

It's All About QUALITY

■ Quality and Productivity Commission honors
28 projects and 16 departments with its highest award.



The City of Los Angeles Quality and Productivity Commission presented 28 projects and 16 City departments with Quality and Productivity Awards at dual luncheon events Dec. 9 in the Tom Bradley Room, high atop City Hall.

The awards recognize City employee teams for their initiative, creativity, teamwork, cost containment efforts and entrepreneurial spirit in providing a higher level of public services. This competition is based on an eight-month process, which includes submittal and review of the application packet, selection of semifinalist teams, on-

site reviews of semifinalist entries, and the selection and recognition of winning teams. In addition to recognition by the Mayor, City Council, Commission, and the community via L.A. CityView 35, concepts learned are transferred and implemented elsewhere throughout the City by the Commission.

This competitive award promotes professional and effective management practices, and is designed to recognize and showcase the City's achievements at improving the quality and efficiency of service delivery, while reducing public costs.

Here, *Alive!* lists the winners and showcases their projects.

Congratulations to all the winners, and thanks to Tyler Munhall, Quality and Productivity Commission, for his assistance in producing this feature.

The winners of the 2008 Quality & Productivity Awards

Active Start: Increasing Physical Activity Among Sedentary Seniors

– Dept. of Aging

Automated Plan Check Hours Assignment Project

– Building and Safety

Code Enforcement Fees Assessment Program (CEFA)

– Building and Safety

Consolidated Plan Application System (CPAS)

– Community Development
– ITA

How the Grinch Tried to Steal Christmas

– City Council (District 13)
– General Services
– ITA

Markham Middle School Safety Initiative

– City Attorney

Overcoming Challenges to Reducing Sewer Spills

– Public Works/Contract Administration
– Public Works/Sanitation
– Public Works/Engineering

Joint Labor Compliance Monitoring Program (JLCMP)

– Public Works/Contract Administration

Greening Los Angeles Through Biodegradable Food Service Ware

– Convention Center

"Reflecting" the Best of Los Angeles

– Convention Center

Record Breaking Customer Contract Center Service Levels

– DWP

Open Reservoir Bromate Control Project

– DWP

Check 21 Processing Method

– DWP

Establishment of a Real-Time GPS Network for Real-Time Kinematic Surveys

– Public Works/Engineering

Technology and Automation – Cut Your Printing Costs, Not Your Expectations

– General Services

Time Travelers

– General Services

Mutual Aid

– General Services

Giving Heavy Lifting the Heave-Ho

– General Services

Internet Video On-Demand for City Council and CityView Channel 35 Programming

– ITA
– City Clerk

Electronic Subpoena (eSubpoena)

– ITA
– LAPD

Medicare Enrollment Program

– LACERS

Camp Composting Program (CAMPostables)

– Rec and Parks
– Public Works/Sanitation

City of Los Angeles Smart Irrigation, Water Conservation, Youth Development Project

– Rec and Parks
– DWP
– Valley Crest Companies

Multi-Family Bulky Item Program (MFBI)

– Public Works/Sanitation

Catch Basin Retrofits Leading to Cost Savings and Cleaner Environment

– Public Works/Sanitation

Fight Climate Change With Clean Fuel Fleet

– Public Works/Sanitation
– General Services
– Environmental Affairs

Construction Components – Concrete Lagging Panels

– Public Works/Street Services

Storm Damage Restoration Projects

– Public Works/Street Services
– Public Works/Engineering
– City Administrative Officer

2008 Quality and Productivity Award Winners



Public Works/Contract Administration • Public Works/Sanitation • Public Works/Engineering

Quality of Life

Keeping seniors physically active.

Active Start: Increasing Physical Activity Among Sedentary Seniors

Active Start provides a sustainable exercise program for older adults, aged 50-plus, who are relatively sedentary due to chronic conditions or lifestyle choices.

Under a three-year grant from the Administration on Aging, the City began this project, which is comprised of two elements – Active Living Every Day, a 20-week physical activity behavior change class, and ExerStart for Lay Leaders, a beginning-level exercise class that uses resistance bands. Participants showed significant change, while a control group showed no difference. All participants showed at least a double-digit increase in physical activity (some up to 40 percent increase), and 100 percent were physically active at the end of the program.



Project team members include Laura Trejo and Marcia Kertz.

