



**County of Los Angeles  
Quality and Productivity  
Commission**

565 Kenneth Hahn  
Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

**Telephone:** (213) 974-1361  
(213) 974-1390  
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**Website:** [qpc.lacounty.gov](http://qpc.lacounty.gov)

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Laura Perez

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**BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES**

*"To enrich lives through  
Effective and caring service"*

**Los Angeles County  
Productivity Investment Board  
NOTICE OF REGULAR MEETING**

**Monday, May 23, 2022, 10:00 a.m.**

**Members of the public may participate or listen to the meeting  
via telephone at:**

**Join Zoom Meeting**

<https://us02web.zoom.us/j/84645355794?pwd=ZmlrQ2UvZHpNR0Uwbkx1MFY2RnVqZz09>

**Meeting ID: 846 4535 5794**

**Passcode: 850326**

**Call in number: (669) 900-9128**

**Written Public Comment may also be submitted to Jackie Guevarra  
by Sunday, May 22, 2022 (received by 4:00 p.m.):**

[jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov)

***\*Any information received from the public by Sunday, May 22, 2022 at  
4:00 p.m. will become part of the official meeting record.***

**MEETING AGENDA**

1. Call to Order.....Commissioner McIntyre
2. Approval of the February 28, 2022, Meeting Minutes
3. Presentation of Productivity Investment Fund (PIF) proposals (for discussion and possible action) and Fund Balance Report, as of Fiscal Year 2021-22, 4<sup>th</sup> Quarter.....Commissioner McIntyre
  - **22.13 – Public Health, for DPH Disease Defense Force, \$267,250 Grant.** PIB Advisory Committee recommends \$162,250 Grant
  - **22.14 – Human Resources, for Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection, \$100,000 Grant.** PIB Advisory Committee recommends \$100,000 Grant.
  - **22.15 – Los Angeles County Museum of Art (LACMA), for West Campus Lighting Control System Upgrade, \$500,000 Grant.** PIB Advisory Committee recommends \$500,000 Grant



- **22.11 - Chief Executive Office (Return to the PIB), Los Angeles County Real Estate Management System (LACREMS), \$750,000 Grant.** PIB Advisory Committee had recommended \$750,000 Grant.
4. Review of 2021 PIF Annual and Final Reports
  5. Discussion and matters not on the Posted Agenda – to be presented and placed on a future agenda.
  6. Public Comment (3 minutes for each speaker)
  7. Adjournment

**LOBBYIST REGISTRATION**

Any person who seeks support or endorsement from the Commission on any official action may be subject to the provisions of Los Angeles County Code, Chapter 2.160 relating to lobbyists. Violation of the lobbyist ordinance may result in a fine and other penalties. For more information, call (213) 974-1093.

**ACCOMMODATIONS**

Accommodations, American Sign Language (ASL) interpreters, or assisted listening devices are available with at least 3-business days' notice before the meeting date. Agendas in Braille and/or alternate formats are available upon request. Please telephone (213) 974-1431 (voice) or (213) 974-1707 (TDD), from 8:00 a.m.-5:00 p.m., Monday through Friday.

**SUPPORTING DOCUMENTATION**

Supporting documentation can be obtained at the Quality and Productivity Commission Office, 565 Kenneth Hahn Hall of Administration, 500 West Temple Street, Los Angeles, CA 90012 or [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov).

**PUBLIC COMMENT**

Commission meetings are open to the public. A member of the public may address the Commission on any Agenda item. In addition, during the General Public Comment item on the agenda, a member of the public has the right to address the Commission on items of interest that are not on the agenda but are within the subject matter jurisdiction of the Commission. A request to address the Commission must be submitted to Commission Staff prior to the item being called. Comments are limited to a total of six (6) minutes per speaker per meeting, at up to two (2) minutes per item. The Commission may further limit public input on any item, based on the number of people requesting to speak and the business of the Commission.



# LOS ANGELES COUNTY PRODUCTIVITY INVESTMENT BOARD

MINUTES OF THE MEETING OF  
February 28, 2022 at 10 a.m.

Virtual Meeting

Call in number: (669) 900-9128

Meeting ID: 875 3045 7623

Passcode: 789404

\*\*\*\*\*

County of Los Angeles  
Quality and Productivity  
Commission

565 Kenneth Hahn Hall of Administration  
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**Program Manager**

Laura Perez

**Program Support**

Tammy Johnson

**THE FOLLOWING COMMISSIONERS WERE PRESENT  
(TAKEN BY ROLL CALL):**

**PRESENT:**

Edward McIntyre, Chair

William R. Wright, Vice Chair

Maxwell Billieon

Viggo Butler

Rodney Gibson

William B. Parent

Jeffrey J. Penichet

**ABSENT**

Huasha Liu

**Productivity Investment Board Advisory Committee**

Susan Linschoten, Chair, PIB Advisory Committee

**CALL TO ORDER**

The Chair called the meeting of the Productivity Investment Board (PIB) to order at 10:03 a.m.

**ATTENDANCE (ROLL CALL)**

Commissioner McIntyre welcomed everyone to the virtual Productivity Investment Board (PIB) meeting. He introduced Commissioners Maxwell Billieon and William Parent as new members to the PIB. He asked Jackie Guevarra, Executive Director, to take roll call of Commissioners in attendance:

In Attendance: Maxwell Billieon, Viggo Butler, Rodney Gibson, Edward McIntyre, William Parent, and William Wright

Absent: Huasha Liu

**ANNOUNCEMENTS**

Commissioner McIntyre noted that the meeting is being recorded and is subject to the requirements of the Ralph M. Brown Act and AB 361. On September 28, 2021, the Board of Supervisors

**EXECUTIVE OFFICE**



BOARD OF SUPERVISORS  
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(Board) reported that the Board and commissions, task forces, committees, etc., which were either created by the Board, or were created at the Board's direction, and are subject to the Brown Act, will continue to meet via teleconferencing, in compliance with AB 361, while we are under a state of emergency, and while state and local officials continue to recommend measures to promote social distancing. On January 11, 2022, the Board elected to continue meeting under AB 361.

The Board will reconsider the circumstances of the state of emergency to determine whether teleconferencing should continue every 30 days, as required by the law. As such, the Commission will continue "to meet via teleconferencing" in compliance with AB 361 until such time as deemed otherwise by the Board.

Members of the public were also given the opportunity to send their comments and questions to the Executive Director by February 27, 2022, 4:00 p.m. No written comments were received.

He announced that members of the public can send their questions or comments to Jackie Guevarra during the meeting via email at [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov). They can also speak on an item during the meeting. The public is asked to inform Jackie Guevarra via email or via the chat feature on the item they have a comment on during the meeting. Each speaker will be given 3 minutes. Any information received before and during the meeting will become part of the official meeting record. He also announced that the opportunity to speak and vote on the agenda items will be taken by roll call.

#### **APPROVAL OF NOVEMBER 15, 2021 MINUTES**

Commissioner Gibson moved approve the November 15, 2021, seconded by Commissioner Wright. The minutes were unanimously approved (taken by roll call).

Nos: None  
Yes: Commissioners Billieon, Butler, Gibson, McIntyre, Parent, Penichet and Wright  
Abstain: None

#### **PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS (FISCAL YEAR 2021-2022, 3<sup>rd</sup> QUARTER)**

Commissioner McIntyre reported there are three proposals for approval before the PIB for the 3<sup>rd</sup> Quarter of Fiscal Year 2021-2022. Before hearing the proposals, he reported that the Productivity Investment Fund (PIF) fund balance as of December 31, 2021, is \$6,054,500. The three projects before the PIB total \$1,206,200. If all projects are approved, the revised fund balance would be \$4,848,300.

#### **22.12 – Public Health, for *Home Visiting Integration Project (H-VIP)*, \$181,200 Grant.**

Deborah Allen, Linda Aragon, Diana Careaga, Avi Goldenberg, Sarran Vidyakumar, and Catherine Mak were in attendance to support the proposal. Deborah Allen and Avi Goldenberg presented and spoke on the project.

The grant would be used to hire a project coordinator and technical consultant to enhance Los Angeles County's network of pregnancy-through-early childhood home visiting programs, which are hampered by disparate data systems in place across program models. A PowerPoint presentation accompanied the Department's remarks.

Susan Linschoten, Chair of the PIB Advisory Committee (Committee), reported the Committee provided the following questions and recommendation to the Department: 1) add a slide with the ask at the beginning of the presentation; 2) specify under question #1 of the application what the funds will be used for (e.g., contract with a project coordinator, technician consultant, etc.); 3) add a slide with a workflow char; 4) after the ask, lead in with what the coordinator will do (e.g., exploratory/foundation building) and what data integration will do; 5) emphasize retiring disparate system that does this now; 6) highlight some of the programs; 7) highlight in the presentation and application that the department will return to the PIB in the future for the next phase of the project; 8) ensure the application is written in plain language/laymen's terms; and 8) ensure all acronyms are spelled out and do a spell check. The Committee recommends a \$181,200 Grant.

After discussion and questions, Commissioner Penichet made a motion to approve a \$181,200 grant. The motion was seconded by Commissioner Parent and unanimously approved (taken by roll call).

Nos: None  
Yes: Commissioners Billieon, Butler, Gibson, McIntyre, Parent, Penichet and Wright  
Abstain: None

Commissioner Parent will present the project at the Quality and Productivity Commission meeting on Monday, March 14, 2022.

**22.9 – Human Resources**, for *Situational Judgement Test (SJT)*, \$275,000 Grant.

Lisa Garrett, Pamela Missett, Jeremiah McFarland, Johan Julin, Joshua Brandt, Rodney Collins, Roozan Zarifian, Leslie Foxvog and Molly Gonzalez were in attendance to support the proposal. Lisa Garrett and Jeremiah McFarland presented and spoke on the project.

The grant would be used to purchase an online system to administer Situational Judgment Tests, replacing subjective hiring methods such as interviews. A PowerPoint presentation accompanied the Department's remarks.

Susan Linschoten reported that the Committee provided the following questions and recommendation to the Department: 1) move the ask to the top of your PowerPoint; 2) add slide with potential costs savings (situational vs. in-person interviews) and statistic of success rate; 3) indicate whether it will be used Countywide or the Department will be billing departments for its use; 4) be ready to answer how they department will work with candidates who do not have access to a computer/Wi-Fi; 5) explain how the

Department will know the correct person is taking the test; 6) add a customer satisfaction metric; and 7) be ready to answer whether the Department explored existing testing service alternatives that do the same in other departments or other Counties. The Committee recommends a \$275,000 Grant.

After discussion and questions, Commissioner Billieon made a motion to approve a \$275,000 grant. The motion was seconded by Commissioner Gibson and approved by the following vote (taken by roll call):

Nos: None  
Yes: Commissioners Billieon, Butler, Gibson, McIntyre, Parent, Penichet and Wright  
Absent: None

Commissioner Billieon will present the project at the Quality and Productivity Commission meeting on Monday, March 14, 2022.

Commissioner Billieon stepped away from the meeting after voting on this item.

**22.11 – Chief Executive Office, for Los Angeles County Real Estate Management System (LACREMS), \$750,000 Grant.**

Before proceeding with the presentation, Commissioner McIntyre announced a vendor name (Yardi) was disclosed in the project application. The Commission has a very strict policy against disclosing any vendor names on an application or presentation due to a possible conflict of interest with Commissioners. He asked Commissioners to declare whether they have a conflict of interest with Yardi before discussions begin.

Hearing no conflicts of interest (actual or implied) from the Commissioners, the presentation began.

Joe Nicchitta, John Cooke, Dean Aardema, Jeff Chua, Dean Lehman, Fadi Zeini, Erlinda Bernardo, and Melissa Tarver were in attendance to support the proposal. Joe Nicchitta and Jeff Chua presented and spoke on the project.

The grant would be used to partially offset costs associated with the implementation of a Software as a Service (SaaS) solution for a new and comprehensive property management system, LACREMS, that will be accessible to all County departments. A PowerPoint presentation accompanied the Department's remarks.

Susan Linschoten reported that the Committee provided the following questions and recommendation to the Department: 1) move the ask up front on the PowerPoint; 2) have a slide that shows potential time savings or a workflow that shows Chief Executive Office (CEO), and the Department of Beaches and Harbors current processes and how this system will significantly improve it, include savings such as late fees, penalties, etc.; 3) explain more clearly the problems with the two different systems; 4) remove reference to Yardi on the PowerPoint and page 2 in the application; 5) remove

reference to estimated profit of \$86,000 (may consider loan vs. grant if there are revenue/profits; 6) strengthen the metrics/quality; 7) explain and emphasize more clearly how the impact of COVID-19 on departmental budgets lead the CEO to defray the cost to departments, but emphasize that the CEO is funding the majority of the project (\$12 million); and 8) prepare a response on ongoing cost after the system is fully implemented. The Committee recommended a \$750,000 Grant.

After discussion and questions, Commissioner McIntyre made a motion to table the project for a \$750,000 grant until the next PIB meeting on Monday, May 23, 2022. The Department was also asked to remove the vendor's name from the application, review their project and come back to the PIB with an updated proposal. Also, speak with Commission staff to discuss the proposal. The motion was seconded by Commissioner Butler and approved by the following vote (taken by roll call):

Nos: Commissioners Billieon and Wright  
Yes: Commissioners Butler, Gibson, McIntyre, Parent and Penichet  
Abstain: None

**DISCUSSION AND MATTERS NOT ON THE POSTED AGENDA (TO BE PRESENTED AND PLACED ON A FUTURE AGENDA)**

Commissioner Gibson requested that Jackie Guevarra, Executive Director, Quality and Productivity Commission, schedule a special PIB Meeting to discuss the project with the CEO.

**PUBLIC COMMENT**

None

**ADJOURNMENT**

Commissioner Penichet moved to adjourn the meeting at 12:35 p.m., seconded by Commissioner Gibson. The next PIB meeting will be on Monday, May 23, 2022, at 10 a.m.



**BARBARA FERRER, Ph.D., M.P.H., M.Ed.**  
Director

**MUNTU DAVIS, M.D., M.P.H.**  
County Health Officer

**MEGAN McCLAIRE, M.S.P.H.**  
Chief Deputy Director

313 North Figueroa Street, Suite 806  
Los Angeles, CA 90012  
TEL (213) 288-8117 • FAX (213) 975-1273

[www.publichealth.lacounty.gov](http://www.publichealth.lacounty.gov)

May 23, 2022

Commissioner Nichelle Henderson, Chair  
Quality and Productivity Commission  
500 Temple Street, Room 585  
Los Angeles, CA 90012

Dear Commissioner Henderson:

I am pleased to submit a Productivity Investment Fund (PIF) Grant Proposal for DPH Disease Defense Force from the Disease Control Bureau in the amount of \$267,250. This grant proposal project is to fund the implementation and maintenance of a software application that captures employee health information.

The Department of Public Health (DPH) Employee Health Services (EHS) is responsible for providing health screening services to comply with federal health and safety standards. DPH currently uses paper-based employee health records that are documented in a privately-owned software system that does not interface with other information systems. EHS does not have access to the Countywide Timekeeping and Payroll Personnel System (CW-TAPPS) which provides employment status for each County employee and aligns the employee with his/her current supervisor. As a result, EHS must contact each supervisor to verify employment status, discuss compliance issues, and to inform the supervisor when the employee has been cleared to be deployed for field investigations duties.

This software upgrade is being implemented at the Department of Health Services and implementation of the software in DPH will guarantee that DPH remains in full compliance with California Occupational Safety and Health Administration (Cal-OSHA) and Centers for Disease Control and Prevention (CDC) standards for healthcare workers. Upgrading EHS' current system is an important objective for DPH. The COVID 19 pandemic brings to the forefront the importance of having the most up to date vaccine and health information for every DPH employee so that each disaster service worker can be deployed immediately.

DPH is deeply appreciative of the Commission's steadfast support for our PIF Grant proposal requests during this pandemic. Please let me know if you have any questions regarding this grant proposal. I look forward to further discuss this project with you.

Sincerely,

A handwritten signature in blue ink that reads "Barbara Ferrer".

Barbara Ferrer

BF: cm  
enclosure

**BOARD OF SUPERVISORS**

**Hilda L. Solis**  
First District

**Holly J. Mitchell**  
Second District

**Sheila Kuehl**  
Third District

**Janice Hahn**  
Fourth District

**Kathryn Barger**  
Fifth District



April 5, 2022

Los Angeles County  
Board of Supervisors

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Janice Hahn  
Fourth District

Kathryn Barger  
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TO: Commissioner Nichelle Henderson, Chair  
Quality and Productivity Commission

FROM: Christina R. Ghaly, M.D. *Chaly*  
Director

SUBJECT: LETTER OF SUPPORT FOR DPH  
PRODUCTIVITY INVESTMENT FUND PROPOSAL

Christina R. Ghaly, M.D.  
Director

Hal F. Yee, Jr., M.D., Ph.D.  
Chief Deputy Director, Clinical Affairs

Nina J. Park, M.D.  
Chief Deputy Director, Population Health

Elizabeth M. Jacobi, J.D.  
Administrative Deputy

The Department of Health Services (DHS) is pleased to offer its support for the Productivity Investment Fund (PIF) grant proposal submitted by the Department of Public Health (DPH) entitled DPH Disease Defense Force. This project will upgrade and improve the employee health services provided to DPH employees.

In 2018, DHS assisted DPH in joining onto the Online Real-Time Computerized Health Information Database (ORCHID) to modernize the health information infrastructure and to improve the quality of care provided to Los Angeles County (LA County) patients. DHS has recently identified a new software that integrates DHS' Employee Health Services (EHS) with the Countywide Timekeeping and Payroll Personnel System (CW-TAPPS), the California Immunization Registry (CAIR2), Port-A-Count Fit-Testing, and provides an employee portal to facilitate EHS services to LA County employees. This software appears to be a good fit for DPH and will increase the productivity of services provided to its employees. DHS is pleased to continue our collaboration with our sister departments.

This proposal outlines the ease with which LA County employees can seamlessly transfer from DPH to DHS and vice versa. When DPH subscribes to the same software, the need to re-evaluate each employee's health compliance and vaccination record will be eliminated, thus freeing our employees to work on other meaningful duties. This software meets LA County's strategic goal Strategy III.2 "Embrace digital government for the benefit of our internal customers and communities." Therefore, we fully support this DPH PIF grant proposal.

Thank you for the opportunity to provide input. Please let us know if you have any questions.

CG:cm

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 288-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

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LISA M. GARRETT  
DIRECTOR OF PERSONNEL

## COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS  
KENNETH HAHN HALL OF ADMINISTRATION  
500 W. TEMPLE STREET, ROOM 579 • LOS ANGELES, CALIFORNIA 90012  
(213) 974-2406 • FAX (213) 621-0387

BRANCH OFFICE  
510 S. VERMONT AVENUE, 12<sup>TH</sup> FLOOR • LOS ANGELES, CALIFORNIA 90020  
(213) 866-5846 • FAX (213) 637-0821

May 17, 2022

Commissioner Nichelle Henderson, Chair  
Quality and Productivity Commission  
Kenneth Hahn Hall of Administration  
500 W. Temple Street, Room 565  
Los Angeles, CA 90012

Dear Commissioner Henderson:

### **SUPPORT OF DPH PIF GRANT PROPOSAL**

On behalf of the Department of Human Resources (DHR), I am pleased to provide our support for the Productivity Investment Fund (PIF) grant proposal submitted by the Department of Public Health (DPH). The DPH Disease Defense Force project will significantly improve the quality and efficiency of the health services provided to DPH employees by DPH Employee Health Services (EHS).

The requested new software will continuously update compliance for each DPH employee with mandated communicable disease health safeguards set by the California Occupational Safety and Health Administration (Cal-OSHA) and the Centers for Disease Control and Prevention (CDC). I understand that other renowned government entities are using the new software at both the federal and state levels, as well as private organizations and the County of Los Angeles Department of Health Services (DHS).

During the COVID pandemic, DHR has dedicated its efforts to accommodate the needs of County workers by expanding work policies that placed top priority and value on the health, mental well-being, and safety of our employees. We are pleased to join forces with DPH to upgrade its DPH EHS software and facilitate the process of ensuring that its workforce is in full compliance with Cal-OSHA and CDC. Further, the knowledge that safeguards are in place to eliminate possible disease transmission within our workforce and to the public we serve demonstrates that the County has the best interest of its residents at all DPH and community locations.

The new software will ensure that DPH is prepared to deploy its employees to control the spread of infectious diseases expeditiously.

Commissioner Nichelle Henderson, Chair

May 17, 2022

Page 2

Thank you for the opportunity to provide input. Should you have any questions, please contact me or Molly Gonzalez, Principal Analyst, at (213) 974-1528 or [mgonzalez@hr.lacounty.gov](mailto:mgonzalez@hr.lacounty.gov).

Sincerely,



LISA M. GARRETT  
Director of Personnel

LMG:PAM:CH

RZ:LF:CM

S:\DHRSec\_AS\PIF\2022\Support Letters - DPH

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
 (Please submit the proposal with a cover letter signed by the department head)

Last Updated: August 3, 2021

|  |                    |
|--|--------------------|
| Department:<br>DEPARTMENT OF PUBLIC HEALTH (DPH) | Date: May 23, 2022 |
|--|--------------------|

Project Name: DPH DISEASE DEFENSE FORCE

**PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.**

This request is for \$267,250 to fund the implementation and maintenance of software that captures required health information on 7,000 DPH employees. This system will ensure that DPH remains in compliance with California Occupational Safety and Health Administration (Cal-OSHA) and Centers for Disease Control and Prevention (CDC) mandated health standards.

**SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.**

DPH Employee Health Services (EHS) is responsible for providing health screening services to meet health standards set by Cal-OSHA and the CDC to all its 7,000 employees. These standards were set to ensure that DPH employees are free of diseases that could be transmitted to others and to ensure that employees are immune to vaccine preventable diseases. EHS currently uses paper-based employee health records that are then documented in a privately-owned software system that does not interface with other information systems. EHS does not have access to Countywide Timekeeping and Payroll Personnel System (CW-TAPPS), now known as “eHR”. “eHR” maintains a current file of each County employee’s name, supervisor, and employment status. Without access to eHR, EHS must contact each supervisor to verify employment status, discuss compliance issues, and to inform the supervisor that the employee is cleared for field duties.

EHS is also responsible for ensuring that employees who need to be rapidly deployed to control outbreaks are properly fitted for respiratory protective equipment (N95 masks). The fit-testing equipment used to determine the correct N95 mask is not currently integrated with the electronic health record. Currently, fit-testing records, vaccine records, and EHS appointments must be retrieved individually. The proposed software will interface with each of these systems and provide summary reports that will track the health services provided by EHS and evaluate the compliance of all DPH employees.

The benefits of the proposed project will include:

- Linkages to CW-TAPPS/eHR – Contains information on Active/Inactive status of DPH employees
- Integration with the quantitative fit-testing equipment
- Interface with the California Immunization Registry (CAIR2) – Vaccine Records
- Access Compliance and Measure Performance of EHS – Auditing and Summary Reports
- Interface with Online Real-Time Computerized Health Information Database (ORCHID) and Public Health Laboratory
- Access to Employee Portal – DPH employees can request EHS services

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: August 3, 2021

**EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.**

The proposed software will improve quality and productivity in DPH with the following Performance Measures:

- Linkage to CW-TAPPS/eHR will permit EHS to accurately count, track, and record the supervision for all DPH employees. Summary reports on compliance, auditing, and quality can be readily produced from the information contained in the proposed software.
- Interface to Occupational Health Program (OHP) for clearance of new DPH employees – The OHP physician will provide online clearance for evaluation and fit-testing to EHS, in lieu of the current paper-based clearance process. This online clearance will reduce the time required to begin the evaluation process for new DPH employees. This online process will improve the overall productivity of onboarding new DPH employees.
- Functional interface between the proposed software to ORCHID and the Public Health Laboratory – will markedly reduce the personnel costs required for the completion of paper-based lab reports and reduce the time associated with uploading these records into the current electronic health record.
- Interface with California Immunization Registry (CAIR2) will allow EHS to track vaccines administered to DPH employees by EHS and other providers, eliminating the necessity for employees to present paper-based records which are subject to inaccuracy.
- Linkage to quantitative fit-testing for EHS to rapidly assess which employees have been fit-tested for the correct N95 masks and are cleared for field investigative assignments.
- Data migration from the current private-owned software to the proposed software will occur seamlessly through an upload of all employee health records. This migration will mean that inefficient manual processes will be eliminated.
- Employee Portal will provide DPH employees with access to EHS records. Employees will be able to review their EHS records and schedule EHS appointments online.

**County of Los Angeles Quality and Productivity Commission**  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
 (Please submit the proposal with a cover letter signed by the department head)

Last Updated: August 3, 2021

**Amount Requested:**

|             |                  |                  |
|-------------|------------------|------------------|
| <u>Loan</u> | <u>Grant</u>     | <u>Total</u>     |
| _____       | <b>\$267,250</b> | <b>\$267,250</b> |

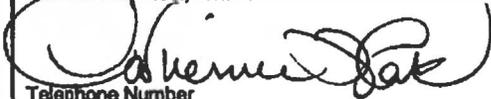
Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.

|                                       | <u>Implementation Period</u> | <u>Project Year 1</u> | <u>Project Year 2</u> | <u>Project Year 3</u> |
|---------------------------------------|------------------------------|-----------------------|-----------------------|-----------------------|
| A. Annual Cost of Current Process:    |                              | 0                     | 0                     | 0                     |
| B. Estimated Annual Cost of Proposal: | \$109,750                    | \$52,500              | \$52,500              | \$52,500              |
| C. Savings (B minus A)                | \$109,750                    | \$52,500              | \$52,500              | \$52,500              |

**Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)**

| Fiscal Year | Quarter | Date              | Amount     | Purpose                    |
|-------------|---------|-------------------|------------|----------------------------|
| 2022/23     | 1st     | September 1, 2022 | \$ 109,750 | Contract & Initiation Fees |
| 2023/24     | 1st     | July 1, 2023      | \$ 52,500  | Maintenance Fees           |
| 2024/25     | 1st     | July 1, 2024      | \$ 52,500  | Maintenance Fees           |
| 2025/26     | 1st     | July 1, 2025      | \$ 52,500  | Maintenance Fees           |

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Department CIO/IT Manager (Print and Sign) *on behalf of*  
 Robert Ota, Acting CIO



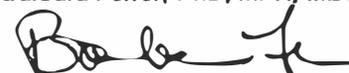
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Budget/Finance Manager (Print and Sign)  
 Claudia Valenzuela



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Department Head (Print and Sign)  
 Barbara Ferrer, PhD, MPH, MEd



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**\*\* Original Signatures Required \*\***



County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

EHS visit is mandated. The system will also notify the supervisor when the employee has been cleared to perform field investigations. Similarly, the system advises EHS when employees no longer require evaluations, have transferred or retired, and when they are non-compliant. The state of overall readiness of the DPH workforce would be continually updated with an accurate count and work status for all DPH staff members.

A notable feature of the proposed software is that manufacturer's notifications contained in the system may potentially reduce liability for the County for employee injuries from N95 masks that have been recalled or discontinued. Reports generated in the system will alert EHS which users have been fit-tested to N95 masks that have been recalled for safety reasons. The users of these recalled masks will immediately be fit-tested for new masks. The warehouse will also be informed that the recalled masks should be returned for a reimbursement to the County. With the current paper-based system, a chart review of all EHS records is required to determine which masks have been fitted to each employee before EHS can notify these employees that their masks have been recalled. The automated search for specific mask users can be completed in minutes as opposed to a hand count that would require many hours of EHS employees' time.

4. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices, and equity impact – whom does this benefit and/or burden); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?

The proposed web-based software interfaces with existing technologies to improve the productivity of DPH by combining four existing systems into one database that will house all employee health records. The new software provides a portal for communication between employees and EHS staff. EHS staff will be able to quickly provide information to employees (lab results and Release of Information Requests) with the aim of improving health outcomes for DPH employees. Finally, EHS staff will no longer be required to complete such time-consuming tasks as uploading documents into the existing electronic health record software and placing copies of lab reports from ORCHID into medical charts and thus, improving the overall efficiency of EHS services. The time

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

savings from eliminating these tasks will improve productivity and will decrease associated personnel costs to perform these tasks.

The proposed project establishes an interface with the California Immunization Registry (CAIR2) for DPH EHS. Access to CAIR2 allows EHS nurses to verify that DPH employees have received these vaccines through a quick review of the information contained in CAIR2 while eliminating the need to have our employees bring their paper vaccine records. Since the employee portal can be accessed at work or home, employees will always have access to their EHS charts. Electronic access to health information is a health equity issue for workers who might not have computers at home, or who would potentially require proof of vaccination for purposes of participating in other non-work activities or school attendance. This software serves to decrease the information divide that exists between high and low wage health care workers. And lastly, the software will also contain a checklist for EHS employees to ensure that requests from DPH employees are logged, tracked, and resolved in a timely and organized manner which improves EHS productivity.

5. (150 words) Is the proposal a pilot project? If so, what are the conditions for further expansion or development?

This is not a pilot project, but rather an upgrade and modernization to existing County systems. This software would replace the current paper-based system that no longer meets the needs of DPH EHS. The proposed software is a recognized employee health software that is currently used by other large private and public healthcare organizations in California and nationally. The same software is currently being implemented in the Los Angeles County Department of Health Services (DHS) as the preferred EHS database. The advantage to using the same software is that a seamless database of employee health records will be created for both departments. It is common for employees to begin working in DPH or DHS and then to transfer between departments. The use of this proposed system would reduce the costs of initial screening exams for employees who transfer between departments and eliminate duplicate vaccine administrations to employees.

6. (300 words) Toward which current County objectives will this project maximize and leverage resources and/or drive innovation and operational effectiveness. What

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

current County processes or functions will be eliminated or streamlined via productivity enhancements and/or quality improvements?

This project is consistent with the objective of Los Angeles County is to “realize tomorrow’s government today”. This software will improve access to EHS services for all DPH employees and will enhance EHS services with consistent and transparent electronic health record standards that facilitate input from employees and supervisors. Both supervisors and employees would be empowered with access to information on EHS health evaluation status and compliance.

The project is innovative in that it maximizes, integrates and streamlines existing systems to improve the overall quality of services delivered in EHS. The need to generate summary data on the vaccine status for all DPH health care staff members who may be deployed in the event of an outbreak has been an organizational challenge that calls for an innovative solution. This specific software generates summary data that will permit DPH to rapidly deploy its staff to immediately conduct field investigations. The ability to rapidly deploy the DPH workforce is forward-thinking and consistent with realizing “tomorrow’s government today”.

Another County objective is to “make investments that transform lives.” The investment in this software will transform DPH EHS into an efficient and nimble health service that will serve as a model for other EHS departments throughout California. The elimination of slow and time-consuming paper-based record systems in EHS will improve the productivity and on-boarding of new and existing DPH employees. Improvements in EHS software systems stand to transform the data quality and expand the capacity of DPH to respond to emergencies with a well-prepared and healthy workforce. Improving the quality of DPH data collection on employee health will ultimately improve the reputation of DPH among its employees, in the community, and with other health care partners.

7. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goal?  
If yes, please explain.

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

Yes, this project relates to Goal III.23 of the Countywide Strategic Plan “to prioritize and implement technology initiatives that enhance service delivery and increase efficiency,” as the proposed software will improve the overall quality and efficiency of the EHS services provided to DPH employees. It will guarantee that technology is used to automate, expedite, and ensure accountability for all DPH employees and for the staff in DPH EHS.

The technology that is currently in use does not provide information in a timely manner when new employees require EHS evaluations. The risk associated with the failure to notify DPH EHS that new employees require evaluation is that DPH will not be able to readily investigate and control the spread of communicable diseases in Los Angeles County and that DPH will miss opportunities to prevent and control communicable diseases.

The continual use of inefficient technologies that fail to detect non-compliance affects the morale of the DPH workforce and weakens the trust among dedicated employees. The trust of DPH employees and the public is strengthened when DPH adopts state of the art technology that replaces inefficient systems with systems that improve overall quality. The proposed upgraded software would expedite service and reduce gaps in service delivery.

8. (150 words) Does this proposal enhance the County image and/or improve relationships with the County’s constituents? Please explain.

This software proposal would improve the County’s image in that it would allow the County to account for the vaccine status of all DPH employees. Accounting for the vaccine status of all departmental employees would ensure that our employees are held to the same high standards that DPH and the State of California have set for other health providers. This system would improve the transparency of DPH and set an example for other health care employers. Implementation and maintenance of the proposed system would also mean that DHS and DPH would be using the same system, and this cost savings also improves the image of the County as a fiscally responsible entity.

9. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

The Los Angeles County Department of Health Services (DHS) has recently purchased the same software and is in the process of implementing this software. DHS has indicated that this software would meet the needs of the DPH EHS and that it would interface with eHR, CAIR2, quantitative fit-testing equipment, and contains a web-based employee portal for DPH employees to complete EHS activities. This software would facilitate the transfer of information between departments, minimize the need for employees to travel to the EHS office, and further enhance interdepartmental collaboration.

DPH stands to benefit from DHS's experience in testing the feasibility of the new software. DPH has the added confidence that DPH and DHS will be working in sync for employees transferring from one department to the other. In addition, DPH will leverage the experience of DHS in implementing this software within Los Angeles County.

10. (150 words) Where did the original idea for this project come from?

The original idea for the project came when both DHS and DPH were searching for a software to improve the productivity, efficiency, and readiness of both departmental EHS units in preparation for large numbers of field investigations and emergencies evaluations. The paper-based records did not allow each department to respond quickly when information was needed on vaccine, fit-testing status, and health data on large number of employees. DPH and DHS have previously worked together to implement the Online Real-Time Computerized Health Information Database (ORCHID) as the patient electronic health record for patient care services in DPH (2018) and in EHS. Since 2018, both departments have searched for an optimal EHS software system. It is our shared belief that it is advantageous for both departments to use the same software for EHS services to create uniformity in the future.

11. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**2022-23**

1<sup>st</sup> Quarter \$ 109,750  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2023-24**

1<sup>st</sup> Quarter \$ 52,500  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2024-25**

1<sup>st</sup> Quarter \$ 52,500  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2025-26**

1<sup>st</sup> Quarter \$ 52,500  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**IMPLEMENTATION PLAN**

| <b><u>KEY MILESTONES</u></b>             | <b><u>START DATE</u></b>               | <b><u>FUNDS NEEDED</u></b>                | <b><u>FUNDS REPAID</u></b>                |
|--|--|---|---|
| (Major steps in the project development) | (Estimated date for each project step) | (Amount and quarter funds will be needed) | (Amount and quarter funds will be repaid) |
| Complete contract and initiation fee     | September 1, 2022                      | \$ 109,750                                | N/A                                       |
| Build & Link DPH EHS Software            | December 1, 2022                       | \$ 0                                      | N/A                                       |
| Implementation & Testing of DPH EHS      | January 1, 2023                        | \$ 0                                      | N/A                                       |
| Go Live                                  | February 1, 2023                       | \$ 0                                      | N/A                                       |
| Annual Subscription Fees                 | July 1, 2023                           | \$ 52,500                                 | N/A                                       |
| Annual Subscription Fees                 | July 1, 2024                           | \$ 52,500                                 | N/A                                       |
| Annual Subscription Fees                 | July 1, 2025                           | \$ 52,500                                 | N/A                                       |

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**LINE ITEM BUDGET DETAIL**

(Work with your Budget Analyst)

**Services and Supplies**

List all services and supplies here

(a) Total services and supplies **\$ 267,250**

**Other Charges**

List all other charges here

(b) Total other charges **\$ 0**

**Fixed Assets**

List all equipment's and other fixed assets here

(c) Total fixed assets **\$ 0**

**TOTAL COSTS **\$ 267,250****



**LISA M. GARRETT**  
DIRECTOR OF PERSONNEL

**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HUMAN RESOURCES**

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May 16, 2022

To: Edward T. McIntyre, Chair  
Productivity Investment Board  
Quality and Productivity Commission

From: Lisa M. Garrett  
Director of Personnel

**PRODUCTIVITY INVESTMENT FUND GRANT PROPOSAL – BUILDING  
COMPETENCIES IN LGBTQ+ AWARENESS AND SOGIE DATA COLLECTION**

Thank you for your time and consideration of our Productivity Investment Fund Grant Proposal.

The Department of Human Resources (DHR) is requesting a \$100,000 grant to develop curriculums and provide training and resources to build County employee Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ+) awareness and improve methodologies for collecting Sexual Orientation, Gender Identity and Expression (SOGIE) data. The SOGIE data movement has proven successful for various Federal agencies and local government entities who have found collecting such information difficult.

When collecting SOGIE information from LGBTQ+ individuals, many fear reprisal and methodologies used. They also assume lack of acceptance from County employees and departments. Changing these concerns requires competency training with data collection methodologies that emphasize confidentiality.

Many employees and departments lack awareness and expertise on how to properly implement SOGIE data collection procedures and protocols. This project will teach employees how to respectfully ask survey questions from LGBTQ+ individuals and ascertain data that shows greater granularity to better understand issues confronting LGBTQ+ individuals.

DHR is committed to building a County workforce that is enabled and empowered to conduct itself with the highest degree of professionalism and competence. Although these trainings are for County employees and departments, they will ultimately benefit Los Angeles County residents.

**22.14 – Human Resources, for Building Competencies in  
LGBTQ+ Awareness and SOGIE Data Collection**

Edward T. McIntyre, Chair  
May 16, 2022  
Page 2

This proposal was included in DHR's 2022-23 budget request.

Should you have any questions, please contact me or Leslie Foxvog, Administrative Deputy, at (213) 974-2515 or [LFoxvog@hr.lacounty.gov](mailto:LFoxvog@hr.lacounty.gov), or Molly Gonzalez, Principal Analyst, at (213) 974-1528 or [mgonzalez@hr.lacounty.gov](mailto:mgonzalez@hr.lacounty.gov).

Sincerely,

**“SIGNATURE ON FILE”**

LISA M. GARRETT  
Director of Personnel

LMG:PAM  
RC:MG:tc

c: Executive Office (Jackie T. Guevarra, Laura Perez)

**22.14 – Human Resources, for Building Competencies in  
LGBTQ+ Awareness and SOGIE Data Collection**

| <b>County of Los Angeles Quality and Productivity Commission</b><br><b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b><br><b>(Please submit the proposal with a cover letter signed by the department head)</b>  |                     |
|--|---------------------|
| <b>Last Updated: August 3, 2021</b>  |                     |
| Department: Department of Human Resources (DHR)  | Date: April 1, 2022 |
| Project Name: Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection<br>(LGBTQ = Lesbian, Gay, Bisexual, Transgender, Queer/Questioning); (SOGIE = Sexual Orientation and Gender Identity and Gender Expression)  |                     |
| <b><u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</u></b>  |                     |
| Funding will support DHR's ability to develop curriculums and provide training and resources to build County employee LGBTQ+ awareness and improve methodologies for collecting SOGIE data. Improved methodologies will vary based on population served providing a better understanding of the needs of LGBTQ+ individuals for more inclusive decision making.  |                     |
| <b><u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u></b>   |                     |
| Reporting SOGIE information is difficult. LGBTQ+ individuals fear reprisal and methodologies used and assume lack of acceptance from County employees and departments. Changing these concerns requires competency training with data collection methodologies that emphasize confidentiality. Currently, these types of trainings are not supported countywide. DHR needs to develop LGBTQ+ awareness and competency training in SOGIE data collection methods that ensure sensitivity and privacy of employees, clients, and constituents' information.  |                     |
| <b>Phase 1: Curriculum Development:</b> DHR will retain SOGIE data collection experts and consult with County departments to establish critical and foundational knowledge and skills needed. The insight gained will form the basis of training content and instructional materials.  |                     |
| <b>Phase 2: Training:</b> There will be 24 trainings to cohorts over 12 months in FY 2022-23. Two courses will be offered: LGBTQ+ awareness and SOGIE data collection competency. Departments will be trained quarterly. A cohort for trainers will assist centralized and departmental trainers to deliver future trainings.  |                     |
| <b>Phase 3: Website Content Development:</b> DHR will develop a repository of resources on LGBTQ+ awareness and SOGIE data collection.   |                     |
| <b>Project benefits:</b>   |                     |
| <ul style="list-style-type: none"><li>• <b>Better data quality for the County:</b> Development and collection of data to help with setting priorities and funding decisions.</li><br/><li>• <b>Improved service delivery:</b> Training staff to understand and listen to the LGBTQ+ community will yield better programs and services. The Human Rights Campaign Foundation noted, "failure to include sexual orientation and gender identity in surveys that collect demographic data brings about very real and dire consequences for LGBTQ Americans. LGBTQ Americans remain largely invisible to ... officials who make decisions that directly affect their health, safety, and wellbeing."</li></ul> |                     |

**22.14 – Human Resources, for Building Competencies in  
LGBTQ+ Awareness and SOGIE Data Collection**

| County of Los Angeles Quality and Productivity Commission<br><b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b><br>(Please submit the proposal with a cover letter signed by the department head)  |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
|--|----------------------------------|--------------------------|---|--------------------------|-------------|----------------------------------|--------------------------|--------------------------|----------------------------|------------------------------------|--|--|--|--|---------------------------------------|--|--------------|--|--|------------------------|--|--------|--------|--------|
| Last Updated: August 3, 2021   |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| <ul style="list-style-type: none"> <li>• <b>Promotion of inclusion:</b> Trainings will move the County towards promoting a culture aware and inclusive of all identities.</li> <br/> <li>• <b>Available in-house expertise:</b> Departments will be equipped with trainings on an ongoing basis to ensure continuous capacity building.</li> </ul>   |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| <b><u>EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.</u></b>  |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| The following evaluation/performance measures will be used:  |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| <b>Level 1:</b> Participant Feedback – assessment of the conduct of the training, content, materials used, and applicability of knowledge gained. A post-course evaluation will be administered to assess knowledge gained by participants.  |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| <b>Level 2:</b> Operational Impact – a year after training implementation, a survey or focus group discussions will be conducted across departments to evaluate any changes in two business practices (SOGIE data collection and utilization) resulting from competencies developed under the training program. The survey or focus group discussions will look at modifications in data collection and utilization, adjustments made to programs and/or delivery of client services, etc.   |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| Is this an Information Technology project? If yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below.<br><br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A   |                                  |                          | <b><u>Amount Requested:</u></b><br><br><table style="width:100%; border-collapse: collapse;"> <tr> <td style="text-align: center; width: 33%;"><u>Loan</u></td> <td style="text-align: center; width: 33%;"><u>Grant</u></td> <td style="text-align: center; width: 33%;"><u>Total</u></td> </tr> <tr> <td style="text-align: center;">_____</td> <td style="text-align: center;"><b><u>\$100,000.00</u></b></td> <td style="text-align: center;">\$100,000</td> </tr> </table> |                          | <u>Loan</u> | <u>Grant</u>                     | <u>Total</u>             | _____                    | <b><u>\$100,000.00</u></b> | \$100,000                          |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| <u>Loan</u>  | <u>Grant</u>                     | <u>Total</u>             |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| _____  | <b><u>\$100,000.00</u></b>       | \$100,000                |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.   |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| <table style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="text-align: center; width: 10%;"><u>Implementation<br/>Period</u></th> <th style="text-align: center; width: 10%;"><u>Project<br/>Year1</u></th> <th style="text-align: center; width: 10%;"><u>Project<br/>Year2</u></th> <th style="text-align: center; width: 10%;"><u>Project<br/>Year3</u></th> </tr> </thead> <tbody> <tr> <td>A. Annual Cost of Current Process:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>B. Estimated Annual Cost of Proposal:</td> <td></td> <td style="text-align: right;">\$100,000.00</td> <td></td> <td></td> </tr> <tr> <td>C. Savings (B minus A)</td> <td></td> <td style="text-align: right;">\$0.00</td> <td style="text-align: right;">\$0.00</td> <td style="text-align: right;">\$0.00</td> </tr> </tbody> </table> |                                  |                          |   |                          |             | <u>Implementation<br/>Period</u> | <u>Project<br/>Year1</u> | <u>Project<br/>Year2</u> | <u>Project<br/>Year3</u>   | A. Annual Cost of Current Process: |  |  |  |  | B. Estimated Annual Cost of Proposal: |  | \$100,000.00 |  |  | C. Savings (B minus A) |  | \$0.00 | \$0.00 | \$0.00 |
|  | <u>Implementation<br/>Period</u> | <u>Project<br/>Year1</u> | <u>Project<br/>Year2</u>  | <u>Project<br/>Year3</u> |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| A. Annual Cost of Current Process:   |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| B. Estimated Annual Cost of Proposal:  |                                  | \$100,000.00             |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| C. Savings (B minus A)   |                                  | \$0.00                   | \$0.00  | \$0.00                   |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| <b><u>Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)</u></b>  |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |
| Funds will be needed in FY 2022-2023, Quarter 1.   |                                  |                          |   |                          |             |                                  |                          |                          |                            |                                    |  |  |  |  |                                       |  |              |  |  |                        |  |        |        |        |

**22.14 – Human Resources, for Building Competencies in  
LGBTQ+ Awareness and SOGIE Data Collection**

| <b>County of Los Angeles Quality and Productivity Commission</b><br><b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b><br>(Please submit the proposal with a cover letter signed by the department head)                          |  |
|---|--|
| <b>Last Updated: August 3, 2021</b>   |  |
| Quality and Productivity Manager (Print and Sign)<br><b>Molly Gonzalez</b><br>Principal Analyst<br>Telephone Number<br>(213) 974-1528<br>E-mail<br><a href="mailto:mgonzalez@hr.lacounty.gov">mgonzalez@hr.lacounty.gov</a> | Project Manager (Print and Sign)<br><b>Tina Curry</b><br>Principal Analyst<br>Telephone Number<br>(213) 738-2374<br>E-mail<br><a href="mailto:tcurry@hr.lacounty.gov">tcurry@hr.lacounty.gov</a>                           |
| Department CIO/IT Manager (Print and Sign)<br><b>N/A</b>  | Budget/Finance Manager (Print and Sign)<br><b>Elyson Raudez</b><br>Departmental Finance Manager II<br>Telephone Number<br>(213) 893-7817<br>E-mail<br><a href="mailto:ERaudez@hr.lacounty.gov">ERaudez@hr.lacounty.gov</a> |
| Department Head (Print and Sign)<br><b>Lisa M. Garrett</b><br>Director of Personnel<br>E-mail<br><a href="mailto:lgarrett@hr.lacounty.gov">lgarrett@hr.lacounty.gov</a>   | Telephone Number<br>(213) 974-2406<br>  |
|   |  |

**\*\* Original Signatures Required \*\***

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**QUESTIONS**

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes \_\_\_\_\_ No  X   
If so, when (date)? N/A

2. Was this proposal included in the department's current budget request?  
Yes  X  No \_\_\_\_\_ If no, why not?

3. How many years will it take for the loan to be paid back (3 years maximum without special approval)? Where will the funds come from to repay the loan? N/A

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

4. Discuss potential for revenue increase, service enhancement, future cost avoidance and/or cost savings. Does it reduce net County cost?

The Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection project will enhance County services. The current lack of SOGIE data and information has delayed how the Board of Supervisors, and many constituent facing departments, have been able to provide necessary customized policies, programs, and services to those individuals with specific needs. Training employees to collect SOGIE data and advancing the data the County can collect, will provide greater understanding of our current services and reach. It will also help the County better identify our service impacts and gaps. There will be no impact to net County cost.

5. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices, and equity impact – whom does this benefit and/or burden); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?

The proposed training program strengthens the County's commitment to maintaining a diverse, equitable, inclusive and respectful work environment; advances the County's goal to make investments that transform lives; and directly exemplifies the County mission to establish superior

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County. Additionally, it complements efforts currently being undertaken by the Anti-Racism, Diversity, and Inclusion Initiative (ARDI) under the CEO.

The training will benefit employees and departments that provide direct services to County constituents, e.g., the Departments of Children and Family Services (DCFS), Health Services, Mental Health, Probation, Public Health, Public Social Services, and Workforce Development, Aging, and Community Services. These departments provide services to broader populations that are inclusive of the LGBTQ+ community and LGBTQ+ youth. While some of these departments routinely gather SOGIE information, DCFS is the only Department to offer SOGIE data collection training to its employees. DCFS' LGBTQ+ Toolkit Training is offered in-person to departmental employees who have undergone the Los Angeles LGBT Center's RISE training. This training, however, is very specific to DCFS' line of work. Other departments do not have in-house expertise in gathering and managing SOGIE information.

Although the training will benefit County employees and departments, it will strongly benefit Los Angeles County constituents, the communities and individuals served by County programs through the increased data employees will be able to gather.

6. (150 words) Is the proposal a pilot project? If so, what are the conditions for further expansion or development?

The proposed project is not a pilot; however, it is the first time DHR and many other departments are attempting to implement the advancement of SOGIE data collection. Since legislation and new policies around this work have been implemented, there are many employees and departments that lack awareness and expertise on how to properly implement SOGIE data collection procedures and protocols.

7. (300 words) Toward which current County objectives will this project maximize and leverage resources and/or drive innovation and operational effectiveness. What current County processes or functions will be eliminated or streamlined via productivity enhancements and/or quality improvements?

The proposed training aims to push/drive the County's equity and inclusion agenda deeper into all aspects of County work, e.g., in how we communicate with each other, how we provide our services to clients, how we harness our resources to benefit our communities, etc. Improving competencies on LGBTQ+ issues and SOGIE data collection will lead us to rethink some of the ways we do our business. If we can learn how to respectfully ask survey questions from LGBTQ+ individuals, if we

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

can drill into data that shows greater granularity when we look into our diversity, if we can be made more aware of the issues confronting minority/marginalized groups, we would be in a better position to design and deliver programs to all individuals that we have committed to serving and in the way they are in need of our service. DHR envisions to keep on building a County workforce that is enabled and empowered to conduct itself with the highest degree of professionalism and competence, and we believe the best way to do that is to know, truly know, the individuals being served and their needs.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goal? If yes, please explain.

The proposal advances the County's goal (I) to make investments that transform lives. This proposed training is an investment into our County's workforce, our employees, and our departments' services. This investment can be transformative for both employees and constituents. As mentioned in responses above, the proposed training program strengthens the County's commitment to maintaining a diverse and respectful workforce; and directly exemplifies the County mission to establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County. Additionally, it complements efforts currently being undertaken by the Anti-Racism, Diversity, and Inclusion Initiative (ARDI) under the CEO.

9. (150 words) Does this proposal enhance the County image and/or improve relationships with the County's constituents? Please explain.

The proposal will enhance the County's image and improve relationships with County constituents. Being able to provide trainings, build in-house expertise, and potentially tailor County programs to meet the needs of our community offer positive impacts and a substantially great opportunity to improve the county's image. Regarding our constituents, the county will be able to better serve our constituents with any tailored policies, programs, or initiatives that come forward from better understanding the demographic breakdowns of those individuals currently utilizing County services.

10. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?

This proposal will promote interdepartmental cooperation. It will allow departments, or give departments a chance, to learn from each other. Having cohorts that train together will allow information sharing, impact sharing, and the ability to share problems or gaps that various departments have already identified in doing this work. Many county departments are at different

**22.14 – Human Resources, for Building Competencies in  
LGBTQ+ Awareness and SOGIE Data Collection**

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

stages when it comes to SOGIE data collection implementation and LGBTQ+ understanding. DHR will try to combine the cohorts with departments that are at different stages in their implementation processes. This will create opportunities for departments to learn from one another during the training process, during the implementation process, and during the building of any protocols they'd like to put in place.

11. (150 words) Where did the original idea for this project come from?

This idea originally came from DHR's research while developing a feasibility report for a board motion. The board motion was developed after new legislation was put in place by the state of California in 2020. In all the research conducted by DHR, best practice to accomplish greater results in SOGIE data collection has been shown to come from employees being very knowledgeable about why this data is so important, being confident and discreet in its collection, and having tools to properly request this data from the constituents they serve without being offensive.

12. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

**2019-20**

1<sup>st</sup> Quarter \$ \_\_\_\_\_

2<sup>nd</sup> Quarter \$ \_\_\_\_\_

3<sup>rd</sup> Quarter \$ \_\_\_\_\_

4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2021-22**

1<sup>st</sup> Quarter \$ \_\_\_\_\_

2<sup>nd</sup> Quarter \$ \_\_\_\_\_

3<sup>rd</sup> Quarter \$ \_\_\_\_\_

4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2022-23**

1<sup>st</sup> Quarter \$ 100,000

2<sup>nd</sup> Quarter \$ \_\_\_\_\_

3<sup>rd</sup> Quarter \$ \_\_\_\_\_

4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2023-24**

1<sup>st</sup> Quarter \$ \_\_\_\_\_

2<sup>nd</sup> Quarter \$ \_\_\_\_\_

3<sup>rd</sup> Quarter \$ \_\_\_\_\_

4<sup>th</sup> Quarter \$ \_\_\_\_\_

**22.14 – Human Resources, for Building Competencies in  
LGBTQ+ Awareness and SOGIE Data Collection**

|   |
|---|
| County of Los Angeles Quality and Productivity Commission<br><b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b> |
|---|

**IMPLEMENTATION PLAN**

| <u>KEY MILESTONES</u>                            | <u>START DATE</u>                      | <u>FUNDS NEEDED</u>                       | <u>FUNDS REPAID</u>                       |
|--|--|---|---|
| (Major steps in the project development)         | (Estimated date for each project step) | (Amount and quarter funds will be needed) | (Amount and quarter funds will be repaid) |
| Procurement Agreement in Place.                  | July 2022                              | \$100,000 – FY 22-23, Q1                  |   |
| SOGIE Data Collection Resource Website – Go Live | August 2022                            |   |   |
| Training implementation                          | August – October 2022                  |   |   |
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**22.14 – Human Resources, for Building Competencies in  
LGBTQ+ Awareness and SOGIE Data Collection**

|   |
|---|
| <p>County of Los Angeles Quality and Productivity Commission<br/><b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b></p> |
|---|

**LINE ITEM BUDGET DETAIL**  
(Work with your Budget Analyst)

**Services and Supplies**

List all services and supplies here:

1. Curriculum Development
2. Training Facilitation - Training facilitation includes a total of 24 trainings over 12-month period covering two separate topics (SOGIE data collection and LGBTQ+ content).
3. Website Content Development

|                                 |                  |
|---------------------------------|------------------|
| (a) Total services and supplies | <b>\$100,000</b> |
|---------------------------------|------------------|

**Other Charges**

List all other charges here

|                         |            |
|-------------------------|------------|
| (b) Total other charges | <b>\$0</b> |
|-------------------------|------------|

**Fixed Assets**

List all equipments and other fixed assets here

|                        |            |
|------------------------|------------|
| (c) Total fixed assets | <b>\$0</b> |
|------------------------|------------|

|                            |                  |
|----------------------------|------------------|
| <b>TOTAL COSTS (a+b+c)</b> | <b>\$100,000</b> |
|----------------------------|------------------|

March 31, 2022

Commissioner Nichelle Henderson  
Chair, Quality and Productivity Commission  
Kenneth Hahn Hall of Administration  
500 West Temple Street, Suite 565  
Los Angeles, CA 90012

Dear Ms. Henderson,

I am writing on behalf of the staff and Board of Trustees of the Los Angeles County Museum of Art (LACMA) to respectfully request a \$500,000 grant from the Productivity Investment Fund to support the upgrade of the Lighting Control System (LCS) for the museum's entire west campus. Over the past few years, core components of the current LCS have become obsolete and the system is no longer supported by the vendor. Thus, our staff has developed very inefficient workflows to execute and manage the complex lighting plans required by our exhibitions, events, and programs. While this affects staff productivity, it also impacts the visitor experience as we are no longer able to titrate lighting conditions as specifically as our exhibitions require. Perhaps most importantly, this has long-term effects on the care of LACMA's collection, one of the County's most valuable resources. Certain types of artwork, such as photographs and works on paper, require very specific lighting levels. Our current LCS is no longer flexible enough to provide these varying lighting conditions in a single gallery.

Though LACMA has budgeted for a smaller-scale upgrade of the current system, costs have escalated substantially, and we now recognize the need to make a more significant longer-term investment. The proposed LCS would seamlessly integrate the needs of specialty lighting, including gallery lighting for exhibition and design programs, time-based media, live performance, and special events, while also providing a robust and user-friendly architectural control of facility lighting. With this proposed system, now the industry standard, LACMA would join other museums and performing arts venues in using a system that utilizes innovative technology and provides flexibility and scalability as the needs of the museum evolve. It will also help us to attract top talent as most lighting designers and technicians are now well-versed in this newer technology.

While lighting is a behind-the-scenes element of our exhibition design and experience, it is also one of the most important and has the ability to dramatically change the way visitors see the artworks on view. This project would bring LACMA in line with best practices in museum design and collections care while also promoting energy efficiency and sustainability. We remain grateful for the Commission's support of some of LACMA's most important endeavors, and would welcome the opportunity to work with the QPC again to make a much-needed upgrade to our campus. I look forward to discussing this project further, but please do not hesitate to reach out if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Govan". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Michael Govan

**22.15 – Los Angeles County Museum of Art (LACMA), for West  
Campus Lighting Control System Upgrade**

| <p style="margin: 0;">County of Los Angeles Quality and Productivity Commission</p> <p style="margin: 0;"><b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b></p> <p style="margin: 0;">(Please submit the proposal with a cover letter signed by the department head)</p> <p style="margin: 0; font-size: small;">Last Updated: May 1, 2019</p>   |                     |
|---|---------------------|
| Department: Los Angeles County Museum of Art (LACMA)  | Date: April 1, 2022 |
| Project Name: West Campus Lighting Control System Upgrade   |                     |
| <p><b><u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</u></b></p> <p>LACMA requests a \$500,000 grant to upgrade the Lighting Control System (LCS) for the museum’s west campus. To increase efficiencies at the museum and better serve County constituents, a PIF grant would enable LACMA to replace the components essential for systems management with state-of-the-art products that better support the lighting needs of exhibitions, programs, and campus facilities.</p>   |                     |
| <p><b><u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u></b></p> <p>LACMA requests the QPC’s partnership to replace the existing lighting control server, processors, and stations responsible for the west side of the museum’s 20-acre campus, including the Broad Contemporary Art Museum (BCAM) and the Lynda and Stewart Resnick Exhibition Pavilion, both typically used for temporary exhibitions, as well as outdoor architectural lighting and the Pritzker Parking Garage. The current west campus lighting system is outdated, inefficient, and receives limited vendor support. By upgrading to a state-of-the-art system, LACMA can better preserve and protect its diverse, 147,000-object collection, one of the County’s greatest cultural assets, improve the viewing experience for its audience, and create efficiencies for staff. The future LCS will provide innovative lighting control capabilities for our galleries, architecture, and facilities while helping to meet the light level requirements for art conservation and achieve our energy reduction goals.</p> <p>Through the project, we have the opportunity to work with a preferred vendor – now the industry standard for entertainment lighting controls utilized across museums, event spaces, and performing arts venues across the world – to build the proposed lighting system from the ground up. To that end, LACMA will deploy an LCS that seamlessly integrates the needs of gallery lighting for exhibitions, time-based media (including video, slide, film, audio, or computer technologies), live performance, and special events. The advancements made possible by the upgrade will benefit staff across the museum as well as L.A. County residents, which represent over 60% of the museum’s visitors. Additionally, developing a more efficient LCS will serve as a model for others seeking expertise and best practices from this project, notably the Natural History Museum, as it moves forward with the NHM Commons project and the redesigned La Brea Tar Pits and Museum.</p> |                     |

**22.15 – Los Angeles County Museum of Art (LACMA), for West  
Campus Lighting Control System Upgrade**

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: May 1, 2019

**EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.**

LACMA expects that the proposed LCS will help the museum achieve the following outcomes:

- Enhanced control of collection's exposure to light
- Increased dimming options to permit more finely-tuned light levels for sensitive artworks while maintaining or improving visual clarity for LACMA audiences
- Greater capacity for staff to monitor and record accurate light exposure for works of art
- Improved efficiency and accuracy through automation and remote control of lighting changes
- Enhanced efficiency by customizing lighting programming in-house
- Increased internal capacity to troubleshoot equipment and software needs
- Lifetime vendor support and an assurance that products will not become obsolete
- Flexibility and expandability as needs change

LACMA will use the following performance measures to evaluate the project's impact on quality and productivity:

- Tracking energy usage
- System error reports
- Visitor and staff surveys
- Tracking event revenue

As the museum embarks on this next step in its evolution, an investment from the Commission would have long-term impacts and significantly improve the museum's efficiency and effectiveness in serving L.A. County constituents.

**22.15 – Los Angeles County Museum of Art (LACMA), for West  
Campus Lighting Control System Upgrade**

| County of Los Angeles Quality and Productivity Commission<br><b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b><br>(Please submit the proposal with a cover letter signed by the department head)  |                                  |   |                           |                           |             |              |              |  |  |  |                         |                         |  |  |
|--|----------------------------------|---|---------------------------|---------------------------|-------------|--------------|--------------|--|--|--|-------------------------|-------------------------|--|--|
| Last Updated: May 1, 2019  |                                  |   |                           |                           |             |              |              |  |  |  |                         |                         |  |  |
| Is this an Information Technology project? If yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below.<br><br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A |                                  | <b>Amount Requested:</b><br><br><table border="0" style="width: 100%;"> <tr> <td style="text-align: center;"><u>Loan</u></td> <td style="text-align: center;"><u>Grant</u></td> <td style="text-align: center;"><u>Total</u></td> <td colspan="2"></td> </tr> <tr> <td></td> <td style="text-align: center;"><b><u>\$500,000</u></b></td> <td style="text-align: center;"><b><u>\$500,000</u></b></td> <td colspan="2"></td> </tr> </table> |                           |                           | <u>Loan</u> | <u>Grant</u> | <u>Total</u> |  |  |  | <b><u>\$500,000</u></b> | <b><u>\$500,000</u></b> |  |  |
| <u>Loan</u>  | <u>Grant</u>                     | <u>Total</u>  |                           |                           |             |              |              |  |  |  |                         |                         |  |  |
|  | <b><u>\$500,000</u></b>          | <b><u>\$500,000</u></b>   |                           |                           |             |              |              |  |  |  |                         |                         |  |  |
| Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.   |                                  |   |                           |                           |             |              |              |  |  |  |                         |                         |  |  |
|  | <u>Implementation<br/>Period</u> | <u>Project<br/>Year 1</u>   | <u>Project<br/>Year 2</u> | <u>Project<br/>Year 3</u> |             |              |              |  |  |  |                         |                         |  |  |
| A. Annual Cost of Current Process:   |                                  |   |                           |                           |             |              |              |  |  |  |                         |                         |  |  |
| B. Estimated Annual Cost of Proposal:  |                                  |   |                           |                           |             |              |              |  |  |  |                         |                         |  |  |
| C. Savings (B minus A)   |                                  | \$0.00  | \$0.00                    | \$0.00                    |             |              |              |  |  |  |                         |                         |  |  |
| <b><u>Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)</u></b><br>Fiscal Year 2022–23, Q1: \$163,548<br>Fiscal Year 2022–23, Q2: \$336,452  |                                  |   |                           |                           |             |              |              |  |  |  |                         |                         |  |  |
| Quality and Productivity Manager (Print and Sign)<br><br>Ann Rowland, Chief Financial Officer<br><b>SIGNATURE ON FILE</b><br><br>Telephone Number: 323.857.6142<br>E-mail: arowland@lacma.org  |                                  | Project Manager (Print and Sign)<br><br>Jean-Pascal (JP) Coutelen, Assistant VP of Facilities<br><b>SIGNATURE ON FILE</b><br><br>Telephone Number: 323.857.4725<br>E-mail: jpcoutelen@lacma.org   |                           |                           |             |              |              |  |  |  |                         |                         |  |  |
| Department CIO/IT Manager (Print and Sign)<br><br>LJ Hartman, VP of Facilities & Security Operations<br><b>SIGNATURE ON FILE</b><br><br>Telephone Number: 323.857.6568<br>E-mail: ljhartman@lacma.org  |                                  | Budget/Finance Manager (Print and Sign)<br><br>Ann Rowland, Chief Financial Officer<br><b>SIGNATURE ON FILE</b><br><br>Telephone Number: 323.857.6142<br>E-mail: arowland@lacma.org   |                           |                           |             |              |              |  |  |  |                         |                         |  |  |
| Department Head (Print and Sign)<br><br>Michael Govan, CEO and Wallis Annenberg Director<br><b>SIGNATURE ON FILE</b><br><br>Telephone Number: 323.857.6000<br>E-mail: mgovan@lacma.org   |                                  |   |                           |                           |             |              |              |  |  |  |                         |                         |  |  |

**\*\* Original Signatures Required \*\***

**22.15 – Los Angeles County Museum of Art (LACMA), for West  
Campus Lighting Control System Upgrade**

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**QUESTIONS**

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes \_\_\_\_\_ No  \_\_\_\_\_  
If so, when (date)? N/A

2. Was this proposal included in the department's current budget request?  
Yes \_\_\_\_\_ No  \_\_\_\_\_ If no, why not? The museum's County allocation is fixed by a contract between the County and Museum Associates; this project is not included in that contract.

3. How many years will it take for the loan to be paid back (3 years maximum without special approval)? Where will the funds come from to repay the loan? N/A

Hard Dollar Savings  
Revenue Generation

Cost Avoidance  
Other (please explain)

4. Discuss potential for revenue increase, service enhancement, future cost avoidance and/or cost savings. Does it reduce net County cost?

While this project does not reduce net County costs or increase revenue directly, an investment in the LCS upgrade would potentially result in long-term cost savings. While the current LCS requires an annual service agreement at approximately \$19,000 per year, the vendor for the new LCS components provides lifetime support and does not deem its products obsolete. Furthermore, the enhanced LCS could indirectly create cost savings because it allows LACMA to customize the user interface in-house, making programming more efficient and accurate for all users, thereby reducing overall staff time dedicated to programming. Additional potential indirect cost savings includes a decreased need for renting lighting to support a range of programs and events. Also, LACMA requires that Gallery Lighting Technicians have at least three years of professional experience using systems aligned to the proposed solution. Hiring Technicians with experience on this type of LCS may reduce training time for new users and result in increased productivity.

5. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?

While the current LCS is now primarily used in residential and commercial/corporate lighting applications, the proposed, upgraded system utilizes innovative lighting technologies used by leading museums, performing arts venues, multi-purpose arenas, and stadiums across the world, including the Academy Museum of Motion Pictures (Los Angeles) and the National Museum of African American History and

**22.15 – Los Angeles County Museum of Art (LACMA), for West  
Campus Lighting Control System Upgrade**

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

Culture (Washington, DC), to offer dynamic control of lighting. LACMA will work with the preferred vendor to build the new LSC from the ground up and to deploy the system in the most sophisticated way possible with performance, reliability, ease of use, and long-term sustainability in mind. The proposed LCS is capable of fine-tuned control to govern lighting in the galleries as well as cohesive control of the west campus facilities. With all lighting needs controlled through an easy-to-navigate and customizable interface, the improved LSC will make programming lighting design less time consuming and more accurate. As exhibitions, programming, and events change, museum staff can readily adjust the lighting schematic as needed. For each exhibition gallery walls may move, be added or removed, requiring different lighting zones to be activated. Ultimately, the proposed project will enable the museum to better care for its collection, offer the greatest capacity for creativity and flexibility in gallery and lighting design, and share exhibitions with its audience in the most dynamic capacity.

6. (150 words) Is the proposal a pilot project? If so, what are the conditions for further expansion or development?

The proposed grant will not support a pilot project.

7. (300 words) Toward which current County objectives will this project maximize and leverage resources and/or drive innovation and operational effectiveness. What current County processes or functions will be eliminated or streamlined via productivity enhancements and/or quality improvements?

The grant would support building an improved LCS that will create operational efficiencies and will help LACMA reflect L.A.'s elevation as a global capital of arts and culture. The proposed project will drive innovation while advancing the County's objective to foster a cleaner, more efficient, and more resilient energy system. Toward this goal, LACMA will develop intelligent approaches to sustainability through increased energy efficiency in its facilities and programming. Additionally, the upgraded LCS will enable LACMA's Gallery Lighting and Facilities teams to be more self-sufficient and efficient, requiring less support from the Information Systems department to troubleshoot equipment and software.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goal? If yes, please explain.

The proposed project supports the Countywide strategic plan goals to foster vibrant and resilient communities and realize tomorrow's government today through the County objectives described above. The proposal improves environmental sustainability by incorporating energy monitoring and logging, historical reporting, and power cost calculations. In addition, the LCS upgrade will enhance LACMA's ability to attract top talent in the field. As it has become the industry standard,

**22.15 – Los Angeles County Museum of Art (LACMA), for West  
Campus Lighting Control System Upgrade**

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

Gallery Lighting Technicians and Designers being recruited by LACMA have years of professional experience with the proposed LCS interface.

9. (150 words) Does this proposal enhance the County image and/or improve relationships with the County's constituents? Please explain.

Conserving art as an expression of humanity and a record of our cultural history is crucially important, and partnering with LACMA to invest in modern technologies that preserve these vital resources would enhance the County's reputation as a forward-thinking leader driving sustainability across its departments. This investment would benefit an array of exhibitions and programs that reflect the region's incredible diversity and demonstrate the County's commitment to making LACMA an even more dynamic public space for current and future constituents. By underwriting sustainable lighting improvements that increase efficiency and productivity for the museum, thereby making our exhibitions, outdoor events, and educational programs more impactful, the project will support vibrant communities.

10. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?

The LCS upgrade could potentially benefit the Natural History Museum and the Department of Arts and Culture, among other County departments charged with stewarding our cultural heritage and advancing arts, culture, and creativity throughout L.A. County. To that end, LACMA will share the project methodology, implementation, and results with cultural heritage institutions and the museum field as opportunities arise.

11. (150 words) Where did the original idea for this project come from?

LACMA remains committed to developing initiatives that affirm sustainability as one of the museum's fundamental values. As core components of the current LCS became more obsolete, no longer supported by the vendor, and required inefficient workflows from our staff, it became apparent that we needed to upgrade to the latest lighting technology in order to optimize the visitor experience and create a suitable and energy-efficient environment for the care of the collection. A cross-departmental team at LACMA began exploring the need to improve the current LCS with the proposed solution that affords increased flexibility, scalability, and sustainability and will benefit the museum's operations and visitor experience for years to come. With the necessary support, LACMA looks forward to being a leader in developing sustainable practices for the museum field, creating a model for museums nationwide.

**22.15 – Los Angeles County Museum of Art (LACMA), for West  
Campus Lighting Control System Upgrade**

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

12. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

**2019-20**

1<sup>st</sup> Quarter \$ \_\_\_\_\_  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2021-22**

1<sup>st</sup> Quarter \$ \_\_\_\_\_  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2022-23**

1<sup>st</sup> Quarter \$163,548  
 2<sup>nd</sup> Quarter \$336,452  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2023-24**

1<sup>st</sup> Quarter \$ \_\_\_\_\_  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**IMPLEMENTATION PLAN**

| <u>KEY MILESTONES</u>   | <u>START DATE</u>                      | <u>FUNDS NEEDED</u>                       | <u>FUNDS REPAID</u>                       |
|---|--|---|---|
| (Major steps in the project development)  | (Estimated date for each project step) | (Amount and quarter funds will be needed) | (Amount and quarter funds will be repaid) |
| Develop Building/Dimmer Rack/Room/Circuit/Digital Multiplex (DMX) address schedule documentation                                  | 8/1/2022                               | \$163,548   2022-23: 1st Quarter          |   |
| Investigate existing control device conduit pathways  | 9/12/2022                              |   |   |
| Generate the package for review and approval.   | 10/10/2022                             |   |   |
| Develop and program all control parameters for the new control server, processors, and touch screen devices off-site              | 10/24/2022                             |   |   |
| Installation of the new control racks in BCAM/Pritzker Parking Garage and Resnick   | 11/14/2022                             | \$336,452   2022-23: 2nd Quarter          |   |
| Procurement and installation of system interfaces for dimmer racks control interfaces   | 12/5/2022                              |   |   |
| Remove existing control devices and pull new control cables for the new system devices. Install and terminate new control devices | 12/5/2022                              |   |   |
| Project Commissioning   | 5/1/2023                               |   |   |

**22.15 – Los Angeles County Museum of Art (LACMA), for West  
Campus Lighting Control System Upgrade**

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**LINE ITEM BUDGET DETAIL**

(Work with your Budget Analyst)

**Services and Supplies**

List all services and supplies here

|                                 |                  |
|---------------------------------|------------------|
| Construction and Installation   | \$177,969        |
| Design Fee                      | \$60,000         |
| Lighting Consultant             | \$30,000         |
| (a) Total services and supplies | <b>\$267,969</b> |

**Other Charges**

List all other charges here

|                         |            |
|-------------------------|------------|
| (b) Total other charges | <b>\$0</b> |
|-------------------------|------------|

**Fixed Assets**

List all equipment and other fixed assets here

|                              |                  |
|------------------------------|------------------|
| Central Control Server       | \$10,275         |
| Control Interface & Stations | \$16,439         |
| DMX Processors               | \$147,228        |
| Racks and Panels             | \$143,841        |
| Touchscreen Stations         | \$34,933         |
| Taxes                        | \$33,508         |
| (c) Total fixed assets       | <b>\$386,224</b> |

**TOTAL COSTS (a+b+c) \$654,193**

**22.15 – Los Angeles County Museum of Art (LACMA), for West Campus Lighting Control System Upgrade**

Los Angeles County Museum of Art (LACMA)  
West Campus Lighting Control System Upgrade | Budget

|                                       | <b>LACMA Contribution</b> | <b>PIF Grant Request</b> | <b>Total Project Costs</b> |
|---------------------------------------|---------------------------|--------------------------|----------------------------|
| <b><u>Services and Supplies</u></b>   |                           |                          |                            |
| Construction and Installation         | \$0                       | \$177,969                | \$177,969                  |
| Design Fee                            | \$0                       | \$60,000                 | \$60,000                   |
| Lighting Consultant                   | \$0                       | \$30,000                 | \$30,000                   |
| <b>Subtotal Services and Supplies</b> | <b>\$0</b>                | <b>\$267,969</b>         | <b>\$267,969</b>           |
| <b><u>Other Charges</u></b>           |                           |                          |                            |
| None                                  | \$0                       | \$0                      | \$0                        |
| <b>Subtotal Other Charges</b>         | <b>\$0</b>                | <b>\$0</b>               | <b>\$0</b>                 |
| <b><u>Fixed Assets</u></b>            |                           |                          |                            |
| Equipment                             |                           |                          |                            |
| Central Control Server                | \$3,500                   | \$6,775                  | \$10,275                   |
| Control Interface & Stations          | \$5,185                   | \$11,254                 | \$16,439                   |
| DMX Processors                        | \$50,000                  | \$97,228                 | \$147,228                  |
| Racks and Panels                      | \$50,000                  | \$93,841                 | \$143,841                  |
| Touchscreen Stations                  | \$12,000                  | \$22,933                 | \$34,933                   |
| Taxes                                 | \$33,508                  | \$0                      | \$33,508                   |
| <b>Subtotal Fixed Assets</b>          | <b>\$154,193</b>          | <b>\$232,031</b>         | <b>\$386,224</b>           |
| <b>Total</b>                          | <b>\$154,193</b>          | <b>\$500,000</b>         | <b>\$654,193</b>           |



## County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT  
Chief Executive Officer

January 5, 2022

To: Jacki Bacharach, Chair  
Quality and Productivity Commission

From: Fesia A. Davenport  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

HOLLY J. MITCHELL  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

### PRODUCTIVITY INVESTMENT FUND GRANT PROPOSAL – LOS ANGELES COUNTY REAL ESTATE MANAGEMENT SYSTEM

The Chief Executive Office (CEO) is pleased to submit the attached Productivity Investment Fund (PIF) proposal to secure \$750,000 in grant funding for the successful implementation of the *Los Angeles County Real Estate Management System* (LACREMS).

LACREMS is a new innovative, comprehensive, and productivity-enhancing real estate management system with enhanced security features, robust reporting, data analytics, and the capability of interfacing directly with the electronic Countywide Accounting and Purchasing System (eCAPS).

LACREMS will bring a wide variety of solution, including but not limited to:

- Enhanced tracking of County-owned and leased space;
- Increased transparency as departmental representatives will have system access including the ability to generate self-service reports relative to their portfolios;
- Integrated contract and payment documents in a single system;
- Dashboards of various workflow processes;
- Increased accountability with customizable system audit trails
- Automatic lessor and lessee notifications of important dates;
- Automated real estate processes, including routine monthly payments and adjustments;
- An integrated single system that will increase efficiency, improve decision making, improve reporting and act as a central financial repository for all lease data; and
- A direct interface with eCAPS.

CEO-QPC-PIF Application - LACREMS

Jacki Bacharach, Chair  
January 7, 2022  
Page 2

Funding through FY 2021-22 has been secured and the CEO is seeking assistance for anticipated costs in FY 2022-23. FY 2022-23 costs are projected at \$1,940,039 and the CEO is seeking a grant of \$750,000 to help offset these costs.

Project costs after January 2023 will come from a combination of redirected internal funds and user billings. The Auditor-Controller has reviewed the vendor contract and determined that these costs are fully billable.

Thank you for your consideration of this PIF grant proposal which will allow us to successfully implement LACREMS that will provide access to all County departments with leased space to improve and streamline operations and facilitate communication with County and external stakeholders.

If you have any questions regarding our proposal, please contact Erlinda Bernardo, Quality and Productivity Manager at (213) 974-1758 or Melissa Tarver, Alternate Quality and Productivity Manager at (213) 974-3338.

FAD:jac

Attachment

c: Executive Office, Board of Supervisors (Jackie T. Guevarra, Laura Perez)

|   |                        |
|---|------------------------|
| <p>County of Los Angeles Quality and Productivity Commission<br/> <b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b><br/>                 (Please submit the proposal with a cover letter signed by the department head)</p>  |                        |
| <p>Last Updated: May 1, 2019</p>  |                        |
| Department: CEO Real Estate Dept (CEO RED)  | Date: Revised 4/6/2022 |
| Project Name: Los Angeles County Real Estate Management System (LACREMS)  |                        |
| <p><b><u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</u></b></p> <p>Funds will be used to implement the rollout portion of Phase II of the LACREMS project in FY 2022/23. In Phase II, all County Departments will be able to access LACREMS and pilot the workflows/reports designed to improve and streamline operations and provide feedback to finetune the system before Phase III.</p>  |                        |
| <p><b><u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u></b></p> <p>CEO and Department of Beaches and Harbors (DBH), as two of the County's largest users of real estate management software, have identified an immediate need to acquire a comprehensive, innovative, and productivity-enhancing real estate management system with the capability of interfacing directly with eCAPS. CEO Real Estate and DBH currently use different processes with some overlapping functions to manage real estate issues, while the Auditor-Controller uses a series of Microsoft Access databases to help facilitate payments for the CEO. Existing processes do not interface with eCAPS.</p> <p>All County leased and owned assets should be maintained within the same system to allow for streamlining of costs and operational efficiencies. A shared platform across all departments allows the County to leverage economies of scale to reduce costs associated with acquisition, licensing, and training; as well as eliminating the costs of system and security upgrades, which will be borne by the vendor.</p> <p>The Project will consist of three phases:</p> <p><u>Phase I</u></p> <ul style="list-style-type: none"> <li>• Identify system needs</li> <li>• Select vendor</li> <li>• Data migration</li> <li>• Design workflows and reports</li> </ul> <p><u>Phase II</u></p> <ul style="list-style-type: none"> <li>• Pilot implementation of LACREMS, user tests, and collect feedback</li> <li>• Rollout and training to all County departments</li> <li>• Evaluate and implement improvements necessary</li> </ul> <p><u>Phase III</u></p> <ul style="list-style-type: none"> <li>• Go live with integrated system</li> <li>• Continuous assessment and evaluation of LACREMS</li> <li>• Recommendation of renewal or termination of contract</li> </ul> |                        |

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: May 1, 2019

EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.

Outcomes

- All County leased and owned assets will be maintained in one enterprise system to streamline costs and create operational efficiencies.
- All County departments will have system access to assist them with managing their space. Sharing the same platform produces economies of scale, creates efficiencies, reduces costs (security, system upgrades, eliminates overlapping systems, etc.), and will eliminate the need for individual departmental systems.
- Enhanced controls and separation of duties
- With SaaS, the provider upgrades the solution. The costs and effort associated with upgrades and new releases are borne by the vendor as opposed to buying an upgrade package and installing it.
- Costs associated with system enhancements for future functionality and data conversion issues are all expected to be reduced with multiple departments utilizing the same system.
- Scalability: Easily scale a solution to accommodate changing needs.

LACREMS will enhance quality and productivity of departmental facility management teams by doing the following:

- Enhancing the tracking of County-owned and leased space.
- Integrating contract and payment documents in a single system.
- Creating dashboards of various workflow processes.
- Automating specific lessor and lessee notifications.
- Automating some real estate processes, including routine monthly payments and CPI calculations related adjustments.
- Integrating a single system that will increase efficiency and improve decision making.
- Interfacing directly with eCAPS which will reduce workload, improve accuracy, and enhance reporting.

| County of Los Angeles Quality and Productivity Commission<br><b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b><br>(Please submit the proposal with a cover letter signed by the department head)  |   |   |                       |                       |             |              |              |  |  |   |         |         |  |  |
|--|---|---|-----------------------|-----------------------|-------------|--------------|--------------|--|--|---|---------|---------|--|--|
| Last Updated: May 1, 2019  |   |   |                       |                       |             |              |              |  |  |   |         |         |  |  |
| Is this an Information Technology project? If yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below.<br><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | <b>Amount Requested:</b><br><br><table style="width:100%; border-collapse: collapse;"> <tr> <td style="text-align: center; border-bottom: 1px solid black;"><u>Loan</u></td> <td style="text-align: center; border-bottom: 1px solid black;"><u>Grant</u></td> <td style="text-align: center; border-bottom: 1px solid black;"><u>Total</u></td> <td colspan="2"></td> </tr> <tr> <td style="text-align: center;">0</td> <td style="text-align: center;">750,000</td> <td style="text-align: center;">750,000</td> <td colspan="2"></td> </tr> </table> |   |                       |                       | <u>Loan</u> | <u>Grant</u> | <u>Total</u> |  |  | 0 | 750,000 | 750,000 |  |  |
| <u>Loan</u>  | <u>Grant</u>  | <u>Total</u>  |                       |                       |             |              |              |  |  |   |         |         |  |  |
| 0  | 750,000   | 750,000   |                       |                       |             |              |              |  |  |   |         |         |  |  |
| Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc. <b>PLEASE SEE ATTACHED</b>  |   |   |                       |                       |             |              |              |  |  |   |         |         |  |  |
|  | <u>Implementation Period</u>  | <u>Project Year 1</u>   | <u>Project Year 2</u> | <u>Project Year 3</u> |             |              |              |  |  |   |         |         |  |  |
| A. Cost of Current Process: System Cost  | \$1,940,039   |   |                       |                       |             |              |              |  |  |   |         |         |  |  |
| B. Estimated Annual Cost of Proposal:  | \$ 750,000  |   |                       |                       |             |              |              |  |  |   |         |         |  |  |
| C. Savings (B minus A)   | (\$1,190,039)   |   |                       |                       |             |              |              |  |  |   |         |         |  |  |
| <b>Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)</b>   |   |   |                       |                       |             |              |              |  |  |   |         |         |  |  |
| 2020-2021 Budget   | Q1  | \$ 0  |                       |                       |             |              |              |  |  |   |         |         |  |  |
|  | Q2  | \$ 0  |                       |                       |             |              |              |  |  |   |         |         |  |  |
|  | Q3  | \$ 0  |                       |                       |             |              |              |  |  |   |         |         |  |  |
|  | Q4  | \$ 0  |                       |                       |             |              |              |  |  |   |         |         |  |  |
| 2021-2022 Budget   | Q1  | \$ 0  |                       |                       |             |              |              |  |  |   |         |         |  |  |
|  | Q2  | \$ 0  |                       |                       |             |              |              |  |  |   |         |         |  |  |
|  | Q3  | \$ 0  |                       |                       |             |              |              |  |  |   |         |         |  |  |
|  | Q4  | \$ 0  |                       |                       |             |              |              |  |  |   |         |         |  |  |
| 2022-2023 Budget   | Q1  | \$ 149,200  |                       |                       |             |              |              |  |  |   |         |         |  |  |
|  | Q2  | \$ 600,800  |                       |                       |             |              |              |  |  |   |         |         |  |  |
|  | Q3  | \$ 0  |                       |                       |             |              |              |  |  |   |         |         |  |  |
|  | Q4  | \$ 0  |                       |                       |             |              |              |  |  |   |         |         |  |  |
| Quality and Productivity Manager (Print and Sign)<br>Erlinda Bernardo<br>SIGNATURE ON FILE<br><br>Telephone Number<br>213.974.1758<br><br>E-mail<br>ebernardo@ceo.lacounty.gov   |   | Project Manager (Print and Sign)<br>Dean Aardema<br>SIGNATURE ON FILE<br><br>Telephone Number<br>213.893.2471<br><br>E-mail<br>daardema@ceo.lacaounty.gov |                       |                       |             |              |              |  |  |   |         |         |  |  |
| Department CIO/IT Manager (Print and Sign)<br>Kiet Huynh<br>SIGNATURE ON FILE<br><br>Telephone Number<br>213.974.2648  |   | Budget/Finance Manager (Print and Sign)<br>John Cooke<br>SIGNATURE ON FILE<br><br>Telephone Number<br>213.893.2477  |                       |                       |             |              |              |  |  |   |         |         |  |  |

|   |                                   |
|---|-----------------------------------|
| <p>County of Los Angeles Quality and Productivity Commission<br/><b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b><br/>(Please submit the proposal with a cover letter signed by the department head)</p> <p>Last Updated: May 1, 2019</p> |                                   |
| E-mail<br>KHuynh@ceo.lacounty.gov   | E-mail<br>JCooke@ceo.lacounty.gov |
| Department Head (Print and Sign)<br>Fesia Davenport<br><br>SIGNATURE ON FILE<br><br>E-mail<br>fdavenport@ceo.lacounty.gov   | Telephone Number<br>213.974.1101  |

**\*\* Original Signatures Required \*\***

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**QUESTIONS**

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes \_\_\_\_\_ No  X

If so, when (date)?

2. Was this proposal included in the department's current budget request?

Yes \_\_\_\_\_ No  X  If no, why not?

Funding for Phase I was secured per the project Board Letter. Phase II is the testing / training phase and Departmental billings would begin in Phase III. Fiscal Year 2022-23 expenses are projected to be 1,940,039 and the CEO is seeking a grant of 750,000 to help ensure the success of Phase II and the larger LACREMS project. With the successful completion of Phase II LACREMS will become a state-of-the-art Real Estate System used by all County departments and landlords to create and follow various processes, maintenance issues while also providing a single reportable database including all lease related costs.

3. How many years will it take for the loan to be paid back (3 years maximum without special approval)? Where will the funds come from to repay the loan?

N/A – This is a grant application

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

4. Discuss potential for revenue increase, service enhancement, future cost avoidance and/or cost savings. Does it reduce net County cost?

This system will automate real estate processes, including monthly payments, annual Consumer Price Index (CPI) adjustments and routine lessor/lessee notifications. LACREMS will also directly interface with eCAPS, which eliminates many of the manual processes currently in place to process payments and capture data for reporting purposes. These improvements will not only increase accuracy, transparency, accountability, and reporting, but will also allow personnel to devote additional time to address various lease-related backlogs. Services will be enhanced with a new online permitting system and the creation of a vendor portal that will allow landlords and County staff (including select departmental staff) the ability to communicate with each other to resolve site issues and/or track payments. Automating annual lessor CPI

County of Los Angeles Quality and Productivity Commission

**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

adjustments will increase revenue. However, any staff-related savings will not be known until the system is fully functioning.

5. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?

All County leased and owned assets should be maintained within the same system to allow for streamlining of costs, operational efficiencies, and separation of duties. Sharing the same enterprise platform across multiple departments allows the County to leverage economies of scale to reduce costs associated with acquisition, licensing, and training.

CEO Real Estate and DBH, have an immediate need to acquire a comprehensive real estate system due to an issue where a former employee circumvented controls to commit fraud. The vendor is a market leader in this industry. The SaaS solution requires the vendor to purchase, maintain and replace the equipment necessary for hosting the platform and eliminating the cost of system and security upgrades.

6. (150 words) Is the proposal a pilot project? If so, what are the conditions for further expansion or development?

No, this is not a pilot project. Vendor's SaaS solution will enhance and streamline processes and provide departments access to manage their real estate portfolios.

7. (300 words) Toward which current County objectives will this project maximize and leverage resources and/or drive innovation and operational effectiveness. What current County processes or functions will be eliminated or streamlined via productivity enhancements and/or quality improvements?

CEO Real Estate and DBH employ different real estate process with some overlapping functions while the Auditor-Controller uses a series of Microsoft Access databases to help facilitate payments for the CEO.

