



dpss County of Los Angeles
DEPARTMENT OF
PUBLIC SOCIAL SERVICES



STRATEGIC PLAN 2022-2027

Serving People and Strengthening Communities with CARE

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Introduction

In 1966, Los Angeles County's Bureau of Public Assistance was transformed into the Los Angeles County Department of Public Social Services (DPSS). And now, 56 years later, the Department is on the verge of another hope filled transformation, guided by our new Strategic Plan.

As you read through it, you will see the word "reimagine" appear often. That is because we decided that our current approach to social services should be reimaged to optimally serve our customers.

We will:

- Transform our cash assistance and employment programs to be as innovative, proactive, and flexible as possible.
- Strengthen our capacity to move currently unhoused individuals and families into stable housing and support those at risk of losing their homes.
- Address access and underutilization of our programs.
- Holistically support our seniors and disabled customers.

Underlying all of this will be a vigorous examination of our programs and services through a lens of anti-racism and equity.

To support this new approach, our administrative practices will be reimaged in tandem.

We will:

- Reshape our contracted services to focus more on real life outcomes for the individuals and families we serve.
- Maximize and foster accountability for all public resources.
- Continue to use technology to increase access to our services and the achievement of positive outcomes.

Of course, none of this will be possible without ensuring that our entire workforce is engaged and supported to their benefit and the benefit of the individuals, families, and communities we serve.

We look forward to hearing your ongoing feedback and suggestions that will contribute to our continuous learning and improvement, as we serve people and strengthen communities with Collaboration, Accountability, Responsiveness, and Empathy (CARE).

Thank you.



I - DPSS OVERVIEW

I – DPSS Overview

With a workforce of over 14,000 employees and a \$5 billion budget, DPSS is the largest social services agency in the United States. We serve over 4.2 million customers, which includes 1.1 million children, and provide services in the following categories:



DPSS Strengths and Noteworthy Accomplishments

Since our last Strategic Plan, entitled “Beyond the Leading Edge,” we:

1. Implemented the LEADER Replacement System (LRS), which replaced the LEADER system. LRS is a modern, streamlined case management system that is being leveraged to create a statewide eligibility welfare system, California Statewide Automated Welfare System (CalSAWS).
2. Launched a digital DPSS Newsletter, which promotes and disseminates information in a timely manner.
3. Implemented the In-Home Supportive Services (IHSS) Helpline, which serves as the primary contact for IHSS recipients and providers in all threshold languages. The Helpline handles over 138,000 calls per month and provides a multitude of services over the telephone, such as updating addresses, adding or changing providers, and applying for services.
4. Launched the Customer Service Center (CSC) Intake pilot in October 2017, which led to the expansion of CSC Intake operations. The expansion increased the call centers from three to eight. The CSCs process California Work Opportunity and Responsibility to Kids (CalWORKs), General Relief, CalFresh, and Medi-Cal applications via the telephone and handle over 610,000 calls per month.
5. Relocated Human Resources and Fiscal Operations from 3435 Wilshire Boulevard, Los Angeles, CA, to 12851/12801 Crossroads Parkway South, City of Industry, CA, which allowed for the centralization of these operations.
6. Implemented Voice Biometric Authentication (voice recognition) in the CSC Interactive Voice Response (IVR) system for 10 threshold languages, which enhanced customer accessibility.
7. Implemented the CalFresh expansion to Supplemental Security Income recipients, which brought more than 200,000 individuals into the CalFresh program.
8. Implemented a redesigned public website with content in English and Spanish.
9. Launched the TAYportunity program that serves Transitional Age Youth in the Skills and Training to Achieve Readiness for Tomorrow (START) program, formally General Relief Opportunities for Work (GROW) by providing them with training, work experience, and employment resources to prepare them to enter the workforce.
10. Implemented the first contact resolution business model at all district offices, which is designed to deliver streamlined services to customers.
11. Implemented the Renewal (RE) Line in district offices, which allows our customers to complete the RE via the telephone at their convenience without an appointment. On average, the RE line handles approximately 70,000 calls per month. From the customers that utilize the RE line, 80% end the call with an eligibility redetermination.

COVID-19

The technological enhancements we made in the years prior to 2020, positioned us optimally to provide our services even as County residents were under “stay at home” orders. While many County facilities had to shut down, we pivoted quickly, expanding our call centers to accommodate a surge of applications, many from people who had never needed our services before. Our staff also took part in food distribution events all over the County, distributing over two tons of groceries and essential items. Our social workers conducted thousands of wellness checks on elderly and disabled customers and offered IHSS services to unhoused individuals through Project Roomkey.

DPSS was proud to work alongside the Board of Supervisors, County departments and community stakeholders to meet this harrowing, unprecedented time in our County’s history.

Awards

Since the last Strategic Plan, we have received many awards from the external organizations listed below that recognized various accomplishments and innovations.

- American Society for Public Administration
 - Southern California Chapter
- CIO 100 Awards
- CIO Hall of Fame Awards
- Freshy Awards
- Government Experience Awards
- National Association of Counties
- Productivity and Quality Awards

Appendix A - provides a list of awards that we received between 2022 and 2024. This Strategic Plan builds on these strengths and accomplishments, including the foundation laid in our prior Strategic Plan.



II – STRATEGIC PLANNING PROCESS

II – Strategic Planning Process

We began our strategic-planning process in 2020 during the COVID-19 pandemic, to transform how we deliver services.

The hands-on involvement of our executives, managers, and staff has been critical for defining strategic goals and the actions necessary to achieve them, as well as nurturing engagement and commitment throughout the process. We retained KH Consulting Group (KH) to help facilitate the strategic-planning process. Specifically, KH engaged internal and external stakeholders in multiple ways:

- **Strategy Labs:** More than 100 employees participated in one of five lab sessions. Participants included managers representing all bureaus, as well as executive staff, including the Senior Executive Team. The lab sessions were designed to introduce the strategic-planning process, discuss vision themes, and identify potential strategic priorities to address both employee and customers' needs.
- **Bureau Focus Groups:** The executive leadership team of each bureau – Assistant Directors and Division Chiefs – provided input regarding that bureau's mission, core functions and organizational structure, as well as departmental strengths, weaknesses, and opportunities.
- **DPSS Employee Survey:** KH conducted an online survey of all employees to gather input regarding our values, employee engagement, and cultural responsiveness. Over 3,500 employees from across the Department responded.
- **Vision, Mission, and Values Work Group:** A cross-section of employees, using input from the previous steps, developed a new vision, mission, and values for DPSS going forward.
- **External Stakeholder Survey:** KH conducted an online survey, which was completed by over 40 external stakeholders, representing a breadth of DPSS partners, Board offices, community-based organizations, and governmental agencies. Stakeholders input on key strategic elements reinforced the importance of our draft vision, mission, values, and strategic priorities.
- **Action Planning Teams:** Approximately 80 DPSS employees, representing all bureaus and organizational levels, participated in one of five Action Planning Teams (APTs) to develop action plans that outline the objectives and action steps to achieve each of the five strategic priorities of this Strategic Plan.
- **2021 DPSS Strategy Summit:** Each APT presented its draft action plans to the Senior Executive Team at the Summit held in May 2021. Refinement followed, based on their feedback.
- **Executive Leadership:** Each member of the Senior Executive Team assumed a champion role for one of the strategic priorities and built on the APTs' work to hone the objectives and action plans, thereby building commitment at the highest levels of the organization to spearhead implementation efforts.

- **Community Connections:** We have built new connections with community-based organizations throughout the County, through regular engagement, as well as collaboration on key issues impacting the communities we serve. We will leverage these partnerships – and directly engage the individuals and families we serve – to help assess our ongoing progress in implementing the Strategic Plan.

This Strategic Plan is designed to be a living document to be updated and revised as progress is made, resources become available, and challenges arise.



**III - OUR VISION
OUR MISSION
OUR VALUES**

III – Our Vision, Our Mission, Our Values

Our vision describes *our aspirations* for the impact our work will have.

Our mission describes *what we do – every day*.

