service Center**  
**Public Social Services**

**T**he Customer Service Center (CSC) is designed to optimize and enhance customer service quality, improve timeliness of case actions and service delivery, and increase telephone access. The concept of having a single point of contact has led to improved services to customers and efficiencies in how we conduct business and manage growing caseloads.

CSC allows customers to discuss case information with an Eligibility Worker during business hours, and to ask case specific questions on how documents were processed. Customers also have access to the 24-hour, 7 days a week Self-Service system to retrieve case-specific information or seek general information. With the completion of Case Imaging, another automation feature, that involves scanning of all required documents in an electronic case file, and storing of the files in a document repository which can be easily accessed and retrieved by authorized staff, the eligibility workers have immediate access to case records.

Over 1.3 million cases from 29 DPSS district offices are currently being supported by the CSC and the remaining 213,000 cases and four offices will be supported by the CSC by August 2013.



*Special Award Winner*  
*Best Teamwork Award*

**Stopping Hate and Delinquency by Empowering Students**

**Los Angeles Superior Court with District Attorney, Probation,  
and Simon Wiesenthal Center Museum of Tolerance**

**T**he Stopping Hate and Delinquency by Empowering Students (SHADES) program was created by Los Angeles Superior Court Presiding Judge David S. Wesley to augment the traditional Teen Court model, and to develop a powerful and lasting restorative justice alternative. Judge Wesley reviews all cases submitted by the Probation Department and/or school administrators. He also takes an active role in the trial, by ensuring that the jurors possess sufficient information to decide the case, thereby arriving at an appropriate disposition.

SHADES addresses incidents of bullying that are rooted in prejudice and bias. These incidents are growing rapidly in high schools throughout Los Angeles County. SHADES demonstrates the power of utilizing the Third Branch (judges and attorneys), alongside law enforcement and community partners, to prevent youth violence based on hate and bias. The driving force behind SHADES is the exposure of minors to positive role models, and simultaneously increasing awareness of the impact of bias on judgment. The SHADES program empowers, inspires, and raises a diverse new wave of young people who can see the courts as vehicles of justice, rather than places of chaos and fear.



*Special Award Winner*  
*Best Teamwork Award*

**Parents as Partners: Growing Stronger Families**  
**Public Library with Mental Health, Parks and Recreation, and Probation**

**T**he Los Angeles County’s Mission is to enrich lives through effective and caring service. Most parents in the County are caring and loving individuals who want the best for their children. These hopes and dreams are shared by Department staff who provide a specialized array of family-centric programs and services.

The challenge has been bringing the two elements together so that both groups benefit. Families learn effective parenting skills and Departments collaborate to leverage the aspirations of parents so that their programs and services are used to their fullest potential and prevent costly interventions down the road. Working as partners, the future holds a promise of healthier and happier families.

To fulfill these desires, the County of Los Angeles Public Library collaborated with several County departments who brought their best game efforts. The result was wildly successful. Parent Cafe, Positive Parenting Program (Triple P), Family Place, Baby/Toddler storytimes, An Even Better You, Teen Healthy Living Challenge, online resources, a specialized website and Autism Awareness training were implemented and embraced by the community, staff and participating departments.



*Special Award Winner*  
*Commissioners' Memorial Award*

**Promotores de Salud Mental**  
**Mental Health**

The “Promotores de Salud Mental” Project was created to address known disparities in access to services in the Latino community in Service Planning Area 7 (SA 7) due to language barriers and a strong stigma against seeking mental health treatment. The use of Promotores as mental health educators in this community was intended to lessen the disparities.

Promotores are trusted by the Latino Community since they are perceived as peers, and as such are able to lessen the stigma associated with mental health. Utilizing a newly created Spanish-language course on basic mental health topics, selected Promotores candidates with community leadership experience were provided with 182 hours of training on 10 mental health topics. Unlike county employees, the Promotores were able to function on a flexible, as-needed basis.

Outcomes measures show the Promotores were able, through the delivery of 523 educational presentations, to reach 4,754 Spanish-speaking members of the community, who would normally not have had access to mental health information and services.



*Special Award Winner*  
*County Image Enhancement Award*

**Forces of Nature**  
**Parks and Recreation**

**H**ow can we respond to disaster in positive ways while harnessing the inspiring power of art in support of public resources? Answers are found in the story of Forces of Nature.

The Los Angeles County Arboretum presented an exhibition featuring magnificent art made from fallen trees. The exhibition, Forces of Nature, was an essential part of a larger effort to raise money to replace trees lost in a devastating wind storm. The storm, the most severe on record, struck the Arboretum on November 30, 2011, destroying or damaging over 800 trees some dating back to the mid-19th century. In March 2012, the Arboretum distributed wood from fallen trees to Los Angeles area artists, with the understanding that the resulting art would be contributed to a charity auction to be held on the one-year anniversary of the storm. On November 30, 2012, over 90 artists returned incredibly beautiful art! This art ranges from masterfully turned bowls to massive sculptures made from whole logs that could only be moved with a fork-lift.

Over 500 people attended the opening reception and auction, with over \$30,000 raised for the Arboretum's Foundation. Forces of Nature was instrumental in anchoring the larger fundraising effort, which to date has raised over \$187,000.



*Special Award Winner*  
*Mega Million Dollar Award*

**MDR Maintenance Dredging and Beach Nourishment**  
**Beaches and Harbors**

**B**y Fall 2011, severe shoaling had blocked both Marina del Rey (MDR) harbor entrances by 50% to 55%, drastically hindering vessels from safely navigating MDR and threatening the ability of first responders (Coast Guard, Sheriff's Harbor Patrol and Fire's Lifeguards) to perform their homeland security and emergency response duties.