LACREMS will improve the ability to manage leases and other real estate functions as it includes enhanced space tracking capabilities, increased transparency as all

County of Los Angeles Quality and Productivity Commission

**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

departments will have access to view, analyze and create reports on their space. It will also automate some notifications, calculations, and transaction posts to eCAPS.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goal?

If yes, please explain.

Yes, the system and services provided under the proposed agreement support the County's Strategic Plan Goal III - Realize Tomorrow's Government Today, by providing vital real estate management services through an independent contractor to improve the efficiency and effectiveness of Countywide owned and leased property management activities

9. (150 words) Does this proposal enhance the County image and/or improve relationships with the County's constituents? Please explain.

Yes, LACREMS will be used by all County departments to access their building inventory, including the ability to run reports and project costs, and use the vendor portal to communicate with the CEO and landlords to address lease-related issues and track payments. The solution includes enhanced tracking of County-owned and leased space, integrated contract and payment documents within a single system, dashboards of various workflow processes, automatic lessor and lessee notifications of important dates, automated real estate processes, and a direct interface with eCAPS. The single integrated system will increase efficiency and transparency, improve decision making and reporting, and act as a central financial repository for all lease data.

10. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?

The system, used by all departments, integrates real estate processes into a single enterprise-level system and facilitates the sharing of information and workflows. Departments will have access to their lease inventory, including the ability to run reports and project costs. Departments will also use the vendor portal to communicate with the CEO and landlords to address lease-related issues. Landlords will use the landlord portal to communicate with the CEO and submit and track invoices. The single system will increase transparency and provide departments, including the CEO, the ability to better analyze and strategize about their portfolios.

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

11. (150 words) Where did the original idea for this project come from?

The CEO was notified of a Real Estate Fraud in 2016. Subsequent reviews indicate a prior employee colluded with third parties to take advantage of the disparate real estate systems/processes to circumvent controls and direct business to a group.

The resulting fraud emphasized the need for internal changes as well as the need for a comprehensive property management / accounting system **with increased security and internal controls.**

12. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

**2020-21**

1<sup>st</sup> Quarter \$ 0

2<sup>nd</sup> Quarter \$ 0

3<sup>rd</sup> Quarter \$ 0

4<sup>th</sup> Quarter \$ 0

**2021-22**

1<sup>st</sup> Quarter \$ 0

2<sup>nd</sup> Quarter \$ 0

3<sup>rd</sup> Quarter \$ 0

4<sup>th</sup> Quarter \$ 0

**2022-23**

1<sup>st</sup> Quarter \$ 149,200

2<sup>nd</sup> Quarter \$ 600,800

3<sup>rd</sup> Quarter \$ 0

4<sup>th</sup> Quarter \$ 0

**2023-24**

1<sup>st</sup> Quarter \$ 0

2<sup>nd</sup> Quarter \$ 0

3<sup>rd</sup> Quarter \$ 0

4<sup>th</sup> Quarter \$ 0

**LINE ITEM BUDGET DETAIL**

(Work with your Budget Analyst)

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**Services and Supplies**

List all services and supplies here

|   |                  |
|---|------------------|
| (a) Software as a Service (SaaS) for an advanced real estate system | <b>\$0</b>       |
| (b) Implementation Support  | <b>\$750,000</b> |
| (c) Training  | <b>\$ 0</b>      |

**Other Charges**

List all other charges here

**Fixed Assets**

List all equipments and other fixed assets here

|                        |             |
|------------------------|-------------|
| (c) Total fixed assets | <b>\$ 0</b> |
|------------------------|-------------|

|                            |                  |
|----------------------------|------------------|
| <b>TOTAL COSTS (a+b+c)</b> | <b>\$750,000</b> |
|----------------------------|------------------|

| 2021 ANNUAL REPORTS         |                           |   |                 |
|-----------------------------|---------------------------|---|-----------------|
| Project #                   | Department                | Project Name  | Returning Funds |
| 22.4                        | Board of Supervisors - EO | Enhancing Knowledge of the CPOE Complaint Process                   | N               |
| 19.25                       | Chief Executive Office    | Homeless Initiative Technology Innovation                           | N               |
| 20.12                       | Fire                      | Heart Heroes on Patrol  | N               |
| 21.5                        | Fire                      | Emergency Medical Dispatch Software                                 | N               |
| 21.6                        | Fire                      | Video Translation Application                                       | N               |
| 21.4                        | Health Services           | Capacity Building Support for Reentry Intensive Case Mgmt. System   | N               |
| 18.18                       | Human Resources           | Remote Proctored Written Test                                       | N               |
| 18.19                       | Human Resources           | Hiring Process Innovation   | N               |
| 20.23                       | Human Resources           | Bias Mitigation Strategies for Emergency Responders                 | N               |
| 21.9                        | LA County Library         | Volunteer Expansion & Management (VEM) Program                      | N               |
| 17.7                        | Medical Examiner-Coroner  | Virtual Autopsy Program   | N               |
| 20.17                       | Medical Examiner-Coroner  | Modernizing the DMEC Laboratory Information Systems                 | N               |
| 22.1                        | Medical Examiner-Coroner  | Genetic Genealogy Program   | N               |
| 18.9                        | Natural History Museum    | Creating a Museum of, for, and with LA: Strategic Audience Research | N               |
| 20.18                       | Natural History Museum    | Customer Relationship Management Solution                           | N               |
| 20.24<br>(formerly<br>19.1) | Natural History Museum    | A Mobile-Forward Website Transformation                             | N               |
| 21.13                       | Natural History Museum    | Customer Relationship Management Solution: Phase II                 | N               |
| 20.4                        | Parks and Recreation      | Mobile Recreation: Play for All                                     | N               |
| 20.13                       | Parks and Recreation      | Sowing the Seeds for Success: Business Enterprise Enhancements      | N               |
| 21.7                        | Parks and Recreation      | Regional Parks Automated Vehicle Entry Collection System            | N               |
| 21.10                       | Public Defender           | Building Capacity for Justice & Social Services                     | N               |

|                           |                              |   |                                      |
|---------------------------|------------------------------|---|--------------------------------------|
| 22.2                      | Public Defender              | Taking Care of CARE 2.0   | N                                    |
| 19.14                     | Public Health                | LACO City and Community Health Profiles Data Dissemination Project  | N                                    |
| 20.3                      | Public Health                | Exide Area Lead Paint Remediation Evaluation  | N                                    |
| 20.14                     | Public Health                | Optimizing the Planning and Management of LA County's Urban Forest  | N                                    |
| 20.11                     | Public Health                | Reducing Food Waste and Advancing Food Recovery   | N                                    |
| 21.12                     | Public Health                | Electronic Plan Check System  | N                                    |
| 21.11                     | Public Social Services       | Economic Mobility   | N                                    |
| 21.1                      | Regional Planning            | Drones for Planning: A Higher Standard  | N                                    |
| 20.7                      | Sheriff                      | Pitchess Detention Center-Laundry Water Recycling   | N                                    |
| 19.18                     | WDACS                        | LACO Anti-Hate Campaign-Protecting Vulnerable Communities   | N                                    |
| 21.8                      | WDACS                        | Addressing Bias & Hate Using Art Justice & Cultural Strategies  | N                                    |
| <b>2021 FINAL REPORTS</b> |                              |   |                                      |
| 18.6                      | Agricultural Commission      | LACO Coyote Hazing Research Project   | N                                    |
| 19.19                     | Children and Family Services | Time2Connect: A Scheduling Tool for Family Bonding  | N                                    |
| 19.4                      | District Attorney            | Automate the Processing of Notices of Intent to Destroy Exhibits on the Exhibits Project Using Robotic Process Automation | N                                    |
| 20.21                     | Health Services              | Emergency Response to COVID 19  | \$1,150,000<br>Did not take out Loan |
| 20.1                      | Human Resources              | County Training Modernization Project   | N                                    |
| 19.21                     | Internal Services            | Countywide Address Management System (CAMS)   | N                                    |
| 20.13                     | Parks and Recreation         | Sowing the Seeds for Success: Business Enterprise Enhancement at South Coast Botanic Garden                               | N                                    |
| 15.4                      | Public Health                | Video Directly Observed Therapy   | N                                    |
| 20.22                     | Public Health                | Community Participatory COVID-19 Symptom Monitoring   | N                                    |
|                           |                              |   |                                      |

| <b>PROJECTS RECENTLY APPROVED</b><br><b>(No Annual or Final Report Required)</b> |                          |   |          |
|--|--------------------------|---|----------|
| 22.5   | Animal Care and Control  | Love at First Sight-Photo and Video Enhancements at Animal Care Centers | <b>N</b> |
| 22.6   | Animal Care and Control  | DACC Live Interactive Chatbot   | <b>N</b> |
| 22.7   | Fire                     | Emergency Wildfire Augmentation Optimization Model Software             | <b>N</b> |
| 22.8   | Medical Examiner-Coroner | Workstations on Wheels (WOW) for Enhancement of Autopsy Service         | <b>N</b> |

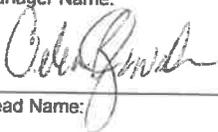
**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|  |                                |   |
|--|--------------------------------|---|
| Date<br>1/27/2022  |                                | Grant/Loan Number<br>22.4   |
| Department<br>Board of Supervisors, Executive Office   |                                |   |
| Project Name<br>Enhancing Knowledge of the CPOE Complaint Process  |                                |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[   ] Revenue-Generating [   X   ] Service Enhancement</p> <p>Enhancing Knowledge of the County Policy of Equity (CPOE) Complaint Process will be in the form of an online tutorial. The tutorial will assist with frequently asked questions regarding filing a CPOE complaint appropriately.</p> <p>The tutorial will feature step-by-step filing instructions, voice-over recordings and live cursor/typing, which will be embedded into the current County Policy of Equity complaint filing website, ELEVATE (<a href="https://ceop.lacounty.gov/">https://ceop.lacounty.gov/</a>). The tutorial will also be available to view in its entirety via a link located in the drop-down menu under "File a Complaint."</p> <p>The tutorial will reduce filing errors, ensure filing accuracy, reduce investigation timelines, and limit department cost.</p> |                                |   |
| Funding Status   |                                | Total Withdrawn to Date: \$0 _____<br>Total Principal Repaid to Date: _____<br>Total Interest Repaid to Date: _____ |
| Total Grant Amount: \$100,000  | Total Loan Amount: _____       |   |
| Expenditures   | Savings                        | Revenue   |
| Total Estimated Expenditures: \$100,000  | Total Estimated Savings: _____ | Total Estimated Revenue: _____  |
| Expenditures to Date: _____  | Savings to Date: _____         | Revenue to Date: _____  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>The project was recently awarded the grant in late August 2021. Our team immediately started to formulate a plan and vision for the new embedded tutorial, and in January 2022, we started to draft a bulletin to solicit bids.</p> <p>Currently, we are in the process of finalizing the bulletin to solicit internal and external bids for the job. We met extensively internally and with our Board of Supervisors CIO and IT team to discuss bid solicitation. Further, we prepared a presentation, workflow, and detailed sample images and functionality and expectations for the embedded tutorial.</p>  |                                |   |

Signature: Brenda Duran  
Productivity Manager Name: \_\_\_\_\_

1/27/2022  
Date: \_\_\_\_\_

Signature:   
Department Head Name: \_\_\_\_\_

1/17/22  
Date: \_\_\_\_\_

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|   |                                     |  |
|---|-------------------------------------|--|
| Date<br>January 6, 2022   |                                     | Grant/Loan Number<br>19.25   |
| Department<br>Chief Executive Office - Homeless Initiative  |                                     |  |
| Project Name<br>Homeless Initiative Technology Innovation Challenge   |                                     |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement<br>In early 2020, the Chief Information Office and the County Homeless Initiative launched the Technology Innovation Challenge to seek creative solutions to enhance the homeless services system. Over sixty applications were received via the Technology Innovation Challenge Request for Proposals process across the following four challenge areas: 1) Centralized Customer Portal, 2) Customer Driven Mobile Digital Services, 3) Geo mapping Hub and Resources, and 4) Operational Reporting of Performance Outcomes.<br><br>In July 2020, four winning proposals in each of the four challenge areas were selected. Descriptions of the four projects are included in the Attachment. |                                     |  |
| Funding Status  |                                     | Total Withdrawn to Date: <u>\$750,000</u><br>Total Principal Repaid to Date: <u>n/a</u><br>Total Interest Repaid to Date: <u>n/a</u> |
| Total Grant Amount: <u>\$750,000</u>  | Total Loan Amount: <u>n/a</u>       |  |
| Expenditures  | Savings                             | Revenue  |
| Total Estimated Expenditures: <u>\$750,000</u>  | Total Estimated Savings: <u>TBD</u> | Total Estimated Revenue: <u>n/a</u>  |
| Expenditures to Date: <u>\$563,750</u>  | Savings to Date: <u>TBD</u>         | Revenue to Date: <u>n/a</u>  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br>See Attachment for descriptions of the four Technology Innovation Challenge projects aimed at enhancing the delivery of homeless services delivery system in Los Angeles County.  |                                     |  |

Signature: [Signature]  
Productivity Manager Name:

01/11/2022  
Date

Signature: [Signature]  
Department Head Name:

1/24/2022  
Date

Los Angeles Homeless Initiative  
Technology Innovation Challenges Projects

| PROJECT   | RECENT PROGRESS   | TASKS AND STEPS TO COMPLETION  | PROJECTED COMPLETION |
|---|---|--|----------------------|
| <p><b>TITLE</b> OPERATIONAL OUTCOMES REPORTING DASHBOARD</p> <p><b>VENDOR</b> HUEMAN DESIGN</p> <p><b>DESCRIPTION</b> An application engineered to collect, assimilate, and process Measure H performance measurement and financial data to support ongoing efforts to evaluate the cost effectiveness of Measure H funded strategies, meet public accountability obligations, and make evidence-based and informed decisions with respect to the allocation of Measure H resources.</p>  | <ul style="list-style-type: none"> <li>✓ Completed data definitions and technical translation of business rules</li> <li>✓ Commenced migration of application into a cloud-based development environment</li> <li>✓ Tested multiple interface options</li> <li>✓ Performed first round of validations</li> <li>✓ Planned User Acceptance Testing (UAT)</li> </ul> | <ul style="list-style-type: none"> <li>○ Complete installation in development environment</li> <li>○ Complete output validations</li> <li>○ Complete UAT</li> <li>○ Final Technical Testing</li> <li>○ Final Go Live</li> </ul>              | <p>02/28/2022</p>    |
| <p><b>TITLE</b> GEO-MAPPING APPLICATION</p> <p><b>VENDOR</b> HUEMAN DESIGN</p> <p><b>DESCRIPTION</b> Interactive, GIS-driven dashboard developed to support tactical and strategic homeless policy decision making. The dashboard leverages GIS data capacities residing with the Internal Services Department and the CEO's integrated data capacities to track and map population trends, homeless services availability, service needs by region, and emerging policy issues.</p>      | <ul style="list-style-type: none"> <li>✓ Adjusted GIS Mapping categories</li> <li>✓ Commenced migration of application into a cloud-based development environment</li> <li>✓ Performed multiple mapping validations</li> <li>✓ Planned UAT</li> </ul>   | <ul style="list-style-type: none"> <li>○ Complete installation in development environment</li> <li>○ Finalize validations</li> <li>○ Complete UAT</li> <li>○ Final Technical Testing</li> <li>○ Final Go Live</li> </ul>                     | <p>02/28/2022</p>    |
| <p><b>TITLE</b> CENTRALIZED CUSTOMER PORTAL</p> <p><b>VENDOR</b> ALLUMA</p> <p><b>DESCRIPTION</b> This project integrates and deploys cloud-based technology to facilitate connection to services and benefits in support of both clients and providers. The portal seeks to expand access to services for persons experiencing homelessness through centralization of service applications, and improve access to case management data and thereby enhance the coordination of care.</p> | <ul style="list-style-type: none"> <li>✓ Coordinated UAT preparation activities (testers, use cases)</li> <li>✓ Completed Soft-launch of Release One</li> <li>✓ Worked with Homeless Initiative to identify pilot group from Release One</li> <li>✓ Continued work on URL Portal Interface</li> </ul>   | <ul style="list-style-type: none"> <li>○ Work with LAHSA on the Universal Housing Application</li> <li>○ Prepare for next round of UATs</li> <li>○ Address ongoing legal barriers to client data sharing and systems integration.</li> </ul> | <p>06/30/2022</p>    |
| <p><b>TITLE</b> CUSTOMER DRIVEN MOBILE DIGITAL SERVICES</p> <p><b>VENDOR</b> AKIDO LABS</p> <p><b>DESCRIPTION</b> This project develops an event-driven technology platform to facilitate access to homeless services from any place at any time, both for persons experiencing homelessness and for services providers and program personnel seeking to connect them to needed services, treatment, and care.</p>  | <ul style="list-style-type: none"> <li>✓ Held discussions with LAHSA and Counsel re: integrations to Home Journey and Homeless Management Information System</li> <li>✓ Complete Iteration Two of Home Journey</li> </ul>   | <ul style="list-style-type: none"> <li>○ Prepare for next round of UATs</li> <li>○ Address ongoing legal barriers to client data sharing and systems integration.</li> </ul>   | <p>06/30/2022</p>    |

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|   |                                     |   |
|---|-------------------------------------|---|
| Date  |                                     | Grant/Loan Number   |
| January 25, 2022  |                                     | 20.12   |
| Department  |                                     |   |
| Fire  |                                     |   |
| Project Name  |                                     |   |
| Heart Heroes on Patrol  |                                     |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):   |                                     |   |
| <p align="center">[    ] Revenue-Generating                      [ X ] Service Enhancement</p> <p>The mortality from out-of-hospital cardiac arrest in the County of Los Angeles is nearly 90 percent. This is due, in large part, to low rates of bystander cardiopulmonary resuscitation (CPR) and the difficulty in getting an AED on scene due to the sprawling geography of the County. For every minute that passes without CPR and defibrillation, the patient's mortality increases by ten percent. In 2019, the Heart Heroes collaborative project (Department of Public Health [DPH], Department of Health Services [DHS], County of Los Angeles Fire Department [Fire Department], and the Los Angeles Fire Department [LAFD]) sought to train 100,000 people in Hands-only CPR; Los Angeles County Sheriff's Department (LASD) deputies are already CPR trained and on patrol.</p> <p>By equipping LASD Lakewood Station patrol deputies with AEDs and providing CPR training (training continues to be provided by on-duty Fire Department personnel), we believe we can get CPR and defibrillation started sooner and save more lives. The Fire Department's Training and Emergency Medical Services Bureau (TEMSB) continues to work with the LASD Lakewood Station to train their patrol deputies. Additionally, the procured AEDs are compatible with the Fire Department's equipment so as to ensure continuity of operations.</p> <p>The Fire Department's TEMSB, in partnership with LASD, will track the outcomes of patients in whom CPR and defibrillation were performed prior to the paramedics' arrival. We will be able to compare cardiac arrest survival outcomes to the same communities prior to the project (historical control), as well as surrounding communities (in parallel). The outcome to be measured will be patients who achieve return of spontaneous circulation (ROSC).</p> |                                     |   |
| Funding Status  |                                     | Total Withdrawn to Date: <u>\$73,000</u><br>Total Principal Repaid to Date: <u>N/A</u><br>Total Interest Repaid to Date: <u>N/A</u> |
| Total Grant Amount: <u>\$73,000</u>   | Total Loan Amount: <u>N/A</u>       |   |
| Expenditures  | Savings                             | Revenue   |
| Total Estimated Expenditures: <u>\$72,533</u>   | Total Estimated Savings: <u>N/A</u> | Total Estimated Revenue: <u>N/A</u>   |
| Expenditures to Date: <u>\$72,533</u>   | Savings to Date: <u>N/A</u>         | Revenue to Date: <u>N/A</u>   |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):  |                                     |   |
| <p>The procurement process for the AEDs is completed. Training and deployment to the LASD Lakewood Station was completed but ongoing training updates have been sporadic due to the COVID-19 pandemic and surges. Staffing turnover at the station allows the project to fall behind unless training is ongoing, and the training will resume when the current COVID-19 Omicron surge improves. To date, the deployed AEDs have been used six to ten times, with one life saved. We anticipate full deployment and training back on track by the end of Fiscal Year 2022-23 Quarter 1.</p>  |                                     |   |

Signature:   
Productivity Manager Name:

01-29-2022  
Date

Signature:   
Department Head Name:

01-28-22  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|  |                              |  |
|--|------------------------------|--|
| Date<br>January 25, 2022   |                              | Grant/Loan Number<br>21.5  |
| Department<br>Fire   |                              |  |
| Project Name<br>Emergency Medical Dispatch Software  |                              |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[   ] Revenue-Generating      [ X ] Service Enhancement</p> <p>The County of Los Angeles Fire Department's 9-1-1 Communications Center is one of the busiest dispatch centers in the United States; having dispatched more than 379,000 calls in 2020. For medical calls, dispatchers use a card system (physical cards or pdf files on their computer) when triaging. As a result of this antiquated system, the Fire Department has to be very limited in its triage, and only 11 of 45 call types are tied to right-size the physical response. This leads to a significant over-triage that affects the availability of paramedic resources to subsequent calls for service.</p> <p>The new Emergency Medical Dispatch (EMD) software solution will facilitate more efficient triage of medical patients, improved delivery of pre-arrival medical instructions, and the ability to record dispatcher performance data. The EMD software solution will also allow for the expanded use of specialty units, like the Advanced Provider Response Unit (APRUs) and telemedicine platform, and application across previously non-triaged call-types that require more complex logic than a card-type system can support.</p> <p>Lastly, modern EMD software systems integrate with computer aided dispatch (CAD) and electronic patient care reporting systems, which will enable the Fire Department to meet state and national standards for program oversight, including comprehensive performance tracking and benchmarking. Implementation of a new EMD software solution would be a significant service enhancement for the Fire Department and the communities we serve.</p> |                              |  |
| Funding Status   |                              | Total Withdrawn to Date: \$ 295,260<br>Total Principal Repaid to Date: N/A<br>Total Interest Repaid to Date: N/A |
| Total Grant Amount: \$331,860  | Total Loan Amount: N/A       |  |
| Expenditures   | Savings                      | Revenue  |
| Total Estimated Expenditures: \$331,860  | Total Estimated Savings: N/A | Total Estimated Revenue: N/A   |
| Expenditures to Date: \$122,240  | Savings to Date: N/A         | Revenue to Date: N/A   |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>The procurement process for the EMD software solution was completed; however, the Fire Department is working with procurement to address challenges encountered with the CAD interface for the EMD software solution. As a result of these unexpected challenges along with vendor quotation delays due to the COVID-19 pandemic, field training and implementation has been delayed. We anticipate training completion and deployment by the end of Fiscal Year 2022-23 Quarter 2.</p> <p>Accomplishments:</p> <ul style="list-style-type: none"> <li>• Fire Department triage and medical instructions have been incorporated into the software.</li> <li>• Fire Department personnel have been reviewing and providing feedback to the vendor.</li> </ul> <p>Issues:</p> <ul style="list-style-type: none"> <li>• Interface into the Fire Department's CAD system has experienced delays outside of the Fire Department and EMD software vendor's control. The CAD vendor is expected to have a scope of work completed by 1/28/2022.</li> </ul>   |                              |  |

Signature:   
Productivity Manager Name:

01-28-2022  
Date

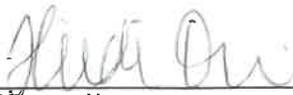
Signature:   
Department Head Name:

2.1.22  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|   |                                     |  |
|---|-------------------------------------|--|
| Date  | Grant/Loan Number                   |  |
| January 25, 2022  | 21.6                                |  |
| Department  |                                     |  |
| Fire  |                                     |  |
| Project Name  |                                     |  |
| Video Translation Application   |                                     |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):   |                                     |  |
| <p align="center"> <input type="checkbox"/> Revenue-Generating      <input checked="" type="checkbox"/> Service Enhancement         </p> <p>           According to the LA Times, there are more than 220 languages spoken in California, and approximately ¼ of County of Los Angeles residents have limited English proficiency. Hospitals have a legal requirement to provide translation services, but that does not extend to the prehospital setting. In 2020, the County of Los Angeles Fire Department transitioned all field documentation to iPads. The current telemedicine platform application that is installed on all Fire Departmental iPads has a video translation module.         </p> <p>           With the partnership of the Quality and Productivity Commission, the Fire Department is piloting the installation of a video translation module feature of the telemedicine platform on all Fire Department iPads to facilitate the use of real time video translation for non-native English-speaking patients encountered by the Fire Department members during medical calls.         </p> <p>           We expect that the video translation service will be utilized in circumstances in which the Fire Department does not have a member on scene that is proficient in the patient's language or in which there is not an adult family member capable of providing translation (this includes adult sign language). The improved capability to obtain historical information should enable the paramedics and EMTs to make more accurate assessments of patient conditions, communicate treatment plans to the patient and their family, and allow the patient to communicate their wishes and level of understanding. Additionally, this information will improve data sharing as hospitals will receive more timely and accurate information, which will lead to improved service. This improves patient safety and provides for a level of dignity that is currently not achievable.         </p> |                                     |  |
| Funding Status  |                                     | Total Withdrawn to Date: <u>\$ 90,000</u><br>Total Principal Repaid to Date: <u>N/A</u><br>Total Interest Repaid to Date: <u>N/A</u> |
| Total Grant Amount: <u>\$90,000</u>   | Total Loan Amount: <u>N/A</u>       |  |
| Expenditures  | Savings                             | Revenue  |
| Total Estimated Expenditures: <u>\$90,000</u>   | Total Estimated Savings: <u>N/A</u> | Total Estimated Revenue: <u>N/A</u>  |
| Expenditures to Date: <u>\$ 90,000</u>  | Savings to Date: <u>N/A</u>         | Revenue to Date: <u>N/A</u>  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):  |                                     |  |
| <p>           The procurement process for the video interpreter application is completed. There were initial problems with the application that have been rectified by the vendor. Unfortunately, the ongoing COVID-19 pandemic and surges led to staffing shortages have affected translator availability and accessibility has been difficult. Training and full deployment will resume as the current COVID-19 Omicron surge improves. We anticipate training completion and full deployment by the end of Fiscal Year 2022-23 Quarter 1.         </p>   |                                     |  |

Signature:   
Productivity Manager Name:

01-28-2022  
Date

Signature:   
Department Head Name:

01-28-22  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|   |                                |   |
|---|--------------------------------|---|
| Date<br>January 31, 2022  |                                | Grant/Loan Number<br>21.4   |
| Department<br>Department of Health Services – Office of Diversion and Reentry   |                                |   |
| Project Name<br>PIF 21.4, Capacity-Building Support for Reentry Intensive Case Management Services (RICMS) program  |                                |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[   ] Revenue-Generating                      [ X ] Service Enhancement</p> <p>The Productivity Investment Fund grant for \$250,000 is being used to fund capacity-building and service enhancement trainings for Community Health Workers (CHWs) in the Department of Health Services' (DHS) Office of Diversion and Reentry's (ODR) Reentry Intensive Case Management Services (RICMS) program. The RICMS program is an innovative and evidence-based care coordination and service navigation program that employs over 100 community-based CHWs with lived experience of incarceration who assist justice-involved individuals to obtain services in order to improve health outcomes and public safety by reducing recidivism.</p>  |                                |   |
| Funding Status  |                                | Total Withdrawn to Date: _____<br>Total Principal Repaid to Date: _____<br>Total Interest Repaid to Date: _____ |
| Total Grant Amount: <u>\$250,000</u>  | Total Loan Amount: _____       |   |
| Expenditures  | Savings                        | Revenue   |
| Total Estimated Expenditures: _____   | Total Estimated Savings: _____ | Total Estimated Revenue: _____  |
| Expenditures to Date: <u>\$72,350</u>   | Savings to Date: _____         | Revenue to Date: _____  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):  |                                |   |
| <p>The Department of Health Services' (DHS) Office of Diversion and Reentry (ODR) was awarded a Productivity Investment Fund (PIF) grant for \$250,000 on September 21, 2020, to provide capacity-building and service enhancement trainings for Community Health Workers (CHWs) in ODR's Reentry Intensive Case Management Services (RICMS) program. The funding was scheduled to be drawn down starting quarter 3 of Fiscal Year 20/21 (January to March 2021), but there were unanticipated contracting delays due to the COVID-19 pandemic. DHS's Contracts and Grants department executed a contract with the Los Angeles Centers for Alcohol and Drug Abuse (LA CADA) to provide Training Contract Management (TCM) services to ODR using the PIF grant funding on April 26, 2021. The Scope of Work (SOW) stipulates that LA CADA will provide administrative support, communicating and coordinating with ODR to identify training needs and assisting in managing, developing, facilitating, and implementing instructor led on-site and web-based trainings.</p> <p>On June 10, 2021, ODR hosted an 8-hour virtual race and equity intensive workshop through Overcoming Racism, an organization with a mission to aid organizations in developing the capacity and orientation to equity that allows them to create institutions that dismantle systems of oppression that exist in their work and to improve the collective cultural competence of team members. The workshop was designed to lay the foundation towards dismantling racism by providing best practices and theory aimed at shifting practice and outcomes. By building historical context and assuming a policy-first approach, these intensives work to catalyze the process of moving from theory to practice and execution. <b>138 individuals attended the workshop</b>, with 98 of those individuals completing a pre-survey and only 27 of those completing a post-survey. Due to the inconsistency of the pre and post survey, it is difficult to evaluate how effective the training was. For example, 25 people rated their awareness of how racism and bias show up in their work as a 1-5 on a 10-point scale. No one rated below a 6 in the post-survey. However, in the pre-survey, there were 24 individuals who rated their awareness as a 10 while only 12 rated their</p> |                                |   |

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

awareness in the post-survey. The survey evaluation did not include personal responses, so it is unclear if there was improvement on an individual level. ODR turned this into a lesson of assigning respondents individual markers so it would be easier to track changes. There was a qualitative aspect of the post-survey, and everyone responded that they enjoyed the training, wanted to learn more, and named specific learning results such as “how to become a better ally” and “how to change racist policies at work.”

The next training focused on voting rights and civic engagement and was designed to align with National Voter Registration Day in September and ODR’s LA Free the Vote campaign to educate justice-involved individuals on their eligibility to vote. LA CADA released a training proposal written by ODR staff that outlined the purpose and goals of the training to potential providers. The League of Women Voters was selected to provide training on the importance of civic engagement, how to register people to vote, how local government works, and the difference between ballot measures and legislation. They also covered how frontline workers in non-profit settings can educate clients on their voting rights and the importance of civic engagement while remaining nonpartisan. **Over 180 individuals registered for the virtual training and filled out the pre-survey.** On average, participants rated their general knowledge of civic engagement as a 5 out of 10 and 61% stated they felt comfortable answering questions about voter registration. However, less than 40% of participants responded “yes” to knowing how legislation and laws are passed, on how to remain unbiased while discussing policy, and in feeling competent they could create a safe space to discuss difficult issues. Only 74 participants responded to the post-survey. The post-survey respondents rated their general knowledge of civic engagement as 8 out of 10 and 98% stated they were comfortable answering questions about voter registration after attending the training. Additionally, over 80% said they now feel comfortable explaining how legislation and laws are passed and feel comfortable staying nonpartisan in conversations about voting.

ODR also hosted a Motivational Interviewing for Beginners training in November and December 2021. ODR surveyed RICMS provider leadership and found that even though most believed their staff had some introductory knowledge of Motivational Interviewing they still wanted their staff to receive a basic training. ODR was referred to trainers who specialize in working with the reentry population and, therefore, could tailor the training to staff who provide reentry intensive case management services. The goal was to provide knowledge and practical skills training on effective ways to enhance motivation of clients who require significant behavior changes to initiate and sustain positive and healthy behavior choices. The trainings were held over three, two-hour virtual sessions with the first focused on the foundations of Motivational Interviewing, the second focused on practice exercises, and the third on feedback and lessons learned.

**138 individuals registered for the intro session and 71 individuals attended, 89 individuals attended the practice sessions that were split into 6 different sessions, and 71 individuals attended the final session.** The trainers conducted a 10 question pre- and post-content survey. The trainers wished to keep the surveys anonymous, but also wanted respondents to have unique identifiers so they could evaluate if there was any progress. The trainers could only match 16 responses between the 77 that filled out the pre-survey and the 44 who filled out the post-survey. They noted that in the future it would be beneficial to train the participants on how to code their unique identifiers correctly. The trainers did note improvements in the 16 responses they could match. ODR also conducted a feedback survey. Over the 39 respondents, 34 found that they learned something new from the training; 36 said the training was relevant to their work and they rated the content of the training and the quality of the trainers an average 4.4 out of 5.

ODR also hosted a series of trainings by the Transitions Clinic Network (TCN) during November and December 2021. TCN is a national network of medical homes for individuals with chronic health conditions recently released from incarceration. Founded on the idea that the people closest to the problem are also closest to the solution, each clinic that adopts the TCN program employs a Community Health Worker (CHW) with a history of incarceration as part of the clinical team. Their model is very similar to the RICMS model, which makes them a great fit to train RICMS CHWs. TCN hosted 2 trainings on an Overview of Health Systems, a supervisor training for RICMS program

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managers, and 2 CHW case-based learning collaboratives. **22 CHWs attended the Overview of the Health System, 24 participated in the learning collaboratives, and 16 program managers attended the supervisor training.**

TCN conducted post-surveys that focused on feedback rather than measuring what was learned. Overall, most respondents ranked all of the trainings as "outstanding" or "really good." A majority also stated that all the learning objectives were met. Some participants felt that there needed to be other mechanisms to get more participation from the larger group. Other people noted that the trainings were too short.

The PIF grant allowed ODR to host a variety of trainings in 2021. We learned a lot of lessons on how to measure a training's effectiveness and get more buy-in from participants. We look forward to the trainings the PIF will allow us to host in 2022.

*C. Salgado-Sanchez*

Signature: \_\_\_\_\_  
Productivity Manager Name: Connie Salgado-Sanchez

February 1, 2022  
Date

*Christina R. Ghaly*

Signature: \_\_\_\_\_  
Department Head Name: Christina R. Ghaly, M.D.

February 2, 2022  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|  |  |  |
|--|--|--|
| Date   | Grant/Loan Number                        |  |
| <b>February 7, 2022</b>  | <b>18.18</b>                             |  |
| Department   |  |  |
| <b>Department of Human Resources</b>   |  |  |
| Project Name   |  |  |
| <b>Remote Proctored Written Test</b>   |  |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):  |  |  |
| <p align="center"> <input type="checkbox"/> Revenue-Generating      <input checked="" type="checkbox"/> Service Enhancement         </p> <p>           In a highly prescient pre-pandemic action, the QPC approved the Department of Human Resources' (DHR) request for funding to implement automated remote proctoring of pre-hire assessments of job candidates. At the time, this was intended to streamline the County's ability to quickly assess thousands of job candidates while maintaining the integrity of the examining process. However, after the onset of the pandemic, remote proctoring became the only viable method for efficiently assessing large numbers of candidates while maintaining social distancing and other required public health protocols. DHR expresses its gratitude to the QPC for its willingness to invest in this technology, which, in hindsight, has resulted in DHR's ability to continue to examine job candidates throughout the crisis with only minimal delays.         </p> <p>           DHR started implementing an automated remote proctoring platform as a means for administering traditional paper/pencil civil service written tests, computerized writing assessments, and vendor developed multiple-choice/simulation tests. The automated remote proctoring platform relies primarily on Artificial Intelligence and Machine Learning to monitor candidates remotely, while vendor (Proctor U) and DHR human proctors review test integrity incidents identified by the platform (e.g., candidate using unpermitted resources during the test). Moreover, the platform prevents candidates from using other programs and web applications when taking a test.         </p> <p>           In general, when a test is being administered via the automated remote proctoring platform, a testing window of five business days is provided to candidates where they can register for their testing appointment. A candidate can register for an appointment throughout the day (not just during business hours) and on weekends if the testing period includes a weekend. Once a candidate registers for their testing appointment, they simply log on to the system on the day of their appointment and then take a few steps to provide verification of their identity and test environment (e.g., providing a picture identification, panning their web camera across their room) before taking the test on their own computer. A Proctor U human proctor is available during the initial login process to verify identity/testing environment and answer any questions the candidate may have prior to starting the test.         </p> <p>           The main goal of using this testing medium is to evaluate anticipated outcomes, which include: (1) Decreased examination cycle time, which enhances the overall candidate experience and allows departments to hire needed staff more quickly; (2) Increased staff productivity (by eliminating the need for staff to prepare written test materials and assist in proctoring and monitoring tests), (3) Reduced costs associated with administering written test, such as the need to schedule use of in-person test facilities; and (4) Increased flexibility in scheduling candidates (i.e. candidates can take the test on-line in the comfort of their homes and at a time of their choosing).         </p> |  |  |
| Funding Status   |  | Total Withdrawn to Date: \$140,000<br>Total Principal Repaid to Date: \$76,667<br>Total Interest Repaid to Date: \$2,828 |
| Total Grant Amount: <u>\$25,000</u>  | Total Loan Amount: <u>\$115,000</u>      |  |
| Expenditures   | Savings                                  | Revenue  |
| Total Estimated Expenditures: <u>\$140,000</u>   | Total Estimated Savings: <u>\$11,298</u> | Total Estimated Revenue: <u>N/A</u>  |

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|                                       |                                  |                             |
|---------------------------------------|----------------------------------|-----------------------------|
| Expenditures to Date: <u>\$67,250</u> | Savings to Date: <u>\$11,298</u> | Revenue to Date: <u>N/A</u> |
|---------------------------------------|----------------------------------|-----------------------------|

Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):

In February 2021, DHR began implementing use of the automated remote proctoring platform for a Civil Service exam starting with the Children Services Administrator II, which included a computerized writing assessment and consisted of 225 tested candidates. Normally, this administration would need to be done in person at a large testing facility or smaller testing facility across several days, however with the platform, testing could be done within a five-business day period without needing to reserve a large testing facility (although candidates were still afforded the opportunity to test in person if they preferred). Prior to the initial administration, intensive efforts were made to vet invitation notices to ensure clear communication to the candidates on what to expect when registering for their appointment and what to expect on the day of their test.

According to the data collected by Proctor U surveys, 75% of the candidates responded that they were satisfied with their experience using the automated remote proctoring platform. Although the vast majority of candidates expressed satisfaction with the process, a likely reason contributing to some candidates being dissatisfied during the initial administration was the inconsistencies in the vendor proctor instructions to candidates. This might have resulted in some candidates being confused during the initial logging in process. To address this issue, DHR reached out to Proctor U to discuss solutions and were ultimately provided a higher tier of proctors to be available during County exam administrations. This improved the consistency of instructions and as a result the experience of candidates for future administrations.

As of December 2021, 3,395 candidates have taken a test on the automated remote proctoring platform. DHR has assisted several County Departments, such as Children and Family Services, Public Works, Fire, Regional Planning, Chief Executive Office, and Health Services, in utilizing Proctor U's platform. The tests administered have consisted of generic and technical writing assessments, multiple-choice job knowledge tests, and other DHR vendor (SHL) developed multiple-choice and simulation tests. Currently, there is only a 12% dissatisfaction rate with Proctor U's automated remote proctoring platform across 1,482 surveys. The dissatisfaction rate will likely decrease as more candidates get familiar with the platform. DHR will continue providing all candidates with the opportunity for in-person testing if they do not have the necessary equipment or would just prefer to test in person.

In November 2021, DHR had its biggest test with the new platform as it assisted the Fire Department with administering a series of tests to 1,085 candidates for the critical Fire Suppression Aid exam. All candidates were tested on the same day using the automated remotely proctored platform. This type of large-scale administration would typically require the department to reserve multiple test facilities or a large facility, such as the Los Angeles Convention Center, and multiple staff to serve as proctors and monitors, which would be challenging in the current pandemic. However, the use of the automated remote proctoring platform for this exam was successful and resulted in large cost savings for the department and increased flexibility for candidates in taking the test in their own home. For example, prior to the pandemic, the department would have incurred the following costs had they administered a traditional in-person proctored test to same candidate pool vs. the remotely proctored administration used in 2021:

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|   | Traditionally Proctored<br>In-Person Cost |
|---|---|
| Reserving Test Facility - Los Angeles Convention Center (2 Days – 4 Test Sessions and 1 set up day)         | \$4,000                                   |
| Preparing test booklets for 1,085 scheduled candidates and Test Facility set up (Supply and employee costs) | \$945                                     |
| Exam proctors, monitors, and leads  | \$4,358                                   |
| Parking vouchers provided to 30 proctors, monitors, and leads (\$16.50 per voucher)                         | \$495                                     |
| Late administrations (2 testing sessions – reserving facilities, staff, etc.)                               | \$1,500                                   |
| <b>TOTAL COST AVOIDED BY DEPARTMENT</b>   | <b>\$11,298</b>                           |

Although DHR does pay a service fee for using the remote proctored software (\$8.50 per candidate), the department does not pay this cost, therefore it is beneficial for departments to use the remote proctoring platform to administer their exams. Thus, none of these costs are currently applicable to remote proctoring in this pilot phase. However, as DHR moves forward in implementing remote proctoring, it is likely that there will be some costs borne by departments in paying for these services (for example, a proctor may be needed to review video of candidates; but, would not be performing traditional proctor duties).

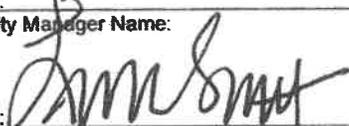
In terms of test integrity and security, DHR staff have reviewed nearly 300 reported incidents identified by Proctor U's Artificial Intelligence and Machine Learning. None of these reported incidents have warranted a disqualification since they were minor issues caught by the platform, such as candidates talking to themselves, leaning slightly off camera, or briefly looking off screen. This provides evidence that the candidates are taking the test as intended without the aid of external resources.

DHR's current and future plans include:

- Further analyze and evaluate the use the automated remote proctoring based on the experience of both the County and the candidates to improve the candidate experience.
- Refine methods and procedures for on-going use of remote proctoring throughout the County.

Signature: Molly Gonzalez Digitally signed by Molly Gonzalez  
Date: 2022.02.07 12:51:20 -0800  
Productivity Manager Name: \_\_\_\_\_

2/7/2022  
Date: \_\_\_\_\_

Signature:   
Department Head Name: \_\_\_\_\_

2/8/2022  
Date: \_\_\_\_\_

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| Date   |  | Grant/Loan Number  |
| <b>February 7, 2022</b>  |  | <b>18.19</b>   |
| Department   |  |  |
| <b>Department of Human Resources</b>   |  |  |
| Project Name   |  |  |
| <b>Hiring Process Innovation</b>   |  |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):  |  |  |
| <p align="center"> <input type="checkbox"/> Revenue-Generating      <input checked="" type="checkbox"/> Service Enhancement         </p> <p>The Hiring Process Innovation project, in collaboration with an external contractor, conducted a review and process mapping of current County recruitment and selection processes including rules and regulations governing hiring of County personnel.</p> <p>The project focused on reviewing the processes, procedures, and practices utilized by each County department in its hiring activities for County positions, including consideration of the rules and regulations governing these department activities; analysis and identification of best practices in the County and other public and private organizations, including metrics developed by the County to measure key outcomes in its hiring activities; and development of recommendations with an implementation plan focused on transforming the County's recruitment and selection activities.</p>   |  |  |
| Funding Status   |  | Total Withdrawn to Date: <b>\$300,000</b><br>Total Principal Repaid to Date: <b>N/A</b><br>Total Interest Repaid to Date: <b>N/A</b> |
| Total Grant Amount: <b>\$300,000</b>   | Total Loan Amount: <b>Not applicable</b> |  |
| Expenditures   | Savings                                  | Revenue  |
| Total Estimated Expenditures: _____  | Total Estimated Savings: _____           | Total Estimated Revenue: _____   |
| Expenditures to Date: <b>\$300,000</b>   | Savings to Date: _____                   | Revenue to Date: _____   |
| Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):  |  |  |
| <p>In May 2019, DHR engaged Deloitte Consulting to assist with this project. Deloitte consultants conducted extensive research and analysis of the County's current recruitment and selection processes, personnel rules and regulations, and the County's metrics for hiring activities. Best practices from across the County and selected organizations were also reviewed to identify innovative improvements for the County's recruitment and hiring practices. Throughout this process, pain points and themes were compiled from more than 32 County HR department process maps, a series of 3 surveys distributed to more than 830 County personnel, and a facilitated and designed "Innovation Lab". These activities culminated in a hiring recommendations workshop and a final report outlining key recommendations.</p> <p>Recommendations were finalized in August of 2019 and were shared with key County stakeholders including the Board, Department Heads, Administrative Deputies, Departmental HR Managers, and Exam Analysts. DHR also conducted individual meetings with 30 County departments to review specific findings and data about their hiring processes.</p> <p>As direct a result of the recommendations from this project, DHR has implemented many initiatives and improvements, including:</p> <ul style="list-style-type: none"> <li>• Training on process mapping for DHR staff to use on other human-resource related projects across the County.</li> </ul> |  |  |

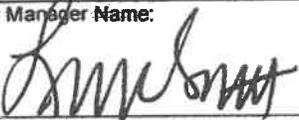
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- Quarterly reporting of time to hire data presented at Operations Cluster and to the Board of Supervisors.
- Proposed revisions to current Civil Service Rules to streamline, update, and simplify rules governing the applications, examination, list management, and hiring processes at the County. These revisions are currently being discussed with labor stakeholders. These revisions are now being circulated through the Executives of DHR and Departmental Human Resources Managers Countywide. Next steps are to finalize the CSRs and send to County Counsel and the Unions for review. This should be with County Counsel and the Unions for review by December 2022.
- Implemented significant process improvements to the hiring process, including:
  - Implementing and promoting widespread County use of video interviewing.
    - First pilot administered in July 2017.
      - As of June 2021, approximately 14,000 video interviews have been administered by 18 departments for 75 different exams. In addition, the Fire department used video interviewing to supplement their hiring process for Fire Fighter Trainee.
    - Providing information to job candidates regarding their relative list/band placement. DHR implemented the new test result notice with banded rank functionality in April 2020 and is still in use today.
      - The template was shared with the Recruitment & Selection workgroup in May 2020. The workgroup is comprised of Human Resources professionals across LA County departments.
      - Anecdotally, our exam staff have indicated far fewer candidate inquiries since use of the new template. Overall, we believe this has improved not only candidate satisfaction with results, but exam staff in managing related inquiries from candidates.
  - Funding and approval for text notification functionality to update job applicants on their status was approved in January 2022.
  - Artificial Intelligence was placed on hold due to technology challenges.
  - DHR rolled out the Time to Hire Dashboard Countywide with on-demand metrics of the hiring process on December 16, 2021. The next steps are to 1.) develop an on-demand training for individuals using the dashboard with step by step instructions; and 2.) provide one on one demonstrations to the Board offices. This is anticipated to be completed by February 28, 2022.