Building and Safety

Fee Collection

Collecting the appropriate fees.

Code Enforcement Fees Assessment Program (CEFA):

CEFA is an electronic interface between the Code Enforcement Information System (CEIS) and other Department systems that increases fee collection of code enforcement fees.

Project staff created a computer interface: When a Code Enforcement Order requires a permit for compliance, the software attaches a message indicating that the fee is required for that particular site. Subsequently, when a permit application for the site is filed, the investigation fee message is displayed on screen, and the permit cannot be issued until the fee is paid. Time-limit warnings are also issued.



Project team members include: Hector Buitrago, Frank Bush, Luke Zamperini, John Biezens, Jeanne Ly, Giovanni Dacumos, Jing Reyes, Shannon Haas, John Whipple and Michael Hughes.

Building and Safety

Better Estimates

Standardizing building cost estimation.

Automated Plan Check Hours Assignment Project:

The Automated Plan Check Hours Assignment Project standardizes the process for estimating the number of staff-hours required to review Building and/or Electrical Plans. This has saved money and increased efficiency by allowing senior engineers to work on more complex assignments and less senior engineers to more quickly and accurately estimate hours needed for plan review.

Prior to implementation, determining the estimated number of hours required to review a set of building and electrical construction plans was performed manually, and the results varied based on a number of factors. The project assigns a pre-defined estimated number of hours based on pre-determined questions. The project is estimated to generate a salary savings of \$186,113.



Project team members include: Ifa Keshifi, Hector Buitrago, Sia Poursahabian, Kamran Ghotbi Ravandri, Behzad Eghtesady, Eddy Allahverdian and Behrooz Hooriani.

Community Development • ITA

Applying for Funds, Made Easier

Streamlining the process.

Consolidated Plan Application System (CPAS):

CPAS is a comprehensive Web-based grant application and review system that replaced two cumbersome manual processes, boosted system access to L.A. residents, and increased the efficiency of the internal application review and approval process.

The project created a comprehensive online web-based database application for department funding requests. (More than 300 applications are received annually.) Access to the system is 24 hours a day, seven days a week, to anyone in the world, and the system takes advantage of information stored in a database, rather than having to complete every line manually.



Project team members include: Jennifer Banos, Polrat Thipayanusorn, Steve Stewart, Jonathan Neff, Matt Buguy, Gerardo Ruvalcaba, Michelle Rose, Robert Hanks, Kim Olson and Rhonda Gaston.

2008 Quality and Productivity Award Winners



City Council (District 13) • General Services • ITA

Rescuing Santa

Reviving Santa's Hollywood Parade.

How the Grinch Tried to Steal Christmas:

In 2007, the City successfully produced the Hollywood Santa Parade. The parade, in existence since 1928, was canceled by its former producers. These departments kept the holiday spirit alive by continuing this tradition for our City residents.

In response to the cancellation of the original parade, the City stepped up to host its very first Christmas parade. General Services, as instructed by City Council, produced the parade, in conjunction with ITA and an outside contractor.



Project team members include: Valerie Melloff, Eric Robles, Pierre Riotoc, Lye Yee, Ana Guerrero, Julie Wong, Tony Ighani, Ted Lin and Stacy Marble.

City Attorney

A Safer Markham

Saying no to gangs at Markham Middle School.

Markham Middle School Safety Initiative:

This anti-gang school safety program is designed to couple existing safe schools and anti-gang programs at Markham with new initiatives that keep students safe in and around the school and stop local gangs from recruiting students.

Some of the measures implemented at Markham include: mandating school uniforms and adding an effective enforcement policy; increasing student engagement and morale; providing adult presence and supervised programming on campus; assigning a school safety specialist; supporting and empowering teachers; keeping the campus safe and clean; creating a School Site Safety Committee; and partnering with law enforcement agencies.



Project team members include: Sara Anjargolian, Michelle McGinnis, Verna Stroud, Philip Tingeredes, Les Jones, Roger Lee, Officer Loos and Greg Thomas.

Public Works/Contract Administration • Public Works/Sanitation • Public Works/Engineering

No More Spillovers

Reducing sewer spills.

Overcoming Challenges to Reducing Sewer Spills:

This project reduced wastewater spills from 687 spills in 2000-01 to 200 in 2007-08 by upgrading sewers, reducing fats, oil, grease, and roots in sewer lines.