Contaminated sediment had not been dredged since March 2000, due to the cost of placement in a hazardous waste landfill estimated at \$70 to \$94 million.

In October 2009, the Department of Beaches and Harbors and the U.S. Army Corps of Engineers began developing a Maintenance Dredging Project that eventually cleared the entrances of 777,000 total cubic yards (CY), with 471,000 CY of MDR contaminated sediment safely encapsulated in a pier construction project at the Port of Long Beach and 306,000 CY of clean sediment placed at both Redondo and Dockweiler beaches, as well as offshore at Redondo Beach for use in a future nourishment project. After three years of inter-agency cooperative efforts and advocacy, MDR was dredged and our beaches re-nourished at a cost of \$10.7 million, thereby avoiding the otherwise immense cost of depositing contaminated material in a landfill.



*Special Award Winner*  
*Performance Measurement Award*

**DCFS Data Dashboard of Performance Measurement**  
**Children and Family Services with Internal Services Department**

**T**he Department of Children and Families Services (DCFS) workload is large, complex and multifaceted, with close to 200,000 calls annually to the Child Protection Hotline and about 15,000 children placed in Out of-Home Care. DCFS measures performance by three key areas: Child Safety, Permanence, and Child and Family Well-Being.

DCFS developed the Performance Management Data Dashboard and an associated business review of agency statistics (DCFS Stat). The dashboard provides all managers and staff updates on key performance indicators, which enables performance management, staff accountability, and stimulates creative problem solving. Federal, State and locally defined Performance Indicators are displayed with daily updates so all levels of staff in DCFS may look at broad departmental performance or may drill down into Bureau, Office, Unit or even line worker level metrics. In the Stat process, the Data Analytics Team reviews data and prepares cogent questions, culminating in a large monthly departmental meeting that is preceded by local meetings.

Managers discuss data, trends and efforts to improve performance. Improvement has been achieved on several levels of many performance indicators.



*Special Award Winner*  
*Personal Best Award*

**Enhanced Solar Power Installation Fees/Procedures**  
**Public Works**  
**Mostafa Kashe**

**A**s solar power systems sweep throughout California in exponential numbers, the challenge of streamlining the plan review process, educating design professionals on code provisions, and reducing permitting fees coupled with State and local rebate deadlines intensified the importance of this task.

Faced with this challenge, Los Angeles County Public Works' Mostafa Kashe quickly and effectively developed a standard electrical guide for the design and review of residential solar panel installations that helped design professionals and Building and Safety's staff to expedite the design and review process. Mr. Kashe's tireless efforts to train County staff and Code Officials of other jurisdictions, helped standardize and spread the use of the standard electrical guide across several other jurisdictions. Mr. Kashe also assisted in formulating a reasonable flat fee for the review and permitting costs for the provided service.

Mr. Kashe's responsiveness and unsurpassed knowledge of the electrical design of solar power systems played an integral part in streamlining the plan review phase and reduction of fees associated with the permitting process while maintaining the effectiveness of code review and inspection services needed to safeguard the public's well-being.



*Special Award Winner*  
*Plain Language Award*

**Zoning Enforcement in Plain Language**  
**Regional Planning**

**G**ood government should communicate in plain language. Poor communication increases service costs and confuses constituents. Eighty percent of adults in the U.S. read at or below the 7th grade level and less than 15 percent of adults read at the 12th grade level or higher. Furthermore, many of our constituents are not confident communicating in English: one out of five residents does not speak English well.

The Department of Regional Planning (DRP) Zoning Enforcement enforces the Planning and Zoning Code in the unincorporated areas. Zoning Enforcement seeks voluntary compliance from residents. Compliance with the zoning ordinance helps property owners and residents keep their neighborhoods clean and attractive. Time-consuming and costly legal and clean-up actions are the last resort. Therefore, effective communication of what the law requires becomes extremely important.

In 2008, DRP redesigned its Zoning Enforcement service brochure in plain language and translated it into Spanish. It is visually pleasant and the content relevant to the public. The brochure was translated into Korean in 2010, Chinese in 2012, and Tagalog in 2013. The five languages are spoken by 90% of the Los Angeles County population.