Signature: Molly Gonzalez Digitally signed by Molly Gonzalez  
Date: 2022.02.07 12:52:09 -0800  
Productivity Manager Name: \_\_\_\_\_

2/7/2022

Date

Signature:   
Department Head Name: Lisa M. Garrett, Director of Personnel

2/8/2022

Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|   |                                |  |
|---|--------------------------------|--|
| Date<br><b>January 26, 2022</b>   |                                | Grant/Loan Number<br><b>20.23</b>  |
| Department<br><b>Department of Human Resources</b>  |                                |  |
| Project Name<br><b>Bias Mitigation Strategies for Emergency Responders</b>  |                                |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[ ] Revenue-Generating [X] Service Enhancement</p> <p>Retain a contractor to develop a customized online training for all County employees on explicit and implicit bias mitigation. The training will be tailored to first responders and deployed DSWs responding to the COVID-19 public health crisis, as well as future emergency response situations. Specific on-the-spot bias mitigation strategies and techniques will be provided in a 20-minute training video to help emergency personnel effectively mitigate their own biases during execution of their duties, as well as manage and/or mitigate biases encountered from service recipients. The contractor will also develop, record and edit three 1-hour webinars that facilitate discussions with County and external subject matter experts on the impacts of bias on emergency response and best practices for eliminating systemic biases that disproportionately effect the County's most vulnerable residents during emergencies.</p>   |                                |  |
| Funding Status  |                                | Total Withdrawn to Date: <u>\$150,000</u><br>Total Principal Repaid to Date: N/A<br>Total Interest Repaid to Date: N/A |
| Total Grant Amount: <u>\$150,000</u>  | Total Loan Amount: _____       |  |
| Expenditures  | Savings                        | Revenue  |
| Total Estimated Expenditures: <u>\$150,000</u>  | Total Estimated Savings: _____ | Total Estimated Revenue: _____   |
| Expenditures to Date: <u>\$96,000</u>   | Savings to Date: _____         | Revenue to Date: _____   |
| Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):   |                                |  |
| <p><b>Status</b><br/>All project content and tasks for which County personnel held responsibility were completed prior to the 2021 Holiday Season. At present, the vendor is behind in delivering the final product.</p> <p><b>Significant Accomplishments</b></p> <ul style="list-style-type: none"> <li>• Project management staff from DHR's Workforce and Employment Development (WED) unit collaborated with key staff from the County's Office of Anti-racism Diversity and Inclusion (ARDI) to ensure that this project is aligned with the County's overarching diversity initiative.</li> <li>• Content for the eLearning training has been reviewed and evaluated highly by core learning constituents (e.g., Firefighters, Sheriff, medical professionals, DSWs)</li> <li>• Participants in the webinars have reviewed and approved the webinars.</li> <li>• The Countywide training incorporates County leaders and staff in the curriculum and learning activities.</li> </ul> <p><b>Setbacks</b><br/>Three major setbacks have occurred during the life of this project. To date, two of the three have been resolved and the third is in the process of being resolved. The first obstacle encountered was the County's procurement freeze of June 2020. DHR's project team successfully appealed for an exemption from the procurement freeze and received authorization to move forward with the project in November 2020. The second obstacle involved securing a vendor with the track record and infrastructure needed to deliver the project. This took longer than expected, because the first vendor (even though someone with a</p> |                                |  |

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strong track record with the County) was unresponsive to numerous critical County communications and the contract was mutually terminated. After securing the second vendor, the project moved forward consistently for a while. However, due to a few extra (and welcomed) review sessions by Fire and Sherriff personnel, and an unexpected reduction in the vendor's production staff, the project timeline was extended to this month, January 2022. DHR project staff is currently working on securing a mid-February, or earlier, project end date with approval sign-off by the Director of Personnel for the final product.

Signature:   
Productivity Manager Name: \_\_\_\_\_

1-26-22  
Date: \_\_\_\_\_

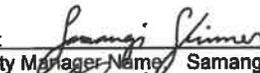
Signature:   
Department Head Name: Lisa M. Garrett, Director of Personnel

1-31-22  
Date: \_\_\_\_\_

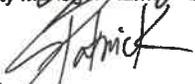
**County of Los Angeles Quality and Productivity Commission  
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|  |                                |   |
|--|--------------------------------|---|
| Date<br><b>January 27, 2022</b>  |                                | Grant/Loan Number<br><b>21.9</b>  |
| Department<br><b>LA County Library</b>   |                                |   |
| Project Name<br><b>Volunteer Expansion &amp; Management (VEM) Program</b>  |                                |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[   ] Revenue-Generating      [ <input checked="" type="checkbox"/> ] Service Enhancement</p> <p>This project is to enhance our Volunteer Program by implementing a new volunteer management system for the County's 85 library locations, making gathering of reports and statistics easier and more efficient. This will provide both potential volunteers and library staff an easier application and onboarding process.</p> <p>The video production component, when completed, will be shared with the Department of Human Resources (DHR) and other departments to help ensure consistency with general County onboarding, policies, and procedures.</p>  |                                |   |
| Funding Status   |                                | Total Withdrawn to Date: <u>    \$61,000    </u><br>Total Principal Repaid to Date: _____<br>Total Interest Repaid to Date: _____ |
| Total Grant Amount: <u>    \$100,000    </u>   | Total Loan Amount: _____       |   |
| Expenditures   | Savings                        | Revenue   |
| Total Estimated Expenditures: <u>    \$100,000    </u>   | Total Estimated Savings: _____ | Total Estimated Revenue: _____  |
| Expenditures to Date <u>    \$61,000    </u>   | Savings to Date: _____         | Revenue to Date: _____  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>The Volunteer Management System was successfully procured after a three-month delay resulting from service agreement and procedural challenges with the Internal Services Department (ISD) and County Counsel. On October 8, 2021, LA County Library began working with the vendor, set up training sessions, and started setting up the new system. Since then, the Library has put together a team of staff to review and determine the best features of the system to include in the program and progress has been made on customizing the program specifically for Library users. The Volunteer Program Manager continues to work with the vendor on training and modifying the system to best meet the needs of the Department.</p> <p>The video production component of the system cannot be started until the set-up is complete. The Library anticipates system set-up completion in February and a projected roll-out date of the system by April 1, 2022.</p> |                                |   |

Signature:   
Productivity Manager Name: **Samangi Skinner**

1/27/2022  
Date

Signature:   
Department Head Name: **Skye Patrick**

1.31.22  
Date

**County of Los Angeles Quality and Productivity Commission  
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|---|-------------------------------------|--|--|
| Date 1/31/2022  |                                     | Grant/Loan Number 17.7   |  |
| Department<br>Department of Medical Examiner-Coroner  |                                     |  |  |
| Project Name<br>Virtual Autopsy Program   |                                     |  |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating      <input checked="" type="checkbox"/> Service Enhancement         </div> <p>The Productivity Investment Funds have been used to enlist the services of four radiologists to review post mortem computed tomography scans of decedents with traumatic deaths. The goal of these studies is to determine which injuries are identifiable by autopsy or computed tomography alone.</p>   |                                     |  |  |
| Funding Status  |                                     |  |  |
| Total Grant Amount: <u>\$100,000</u>  | Total Loan Amount: <u>\$0</u>       | Total Withdrawn to Date: <u>\$100,000</u><br>Total Principal Repaid to Date: _____<br>Total Interest Repaid to Date: _____ |  |
| Expenditures  | Savings                             | Revenue  |  |
| Total Estimated Expenditures: <u>\$100,000</u>  | Total Estimated Savings: <u>\$0</u> | Total Estimated Revenue: <u>\$0</u>  |  |
| Expenditures to Date: <u>\$ 54,000</u>  | Savings to Date: <u>\$0</u>         | Revenue to Date: <u>\$0</u>  |  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>We have completed three projects that have improved our diagnostic accuracy by using CT scanner images as an adjunct to our examinations. Since the last report we have published an article in a medical journal regarding the work we did during the beginning of the COVID-19 pandemic emergency (the Commission is thanked in the article for providing the funding). Another paper has been submitted to a medical journal and is currently under review (the Commission is also acknowledged here). Improving our diagnostic accuracy is an important step but we still need to assure the quality of images produced by the CT scanner. A radiologist is better adept at noting degradation of images produced by the CT scanner over time. The remaining funding/projects will go towards developing a quality assurance/quality control procedure aimed at evaluating the CT scanner itself. The radiologist will work on parameters to check and develop a feedback mechanism to advise the technician of changes that need to be addressed. Changes may require the manufacturer to come on site to make repairs/adjustments. We acquired funding to purchase a new CT scanner, as the current scanner is out of date and uses software that is no longer supported (Windows XP). The County is also requiring all computers to use Windows 10, which further necessitates the upgrade to comply.</p> |                                     |  |  |

County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT

Signature:   
Productivity Manager Name: Inna Sarac, MPA

  
Date

Signature:   
Department Head Name: Jonathan R. Lucas, M.D.

  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|  |                                     |  |
|--|-------------------------------------|--|
| Date<br>1/31/2022  |                                     | Grant/Loan Number<br>20.17   |
| Department<br>Department of Medical Examiner-Coroner   |                                     |  |
| Project Name<br>Modernizing the DMEC Laboratory Information Systems  |                                     |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[   ] Revenue-Generating                      [ x ] Service Enhancement</p> <p>The Department of Medical Examiner-Coroner (DME-C) will use the Productivity Investment Funds for a Laboratory Information Management System (LIMS). This work effort will provide a valuable, laboratory-wide data management, automation, and efficiency solution that would successfully manage evidence samples in our laboratory and the associated data and standardize operations by maintaining and enhancing workflows, tests and reporting procedures.<br/>Our goal is to expedite the processes within the laboratories, minimize manual data entry time, increase the integrity of sample processing, minimize time needed to retrieve data for analytical performance measures and mining, allow controlled access of data in one system and improve quality lab control. This project will help to reinvent Forensic Laboratories Division into a modern, twenty-first century agency that will lead and have the capacity to provide accurate and timely information to Federal, State and Local agencies. Among others goals, this project aligns with the County of Los Angeles Strategic Plan Goal III.2.3 to prioritize and implement technology initiatives that enhance service delivery and increase efficiency.</p> |                                     |  |
| Funding Status   |                                     | Total Withdrawn to Date: <u>\$441,000</u><br>Total Principal Repaid to Date: _____<br>Total Interest Repaid to Date: _____ |
| Total Grant Amount: <u>\$441,000</u>   | Total Loan Amount: <u>\$0</u>       |  |
| Expenditures   | Savings                             | Revenue  |
| Total Estimated Expenditures: <u>\$441,000</u>   | Total Estimated Savings: <u>\$0</u> | Total Estimated Revenue: <u>\$0</u>  |
| Expenditures to Date: <u>\$0</u>   | Savings to Date: <u>\$0</u>         | Revenue to Date: <u>\$0</u>  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>The Department of Medical Examiner-Coroner was awarded the Productivity Investment Funding in the amount of \$441,000. The grant will be used to hire a vendor within County Purchasing guidelines. Procurement process for the upgraded data management system which would modernize the Los Angeles County DMEC Laboratories, reduce risk, improve efficiency, tighten security, and enhance the quality and productivity of the laboratory is progressing slower than we anticipated. Below are the details for the status of procurement progress:</p> <ul style="list-style-type: none"> <li>- Specifications have been finalized.</li> <li>- Requisition has been submitted to ISD (Internal Services Division), 12/2021</li> <li>- Department has received a bid from Horizon Lab Information Management System. 1/2022</li> <li>- ISD, County Counsel and ME-C are currently in contract negotiations with Horizon -<i>Current</i></li> <li>- We anticipate beginning the project in Q2,2022 (possibly April 2022).</li> </ul>  |                                     |  |

County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT

  
Signature: \_\_\_\_\_  
Productivity Manager Name: Inna Sarac, MPA

  
Date: \_\_\_\_\_

  
Signature: \_\_\_\_\_  
Department Head Name: Jonathan R. Lucas, M.D.

  
Date: \_\_\_\_\_

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

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|--|--|-------------------------------------|-------------------|--|------|
| Date   |  | 01/31/2022                          | Grant/Loan Number |  | 22.1 |
| Department<br>Department of Medical Examiner-Coroner   |  |                                     |                   |  |      |
| Project Name<br>Genetic Genealogy Program  |  |                                     |                   |  |      |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[   ] Revenue-Generating [ x ] Service Enhancement</p> <p>The Genetic Genealogy (GG) Program seeks to use novel genetic markers contained in the Kintelligence assay to search for relatives of 100 decedents whose remains are unidentified even though their DNA profiles are in the CODIS Missing Persons database. Kintelligence-derived profiles produced from these 100 sets of human remains will be uploaded to GEDMatch, an ancestry associated database, to search for possible leads to a decedent's relatives. If possible, relatives are found, our Department will reach out and inquire about missing family members. Based upon this inquiry, our Department will attempt to obtain a DNA reference sample from the closest next of kin. DNA comparison of this reference to that of the decedent's remains will hopefully result in the human identification of the remains in question.</p> |  |                                     |                   |  |      |
| Funding Status   |  |                                     |                   | Total Withdrawn to Date: <u>\$28,648</u> |      |
| Total Grant Amount: <u>\$185,000</u>   |  | Total Loan Amount: <u>\$0</u>       |                   | Total Principal Repaid to Date: _____    |      |
|  |  |                                     |                   | Total Interest Repaid to Date: _____     |      |
| Expenditures   |  | Savings                             |                   | Revenue                                  |      |
| Total Estimated Expenditures: <u>\$185,000</u>   |  | Total Estimated Savings: <u>N/A</u> |                   | Total Estimated Revenue: <u>N/A</u>      |      |
| Expenditures to Date: <u>\$0</u>   |  | Savings to Date: <u>N/A</u>         |                   | Revenue to Date: <u>N/A</u>              |      |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>In September 2021, two graduate students in the California State University Los Angeles Graduate Program in Criminalistics were recruited to assist in the project. Currently, more than 100 candidate missing persons case samples have been selected, and many have been screened by our Identifications Section and determined to be eligible for this project. DNA extraction has been attempted on 14 human remains specimens, and 11 have been deemed to be satisfactory for GG. Analysis of these specimens as well as others for the validation of this technology may begin once we receive supplies that have been ordered specifically towards this project.</p>   |  |                                     |                   |  |      |

County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT

Signature:   
Productivity Manager Name: Inna Sarac, MPA

  
Date

Signature:   
Department Head Name: Jonathan R. Lucas, M.D.

  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|   |                                  |
|---|----------------------------------|
| Date<br><b>January 31, 2022</b>   | Grant/Loan Number<br><b>18.9</b> |
| Department<br><b>Natural History Museums of Los Angeles County</b>  |                                  |
| Project Name<br><b>Creating a Museum of, for and with L.A.: Strategic Community Engagement Research</b>   |                                  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p style="text-align: center;">[   ] Revenue-Generating      [ <b>X</b> ] <b>Service Enhancement</b></p> <p>The Quality and Productivity Commission generously approved a \$225,000 grant to engage a research firm to conduct a comprehensive audience analysis that will serve as a foundation upon which a new era of community and visitor engagement can be built. The study was designed to identify and investigate the needs, values, and priorities of the diverse constituencies within Los Angeles County and bring these voices to the forefront of the strategic conversation at NHMLAC. The research sequence unfolded in three phases, reported on in detail in previous Annual Status Reports and summarized below:</p> <p>Phase 1: Using ethnographic research methods, NHMLAC launched a <u>Qualitative Exploration</u> to find out how Angelenos choose to spend their time, how they bring topics like nature, history, culture, and science into their lives, and what their current perceptions about the museums are. These findings established the study's baseline data by identifying key patterns of engagement among diverse constituencies.</p> <p>Phase 2: A <u>Quantitative Investigation</u> relied on a variety of survey methods to dig deeper into the perceptions, expectations, and barriers to attendance at NHMLAC for both visitors and non-visitors alike. The surveys helped NHMLAC identify five distinct psychographic segments, i.e. groups of people whose interests "hang together" analytically based on experiential preferences. Of the segments, two were deemed the highest priority for NHMLAC to investigate further as potential targets for audience growth.</p> <p>Phase 3: In the third and final phase, high-priority community targets were engaged in a <u>Collaborative Development</u> process to help re-envision the museum experience through relevant, accessible programming, and as a result of this process, become stakeholders in the institutional decision-making process. This final phase provided NHMLAC essential information about what prompts visitors to come to the museums and what kinds of exhibitions will resonate with, and help to expand, the audience base. With valuable data provided by the study, NHMLAC is now able to better align its marketing, programming, and exhibition strategies to successfully engage newly identified audiences while continuing to provide new and interesting experiences for return visitors.</p> |                                  |

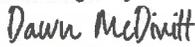
**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

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| Funding Status<br><br>Total Grant Amount: <b><u>\$225,000</u></b>  | Total Loan Amount: <u>N/A</u>   | Total Withdrawn to Date: <b><u>\$225,000</u></b><br>Total Principal Repaid to Date: _____<br>Total Interest Repaid to Date: _____ |
| Expenditures<br><br>Total Estimated Expenditures: <b><u>\$225,000</u></b><br><br>Expenditures to Date: <b><u>\$196,000</u></b> | Savings<br><br>Total Estimated Savings: _____<br><br>Savings to Date: _____ | Revenue<br><br>Total Estimated Revenue: _____<br><br>Revenue to Date: _____   |

Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):

The audience analysis study insights have been thoroughly integrated into NHMLAC's program planning processes. NHMLAC proposes to utilize the remaining funds to obtain additional community engagement and input for the NHM Commons capital project currently in development. Community feedback is a critical component to the successful completion of NHM Commons, with its main objective to be a community hub for learning and conversation. It is also an essential requirement for grant applications that NHMLAC will be submitting to secure additional funding for this \$63 million project. While we initially planned to complete this final leg of the project in Spring 2021, the Covid-19 pandemic has shifted our timeline.

NHMLAC respectfully requests approval to use the remaining \$29,000 in grant funds in Spring 2022 to engage an outreach firm to solicit feedback from County constituents. These efforts will engage the community in a number of feedback and listening sessions regarding the proposed NHM Commons spaces, including the large multi-purpose theater, cafe, lobby, theater gallery, welcome center, and the community plaza and exterior landscaping for the new west entrance to the museum, envisioned as a gathering place and "front porch" for the community. We anticipate completion of this task by 9/30/2022.

DocuSigned by:  
  
 Signature: \_\_\_\_\_  
 Productivity Manager Name: Dawn McDivitt

January 31, 2022  
 Date

DocuSigned by:  
  
 Signature: \_\_\_\_\_  
 Department Head Name: Lori Bettison-Varga

January 31, 2022  
 Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|  |                                      |   |
|--|--------------------------------------|---|
| Date<br><b>January 31, 2022</b>  |                                      | Grant/Loan Number<br><b>20.18</b>   |
| Department<br><b>Natural History Museums of Los Angeles County</b>   |                                      |   |
| Project Name<br><b>Customer Relationship Management System (Phase 1)</b>   |                                      |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[   ] Revenue-Generating      [ <b>X</b> ] Service Enhancement</p> <p>In June 2020, the Quality and Productivity Commission approved a generous \$300,000 grant to the Natural History Museums of Los Angeles County (NHMLAC) to implement a state-of-the art, fully-integrated Customer Relationship Management (CRM) software solution. The goal of this project is to create a consistent, unified customer database that successfully integrates all of NHMLAC's software systems, enabling staff to gain a 360° view of constituents and significantly increase efficiency across all aspects of institution's operations, including ticketing, membership, fundraising, marketing, educational programming, and finance. Without the CRM software, these different departmental functions would have continued to remain in silos, and work productivity and service delivery negatively impacted. As NHMLAC embarks on a major campaign in support of two transformative capital projects that will significantly enhance our museums for the betterment of all visitors locally, nationally and internationally, the robust CRM solution that this grant.</p> |                                      |   |
| Funding Status   |                                      |   |
| Total Grant Amount: <b><u>\$300,000</u></b>  | Total Loan Amount: <b><u>N/A</u></b> | Total Withdrawn to Date: <b><u>\$300,000</u></b><br>Total Principal Repaid to Date: _____<br>Total Interest Repaid to Date: _____ |
| Expenditures   | Savings                              | Revenue   |
| Total Estimated Expenditures: <b><u>\$300,000</u></b>  | Total Estimated Savings: _____       | Total Estimated Revenue: _____  |
| Expenditures to Date: <b><u>\$292,218</u></b>  | Savings to Date: _____               | Revenue to Date: _____  |
| Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department.   |                                      |   |
| <p>The following objectives of the Customer Relationship Management System Phase 1 Project were achieved as described.</p> <p>ESTABLISH INTERNAL CRM TEAM - NHMLAC identified members from the following departments to sit on the standing committee of stakeholders leading this museum-wide effort: Advancement, Marketing and Communications, Research and Collections, Education, Finance, Information Technology, Guest Relations, and Creative Services. Together, the CRM Team completed the research into different available software projects and managed the RFP and CRM selection process to a successful conclusion. The CRM Team met regularly to monitor and trouble-shoot each step of the project as it unfolded and continues to assess progress as the project for Phase I enters completion and is ready to enter Phase 2.</p>  |                                      |   |

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**CRM SYSTEM EVALUATION AND SELECTION** - After careful review of the leading CRM solutions designed for museums and similar venues, the CRM Team selected Microsoft Dynamics 365 CRM Plus, including the Donor Plus module. Perhaps the most important of these is the fact that the Dynamics solution will integrate directly with NHMLAC’s current Gateway-Galaxy ticketing system, providing near real-time transactional data sync from Galaxy to Dynamics CRM Plus. The addition of the Donor Plus module will give NHMLAC’s Advancement Department the management tool it needs to track donors, gift transactions, and pledges, and move donors through the pipeline from initial engagement toward steadily increased philanthropy giving. The integration of customer records will be seamless across the full range of relationship types - whether major donor, member, volunteer, or one-time visitor - and will include visitation, education program participation, marketing promotions, financial, and ticketing transaction history all in one database location. In addition, the Marketing and Communications Department will soon be able to integrate its inbound and outbound email communications to track customer response rates and the success of social media campaigns. Third party email marketing solutions will also integrate seamlessly.

**LAUNCH IMPLEMENTATION PHASE** - Without a dedicated NHM IT staff person with the capacity to manage a project of this scale, NHMLAC retained a consultant, Shawn Kramer, to work with our core CRM Team to plan and implement the CRM solution. Mr. Kramer worked with the internal CRM Team to meet the objectives on time and within budget and kept museum stakeholders updated regularly.

The implementation of a CRM solution for a complex institution like NHMLAC, with three museum locations, required a significant degree of customization. Mr. Kramer directed the creation of custom integrations with the Finance Department’s MIP accounting system, adding wealth screening modules, and connecting social media apps such as Facebook, Instagram, and Twitter to the database. Mr. Kramer’s scope of work included the creation of custom reports and efficiency tools such as dashboards to track attendance revenue, membership, and fundraising success.

These additional tasks have also been complete:

- Established VPN access to servers for Gateway Ticketing Services to enable performing work remotely
- Loaded CRM+ and Donor+ onto Dynamics
- Worked with GTS to prepare a Business Consultancy document that will provide a complete roadmap for the implementation of the new CRM phases and Donor Plus system.
- Began loading services and bringing Galaxy data into Dynamics
- Set up email capabilities

With Phase 1 nearly complete, Phase 2 is beginning and will achieve the following objectives: complete customization of the CRM to work with a variety of systems and software used throughout NHMLAC departments; finish data migration; create customized reports and train staff; and launch the fully-integrated system.

DocuSigned by:  
*Dawn McDivitt*  
Signature: \_\_\_\_\_  
Productivity Manager Name: Dawn McDivitt

January 31, 2022  
Date

DocuSigned by:  
*Lori Bettison-Varga*  
Signature: \_\_\_\_\_  
Department Head Name: Dr. Lori Bettison-Varga

January 31, 2022  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

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|---|--|--|--|--|---|------------------------|---------------------------------------|--|--|--------------------------------------|
| Date<br><b>January 31, 2022</b>   | Grant/Loan Number<br><b>20.24</b>  |  |  |  |   |                        |                                       |  |  |                                      |
| Department<br><b>Natural History Museums of Los Angeles County</b>  |  |  |  |  |   |                        |                                       |  |  |                                      |
| Project Name<br><b>A Mobile-Forward Website Transformation</b>  |  |  |  |  |   |                        |                                       |  |  |                                      |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating      <input checked="" type="checkbox"/> Service Enhancement         </div> <p>With a generous \$225,000 grant/loan (split 50/50) from the Productivity Investment Fund, the Natural History Museums of Los Angeles County (NHMLAC) has transformed its website into a dynamic, accessible, mobile-forward, and unified web presence. A cohesive web presence now digitally integrates all three museums: the Natural History Museum; La Brea Tar Pits and Museum; and the William S. Hart Museum, while enhancing community connections, building awareness for our mission, and increasing opportunities for online revenue generation. The website was completely redesigned, prototyped, developed, and then publicly launched in June 2019 and is effectively serving the Museum's goals of providing authentic, inclusive, adventurous, and intentional programming.</p>   |  |  |  |  |   |                        |                                       |  |  |                                      |
| Funding Status  | <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; border: none;">Total Grant Amount: <b><u>\$112,500</u></b></td> <td style="width: 33%; border: none;">Total Loan Amount: <b><u>\$112,500</u></b></td> <td style="width: 33%; border: none;">Total Withdrawn to Date: <b><u>\$225,000</u></b></td> </tr> <tr> <td style="border: none;"></td> <td style="border: none;"></td> <td style="border: none;">Total Principal Repaid to Date: _____</td> </tr> <tr> <td style="border: none;"></td> <td style="border: none;"></td> <td style="border: none;">Total Interest Repaid to Date: _____</td> </tr> </table> | Total Grant Amount: <b><u>\$112,500</u></b>      | Total Loan Amount: <b><u>\$112,500</u></b> | Total Withdrawn to Date: <b><u>\$225,000</u></b> |   |                        | Total Principal Repaid to Date: _____ |  |  | Total Interest Repaid to Date: _____ |
| Total Grant Amount: <b><u>\$112,500</u></b>   | Total Loan Amount: <b><u>\$112,500</u></b>   | Total Withdrawn to Date: <b><u>\$225,000</u></b> |  |  |   |                        |                                       |  |  |                                      |
|   |  | Total Principal Repaid to Date: _____            |  |  |   |                        |                                       |  |  |                                      |
|   |  | Total Interest Repaid to Date: _____             |  |  |   |                        |                                       |  |  |                                      |
| Expenditures  | <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; border: none;">Total Estimated Expenditures: _____</td> <td style="width: 33%; border: none;">Total Estimated Savings: _____</td> <td style="width: 33%; border: none;">Total Estimated Revenue: _____</td> </tr> <tr> <td style="border: none;">Expenditures to Date: <b><u>\$225,000</u></b></td> <td style="border: none;">Savings to Date: _____</td> <td style="border: none;">Revenue to Date: _____</td> </tr> </table>  | Total Estimated Expenditures: _____              | Total Estimated Savings: _____             | Total Estimated Revenue: _____                   | Expenditures to Date: <b><u>\$225,000</u></b> | Savings to Date: _____ | Revenue to Date: _____                |  |  |                                      |
| Total Estimated Expenditures: _____   | Total Estimated Savings: _____   | Total Estimated Revenue: _____                   |  |  |   |                        |                                       |  |  |                                      |
| Expenditures to Date: <b><u>\$225,000</u></b>   | Savings to Date: _____   | Revenue to Date: _____                           |  |  |   |                        |                                       |  |  |                                      |
| Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>Before the onset of the COVID-19 pandemic, no one could have predicted how important the NHMLAC website would become as parents, teachers, and caregivers, already burdened by the pandemic's profound social and economic impacts were now faced with facilitating student learning at home. For NHMLAC staff, the critical need for an accessible, online community hub for students, teachers, and families isolated at home was abundantly clear and all staff set to work immediately converting our trusted curricula and in-person programs into digital resources to support thousands of offsite learners.</p> <p>The pandemic has made abundantly clear the tremendous inequity in Los Angeles across a range of issues, including access to technology. Students in more affluent areas could easily log on to their school lessons and NHMLAC's education resources on personal computers from the comfort of their homes, while students living in areas facing historical underinvestment often</p> |  |  |  |  |   |                        |                                       |  |  |                                      |

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

did not have a computer in the home or had to share a device with several siblings throughout the day. Moreover, access to wifi was and remains inequitable. Having a website that is accessible on mobile devices, such as phones, which many people in these communities do have, enabled us to deliver high-quality, engaging, and relevant science activities and lessons.

The PIF investment also allowed NHMLAC to make the website ADA compliant and language accessible. The use of consistent, modular design themes and other visual cues help users to explore the site intuitively. Essential information, such as daily hours, is now easy to find. The introduction of visual and technical approaches such as color/contrast, screen reader compliance, and keyboard controls have all been added to enhance usability and meet the WCAG 2.0 AA-level accessibility standard.

Furthermore, the new website makes planning visits, getting tickets, and finding exhibits much easier. The transformed site is an altogether easier, more equitable, more accessible, and more enjoyable experience.

The PIF grant/loan was withdrawn in three payments over the course of fiscal year 2019 and, in that same year, the entire amount was used for expenses related to the consulting firm's services in transforming the website. NHMLAC will begin paying back the \$112,500 loan portion, with five annual payments of \$22,500 + interest, in the 4th quarter of FY23.

DocuSigned by:  
*Dawn McDivitt*  
Signature: \_\_\_\_\_  
Productivity Manager Name: Dawn McDivitt

January 31, 2022  
Date

DocuSigned by:  
*Lori Bettison-Varga*  
Signature: \_\_\_\_\_  
Department Head Name: Dr. Lori Bettison-Varga

January 31, 2022  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

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|--|---|---|--------------------------------|--|--|--|---------------------------------------|---|------------------------|--------------------------------------|
| Date<br><b>January 31, 2022</b>  | Grant/Loan Number<br><b>21.13</b>   |   |                                |  |  |  |                                       |   |                        |                                      |
| Department<br><b>Natural History Museums of Los Angeles County</b>   |   |   |                                |  |  |  |                                       |   |                        |                                      |
| Project Name<br><b>Customer Relationship Management System Phase 2</b>   |   |   |                                |  |  |  |                                       |   |                        |                                      |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating      <input checked="" type="checkbox"/> <b>Service Enhancement</b> </div> <p>In June of 2021, the Quality and Productivity Commission approved a generous grant of \$350,000 to the Natural History Museums of Los Angeles County (NHMLAC) to continue implementation of a state-of-the art, fully-integrated customer relationship management (CRM) software solution. The goal of this project is to create a consistent, unified customer database that successfully integrates all of NHMLAC's systems which hold customer information, enabling staff to gain a 360° view of constituents and significantly increase efficiency across all aspects of operations, including ticketing, membership, fundraising, marketing, educational programming, and finance. Without the CRM software, these different departmental functions would have continued to remain in silos, and work productivity and service delivery negatively impacted.</p> <p>As NHMLAC embarks on a major campaign in support of two transformative capital projects that will revitalize the museums, the robust CRM solution that this grant is making possible is an essential technology tool that will be critical to the success of these efforts.</p> |   |   |                                |  |  |  |                                       |   |                        |                                      |
| Funding Status   | <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; border: none;">Total Grant Amount: <b><u>\$350,000</u></b></td> <td style="width: 33%; border: none;">Total Loan Amount: _____</td> <td style="width: 33%; border: none;">Total Withdrawn to Date: <b><u>\$0</u></b></td> </tr> <tr> <td style="border: none;"></td> <td style="border: none;"></td> <td style="border: none;">Total Principal Repaid to Date: _____</td> </tr> <tr> <td style="border: none;"></td> <td style="border: none;"></td> <td style="border: none;">Total Interest Repaid to Date: _____</td> </tr> </table>                      | Total Grant Amount: <b><u>\$350,000</u></b>           | Total Loan Amount: _____       | Total Withdrawn to Date: <b><u>\$0</u></b> |  |  | Total Principal Repaid to Date: _____ |   |                        | Total Interest Repaid to Date: _____ |
| Total Grant Amount: <b><u>\$350,000</u></b>  | Total Loan Amount: _____  | Total Withdrawn to Date: <b><u>\$0</u></b>            |                                |  |  |  |                                       |   |                        |                                      |
|  |   | Total Principal Repaid to Date: _____                 |                                |  |  |  |                                       |   |                        |                                      |
|  |   | Total Interest Repaid to Date: _____                  |                                |  |  |  |                                       |   |                        |                                      |
| Expenditures   | <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; border: none;">Total Estimated Expenditures: <b><u>\$350,000</u></b></td> <td style="width: 33%; border: none;">Total Estimated Savings: _____</td> <td style="width: 33%; border: none;">Revenue</td> </tr> <tr> <td style="border: none;"></td> <td style="border: none;"></td> <td style="border: none;">Total Estimated Revenue: _____</td> </tr> <tr> <td style="border: none;">Expenditures to Date: <b><u>\$0</u></b></td> <td style="border: none;">Savings to Date: _____</td> <td style="border: none;">Revenue to Date: _____</td> </tr> </table> | Total Estimated Expenditures: <b><u>\$350,000</u></b> | Total Estimated Savings: _____ | Revenue                                    |  |  | Total Estimated Revenue: _____        | Expenditures to Date: <b><u>\$0</u></b> | Savings to Date: _____ | Revenue to Date: _____               |
| Total Estimated Expenditures: <b><u>\$350,000</u></b>  | Total Estimated Savings: _____  | Revenue   |                                |  |  |  |                                       |   |                        |                                      |
|  |   | Total Estimated Revenue: _____                        |                                |  |  |  |                                       |   |                        |                                      |
| Expenditures to Date: <b><u>\$0</u></b>  | Savings to Date: _____  | Revenue to Date: _____                                |                                |  |  |  |                                       |   |                        |                                      |
| Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>NHMLAC has initiated the Customer Relationship Management System Phase 2. The CRM Phase 2 objectives are to customize the system for full integration with museum operations, migrate all data, train staff, and launch the system with synergistic and seamless workflows.</p> <p>NHMLAC's ticketing system has now been fully integrated with the new CRM and data is flowing back and forth between both systems. This development will greatly assist our teams in collecting and analyzing data about visitors' demographics, behaviors, values, and interests so that we can engage people in more nuanced and impactful ways. Knowing what people are interested in and what they respond to is critical to attracting visitors locally, nationally and internationally and getting them involved in science in their everyday lives while inspiring wonder, curiosity, and discovery of our natural and cultural worlds.</p>   |   |   |                                |  |  |  |                                       |   |                        |                                      |

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Migration of fundraising records, including individual, corporate, foundation, and government donations, pledges, and historical philanthropy giving has been initiated. Important notes about NHMLAC's relationships with funders are being migrated, as well. This development will help us to not only work in a more integrated fashion within the fundraising/advancement department, but to share data about donors and about people who work in particular industries and across different NHMLAC departments. We can then compile more comprehensive and holistic profiles of donors and provide ways for them to connect with the museums and its initiatives in ways that are meaningful to them.

NHMLAC is currently using the remainder of the grant funds to:

- (1) Create unified fields within the new CRM system to allow for searching, querying, and reporting on cohorts of constituents in an organized way;
- (2) Customize the CRM on the back end to work seamlessly and integrate with existing and new technologies and software used throughout the museum;
- (3) Complete data migration from the old system into the newly-designed system;
- (4) Integrate the email marketing platforms used by our various teams into the CRM system to facilitate automation of email workflows;
- (5) Create reporting dashboards and workflows & train staff to work with the new system;  
and
- (6) Launch all aspects of the new CRM.

We are currently seeking a new CRM administrator contractor who will complete the customization, integration, and training as our current CRM administrator's contract expired and was unable to continue assisting us with the project completion.

DocuSigned by:

*Dawn McDivitt*

Signature: \_\_\_\_\_  
Productivity Manager Name: Dawn McDivitt

January 31, 2022  
Date

DocuSigned by:

*Lori Bettison-Varga*

Signature: \_\_\_\_\_  
Department Head Name: Dr. Lori Bettison-Varga

January 31, 2022  
Date

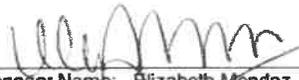
**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

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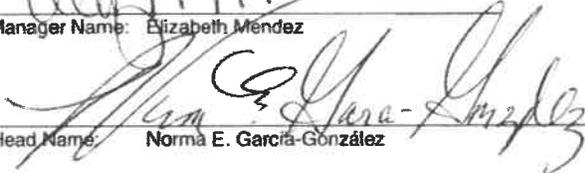
|   |                              |   |
|---|------------------------------|---|
| Date<br>January 11, 2022  |                              | Grant/Loan Number<br>20.4   |
| Department<br>Parks and Recreation  |                              |   |
| Project Name<br>Mobile Recreation: Play for All   |                              |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[   ] Revenue-Generating                      [ X ] Service Enhancement</p> <p>To launch a Mobile Recreation pilot project offering year-round recreational programming to high park need communities that are not currently served by recreational programs. Mobile Recreation creatively transforms parking lots, commercial space, school sites and other venues into park-like environments offering much needed fitness, arts, culture and sports programming for residents, especially children.</p>   |                              |   |
| Funding Status  |                              | Total Withdrawn to Date: \$45,583.75<br>Total Principal Repaid to Date: \$0<br>Total Interest Repaid to Date: \$0 |
| Total Grant Amount: \$159,175   | Total Loan Amount: \$0       |   |
| Expenditures  | Savings                      | Revenue   |
| Total Estimated Expenditures: \$159,175   | Total Estimated Savings: \$0 | Total Estimated Revenue: \$0  |
| Expenditures to Date: \$45,583.75   | Savings to Date: \$0         | Revenue to Date: \$0  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):  |                              |   |
| <ul style="list-style-type: none"> <li>• In June 2021 the Department of Parks and Recreation (DPR) started to schedule outdoor recreational programming as COVID-19 public health orders were being modified. DPR also resumed planning for the implementation of the Mobile Recreation project and re-connected with school districts operating three school sites (Buford, Dolores Huerta and Sunkist elementary schools) in high park need communities. DPR is currently in the process of finalizing the lease/joint use agreements with the school districts.</li> <li>• A Recreation Services Supervisor was hired in November 2021 to oversee this project. The selection process, including interviews, for Recreation Services Leaders is currently being conducted. In addition, DPR is developing the program framework.</li> <li>• DPR has been partnered with LA 84 Foundation and the Play Equity Fund to support the Mobile Recreation Project by assisting through Playworks during the summer. Playworks activities focus on social and emotional learning through safe and meaningful play along with offering educational information to the parents which will complement DPR's fitness, sports, and arts/cultural activities.</li> <li>• Mobile Recreation Project has been formally named Park on the Move (POM) by DPR. Currently, the Mobile Recreation van is being wrapped to highlight and promote POM.</li> </ul> |                              |   |

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- On February 10, 2022, a Mobile Recreation Media Day and Kick off hosted by all partners was held at Jefferson Elementary School in Lennox which is an unincorporated community with very high park need per the 2016 Los Angeles Countywide Parks Needs Assessment.
- POM is tentatively scheduled to be activated in March 2022 at Buford and Sunkist elementary schools as well as an elementary school in Westmont, which is another unincorporated community with very high park need. The official launch date of this project will depend on when COVID-19 related public health orders are relaxed.
- DPR has established working relationships with superintendents and administrative staff of the Basset Unified School District and Lennox Unified School District to support this project. Calendar/program is being developed and the School Districts are reviewing lease agreements for consideration and approval during upcoming Board of Education meetings. The program is expected to launch in early Spring 2022.
- A communications strategy that includes program description and outcomes has been developed and will be published on DPR's website. Parent, student, school, community and hyper-local media engagement efforts will be coordinated with the respective districts and communities.
- Evaluation methods are currently being designed for this project.

Signature:   
Productivity Manager Name: Elizabeth Mendez

01-11-22  
Date

Signature:   
Department Head Name: Norma E. Garcia-Gonzalez

2/10/22  
Date

**County of Los Angeles Quality and Productivity Commission  
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|--|-------------------------------------|--|
| Date<br>January 24, 2022   |                                     | Grant/Loan Number<br>21.7  |
| Department<br><b>Parks and Recreation</b>  |                                     |  |
| Project Name<br><b>Regional Parks Automated Vehicle Entry Collection System</b>  |                                     |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[ X ] Revenue-Generating      [ X ] Service Enhancement</p> <p>The Department of Parks and Recreation (Department) will use the funds to partially offset the cost of electrical and network connectivity infrastructure to implement an Automated Vehicle Entry Collection System (System) at Kenneth Hahn State Recreation Area, Peter F. Schabarum Regional Park and Santa Fe Dam Recreation Area.</p>   |                                     |  |
| Funding Status   |                                     | Total Withdrawn to Date: <u>\$250,000</u><br>Total Principal Repaid to Date: _____<br>Total Interest Repaid to Date: _____ |
| Total Grant Amount: _____  | Total Loan Amount: <u>\$250,000</u> |  |
| Expenditures   | Savings                             | Revenue  |
| Total Estimated Expenditures: _____  | Total Estimated Savings: _____      | Total Estimated Revenue: _____   |
| Expenditures to Date: _____  | Savings to Date: _____              | Revenue to Date: _____   |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>The implementation of the System requires a partnership with a contract vendor who will install the required equipment and technology, which includes the pay stations and gate barriers, and provides security and maintenance. In addition, the contract vendor will provide information on required electrical and network infrastructure. A Request for Proposal to obtain a contract vendor is scheduled to be released in early February 2022. The delay in solicitation was due to staffing shortages and urgency in addressing Covid-19 issues.</p> |                                     |  |

Signature:   
Productivity Manager Name: Elizabeth Mendez

01/24/22  
Date

Signature:   
Department Head Name: Norma Edith Garcia-Gonzalez

2/1/22  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

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|--|--|---|--|
| Date<br>January 19, 2022   |  | Grant/Loan Number<br>PIF 21.10                |  |
| Department<br>PUBLIC DEFENDER  |  |   |  |
| Project Name<br>BUILDING CAPACITY FOR JUSTICE AND SOCIAL SERVICES  |  |   |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):  |  |   |  |
| <p align="center"> <input type="checkbox"/> Revenue-Generating      <input type="checkbox"/> Service Enhancement         </p> <p> <b>Launched in July 2021, this project is a partnership between PD and Partners for Justice (PFJ). This project increases PD's capacity to provide holistic representation to assist our clients with the underlying needs or challenges driving their legal system involvement. Since August 2021, six Client Advocates (Advocates) have provided holistic, wrap-around support to stabilize clients, promote wellness, and reduce days of incarceration at two PD offices: Compton and East Los Angeles.</b> </p> <p> <b>Advocates are recruited and trained by PFJ and receive ongoing skill-development, support, education as well as supervision from PD and PFJ staff. Through this project, PD will refer 576 clients to work with Advocates annually. Benchmarks for this project include: Advocates will successfully meet case objectives for 70% of these clients. Case objectives refer to both criminal case and/or social service outcomes and are determined by each client.</b> </p> <p> <b>Advocates provide case and legal system navigation support, coordinated referrals to mental health and/or substance use treatment, housing stabilization referrals/interventions, connections to and troubleshooting around employment and education, licensing, assistance accessing medical treatment and/or health insurance, and enrollment in social service benefits. Advocates also contribute to mitigation memos to support public defender staff in advocating for non-incarceratory case outcomes as well as reduced charges and/or sentences.</b> </p> <p> <b>You can view a video of Advocates from the PFJ program giving examples of their work here: <a href="https://www.youtube.com/watch?v=83fjLIQat0">https://www.youtube.com/watch?v=83fjLIQat0</a></b> </p> |  |   |  |
| Funding Status   |  | Total Withdrawn to Date: <u>\$177,713</u>     |  |
| Total Grant Amount: <u>\$694,022</u>   | Total Loan Amount: <u>\$0.00</u>       | Total Principal Repaid to Date: <u>\$0.00</u> | Total Interest Repaid to Date: <u>\$0.00</u> |
| Expenditures   | Savings                                | Revenue                                       |  |
| Total Estimated Expenditures: <u>\$694,022</u>   | Total Estimated Savings: <u>\$0.00</u> | Total Estimated Revenue: <u>\$694,022</u>     |  |
| Expenditures to Date: <u>\$94,013</u>  | Savings to Date: <u>\$0.00</u>         | Revenue to Date: <u>\$177,713</u>             |  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):   |  |   |  |
| <p> <b>The program has been launched as planned in two sites: Compton and East Los Angeles. Three Advocates were recruited and trained by PFJ for each site, comprising a team wherein 83% of members identify as people of color with California roots, and</b> </p>  |  |   |  |

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67% disclosed legal system impact in their own life or family. These teams completed training and launched services in August of 2021 and began receiving referrals from attorneys.