Our values describe the *qualities we show while performing our mission* – regardless of whether we are working with our customers, our communities, our social service partners, or each other.

Our values – *Collaboration, Accountability, Responsiveness, Empathy* – form the acronym CARE. It is with these values in mind that we serve the people that come to us for help and strengthen the communities in which they live.

VISION	Transform lives through economic stability, equity, and inclusion
MISSION	Together, we connect individuals and families to social services that promote lasting economic mobility and well-being

VALUES

Collaboration

We work with **our colleagues** as a team, valuing differences in perspective and opinion. We believe that when we embrace our diversity, innovative, and sustainable solutions emerge.

We work with **our customers** to ensure they have the support necessary to achieve their goals and long-term well-being.

We work with **our communities** to build structures that support and sustain our customers' growth.

We work with **our social service partners** to ensure our common goals are achieved in an efficient, effective, and sustainable manner.

Accountability

When discrepancies between our values and our actions arise, we address and resolve them.

We honor the public's trust through ethical and data-driven decision-making and transparent reporting to ensure fairness and consistency.

Responsiveness

We count on one another to respond to requests and challenges in a timely and supportive manner. We are committed to refining our internal processes and procedures.

We are agile in our response to the diverse needs of our customers, eliminating barriers and providing consistent, fair, and effective solutions.

Empathy

We appreciate and celebrate differences, treat our colleagues with respect, and go the extra mile to support one another.

We meet our customers where they are, see them in their full humanity, treat them with dignity, and tailor solutions to meet their unique needs.

Serving People and Strengthening Communities with CARE

A Commitment to Our Customers

Our vision to *transform our customers' lives* is only a few words, yet it inspires us to pursue new vistas.

Overall, we see our staff:

- Ensuring that Los Angeles (LA) County residents know that we are here to provide support.
- Achieving first contact resolution for eligible services to the greatest extent possible.
- Viewing service eligibility as one of the steps to transforming a customer's life.
- Serving LA County's diverse population effectively and compassionately across all demographics, such as race, ethnicity, sexual orientation, gender identity, and age.
- Connecting and empathizing with individuals and families to learn about their specific needs.
- Designing programs that address the challenges faced by the various population segments to effectively support them.
- Linking individuals and families to needed programs and services within DPSS and with our partners to help them achieve economic mobility and move into sustained economic well-being.

Through this new commitment to our customers, we hope to transform the communities we serve, as more of our customers move from mere awareness of who DPSS is, to using our services to achieve economic mobility and sustained well-being.

Impactful Goals for Our Customers

We are embarking on impactful goals that will track our progress in making a difference in our customers' lives. Since March 2020, we have increased the number of customers served because of the COVID-19 pandemic. Many individuals and families who had never required public social services are now seeking assistance.

Transforming lives requires us to transform our programs if our customers are to emerge from poverty and experience housing stability, have access to nutritional food, and obtain meaningful employment with living wages.

We seek to achieve the following with and for our customers:

- First contact resolution for CalFresh, CalWORKs, General Relief, and Medi-Cal customers.
- Housing Stability for CalWORKs and General Relief customers.
- That our aged, blind, and disabled populations can thrive safely at home.
- Food and nutrition stability across all demographic groups.
- Sustained employment for CalWORKs, General Relief, and Transitional Age Youth customers.
- Living income for CalWORKs, General Relief, and Transitional Age Youth customers.
- Reduced recidivism in the CalFresh, CalWORKs, and General Relief programs.
- Equitable program participation across demographic groups.

A Commitment to Ourselves

We cannot achieve our customer-focused, visionary goals without ensuring our employees are authentically committed to our strategic direction, including:

- Implementing our reimagined social services and administrative processes.
- Making fundamental changes to better align our programs to meet customer needs.
- Aligning our resources to achieve our desired results.

Impactful Goals for Ourselves

It is our employees who will help transform our customers' lives one (relational) transaction at a time. As we achieve the goals for internal transformation, we will have created a Department that can support LA County residents in achieving an unimagined level of prosperity.

To foster transformation, we will need to reinvent ourselves into a learning organization committed to:

- **Effective training and staff development.** We will train and develop our staff so that their unique skills and contributions are valued, nourished, and exhibited in their work.
- **Improved communications.** We will communicate with one another, and with our public, in ways that show we are living our values.
- **Evidence-based culture.** We will develop and implement the ability to track our effectiveness and make improvements to our services.
- **Financial sustainability.** We will maximize the use of our available funding toward improved outcomes for our customers and our organization.
- **Streamlined processes.** We will invent and reinvent our processes and expand pilot programs, testing changes to systems so that we are effective and efficient.
- **Staff engagement.** We will build a supportive organizational culture, focused on people-centered customer service:
 - Externally by connecting compassionately with our customers to understand their needs.
 - Internally by providing first-class services to one another so all staff can do their jobs efficiently and effectively.

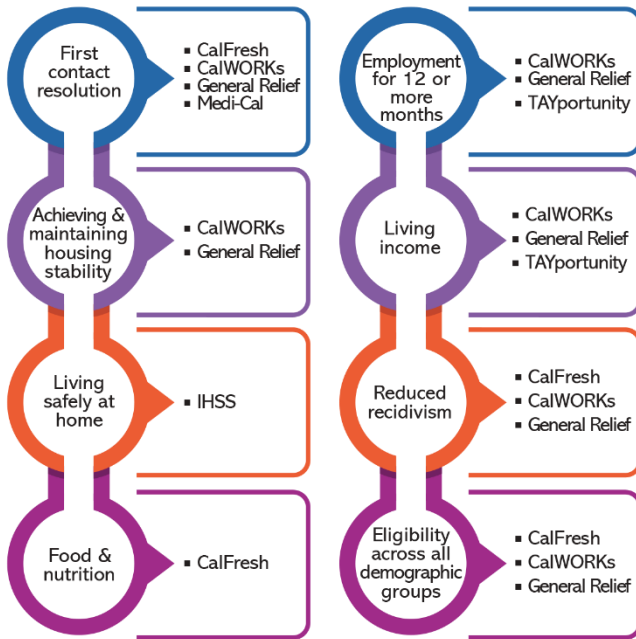
These commitments, which will guide our work from 2022-2027, are visually depicted on the next two pages.

A Commitment to our Customers

VISION

Transform lives through economic stability, equity, and inclusion

RESULTS FOR DPSS CUSTOMERS



RESULTS FOR L.A. COUNTY



DPSS STRATEGIC PRIORITIES & GOALS

PRIORITY 1: Reimagining Social Services	PRIORITY 2: Embracing Anti-Racism, Diversity, and Inclusion
<p>1.1: Strengthen our capacity to move currently unhoused DPSS families into stable housing and support those at risk of losing their homes.</p> <p>1.2: Launch a five-year initiative to reduce homelessness among DPSS individuals by 20%.</p> <p>1.3: Restructure the General Relief program.</p> <p>1.4: Increase our ability to support our customers to achieve financial mobility.</p> <p>1.5: Serve IHSS consumers holistically.</p>	<p>2.1: Increase equitable access to DPSS programs.</p> <p>2.2: Develop a needs assessment model.</p> <p>2.3: Conduct an examination of DPSS programs, policies, and services through a lens of anti-racism and inclusion.</p>