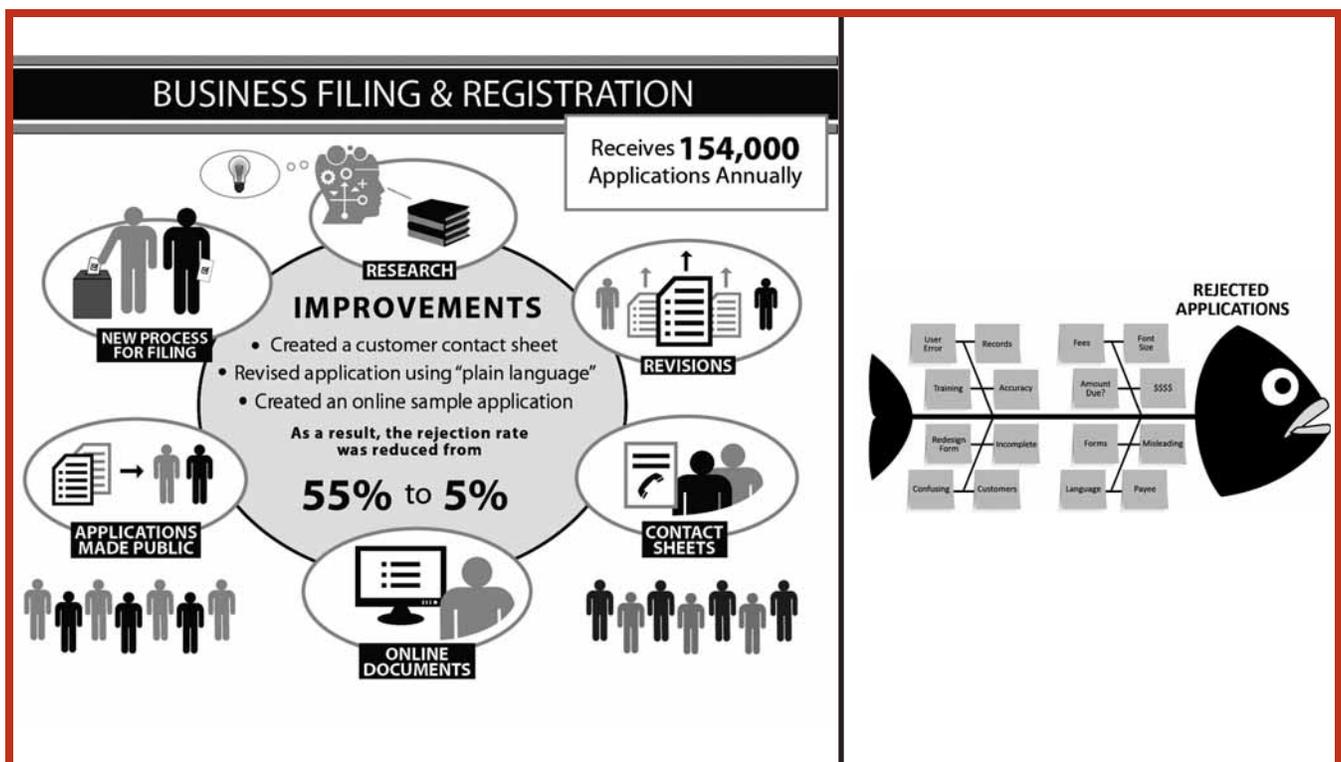


Special Award Winner  
Productivity Enhancement Award

**Business Filing and Registration/Lean Six Sigma Partnership**  
Registrar-Recorder/County Clerk

The Business Filing & Registration Section is responsible for assuring all paper work related to registering a business is properly completed and legally bonded under the Business and Professions Code. The Section processes over 154,000 Fictitious Business Name (FBN) Statements annually. Approximately 55% of the statements received each week are either incomplete or inaccurate and must be mailed back to the customer.

To meet the County's goal in operational effectiveness, staff partnered with the Department Quality Assurance Section Lean Six Sigma to take an in-depth look into the existing operation and identify the root causes for rejection. After a complete study, the two teams revised the FBN Statement forms and developed a customer contact information form to obtain information needed to complete the filing process. These changes improved operational effectiveness and services provided to the public by increasing the FBN Statement processing rate from 45% to 95% a week and reducing the processing time from an average of two weeks to one day.



*Saluting* COUNTY EXCELLENCE

**Commission  
Top Ten Award Winners**

*Top Ten Award Winner*

**Reducing Canine Euthanasia through Partnerships**  
**Animal Care and Control**

**T**he Department of Animal Care and Control serves 52 contract cities as well as all of the unincorporated areas of Los Angeles County. The service scope is vast and the Department intakes nearly 90,000 animals each year at its six animal care facilities located throughout Los Angeles County.

Unlike many shelters, Los Angeles County is an “open-door” shelter. They cannot refuse any animal due to age, sickness, or temperament. One of the main challenges the Department faces is what to do with the substantial number of dogs because of space limitations and the potential for disease to spread. To ensure that as many dogs as possible find good homes, the Department entered into collaborations and partnerships with nonprofit agencies. These programs include everything from groomers and adoption events to transporting the dogs to shelters in other regions who can guarantee adoption.

Through these efforts, the Department acquired resources to significantly lower its euthanasia rate for dogs. While the national euthanasia average for dogs remains at about 60%, the Department has reduced their rate to an all-time low of 37%.