To date, LACPD has referred 187 clients to Advocates, averaging four service needs per client. These service needs break down as follows: 21% housing-related services, 14% employment-related services, 20% benefits-related services, 15% health-related services, 5% family-related services, 1% financial-related services, 18% criminal legal case-related services, and 6% additional/other services (including identification, property retrieval, and license-related issues).

One challenge has been the disruption and uncertainty of the ongoing pandemic. Balancing the safety needs of both staff and clients with the need to work together on client goals has been a challenge, but PFJ Advocates have managed to arrange a balance of telework and in-person presence that ensures daily availability of Advocate services even during a COVID surge.

Though it is still too soon to look at accomplishments quantitatively, early signs point to success anecdotally. One Advocate in the Los Angeles program managed to secure a long-term residential treatment placement in lieu of a four-year prison sentence for a client, while another built sufficient trust with a monolingual Spanish speaker to secure a multitude of letters of support, earning him a place in a diversion program. PFJ has also received positive feedback from public defender attorneys and supervisors, who have reported that Advocate work has been beneficial to their clients and their practice. One attorney wrote that an Advocate's contributions "gave [her] hope that we can help [the client] so that he can live the best life possible."

Signature:   
Productivity Manager Name: Gail M. Bristo

Date

2/9/2022

Signature:   
Department Head Name: Ricardo D. Garcia

Date

2.9.2022

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

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|   |                                     |  |  |
|---|-------------------------------------|--|--|
| Date<br>January 31, 2022  |                                     | Grant/Loan Number<br>PIF 22.2  |  |
| Department<br><b>PUBLIC DEFENDER</b>  |                                     |  |  |
| Project Name<br><b>TAKING CARE OF CARE 2.0</b>  |                                     |  |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center"> <input type="checkbox"/> Revenue-Generating      <input checked="" type="checkbox"/> Service Enhancement         </p> <p>The Los Angeles County Public Defender's Office is seeking a Vendor to conduct an appraisal of future options for the Client Assessment Recommendation and Evaluation Project (CARE), to assess the efficiencies and challenges as CARE moves forward to make services available to all youth in need, and to determine if CARE represents a best practice that contributes to better outcomes for the youth served.</p> <p>The Vendor will:</p> <ol style="list-style-type: none"> <li>1) Determine whether or not the services provided by CARE result in better outcomes for the youth served according to criteria utilized.</li> <li>2) Provide a forward-thinking roadmap of CARE's improvement and expansion countywide, including cost impacts.</li> </ol> |                                     |  |  |
| Funding Status  |                                     |  |  |
| Total Grant Amount: <u>\$300,000</u>  | Total Loan Amount: <u>\$0</u>       | Total Withdrawn to Date: <u>\$0</u><br>Total Principal Repaid to Date: <u>\$0</u><br>Total Interest Repaid to Date: <u>\$0</u> |  |
| Expenditures  | Savings                             | Revenue  |  |
| Total Estimated Expenditures: <u>\$300,000</u>  | Total Estimated Savings: <u>\$0</u> | Total Estimated Revenue: <u>\$300,000</u>  |  |
| Expenditures to Date: <u>\$0</u>  | Savings to Date: <u>\$0</u>         | Revenue to Date: <u>\$0</u>  |  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>Our Fiscal Team has created the Statement of Work and will be drafting the Request for Proposal in Feb. 2022. The solicitation will also be accomplished in Feb. 2022.</p>   |                                     |  |  |

Signature:   
 Productivity Manager Name: Gail M. Bristo

1/31/2022  
 Date

Signature:   
 Department Head Name: Ricardo Garcia

1.31.2022  
 Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

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|--|-------------------------------------|--|
| Date<br>January 20, 2022   |                                     | Grant/Loan Number<br>19.14   |
| Department<br>Department of Public Health  |                                     |  |
| Project Name<br>Los Angeles County <i>City and Community Health Profiles</i> Data Dissemination Project  |                                     |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement<br><br>In response to public requests for data at community-relevant levels, the <i>City and Community Health Profiles</i> (CCHP) were developed by DPH to provide data on 58 health indicators for 86 cities and unincorporated communities in Los Angeles County. This project is a community-partnered process of data dissemination and utilization, integrating residents' voices into all phases, with the goal of improving health outcomes and reducing health inequities. The project supports the following efforts: 1) place these data on the County's open data portal; 2) collect qualitative data from community stakeholders on data visualization and presentation; and 3) develop a data-sharing mechanism for the public either on the open data portal or on a linked site that is user-friendly and incorporates stakeholder feedback.   |                                     |  |
| Funding Status   |                                     | Total Withdrawn to Date : <u>\$140,000.</u><br>Total Principal Repaid to Date: <u>N/A</u><br>Total Interest Repaid to Date: <u>N/A</u> |
| Total Grant Amount: <u>\$140,000.00</u>  | Total Loan Amount: <u>N/A</u>       |  |
| Expenditures   | Savings                             | Revenue  |
| Total Estimated Expenditures: <u>\$140,000.</u>  | Total Estimated Savings: <u>N/A</u> | Total Estimated Revenue: <u>N/A</u>  |
| Expenditures to Date : <u>\$75,980.</u>  | Savings to Date:                    | Revenue to Date:   |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br>The following key milestones have been completed: 1) placing the CCHP data on the County's open data portal; 2) collecting quantitative and qualitative data from community stakeholders on the CCHP data through a formal data dissemination process (this effort was supported in part by a grant from the Blue Shield of California Foundation); 3) identifying and contracting a vendor for qualitative data collection to solicit community stakeholder preferences around CCHP data visualization and presentation; and 4) collecting and analyzing qualitative data to inform selection of appropriate data-sharing platform. Based on the information obtained through these dissemination activities, we worked with PHIS to implement to the following recommendations: i) enhancing the CCHP website to make it more user-friendly; ii) adding data visualization capacity to make the website more interactive for CCHP data user, including the addition of an interactive mapping, and iii) making the CCHP website mobile-friendly. We are currently working with PHIS to identify and select an appropriate data-sharing platform based on the quantitative and qualitative data that was collected from community stakeholders through the dissemination process. |                                     |  |

Signature:   
 Productivity Manager Name: Catherine Mak, MBA

1.26.2022  
Date

Signature:   
 Department Head Name: Barbara Ferrer, MPH, MEd, PhD

1/27/2022  
Date

**County of Los Angeles Quality and Productivity Commission  
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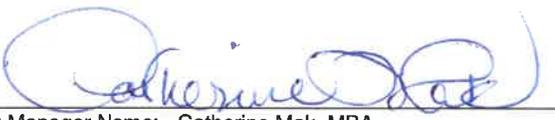
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|---|--|--|
| Date<br>January 18, 2022  |  | Grant/Loan Number<br>20.3  |
| Department<br><b>Public Health</b>  |  |  |
| Project Name<br><b>Exide Area Lead Paint Remediation Evaluation</b>   |  |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[    ] Revenue-Generating                      [ X ] Service Enhancement</p> <p>Lead Free Homes LA (LFHLA) is the DPH lead-based paint hazard remediation program funded by a \$134m paint company settlement that targets single family homes and multi-unit pre-1951 homes (4 units or fewer) of families with children under 6 years old or a pregnant woman residing or frequently visiting the property. Targeted communities have a high number of pre-1951 homes and a high rate of lower income, racial/ethnic minority residents with children.</p>   |  |  |
| Funding Status  |  |  |
| Total Grant Amount: <u>\$ 164,625.00</u><br><ul style="list-style-type: none"> <li>Original grant was funded at \$200,000.</li> <li>\$35,375.00 was returned to the Commission in FY 2020-21 due to completion of work done by vendor on time and under budget</li> </ul>   | Total Loan Amount: \$ N/A  | Total Withdrawn to Date: \$ 164,625<br>Total Principal Repaid to Date: <u>N/A</u><br>Total Interest Repaid to Date: <u>N/A</u> |
| Expenditures  | Savings  | Revenue  |
| Total Estimated Expenditures: <u>\$ 164,625</u><br><br>Expenditures to Date: <u>\$136,624 including invoices that have not been processed per e-CAPS</u>  | Total Estimated Savings: <u>  N/A  </u><br><br>Savings to Date: <u>  N/A  </u> | Total Estimated Revenue: <u>  N/A  </u><br><br>Revenue to Date: <u>  N/A  </u>   |
| Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><ul style="list-style-type: none"> <li>In June 2020, DPH applied to roll over \$44,862.50 in unspent funds earmarked for interdepartmental collaboration with the Department of Mental Health by utilizing their Promotores team for community field work.</li> <li>DPH partnered with DMH Promotores to conduct outreach and enrollment from residents in the greater Exide Area. Field work was paused March 2020-August 2021 due to the COVID-19 pandemic. DMH Promotores were re-trained in August 2021 before returning to the field in September 2021.</li> <li>The DMH Promotores team is instrumental in facilitating LFHLA outreach and enrollment. Additionally, they are providing education on COVID-19 vaccine safety, efficacy, and access. The LFHLA online program application captures where the applicant heard of the program, and the DMH promotores team is the second most common answer behind our multi-media strategy.</li> </ul> <p><b>DMH Promotores Outreach and Enrollment</b></p> <ul style="list-style-type: none"> <li>Eight total DMH Promotores conducted door knocking and made phone calls to 2,588 residences in the greater Exide area, including Huntington Park, from September through November 2021. Door knocking is conducted in pairs. DMH invoiced for 922 hours for this period and Promotores were paid at \$18.12 per hour.</li> </ul> <p><b>Lead Free Homes LA</b></p> <ul style="list-style-type: none"> <li>Alongside the DMH Promotores field outreach efforts, Lead Free Homes LA ran a multi-media campaign and participated in community events (holiday events, farmers market, etc.). As of</li> </ul> |  |  |

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|--|---|--|
| Date<br>1/3/2022   |   | Grant/Loan Number<br>20.14   |
| Department<br>Public Health  |   |  |
| Project Name<br>Optimizing the Planning and Management of LACO's Urban Forest  |   |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[   ] Revenue-Generating                      [   X ] Service Enhancement</p> <p>Public Health, in coordination with the University of California Los Angeles, is using PIF funds to research the use of Machine Learning to generate tree inventories and tree health assessments in Los Angeles County. This research incorporates existing public data, including aerial imagery, Light Detection and Ranging (LIDAR) data from the Los Angeles Regional Imagery Acquisition Consortium (LARIAC), as well as hyperspectral data from Jet Propulsion Laboratory (JPL)'s Airborne Visible/Infrared Imaging Spectrometer (AVIRIS) program. It is being used to pilot the most promising method in several unincorporated study areas through a scalable computer model. This important research helps the County, scientists, planners, and policymakers study problems and streamline public service delivery relative to the urban forest and its numerous co-benefits.</p>   |   |  |
| Funding Status   |   | Total Withdrawn to Date: <u>    \$175,000</u><br>Total Principal Repaid to Date: <u>  N/A</u><br>Total Interest Repaid to Date: <u>  N/A</u> |
| Total Grant Amount: <u>    \$356,000</u>   | Total Loan Amount: <u>  N/A</u>         |  |
| Expenditures   | Savings                                 | Revenue  |
| Total Estimated Expenditures: <u>  \$356,000</u>   | Total Estimated Savings: <u>    \$0</u> | Total Estimated Revenue: <u>    \$0</u>  |
| Expenditures to Date: <u>  \$62,778.81</u>   | Savings to Date: <u>    \$0</u>         | Revenue to Date: <u>    \$0</u>  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>As planned, in calendar year 2021, the project team "hit the ground running" thanks to the work completed in 2020. The project team completed a literature review including a survey of potential methods to meet the project goals. The Stakeholder Advisory Group and the Technical Advisory Group both convened to advise on the needs of the County and the technical steps needed by the project team to meet those needs, considering proposed methods identified in the literature review. The project team acquired data from LARIAC and JPL and began processing that data to identify and classify trees by species; this included fieldwork to confirm the accuracy of the tree identification processes. A Technical Memo was drafted, including a diagram of the Project Workflow; these were presented to the 2021 LARIAC User Group meeting, as well as to Tree Committee, a subcommittee of the QPC Golden Eagle Award-winning Healthy Design Workgroup. Additional processing was performed on the LARIAC data to provide a more robust picture of LA County's tree canopy for modeling in 2022.</p> |   |  |

Signature:   
Productivity Manager Name: Catherine Mak, MBA

1-26-2022  
Date

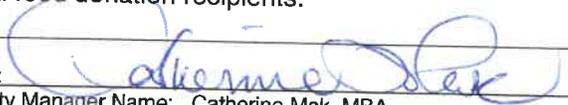
Signature:   
Department Head Name: Barbara Ferrer, MPH, MEd, PhD

1/27/2022  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|   |                                     |   |
|---|-------------------------------------|---|
| Date<br>December 22, 2021   |                                     | Grant/Loan Number<br>20.11  |
| Department<br>Public Health   |                                     |   |
| Project Name<br>Reducing Food Waste and Advancing Food Recovery: Partnership with Mobile Application to Support Food Distribution in Los Angeles County   |                                     |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[    ] Revenue-Generating                      [ X ] Service Enhancement</p> <p>The Nutrition &amp; Physical Activity Program at the Department of Public Health (DPH) partnered with a food recovery mobile application (app) that connects businesses with surplus food to community-based organizations that distribute nutritious food to vulnerable populations (e.g. the homeless, low-income groups). The funding helps to incentivize the use of the app by waiving its subscription fees. This effort helps to close the gap between abundance and need in Los Angeles County (LAC).</p>  |                                     |   |
| Funding Status  |                                     |   |
| Total Grant Amount: \$300,000   | Total Loan Amount: <u>N/A</u>       | Total Withdrawn to Date: \$250,000<br>Total Principal Repaid to Date: <u>N/A</u><br>Total Interest Repaid to Date: <u>N/A</u> |
| Expenditures  | Savings                             | Revenue   |
| Total Estimated Expenditures: <u>\$300,000</u>  | Total Estimated Savings: <u>N/A</u> | Total Estimated Revenue: <u>N/A</u>   |
| Expenditures to Date: \$250,000   | Savings to Date: <u>N/A</u>         | Revenue to Date: <u>N/A</u>   |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><p>DPH leveraged County relationships as well as external partnerships to raise awareness about the Department's efforts to increase efficiency in food redistribution and recruit businesses to participate in this redistribution effort. DPH conducted presentations at the Department of Public Works' (DPW) Los Angeles County Food Recovery Workshop, at a convening by the Hospital Association of Southern California (HASC), and for Nutrition Access LA partners. In Winter 2021, DPW's Food DROP (Food Donation and Recovery Program) team promoted the project during its check-in calls to businesses needing resources to redirect their surplus foods. DPH also leveraged the resources of its Environmental Health Division to contact all permitted food businesses in the County via email to recruit businesses several times throughout the year, which resulted in many applications and subsequent subscriptions for the program. Additionally, all public school districts in the County were contacted various times throughout the year which also yielded additional subscriptions to donate surplus school food. All applications that were submitted were subject to screening to ensure that participating businesses were more likely to donate nutrient dense foods such as lean proteins, whole grains, and fresh produce than unhealthy foods to nonprofit organizations.</p> <p>To date, DPH has paid for 41 out of 50 planned subscriptions and has coordinated the rescue of 15,300 lbs. of edible food (approximately 12,700 meals) donated to nonprofit organizations. This equates to 68,400 pounds of CO2 emissions and 5.58 million gallons of water saved from these donations. The top five types of food donated included bread, dairy, fruit, pre-packaged foods, and other produce. We anticipate increases in enrollment and pounds of food recovered; therefore, a future workshop to encourage nonprofit organizations to enroll is scheduled for January 2022, which will widen the pool of potential food donation recipients.</p> |                                     |   |

Signature:   
Productivity Manager Name: Catherine Mak, MBA

12.22.2021  
Date

Signature:   
Department Head Name: Barbara Ferrer, MPH, MEd, PhD

12/23/21  
Date

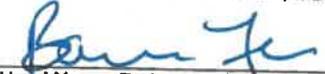
**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|  |                                       |   |
|--|---------------------------------------|---|
| Date<br>1/26/22  |                                       | Grant/Loan Number<br>21.12  |
| Department<br>Department of Public Health  |                                       |   |
| Project Name<br>Electronic Plan Check System   |                                       |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement<br>This project will implement an electronic plan review system to replace the paper-based plan review system currently in place. The grant funds will pay for equipment, software licensing, installation of software and staff training on the use of the software. The funding for this project includes the licensing and maintenance for three years.  |                                       |   |
| Funding Status   |                                       | Total Withdrawn to Date: \$145,225<br>Total Principal Repaid to Date: N/A<br>Total Interest Repaid to Date: N/A |
| Total Grant Amount: \$208,000  | Total Loan Amount: Not Applicable     |   |
| Expenditures   | Savings                               | Revenue   |
| Total Estimated Expenditures: \$208,000  | Total Estimated Savings: Undetermined | Total Estimated Revenue: N/A  |
| Expenditures to Date: \$23,312.51  | Savings to Date: Undetermined         | Revenue to Date: N/A  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><b>Project Status:</b><br>The Bluebeam project is on target for going live in July 2022. The monitors, scanners and Bluebeam software have been received and are being scheduled for deployment to our team.<br><b>Significant Accomplishments:</b><br>Despite expected delays early on, due to the chip shortage and widespread shipping issues, all equipment was ordered on schedule and has been received. The monitors, Bluebeam software and the scanners have been received and are being processed and scheduled for deployment in early February 2022. The only remaining equipment to be ordered are the iPlan Workstations, which are scheduled for April 2022, per the grant schedule.<br><b>Next Steps:</b><br>Once the monitors are in place and software has been installed, plan check team members will be provided with training on the Bluebeam software tools, use and functionality and will be instructed on the workflow. Outreach will be provided to architects and designers to inform them of the upcoming availability of ePlan service.<br><b>Major Problems:</b><br>There is an unexpected delay in the approval of the Bluebeam training component. This is required to go through a bidding process for licensed training contractors. We anticipate resolution on this soon. Costs did increase on the purchase of software and annual maintenance by \$6,732.88 and \$792.00 respectively, due to the addition of staffing assigned to Plan Check activities, however, this is not expected to have a significant impact on the remaining expenditures.<br><b>Objectives:</b><br>2/15/22: Complete deployment of monitors and Bluebeam software<br>3/30/22: Complete Bluebeam software training for DPH team members, complete deployment of scanners<br>4/30/22: Provide outreach to industry architects and designers on the upcoming institution of the ePlan process<br>4/30/22: Order Large Project ePlan Workstations<br>6/30/22: Go live with ePlan service |                                       |   |

Signature:   
 Productivity Manager Name: Catherine Mak, MBA

21.2022  
 Date

Signature:   
 Department Head Name: Barbara Ferrer, MPH, MEd, PhD

2/1/22  
 Date



County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746  
Tel (562) 908-8400 • Fax (562) 695-4801



ANTONIA JIMÉNEZ  
Director

Board of Supervisors  
HILDA L. SOLIS  
First District  
HOLLY J. MITCHELL  
Second District  
SHEILA KUEHL  
Third District  
JANICE HAHN  
Fourth District  
KATHRYN BARGER  
Fifth District

January 31, 2022

Jacki Bacharach, Chair  
Quality and Productivity Commission  
500 West Temple Street, Room 565  
Los Angeles, CA 90012

Attention: Jackie Guevarra, Executive Director

Dear Ms. Bacharach:

Enclosed is the Productivity Investment Fund Proposal Annual Status Report on the "Economic Mobility" funded by the Quality and Productivity Commission, in compliance with the Productivity Investment Fund Loan and Grant Guidelines.

Please let me know if you have any questions, or your staff may contact Maria Rivera, Human Services Administrator III, Management and Research Services Section, at (562) 908-6330.

Sincerely,

Antonia Jiménez  
Director

AJ:mr

Enclosure

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|   |   |   |
|---|---|---|
| Date<br>January 13, 2022  |   | Grant/Loan Number<br>21.11  |
| Department<br>Public Social Services  |   |   |
| Project Name<br>Economic Mobility   |   |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center"> <input type="checkbox"/> Revenue-Generating      <input checked="" type="checkbox"/> Service Enhancement         </p> <p>The Economic Mobility Project aims to improve the socioeconomic status of DPSS customers by providing the tools and skills needed to be self-sufficient and no longer rely on public assistance.</p> <p>The Department plans to hire an economist to clearly and thoroughly map the gaps that exist between the point at which customers' benefits terminate and the point at which the customers' earnings meet their cost-of-living expenses. Based on research findings, interventions can be implemented to bridge the gap and break the cycle of dependence.</p> <p>The economist's evaluation of the regional economic needs in Los Angeles County will support the launching of pilot programs which will incorporate prescribed solutions and recommendations regarding potential interventions to overcome any identified barriers.</p> |   |   |
| Funding Status  |   | Total Withdrawn to Date: <u>    \$0.00    </u><br>Total Principal Repaid to Date: <u>                    </u><br>Total Interest Repaid to Date: <u>                    </u> |
| Total Grant Amount: <u>    \$150,000    </u>  | Total Loan Amount: <u>    N/A    </u>       |   |
| Expenditures  | Savings                                     | Revenue   |
| Total Estimated Expenditures: <u>    \$0.00    </u>   | Total Estimated Savings: <u>    N/A    </u> | Total Estimated Revenue: <u>    N/A    </u>   |
| Expenditures to Date: <u>    \$0.00    </u>   | Savings to Date: <u>    N/A    </u>         | Revenue to Date: <u>    N/A    </u>   |

**County of Los Angeles Quality and Productivity Commission  
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Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):

**Project Status:**

The Department is in the process of securing a vendor. To date, the following has been accomplished:

- During the 1<sup>st</sup> Quarter (Jul-Sep), the project team developed a skills and selection matrix.
- In the 2<sup>nd</sup> Quarter (Oct-Dec), a Statement of Work (SOW) was drafted and submitted to the Executive team for review and approval.
- The Department requested an extension on the payment schedule change. Withdrawals will be made starting in the 3<sup>rd</sup> Quarter (Jan-Mar).

Upon the SOW's approval, the Department will proceed with a vendor selection and begin the procurement process in the 3<sup>rd</sup> Quarter (Jan-Mar).

Signature: M. Rivera  
Productivity Manager Name:

1/13/2022  
Date

Signature:   
Department Head Name:

1/26/22  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|  |                                     |   |
|--|-------------------------------------|---|
| Date: January 10, 2021   |                                     | Grant/Loan Number: 21.1   |
| Department: Regional Planning  |                                     |   |
| Project Name: Drones for Planning: A Higher Standard   |                                     |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center"> <input type="checkbox"/> Revenue-Generating      <input checked="" type="checkbox"/> Service Enhancement         </p> <p>The Department of Regional Planning (DRP) is the land use authority for the unincorporated communities of Los Angeles County. Site visits are essential for several of the services DRP provides. However, DRP staff face a variety of challenges related to safety, efficiency, and accessibility when conducting site visits. In response to these challenges, DRP created its Unmanned Aircraft Systems (UAS, also known as drones) Program.</p> <p>This grant helps expand DRP's UAS Program by providing funding for additional pilots and drones. The project also provides the program with two years of liability insurance.</p>  |                                     |   |
| Funding Status   |                                     | Total Withdrawn to Date: <u>\$16,825</u><br>Total Principal Repaid to Date: <u>N/A</u><br>Total Interest Repaid to Date: <u>N/A</u> |
| Total Grant Amount: <u>\$38,350</u>  | Total Loan Amount: <u>N/A</u>       |   |
| Expenditures   | Savings                             | Revenue   |
| Total Estimated Expenditures: <u>\$38,350</u>  | Total Estimated Savings: <u>N/A</u> | Total Estimated Revenue: _____  |
| Expenditures to Date: <u>\$16,529</u>  | Savings to Date: <u>N/A</u>         | Revenue to Date: _____  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p><b><u>Status</u></b><br/>         Nine DRP staff members have taken the FAA drone pilot prep course, passed the FAA exam, and are now FAA certified drone pilots. Five Skydio drones were also purchased. Staff opted for Skydio drones due to their 360-degree obstacle avoidance feature, making them difficult to crash, which is especially crucial for new pilots.</p> <p><b><u>Accomplishments</u></b><br/>         Since PIF funding was granted, staff have conducted site visits utilizing drones at 106 parcels. It is estimated that these site visits would have taken approximately 39 hours to complete via traditional inspections without drones. The use of drones reduced inspection time to 22 hours, which resulted in an approximately 44% time savings.</p> <p>Furthermore, due in part to DRP's UAS Program, other County departments are becoming interested in and/or have adopted the use of drones to support their respective operations. Recently, the Department of Public Works (DPW) and DRP entered into an agreement to use DRP's drone program for DPW's drone service needs.</p> <p><b><u>Other Comments</u></b><br/>         During this reporting period DRP had to request a change to its PIF disbursement schedule to maximize insurance coverage for the UAS Program. DRP's UAS Program received its first disbursement of funds in Q3 of FY2020-2021. These funds were used, in part, to purchase five Skydio drones and yearly liability insurance for those drones (set to expire in March 2022). A second disbursement of funds, to purchase additional drones and insurance, was scheduled for Q2 of FY2021-2022. The County's aviation insurance vendor informed DRP that the current coverage (for the first 5 drones) could be increased to cover the additional drones but the policy would still expire in March of 2022. To maximize insurance coverage, DRP asked the Quality and Productivity Commission to authorize disbursing the second round of funds in Q3 of FY2021-2022 instead of Q2. By purchasing the additional drones in Q3, DRP can let its current policy expire in March 2022 and then purchase a new policy that will cover all the drones until March of 2023.</p> <p>Attached to this report are three examples of site visits conducted by the UAS program. The Santa Anita Dam and Debris Basin example showcases the type of services that DRP's UAS Program is providing DPW.</p> |                                     |   |

County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT



Hsiao-Ching Chen

01/11/2022

Signature: \_\_\_\_\_  
Productivity Manager Name: \_\_\_\_\_

\_\_\_\_\_  
Date

Amy J. Bodek

Digitally signed by Amy J. Bodek  
Date: 2022.01.11 08:29:46 -08'00'

Signature: \_\_\_\_\_  
Department Head Name: \_\_\_\_\_

\_\_\_\_\_  
Date

# DRP UAS Program Site Visit Examples

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**Santa Anita Dam and Debris Basin**

DRP pilots conducted this flight to support the Department of Public Works (DPW) in assessing the damage caused by heavy rains to the Santa Anita Dam and Debris Basin. Drones helped DPW staff observe inaccessible areas, such as the bottom of the dam where the heavy rain flow had broken the stairwells. Drones also helped increase DPW staff safety, allowing them to assess the damage while avoiding exposure to debris flows, washed out roads, and unstable muddy terrain.



**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**Desert Auto Salvage Yard**

This flight was conducted to document an unpermitted auto salvage yard's progress toward complying with the zoning code. This large site would have taken at least an hour to inspect by foot. Drones made the site visit much more efficient, capturing imagery of the whole site in 30 minutes. Drones also allowed DRP staff to avoid hazards such as walking near large unstable piles of junked cars.



**County of Los Angeles Quality and Productivity Commission  
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**Surface Mines**

DRP pilots conducted this flight to document a surface mine's compliance with its permit. It would have taken about 2 hours to inspect this surface mine by foot. With a drone, the inspection was completed in under an hour. Furthermore, DRP staff did not have to expose themselves to hazards, such as deep pits and steep slopes, to access all portions of the site.



**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|  |   |   |
|--|---|---|
| Date<br>2/15/2022  |   | Grant/Loan Number<br>20.7                   |
| Department<br><b>Sheriff's</b>   |   |   |
| Project Name<br><b>Pitchess Detention Center – Laundry Water Recycling</b>   |   |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><p align="center">[   ] Revenue-Generating                      [ X ] Service Enhancement</p> <p>Construction of a wastewater recycling system for the Pitchess Detention Center (PDC) Laundry to significantly reduce the amount of fresh water consumed from the local groundwater source.</p> <p>The PDC Laundry operation consumes an average of 61,000 gallons of water per operating day when the County jails are operating at 19,000 average daily population. The water recycling system will clean and reuse approximately 70% of the water required for the laundry operations, with a proportional reduction in the consumption of salt for water softeners, the energy required for salt brine concentration, the cost for disposal of the brine waste, and the cost of sewer discharge fees.</p>  |   |   |
| Funding Status   |   | Total Withdrawn to Date: <u>\$1,205,000</u> |
| Total Grant Amount: _____  | Total Loan Amount: <u>\$1,205,000</u>   | Total Principal Repaid to Date: <u>0</u>    |
|  |   | Total Interest Repaid to Date: <u>0</u>     |
| Expenditures   | Savings   | Revenue                                     |
| Total Estimated Expenditures:<br><u>\$1,503,000</u>  | Total Estimated Savings: <u>\$232,168</u><br><u>per year @ 19,000 average daily</u><br><u>jail population</u> | Total Estimated Revenue: <u>0</u>           |
| Expenditures to Date: <u>\$298,000</u>   | Savings to Date: <u>0</u>   | Revenue to Date: <u>0</u>                   |
| Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><br><p>The Los Angeles County Internal Services Department (ISD) executed a competitive solicitation to provide and install a water recycling system for the PDC Laundry facility. One vendor submitted a qualifying proposal. The vendor's quote was \$2.1M which is \$895,000 higher than the anticipated project cost. Through a collaboration with PDC Laundry operations and LASD Facilities Planning and Facilities Services Bureaus to relocate the recycling system inside the laundry facility, ISD successfully negotiated the price to \$1,503,000 without impacting performance requirements. ISD also obtained and provided the \$298,000 gap between the PIF loan amount and the negotiated project cost.</p> <p>The contract with the vendor was executed in June 2021. Construction drawings were submitted for plan check review to the Department of Public Works on September 14, 2021, where the drawings presently remain under review. Review is anticipated to be completed by March 30, 2022. Parts delivery and construction kickoff are expected to occur approximately three months following plan check review, on or about July 1, 2022. Substantial completion is currently anticipated to occur on October 14, 2022, followed by system testing and punch list</p> |   |   |

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

work. Final Acceptance is anticipated to occur on December 1, 2022. Accordingly, the first partial year of cost savings is expected to occur during second quarter of Fiscal Year 22-23.

Signature:

Productivity Manager Name: Rick Cavataio

Date

Signature:

Department Head Name: Alex Villanueva

Date

2-16-2022

2-17-22

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|   |                                     |  |
|---|-------------------------------------|--|
| Date  | Grant/Loan Number                   |  |
| February 1, 2022  | 19.18                               |  |
| Department  |                                     |  |
| Workforce Development Aging & Community Services/LA County Commission on Human Relations  |                                     |  |
| Project Name  |                                     |  |
| L.A. County Anti-Hate Initiative – Protecting Vulnerable Communities  |                                     |  |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):   |                                     |  |
| <p align="center"> <input type="checkbox"/> Revenue-Generating      <input checked="" type="checkbox"/> Service Enhancement         </p> <p>This grant supports the success of the Countywide Anti-Hate Initiative, LA vs Hate (henceforth, LA vs Hate or Anti-Hate Initiative). Created by a unanimous 2018 Board of Supervisors motion, LA vs Hate seeks to improve the effectiveness of the County's response to rising hate violence and hate-motivated hostility (not just hate crimes), including COVID-related hate and hostility.</p> <p><b>LA vs. Hate Reporting System and Victim Services Through 211:</b> The Productivity Investment Fund grant provided the LACCHR the opportunity to create an innovative, effective hate reporting infrastructure that provides customized reporting options through 211-LA to report hate acts. <a href="https://211la.org/la-vs-hate">https://211la.org/la-vs-hate</a> This system also helps victims with case management services and resources, while providing data that enables the County and partners to better develop and implement effective prevention and response strategies. 211-LA staff have been trained in trauma-informed care and a weekly case management review of cases that now includes a core group of advocates from agencies who provide a range of services and assistance to the most serious or reported cases involving hate, bigotry and/or discrimination.</p> <p>The other components of the Anti-Hate Initiative are:</p> <p><b>LA vs Hate Community Engagement Campaign:</b> The campaign promotes positive messaging on the importance of building inclusion and respect for all County residents and the need to report hate. All campaign content is available at <a href="http://www.LAvsHate.org">www.LAvsHate.org</a>. Today, the LA vs Hate campaign has four working groups comprised of community agencies working in policy, education, online hate and strategic partnerships. Each report to an Action Committee which has had participation from well over 100 community leaders from all sectors of the County and meets quarterly to discuss ways to leverage resources and to carry out anti-hate actions and strategies, from solidarity events to the annual LA vs Hate United Against Hate Week.</p> <p><b>Cultivating Community Capacity To Respond To Hate:</b> A network of community partners contract with LA vs Hate to respond to hate acts by helping victims and organizing community-wide events when hate impacts specific targeted groups, communities, schools, or other entities.</p> |                                     |  |
| Funding Status  |                                     | Total Withdrawn to Date: <u>\$147,834</u><br>Total Principal Repaid to Date: _____<br>Total Interest Repaid to Date: _____ |
| Total Grant Amount: <u>\$187,500</u>  | Total Loan Amount: _____            |  |
| Expenditures*   | Savings                             | Revenue  |
| Total Estimated Expenditures: <u>\$187,500</u>  | Total Estimated Savings: <u>N/A</u> | Total Estimated Revenue: <u>N/A</u>  |
| Expenditures to Date: <u>\$147,834</u><br>*For 211-LA Contract Costs Only   | Savings to Date: _____              | Revenue to Date: _____   |
| Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):   |                                     |  |
| <p><b>Project's Status:</b><br/>The reporting line launched in September 2019 after nearly a year of planning. The key points learned in developing the program's reporting infrastructure are the following:</p>   |                                     |  |

**County of Los Angeles Quality and Productivity Commission  
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1. Contracting: Developing an appropriate contract and Scope of Work with 211-LA administration to cover the reporting, and victim services contractual responsibilities served to also define the scope of the reporting program.
2. Policies & Protocols: Developing new protocols that tried to answer all relevant and potential scenarios, for example, how would 211-LA staff handle victims who were afraid to report the hate act to law enforcement; how would they handle child victims of bullying; what were school district protocols for handling bias-motivated bullying – these were some of the scenarios we had to plan for. As time went along, we learned to respond quickly and to their credit, the staff at 211-LA remained flexible in revising protocols as needed.
3. Report Form: Designing a never-before-done Hate Incident Reporting form that captured information case managers would need to help victims, as well as signal to LA vs Hate staff where resources had to be deployed to address community hate violence.
4. Staffing: The hiring of two full-time staff to ensure assistance to victims, and a program manager to handle extensive reporting requirements and serve as liaison to the other components of the LA vs Hate program were key success indicators.
5. Training: Extensive training – which continues today -- for the staff began with an orientation on the new LA vs Hate program; on the protocols for the handling of hate reports, from the initial call or online report, to the “hand off” to the case managers. There was a series of trainings to staff on a wide variety of important topics. Everything from noting the difference between hate crimes and hate incidents; on cultural proficiency trainings from the communities historically targeted for hate violence, including the disabled, Sikh, Jewish, Muslim, Lesbian/Gay/Transgender/Bisexual communities. This training calendar included orientations to partner agencies on their work, including the District Attorney and how prosecutions of hate crimes proceed; the Victim’s Services agencies; the civil rights agencies, such as the Department of Fair Employment & Housing and the State Attorney General’s office – all of which helped case managers build relationships with these agencies so that “warm handoffs” became a reality, and did not allow victims to slip through the cracks.
6. Data-Driven Priorities. As data began to come in on targeted communities, outreach to agencies serving targeted communities was quick; first, to the disabled community, which accounted for a significant percentage of calls reporting hate acts; and as COVID-19 struck, to the Asian American/Pacific Islander communities targeted for hate. As more data came in on the types of hate crimes/acts that were being reported, additional outreach to housing agencies; agencies serving the aging; mental health services; or legal services were all brought in to assist with case management plans for victims.
7. Case management software: With over 84% of the 1,600 callers in the two years of the program requesting case management services, an effective way to document what services were provided, who provided those services, and whether victims agreed the case management plan was effective in moving them towards healing/resolution is essential. 211-LA’s proprietary CareLinQ software monitors how each partner worked with the 211 staff on each case. Each partner is provided training on how to use the software and how to safeguard client confidentiality.
8. Social media: The LA vs Hate website, [www.LAvsHate.org](http://www.LAvsHate.org), launched nine months after the hate reporting line became operational. Without a budget for traditional marketing, it was important to use social media to inform victims of hate on the importance of reporting hate. 211-LA also developed a launch page on the 211-LA website with information on the reporting line.

(See Attachment 1& 2, LA vs Hate Campaign, Year 1 2020-2021 Evaluation Report, Vital Research, LLC)

**Significant Accomplishments:**

- **NACO 2021 Achievement Award**: The program was awarded a 2021 National Association of Counties (NACO) Achievement Award. LA vs Hate was recognized for building an exemplary model for service delivery to vulnerable County residents who are targeted for hate and has helped reduce costs of hate acts by promoting inclusion, solidarity, and respect for all.
- **National Program Model**: New York City, NY; Hennepin County, MN as well as San Francisco, San

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Diego and Nevada County, California have sought technical assistance from LA vs Hate staff on the design and operation of a hate reporting line. LA vs Hate is to be featured in an upcoming study to be published by San Francisco State University as a Best Practice in addressing hate motivated violence.

- **Staff Recognition:** 211-LA staff on the hate reporting line have been acknowledged for their professionalism and compassion. Sophia Cuevas, one of the case managers was named a Finalist in the 2021 KCET Local Heroes Initiative annual competition. (See Attachment 3)
- **211-LA Data Highlights Policy Needs and Priorities:** 211-LA has received 1,600+ reports of hate acts since launching September 1, 2019 – December 31, 2021. Key findings to date include:
  - 1) Nearly 50% of all hate reports are residence-based involving either neighbor to neighbor hate acts, landlord tenant hate incidents or harassment of housing fragile individuals by strangers;
  - 2) The majority of reporters are women of color;
  - 3) Half of the callers reported that race/ethnicity/national origin was the hate motivation;
  - 4) Of those who called for assistance, nearly 84% requested and received case coordination and follow-up services, including legal services, mental health referrals, housing assistance, help with reporting hate to victim's services, law enforcement, civil rights or community agencies;
  - 5) Bystanders, frequent witnesses to hate acts, rarely intervene or help.

As a result of such data points, we are now working with policy leaders to change relevant legislation or regulations on civil rights enforcement statutes; we are launching an awareness campaign for law enforcement and security personnel on the importance of treating victims of hate with respect; we are working with our partners to provide bystander intervention trainings in different languages to county residents, We are working with LA County Human Resources to promote attendance at bystander intervention trainings for county staff.

**211-LA Focus of LA vs Hate Education and Outreach.** The contract for education and outreach with Taskforce, a local creative agency, has been responsible for development of an arts-centered, grass roots approach to promotion of behavior change, i.e., reporting hate acts and accepting help in healing from the trauma of hate violence. A summary report captures the impact this outreach and education component has had: 11 major interventions have attracted local and regional attention; over 480 million hits on LA vs Hate art gifs and stickers and over 80 million shares are reported since [LAvsHate.org](http://LAvsHate.org) launched. Demographic information on which neighborhoods are downloading social media gifs and stickers gives us vital information.

**Network Response Agencies Provide Strong Victim Support Services.** Our contractor Special Service for Groups (SSG) now subcontracts with 16 agencies to provide strong support to victims and communities targeted for hate. Since those agencies signed on, there have been meetings to address high priority hate violence noted by 211-LA data. One partner started a second hate reporting line for Asian American/Pacific Islanders to capture COVID-related hate backlash. LA vs Hate has provided technical assistance to several nascent human relations task forces, committees or allied community groups.

**LA vs Hate United Against Hate Week events.** LA vs Hate has organized two annual LA vs Hate "United Against Hate Week" events which both launched with press conferences; a "Twitter Mob" with over 200,000 tweets, likes, shares; a mid-week Flash Mob with over 700,000 Instagram and Facebook photos, likes, shares; two major art intervention; and five original events. During the two events, website visits to LA vs Hate rose significantly: nearly 500% during the first event's week and local, regional and national media covered the event. LA County Office of Education's Superintendent, Dr. Debra Duardo, served as honorary co-chair for the event in 2021 along with Ms. Maria Salinas, Executive Director of the LA Chamber of Commerce.

**Effective response to community-wide hate acts.** The last two years have seen a significant increase in COVID related hates targeting the Asian and Asian American/Pacific Islander and Jewish communities. LA vs Hate has been involved in solidarity events, vigils, marches, outreach

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events and sharing of data for policymakers which has resulted in \$10 million in state funds for AA/PI nonprofit partners. LA vs Hate will soon formalize an agreement with Asian Americans Advancing Justice-LA (AAAJ-LA) to link six bilingual case managers at AAAJ-LA with the 211-LA case managers. There are now five activists who used their experience as victims to become advocates to help other victims of hate. One victim-turned-activist started a nonprofit, Seniors Fight Back, providing self-defense trainings and LA vs Hate alarms to address hate violence directed to Asian American/Pacific Islander elders.

**Effective Outreach to Schools on Hate Reporting Line:**

LA vs Hate works closely with 211-LA which expanded outreach events through its contract with the LA County Office of Education Community Schools Initiative (CSI). 211-LA hired a team of Outreach Liaisons to support CSI School Social Workers and Parent Liaisons at 15 high need school districts. 211-LA ensured that LA vs Hate would be included in any outreach events and materials. Even going to virtual format, 211-LA outreach staff presented hundreds of trainings throughout the 15 CSI high schools, hosted outreach events, social media videos, parent drop-in days, parent meetings, or district staff meetings promoting LA vs. Hate as part of 211LA services.