A Commitment to Ourselves

VISION

Transform lives through economic stability, equity, and inclusion

DPSS ORGANIZATION

Broad partnership across all organizational units

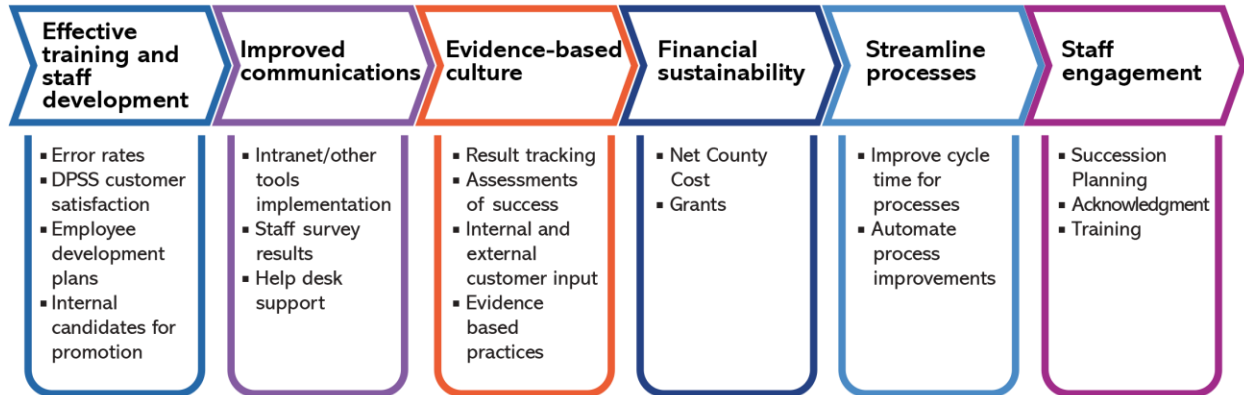
Culture of customer service

Engaged and motivated staff

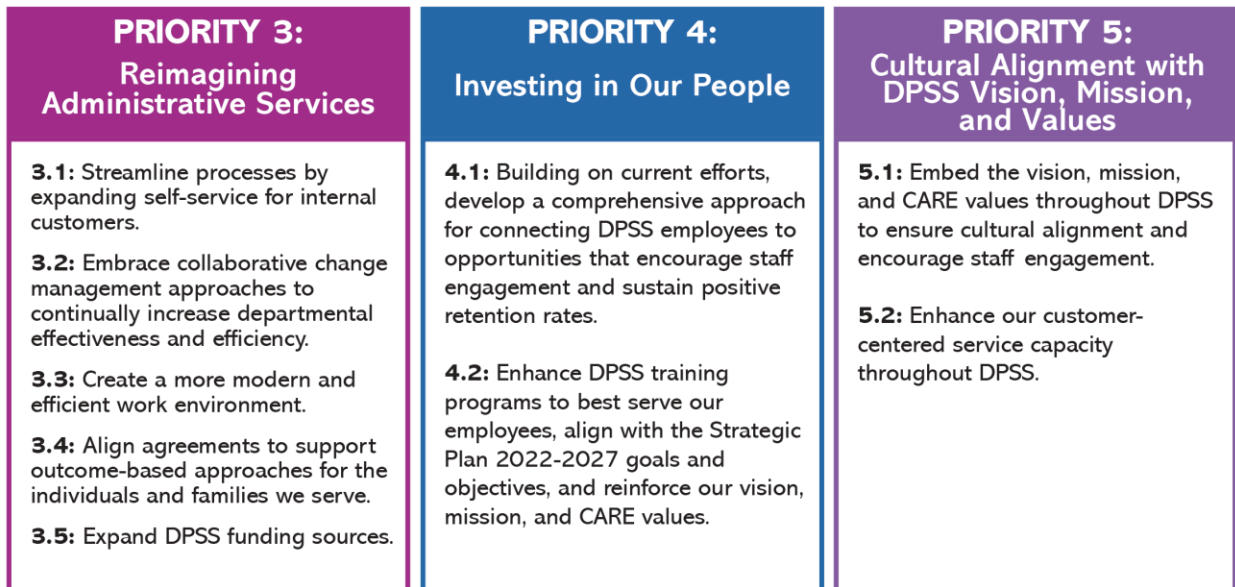
Innovative and outcome-driven focus

Evidence-based decision-making

RESULTS



DPSS STRATEGIC PRIORITIES & GOALS





IV – OUR STRATEGIC PRIORITIES

IV – Our Strategic Priorities

We have identified five strategic priorities that support both the priorities that the Board of Supervisors have for the County and DPSS’ new vision, mission, and values. The following pages describe each of these strategic priorities, including their goals, objectives, and action plans.

Two of the strategic priorities focus on our customers and are closely linked to each other:

- **Priority 1** – Reimagining Social Services
- **Priority 2** – Embracing Anti-Racism, Diversity, and Inclusion

The remaining priorities focus internally in support of the customer priorities:

- **Priority 3** – Reimagining Administrative Services
- **Priority 4** – Investing in Our People
- **Priority 5** – Cultural Alignment with DPSS Vision, Mission, and Values

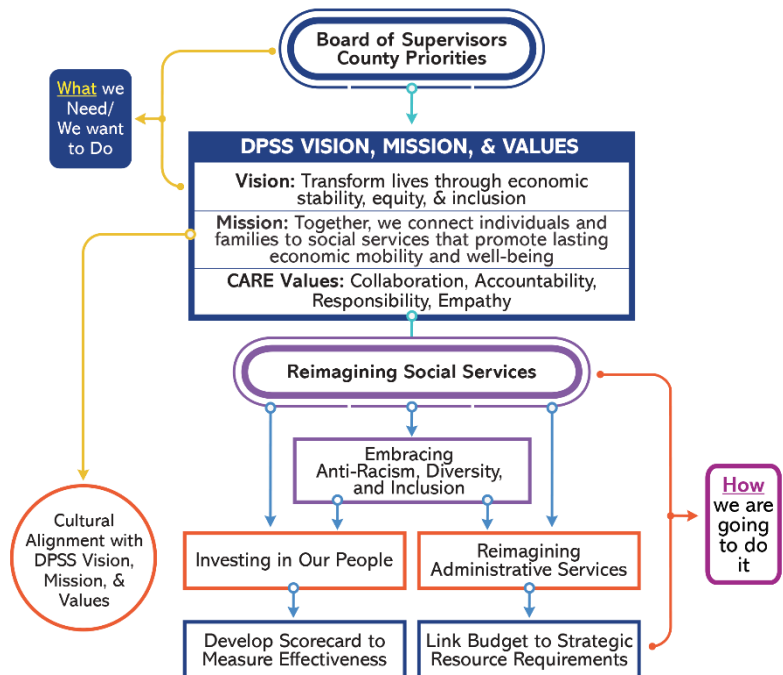
Each strategic priority has objectives and action plans that are building blocks for achieving the higher-level, impactful outcomes, outlined in our Vision.

Action Plan Format and Monitoring

In addition to the goals and objectives for each priority, the APTs prepared action plans that link action steps to the objectives. The action plans outline:

- Lead entities
- Support entities
- Timeframes

Twice a year, our leadership will monitor progress against the action steps and objectives. A semi-annual progress report will be released that will include status updates for each strategic objective.



Priority 1: Reimagining Social Services

Our Department is the ultimate safety net for families and individuals across LA County. We dispense millions of dollars in direct assistance every year, ensure access to health care, offer employment assistance, and help seniors and the disabled remain safe, independent, and thriving in their homes.

The impact we have is significant, yet there is so much more we can do to fully engage our customers and support them in achieving greater economic stability and well-being.

In “reimagining” our approach, we will:

- Help DPSS customers who are unhoused or whose housing options are temporary and unsatisfactory, get into stable places to live.
- Support our customers to secure stable employment and ultimately economic mobility for themselves and their families.
- Enhance services for our aged, blind, and disabled IHSS customers.

RSS Goal 1.1: Strengthen our capacity to move currently unhoused DPSS families into stable housing and support those at risk of losing their homes

Background

Homelessness is an underlying source of anxiety for our customers, especially here in LA County, where the cost of housing is at the highest levels in memory. Ensuring everyone has a decent, affordable place to live has been a top priority for our Board of Supervisors and community leaders throughout the County. For our customers with families, stable housing is a key foundation upon which they can advance their economic mobility and build a good life for themselves and their children. That is why improving housing stability for our customers with families is a top priority in this Strategic Plan.

Over the next five years, we will examine our current approaches and determine how they can be enhanced to better meet the housing needs of families on CalWORKs and strengthen collaborations with our County partners that have housing resources.

Objectives

- RSS Objective 1.1.1: By July 2026, develop evidence-based decision support to help with program redesign, establish baselines, and to track our overall effectiveness, which will include obtaining customer and stakeholder feedback in relation to the redesign of the program.
- RSS Objective 1.1.2: By December 2024, increase DPSS capacity to offer temporary support/shelters to DPSS customers.
- RSS Objective 1.1.3: By July 2026, strengthen and expand dedicated team capacity to work specifically with DPSS customers who are currently unhoused or at risk of becoming unhoused.