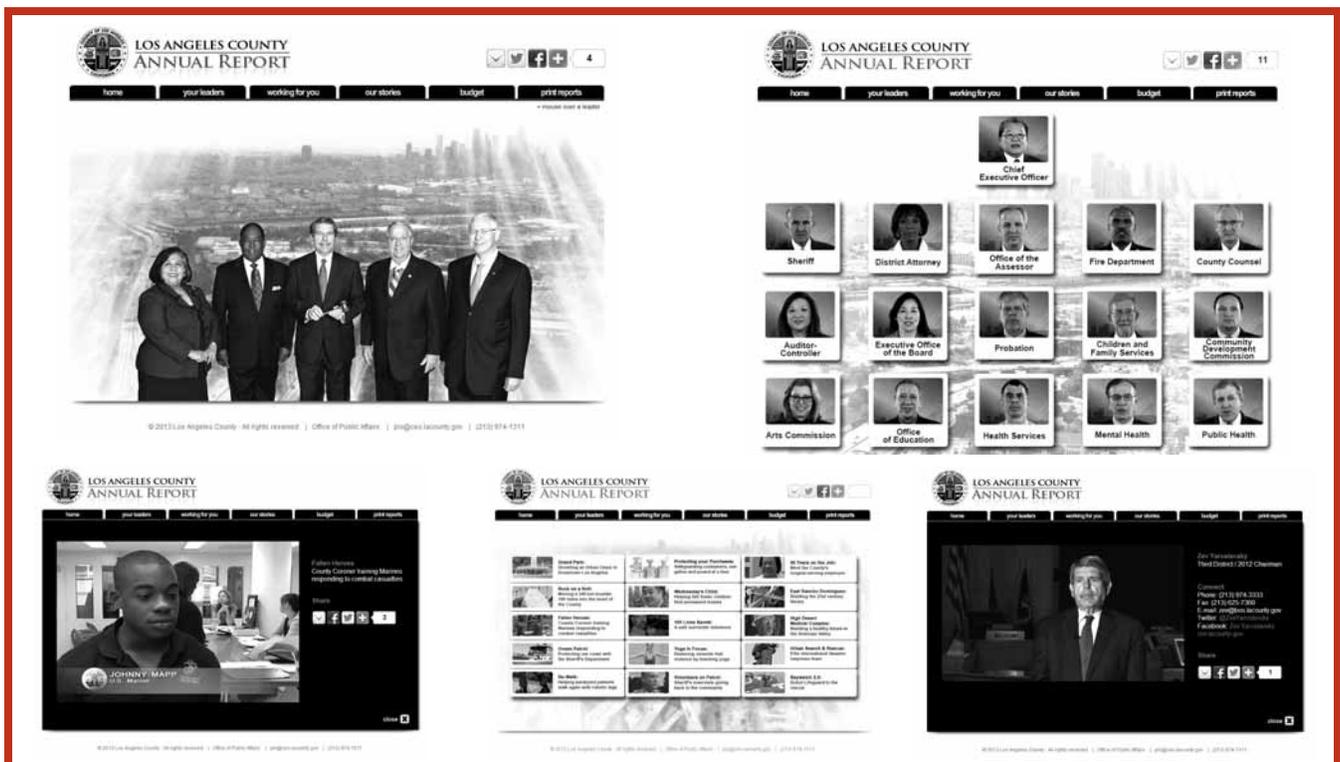
Top Ten Award Winner

Digital Annual Report – Educating Residents Online  
Chief Executive Office

The Los Angeles County Annual Report has traditionally been printed and physically distributed. Seeking to broaden the County’s reach, communicate the County’s message, and more successfully engage the public, it was decided that a substantial change would have to occur. Instead of thinking about ink and paper, Los Angeles County went digital in 2012 with [www.lacountyannualreport.com](http://www.lacountyannualreport.com).

By utilizing the newest technologies in web design and social media, the Chief Executive Office created a website that more effectively communicated the work done by the County and allowed the public to engage, share, and contribute to the discussions around the County of Los Angeles. To date, there have been 506,658 views of video content from the County’s digital annual report.

The online Annual Report has exceeded every possible metric of success, winning countless international awards, including recognition as the best annual report by any government agency, anywhere in the world in 2012, as recognized by the International Vision Awards Competition.



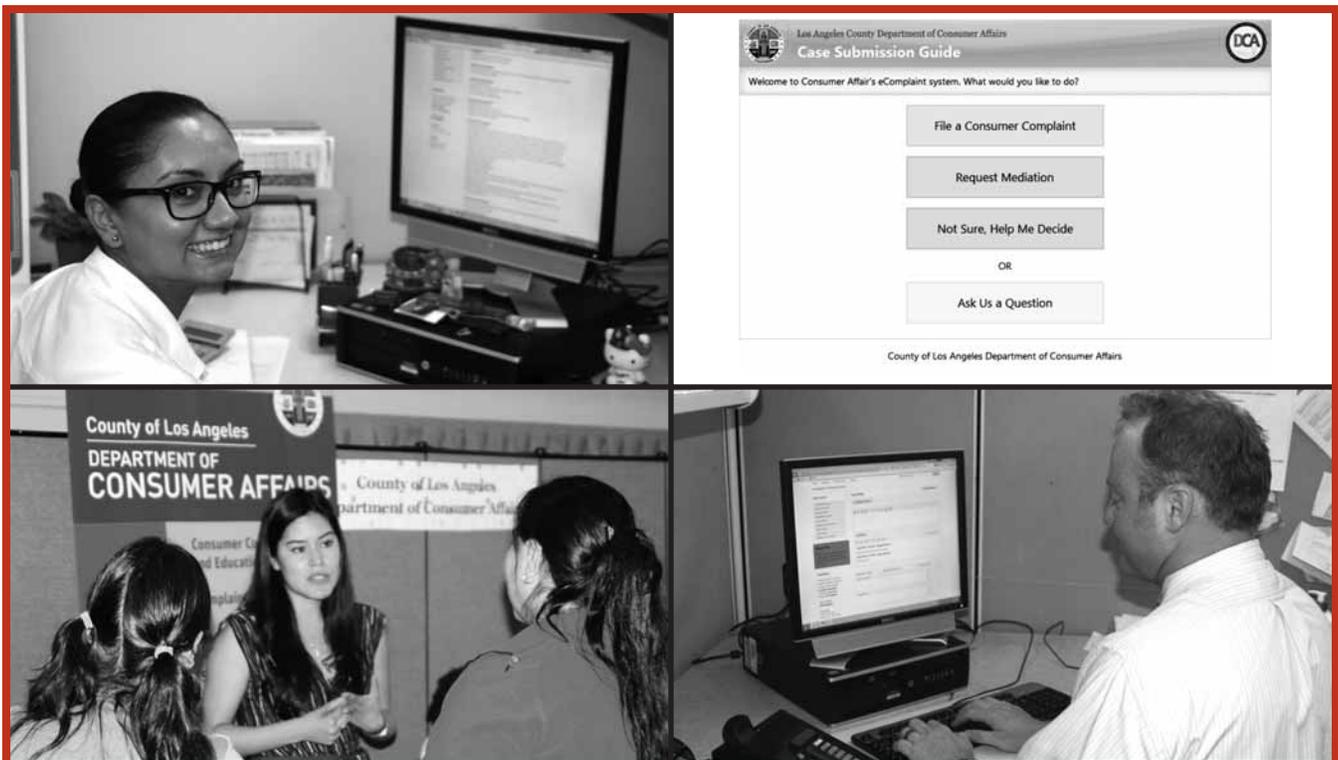
*Top Ten Award Winner*

**eComplaints – Online Intake and Case Management**  
**Consumer Affairs with Internal Services Department**

**T**he Department of Consumer Affairs (DCA) was struggling to maintain five legacy database systems to manage about 5,000 consumer complaints, requests for mediations, and referrals from other agencies the Department receives each year. The aging databases were unreliable, produced inconsistent reports, and required paper forms and hard copy case files.