**Challenges:**

- **Continuing contract for 211-LA case management services**  
Due to being part of the Countywide contract negotiations with 211-LA (involving almost all county agencies which have contracts with 211-LA as well), the Chief Executive Office has approved a contract with a new Information & Referral services provider, still unannounced. Meanwhile, there are pending solicitations to develop a new contract for 211-LA case management services. We are concerned that LA vs. Hate's investment in training and capacity building of 211LA, its systems and staff, all the lessons learned and competencies built, improving methods for ease of reporting and case management – all may be interrupted due to the potential change of the "211" Information and Referral contractor. As the new contract will not be executed until sometime in 2023, we are in a "wait and see" mode.
- **COVID Impact on Hate Violence**  
COVID-motivated hate acts targeting Asian American/Pacific Islander and Jewish communities are having a huge impact on increasing anxieties and fears in these targeted subgroups. Meantime, sustaining all components of LA vs. Hate so that it can effectively respond to the increasing rates of pandemic related hate acts has deeply impacted program design for the LA vs. Hate strategic plan and supports increasing the program's budget.
- **Personnel Changes/Move of Human Relations Commission to Board Executive Office**  
Effective January 18, 2022, the Commission on Human Relations was moved to the Board Executive Office from its longtime home within the Workforce Development, Aging & Community Services department. While this move makes sense in the face of the creation of two new departments (one focused on Aging Services, and another focused on Economic and Workforce Development), the transfer comes at a time when new fiscal year budget process is advancing, Board offices are selecting program priorities, and solicitations and contracts for next fiscal year are being developed. At the same time, staff for LA vs Hate has moved to two full-time staff this past year, with the lead program coordinator being moved from "returning retiree" status to permanent status in mid-January 2022. The number of staff, even with the number of outside partner agency staff supporting this work, is insufficient to fully meet the needs of targeted communities.

Signature: Stephanie Maxberry  
Productivity Manager Name:

2-1-2022  
Date

Signature: Otto Solizano

02/02/2022

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PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|  |                           |
|--|---------------------------|
| Date<br>Feb. 2, 2022   | Grant/Loan Number<br>21.8 |
| Department<br>Los Angeles County Commission on Human Relations <b>WDACS</b>  |                           |
| Project Name: Addressing Bias & Hate Using Art Justice & Cultural Action Strategies  |                           |
| Brief Description of Project [ ] Revenue-Generating [ X ] Service Enhancement  |                           |
| <p>This grant provides an opportunity to address a critical need in protecting vulnerable County communities targeted for hate acts and bias-motivated bullying by using community-led strategies to mitigate hate. This project intends to excite and engage communities by using leading-edge programs to recapture feelings of safety. These strategies help heal the trauma and feelings of fear about being targeted for violence due to bias which have such negative long-term outcomes for victims of hate crimes and incidents.</p> <p>The PIF project has helped underwrite costs to engage a consultant that currently is:</p> <ul style="list-style-type: none"> <li>- Developing large scale community interventions which promote feelings of safety, inclusion and respect for all residents in areas experiencing hate violence. These will also serve to discourage future hate violence perpetrated by newly empowered hate groups</li> <li>- Creating a series of storytelling and thought leadership gatherings to promote development of cultural and intergenerational strategies that come from community members themselves about how to best prevent and respond to hate violence, lack of inclusion, and feelings of loss of safety.</li> <li>- Strengthening public-private partnerships with business, chambers of commerce, law enforcement, arts and culture sites, and museums to help with development of content messaging, with virtual community-based events and with trainings for business employees on safely responding to hate when it happens in that place of business.</li> <li>- Engaging Influencers and media celebrities to help enhance the content messaging; to help amplify and enhance messages of inclusion, respect, and public safety for all.</li> <li>- Developing trainings for first responders using media stars on the importance of treating victims who reporting hate or bullying to feel heard, and to provide information on 211-LA's reporting line and victim services.</li> </ul> <p>The PIF project also has underwritten costs for the consultant to identify grass roots agencies that are working in targeted communities and to award mini-</p> |                           |

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grants to those working to address communities that have been impacted by hate acts. These community agencies are supported to do the following:

- Develop and produce community-led digital content of inspiring messages using digital gifs, social media content, youth or elder-led cultural events and trainings
- Use 211 data on reported hate acts to select the most responsive Best Practices that these organizations provide
- i) Receive appropriate technical assistance on organizing events; ii) Provide trainings on art-led compassionate care and customized data collection forms so that these organizations can develop effective art justice opportunities, such as murals, solidarity building projects among different racial groups; iii) Use innovative tactics, such as hip-hop workshops, self-defense trainings for elders, podcasts with Native American elders recounting indigenous people’s histories -- all interventions that serve as practical techniques to enable community residents and especially youth to both create and engage in healing techniques.

|  |                                |  |
|--|--------------------------------|--|
| Funding Status                                 |                                | Total Withdrawn to Date: <u>\$48,578</u> |
| Total Grant Amount <u>\$350,000</u>            | Total Loan Amount: _____       | Total Principal Repaid to Date: _____    |
| Expenditures                                   | Savings                        | Revenue                                  |
| Total Estimated Expenditures: <u>\$350,000</u> | Total Estimated Savings: _____ | Total Estimated Revenue: _____           |
| Expenditures to Date: <u>\$48,578</u>          | Savings to Date: _____         | Revenue to Date: _____                   |

Brief description of project’s status, major problems, significant accomplishments and other comments:

**Project’s Status:** Addressing Bias & Hate Using Art Justice & Cultural Action Strategies has helped underwrite costs of creating five large-scale cultural, art-led responsive interventions that have helped vulnerable, targeted residents heal from hate; promoted feelings of safety and inclusion after hate acts have been experienced in these communities; helped defuse longstanding intergroup tensions; enhanced partnerships between county and community. It has also sponsored two smaller scale, yet powerful community-led interventions addressing current tensions in historically targeted and vulnerable communities.

This project has awarded 17 mini-grants that are in various stages of development. One has been completed – see below. All reflect the needs of the communities served and use non-traditional interventions to promote feelings of healing, safety and empowerment in victims of hate. Pre and post surveys by participants will measure positive impact and efficacy of the strategy.

**Significant accomplishments:**

**Outdoor Anti-Asian Hate Comic Strip Style Mural:** The first art intervention was designed in the summer 2021 to address the serious and increasing pandemic-related targeting of Asian Americans/Pacific Islander communities. This mural was originally designed for one site, partnering with that City of Rosemead. At the Rosemead unveiling, Supervisors Solis attended along with city and community leaders. The mural was also installed in poster size as “wheat paste” or “wild postings” in 400+ sites countywide. A local artist, MariNaomi, was selected and at LA vs Hate’s request, she developed a comic strip approach to demonstrate how a person can go from feeling frightened and overwhelmed by the hate aimed at Asians, but by educating ourselves about the contributions and history

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of the Asian community in the development of this country, we can be “Stronger Together”. The “call to action” within the mural was to report hate, using the 211-LA reporting line. The mural was a huge success: several other cities, including San Gabriel, Alhambra, and Cerritos requested this same mural. The largest mural was co-sponsored by this grant: Supervisor Janice Hahn; County Parks and Recreation and L.A. Care Health along with the PIF grant, underwrote costs of installing a phenomenal 100 feet long and 35 feet high mural at Don Knabe Regional Park. It was in response to a violent pandemic-related hate crime on an elderly man, Cesar Echano, who was walking in that park with his wife, and has said the massive mural makes him feel safer. At the Cerritos mural unveil, Supervisor Hahn and Mr. Echano attended the media event along with the County Parks and Recreation Director, to express solidarity with the AA/PI community. (See Attachment 1).

**What didn't happen in Korea Town/South Central LA:** In the spring of 2021, a disturbing video on YouTube recorded an Asian man loading two handguns, promising to protect Asian elders who had been seen being attacked in the news and social media. The timing and context suggested retribution against African Americans, perceived by some in the Asian community to be the main assailants in the violent targeting of Asian/Pacific Islander elders. The video attracted the attention of two formerly incarcerated leaders, one African American and one Asian. They knew the sentiments in the video could turn to intergroup violence and took the message as a challenge to step up and lessen tensions. They went to a longtime activist who came to the LA vs Hate staff, asking for help with an idea: would this grant underwrite a summer long “Black/Asian Intergroup Solidarity Project”? The project would recruit young African American and AA/PI residents of South Central and Korea Town. They would develop Guiding Principles for working together to resolve tensions that were recently noticed to have surfaced in these two racial/ethnic communities, with the historic rates of targeting for hate acts of both African American and Asian Americans for hate acts/crimes. They would explore each other's histories and shared histories, neighborhoods, foods, and culture. They would go on field trips, engage in art, yoga, hikes, dance – and they would help paint a mural entitled “Solidarity” that would be installed on a building in Leimert Park. The results: tensions abated within these two communities. An estimated 30 youth participated, and an equal number of adults from both communities participated in the events as well. Today, the youth are determined to stay active in the LA vs Hate campaign. This grant helped provide the \$15,000 that was a significant part of the overall program budget. The closing event which featured eloquent statements from the young participants about what this intervention meant to them and the unveiling of their Solidarity mural. The closing event was held October 9, 2021. (See Attachment 2)

**211-LA United Against Hate Week 2021 mural.** A second local artist, Sharyn Chan, was selected to design a beautiful mural with the theme, “We Are One Community” at the 211-LA headquarters in San Gabriel. The theme was carried through the LA vs Hate United Against Hate Week November 14 – 20, 2021, and is to promote awareness of reporting hate by dialing 211. This beautiful permanent mural was co-sponsored by this grant; 211-LA and L.A. Care Health Plan.

Signature: Stephanie Maxberry  
Productivity Manager Name:

2-2-2022  
Date

Signature: Otto Salazar

02-02-2022

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Department Head Name:

Date

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Attachment 1



Shown here: Mr. Cesar Echano, a retired Filipino resident of Norwalk, was taking his morning walk with his wife in the Don Knabe Regional Park in neighboring Cerritos during summer 2021. A young man came up to the Echanos and began to verbally harass the couple. When they tried to get into their car, the young man began to beat Mr. Echano on the face and head. For Mr. Echano, his healing he says, began with a series of solidarity events supported by LA vs Hate. Supervisor Janice Hahn was adamant that something must be done about promoting safety and she helped underwrite this massive mural, installed in three other sites. This PIF grant also helped underwrite costs of this mural. Mr. Echano says the mural makes “me feel safe and welcome in the park.”

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The unveiling of the original MariNaomi mural in Rosemead, CA had a surprise response as other cities impacted by hate attacks on AA/PI residents also requested the mural be installed in surrounding cities. There are four MariNaomi murals installed – the largest in Cerritos, CA. Costs for planning, implementing and providing logistical assistance are partially underwritten by this grant.

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The mural by XXX highlighted the Unity theme of the second annual LA vs Hate United Against Hate Week, held November 14 – 20, 2021. Shown here from left, Amy Latzer, Chief Operating Officer, 211-LA; Rick Eng, Program Coordinator at Special Service for Groups, the administrative agency for the LA vs Hate Network Response agencies and Terri Villa-McDowell, LA vs Hate Program Coordinator. Costs of planning, design and implementation by the artist and Taskforce were partially underwritten by this grant.

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**Attachment 1**

Completed Mini-Grant

Black & API Solidarity Event – Closing Mural Unveiling October 9, 2021

<https://www.youtube.com/watch?v=yplel-bzJYk>



Black & API - 400



Black & API - 401



Black & API - 402



Black & API - 403



Black & API - 404



Black & API - 405



Black & API - 406



Black & API - 407



Black & API - 408



Black & API - 409



Black & API - 410



Black & API - 411

### Solidarity Youth Mural Unveiling Ceremony

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**LA vs Hate United Against Hate Week 2021**

- [Full calendar of events is available here](#)
  - [Detailed event flyers are available here](#) (also for download on website)
  - [The digital toolkit is available here](#)
-

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

**FINAL REPORT**

|  |   |  |
|--|---|--|
| Date   | Grant/Loan Number                       |  |
| January 26, 2022   | 18.6                                    |  |
| Department   |   |  |
| Department of Agricultural Commissioner/Weights and Measures (ACWM), County of Los Angeles   |   |  |
| Project Name   |   |  |
| Coyote Tracking and Hazing Project   |   |  |
| <b>DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION</b> (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):  |   |  |
| <p>20 coyotes have been safely captured and collared in Los Angeles County under the promising, cooperative project undertaken together with experts of the University of California Cooperative Extension – Agriculture and Natural Resources (UC-ANR). Through operations led by key ACWM expert staff, the 20 coyotes were safely captured between October 2019 and June 2021, followed by application of GPS-tracking-enabled collars and prompt release. While assorted technical challenges and equipment failures have occurred, multiple collars applied to the coyotes (including the first ever captured) continue to provide outstanding location and movement data, illustrating the hunting and foraging range of individual animals, their respective interaction with urban human populations, and any identifiable changes in routine geographic movements.</p> <p><i>Attached: Two map views at different magnifications, demonstrating the movement of the collared coyotes over time.</i></p>   |   |  |
| <b>RESULTS OF THE PROJECT</b> (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):  |   |  |
| <p>This project has generated tremendous volumes of data, brilliantly mapped and illustrated to provide visual documentation of movements through definitive GPS-mapped areas. We are actively collaborating with UC Berkeley in having the GPS data analyzed in pursuit of generating peer-reviewed publications on the following:</p> <ol style="list-style-type: none"> <li>1. <i>Moving Through a Socio-Economic Landscape</i></li> <li>2. <i>Historic and Contemporary Social Inequities Shape Population Genomic Structures of Coyotes</i></li> </ol> <p>As a result of this exciting project, Coyotes have been documented as active in Artesia, Bell Gardens, Bellflower, Beverly Hills, Burbank, Carson, Los Angeles, Cerritos, Claremont, Compton, Culver City, Diamond Bar, El Monte, Gardena, Glendale, Hawthorne, City of Industry, Inglewood, La Canada/ Flintridge, La Habra Heights, Lakewood, La Verne, Long Beach, Lynwood, Montebello, Norwalk, Paramount, Pico Rivera, Rosemead, San Dimas, Santa Monica, South El Monte, South Gate, Temple City, Torrance and Whittier, as well as several other unincorporated areas.</p> |   |  |
| <b>DESCRIPTION OF SERVICE ENHANCEMENT</b> (How has this project improved core services)  |   |  |
| <p>The substantial and definitive data collected will be incredibly helpful in modeling and predicting coyote behavior in the future, including providing of information to aid in evaluating and, potentially, revising approaches and methodologies employed in ACWM's coyote management activities. Multiple students serving supporting roles in the project for the Western University of Veterinary Science are receiving firsthand experience handling coyotes, creating a benefit reaching well beyond Los Angeles County.</p>   |   |  |
| <b>ACCOUNTING OF FUND EXPENDITURES</b> (Based upon budget submitted when the project was approved)   |   |  |
| <p>With the generous grant money invested by the Quality and Productivity Committee, the development, launch and implementation of the Coyote Tracking and Hazing Project were made possible, enabling acquisition of high-tech equipment necessary to effectively collar and track the specimen coyotes. With the grant money, the 20 tracking collars were purchased for this project. Additional materials were purchased by ACWM: data transmission fees, VHF receiver and antenna, base station; and additional miscellaneous equipment. ACWM also has, in support of this important project, contributed personnel hours to work alongside Dr. Quinn's team to assist in trapping, recording of data, and releasing the animals after the collars were placed in service, expending approximately \$15,000 in 2021 for that purpose.</p>   |   |  |
| Total Grant Amount: \$ 50,000  | Total Loan Amount: not applicable (n/a) | Total Withdrawn to Date: 50,000<br>Total Principal Repaid to Date: n/a<br>Total Interest Repaid to Date: n/a |

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Total Program Cost: \$123,000  
(Salaries and benefits; Services and Supplies; Fixed Assets; Other Charges)

Collars \$50,700 (\$50,000 of which was grant money)

Data transmission fee: \$4,500  
VHS receiver & antenna: \$1,107  
Base station: \$4789  
Misc. equipment: \$600

Personnel salary: \$61,300 (approx.)

Annual Cost Benefits: As the project continues in a data collection and analysis phase, cost benefits (in the form of potential amendments to Coyote Management Program policies and practices) cannot yet be realized, but ACWM continues to work with UC-ANR and other partners in pursuit of such considerations and conclusions, more to ensure the effectiveness of preventing potentially dangerous wildlife-human interactions than, necessarily, cost savings in doing so.

Please check one:  one time cost benefit  ongoing cost benefit

Total estimated cost benefits in a 12-month period:

- Savings: Potential savings not yet determined
- Cost Avoidance: n/a
- Revenue: n/a

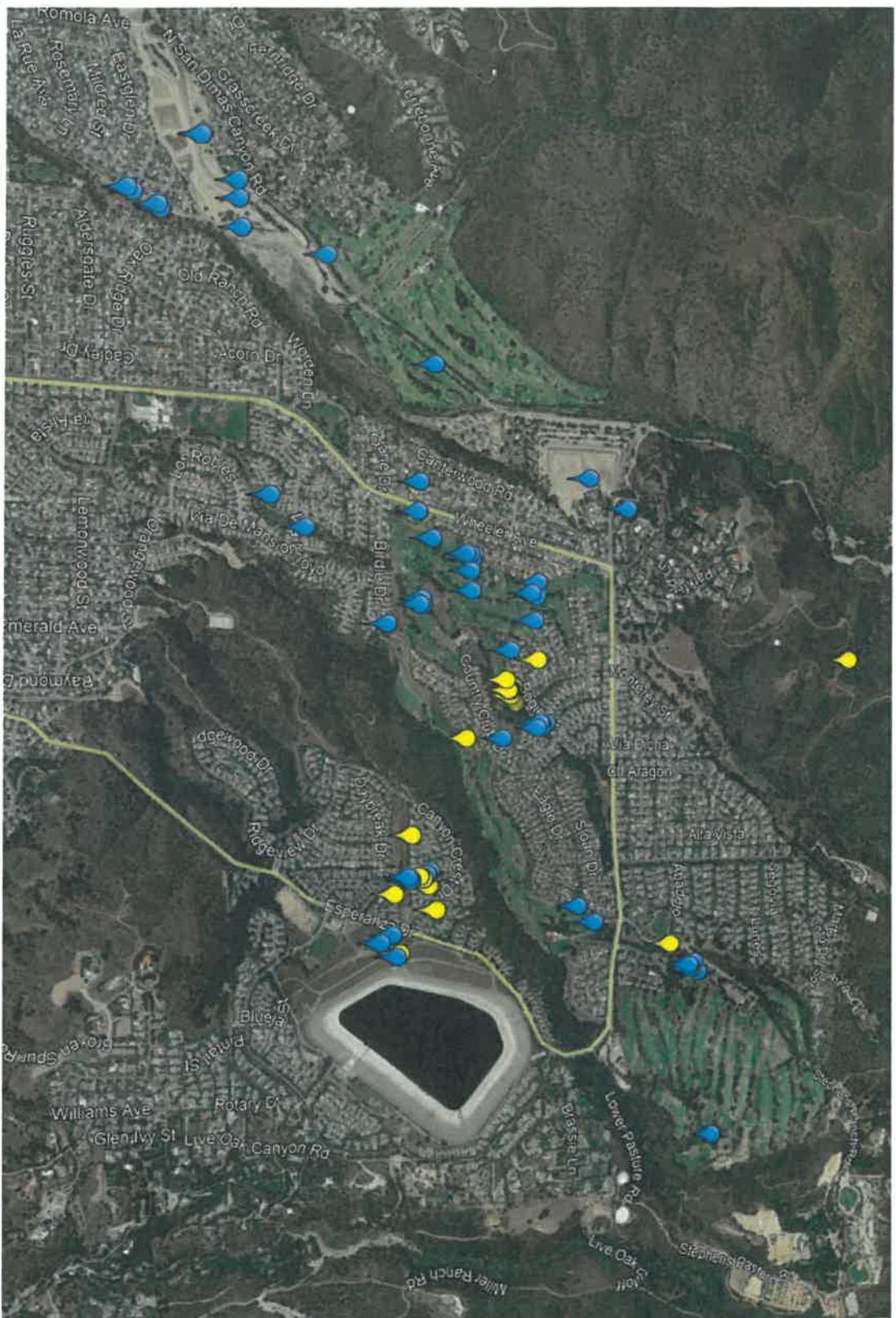
Signature: Christine Belden  
Productivity Manager Name:

1-27-22  
Date

Signature:   
Department Head Name:

01-27-22  
Date





At a closer magnification, we can see specific data, such as points of time the coyote is either traveling or at rest.

The scientists can adjust the time interval between 'pings' to gather an even greater amount of detail.

Here the focus is around the Live Oak Canyon Dam in San Dimas.

One practical use of the finely tuned data is to find 'dens', where they may not have been visible before.

**County of Los Angeles Quality and Productivity Commission  
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**FINAL REPORT**

|   |                   |
|---|-------------------|
| Date  | Grant/Loan Number |
| December 29, 2021   | 19.19             |
| Department<br>Department of Children and Family Services (DCFS)   |                   |
| Project Name<br>Time2Connect: A Visitation Scheduling Tool for Family Bonding   |                   |
| <p>DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):</p> <p>Visitation or family time between a parent and child placed in foster care is a critical component of family reunification. Family time is the single best predictor of reunification and the length of time spent in out-of-home care is shortened when visitation occurs. Regular visitation also promotes attachment, healing from trauma, healthy child development and helps children develop healthier subsequent relationships.</p> <p>DCFS is responsible for the well-being of over 16,000 children in out-of-home-care annually, making it the largest child welfare agency in the country, covering over 4,000 square miles. Given the size of DCFS, the logistics of scheduling visits with multiple parties (monitors, parents, foster parents, foster family agencies, and social workers) is a challenge, requiring countless staff hours.</p> <p>Prior to the launch of Time2Connect, there was no system in place to track information such as participant availability, cancellations, visit changes and no-shows. The DCFS regional offices had to manually arrange visits. Time2Connect provides a technological solution that allows social workers to spend less time scheduling visits and more time meeting their families' other vital needs.</p> <p>The tool streamlines and improves visitation scheduling so that the process can be completed more efficiently and can be easily standardized across the various DCFS regional offices. The tool also provides valuable data that could help social workers and court officers make informed decisions about reunification.</p> <p>Time2Connect has had the following three phases:</p> <ul style="list-style-type: none"> <li>• <b>Discovery Phase</b>—discovery work of Sidebench Studios, LLC (funded by Philanthropy)</li> <li>• <b>Phase I</b>—designing and developing a platform to build upon the existing progress. DCFS and Sidebench created Time2Connect and it was implemented in three (3) pilot DCFS regional offices (funded by DCFS).</li> <li>• <b>Phase II</b>—continued data collection from users to gather feedback and inform how DCFS would scale the tool to the remaining DCFS regional offices, and roll it out department-wide (front-end funded by PIF and back-end funded by DCFS).</li> </ul> <p>Phase I of the Time2Connect tool was successfully completed in February 2020, when the pilot was launched in three (3) DCFS regional offices (Glendora, Pasadena, and South County) with a selected number of users. However, the onset of COVID-19 limited the pilot participation as many in-person family visits were suspended pursuant to Federal and County public health guidelines. In addition, some pilot users were redeployed as County Disaster Service Workers.</p> |                   |

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Phase II built upon Phase I by adding improvements and features. It was launched to the Phase I pilot regional offices on April 30<sup>th</sup>, 2021.

Prior to the onset of the pandemic, Sidebench conducted in-depth interviews and testing to gain insight into the utilization, functionality, and limitations of Time2Connect. Based on the information gathered from these interviews, DCFS and Sidebench analyzed potential enhancements for Phase II according to level of technical effort and user impact. Below are the features that were developed in Phase II:

- Access to features were based on user roles.
  - Three user roles were developed in Phase I, they included:
    - The **Requester** whom initiates and submits visitation requests, typically performed by the case-carrying Children’s Social Worker (CSW).
    - The **Coordinator** whom coordinates and schedules visits among all parties involved in the visits, typically performed by Children Services Administrator I (CSA I) or Supervising Children’s Social Worker (SCSW).
    - The **Monitor** whom supervises the visits to ensure child safety, typically performed by Human Services Aides (HSA).
  - In Phase I all user roles saw the same designed screen; Phase II limits access to features depending on the role. This feature decreases confusion as to what functions the user has access.
- Time2Connect logo redirects users to the home page.
- “Visit Details Page” fields to be required.
  - In Phase I, the Requester had the option to complete the following fields to provide additional information:
    - Visit concerns
    - Visit restrictions
    - Language/Cultural Needs
    - Special Health Conditions
    - Family Goal
    - Transportation
  - In Phase II, some information on each field is required for the Coordinator to accurately and safely schedule visits and for the Monitor to be aware of the family’s dynamics and needs to successfully supervise visits.
- Ability to schedule multiple children per visit with a single request. In Phase I, each child in a case needed a separate request.
- Ability to create/edit a parent/guardian phone number.
- Ability for parents/guardians/caregivers to receive notifications in different languages.
- Ability for the Coordinator to view the Monitor’s availability through their Outlook calendars.
- Addition of location options (i.e., pick-up, drop-off) for a scheduled visit.
- Addition of options under “transportation” during the visit scheduling flow.
  - This feature allows the Coordinator to assign someone as a transporter when needed.
- Ability to add transportation time before and after a visit for each child.
  - This optional feature allows the Coordinator to account for transportation time to accurately reflect a Monitor’s availability.
- Ability for the Coordinator to receive email notifications when an action needs to be taken.
  - This feature notifies the Coordinator when:
    - A Requestor submits a new visit request

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- A request has been unprocessed for 24 hours
- Anyone cancels a visit
- A new visit is scheduled

After the launch of Phase II in the initial pilot DCFS regional offices, the remaining regional offices and the Medical Case Management Section were offered training beginning in June 2021. An average of three (3) to four (4) DCFS regional offices were trained per month. The department-wide rollout was completed in November 2021. The trainings were conducted virtually and there was opportunity for other regional office staff to join if they missed the trainings for their home office. Additional make-up sessions were offered in December 2021, and they will continue to be offered in 2022. The trainings are not a prerequisite for staff to use the tool. For staff that are not able to attend the virtual trainings or would like to review steps, DCFS worked with a vendor to develop short training videos that highlight the workflow for each user role.

RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):

Since the tool's initial launch on April 1, 2021 through December 23, 2021, 361 Requesters, 61 Monitors and 33 Coordinators have utilized the tool. Three hundred thirty-eight (338) visitation requests have been submitted for 559 children. These requests have resulted in 1,547 scheduled visits for 2,292 children. One hundred ninety-nine (199) visits for 298 children have been documented in Time2Connect. Fifty-nine (59) visits were cancelled which were associated with 93 children.

A link to a Survey Monkey was emailed to the Requesters, Monitors and Coordinators prior to the training being offered in each regional office with questions regarding the time it takes to complete and submit a visitation request, document a visit and schedule a visit without using Time2Connect.

Six hundred and nine (609) Requesters completed the survey, and the responses indicated that the average number of minutes it takes to complete and submit a visitation request without utilizing Time2Connect is 90 minutes. One hundred and five (105) Monitors completed the survey, and the responses indicated that it takes an average of 47 minutes to document a visit without the tool. Twenty-seven (27) Coordinators completed the survey (there are far few less Coordinators than the other user roles, as most regional offices only have two (2) Coordinators), and the responses indicated that the average of minutes involved in scheduling and re-scheduling a visit without using Time2Connect is 34 minutes.

Requesters also responded that the average number of minutes involved in cancelling a visit without utilizing Time2Connect is 89 minutes.

Per Google Analytics, from April 1, 2021, through December 23, 2021, the average user session duration in Time2Connect was 4 minutes and 5 seconds. This information suggests that Time2Connect provides approximately the following time savings of staff work hours:

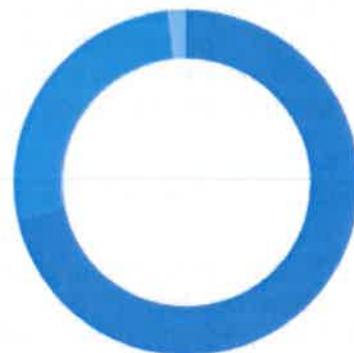
- Completing and submitting a visitation request—86 minutes
- Documenting a visit—43 minutes
- Scheduling and re-scheduling a visit—30 minutes
- Cancelling a visit—85 minutes

Therefore, thus far, about 29,068 minutes (or 484 hours) have been saved in completing and submitting requests. Eight thousand five hundred fifty-seven (8,557) minutes (or 142 hours)

**County of Los Angeles Quality and Productivity Commission  
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have been saved in documenting visits. Forty-six thousand four hundred ten (46,410) minutes (or 773 hours) have been saved in scheduling/re-scheduling visits. Five thousand fifteen (5,015) minutes or (83 hours) have been saved in cancelling visits. This amount of saved time can be redirected to meet other immediate needs families have.

Google Analytics also indicates that most users have logged in using a desktop, as depicted in the numbers below. However, almost a third have used a mobile device, which highlights the efficiency of the tool and allows staff to log on from the field when they do not have access to a computer.



  
Desktop  
71.6%

  
Mobile  
26.8%

  
Tablet  
1.6%

**DESCRIPTION OF SERVICE ENHANCEMENT (How has this project improved core services)**

Time2Connect allows staff to decrease the amount of time they spend scheduling, coordinating and documenting family visits. Visitation participants receive alerts via text message, phone call or email, with details of the visit and they are able to confirm or decline their participation prior to the visit. Visitation participants also receive reminder notifications, which can reduce the number of no-shows. In addition, Time2Connect enables staff to alert visitation participants of cancelled visits through text, phone call or email notifications by simply cancelling the visit in the system. Whereas participants of visits not scheduled through Time2Connect need to be contacted individually by staff. The time saved by utilizing Time2Connect can be redirected to meeting other family needs.

The response during trainings has been positive, with staff commenting that the system appears to be user friendly. During the maintenance and support period, Sidebench was able to work on some changes suggested by users to improve the tool's functionality and those changes have been deployed. The changes included:

- Displaying the age of the children for the Monitor who are responsible for transportation to know whether or not a car seat is needed;
- Separating the Language/Cultural Needs fields in the "Visit Detail Page" to reflect a field for Language Needs and one for Ethnic Racial Identity;
- Addition of a field for Sexual Orientation, Gender Identity and Expression (SOGIE) in the "Visit Details Page"; and
- Addition of a "Monitor Unavailable" check box to serve as an indicator to the Requester from the Coordinator that there is no Monitors available for their request.

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Many HSAs have been reassigned as Disaster Service Workers due to the pandemic. In December 2021, there were only 200 HSAs able to support the DCFS regional offices with the monitoring of visits. In addition, some HSAs work part-time, and as HSAs return to their regular duties, we hope to increase the utilization of the tool.

**ACCOUNTING OF FUND EXPENDITURES (Based upon budget submitted when the project was approved)**

The Discovery Phase of Time2Connect that cost \$70,000 was funded by Philanthropy. Phase I cost \$375,000 and it was funded by DCFS. DCFS used the Productivity Investment Fund (PIF) award of \$330,000 to fund the front-end of Phase II and DCFS funds to cover the \$400,000 for the back-end. In addition, there is a Purchase Order in place through July 2022, in the amount of \$21,503, to pay InTouch Connections, the vendor who sends the notifications.

DCFS has withdrawn and paid Sidebench the total PIF amount of \$330,000 for the following met milestones:

| <b>KEY MILESTONES</b>                     | <b>FUNDS PAID</b> |
|---|-------------------|
| Collecting and Analyzing Data             | \$19,640          |
| User Interviews and User Testing          | \$8,113           |
| Design Round 1                            | \$32,096          |
| Design Round 2                            | \$16,048          |
| Design Round 3                            | \$16,048          |
| Development Preparation                   | \$3,315           |
| Product Demo (Development Rounds 1 & 2)   | \$74,423          |
| Write and deliver product testing scripts | \$35,466          |
| Product Demo (Development Round 3)        | \$35,466          |
| Product Demo (Development Round 4)        | \$35,466          |
| Product Signoff                           | \$35,466          |
| Integration with BIS systems              | \$7,803           |
| Maintenance & Support – Month 1           | \$3,550           |
| Maintenance & Support – Month 2           | \$3,550           |
| Maintenance & Support – Month 3           | \$3,550           |
| <b>TOTAL</b>                              | <b>\$330,000</b>  |

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|  |  |   |
|--|--|---|
| Total Grant Amount: <u>\$ 330,000.00</u>   | Total Loan Amount: <u>NA</u>   | Total Withdrawn to Date: <u>\$330,000.00</u><br>Total Principal Repaid to Date: <u>NA</u><br>Total Interest Repaid to Date: <u>NA</u> |
| <p>Program Cost<br/>(Salaries and benefits; Services and Supplies;<br/>Fixed Assets; Other Charges)</p> <p>Total Program Cost: <u>\$1,196,503.00</u></p> | <p>Annual Cost Benefits:</p> <p>Please check one: ___ one time cost benefit <input checked="" type="checkbox"/> ongoing cost benefit</p> <p>Total estimated cost benefits in a 12-month period:</p> <ul style="list-style-type: none"> <li>• Savings: Time savings of:             <ul style="list-style-type: none"> <li>○ 86 minutes per each visitation request that is completed and submitted;</li> <li>○ 43 minutes for each visit that is documented;</li> <li>○ 30 minutes for each visit that is scheduled and re-scheduled; and</li> <li>○ 85 minutes for each visit that is cancelled</li> </ul> </li> <li>• Cost Avoidance: _____</li> <li>• Revenue: _____</li> </ul> |   |

Signature:   
Productivity Manager Name: Arman Depanion

1/13/2022  
Date

Signature:   
Department Head Name: Ginger Pryor

1/26/2022  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

**FINAL REPORT**

|  |                        |   |
|--|------------------------|---|
| Date   | Grant/Loan Number      |   |
| January 31, 2022   | 19.4                   |   |
| Department   |                        |   |
| District Attorney  |                        |   |
| Project Name   |                        |   |
| Robotic Processing of Exhibit Destruction Notifications  |                        |   |
| DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):   |                        |   |
| <p>Based on the recommendations from Phase 1 of the project, the UIPath Robotic Process Automation (RPA) software was purchased. A consultant obtained through an Enterprise Services Master Agreement (ESMA) work order was engaged to develop a solution to automate the processing of Notices of Intent to Destroy Evidence (NOIs) using the RPA software. The NOI solution was implemented in June 2021.</p>   |                        |   |
| RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):   |                        |   |
| <p>The automation of the NOI process using the UIPath software did not have the expected cost savings or improvements in efficiency predicted by the analysis and design performed in Phase I of the project. Automation of the NOI process depends on the solution's ability to accurately read key information from the scanned NOIs; however, this was not possible due to the quality of the scans and limitations of the Optical Character Recognition (OCR) software. In addition, the NOI process requires the solution to interact with the DA's legacy case management system, which created unanticipated challenges in setting up a secure operational environment. The DA's technical team continues to monitor and assess the NOI process to identify potential improvements. However, the Department and the County have realized several benefits from this project. By evaluating and recommending potential RPA software tools, this project paved the way for additional County departments to procure and utilize RPA tools in projects such as DPH's automation of public health reporting forms. This project also created an RPA environment that can securely access DA IT resources which enables the Department to automate additional processes (such as the user onboarding process which is currently in development). In addition, DA technical staff gained expertise in utilizing the RPA tools so that future automation projects (such as the previously mentioned onboarding project) can be developed in-house. Furthermore, this project resulted in valuable lessons that can be used as the Department looks to future automation projects such as the security and connectivity challenges of working with offshore technical resources, the challenge of accessing legacy applications with a bot, and the importance of designing a process that uses OCR appropriately. This project has proven that RPA has potential for reducing costs and creating efficiencies within the DA and has given the DA the ability to not only identify appropriate processes to automate, but the skills to automate those processes.</p> |                        |   |
| DESCRIPTION OF SERVICE ENHANCEMENT (How has this project improved core services)   |                        |   |
| <p>Although the NOI process was automated using the UIPath RPA software, issues with the quality of the information received from Superior Court limited the extent of expected efficiencies or cost savings. However, the DA now has a successfully implemented RPA environment which is being leveraged for other processes. Based on the knowledge received from this project, it has been determined that the ideal processes to automate would be those that are less complex and that do not depend on OCR. The DA will continue to identify more appropriate processes to automate and leverage the new existing RPA environment to automate these processes and realize cost reductions and improved efficiencies.</p>   |                        |   |
| ACCOUNTING OF FUND EXPENDITURES (Based upon budget submitted when the project was approved)  |                        |   |
| <p>Phase I (Analysis/Design/Recommendation) - \$100,000<br/> Purchase of UIPath Software - \$25,000<br/> Phase II (Development and Implementation) - \$125,000</p>   |                        |   |
| Total Grant Amount: \$ 250,000   | Total Loan Amount: \$0 | Total Withdrawn to Date: \$250,000<br>Total Principal Repaid to Date: <u>N/A</u><br>Total Interest Repaid to Date: <u>N/A</u> |

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|---|--|
| <p>Program Cost<br/>(Salaries and benefits; Services and Supplies;<br/>Fixed Assets; Other Charges)</p> <p>Total Program Cost: <u>\$250,000</u></p> | <p>Annual Cost Benefits:</p> <p>Please check one: <input checked="" type="checkbox"/> one time cost benefit <input type="checkbox"/> ongoing cost benefit</p> <p>Total estimated cost benefits in a 12-month period:</p> <ul style="list-style-type: none"><li>• Savings: _____</li><li>• Cost Avoidance: _____</li><li>• Revenue: _____</li></ul> |
|---|--|

Signature: Tracy Holcombe  
Productivity Manager Name: Tracy Holcombe

January 31, 2022  
Date

Signature:   
Department Head Name:

2-6-22  
Date

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|  |                            |
|--|----------------------------|
| Date<br>February 1, 2022   | Grant/Loan Number<br>20.21 |
| Department<br>Health Services  |                            |
| Project Name<br>Emergency Response to COVID-19   |                            |
| <p>DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):</p> <p>This was an emergency response to the fast-moving pandemic that has been dominating our lives for the past two years. The Los Angeles County Department of Health Services (DHS) requested support in purchasing laboratory equipment and the corresponding COVID-19 test kits. Purchasing the laboratory equipment without the corresponding test kits would have rendered the lab equipment useless. At the beginning of the pandemic, there was a nationwide shortage of available test equipment capable of effectively identifying the new virus. Prior to the implementation of the lab equipment and corresponding test kits, DHS staff cared for acute patients without being able to assess if they had COVID-19 or another respiratory issue.</p>   |                            |
| <p>RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):</p> <p>The new lab equipment enabled DHS to conduct in-house COVID-19 testing at a time when testing capacity was severely limited. Prior to having the ability to conduct in-house testing, DHS relied on an outside laboratory, which had a turnaround time of up to two weeks. With the lessons learned by our microbiology subject matter experts, we have continuously adapted our protocols and procedures in order to improve turnaround times from two weeks to less than 4 hours. We also quickly increased our productivity and the quality of our testing while simultaneously augmenting our ability to test larger sample sets in a shorter amount of time.</p> <p>With the recent availability of vaccines, boosters and at-home rapid tests, it is easy to forget how difficult it was at the beginning of the pandemic to obtain critical information on the incidence and prevalence of COVID-19 infection and to anticipate who would require a higher level of care.</p> <p>The data collected informed decisions on how to disseminate vital human and tangible resources efficiently and effectively. In-house testing significantly enabled DHS to begin tracking the progression of the virus throughout the County and measure the surges resulting from the variants. As of February 8, 2022, there have been 2,586,974 laboratory confirmed cases of Covid-19 in Los Angeles County, excluding Pasadena and Long Beach and 27,964 deaths, excluding Pasadena and Long Beach, which have their own Public Health Departments.</p> |                            |
| <p>DESCRIPTION OF SERVICE ENHANCEMENT (How has this project improved core services)</p> <p>The purchased instruments enabled testing for a panel of respiratory tests, which include but are not limited to: COVID-19, the common cold, FLU A/B, Respiratory syncytial virus (RSV) and four additional strains of seasonal coronavirus.</p> <p>Turnaround times were initially about 2 hours, which included preparation time and 70 minutes on the machines for each test to complete, assuming there wasn't a backlog of tests, which has occurred during each surge. Given that only one specimen could be run at a time, and that several tests were automatically included in the panel in addition to COVID-19, the number of patients that could be tested within a 24-hour period were limited. Key learnings from using the purchased instrument enabled our microbiologists to develop a differentiated COVID-19 testing strategy to meet the varying needs of patients. For example, we brought on board different testing equipment capable of running 4-26 patient specimens for COVID-19-only tests with shorter turnaround times, as well as a high throughput instrument that was capable of being continuously fed racks of 15 specimens at a time as they arrive, with</p>   |                            |

**County of Los Angeles Quality and Productivity Commission  
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a test result in 3½ hours after being placed on the instrument. The purchased instrument evolved to run specimens in those special situations where respiratory test for COVID-19 and other respiratory tests are needed. It is now effectively used primarily for pediatric patients who have a greater risk and likelihood of infection with other viral pathogens, or as requested by a physician.

DHS cares for some of the most vulnerable patients in the county, many of whom have underlying health conditions that make them susceptible to the most severe health outcomes of the virus. Operational and clinical learnings from using the equipment purchased, were used to select and purchase additional test instruments for other DHS Medical Centers to effectively serve more patients.

Since the beginning of the pandemic, DHS has tested 266,447 samples for Covid-19 from the beginning of the pandemic through February 8, 2022. Although the testing instrumentation and capabilities continue to evolve for efficiency and throughput improvements, the initial purchase of equipment made through this grant helped our laboratory staff to learn about the new coronavirus and adapt testing capabilities to handle fluctuating sample volumes and improve efficiencies. These learnings to adapt testing platforms enabled successfully handling the surge volumes over the past two years.

Since the original equipment purchase, we have expanded testing to five different testing platforms to serve the needs of the patients in the county and are now conducting several hundred COVID-19 tests per day for DHS patients.

**ACCOUNTING OF FUND EXPENDITURES (Based upon budget submitted when the project was approved)**

|  |   |  |
|--|---|--|
| Total Grant Amount: \$ 350,000   | Total Loan Amount: <u>\$1,150,000 offered and returned in its entirety to PIF</u>   | Total Withdrawn to Date: <u>\$350,000</u><br>Total Principal Repaid to Date:<br>Total Interest Repaid to Date: |
| Program Cost<br>(Salaries and benefits; Services and Supplies;<br>Fixed Assets; Other Charges)<br><br>Total Program Cost: <u>350,000</u> | Annual Cost Benefits:<br>Please check one: <input type="checkbox"/> one time cost benefit <input type="checkbox"/> ongoing cost benefit<br>Total estimated cost benefits in a 12-month period: <ul style="list-style-type: none"> <li>• Savings: <u>N/A</u></li> <li>• Cost Avoidance: <u>N/A</u></li> <li>• Revenue: <u>N/A</u></li> </ul> |  |

*C. Salgado-Sanchez*

Signature: \_\_\_\_\_  
 Productivity Manager Name: **Connie Salgado-Sanchez**

**February 8, 2022**  
 Date

*Christina R. Ghaly*

Signature: \_\_\_\_\_  
 Department Head Name: **Christina R. Ghaly, M.D.**

**February 10, 2022**  
 Date

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**FINAL REPORT**

|   |                   |
|---|-------------------|
| Date  | Grant/Loan Number |
| <b>January 26, 2022</b>   | <b>20.1</b>       |
| Department  |                   |
| <b>Department of Human Resources</b>  |                   |
| Project Name  |                   |
| <b>County Training Modernization Project</b>  |                   |
| DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):  |                   |
| <p>The County Training Modernization Project is designed to accomplish the following three goals.</p> <ol style="list-style-type: none"><li>1. Secure training for DHR-WED classroom instructors to transform the team's capacity and skillsets to enable in-house updating of current online trainings, as well as future capacity to build new on-line trainings. DHR-WED instructors successfully completed trainings the following trainings:<ol style="list-style-type: none"><li>a. Master Instructional Designer (Association for Talent Development)</li><li>b. Writing for Instructional Design (Association for Talent Development)</li><li>c. Rapid Video Development (Association for Talent Development)</li><li>d. Adobe Captivate Certified Professional (Adobe)</li></ol></li><li>2. Purchase a new Sexual Harassment Prevention Training through a vendor that meets the County's needs and satisfies new state requirements. DHR-WED secured new Sexual Harassment and Discrimination Prevention Training (SHDPT) through the vendor, EverFi, which includes an employee course and a supervisor course. A two-year license was purchased through PIF grant funds, and the new courses were launched in the Learning Management System on November 24, 2020.</li><li>3. Provision and configure an additional virtual server that will allow online courses to be downloaded and completed remotely on mobile devices. The LMS Mobility Project was completed in Fall 2020. DHR purchased a license for Saba Anywhere; and successfully loaded the tool, downloaded courses, completed the courses offline and completed the tests to Android and iOS (Apple) mobile devices. Following that, the devices were re-connected to Wi-Fi and training completions were automatically recorded in the Learning Net.</li></ol>  |                   |
| RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):  |                   |
| <ol style="list-style-type: none"><li>1. DHR-WED instructors earned the following professional certifications (see attached):<ol style="list-style-type: none"><li>a. Master Instructional Designer Certificate (Association for Talent Development)</li><li>b. Writing for Instructional Design Certificate (Association for Talent Development)</li><li>c. Rapid Video Development Certificate (Association for Talent Development)</li><li>d. Adobe Captivate Certified Professional (Adobe)</li></ol></li><li>2. The new Sexual Harassment and Discrimination Prevention Training courses (see attached screenshot) were customized to meet the County's needs and comply with new state requirements for sexual harassment prevention training. The new SHDPT trainings also fulfill County requirements for Employment Discrimination Prevention Training, which previously required managers and supervisors to complete a separate, additional course. Continued access to the training license in successive years will be covered by an annual flat rate billing fee, approved by the Auditor Controller, at a cost of \$0.58 per employee for Departments.</li><li>3. During implementation testing, remote training completions were successfully recorded in the Learning Net. However, downloading to and completing training on a Windows 10 laptop, which by 2020 had become the standard operating system version for County Windows devices, was not successful. Our version of the Saba LMS could only perform the offline training function on Windows 7 devices, which by February 2020 had been deemed obsolete by Microsoft. Saba then agreed to refund our costs for the Saba Anywhere licenses and implementation services. The refund, plus the remaining amount available from the grant, was then used for part of the implementation services cost to upgrade the County LMS. Cornerstone purchased Saba in April of 2020 and allowed us to upgrade to the cloud version of their flagship software, Cornerstone</li></ol> |                   |

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Learning (the County's new Learning Link; see attached screenshot). Cornerstone has the Learn app for iOS and Android mobile devices allows users to download training and complete it with or without a connection to the Internet.