RSS Goal 1.2: Launch a five-year initiative to reduce homelessness among DPSS individuals by 20%**Background**

The key to achieving this goal will be the development of a Homeless Services Model (HSM) that will prevent or reduce incidences of homelessness among General Relief single adults. The HSM will focus on enhancing the Department's housing and employment resources currently available by assessing the needs of the single adult population, augmenting case management services, and coordinating access to potential housing and employment opportunities.

The plan will also include identifying existing housing services provided by other local communities and County agencies for the single adult homeless population and establishing a direct referral process for services not provided by the Department. This would include services to prevent individuals from becoming homeless and services that offer sustainable permanent housing solutions for the intended target population.

Objectives

- RSS Objective 1.2.1: By September 2023, conduct research and obtain customer and stakeholder input to identify the most effective strategies to prevent or reduce incidences of homelessness among General Relief single adults.
- RSS Objective 1.2.2: By June 2025, develop a plan and outline the HSM that will target the General Relief homeless single population based on the strategies identified.
- RSS Objective 1.2.3: By June 2026, implement the HSM for the General Relief homeless single adult population and periodically assess efficacy, making necessary adjustments through ongoing customer and stakeholder feedback.

RSS Goal 1.3: Restructure the General Relief program**Background**

The General Relief program provides cash assistance to LA County residents who are not eligible for other State or federal cash assistance programs. The program provides a monthly cash grant of \$221 and access to supportive services. The General Relief program has not undergone any substantive and meaningful structural changes in the last several decades. The program needs to be evaluated and redesigned to better serve the current population and direct them on a path to self-sufficiency and economic mobility.

Objectives

- RSS Objective 1.3.1: By May 2024, implement the final phase of the GROW Redesign, assess the new/modified services, and make enhancements based on feedback from internal and external stakeholders, and the community.
- RSS Objective 1.3.2: By June 2025, conduct a comprehensive analysis of the existing General Relief program and its policies to determine the effectiveness of its current services, including supportive services.
- RSS Objective 1.3.3: By June 2026, work on the development of a redesign proposal, which will include a multi-phased implementation plan to present to community stakeholders for their input and approval.

RSS Goal 1.4: Increase our ability to support our customers to achieve financial mobility**Background**

We offer resources – cash aid, food assistance, employment assistance, and health insurance – to individuals and families designed to ensure they can meet basic needs. Yet the cost of living in LA County has far eclipsed the supports that we provide. To address this, we must leverage more robust opportunities for our customers to become financially stable and achieve economic mobility.

This includes ensuring they take advantage of all available financial support outside of what our Department offers, such as tax credits and other ancillary benefits. And, most importantly, that we reimagine our employment services to focus less on immediate access to jobs and more on training and skill development, as well as strategic partnerships with employers, to create job opportunities that are well-paying and sustainable.

Objectives

- RSS Objective 1.4.1: By December 2023, identify additional resources that may support customer access to additional programs, resources, and income sources, and share the final resource list with our customers and stakeholders for feedback.
- RSS Objective 1.4.2: By December 2026, enhance coordination between eligibility and Welfare-to-Work staff.
- RSS Objective 1.4.3: By June 2026, obtain customer feedback and develop multidisciplinary approaches to address customer needs and barriers in a seamless partnership with other organizations.

RSS Goal 1.5: Serve IHSS consumers holistically**Background**

According to the State of California:

“California’s over-60 population is projected to diversify and grow faster than any other age group. By 2030, 10.8 million Californians will be an older adult, making up one-quarter of the State’s population.”¹

Establishing LA County as a place to grow old gracefully is a priority of the Board of Supervisors. The IHSS program that we administer is an integral part of the support system needed to help realize that vision.

As the IHSS program grows to meet the burgeoning population of those aging in LA County, we must ensure that all those that may qualify for in-home assistance have knowledge of and access to this critical program. IHSS consumers employ caregivers, whether family members or professionals, who should be trained to the greatest extent possible to both safely support their clients and recognize symptoms that require medical attention. We need to be certain that IHSS is integrated with all the services dedicated to seniors and the disabled in the County.

¹ State of California Master Plan for Aging; <https://mpa.aging.ca.gov>

RSS Goal 1.5: (Continued)

Objectives

- RSS Objective 1.5.1: By December 2025, increase targeted enrollment of IHSS consumers.
- RSS Objective 1.5.2: By June 2025, integrate IHSS into broader countywide strategies to holistically serve seniors and the disabled by obtaining customer feedback to identify additional areas and/or services of need.

Priority 2: Embracing Anti-Racism, Diversity, and Inclusion

Our plan calls for us to reimagine the essential services we offer to families and individuals. A critical aspect of this important work will be to view our programs and services – and the Department at large – through a lens of anti-racism, diversity, and inclusion, bringing all that we do into alignment with those important and timely principles that LA County government has embraced.

EARDI Goal 2.1: Increase equitable access to DPSS programs

Background

We will use a variety of data sources to assess demographic gaps in our programs, starting by reviewing data on identified sub-populations receiving our services (by race, ethnicity, sexual orientation, gender identity, age) and comparing the data to LA County demographic information.

Data sources include:

- Our own data on our customer demographics
- U.S. Census Bureau
- The County’s Equity Explorer Mapping Tool
- Academic data analysis in this sector

We will also seek information from and consult with our community partners, to ensure we have as clear a picture as possible as to DPSS-eligible individuals and families residing in LA County who are not using our services. This will include an ongoing analysis of barriers.

Objectives

- EARDI Objective 2.1.1: By December 2024, develop an annual report on demographic gaps of DPSS services, utilizing data, with the exception of Medi-Cal, and information from multiple sources, including community partners.
- EARDI Objective 2.1.2: By March 2026, augment the Department’s understanding of gaps in program access by employing customer surveys for a “deeper dive” into the initial (quantitative) analysis.

EARDI Goal 2.2: Develop a needs assessment model

Background

To create a needs assessment model, we will first solicit input from our staff, customers, and stakeholders to define the unmet needs that exist for our customers. We will determine which of those we can reasonably meet and how, and most importantly, provide our staff with clear guidelines and options to address those needs. These could include “warm-handoffs” to other County departments and agency partners, referrals to community agencies for additional services, or other resources yet to be identified.

EARDI Goal 2.2: (Continued)

Objectives

- EARDI Objective 2.2.1: By March 2025, work in collaboration with DPSS staff, customers, and stakeholders, including the countywide Anti-Racism Diversity and Inclusion Community Advisory Group, American Rescue Plan Act (ARPA) Community-Based Organizations (CBOs), and Community Engagement CBOs to document the needs of individuals and families, and pay special attention to which needs identified are not met by existing programs.

EARDI Goal 2.3: Conduct an examination of DPSS programs, policies, and services through a lens of anti-racism and inclusion

Background

Our Department is part of a broader endeavor to comprehensively address policies and practices across LA County government that are inherently racist and do not embrace equity. As one of the largest essential service providers in the region, it is critical that we undergo a similar review within our agency, working in consultation with the County's Anti-Racism, Diversity, and Inclusion team and in partnership with other efforts that have been established to further diversity, equity, and inclusion.

Objectives

- EARDI Objective 2.3.1: By June 2026, review departmental personnel policies and develop recommendations that will align them with LA County's goal to eliminate racism and ensure inclusion.
- EARDI Objective 2.3.2: By June 2025, develop strategies and recommendations for evaluating and revising DPSS programs, policies, and practices to align with LA County's goal to eliminate racism and ensure inclusion.
- EARDI Objective 2.3.3: By December 2026, establish an ongoing annual review of the Department's progress towards implementing policies and practices in alignment with principles of anti-racism and inclusion.