DCA program supervisors and staff teamed up with ISD programmers to develop a new online consumer complaint intake and case management system that replaced all five legacy databases with a single integrated system. The new system included an online submission feature allowing the public to quickly and easily submit questions, complaints, and requests online (while still retaining the option of using paper forms). The case management features helped reduce processing time, consolidate case load information, and improve the analysis of complaint data.

Implementation of the eComplaints system resulted in reductions in the processing time of new complaints, the average time to close a case, and the number of aging cases. It also led to increases in the number of cases closed and the number of successful mediations. The system enabled DCA to help more people, in less time, with improved results.



Top Ten Award Winner

Reduction of Healthcare-Associated Infections  
Health Services

Reduction of healthcare-associated infection (HAI) is a national public health priority. In the US, 2,000,000 HAIs with 99,000 associated deaths occur annually. HAIs are reportable to national agencies and publically available; awareness among the public and legislators has increased dramatically.

The Department of Health Services initiated a multi-disciplinary program to create Awareness and Action for 1) reducing the number of three common HAIs and 2) improving hand hygiene compliance. Innovative incentives and procedures for line staff were implemented, as well as unit-based HAI prevention “competitions,” hospital-wide HAI prevention “celebration and awareness weeks,” regular face-to-face rounds with staff to share ideas how to encourage removal of unneeded medical devices, engaged administration to perform hand hygiene observation, led multi-disciplinary Task Forces to centralize progress reporting and feedback, and also obtained independent funding to partially support this effort. From January 1, 2010 to December 31, 2012, the total number of predicted HAIs was reduced by 68% (including a predicted 7 deaths) and hand hygiene compliance increased from 34% to 76%, a 124% increase. Prevention of HAIs avoided an estimated \$2,495,771 in healthcare costs (\$1,247,886/yr.), and improved patient safety.

**If you are admitted to a hospital, you have a 5% chance of contracting an HAI**

**1.7 million** people per year get an infection during a hospital stay

**98,987** people in the U.S. die annually from HAIs

**5** Your length of stay in the hospital increases by **17.6 days** if you get an HAI

**22**

**9.4%** of total inpatient costs are HAI-related

**69%** More than ⅔ of HAIs affect people with Medicare or Medicaid

**System \$35 Billion/yr**

**Patient \$1,100 per admission**

**HAI's 98,987**

| Prostate Cancer | Breast Cancer | Heart Failure | Diabetes |
|-----------------|---------------|---------------|----------|
| 78,134          | 41,115        | 56,752        | 68,504   |

HAI's kill more people each year than Breast Cancer and Prostate Cancer combined.

*Top Ten Award Winner*

## Stopping Hate and Delinquency by Empowering Students

Los Angeles Superior Court with District Attorney, Probation,  
and Simon Wiesenthal Center Museum of Tolerance

**T**he Stopping Hate and Delinquency by Empowering Students (SHADES) program was created by Los Angeles Superior Court Presiding Judge David S. Wesley to augment the traditional Teen Court model, and to develop a powerful and lasting restorative justice alternative. Judge Wesley reviews all cases submitted by the Probation Department and/or school administrators. He also takes an active role in the trial, by ensuring that the jurors possess sufficient information to decide the case, thereby arriving at an appropriate disposition.

SHADES addresses incidents of bullying that are rooted in prejudice and bias. These incidents are growing rapidly in high schools throughout Los Angeles County. SHADES demonstrates the power of utilizing the Third Branch (judges and attorneys), alongside law enforcement and community partners, to prevent youth violence based on hate and bias. The driving force behind SHADES is the exposure of minors to positive role models, and simultaneously increasing awareness of the impact of bias on judgment.

The SHADES program empowers, inspires, and raises a diverse new wave of young people who can see the courts as vehicles of justice, rather than places of chaos and fear.



*Top Ten Award Winner*

**Prevention and Early Intervention Veteran System Navigator**  
**Military and Veterans Affairs with Mental Health**

**T**he Prevention and Early Intervention Veteran System Navigator (Navigators) provides services to 3,000 combat veteran's returning from Iraq and Afghanistan each year. Navigators help veterans transitioning from military to civilian life (combat to community), including those having difficulty with re-integration that require assistance with mental health, health services, housing resources, discharge upgrades, as well as educational and employment services.

As many as 30% of the military returning from Iraq and Afghanistan exhibit symptoms of Post-Traumatic Stress Disorder or Traumatic Brain Injury. The Navigator guides the veteran and their families' through the government social service system and non-profit agencies to gain access to mental health and social services. This system of care partners with the Department of Mental Health and the Department of Veteran's Affairs to provide timely and professional mental health and social services to our veteran population.



*Top Ten Award Winner*

**Forces of Nature**  
**Parks and Recreation**

**H**ow can we respond to disaster in positive ways while harnessing the inspiring power of art in support of public resources? Answers are found in the story of Forces of Nature.