Some of the measures implemented as part of this program were: optimal maintenance, adding an advanced and comprehensive spill prevention, response and reporting program; adding a root control program; reducing the volume of maintenance work; improving workforce effectiveness; and adding a quality assurance program.



Project team members include: Debbie Pham, Ali Poosti, Farsheed Farhang, Vu Ba; Robert Potter, Berggren Berry, Carmello Martinez, Roshan Afalki, Vlad DeLorenzo, Christopher Smith, Teodulo Gaisim, George Stofila, Gary Bigelow, Emmanuel Achonu, Harshad Shah, Samer Suleiman, Pat Cheng, Rajni Patel, Carlos Tierres, Adrian Barerra, Miguel Geldres, and Eugene Eltchi.

Public Works/Contract Administration

Labor Fairness

Enforcing wage equity on worksites.

Joint Labor Compliance Monitoring Program (JLCMP):

This program established a formal partnership between the City and trained, qualified volunteers to help ensure that prevailing wages are paid to all workers on the City's public works construction projects.

The program provides individuals who are experienced and knowledgeable in the construction field with training and authorization to enter the City's Public Works construction sites to interview workers. This helps ensure that these workers are actually receiving the wages they are legally mandated to be paid.



Project team members include: Hannah Choi, Chris Jenson, Dale Kanegawa, Manny Perez and John Reamer Jr.

2008 Quality and Productivity Award Winners



Convention Center

Eating Greens

'Greening' the Convention Center food service.

Greening Los Angeles Through Biodegradable Food Service Ware:

This project greened the Los Angeles Convention Center food services by switching traditional food service ware to compostable and biodegradable service ware.

The Convention Center's food service embarked on a mission to replace conventional food service ware with environmentally friendly versions that are compostable and biodegradable, and implement bulk condiment service. There are no discernible appearance or function differences between conventional and environmentally friendly versions of the same service ware. What looks like a plastic cup is made from starch and sugar cane and will begin degrading in landfills within 30 days.



Project team members include: Duane Gornicki, Jennifer Minor, Sam Martinez, Willie Ruffin, Rick Wineman and Sue Franco.

Convention Center

Up on the Roof

Saving energy starts literally at the top.

"Reflecting" the Best of Los Angeles:

This project reduced energy consumption by replacing the traditional West Hall roof, built in 1971, with a "cool roof."

At the Convention Center, energy costs are second only to salaries. The 37-year-old West Hall roof needed replacement, with an estimated cost of \$3.3 million. This "cool roof" "reflects" the sun's rays instead of absorbing the heat like a traditional roof. The roof's surface is finished with a white, reflective material. A significant percentage of solar energy is reflected back in to the atmosphere, rather than being absorbed into the facility, therefore reducing air conditioning requirement. Using this roof saves an estimated 11 to 15 percent of energy for air conditioning.



Project team members include: Steven Potik, Allen Ward, David James, Brian Gonzalez and Stan Snyder.

DWP

The Customer Comes First

Reaching record-breaking customer service levels.

Record Breaking Customer Contract Center Service Levels:

The Department of Water and Power reached unprecedented service performance levels by boosting productivity in its Customer Contact Center.



The names of project team members were unavailable at press time.

DWP

Check, Please

Streamlining the processing of customer payments.

Check 21 Processing Method:

Adopting Check 21 methods for check processing yielded both quality and productivity gains.

The DWP processed more than 18,200 customer checks per day, and those checks were handled at least four times (manually) each.

The Check 21 program, a law which went into effect in 2004, sets up a framework for financial institutions to process electronic "copies" of paper checks rather than presenting the original document for the check-clearing process. The process takes an image of the check during regular processing.

The DWP is the first City department to implement the new process and enjoys several benefits because of the process.



Project team members include: Julie Naslund, Odell Mathieu, Christine Echavarria, Sharon Laurent, Martha Gutierrez, Rameil Ayoa, Jeanette Loesser, Rachel Ayoa-Padilla and Leticia De La Torre.

2008 Quality and Productivity Award Winners



DWP

Controlling a Killer

Using a unique design to reduce a suspected carcinogen.

Open Reservoir Bromate Control Project:

A unique floating reservoir cover design was used to retard the photochemical production of bromate, a suspected carcinogen, in two City reservoirs at a cost savings of more than \$3 million.