Priority 3: Reimagining Administrative Services

We recognize that the changes our Strategic Plan requires for line operations will be built with and supported by the administrative support bureaus: Bureau of Administrative Services, Bureau of Technology Services, Bureau of Human Resources (BHR), and Bureau of Program and Policy. Because we are committed to *our internal customers* being able to provide excellent services to *DPSS customers*, we will respond in innovative ways to equip and support our employees to effectively carry out their work.

As DPSS has pioneered the expansion of self-service for our external customers, we challenge ourselves to continue to expand upon our internal successes by:

- Providing our internal customers with simple, direct access to services.
- Ensuring that changes and improvements work well.
- Accelerating our response times.
- Equipping our workforce to work remotely while delivering services to our customers.
- Enabling data-driven decision making.
- Instituting new space standards and building technologies.

This challenge will involve disciplined change management, consistent and expanded communications, and feedback systems from all levels of the organization. We see an organization-wide need to support organizational change. We are committed to ensuring that revenues support innovation. We intend to improve our ability to ensure compliance with guidelines in a proactive way.

RAS Goal 3.1: Streamline processes by expanding self-service for internal customers

Background

We are thinking and planning through a “customer lens.” DPSS has historically implemented and refined our capacity to support our external customers. We have expanded access to our services through self-service options or by one of many team members who can easily access case information for assistance.

We seek to expand this level of service and access to information for our employees by developing an Administrative Services Portal, implementing mobility solutions, enhancing self-service, and enhancing data-management platforms that will provide:

- All necessary forms and requisitions that are easy to access and have the ability to be filled out and submitted online.
- Guides and instructions on how to fill out our forms, along with “tips” and best practices on how to accelerate responses.
- Automated solutions that manage and track the whole process from service requisition through fulfillment.
- Improve staff’s ability to remotely provide services to the public.
- Improve staff communication and collaboration by leveraging the latest technologies.
- Improve data availability and accessibility, while providing security and protection.

We will continually evaluate our services to increase flexibility, demand fewer resources, and offer faster turnaround times to make our internal customers’ jobs easier.

RAS Goal 3.1: (Continued)

Objectives

- RAS Objective 3.1.1: By December 2023, establish a portal for requisitioning services.
- RAS Objective 3.1.2: By June 2025, implement a comprehensive process evaluation to significantly reduce turnaround times for administrative services processes.
- RAS Objective 3.1.3: By June 2025, develop a streamlined approval process for most administrative services requests.
- RAS Objective 3.1.4: By March 2026, create data management resources and Geographic Information Systems (e.g., Business Intelligence tools, platforms, dashboards, data management architectures, etc.) that enable a data-driven environment and culture to provide innovative services, enable fact-based decision-making, and smart investments to transform customer service delivery.
- RAS Objective 3.1.5: By June 2026, implement self-service cloud-based applications to improve internal process efficiencies (e.g., autonomous program assistant, chat channels/bots, knowledge base on internal processes, etc.).
- RAS Objective 3.1.6: By June 2026, provide mobility solutions (e.g., equipment, network connectivity, cloud-hosting, etc.) to enable employees to deliver services remotely.

RAS Goal 3.2: Embrace collaborative change management approaches to continually increase departmental effectiveness and efficiency

Background

As an organization, we recognize that change is constant and is the main catalyst to establishing a continuous improvement culture. While we are getting more comfortable with a constant state of change, we can still get better at managing and channeling change into lasting improvements in our services.

We see an opportunity for our administrative bureaus to play a key role in organizing and managing organizational changes in our Department. We plan to reestablish the Organizational Change Management (OCM) team, which was disbanded after the launch of LRS. The OCM was widely recognized as being helpful in implementing the necessary business process changes needed to support the successful system implementation at DPSS.

We foresee the need to establish a similar organization focused on key strategic initiatives involving major changes to our business processes and services and new systems implementations with a broader charter to assist all bureaus with the change management associated with their key initiatives and strategic projects.

We envision that the OCM would:

- Manage, document, and post/publicize current and planned system and administrative changes.
- Support design thinking/lean six-sigma approaches to process changes across DPSS units.
- Establish an impact scorecard to track effects of changes.
- Manage expanded communication on changes.

We will benefit from expanded communications regarding change management initiatives. We want to use multiple ways to solicit input at all project stages from “what-do-we-need-to-do?” through “how-do-we-plan-to-do-it?” to “is-it-working-as-we-anticipated?” to “how-can-it-be-improved?”

We propose multiple mechanisms for candid feedback in the planning, implementation, and post-implementation phases of major process or systems changes. These mechanisms would:

- Employ the concepts of user-centered discussions as changes are being developed.
- Prepare simple-to-understand, direct instructions so that all levels of staff fully understand new directions as they emerge.
- Engage focus groups facilitated by neutral, trained staff and designed to give planning input and post-implementation feedback.
- Conduct surveys of internal customers.
- Organize crowdsourcing of ideas.
- Establish a post-implementation process that includes a transparent tracking system for issues raised.

Objectives

- RAS Objective 3.2.1: By May 2025, redefine and reestablish a new OCM.
- RAS Objective 3.2.2: By June 2025, develop and institute an expanded communications protocol for administrative and business processes.
- RAS Objective 3.2.3: By December 2023, implement CalSAWS and subsystems enhancements to support workers.

RAS Goal 3.3: Create a more modern and efficient work environment

Background

Innovation will be key, as the total facility/building space in DPSS' portfolio is targeted to be reduced in accordance with the Chief Executive Office's (CEO's) 2020 Strategic Asset Management Plan, which calls for a reduction in leased space by 2024. Through detailed planning, DPSS will modernize and utilize the remaining space more efficiently by instituting new space standards for staff and leveraging teleworking, hoteling, and other space options, while maintaining excellent service delivery to our customers. This approach will be further augmented through the implementation of the latest in building technologies to optimize our offices. With both internal and external customers in mind, this goal will enhance the office environment and improve our service delivery to DPSS customers.

Objectives

- RAS Objective 3.3.1: By December 2027, create targeted space savings across DPSS' leased building portfolio by modernizing and optimizing the office environment, implementing telework and space-sharing standards, that will allow for an efficient office environment that leads to better quality of service for customers.
- RAS Objective 3.3.2: By December 2027, in a phased approach, ensure critical DPSS facilities have the latest building technologies, including integrated keycard access, CCTV systems, panic alarm systems, communication systems, and electrical vehicle charging stations.

RAS Goal 3.4: Align agreements to support outcome-based approaches for the individuals and families we serve**Background**

Our Department has hundreds of agreements in place with contracted partners, as well as other County departments. Much of the work performed under these agreements augment the core services DPSS staff provides to our customers. As our social services are being “reimagined,” our agreements must also be aligned to the new approaches we will be implementing. We will establish a new template for partnerships that will help us leverage the work performed by other entities, most notably the new Department of Aging and Disability and the new Department of Economic Opportunity, as well as long-time partners, such as the Department of Mental Health (DMH), the Department of Public Health (DPH) and the Los Angeles County Office of Education.

Objectives

- RAS Objective 3.4.1: By February 2024, evaluate current contracts and Memoranda of Understanding (MOUs) to identify opportunities to strengthen partnerships, leverage and optimize resources, and promote customer outcomes in alignment with Reimagining Social Services action plans.
- RAS Objective 3.4.2: By October 2023, draft language reflecting the targeted areas; negotiate with partners on amendments.
- RAS Objective 3.4.3: By June 2025, establish mechanisms to track customer outcomes and monitor shared accountability included in the amended MOUs.

RAS Goal 3.5: Expand DPSS funding sources**Background**

Availability of resources contributes to creativity, opportunity, and change. Our goal is to establish a grant-writing unit that will identify and pursue alternative funding sources to our traditional channels at the State, Federal, or local level. Such additional funding can help finance new and innovative programs, pilot programs, or operational changes that could result in:

- Improving the services provided to our DPSS customers.
- Providing greater flexibility in program and services.

Objectives

RAS Objective 3.5.1: By June 2026, identify potential funding sources to address unmet needs of customers.

Priority 4: Investing in Our People

In realizing our vision, *“to transform lives through economic stability, equity, and inclusion,”* it is necessary to fully engage our staff and ensure access to effective and equitable training and development. It is for these reasons that we are committed to investing in our people.