The Los Angeles County Arboretum presented an exhibition featuring magnificent art made from fallen trees. The exhibition, Forces of Nature, was an essential part of a larger effort to raise money to replace trees lost in a devastating wind storm. The storm, the most severe on record, struck the Arboretum on November 30, 2011, destroying or damaging over 800 trees some dating back to the mid-19th century. In March 2012, the Arboretum distributed wood from fallen trees to Los Angeles area artists, with the understanding that the resulting art would be contributed to a charity auction to be held on the one-year anniversary of the storm. On November 30, 2012, over 90 artists returned incredibly beautiful art! This art ranges from masterfully turned bowls to massive sculptures made from whole logs that could only be moved with a fork-lift.

Over 500 people attended the opening reception and auction, with over \$30,000 raised for the Arboretum's Foundation. Forces of Nature was instrumental in anchoring the larger fundraising effort, which to date has raised over \$187,000.



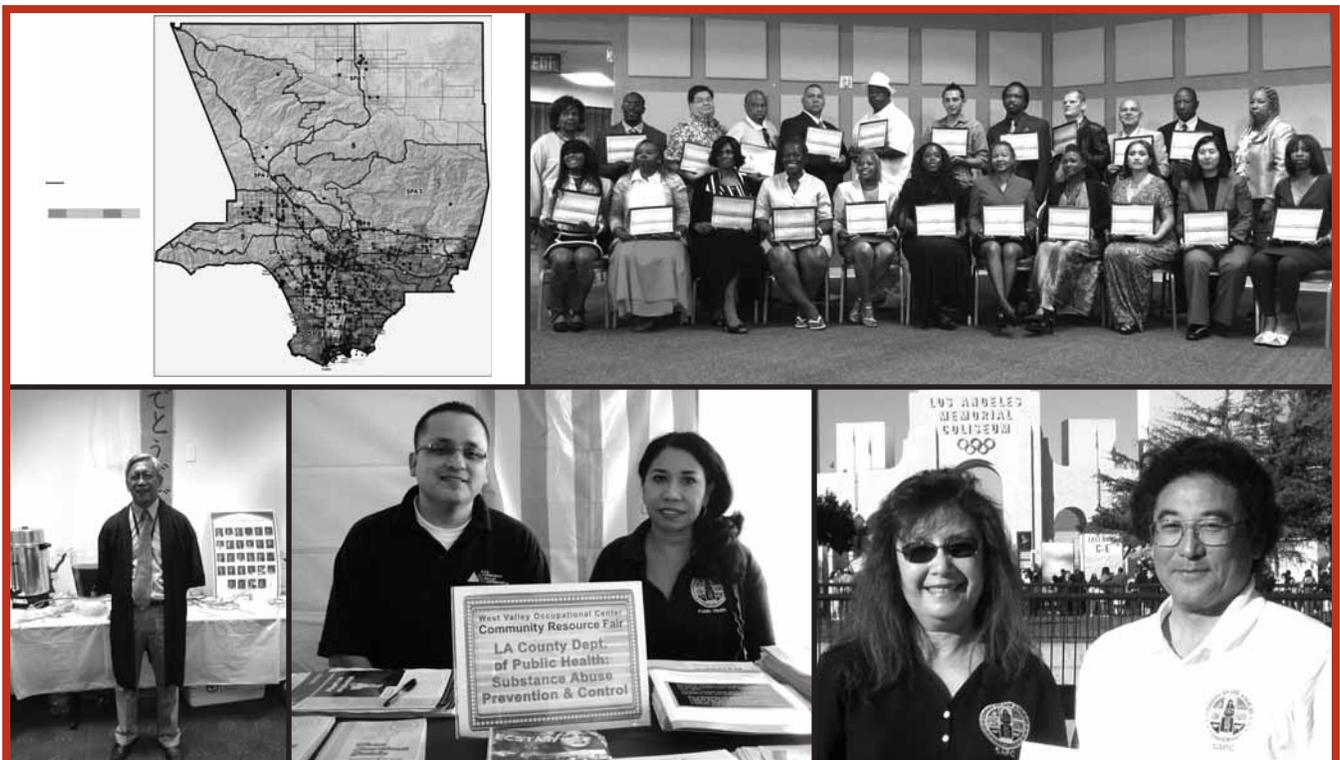
*Top Ten Award Winner*

## E-contract Management Encounter Billing System

### Public Health

**T**he Online Contract Management Encounter Billing System was initiated in October 2010, and was implemented in January 2012, as mandated by the State Department of Alcohol and Drug Programs' Drug Medi-Cal Program.

In light of the County strategic plan, the Substance Abuse Prevention and Control's management system was designed to create a paperless environment that would provide centralized online management functions, a client tracking system, and claim submissions and reimbursements per Healthcare Common Procedure Coding System Code Sets. The system provides an automation solution to both Drug Medi-Cal and non-Drug Medi-Cal programs in over 400 contract agency locations throughout Los Angeles County. As a robust Web-based application, the system provides real-time summaries and fiscal year forecasting of service utilizations, client treatment service encounters at an annual funding of over 167 million dollars reimbursed to over 2.7 million transaction claims. The system completely eliminates manual paperwork processes from claim submission to invoice generation and processing to ensure service effectiveness with maximized deliverable outcomes.



*Top Ten Award Winner*

**Parents as Partners: Growing Stronger Families**

**Public Library with Mental Health, Parks and Recreation, and Probation**

**T**he Los Angeles County’s Mission is to enrich lives through effective and caring service. Most parents in the County are caring and loving individuals who want the best for their children. These hopes and dreams are shared by Department staff who provide a specialized array of family-centric programs and services.