The names of project team members were unavailable at press time.

General Services

Everybody Benefits

Sharing the training best practices.

Mutual Aid:

General Services has developed several training programs that are made available to many other City departments free of charge.

For example, General Services now offers forklift operator training, vehicle pre-trip inspection training, and a host of technical maintenance classes to nine City departments, all at no cost. As a result of this outreach effort, a significant decrease in operating costs has been realized by these departments.



Project team members include: Gail Tichman, Keith Hall, Joseph Casaletta, Alejandro Guerrero, Alan Schilt, Harold Haro, Tommy Lemendez, Daniel Valenciana, Rick Schwebbski, Carlos Meza, Leonard Walker, Tony De Clue and Tony Royster.

Public Works/Engineering

And the Survey Says

Adding consistency and efficiency to geological surveys.

Establishment of a Real-Time GPS Network for Real-Time Kinematic Surveys:

Upgrade of GPS stations owned by the U.S. Geological Survey (USGS) to function as Real Time Kinematic (RTK) base stations eliminated the need for public and private surveyors to set up and monitor temporary base stations when doing RTK surveys.

This "borrowing" of U.S. Geological Survey GPS stations for concurrent City survey use eliminated the need for City personnel to set up temporary base stations for City work, saving both time and cost. Additional benefits are that that accuracy of the surveys is increased, plus this method promotes coordinate uniformity because it uses the U.S. Geological Survey-approved network control.



Project team members include: Kurt Reimers, Mark Logrbrinck, Carlos Lopez, Rob Holme, Mike Rubner, Nick Turner and Anthony Pratt.

General Services

Less Heavy Lifting

Using a device to help with the lifting on sanitation vehicles.

Giving Heavy Lifting the Heave-Ho:

General Services teams designed and built a unique mechanical device that employees use to safely and efficiently remove and install follow sheets on Refuse Collection Vehicles.

A very basic mechanical device was fabricated by using raw steel, casters, chains and chain sprockets. This device looks like a steel table with four wheels, and allows a mechanic to safely and efficiently draw a 300-pound follow sheet from inside the back of a truck to sit on top of the table. The follow sheet can then be removed with a forklift.



Project team members include: Robert Quiroz, James Cook, Gregory Navarro, Robert Grummett, Nathan Hall, George Ferrer, Emmett Ewing, Miguel De Anda, Gordon Fong, Brian Martin, George Oghigian, Tony Cain, Frank Porrata, William Forbes, Brian Moen, Richard Humanic, George Giambastiani, Alan Schilt, Jung Ho, Jacque Lorraine, John Ferris, Leonard Walker, Brian Cunningham, Tony De Clue and Tony Royster.

2008 Quality and Productivity Award Winners



General Services

Preventing Injuries Before They Happen

Reducing Workers' Comp.

Time Travelers:

General Services Fleet Services reduced the number of workers' compensation claims by 34 percent over the last fiscal year with this project. This resulted in a \$444,000 savings in worker's compensation expenditures for the 2007-08 fiscal year.

By "going back in time" and preventing injuries before they occurred, Fleet Services was effective in saving the City nearly half-a-million dollars. Steps include: Preparing and delivering bi-weekly safety training; completion of weekly and monthly written self-evaluations; discussion of incidents at weekly "tailgate" meetings; tracking of compensation claims; following the status of an injured employee; and establishing of a pilot accident review panel.



Project team members include: Gail Tichman, Keith Hall, Cain Flores, Joseph Casaletta, Alejandro Guerrero, Harold Haro, Tommy Melendez, Daniel Valenciana, Leonard Walker, Tony De Clue and Tony Royster.

General Services

Pressed, for Time

Adding a more efficient printing press.

Technology and Automation – Cut Your Printing Costs, Not Your Expectations:

Print Services installed a five-color printing press, providing quicker setup times, faster run speeds, higher and more consistent quality and connectivity to facilitate automation of printing processes.

The new press operates at a top speed of 15,000 sheets per hour, as opposed to the older press, which ran at 7,000 sheets per hour.



Project team members include: Stepan Nalbantian and Michael Leighton.

ITA • LAPD

The Digital Process Server

Serving subpoenas electronically.

Electronic Subpoena (eSubpoena):

This project reengineered the subpoena process used at the LAPD to increase efficiency, reduce overtime and streamline administration.