The importance of investing in our people is highlighted by consistent staff turnover due to promotions, transfers, and retirements. As an example, during the period of January 2020 through August 2021, we onboarded over 3,500 employees (including new hires, internal promotions, transfers from other departments, and rehires) into new positions. This onboarding represents a 26% turnover in staff (based on an employee count of over 14,000) in less than two years.

We will create a solid foundation for professional growth and development that ensures our employees have the skills and experience necessary to carry out our mission.

IOP Goal 4.1: Building on current efforts, develop a comprehensive approach for connecting DPSS employees to opportunities that encourage staff engagement and sustain positive retention rates

Background

A recent survey indicates that DPSS employees:

- Are not fully aware of the extent of workforce development resources available to them through DPSS and other County resources.
- Desire more direct and constructive communication with their supervisors that results in a clearer understanding of expectations.
- Would appreciate recognition for the good work that they do every day.

The objectives supporting this goal seek to meaningfully address these survey results.

Objectives

- IOP Objective 4.1.1: By June 2023, fully-implement the Performance Net evaluation system to enhance the DPSS annual evaluation process to be more collaborative and focused on individual staff development.
- IOP Objective 4.1.2: By December 2027, resume the Excellent Customer Experience (ECE) campaign and build on our success to expand and support a fully formed, well-defined, and sustainable staff recognition program that both emphasizes how DPSS employees are invaluable to achieving the DPSS vision and mission and aligns with the DPSS values.
- IOP Objective 4.1.3: By February 2025, develop and implement a communication plan for keeping DPSS staff informed about workforce-development resources and support available to them and encourage their participation.

IOP Goal 4.2: Enhance DPSS training programs to best serve our employees, align with the Strategic Plan 2022-2027 goals and objectives, and reinforce our vision, mission, and CARE values

Background

A robust training program aligned with our strategic goals and objectives is integral to ensuring a well-prepared and engaged workforce. Staff survey results, along with input and feedback provided through strategic-planning forums, indicate a need to review and refine the current training program and identify supplemental training necessary to support the objectives outlined in this Strategic Plan.

Our training programs, modalities, and support structure: An important and regular part of any successful training program is consistent review and refinement. With the release of this Strategic Plan, it is a good time to conduct a comprehensive review of our training program, focusing on technical and soft-skills and to develop and implement such efforts as:

- Promoting supervisor-led training with small learning cohorts;
- Increasing the availability of ready-access training modules;
- Expanding current remedial and transitional training efforts; and
- Identifying “champions” throughout DPSS in a variety of program-specific or technical subjects that can provide on-the-job guidance.

Our current supervisory training approach: We employ almost 700 supervisors who are the conduit for reciprocal communication between our leadership and line staff. Supervisors are instrumental in ensuring productivity, monitoring progress and morale, and encouraging the development of line staff. They are the keepers of the culture. This objective seeks to increase support for and encourage the development of supervisors to increase the quality and consistency of supervision across the Department.

Soft-skills and customer-service training opportunities: We have launched a number of new trainings, including “Attitude in the Workplace” and “Building Rapport and Empathy with Customers.” We should continue to identify training opportunities to assist employees develop customer service and other soft-skills necessary to best serve our customers. This objective provides the opportunity to deliver training specific to this goal.

Objectives

- Objective 4.2.1: By December 2023, build on recent efforts (e.g., “Attitude in the Workplace” and “Building Rapport and Empathy with Customers” trainings) to identify opportunities to expand availability of, access to, and participation in soft-skills and customer-service training opportunities that are tailored to DPSS programs and the individuals and families they serve.
- Objective 4.2.2: By December 2025, conduct a comprehensive review of the current DPSS training programs, modalities, and support structure to enhance accessibility, improve performance, outcomes, and customer experience.
- Objective 4.2.3: By April 2024, enhance DPSS’ current supervisory training approach to ensure consistent and effective staff management, development, support, and coaching departmentwide.

Priority 5: Cultural Alignment with DPSS Vision, Mission, and Values

In a Department of over 14,000 employees, it is easy to feel disconnected from our purpose and be unclear about one's role in fulfilling the DPSS vision. Consequently, it is important that we focus strategic efforts to enhance opportunities for building connection, trust, and collaboration among our employees that improve morale, work quality, overall efficiency, and ultimately benefit our customers – both internal and external customers.

The Cultural Alignment with DPSS Vision, Mission, and Values (CAVMV) APT consists of those employees who, based on input and feedback received through the DPSS Employee Survey and hours of thoughtful discussion, developed the updated vision, mission, and values. Once finalized, this APT's focus shifted to ensure that:

- The new vision and mission be embraced by our employees.
- The DPSS culture aligns with the CARE values.

CAVMV Goal 5.1: Embed the vision, mission, and CARE values throughout DPSS to ensure cultural alignment and encourage staff engagement

Background

This goal focuses on means to embed the vision, mission, and values into the DPSS culture, broaden awareness about what different divisions do, and build connections within DPSS.

CARE Advisory Group for DPSS vision, mission, and CARE values initiatives: We will form the CARE Advisory Group, a sustainable capacity within DPSS to:

- Develop, champion, and oversee efforts that reinforce the vision, mission, and values.
- Ensure that the vision, mission, and values are embraced by our employees.
- Embed the vision, mission, and values into DPSS policies, procedures, and communication streams.

Development and oversight for the majority of the CAVMV goals and objectives will be the responsibility of the CARE Advisory Group. The CARE Advisory Group should include representation from the CAVMV APT to ensure:

- A seamless continuity of thought and purpose; and
- The voices of internal partners are included in this group's efforts.

Membership should also include representation from all bureaus at all organizational levels – line staff, middle management, and executive.

Annual DPSS Employee Survey: The results of the DPSS Employee Survey provided insight into the current DPSS culture and have been valuable in the development of this Strategic Plan. This objective seeks to continue to solicit employee feedback through the regular surveying of DPSS employees.

Ongoing communication of our vision, mission, values, and strategic priorities: With this objective, we seek to provide a structure for initializing efforts to communicate our updated vision, mission, and CARE values both internally to build ownership and externally to our customers and other external stakeholders.

“DPSS Experience” mentoring program designed to expose our staff to various operational aspects of DPSS: The DPSS Employee Survey results and input from a variety of strategic-planning focus groups and forums suggest there is a disconnect between line staff, management, and leadership, indicating the need for greater connection and understanding among individual employees, organizational levels, and operational silos. We envision piloting a mentoring program to address this disconnect. The mentoring program could:

- Build skills and experience necessary for career mobility;
- Increase overall collaboration;
- Support a more-comprehensive understanding of our organizational responsibilities;
- Provide a better understanding of program and policy among all employees; and
- Provide line staff with the opportunity to develop skills, expand their interests, and refine career goals.

Employee Efficiency Suggestion Awards Program: The DPSS Employee Survey results and input from a variety of strategic-planning focus groups and forums indicate a need for increased trust, transparency, and reliable communication, particularly among line staff and management, but also with executive leadership.

We seek to address this challenge by encouraging and rewarding the solicitation, provision, and implementation of constructive ideas specifically related to our strategic priorities and goals from all levels.

This effort entails:

- Restructuring the Employee Efficiency Suggestion Awards (EESA) program to be more focused on our strategic priorities and goals.
- Providing clear guidelines to ensure that suggestions are outcomes-focused and aligned with our goals.
- Engaging our employees fully.
- Ensuring our employees receive appropriate feedback.

Objectives

- CAVMV Objective 5.1.1: By June 2025, establish the CARE Advisory Group to develop and oversee initiatives that ensure all DPSS employees are connected to and walk the talk of the DPSS vision, mission, and CARE values.
- CAVMV Objective 5.1.2: By June 2025, implement a campaign to communicate the vision, mission, values, and strategic priorities throughout DPSS, fostering ownership and commitment at all levels of DPSS.
- CAVMV Objective 5.1.3: By June 2025, enhance the EESA Program to increase meaningful communication and collaboration among DPSS staff, management, and executive leadership that is direct, reliable, and reciprocal.
- CAVMV Objective 5.1.4: By February 2024, develop and implement an annual employee survey to monitor employee engagement and solicit feedback from all DPSS staff. Employee feedback will be compiled, analyzed, and shared with stakeholders to provide up-to-date insight on DPSS culture and the needs of departmental staff.