**DESCRIPTION OF SERVICE ENHANCEMENT (How has this project improved core services)**

1. Trainings completed by DHR-WED staff increased their knowledge, skills, and capability to produce engaging, efficient, high-quality training, modernize our existing eLearning library, and increased DHR's capacity to build future online trainings in-house. Skillsets developed as a result of these trainings include: training needs assessment, effective writing and content development, instructional design, learning evaluation, efficient video design and production, and eLearning authoring through Adobe Captivate.

Building on the skillsets developed in these trainings, WED staff redeveloped and modernized the County's mandated FLSA training for newly appointed managers and supervisors and design the newly mandated Countywide Workplace Violence Prevention (WVP) Training. To date, over 1,100 managers and supervisors have completed the new FLSA training, and over 20,300 employees have completed the new WVP training. Newly trained WED staff are now designing a modernized version of the County's Reasonable Suspicion: Drug-Free Workplace Training, and the team is coordinating an updated version of the AB 1234 Ethics Training to complete the modernization of our entire Countywide mandated training library. In addition, WED staff will be training other DHR Divisions and Departmental training teams on rapid video development to increase their capacity to quickly create their own video training content.

2. To date, 30,894 employees have completed the new Sexual Harassment and Discrimination Prevention Trainings. This number meets expectations given the biennial requirement for employees to complete this training. DHR also expects that training completion rates for these courses will double by November 2022. County employees are now trained on both sexual harassment prevention and employment discrimination prevention in reduced time, and the following course description lists the topics that are now covered by the new courses:

SHDPT – Line Staff Version

This online course emphasizes the County of Los Angeles' commitment to creating and maintaining a workplace free from discrimination, harassment and retaliation. This course covers federal and state anti-harassment and nondiscrimination laws and a review and acknowledgment of the County's Policy of Equity. The course is designed to provide knowledge and tools to equip the learner with recognizing and avoiding illegal behavior, understanding gender and sexual orientation at work, recognizing abusive conduct and its negative effects, identifying how to be an active bystander, and outlining how to best respond to harassing and/or hostile behavior and other forms of misconduct. This course uses terminology, quizzes, case studies, and additional resources to engage and reinforce the learners' understanding of these important concepts. This course is compliant with California's most recent legal training requirements under Government code 12950.1 (Amended by Stats.2020, Ch.227, Sec. 1.)

SHDPT – Supervisor/Manager Version

This course emphasizes the County of Los Angeles' commitment to creating and maintaining a workplace free from discrimination, harassment and retaliation. This course covers federal and state anti-harassment and nondiscrimination laws and a review/acknowledgment of the County's Policy of Equity. The course is designed to provide knowledge and tools to equip managers with recognizing and avoiding illegal behavior, understanding gender and sexual orientation at work, and recognizing abusive conduct and its negative effects. The course also dives into manager responsibilities, including how to effectively report incidents of misconduct, avoiding retaliation, and how micro-aggressions can occur in the workplace. This course is compliant with California's most recent legal training requirements under Government code 12950.1 (Amended by Stats.2020, Ch.227, Sec. 1.) Managers will also receive Employment Discrimination Prevention Training (EDPT) credit after completing this course.

3. The upgraded LMS allows users of all mobile devices, including those which use Windows 10, iOS, and Android, the ability to complete training remotely, with or without a current internet connection. This allows for greater flexibility in learning and is expected to facilitate increased compliance with Countywide training mandates.

**ACCOUNTING OF FUND EXPENDITURES (Based upon budget submitted when the project was approved)**

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

1. eLearning and Instructional Design Training: \$67,045
2. Sexual Harassment and Discrimination Prevention Training: \$90,000
3. LMS Mobility Project: \$67,955

TOTAL: \$225,000

|   |   |   |
|---|---|---|
| Total Grant Amount: \$225,000   | Total Loan Amount: N/A  | Total Withdrawn to Date: \$225,000<br>Total Principal Repaid to Date: N/A<br>Total Interest Repaid to Date: N/A |
| <p>Program Cost<br/>(Salaries and benefits; Services and Supplies;<br/>Fixed Assets; Other Charges)</p> <p>Total Program Cost: <u>\$225,000</u></p> | <p>Annual Cost Benefits:</p> <p>Please check one: <input checked="" type="checkbox"/> one time cost benefit <input type="checkbox"/> NA <input type="checkbox"/> ongoing cost benefit</p> <p>Total estimated cost benefits in a 12-month period:</p> <ul style="list-style-type: none"> <li>• Savings: <u>NA</u></li> <li>• Cost Avoidance: <u>\$225,000</u></li> <li>• Revenue: <u>NA</u></li> </ul> |   |

Signature:   
Productivity Manager Name:

1-26-22  
Date

Signature:   
Department Head Name:

1/31/22  
Date



# Certificate of Completion

## David Miller

has earned the *ATD Master Instructional Designer™*  
*designation on this date of*

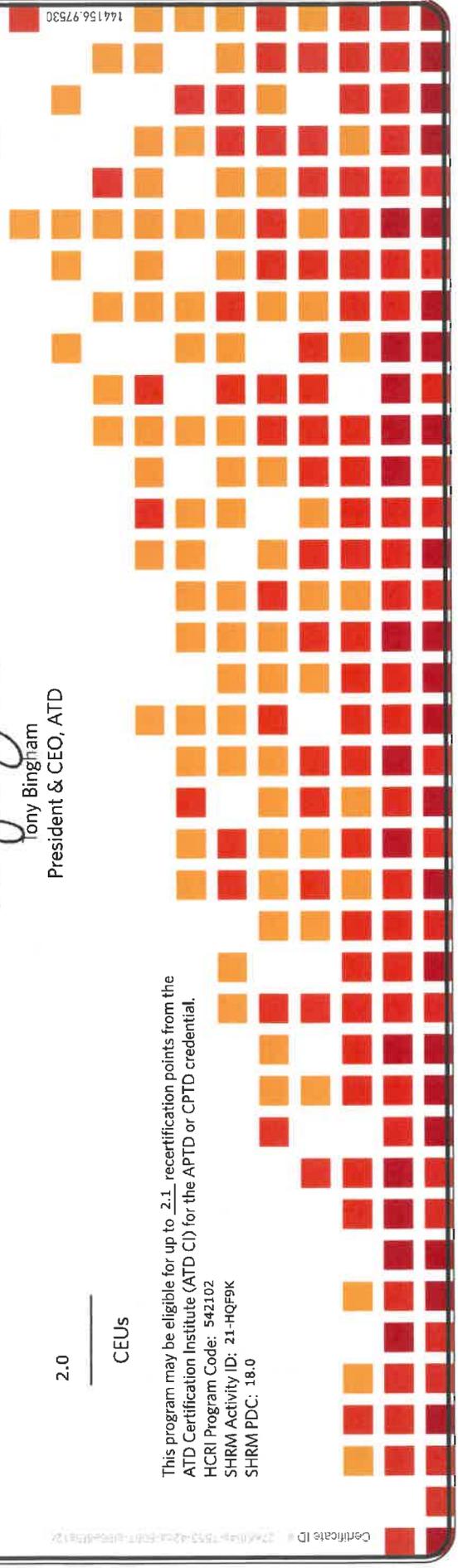
July 9, 2021

Tony Bingham  
President & CEO, ATD

2.0

CEUS

This program may be eligible for up to 2.1 recertification points from the ATD Certification Institute (ATD CI) for the APTD or CPTD credential.  
HCRI Program Code: 542102  
SHRM Activity ID: 21-HQF9K  
SHRM PDC: 18.0





# Certificate of Completion

is presented to

**David Miller**

for having successfully completed the ATD program

**Rapid Video Development for Learning Certificate**

on this date of

**June 18, 2021**

1.4

**CEUs**

This program may be eligible for up to **14.0** recertification points from the ATD Certification Institute (ATD CI) for the APTD or CPTD credential.

HRCI Program Code: **542002**

SHRM Activity ID: **21-CQD4D**

SHRM PDC: **14.0**



A handwritten signature in black ink that reads 'Tony Bingham'.

Tony Bingham, President & CEO, ATD



# Certificate of Completion

is presented to

**David Miller**

for having successfully completed the ATD program

**Writing for Instructional Design and Training Cert**

on this date of

June 7, 2021

1.4

**CEUs**

This program may be eligible for up to **14.0** recertification points from the ATD Certification Institute (ATD CI) for the APTD or CPTD credential.

HRCI Program Code: **540862**

SHRM Activity ID: **21-R5YTE**

SHRM PDC: **14.0**



A handwritten signature in black ink that reads 'Tony Bingham'.

Tony Bingham, President & CEO, ATD



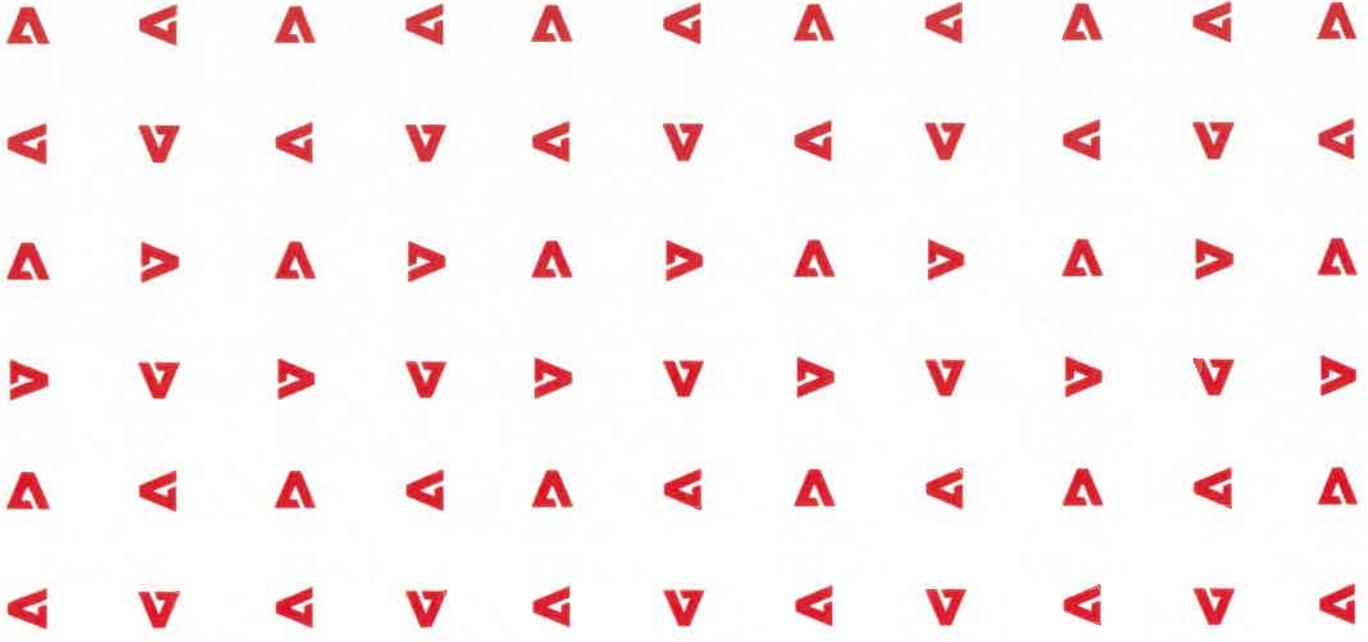
**David Miller**

has successfully completed the training requirements to be recognized as an

Adobe Certified Professional - Adobe Captivate

Shantanu Narayen  
Chairman, President and CEO  
Adobe

Certified: Friday, September 03, 2021  
Expires: Sunday, September 03, 2023  
Verification link: <https://www.certmetrics.com/adobe/public/verification.aspx>  
Verification code: BLBQM6C112FEQ35F



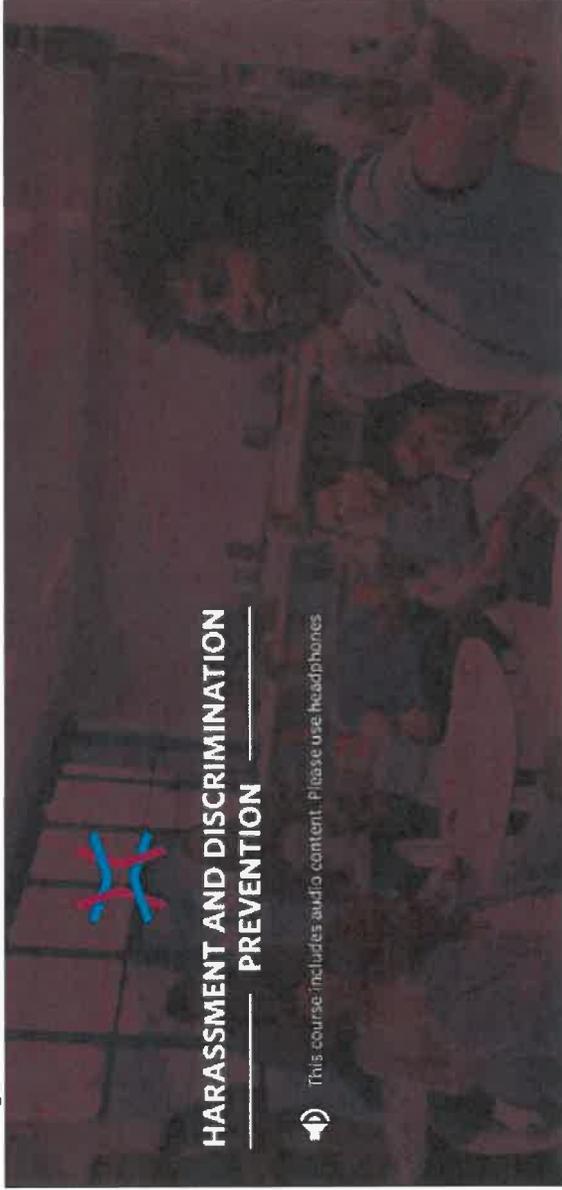
Prologue > Welcome

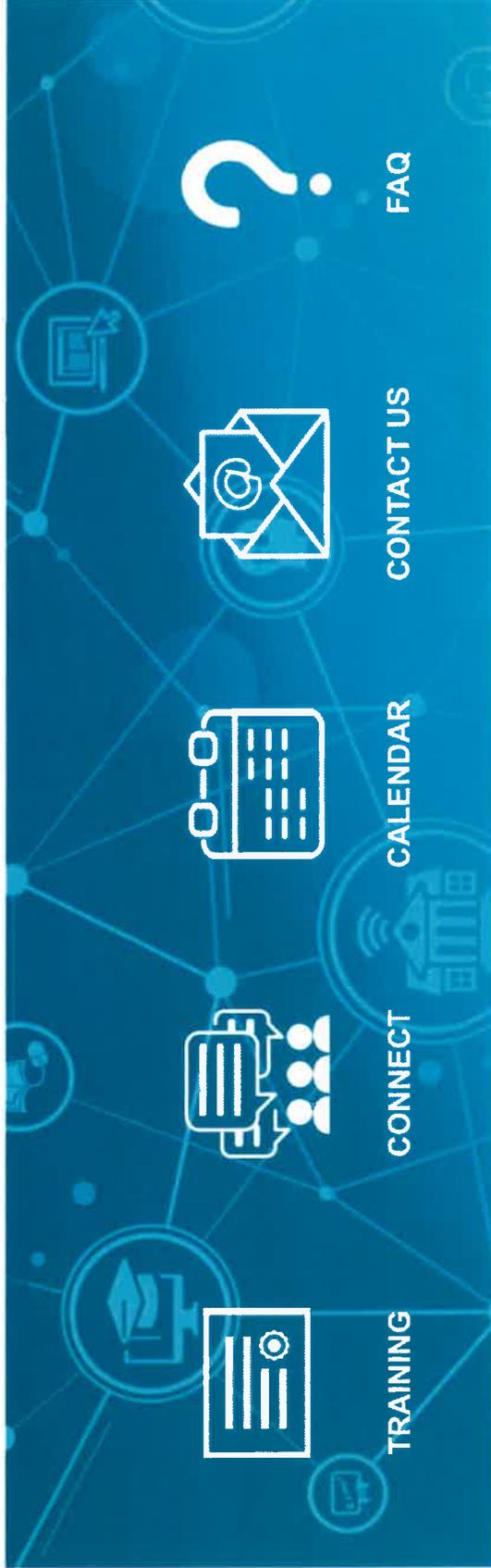


# HARASSMENT AND DISCRIMINATION PREVENTION



This course includes audio content. Please use headphones.





## Welcome, DAVID, to the Los Angeles County Learning Link!

Thank you for logging in to the Learning Link! Here, you can register for training and see required courses you'll need to complete. You can also track your progress and view transcripts, instructors can load and schedule training, and managers and supervisors can track training completion. Please take a few minutes to explore all of the other options now available to you.

### Your Inbox

**View Transcript**  
 (0 approved training selection(s))  
 (Registered for 12 training selection(s))

### Your Transcript

|   | Due Date | Action |
|---|----------|--------|
| Transgender Awareness: Working With Constituents & Colleagues | None     | Launch |
| Supervising a Returning DSJ                                   | None     | Launch |
| FLSA Essentials for Supervisors                               | None     | Launch |



cornerstone



**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

**FINAL REPORT**

|  |                                 |
|--|---------------------------------|
| Date<br>December 15, 2021  | Grant/Loan Number<br>CAMS 19.21 |
| Department<br>Internal Services Department   |                                 |
| Project Name<br>CAMS Productivity Modernization  |                                 |
| DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):   |                                 |
| <p><b>Discovery Analysis</b> - the CAMS Discovery sessions were held with jurisdictions to initiate communication and establish their responsibility as an addressing authority within the County of Los Angeles. 42 key stakeholders' jurisdictions accepted and responded to the initial outreach; Meetings were scheduled from October 2020 to December 2021. From these conversations and follow-up conversations, several jurisdictions were not fully aware of the CAMS Program. Other jurisdictions cited several reasons for not participating before this outreach. Those reasons included:</p> <ul style="list-style-type: none"><li>• Access to CAMS Application,</li><li>• Functionality Issues</li><li>• Lack of Staffing Resources</li><li>• Lack of Training on Addressing</li></ul> <p>As a result of the Discovery sessions, the CAMS program gained an understanding of the challenges facing City Jurisdictions participating in the CAMS Modernization process and used this information to inform the remainder of the project.</p> <p><b>Educational Workshop(s)</b> – the phase of educational workshops occurred October 2020 to May 2021 and provided jurisdictions the ability to ask questions of experts on topics of best practices in relation to managing addresses. These sessions were held virtually with an attendance rate averaging 27% of the 88 City Jurisdictions. The recordings of these educational sessions have gained viewership of 149 views, with limited access through the CAMS HUB Site, which has gained over 6,000 views in the last year. These sessions were well received, and most jurisdictions suggested continuing the educational component of this project into the future, as there is a lack of resource available for jurisdictions and their responsibilities as addressing authorities.</p> <p><b>Technical Infrastructure</b> – Building out the technical infrastructure to allow jurisdictions to contribute and quality check their data using the 1Spatial 1Integrate/1Datagateway products. Developing quality measures with select jurisdictions as case studies, resulted in the development of two (2) data translation processes, the first to modify the city's schema into CAMS and secondly to modify the schema into the National Civic Address Exchange Format (this format is continually developing and was modified mid-project.). The quality measures, beyond the schema were also developed to address concerns from jurisdictions resulting in data quality issues. The measures range from simple checks, such as identifying duplicates, to more advanced cross dataset analysis for completeness.</p> <p><b>System Design &amp; Implementation Plan Document</b> – The scope of future work required to ensure the progress of the CAMS Program. The Technical infrastructure development rectified the 88 cities ability to contribute data into CAMS, but the PIF sponsored portion of the CAMS modernization is only a part of the complete overhaul. The components discussed in the discovery sessions, educational workshops, and the continual interaction with City Jurisdictions, established the path for a continued modernization of an aging system and continued socialization of the addressing's foundational importance to the business of Government services.</p> |                                 |

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):

Although many of the results of the CAMS Productivity Modernization Project are limited to developing relationships and educational development of City jurisdictions, there were also several trackable metrics.

The outreach and developed content services resulted in:

- 5% improvement in address data quality
- 137 'addressing' contacts confirmed within 88 City jurisdictions
- 149 views on recorded presentations
- 500% increase in CAMS locator utilization
- 200 download of CAMS datasets
- 35,072 utilization of CAMS public website

The technical infrastructure developed termed, CAMS Datagateway (where City jurisdictions submit authoritative data) has the current utilizations statistics since August 2021:

- 46 total registered users
- 8 active city jurisdiction users
- 46 submitted datasets checks
- Approximately 5,000,000 address points processed
- Approximately 300,000 road segments processed

There are several lessons learned throughout the productivity modernization of the CAMS program. With 88 City jurisdictions, more than any other County in the Nation, having those jurisdictions acknowledge the responsibility and authority for road naming and address assignments, marketing and education is significant. The outreach efforts achieved by utilizing the Productivity Innovation Funding, allowed this process to jumpstart and prepare for the future self-sustaining and collaboration efforts of other Countywide projects. Implementing the technical infrastructure as a part of the productivity modernization of the CAMS program allowed for the automated processing of datasets that are repeatable and can be utilized for data quality outside of just the road segment and address point development.

The collaborations initiated by the CAMS Modernization has led to several efforts statewide, such as establishing an authoritative county boundary and using the technical developments learned for aggregating addresses at a state level. These broader results showcase CAMS as leading the progress on the potential for geospatial data collaborations.

DESCRIPTION OF SERVICE ENHANCEMENT (How has this project improved core services)

The core eGIS service of providing a centralized address management system, facilitates departmental utilization with geo-search functionality (such as locators), to take tables of customer address' from forms or surveys and identify the precise location and extract services available via departmental service area. CAMS provides departments access to on-premises and secure data to maintain absolute privacy when analyzing protected information, such as Public Health concern cases. This allows departments to reduce overall cost of 3<sup>rd</sup> party services and decreases liability of potentially releasing protected information.

By using a new automated system and workflow to identify missing or incorrect address information, the CAMS Modernization project, has reduced the change-ticket submissions in the last year by 25%, even as the overall data and service utilization has increased by over 500%.

Through the modernization efforts, the 88 Cities within Los Angeles County, are now connected and coordinating address development. The CAMS network of professionals developed best practices and shared information regarding changes in building development specifications and the United States Postal Service standards. The collaboration opportunities that fostered County-City-Agency coordination and relationship development will continue as the ever-increasing need and exposure of CAMS grows. Overall, the implementation of the Quality and Productivity Commissions, productivity investments funding has greatly improved the CAMS Service for providing authoritative addresses (residential, commercial,

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

and public facilities), and is currently deployed as a critical part of many departments' missions.

ACCOUNTING OF FUND EXPENDITURES (Based upon budget submitted when the project was approved)

Original QPC Funding Breakdown

|   |                    |
|---|--------------------|
| Contractor Services:                                | \$378,000          |
| Task: Conduct Discovery session with County         |                    |
| Depts, Addressing Authorities, & external Partners. |                    |
| E1-111 WO   | Actual - \$396,006 |
| <br>  |                    |
| Data/software Licenses:                             | \$58,700           |
| 1Spatial (1Integrate & Datagateway)                 |                    |
| FME   | Actual - \$79,500  |
| <br>  |                    |
| Training & Software Consultancy                     | \$59,800           |
| 1Spatial  | Actual - \$46,600  |
| <br>  |                    |
| Total   | \$496,500          |
| PIF Total:  | \$496,500          |

ISD provided supplemental funding to cover additional software licensing caused by programmatic delays, resulting from COVID.

|   |   |   |
|---|---|---|
| Total Grant Amount: \$ 496,500  | Total Loan Amount: \$   | Total Withdrawn to Date: \$496,500<br>Total Principal Repaid to Date:<br>Total Interest Repaid to Date: |
| Program Cost<br>(Salaries and benefits; Services and Supplies;<br>Fixed Assets; Other Charges)<br><br>Total Program Cost: _____ | Annual Cost Benefits:<br>Please check one: ___ one time cost benefit <input checked="" type="checkbox"/> ongoing cost benefit<br>Total estimated cost benefits in a 12-month period:<br><ul style="list-style-type: none"> <li>• Savings: _____</li> <li>• Cost Avoidance: ___ 5 FTE _____</li> <li>• Revenue: _____</li> </ul> |   |

Signature: \_\_\_\_\_  
Productivity Manager Name:

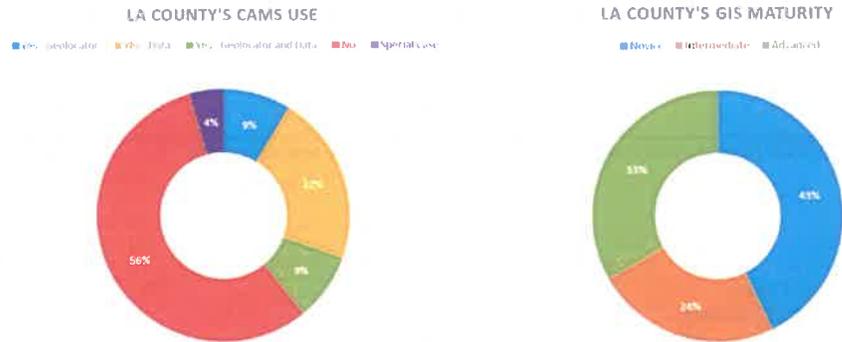
\_\_\_\_\_  
Date

Signature: *Selwyn Hollins*  
Department Head Name: *Selwyn Hollins*

*2-4-22*  
\_\_\_\_\_  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

**Image Attachments:**



**Image 1: CAMS discovery session summary. Left Chart: CAMS usage or knowledge of CAMS within the jurisdictions, where 56% had not known of CAMS existence or used any CAMS service. Right Chart: 43% of jurisdictions have limited access to GIS professional services to assist with addressing.**

[CAMS Home](#) | [Explore CAMS Program](#) | [CAMS Modernization](#) | [Next Generation 9-1-1](#) | [CAMS DataGateway Portal Information](#)



**Image 2: CAMS site allowing access for jurisdictions and the public to access the resources of CAMS. This includes data downloads, development documents, and educational workshop recordings. This site is updated with continual information and outreach opportunities for the benefit of addressing within LA County and the State of California.**



**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

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**Original QPC Funding Breakdown**

|   |                    |
|---|--------------------|
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| 1Spatial (1Integrate & Datagateway)<br>FME  | Actual - \$79,500  |
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| PIF Total:  | \$496,500          |

ISD provided supplemental funding to cover additional software licensing caused by programmatic delays, resulting from COVID.

Total Grant Amount: \$ 496,500

Total Loan Amount: \$

Total Withdrawn to Date: \$496,500  
Total Principal Repaid to Date:  
Total Interest Repaid to Date:

Program Cost  
(Salaries and benefits; Services and Supplies;  
Fixed Assets; Other Charges)

Total Program Cost: \_\_\_\_\_

Annual Cost Benefits:

Please check one: \_\_\_ one time cost benefit  ongoing cost benefit

Total estimated cost benefits in a 12-month period:

- Savings: \_\_\_\_\_
- Cost Avoidance: \_\_5 FTE\_\_\_\_\_
- Revenue: \_\_\_\_\_

Signature: \_\_\_\_\_  
Productivity Manager Name:

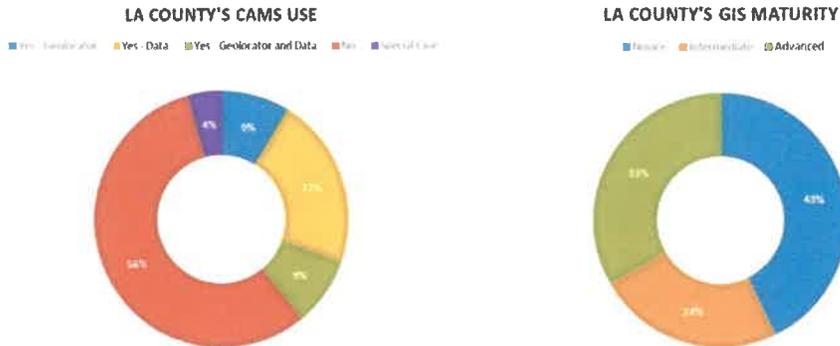
1/31/2022  
Date

Signature: \_\_\_\_\_  
Department Head Name:

Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

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[CAMS Home](#)   [Explore CAMS Program](#)   [CAMS Modernization](#)   [Next Generation 9-1-1](#)   [CAMS DataGateway Portal Information](#)

[CAMS Data](#)

[CAMS Applications](#)

[CAMS GeoSearch](#)



**Image 2: CAMS site allowing access for jurisdictions and the public to access the resources of CAMS. This includes data downloads, development documents, and educational workshop recordings. This site is updated with continual information and outreach opportunities for the benefit of addressing within LA County and the State of California.**



**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

**Image 3: Concept for contributing data from addressing authorities within the County of Los Angeles, where the technical developments of the CAMS modernization provide the ability to combine and define authoritative datasets in an consistent format for it's variety of utilizations.**

**1spatialplatform**

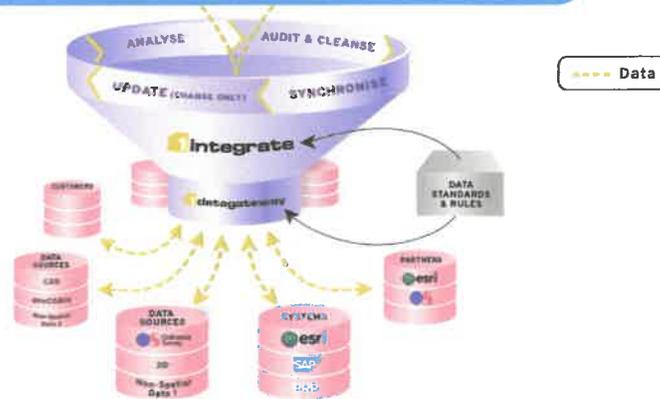
CAMS Data  
(department & public use)

**CAMS Datagateway Interface**  
*(For Cities to submit data for Quality Checks & Change Detection.)*

Business applications

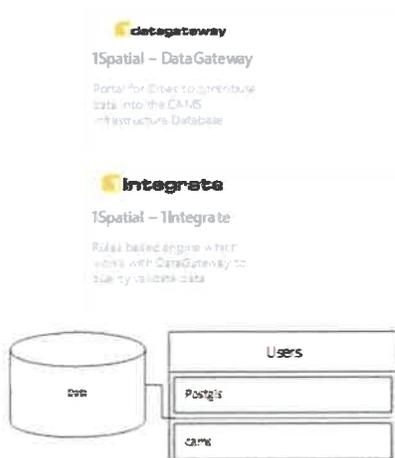
Data management and data governance

External data sources and data standards



**Image 4: CAMS Datagateway data workflow process. As data is submitted, it runs through various processes to ensure consistency before being published to the various use-cases.**

AWS - EC2 Instance

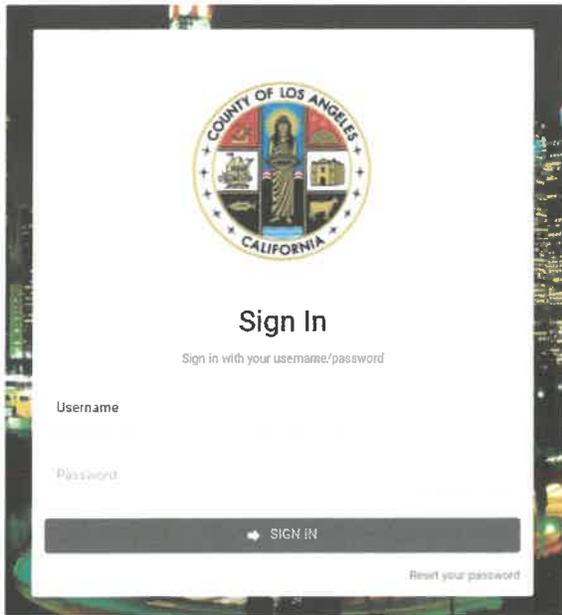


**Image 5: CAMS technical deployment of 1Spatial products and Postgres database on Amazon web services. Allowing the technical components together on a platform reduces network latency.**



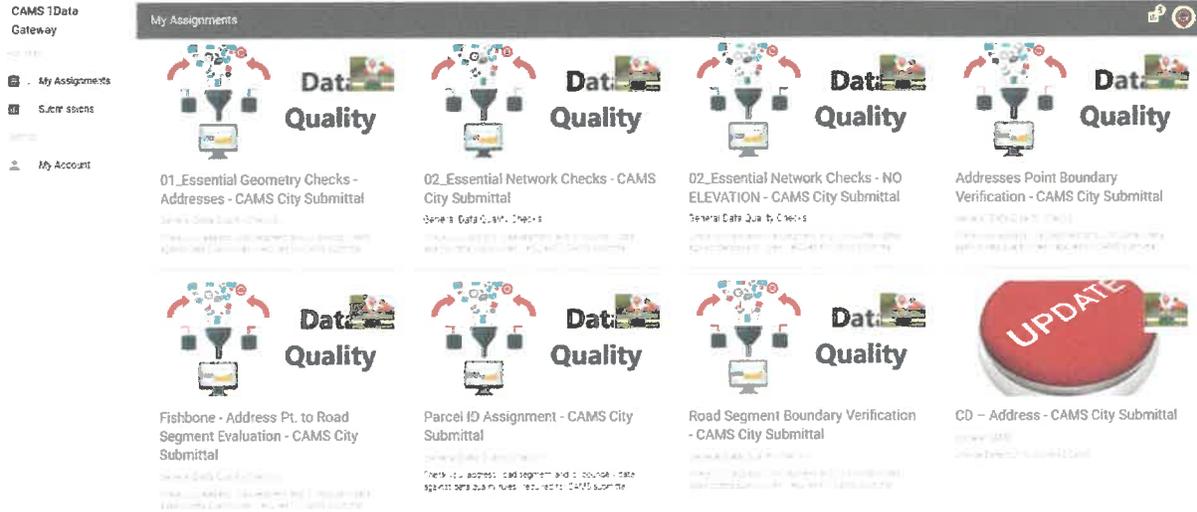
**Image 6: Administrative summary of the utilization of the CAMS Datagateway platform interface.**

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**



**Image 7: Website developed as the front-end for City Jurisdictions to access the platform to perform quality checks and address related submittals.**

## County of Los Angeles Quality and Productivity Commission PRODUCTIVITY INVESTMENT FUND FINAL REPORT



**Image 8: CAMS Datagateway portal interface, where city jurisdiction representatives select assignments to validate and submit their data.**

| General Data Quality Checks - 02_Essential Network Checks   |   |                     |        |
|---|---|---------------------|--------|
| Submission finished successfully  |   |                     |        |
| Supplier: City of Whittier<br>Submitted by: Julia Sutton (julsutton@cityofwhittier.org)<br>Submitted on: Jul 28, 2021 8:25 AM |   |                     |        |
| Open Data - Finished  |   |                     |        |
| Class   | Features  | Errors              |        |
| Street_Centerlines  | 3185 features processed                                       | 0                   |        |
| Open Data - Finished  |   |                     |        |
| Class   | Features  | Errors              |        |
| Markup_Sessions   | 0 features processed  | 0                   |        |
| Apply Action Map - 0 / 3185 features valid  |   |                     |        |
| Rule  | Action  | Result              | Errors |
| Check that NENA, Global by Unique ID is populated   | Populate NENA, Global by Unique ID                            | 0 non-conformances  | 0      |
| Apply Action Map - 3185 / 3185 features valid   |   |                     |        |
| Rule  | Action  | Result              | Errors |
| ERDC-01 - Roads must have a rounded   | ERDC-01 - Roads does not have rounded                         | 0 non-conformances  | 0      |
| Apply Action Map - 3182 / 3185 features valid   |   |                     |        |
| Rule  | Action  | Result              | Errors |
| ERDC-02 - Road geometry must not be too short   | ERDC-02 - Road is too Short                                   | 3 non-conformances  | 0      |
| Apply Action Map - 3183 / 3185 features valid   |   |                     |        |
| Rule  | Action  | Result              | Errors |
| ERDC-03 - Check for Loose Start/End Points  | ERDC-03 - Markup-Closed Loop Locations                        | 2 non-conformances  | 0      |
| Apply Action Map - 3164 / 3185 features valid   |   |                     |        |
| Rule  | Action  | Result              | Errors |
| ERDC-04 - Roads must intersect at start & end points  | ERDC-04 - Markup-Invalid Road Connectivity                    | 21 non-conformances | 0      |
| Apply Action Map - 3166 / 3185 features valid   |   |                     |        |
| Rule  | Action  | Result              | Errors |
| ERDC-05 - Road must be void of overhangs and underhangs   | ERDC-05 - Markup-Overhangs and Underhangs                     | 19 non-conformances | 0      |
| Apply Action Map - 3185 / 3185 features valid   |   |                     |        |
| Rule  | Action  | Result              | Errors |
| ERDC-01 - Check for Duplicate RouteIDs  | ERDC-01 - Markup-Route Duplicate RouteIDs                     | 0 non-conformances  | 0      |
| Apply Action Map - 3185 / 3185 features valid with 3185 errors  |   |                     |        |
| Rule  | Action  | Result              | Errors |
| ERDC-02 - Measures not Null & a Number  | ERDC-02 - Markup-Route Measure not Null & a Number            | 0 non-conformances  | 3185   |
| Apply Action Map - 3185 / 3185 features valid with 3185 errors  |   |                     |        |
| Rule  | Action  | Result              | Errors |
| ERDC-03 - Check Min-Max measure against Start/End Measure   | ERDC-03 - Markup-Min and Max aren't at Start and End          | 0 non-conformances  | 3185   |
| Apply Action Map - 3185 / 3185 features valid with 3185 errors  |   |                     |        |
| Rule  | Action  | Result              | Errors |
| ERDC-04 - Measure is Monotonic Increasing   | ERDC-04 - Markup-Route Measure is Monotonic Increasing v0.2.0 | 0 non-conformances  | 3185   |
| Apply Action - Finished   |   |                     |        |
| Action  | Processed   | Errors              |        |
| Create MARKUP_AREA Summary  | 0   | 0                   |        |
| Create MARKUP_LINE Summary  | 0   | 0                   |        |
| Create MARKUP_POINT Summary   | 25  | 0                   |        |
| Create MARKUP_TABLE Summary   | 0   | 0                   |        |
| Copy To - Finished  |   |                     |        |
| Class   | Features  | Errors              |        |
| Markup_Area   | 0 features processed  | 0                   |        |
| Markup_Fishbone   | 0 features processed  | 0                   |        |
| Markup_Line   | 0 features processed  | 0                   |        |
| Markup_Point  | 25 features processed   | 0                   |        |
| Markup_Summary  | 4 features processed  | 0                   |        |
| Markup_Table  | 0 features processed  | 0                   |        |
| Markup_Session  | 0 features processed  | 0                   |        |

**Image 9: Submission report for the City of Whittier. Illustrating several non-conforming records of road segments within the City. After remediation the City staff can resubmit and further improve data.**

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

**FINAL REPORT**

|                                 |                                   |
|---------------------------------|-----------------------------------|
| Date<br><b>January 11, 2022</b> | Grant/Loan Number<br><b>20.13</b> |
|---------------------------------|-----------------------------------|

Department  
**Parks and Recreation**

Project Name  
**Sowing the Seeds for Success: Business Enterprise Enhancements at South Coast Botanic Garden**

**DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):**

The County of Los Angeles Department of Parks and Recreation (DPR) has had the pleasure of partnering with the South Coast Botanic Garden Foundation (Foundation) in bringing unique horticultural experiences to the County of Los Angeles. This partnership means that the 87-acre property can continue to present an inspiring example of land reclamation and reform, while providing a space for respite, fitness, and environmental and biological education for all to enjoy.

On July 1, 2020, the Foundation began the implementation of a new Customer Relationship Management (CRM) system with website integration to improve enterprise-wide business operations. The tool selected for the project was Blackbaud's Altru – an integrated ticketing, membership development and facility rental tool.

The implementation began during the global COVID-19 pandemic, which placed unusual constraints on the project while also allowing for unique opportunities. With Blackbaud Altru staff working via WebEx, and portions of the team working remotely and some on-site, the on-line workshops and coaching sessions were ultimately extremely convenient. On-line training was flexible, and configuration sessions were easily booked with flexible schedules in place. Some of the challenges involved the influx of visitorship and membership that the Foundation was dealing with – which the project took time away from. The positive, however, was the knowledge that we were putting important infrastructure into place in order to retain these guests and members.

Over the course of six months the team worked through plans to configure the new tool for our unique specifications. We walked through reporting requirements, set ticketing procedures, creatively integrated COVID health protocols into the purchase paths, set up membership benefit packages, and created working plans for refining our data entry practices. We also cleaned our existing data from the eight preexisting systems and, we worked with the integration tools for connecting our new system to Constant Contact email program and our digital membership card program. After many hours of configuring, training, and testing, the new CRM went live January 26, 2021.

As we gain more comfort with our new system we can do more and more. The Special Events department, for instance, is now using the system to track customer inquiries and quotes to ensure consistency of messaging and to follow up with clients in order to close their sales. The Development Office is in the midst of implementing a moves management process by which they can track the movement of prospects along a philanthropic cycle.

Overall, through increased business efficiencies, the project has greatly improved the level of service DPR can provide to the community. The new system has been instrumental to our pandemic operations and is already allowing for institutional growth, excellence in garden presentation, and new capital improvement projects.

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**RESULTS OF THE PROJECT** (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):

DPR is incredibly grateful for the transformational investment of the Quality and Productivity Commission. The new CRM tools mean that we can serve the public through vibrant nature programming and enticing plant displays and we can ensure access to as many people as possible – even during a global pandemic.

While the CRM project had been planned long before the COVID-19 pandemic, the grant request period coincided with the beginning of the crisis. When the pandemic struck, like many organizations, we weren't sure exactly how we would survive. And, to our delight, visitors began to visit in droves. When access to other recreational facilities were limited, visitors came to the facility like a tidal wave, in an unrelenting swell of support. While this was incredibly positive, it also meant that our customer relationship management processes needed attention more urgently than ever. With eight different systems in place and antiquated fulfillment processes, staff was falling behind.

And so, even though the project was challenging to launch during work from home conditions and an intense spike in visitation, the launch of the project in June 2020 was critical to the success the facility is enjoying today – whereby we can now encourage those “pandemic visitors” to repeat their visits to the facility and renew their memberships. In all, visitorship swelled to 345,000 during the height of the pandemic and the new CRM system is a major tool for us to keep these guests coming back and renewing their support.

In all, the Foundation was able to eliminate the use of eight systems in favor of using Blackbaud Altru. The eight systems eliminated were:

- 1) PayPal - on-line donation and member transaction processing
- 2) Fronds - Member and development database
- 3) ACME - ticketing and box office
- 4) MX Merchant - credit card merchant
- 5) CalendarWiz - Space and resource management
- 6) Woo Commerce - Online shopping cart and payment path management
- 7) WeddingWire - Client management
- 8) Microsoft Excel - Spreadsheets for volunteer management, ticket reconciliation and pledge tracking

There were some advantages to launching the project during the global pandemic, namely, in the way that our visitors were willing to oblige our requests to change their visiting habits. For instance, in January 2021 we invited our 16,000+ members to register for the new Blackbaud Altru site in order to redeem their member benefits. While we experienced a few hiccups along the way, the transition was overwhelmingly smooth because we found our guests to be exceptionally adaptable and amenable to our requests as a result of the pandemic. (After being asked to wear masks, physically distance, book advanced tickets, our visitors were basically used to being asked to put more effort into coordinating their visits.) The registration process means that we can contact guests in the instance of a cancellation, we can alert guests of potential hazards (fallen trees for instance) and we can provide better service.