Every weeknight, the previous day's batch of subpoenas is transmitted to an ITA server. An application processes the subpoenas, stores them in a database, and sends electronic copies of the subpoenas to police officers. Police officers serve themselves via email. Parallel to this is a Web application used to monitor the process. There are plans to expand its use in the City Attorney's office.



Project team members include: Kamton Joe, Joyce Edson, Irene Munoz, Jef Leifeste, David Yu, Tim Riley, Chris Berglund, Chris Chase and Leshon Frierson.

ITA • City Clerk

Shows On Demand

Providing CityView 35 programming on demand.

Internet Video On-Demand for City Council and CityView Channel 35 Programming:

This project gave members of the public and City employees instant, on-demand, and free access to live and archived Council meeting and Channel 35 content on the Internet.



The names of project team members were unavailable at press time.

2008 Quality and Productivity Award Winners



LACERS

On Board With Medicare

Processing Medicare coverage reduces compliance issues.

Medicare Enrollment Program:

To reduce LACERS' cost of health insurance to City Retirees over the age of 65, this project developed a system to ensure retirees enroll and assign their Medicare coverage to a LACERS-sponsored medical plan and maintain their enrollment in Medicare.

As a result of this project, an additional 30 to 35 percent of Medicare compliance issues have been resolved.



Project team members include: Alex Rabrenovich, Mimi Lin, Sarah Hill, James Acheron, Margaret Drenk, Jennifer Ware, Wai Jung, Krystal Baldwin, Sonia Cervantes, Adrienne Hobbs, Shirley Howard, Celeste Cho, Edwina Valencia, Lis Burog, Bernadette Molina, Gilda Solorzano, Joseph Salazar, Silvia Aroche and Lita Payne.

Rec and Parks • Public Works/Sanitation

Green Camping

Helping the environment through waste management at youth camps.

Camp Composting Program (CAMPostables) – An Environmental Sustainability Model Program:

This project implemented a youth camp composting program with innovative purchasing of biodegradable and compostable dinnerware, environmental education, and waste management practices.

This camp composting program succeeded in diverting 70 to 75 percent of waste generated in the dining and food preparation areas of the camps from landfills to composting facilities that recycle the food waste (including the compostable dinnerware described above) into compost to be used as a nontoxic soil amendment on agricultural fields and cultivated landscapes.



Project team members include: Michael Davidson, Steve Dunlap, Michael Harrison, Zafar Karimi, Daniel Meyers, Peggy Nguyen, Kevin Regan, Robin Smith, Javier Solis and Joseph Stackhouse.

Rec and Parks • DWP • Valley Crest Companies

Learning About Irrigation

Teaching water management to young people.

City of Los Angeles Smart Irrigation, Water Conservation, Youth Development Project:

This project helped to solve community issues through water conservation, youth development and urban outdoor beautification.

The project was developed by the DWP in collaboration with Rec and Parks as a vehicle to rehabilitate parks that were long overdue for irrigation improvements and where water conservation was needed. Working with CDD, Rec and Parks has recruited a team of 14 young people to do the new irrigation installations at Victory Memorial Grove in Elysian Park, Arroyo Seco Park and Mt. Carmel Rec Center. The youths are paid and receive extensive training in the valuable trade of irrigation construction as well as classes in life-enhancing primary skills including mathematics and communication.



Project team members include: Dana Valdez, Thomas Gackstetter and Steven Phillips.

Public Works/Sanitation

Tidier Apartment Buildings

Collecting bulky items from large apartment complexes.

Multi-Family Bulky Item Program (MFBI):

This project implemented bulky-item collection for 541,000 tenants and owners of apartment complexes with more than five units. This reduced refuse that would otherwise end up in alleyways, parks and vacant lots.

This program gives the multi-family residents the opportunity to call and have their bulky items collected through the use of one central number, 3-1-1. Items are scheduled for collection on trash collection day, thereby reducing the blight having items sit out for weeks. The program also consists of proactive sweeps.



Project team members include: Richard Myles, Chris Johnson, Leo Martinez, Sal Aguilar, Katherine Bermudez, Tom LaBonge, Bonnie Goldman, Tom Caraballo, Erik Sanjurjo, Linda Granados, Enrique Zaldivar, Denise Plato, Lynne Gregoire, Ron Jackson, Nazario Saucedo, Gail Tichman, Leonard Walker, Jon Ferris, Jackie David, Lidia Vaiz, James Clark, Cynthia Ruiz and Tara Bannister.