CAVMN Goal 5.1: (Continued)

Objectives

- CAVMV Objective 5.1.5: By December 2025, build on previous efforts to develop and implement a “DPSS Experience” mentorship program designed to expose DPSS staff to various operational aspects of DPSS to broaden awareness and build connection.

CAVMV Goal 5.2: Enhance our customer-centered service capacity throughout DPSS

Background

We will train our staff to relate to and skillfully interview customers to assess more than their eligibility. Our customer service training will introduce cultural responsiveness and humility and give staff the tools needed to support individuals and families with challenges that may not be initially obvious. Also, offering our customers a means to provide feedback on our performance will provide us with a valuable source of information about how we can enhance our customer service and ultimately our impact as a social services agency.

Objectives

- CAVMV Objective 5.2.1: By July 2025, implement ongoing external stakeholder engagement of our customers, communities, partners, and the public, including historically underserved communities and non-customers that may be eligible for our programs, regarding this Strategic Plan.
- CAVMV Objective 5.2.2: By June 2025, implement a consistent messaging campaign from DPSS executive leadership that reinforces the CARE values and the desire and support for a customer-centered service approach at DPSS.
- CAVMV Objective 5.2.3: By March 2025, develop and implement a campaign that displays service-centered messaging in DPSS’ public spaces to set the expectation for a more positive, customer-centric environment.
- CAVMV Objective 5.2.4: By February 2025, develop and implement a comprehensive, accessible process for customers to offer feedback, and share the final process with advocates and labor partners for feedback.
- CAVMV Objective 5.2.5: By February 2024, improve overall interpersonal skill levels and empathy of DPSS staff through customer service training that focuses on cultural responsiveness.



V - OUTCOME METRICS

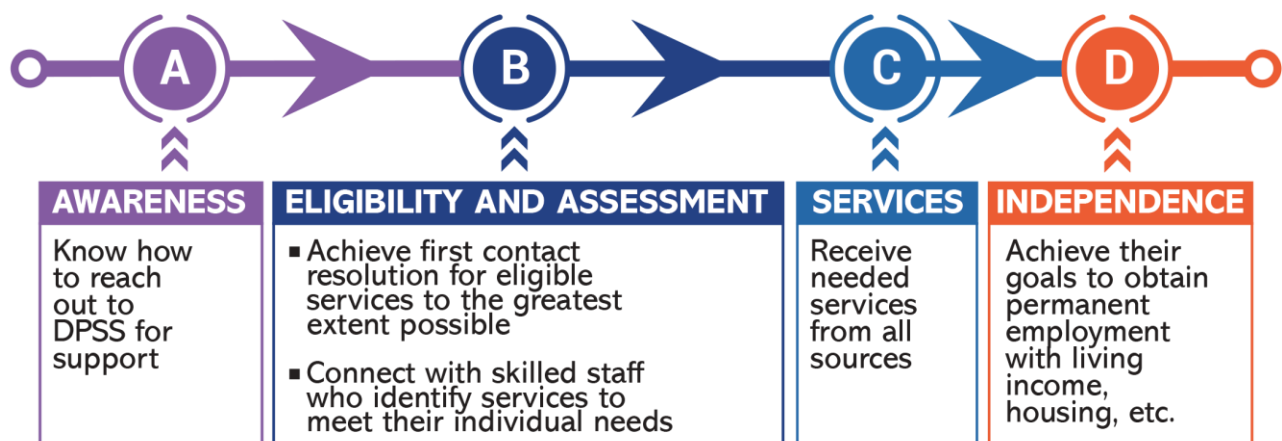
V – Outcome Metrics

We will augment our metrics gathering and reporting to focus on the *outcomes* for our *customers*.

Results for DPSS Customers

Excellent customer outcomes are our goal, and we will measure steps along the way. We will develop indicators and establish baseline data for program outcomes. From those baselines, we will establish reasonable and achievable targets for our customers to achieve greater economic stability and well-being.

Our customers will be able to:



We will start with customer awareness of and participation in the programs, services, and support offered by DPSS, tracking overall and demographic breakdowns of participation.

To start, we will track:

- How quickly we can establish eligibility.
- How thoroughly our assessment reveals customer needs.

As we obtain more baseline data, we can then broaden our metrics to include outcome metrics linked to services:

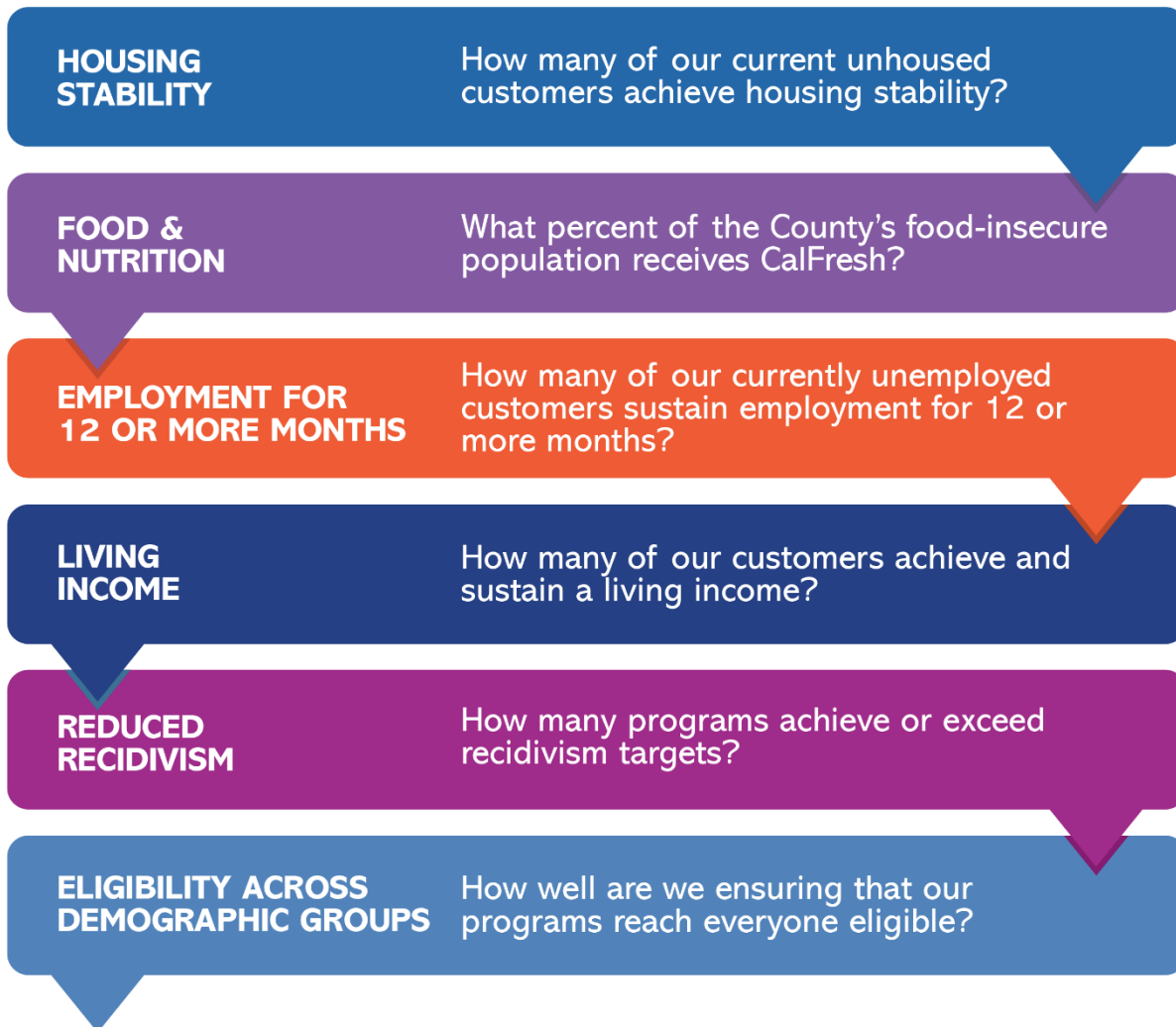
- How well we are doing in offering a range of support services, such as housing and food and nutrition, that assist our customers in achieving sustainable employment and a living income.
- How well our customers can maintain their stability as a means for measuring sustainable support over the long term.