The challenge has been bringing the two elements together so that both groups benefit. Families learn effective parenting skills and Departments collaborate to leverage the aspirations of parents so that their programs and services are used to their fullest potential and prevent costly interventions down the road. Working as partners, the future holds a promise of healthier and happier families.

To fulfill these desires, the County of Los Angeles Public Library collaborated with several County departments who brought their best game efforts. The result was wildly successful. Parent Cafe, Positive Parenting Program (Triple P), Family Place, Baby/Toddler storytimes, An Even Better You, Teen Healthy Living Challenge, online resources, a specialized website and Autism Awareness training were implemented and embraced by the community, staff and participating departments.



*Top Ten Award Winner*

## Sustainable Pavement Treatment for County Roads

### Public Works

Counties and Cities throughout the State face the challenge of managing their road network on very limited resources. The 2012 California Statewide Needs Assessment report estimates that approximately \$8 billion is needed annually over the next 10 years to bring local streets and roads to sustainable levels. In addition, California's Global Warming Solutions (AB 32) legislation in 2006 required California to take proactive steps to reduce greenhouse gas emissions to 1990 levels by 2020.

To address these challenges, Public Works established a sustainable pavement treatment utilizing the following 3 green/sustainable approaches in treating County roads:

- (1) Take care of roads that are in good condition, first — The long term benefits of performing preventative maintenance results in cost savings
- (2) Use recycled materials in treatment selections
- (3) Reutilize existing materials in place — The traditional system of removing the road materials to a landfill was replaced with processes that refurbish the existing asphalt in-place

Reutilizing the existing materials in-place is an approach that not only reduces the environmental impacts and expedites project completion and public inconvenience, it also has the added benefit of saving significant project costs.





*Saluting* COUNTY EXCELLENCE

**Special Merit  
Commission Plaque  
Award Winners**

**Traditional  
Commission Plaque  
Award Winners**

**Commission  
Certificates of Recognition  
Award Winners**

*Special Merit Plaque Winners*

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

**DCFS HeadStart Referral System**

Children and Family Services

**Transition Age Youth (TAY) Housing Stabilization Project**

Children and Family Services

**DHS Managed Care Patient Repatriation Project**

Health Services

**DIABETES - Processing and Managing the Numbers**

Health Services – Martin Luther King

**Sleep Medicine Service Plan**

Health Services – Olive View Medical Center

**OVMC Interventional Cardiology Program**

Health Services - Olive View Medical Center

**Green Routing - A Tool for Efficient Inspections**

Housing Authority of the County of Los Angeles

**School Threat Assessment Response Team**

Mental Health

**Quagga Mussel Inspection and Education Program**

Parks and Recreation

**Probation “Perform” Communications**

Probation with Chief Executive Office

**Transformation and Integration of Behavioral Health**

Public Health with Health Services and Mental Health

**YourBenefitsNow! (YBN)**

Public Social Services

**LA County DPSS Toy Loan Recycling Initiative**

Public Social Services

**Doing Business with Public Works**

Public Works

**GIS-NET3: Analytical Mapping Tools for Land**

Regional Planning

*Traditional Plaque Winners*

*Recognizes commendable achievements in public service.*

**The New Beach Summer Recreational Camp Selection Process**

Beaches and Harbors

**Countywide COGNOS Liability Reporting**

Chief Executive Office with Internal Services

**Family Caregiver Support Program PEI Project**

Community and Senior Services with Mental Health

**Canyon Creek - Helping Seniors Find Their Way Home**

Community Development Commission

**Automated Records Management System (ARMS)**

District Attorney

**Penicillin Desensitization in Pregnancy (PDP)**

Health Services LAC+USC with Public Health

**On-Site Employee Health Clinic**

Health Services – Long Beach Comprehensive Health Center

**Improve Sepsis Detection with the Use of SUPO Form**

Health Services – Olive View Medical Center

**DHS System-Wide Fall Prevention Program**

Health Services – Nursing Affairs

**Outpatient Financial Screening Process Re-Design**

Health Services – Olive View Medical Center

**Improving HR Services Through Technology**

Human Resources with Internal Services Department

**Partners in Suicide Prevention Program**

Mental Health

**Invoice Payment Status Inquiry (Payment to County)**

Public Works

**Phone Bill Management System (PBMS)**

Public Works

*Certificates of Recognition*

**Assessment Appeals Board (AAB) Daily Agenda Report**

Assessor

**Association of County Investigators (ACI)**

Auditor-Controller

**The ARRT of Promoting Child Safety**

Children and Family Services

**LA County AAS Information & Referral Call Center**

Community and Senior Services

**Child Life Donors Support H-UCLA Pediatric Patients**

Health Services - Harbor UCLA

**Preventing Infant Death Thru Safe Sleep Promotion**

Health Services - Harbor UCLA

**Clinical Documentation Improvement Program**

Health Services - Rancho Los Amigos

**Facilitating PCMH Team-Based Care Innovation**

Health Services – Olive View Medical Center

**Reducing Outstanding Revenue of Pending Accounts**

Health Services – Olive View Medical Center

**DHR-Court Records Information Service Program**

Human Resources with Los Angeles Superior Court

**Mental Health Co-Location at Culver City Senior Center**

Mental Health

**Automated Appeals and State Hearings System**

Public Social Services

**Contract Management System**

Public Social Services

**Veterans and U.S. Military Resources Webpage**

Public Social Services

**Electronic Plan Checking**

Public Works

**Lock Box Check Processing System**

Sheriff



## **Sponsors**

**Benefit Service Center**  
**International Benefit Consulting Group**  
**Brotherhood Crusade**  
**City of Commerce Flowers**  
**City of Hope**  
**Community Health Charities of California, CHCC**  
**Evelyn Gutierrez, Commissioner, Quality and Productivity Commission**  
**Fickewirth and Associates**  
**Kaiser Permanente**  
**LA County Channel**  
**SEIU 721**  
**United Way of Greater Los Angeles**

## **Acknowledgements**

**Internal Services Department**  
**CEO Multimedia, Cable and Telecommunications**  
**CEO Graphic Arts**  
**CEO Photography**  
**Honor Guard, Fire Department**  
**Fire Fighter Paramedic Humberto Agurcia, Fire Department**  
**Department of Military and Veteran's Affairs**

Thank you for your smart work and commitment to  
Excellence

***INTERNATIONAL BENEFIT  
CONSULTING GROUP***

Providing various benefit-related services including  
Benefit Plan Management, Retirement Planning, and  
Investment Management.