2008 Quality and Productivity Award Winners



Public Works/Sanitation

Catch Basin Filters

Adding screens keeps the L.A. River and Ballona Creek cleaner.

Catch Basin Retrofits Leading to Cost Savings and Cleaner Environment:

The City is mandated by the state to reduce trash in the Los Angeles River and Ballona Creek by 10 percent every year or face significant financial liabilities. The City achieved compliance faster and at a lower cost by retrofitting 36,000 catch basins with inserts and/or screen covers.

The project aims to retrofit more than 36,000 catch basins with inserts and/or screen covers. At the end of 2006, more than 5,500 inserts and 8,600 opening screen covers had been installed. These have reduced trash in the river and creek by 26 percent.



Project team members include: Seth Carr, Marsa Chan, Elizabeth Gutierrez, Shahram Kharaghani, Alfredo Magalanes, Wayland Marzett, Ricardo Moreno, Jane Parathara, Lisa Ricchiazzi, Delta Rodriguez, Morad Sedrak, Penny Weiland, Amy Chang, Paul Hatley, Patricia Kolebeck, Fred Ureta, Juan Benitez and Jane Ugalde.

Public Works/Sanitation • General Services • Environmental Affairs

A Cleaner Fleet

Fighting climate change with cleaner fuel.

Fight Climate Change With Clean Fuel Fleet:

The City's deployment of the largest municipal clean fuel fleet of liquefied natural gas powered collection vehicles helps to reduce green house gasses and criteria air pollutants emissions, as well as lower fuel costs and dependence on imported fuels.



The names of project team members were unavailable at press time.

Public Works/Street Services

A Better Way to Make Panels

Building concrete panels fast and cost-effectively.

Construction Components – Concrete Lagging Panels:

This project developed a system for building concrete lagging panels to repair major damage caused by the 2005 winter storms in the City. The system saves the City money by lowering the cost per panel and improves services by building them faster than it would take to order them from an outside contractor.

Since 2005, 5,000 panels have been constructed and installed throughout the City, at a cost savings of \$625,000 to taxpayers.



Project team members include: Rick Croymans, Thomas Dunham, Richard Barboza, Michael Baukholt, Roger Belair, Kevin Coonen, Kurt Dellutri, Fernando Diaz, Ernesto Esparza, Phillip Harriidsluff, Raymundo Hernandez, Pilar Holguin, George Johnson, Robert Johnson, William Mack, John Pasos, Manuel Perez, Robert Pochmara, Bennett Rayford, Juan Rodriguez, Patrick Shortall, John Tate, Joseph Bidnic, Ricardo Villanueva, Carlo Webb and David Willerford.

Public Works/Street Services • Public Works/Engineering • City Administrative Officer

The Road to Cost Savings

Repairing the roadway damage from the 2005 storms.

Storm Damage Restoration Projects:

This project improved services by increasing the speed at which repairs to 43 sites were made after the 2005 winter storms. All work performed was reimbursable by FEMA and FHWA, and the project resulted in significant cost savings to the City.



Project team members include: Sergio Valdepena, Joseph Vidnic, Ricardo Villanueva, Carlo Webb, David Willerford, Alvin Wimberly, Gordon Wray, Wynell Wright, Bryce Barnes, Emilio Deluna, Gilbert Galindo, Merle Farrar, Jerry Hoskins, Ken Rosart, Sterlin Kuznitsky, Jesus Villanueva, Sean White, Robert Hancock, Gene Edwards, Marcos Marin, Alexander Reyman, Goran Lazarevic, Tu Nguyen, Manuel Aguilar, Yidnekachew Wubishet, Juan Guzman, Katie Clark, Ryan Go, Salvador Martinez, Joseph Cruz, Quyen Doan, Ivan Masayon, Bee Campbell, Wai Lau, Sarai Bhaga, Deidre Reyes, Alma Gibson, Patricia Huber, Marie Chang, John Fagan, Cesar Banuelos Herrera, Gerardo Cardenas, Israel Colon, Genaro Granados, Orlando Griego, Glenn Hoke, Derek Jenkins, Dante Jones, Trifone Macchia, Joseph Sewell, Charles Spicer, Gaston Valdez and Mitchell Vega.