By establishing and measuring those components, we can better develop targets and make program adjustments to achieve those targets.

Outcome Metrics Development

We envision a multi-year effort to accurately identify, track, and report our key customer outcomes. We will work with our partners to identify sources of data that allow us to accurately report on how well we *promote lasting economic mobility and well-being*.

Identified categories are displayed in the following graphic:



We will also design internally focused metrics to determine:

- How well we are training and developing our staff.
- How effectively we are communicating with one another, with our partners and our customers.
- How our culture supports our vision.
- How well our internal processes can best support our staff in working with our customers.
- How well we manage our funds to maximize positive outcomes.

Strategy Map and Internal Metrics

We recognize that our vision is only attainable through our people and processes and must be supported by financial sustainability. This strategy map graphically depicts those relationships.





APPENDICES

Appendix A – DPSS Awards

Year	Award Type	Project Title	Award Category
2022	CIO 100 Awards	Outbound Text Campaign for Food Giveaways	CIO 100 Awards
2022	CIO Hall of Fame Awards	Michael Sylvester	Hall of Fame Award
2022	American Society For Public Administration (ASPA) – So. California Chapter	CalWORKs Children & Youth Tutoring Program Team	Earl Warren Outstanding Public Service Award
2022	ASPA – So. California Chapter	American Sign Language Video Remote Interpreting Services Team	Clarence A. Dykstra Award For Excellence In Government
2022	ASPA – So. California Chapter	DPSS Renewal Line Project Team	Winston Crouch Award For Innovation In Government
2022	ASPA – So. California Chapter	Outbound Text Campaign for Food Giveaways Team	Henry Reining Outstanding Organization Award
2022	ASPA – So. California Chapter	DPSS Communications Team	Tom Bradley Diversity Award
2022	National Association of Counties (NACo)	Community Ambassador Network Internship Program	Achievement Award
2022	NACo	DPSS Renewal Line Project	Achievement Award
2022	NACo	Ergonomic Program Management System	Achievement Award
2022	NACo	TAYportunity Guaranteed Income Project	Achievement Award
2022	NACo	Robotic Process Automation for Electronic Benefit Transfer (EBT) Card Replacement	Achievement Award
2022	NACo	Reimagining American Sign Language Service Delivery	Achievement Award

Year	Award Type	Project Title	Award Category
2022	Productivity and Quality Awards (PQA)	This is Our Shot! Mobile Vaccine Team Fights COVID (DPH Lead)	Top Ten Award
2022	PQA	This is Our Shot! Mobile Vaccine Team Fights COVID (DPH Lead)	Mega Million Dollar Award
2022	PQA	Keeping County Employees Safe During COVID-19 (DHR Lead)	Special Merit Plaque
2022	PQA	Customer Service Center Expansion	Traditional Plaque
2022	PQA	Ergonomic Program Management System	Certificate of Recognition
2022	PQA	CalWORKs Children & Youth Tutoring Program	Traditional Plaque
2022	PQA	Renewal Line Project	Certificate of Recognition
2022	Government Experience Awards	Robotic Process Automation for EBT Card Replacement	Project Experience Award
2023	ASPA - So. California Chapter	Michael J. Sylvester	The Jerry W. Friedman Excellence in Leadership Award
2023	NACo	Sexual Orientation, Gender Identity, and Expression Project	Achievement Award
2023	NACo	DPSS Low-Income Fare is Easy (LIFE) Program Pilot	Achievement Award
2023	NACo	Safe Youth Zone Initiative Implementation	Achievement Award
2023	NACo	Greater Avenues for Independence (GAIN) and Medi-Cal Telephonic Signature	Achievement Award
2023	NACo	COVID-19 Reporting System	Achievement Award
2023	NACo	Project Management Office Gateway	Achievement Award

Year	Award Type	Project Title	Award Category
2023	NACo	Ancillary Supportive Service Payments for Laptops and Internet Services	Achievement Award
2023	PQA	COVID-19 Reporting System	Certificate of Recognition
2023	PQA	Fostering Equity and Inclusion Through SOGIE	Traditional Plaque
2023	PQA	IHSS Provider Outreach Marketing Campaign	Certificate of Recognition
2023	PQA	Innovation and Equity for the Hard of Hearing	Special Merit Plaque
2023	PQA	Providing Services Through Telephonic Signature	Commission Special Award - Customer Service Award
2023	PQA	Claim Your Cash – Increase Tax-Credit Uptake (CEO Lead)	Bronze Eagle Award
2023	PQA	Claim Your Cash – Increase Tax-Credit Uptake (CEO Lead)	Top Ten Award
2023	PQA	Claim Your Cash – Increase Tax-Credit Uptake (CEO Lead)	Commission Special Award - Outstanding Teamwork Award
2023	PQA	The CHOI Story: Healthcare Navigation for Families (DPH Lead)	Silver Eagle Award
2023	PQA	The CHOI Story: Healthcare Navigation for Families (DPH Lead)	Top Ten Award
2024	ASPA - So. California Chapter	Reasonable Modification Request (RMR) Team	Tom Bradly Equal Opportunity Award
2024	Freshy Awards	Diego Fajardo	Freshy Awards
2024	Government Experience Awards	EBT Theft Prevention Efforts	Project Experience Award - County Government Experience
2024	NACo	Refugee Employment and Acculturation Services Emergency Expansion Project Implementation	Achievement Award

Year	Award Type	Project Title	Award Category
2024	NACo	California Statewide Automated Welfare System (CalSAWS) Contact Center Migration	Achievement Award
2024	NACo	Countywide Reporting of Information Security Incident Robotic Process Automation	Achievement Award
2024	NACo	Saving Lives Through Hands-Only CPR (DPH Lead)	Achievement Award

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Christina Nguyen
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Cynthia De La Cruz
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Del Benavides
Kenneth Pennington
David Ahia
Mortaza Davoudi
Marylyn Huynh
Yanmei Chen
George Sillman

County and DPSS Leadership

Los Angeles County Board of Supervisors

Hilda Solis	Supervisor, First District
Holly Mitchell	Supervisor, Second District
Lindsey P. Horvath	Supervisor, Third District
Janice Hahn	Supervisor, Fourth District
Kathryn Barger	Supervisor, Fifth District

DPSS Executive Leadership

Senior Executives

Dr. Jackie Contreras	Director
Michael Sylvester	Chief Deputy of Administration
Kristin Stranger	Chief Deputy of Operations
Nick Ippolito	Assistant Director
James Blunt	Assistant Director, Bureau of Administrative Services
Michelle Sepulveda	Assistant Director, Bureau of Customer Service Centers
Derrick Robinson	Assistant Director, Bureau of Human Resources
Roxana Molina	Assistant Director, Bureau of Program & Policy
Felicia Cotton	Assistant Director, Bureau of Special Operations
Laura Chavez	Assistant Director, Bureau of Technology Services
Rosa Orozco	Assistant Director, Bureau of Workforce Services (North)
La Shonda Diggs	Assistant Director, Bureau of Workforce Services (South)
Gabriela Herrera	Special Assistant, Board Liaison

Division Chiefs

Alfredo Gonzalez	Gerry Bonilla	Sheila Early
Andy Nguyen	Hector Flores	Sherise English
Chanwantha Sam Limon	Irene Huizar	Sheri Cheatham
Cheryl Ward	Jose Perez	Silvia Banuelos
Collins Nweke	Luther Evans	Vat Om
Del Benavides	Narinder Kumar	Veronica Cox
Elizabeth Becerra	Raymond Hunter	Winna Crichlow
Elizabeth Morris	Robert Rodgers	



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