Bud Treece, CRC  
[www.ibcgroup.org](http://www.ibcgroup.org)

**Congratulations to All Award Participants**



Providing customized benefit administration services  
including enrollment/eligibility, premium reconciliation,  
toll free hotline and COBRA administration.

[www.bscinc.com](http://www.bscinc.com)

# BROTHERHOOD CRUSADE GIVING BACK

**“Sowing Seeds and Growing a  
Strong Community for 45 Years”**



Brotherhood Crusade is a proud supporter of the  
Productivity and Quality Awards Program.



**BROTHERHOOD**  
*Crusade*  
brotherhoodcrusade.org





**COMMUNITY**  
**HEALTH CHARITIES**<sup>SM</sup>  
CALIFORNIA

**WE ARE PROUD TO SUPPORT  
LOS ANGELES COUNTY  
AND HONOR  
THEIR COMMITMENT TO  
PRODUCTIVITY AND QUALITY**

Los Angeles County Employees may now contribute to  
Community Health Charities and it's members  
through the County's Employee Giving Program

**UNITED WAY**  
**HOME**  
**WALK**  
**2 · 0 · 1 · 3**

**5K** Saturday,  
**November 23rd**  
RUN/WALK Exposition Park

**Everyone Deserves a Home.**  
But 58,000 people in L.A. County don't have one.  
Go to [HomeWalkLA.org](http://HomeWalkLA.org) to register today.



@launitedway #homewalk



Facebook.com/UWGLA





**323-265-4377**

**323-263-1400**

**2340 S. Atlantic Blvd.  
City of Commerce, CA 90040**



*City of Hope salutes the winners of the*

**2013 LOS ANGELES COUNTY PRODUCTIVITY AND QUALITY AWARDS**

City of Hope is transforming the future of health. Every day, we turn science into practical benefit. We turn hope into reality. We accomplish this through exquisite care, innovative research and vital education focused on eliminating cancer and diabetes. ©City of Hope 2012

SHARE YOUR HOPE FOR A CURE -  
LOS ANGELES COUNTY CHARITABLE  
GIVING CAMPAIGN

*Thank you*

---

SHARE WHAT GIVES YOU HOPE AT [CITYOFHOPE.ORG/CITIZEN](http://CITYOFHOPE.ORG/CITIZEN)

---



PHOTOGRAPHY



Meeting the Health Benefit  
needs of America's  
Workers since 1970.

Fickewirth Benefits Advisors

*salutes*

the winners of the  
Productivity and Quality  
Awards for 2013 and  
The County of  
Los Angeles'  
Quality and Productivity  
Commission.



60 S. California Street, 4th Floor  
Ventura, CA 93001-2802  
805.665.2030  
[www.fickewirth.com](http://www.fickewirth.com)  
CA Insurance License: 0602572

## **Congratulations to all**

Productivity Managers and Program Managers that daily  
“Invest” their time and talent to make Los Angeles County  
the best it can be.

Together, our “Investment” in quality service and enhanced  
productivity will yield high dividends and a higher quality  
of life in the diverse communities we serve.

Commissioner Evelyn Gutierrez

Marketing Consultant

[egferro@cs.com](mailto:egferro@cs.com)



**Congratulations to all of the  
Productivity and Quality  
award winners.**

# LA County channel

Saluting the county's excellence with quality productions enriching the lives of over 10 million people who call LA County home.



[LACountyChannel.com](http://LACountyChannel.com)

## watch us!

Time Warner Cable  
Video-on-Demand (County-wide):  
Channel 1 - Local/My Government

Time Warner Cable  
in County Unincorporated Areas:  
Channel 96 or 97

Time Warner Cable  
in Santa Monica:  
Channel 75

Cox Cable:  
Channel 65

U-Verse (AT&T):  
Channel 99

Verizon FiOS:  
Channel 43

Verizon FiOS  
in Hermosa Beach, Manhattan Beach,  
Redondo Beach: Channel 42



SEIU Local 721 salutes  
the winners of the  
2013 Productivity and Quality Awards  
and The County of Los Angeles'  
Quality and Productivity Commission



**DEDICATED TO RELIABLE QUALITY PUBLIC SERVICES**

[www.seiu721.org](http://www.seiu721.org)

 [facebook.com/seiu721](https://facebook.com/seiu721)

 [twitter.com/seiu721](https://twitter.com/seiu721)

# COUNTY OF LOS ANGELES

## BOARD OF SUPERVISORS



Gloria Molina  
*Supervisor, First District*



Mark Ridley-Thomas  
*Chairman*  
*Supervisor, Second District*



Zev Yaroslavsky  
*Supervisor, Third District*



Don Knabe  
*Supervisor, Fourth District*



Michael D. Antonovich  
*Supervisor, Fifth District*

## CHIEF EXECUTIVE OFFICE



William T. Fujioka  
*Chief Executive Officer*



<http://qpc.co.la.ca.us>