In addition to Blackbaud Altru, we launched three additional integrated tools – Omatic to connect with the Constant Contact email marketing tool and keep data clean between the two systems, Cuseum for digital membership cards, and VolunteerHub for volunteer management.

Specific results of our CRM launch where immediate improvements were noted include:

- 1) **Membership Fulfillment** - The former membership process required new physical cards to be printed, folded and inserted in envelopes, and postage to be affixed at a rate of roughly 300 memberships per week. The process was time consuming and has a large margin for error. This meant that members were waiting up to two weeks to receive their new benefits. With the new system, a majority of members

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now receive online cards within 24 hours. The new cards download into digital wallets on smartphones where members can book reservations and renew their membership by clicking on links on their new digital cards. It is estimated that the facility is saving roughly \$10,000 in postage and printing and another \$15,000 on labor annually with this new process.

2) **Parking Lot Control** - Altru has improved and increased the facility's visitation throughout by providing the new ability to administer self-served "timed tickets" that can distribute visitorship throughout the day. By setting ticket capacity hourly, we are encouraging guests to plan their visit times in a way that helps us manage the limitations of our small parking lot. By distributing visitorship throughout the day, we are now able to serve more people. (Whereas previously guests would be turned away when our lot was full.)

3) **Membership** - While the visitation and membership was already growing before Blackbaud Altru implementation, the new CRM system has allowed us to retain those audiences with integrated data. We can now follow up with guests that haven't visited in a while, and we can request renewal of membership on-line. The Foundation has surpassed the projections cited in our initial PIF proposal, with 15,000 members outpacing the 12,000-14,000 we had projected.

4) **Entry-level Donations** - A new feature on our ticket check-out process is helping to create a culture of philanthropy and a new revenue stream as well. With every ticket reservation or membership purchase our guests are prompted to consider a philanthropic gift. This new feature reminds our guests that we are a charitable organization while also stimulating revenues. We estimate that we will receive a total of \$40,000 in donations by the one-year mark of launching this new tool.

**DESCRIPTION OF SERVICE ENHANCEMENT (How has this project improved core services)**

This project has made many, many incremental improvements to our business practices, several of which we will describe below. But the overall service enhancement has meant that we are welcoming more people into nature than ever before and connecting the community with the facility's mission to connect ALL to the wonders of nature and create experiences that inspire stewardship and sustainability. Whether it is children taking afternoon walks with their parents after a long day of on-line learning, school groups enjoying a much-needed excursion to our new SOAR butterfly pavilion, or seniors taking a New Year's walk, the facility is a place that is feeding the souls of our community better than ever – thanks to the new CRM system that has been put in place.

Last week we received an inquiry from a guest that asked us to look up how many times she visited the facility in the last year, because she had set a resolution/goal to visit once per week. Prior to our Altru implementation, we would not have been able to answer her question. The answer? She visited 54 times in calendar year 2021. When she received our response she said "The Garden has been a life-line for me this year – you have no idea how meaningful your work is, whether taking tickets or planting new collections. With all of the hardships of the COVID-19 pandemic, the loneliness within my home, and the inability to see my friends and family, the trees, plants and programs of South Coast Botanic Garden were really there for me."

During this past year the Foundation has produced extraordinary programs in response to the increased desire for the community to visit – transforming ticket revenues and membership support into wonderful experiences. New programs include: a new Butterfly Pavilion which offered the opportunity to get close to butterflies inside a new enclosure, a new water wise garden in our promenade to provide a more cohesive entrance experience for our guests, a nighttime light experience, GLOW, which offered the opportunity for guests to visit safely with family during the darkest moments of the pandemic, a newly unveiled Staghorn Fern Collection and seating area and a monthly treasure hunt program which encouraged repeat visitation..

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Beyond these personal stories, of course there were many “nuts and bolts” improvements made to our systems. Below is a sampling of some of these improvements:

New functionalities and productivity improvements are expected to continue into the future as we deploy different aspects of the system for different visitor experiences. This includes the use of data-driven email marketing campaigns that will connect visitors with experiences that will appeal to them, the transition to digital fulfillment for membership, the launch of auto-renewal memberships, and the tracking of facility rentals and other resources with the calendar functionality. Further, as the pandemic operations begin to lift, we look forward to utilizing the new system for programs that have been temporarily put on hold, including school visits and classes.

Since Altru's implementation completed January 26, 2021, every core business service that utilizes Altru has been enhanced:

**1. MEMBERSHIP**

**A. Digitization**

Prior to Altru, all membership cards (new and renewal) required a laborious process that utilized several software applications and typically resulted in a two-week turnaround time for a new card. Countless staff time and thousands of wasted dollars were utilized on postage, stationary, and physically stuffing envelopes.

With Altru, a majority of the membership card process is now automated and processed simultaneously. From immediate thank you letters to facilitating a self-serve website 24/7, Altru was more than an enhancement, it was a complete makeover and upgrade.

**B. Customer Experience**

Although we prefer live-staff communication with our community, there simply is not enough manpower available to steward over 15,000 members individually. Altru became a phenomenal solution to the facility's scalability.

Transaction acknowledgement in the past was subpar, often resulting in over two weeks for a stewardship letter to be mailed. With such a slow turnaround time, the customer experience was continuously hindered by our inability to process communication in a timely manner. To complicate matters, the laborious online experience for customers often resulted in frustration and eventually abandonment leading them to call our staff to process their transaction.

**2. DONORS**

**A. Wealth Screening**

The Altru suite of applications also includes a useful wealth screening tool that helps to direct where our development staff spends their time in cultivating donors with high capacity and propensity to make high-impact contributions.

This tool has already assisted the Foundation in curating a “Top 250” prospect list for our capital campaign. A massive time-saver from scouring a vast database, this has provided our development team with a solid foundation to initiate cultivation with.

**B. Enhanced Stewardship**

The donor database is now organized and capable of pulling data in nearly every format and parameter. This has enhanced donor stewardship by allowing our development team to customize a target demographic, and actively schedule communications no matter the size of the group.

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**3) SPECIAL EVENTS**

Prior to Altru, scheduling involved the usage of several software in order to complete a booking. It was a complicated process, only further challenging whenever an event was postponed, or a refund was requested.

That is no longer the case with Altru since refunds are simple, and scheduling is portrayed in a much cleaner format that is easy for both the guest, and the Foundation to navigate.

**4) RETAIL**

Altru is an immediate upgrade for Retail due to the new ability to track product performance. The Foundation is now nimble enough to spot trends in product sales and reorder supplies. The inventory of merchandise is now organized through the system (instead of a physical process by an employee.)

Member discounts are also easily validated with the integrated system at the point of sale for retail.

**5) VISITORS**

An immediate improvement is the ability to now easily decipher trends and make changes to our operations as we analyze the data. For instance, we are now able to predict the "no-show" rate for member tickets in a way that allows us to open up more ticket availability for non-members. This maximizes our ticket inventory. The ability to pivot quickly thus far has been impressively exceeding visitation projection marks featured in our proposal.

2021: 250,000 (projected)

2021: 346,019 (actual)

**ACCOUNTING OF FUND EXPENDITURES (Based upon budget submitted when the project was approved)**

| Budget Line Item               | Original Budget      | Grant Expenditure    | Vendors                         | Notes   |
|--------------------------------|----------------------|----------------------|---------------------------------|---|
| CRM Software                   | \$ 99,000.00         | \$ 107,200.00        | Blackbaud, Cuseum, Omatic, AOME | Software spending went according to plan. Because the granting period began later than expected (due to COVID delay) it was necessary to push the go-live date by 3 months this meant a short-term renewal of legacy ticket system for business continuity. |
| Implementing and Training      | \$ 43,000.00         | \$ 50,000.00         | Blackbaud, Cuseum, Omatic       | We purchased additional configuration training to ensure system knowledge was in place for launch.  |
| Data Conversion and Clean Up   | \$ 10,000.00         | \$ 12,000.00         | Blackbaud, Cuseum, Omatic       | We invested in additional clean up with our email system.   |
| Project Implementation Consult | \$ 70,000.00         | \$ 68,566.00         | Michelle Porter, Inc.           |   |
| Hardware                       | \$ 28,000.00         | \$ 12,234.00         | Dell, Amazon, Microsoft         | We experienced some savings in hardware procurement since our software solution is webbased and can be used on virtually any machine. The expenditures were focused on point of sales equipment   |
|                                | <b>\$ 250,000.00</b> | <b>\$ 250,000.00</b> |                                 |   |

|                                      |                                 |  |
|--------------------------------------|---------------------------------|--|
| <b>Total Grant Amount: \$250,000</b> | <b>Total Loan Amount: \$n/a</b> | <b>Total Withdrawn to Date: \$250,000</b><br><b>Total Principal Repaid to Date: <u>n/a</u></b><br><b>Total Interest Repaid to Date: <u>n/a</u></b> |
|--------------------------------------|---------------------------------|--|

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

Program Cost  
(Salaries and benefits; Services and Supplies;  
Fixed Assets; Other Charges)

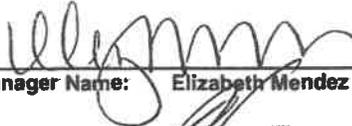
Total Program Cost: \$250,000

Annual Cost Benefits:

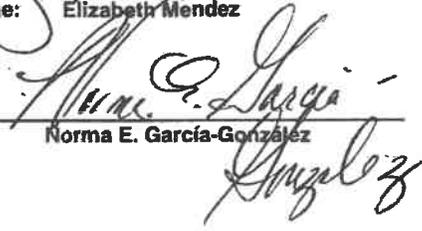
Please check one:  one time cost benefit  ongoing cost benefit

Total estimated cost benefits in a 12-month period:

- Savings: 25,000
- Cost Avoidance: 25,000
- Revenue: 60,000

Signature:   
Productivity Manager Name: Elizabeth Mendez

01/11/22  
Date

Signature:   
Department Head Name: Norma E. Garcia-Gonzalez

2/7/22  
Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

**FINAL REPORT**

|   |  |
|---|--|
| Date<br><b>1/21/2022</b>  | Grant/Loan Number<br><b>PIF 15.4 Video Directly Observed Therapy Project</b> |
| Department<br><b>Public Health – Tuberculosis Control Program</b>   |  |
| Project Name<br><b>Video Directly Observed Therapy Project</b>  |  |
| <p>DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION <i>(please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):</i></p> <p>The Tuberculosis Control Program (TBCP) implemented an electronic Directly Observed Therapy (eDOT) project funded by a Productivity Investment Fund Grant awarded by the Los Angeles County Board of Supervisors' Quality and Productivity Commission. The TBCP collaborated with the Division of Clinic Services to pilot the delivery of electronic Directly Observed Therapy eDOT services within the Pacoima Public Health Center located in SPA 2. The 6-year project was initiated on October 28, 2015 and concluded on November 30, 2021.</p> <p>Delivery of automated video Directly Observed Therapy (DOT) services, as an alternative to delivery of traditional in-person and clinic-based DOT services, was evaluated in terms of how well the technology performed as a tool to support assurance of treatment completion. Costs associated with the delivery of traditional DOT services and automated video DOT services were also assessed. Technology services were provided by an outside vendor, AiCure LLC., through a Software-as-a-Service Agreement between the Department of Public Health (DPH) and AiCure.</p> <p>This innovative eDOT modality was utilized by patients undergoing treatment for Tuberculosis (TB) disease and Latent TB infection (LTBI). The technology relied on a smartphone app that combined facial recognition and motion sensing technology coupled with artificial intelligence to automatically detect in real-time whether the patient was taking their medication correctly as prescribed, automating the observational component of DOT. Recorded videos of the dosing session and other information was captured within a secure, online Dashboard which the DPH DOT Coordinator used to monitor and manage treatment adherence of the patients enrolled in the project.</p> |  |
| <p>RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):</p> <p>The study enrolled a total of 174 patients which included 65 (37%) females, and 109 (63%) males. Two treatment protocols were implemented: 1) Treatment of Active TB Disease, of which 123 (71%) patients were enrolled; and 2) Treatment of Latent TB Infection, of which 51 (29%) were enrolled. The treatment completion rate for active TB disease was 85.7%, while the treatment completion rate for LTBI was 80.5%. It should be noted that 14% of patients starting treatment for LTBI had to stop due to adverse treatment events, inability to tolerate the prescribed treatment used in this pilot project. Alternate therapies were available external to this project.</p> <p>In 2019, the TBCP identified a team of five persons to review 2,535 video recordings of pill dosing sessions which were randomly sampled from a total of ~20,00 recorded sessions. All pill dosing sessions were sampled from patients enrolled for treatment of active disease. The goal of this review was to compare patient treatment adherence when verified by the Automated DOT app and when verified by a human observer (review of the recorded video). Treatment adherence was verified in 2,481 pill dosing sessions (97.9%) by human observation and by the Automated DOT app. Only 54 pill dosing sessions (2.1%) were determined to be unverifiable by human observation, the level of discordance with verification determined by the Automated DOT app. A higher frequency of unverifiable pill doses occurred during the first pill in the dosing session (21 red alerts). Based on this initial review, the Automated DOT app is an effective eDOT modality, is likely non-inferior to In-Person or clinic-based DOT services.</p>   |  |
| DESCRIPTION OF SERVICE ENHANCEMENT (How has this project improved core services)  |  |

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This intent of this project was to pilot the use of an innovative technology to determine its potential to reduce operational costs associated with assuring high treatment completion rates among patients undergoing treatment for TB disease. The existing method of assurance was delivery of In-Person or clinic-based DOT services, while the pilot project evaluated the delivery of Recorded Video DOT services. Given this project was truly a “pilot project” it cannot be said that this project significantly improved core services, and the financial impact of the project on services was negligible because of the small number of patients enrolled in the project. However, the pilot project provided a tremendous amount of information and data necessary to assess the potential impact this technology could have on core services, and specifically, the financial benefits of using this technology as an alternative to In-Person or clinic-based DOT services.

Data collected through this pilot project, as well as data reported from a 3-site study of similar technologies conducted by the U.S. Centers for Disease Control and Prevention, was used to develop estimated costs for delivery of In-Person & Clinic-based DOT, Recorded Video DOT, and Automated Video DOT services. The cost estimates for the three different DOT service modalities were compared and produced the following results when compared to delivery of In-Person or Clinic-based DOT services:

- Recorded Video DOT services have an estimated potential cost savings to the County ranging from a 45 to 57 percent reduction in cost per DOT session.
- Automated Video DOT services (using the full potential of the artificial intelligence algorithm) have an estimated potential cost savings to the County of up to 73% per DOT session.
- The average number of DOT sessions per year is 3,869.

Stated another way, for the cost of delivering In-Person DOT services to 1 patient, Recorded Video DOT services could be delivered to at least 2 patients, while Automated Video DOT services could be delivered to nearly 4 patients.

In-Person DOT services are typically delivered to patients in the field by a Licensed Vocational Nurse I (LVN I) item, whose annual salary is \$57,696 not including benefits.

For the cost of one LVN I assigned an average daily In-Person DOT caseload of 15 patients, Recorded Video DOT Services could be delivered to 30 patients by the same LVN I, while Automated Video DOT services could be delivered to 60 persons by the same LVN I.

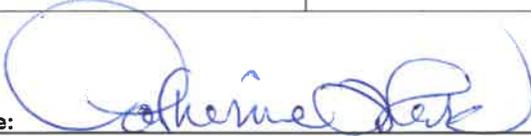
It should be noted that the amount of time required to review a Recorded Video DOT session for one patient is 7 minutes, which would require the LVN I to dedicated 3.5 hours per day to review the Recorded Video DOT sessions of 30 patients.

Automated Video DOT services rely on artificial intelligence to verify whether the patient correctly ingested their medication, while In-Person and Recorded Video DOT services rely on human observation. The pilot project study review of 2,535 randomly sampled dosing session determined that the artificial intelligence algorithm correctly verified patient ingestion of medication in 2,481 dosing sessions, or a 97.9% success rate. In other words, no human intervention is required for nearly 98% of DOT session when relying on Automated Video DOT services for the assurance of treatment adherence. There were 54 dosing session in which the algorithm incorrectly verified patient ingestion of medication. More analysis of the artificial intelligence technology is required to determine the extent to which the algorithm identified a “red alert” but incorrectly verified patient ingestion of medication. The algorithm could be modified to, at the very least, generate a notification text message or email to alert the LVN I that human intervention is required in situations where these “red alerts” were identified.

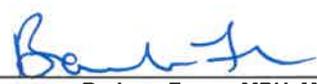
**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

ACCOUNTING OF FUND EXPENDITURES (Based upon budget submitted when the project was approved)  
All grant funds were fully expended.

|  |   |  |
|--|---|--|
| Total Grant Amount: <b>\$150,000</b>   | Total Loan Amount: <b>N/A</b>   | Total Withdrawn to Date: <b>\$150,000</b><br>Total Principal Repaid to Date: <b>N/A</b><br>Total Interest Repaid to Date: <b>N/A</b> |
| Program Cost<br>(Salaries and benefits; Services and Supplies;<br>Fixed Assets; Other Charges)<br><br>Total Program Cost: <u>0</u> | Annual Cost Benefits:<br>Please check one: <input type="checkbox"/> one time cost benefit <input checked="" type="checkbox"/> On going cost benefit<br>Total estimated cost benefits in a 12-month period:<br><ul style="list-style-type: none"> <li>• Savings: _____</li> <li>• Cost Avoidance: _____</li> <li>• Revenue: _____</li> </ul> |  |

Signature:   
Productivity Manager Name: **Catherine Mak, MBA**

1-26-2022  
Date

Signature:   
Department Head Name: **Barbara Ferrer, MPH, MEd, PhD**

1/27/2022  
Date

AUTOMATED DIRECTLY OBSERVED THERAPY TECHNOLOGY PROJECT  
FINAL REPORT AND FINDINGS  
PRODUCTIVITY INVESTMENT FUND GRANT 15.4

Project Overview

The Tuberculosis Control Program (TBCP) implemented an electronic Directly Observed Therapy (eDOT) project funded by a Productivity Investment Fund Grant awarded by the Los Angeles County Board of Supervisors' Quality and Productivity Commission. The TBCP collaborated with the Division of Clinic Services to pilot the delivery of electronic Directly Observed Therapy eDOT services within the Pacoima Public Health Center located in SPA 2. The 6-year project was initiated on October 28, 2015 and concluded on November 30, 2021.

Delivery of automated video Directly Observed Therapy (DOT) services, as an alternative to delivery of traditional in-person and clinic-based DOT services, was evaluated in terms of how well the technology performed as a tool to support assurance of treatment completion. Costs associated with the delivery of traditional DOT services and automated video DOT services were also assessed. Technology services were provided by an outside vendor, AiCure LLC., through a Software-as-a-Service Agreement between the Department of Public Health (DPH) and AiCure.

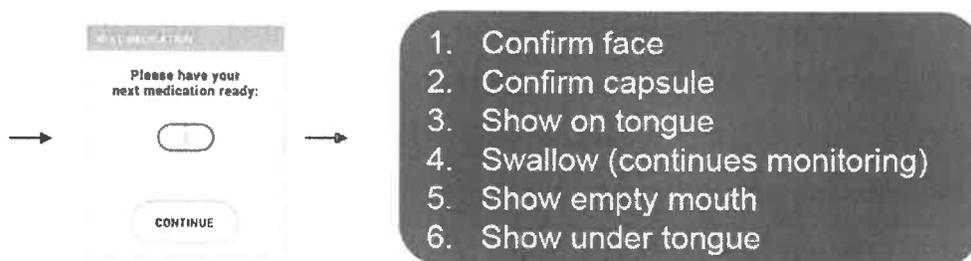
The purpose of this pilot project was to evaluate the performance of the Automated Video DOT technology as a tool to support patient treatment adherence while reducing costs incurred by the DPH for delivery of In-Person and clinic-based DOT services. This innovative eDOT modality was utilized by patients undergoing treatment for Tuberculosis (TB) disease and Latent TB infection (LTBI). The technology relied on a smartphone app that combined facial recognition and motion sensing technology coupled with artificial intelligence to automatically detect in real-time whether the patient was taking their medication correctly as prescribed, automating the observational component of DOT. Recorded videos of the dosing session and other information was captured within a secure, online Dashboard which the DPH DOT Coordinator used to monitor and manage treatment adherence of the patients enrolled in the project.

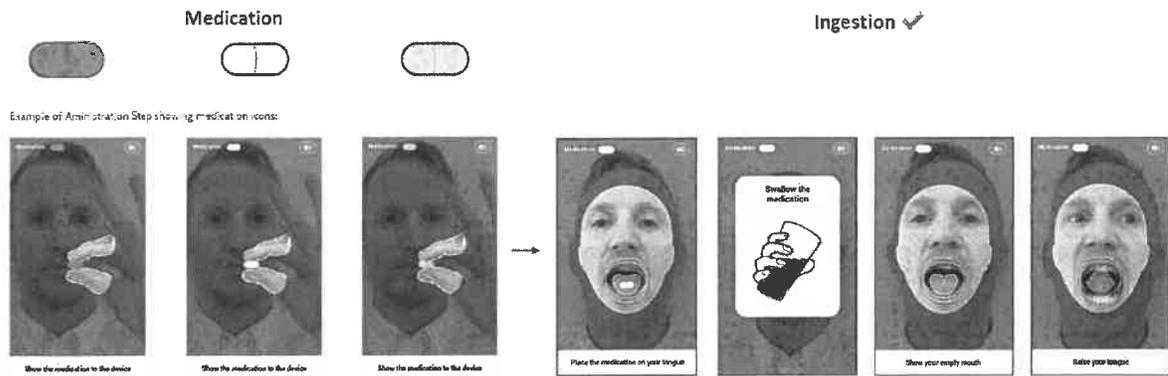
This eDOT modality allowed more flexibility for the patient, in terms of when their medication was taken during a 24-hour window, accommodating varying life schedules of the patient. One

great feature of the technology's algorithm was the ability to identify a patient that was non-adherent. When this occurred, a text message or email, (or both, depending on the preferred settings) was sent to the DOT Coordinator as an alert that follow up needed. The DOT Coordinator used the alerts to prioritize their review of the Dashboard where dosing information was collected. After reviewing the recorded video DOT sessions on the Dashboard, the Coordinator documented their intervention with the patient. DOT Coordinators also documented their verification of treatment adherence on the patient's medical administration record, including any missed doses or self-reported doses when the app was not used to record a video DOT session. The app also allowed the patient to report any medication side effects experience during their treatment, and to use the application to call the DOT coordinator during the clinic hours.

### Dosing session steps

Upon enrollment in the clinic, each patient completed a three-step training process. The first step was a video overview of the smartphone application showing the patient how to follow the dosing procedure (the six steps to perform when ingesting their medication). The 4-minute video displayed a blue animated figure, a patient, performing each the six-step dosing procedure. The second video was interactive, prompting the patient to mimic the dosing session steps while using of a placebo medication (smarties candy). The DOT Coordinator observed the patient's progress through the six dosing steps to provide clarification of the steps, correct missteps, and to ensure the patient fully understood the dosing procedure, this supervised training process allowed to the DOT Coordinator to determine whether the patient was a good candidate for this treatment modality. The six steps of the dosing procedure are described below, including pictorial illustration of the process:





**Step 1: Confirm face**

The camera detects the patient who initiated the training video during enrollment and allows the patient to proceed once patient is confirmed.

**Step 2: Confirm pill**

The patient holds one pill at a time and demonstrates the pill to the camera, holding it between the index finger and the thumb until a sound confirms that the platform has recognized the correct medication.

**Step 3: Show pill on tongue**

The patient opens their mouth and shows the pill on their tongue, waiting for the confirmation sound that the platform has recognized the pill in mouth.

**Step 4: Swallow pill**

The patient drinks water and swallows the medication. Patient can take their time to swallow the medication, however if too much time is taken, the application will prompt them with the direction to swallow the medication.

**Step 5: Show empty mouth**

Patient is instructed to show their empty mouth to the camera to verify that medication has been ingested.

**Step 6: Lift tongue to confirm empty mouth**

Patient then completes the final step in the dosing session by lifting their tongue to confirm the complete empty mouth process. The images below demonstrate the process with visuals.

In addition, the application allowed the patient to set up an alarm reminder on the mobile device when it was time for their dosing. The patient was encouraged to keep the device fully charged and on sleep mode whenever not in use. Most patients made sure to keep their mobile devices at home and dosed when it was convenient to them.

### Description of the Dashboard

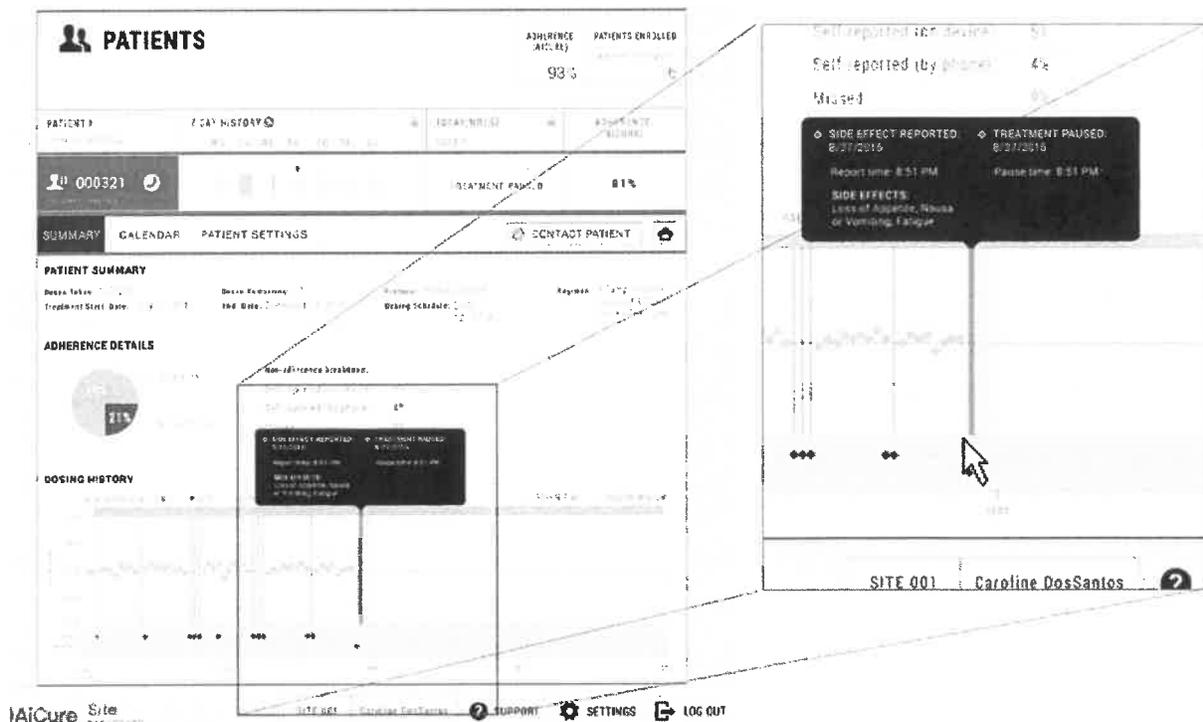
To track patient adherence, the dashboard incorporated functionality to support clinic-based reporting requirements and addressed real-world needs of the clinic environment. Patients were identified by their Medical Record Number (MRN) and listed by order of enrollment. The list of patients could be viewed by those on treatment for Active Disease or Latent TB infection by using the filter options. In addition, the patient summary tab allowed viewing of patient treatment details such as regimen, dosing notification time, and treatment adherence shown in a percentage ration. Patients whose dose was flagged by an alert were color coded in red and listed first for priority review. The patient could then be contacted directly from the dashboard by clicking on the phone icon next to the patients MRN which would initiate a phone call from the reviewer’s mobile phone to the patient’s preferred contact number.

Access to the patient dashboard required a User Account, User ID, and a 2-factor authorization protected password. Patient information was only accessible to individuals who had a specific need and user right to access that information.

| PATIENTS  |                      | ADHERENCE (AICURE) | PATIENTS ENROLLED       | MONTHS INTO TRIAL |
|---|----------------------|--------------------|-------------------------|-------------------|
| SHOW: <input checked="" type="checkbox"/> all <input type="checkbox"/> needs follow up<br><input type="checkbox"/> completed/removed <input type="checkbox"/> ending soon |                      | 93%                | 14 active / 2 completed | 16                |
|   |                      |                    |                         | 9/24              |
| PATIENT #   | 7 DAY HISTORY        | TODAY(MO)          | ADHERENCE (AICURE)      |                   |
|   | MO TU WE TH FR SA SU | DOSE 1:            |                         |                   |
| 000125<br><small>102 DAYS</small> FOLLOW UP   | - - - - -            |                    | 58%                     |                   |
| 000456<br><small>102 DAYS</small> FOLLOW UP   | █   █   █   █        |                    | 69%                     |                   |
| 000321<br><small>102 DAYS - PAUSED</small> FOLLOW UP  | • █   •              | TREATMENT PAUSED   | 81%                     |                   |

## Side effect monitoring

Patients enrolled into the study were educated about possible side effects that may occur while taking their medication and trained on what to do if they experienced side effects. At the start of each dosing session, patients had to read through a list of side effects and answer 'Yes' or 'No' for each and they could only proceed if they answered 'No' for each side effect. If a 'Yes' was checked off, the application would alert the patient to notify their medical provider and would pause their ability to dose. Once contact with the medical provider has taken place and the patient is cleared to continue dosing, the site coordinator must resume functionality on the mobile device so the patient can continue to dose with the application. This functionality helped to bridge the gap between the use of electronic DOT while preserving the very important patient-provider relationship. The graphic below provides an example of the pausing feature when patients experienced side effects.



### Patient Demographics

The study enrolled a total of 174 patients which included 65 (37%) females, and 109 (63%) males. Two treatment protocols were implemented: 1) Treatment of Active TB Disease, of which 123 (71%) patients were enrolled; and 2) Treatment of Latent TB Infection, of which 51 (29%) were enrolled.

### Treatment Outcomes

The current treatment completion rate for active TB disease is 85.7%, and the completion of treatment rate for LTBI is 80.5%, and it should be noted that 14% of patients started on 3HP for LTBI stopped treatment due to adverse treatment events.

| <b>COMPLETION OF TREATMENT RATES</b>                      | <b>OVERALL</b> | <b>ACTIVE TB DISEASE</b> | <b>LATENT INFECTION</b> |
|---|----------------|--------------------------|-------------------------|
| <b>CALCULATED RATE: NUMERATOR / DENOMINATOR</b>           | <b>84.4%</b>   | <b>85.7%</b>             | <b>80.5%</b>            |
| <b>NUMERATOR: COMPLETED TREATMENT</b>                     | <b>135</b>     | <b>102</b>               | <b>33</b>               |
| <b>DENOMINATOR: ADJUSTED TOTAL CLOSED</b>                 | <b>160</b>     | <b>119</b>               | <b>41</b>               |
| <b>TOTAL CLOSED</b>                                       | <b>174</b>     | <b>123</b>               | <b>51</b>               |
| <b>MINUS: MOVED - Outside Los Angeles County</b>          | <b>4</b>       | <b>3</b>                 | <b>1</b>                |
| <b>MINUS: Died</b>  | <b>0</b>       | <b>0</b>                 | <b>0</b>                |
| <b>MINUS: Adverse Treatment Event - Stopped Treatment</b> | <b>7</b>       |                          | <b>7</b>                |
| <b>MINUS: Pending Treatment Closure Report</b>            | <b>0</b>       | <b>0</b>                 | <b>0</b>                |
| <b>MINUS: Other - Patient Declined After Registration</b> | <b>3</b>       | <b>1</b>                 | <b>2</b>                |

### Project Highlights

#### **Video Review**

In 2019, the TBCP identified a team of five persons to review 2,535 video recordings of pill dosing sessions which were randomly sampled from a total of ~20,00 recorded sessions. All pill dosing sessions were sampled from patients enrolled for treatment of active disease. The goal of this review was to compare patient treatment adherence when verified by the Automated DOT app and when verified by a human observer (review of the recorded video). The Automated DOT app analyzes facial, object, and physical gestures and compares these observations against a set of “red alerts”, each of which could result in an unverifiable pill ingestion, hence treatment non-adherence. A Video Review Coding Sheet was developed using 12 “red alerts” from the app, which included the patient: moving out of frame during pill dosing, presenting the wrong pill, not presenting pill in mouth, removing pill from mouth, failing to show an empty mouth, or pill in mouth after swallowing. Each review team member was trained how to use the coding sheet, and four team members were each assigned approximately 600 pill dosing sessions to review. The fifth member



under the category of “Team Innovation and Sustainability” for their dedicated and efficient work in the growing field of eDOT.

### Cost Effective Analysis

Cost-effectiveness of artificial intelligence monitoring for active tuberculosis treatment: A modeling study

Tuberculosis (TB) incidence in Los Angeles County, California, USA (5.7 per 100,000) is significantly higher than the U.S. national average (2.9 per 100,000). Directly observed therapy (DOT) is the preferred strategy for active TB treatment but requires substantial resources. We partnered with the Los Angeles County Department of Public Health (LACDPH) to evaluate the cost-effectiveness of AiCure, an artificial intelligence (AI) platform that allows for automated treatment monitoring.

Salcedo J, Rosales M, Kim JS, Nuno D, Suen S-c, Chang AH (2021) Cost-effectiveness of artificial intelligence monitoring for active tuberculosis treatment: A modeling study. PLoS ONE 16(7): e0254950. <https://doi.org/10.1371/journal.pone.0254950>

### Findings

Significant progress was made with the implementation of this innovative eDOT modality in terms of allowing patients to dose outside of normal clinic hours, which is often a huge barrier for patient compliance. This alternative eDOT modality modified the way we currently manage adherence by providing a 24-hour window for dosing and allowed clinical staff to oversee a larger number of patients through the AiCure platform. Operationalizing DOT varies greatly according to cultural factors and availability of resources. For example, a Muslim patient decided to start treatment for Latent TB infection because he was still able to observe Ramadan, a Muslim fasting practice where they are not allowed to eat or drink from sunrise to sunset. Prior to the availability of this platform, he would have waited to be treated or declined the preventive treatment altogether. In addition, this platform converged the ability to enhance provider support to the patient with a function on the application that made it easy to reach the clinic if the patient had questions or experienced side-effects and were unsure if they should continue to dose.

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

**FINAL REPORT**

|   |                            |
|---|----------------------------|
| Date<br>1/28/2022   | Grant/Loan Number<br>20.22 |
| Department<br>Department of Public Health   |                            |
| Project Name<br>Community Participatory COVID-19 Symptom Monitoring (Angelenos in Action)   |                            |
| <p>DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):</p> <p>Angelenos in Action, the community-participatory COVID-19 symptom surveillance tool, was launched on July 6, 2020 with the generous support of the Productivity Investment Fund. The objective was to determine potential COVID-19 burden in the community where mild symptoms may not result in interaction with the healthcare system in real time. We believe we have accomplished this goal.</p> <p>Participants are able to enroll in the project choosing between online survey completion or by texting a codeword to a standardized number. Once enrolled, participants receive a weekly email or text asking how they feel. If they are unwell, 2 further questions inquire about their symptoms. No further follow up occurs. Those respondents who are not well are encouraged to get tested and seek care from healthcare providers. Additional important messages from the Department of Public Health (DPH) regarding COVID testing and symptoms, practicing safe social distance behaviors, vaccination and subsequent boosters, flu shots are updated as they become available. These updates adhere with current County guidelines.</p> <p>PIF grant funds were used to recruit participants via advertisements: social media, radio ads, online web banners, and press releases, in both English and Spanish.</p> <p>7-day averages and weekly trends of respondents reporting symptoms are reported to higher ups in the department of public health on a daily basis. Our current results are correlated with other County indicators of COVID-19, including the number of confirmed cases by specimen collection date and the percent of positive test results.</p> <p>The project is still live and there is intention to continue the weekly survey, with future adaptation for other respiratory illnesses, including influenza.</p> |                            |
| <p>RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):</p> <p>As of January 1, 2022, over 19,900 Los Angeles County residents 18 years or older had signed up for Angelenos in Action. Early response rates in late 2020 were around 80%. As of this report, nearly 2,500 have opted out; however, there are still approximately 9,000 weekly respondents, corresponding with a response rate of approximately 52%, even after a year and a half of the survey's initiation. We believe this is due to the nature of receiving the survey via text message and the ease of responding; the total time to complete the weekly survey is less than 1 minute.</p> <p>Our results were validated with other measures of COVID-19 within the county, including test positivity rates and numbers of cases, as well as hospitalizations and deaths (although the latter two were lagged). This validation gave us confidence in interpreting the trends in the Angelenos in Action data alone, especially during the rise of delta in the summer (when circulation of other respiratory illnesses are generally low), as well as omicron, more recently. Of note, the percent of respondents reporting respiratory symptoms increased through the end of December 2021, indicated that measured COVID case counts would continue to increase, which was observed. In January 2022, we observed that the percent of respondents reporting respiratory symptoms actually declined before official case counts did. Our results provided advance notice that the omicron surge in the county was abating, and helped officials with planning the aftermath, such as anticipating the near-term impact of COVID-19 on the health system in terms of hospitalizations and deaths.</p>   |                            |

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

In tandem with other surveillance data, early trends in the Angelenos in Action results were used to inform policy decisions and health officer orders throughout 2021, including sector re-openings and masking guidances.

The ease and success of the Angelenos in Action program has led other programs and health jurisdictions to replicate the project for their own purposes. The software company used for the surveys, hosted two separate webinars where we were invited to provide in-depth training of the survey's set up. These webinars were attended by public health professionals from several health jurisdictions around the country. The County of Santa Cruz implemented a similar survey among its residents subsequent to discussions with DPH.

Our first virtual conference was to the Council of State and Territorial Epidemiologist (CSTE) Conference was held in 2021. We submitted two abstracts for this conference. One abstract concerned the correlation between confirmed COVID-19 cases and test-positivity rate with occurrence of experiencing COVID symptoms as determined by Angelenos in Action; the other abstract focused on our recruitment methods and results. As a result, two full manuscripts to peer-reviewed journals based on the abstracts presented at the conference in 2021 will soon be submitted for publication. All future publications regarding the Angelenos in Action project will acknowledge the generous support of the Commission.

DPH submitted another abstract for this year's (2022) conference. This time, we are examining the correlation between our rates of COVID-like-illness as defined in AiA and test positivity rates of various respiratory diseases in Los Angeles County. The purpose of this abstract, soon to be a paper, is to determine whether the symptom definition used in Angelenos in Action can classify COVID-19 accurately without potential misclassification of other respiratory illnesses. (Spoiler alert, it can!).

Angelenos in Action was recognized as with the Community Inclusion Award at the Quality and Productivity Commission's 34<sup>th</sup> Annual Productivity and Quality Awards held in October 2021, attesting to its ability to reach easily a wide spectrum of the community with minimal effort for both the participants as well as our department.

**DESCRIPTION OF SERVICE ENHANCEMENT (How has this project improved core services)**

This project has proven that engagement with the community to obtain timely basic health information is feasible at low-cost and minimum effort for both the respondents as well as the Department of Public Health. Apart from the marketing angle, only one staff was needed to manage the entire project's logistics.

This project highlights the fact that people who are only mildly ill often do not interact with the healthcare system. Our present survey is a powerful tool to assess the health of the community and predict imminent trends in healthcare impacts.

**ACCOUNTING OF FUND EXPENDITURES (Based upon budget submitted when the project was approved)**

Our budget was meant to be split between obtaining a license for the survey software and marketing. Apart from expenditures for software and licensing, funds were spent for the production and distribution of marketing materials through a media company. Payments for their services as well as the costs of the various forms of media utilized: press releases, radio ads, online periodicals, web banners, and social media ads on Instagram and Facebook was \$189,845.98.

Additionally, \$4,375.57 was spent purchasing flyers, posters, and sandwich boards to place at vaccine clinics around the county and distribute at flu clinics.

The remaining balance is \$158.45 is expected to be expended within the next month.

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND FINAL REPORT**

|   |   |  |
|---|---|--|
| Total Grant Amount: \$194,380   | Total Loan Amount: \$ N/A   | Total Withdrawn to Date: 194,380.00<br>Total Principal Repaid to Date: <u>N/A</u><br>Total Interest Repaid to Date: <u>N/A</u> |
| Program Cost<br>(Salaries and benefits; Services and Supplies;<br>Fixed Assets; Other Charges)<br><br>Total Program Cost: <u>None</u> | Annual Cost Benefits:<br>Please check one: <input type="checkbox"/> one time cost benefit <input checked="" type="checkbox"/> ongoing cost benefit<br><br>Total estimated cost benefits in a 12-month period: <ul style="list-style-type: none"> <li>• Savings: _____</li> <li>• Cost Avoidance: _____</li> <li>• Revenue: _____</li> </ul> |  |

Signature:   
 Productivity Manager Name: Catherine Mak, MBA

2.1.2022  
 Date

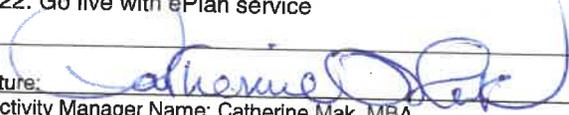
Signature:   
 Department Head Name: Barbara Ferrer, MPH, MEd, PhD

2/1/22  
 Date

**County of Los Angeles Quality and Productivity Commission  
PRODUCTIVITY INVESTMENT FUND ANNUAL STATUS REPORT**

**ANNUAL STATUS REPORT**

|  |                                       |   |
|--|---------------------------------------|---|
| Date<br>1/26/22  |                                       | Grant/Loan Number<br>21.12  |
| Department<br>Department of Public Health  |                                       |   |
| Project Name<br>Electronic Plan Check System   |                                       |   |
| Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):<br><br><input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement<br>This project will implement an electronic plan review system to replace the paper-based plan review system currently in place. The grant funds will pay for equipment, software licensing, installation of software and staff training on the use of the software. The funding for this project includes the licensing and maintenance for three years.  |                                       |   |
| Funding Status   |                                       | Total Withdrawn to Date: \$145,225<br>Total Principal Repaid to Date: N/A<br>Total Interest Repaid to Date: N/A |
| Total Grant Amount: \$208,000  | Total Loan Amount: Not Applicable     |   |
| Expenditures   | Savings                               | Revenue   |
| Total Estimated Expenditures: \$208,000  | Total Estimated Savings: Undetermined | Total Estimated Revenue: N/A  |
| Expenditures to Date: \$23,312.51  | Savings to Date: Undetermined         | Revenue to Date: N/A  |
| Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):<br><b>Project Status:</b><br>The Bluebeam project is on target for going live in July 2022. The monitors, scanners and Bluebeam software have been received and are being scheduled for deployment to our team.<br><b>Significant Accomplishments:</b><br>Despite expected delays early on, due to the chip shortage and widespread shipping issues, all equipment was ordered on schedule and has been received. The monitors, Bluebeam software and the scanners have been received and are being processed and scheduled for deployment in early February 2022. The only remaining equipment to be ordered are the iPlan Workstations, which are scheduled for April 2022, per the grant schedule.<br><b>Next Steps:</b><br>Once the monitors are in place and software has been installed, plan check team members will be provided with training on the Bluebeam software tools, use and functionality and will be instructed on the workflow. Outreach will be provided to architects and designers to inform them of the upcoming availability of ePlan service.<br><b>Major Problems:</b><br>There is an unexpected delay in the approval of the Bluebeam training component. This is required to go through a bidding process for licensed training contractors. We anticipate resolution on this soon. Costs did increase on the purchase of software and annual maintenance by \$6,732.88 and \$792.00 respectively, due to the addition of staffing assigned to Plan Check activities, however, this is not expected to have a significant impact on the remaining expenditures.<br><b>Objectives:</b><br>2/15/22: Complete deployment of monitors and Bluebeam software<br>3/30/22: Complete Bluebeam software training for DPH team members, complete deployment of scanners<br>4/30/22: Provide outreach to industry architects and designers on the upcoming institution of the ePlan process<br>4/30/22: Order Large Project ePlan Workstations<br>6/30/22: Go live with ePlan service |                                       |   |

Signature:   
 Productivity Manager Name: Catherine Mak, MBA

2.1.2022  
 Date

Signature:   
 Department Head Name: Barbara Ferrer, MPH, MEd, PhD

2/1/22  
 Date