



Los Angeles County
Quality and Productivity Commission
NOTICE OF REGULAR MEETING

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
(213) 893-0322

Website: qpc.lacounty.gov

Chair
Nichelle M. Henderson

First Vice Chair

E. Scott Palmer

Second Vice Chair

Teresa Dreyfuss

Immediate Past Chair

Jacki Bacharach

Chairs Emeriti

Rodney C. Gibson, Ph.D.

J. Shawn Landres, Ph.D.

Edward T. McIntyre

Maxwell Billieon

Viggo Butler

Nancy G. Harris

Huasha Liu

Yasmine-Imani McMorrin

William B. Parent

Jeffrey Jorge Penichet

Dion Rambo

Will Wright

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Laura Perez

Program Support

Tammy Johnson

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"

Monday, July 25, 2022, 10:00 a.m.

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

Call in Number: (669) 900-9128

Meeting ID: 814 3657 0419

Passcode: 305961

Join Zoom Meeting

https://bos-lacounty-

gov.zoom.us/j/81436570419?pwd=ykdfxy7oh75iQm5YOYVpdQ1s0
wRhBB.1

Written Public Comment may also be submitted to Jackie Guevarra by
Sunday, July 24, 2022 (received by 4:00 p.m.):

jguevarra@bos.lacounty.gov

\*Any information received from the public by Sunday, July 24, 2022 at
4:00 p.m. will become part of the official meeting record.

MEETING AGENDA

- 1. Call to Order.....Commissioner Henderson
2. Assembly Bill 361 Statement.....Commissioner Henderson
3. Approval of the June 27, 2022 meeting minutes
4. Presentation of Productivity Investment Fund (PIF) proposals (for
discussion and possible action), Fiscal Year 2021-22, 4th
Quarter.....Commissioner Wright
• 22.11 – Chief Executive Office, Los Angeles County Real Estate
Management System (LACREMS), \$750,000 Grant. PIB recommends
\$750,000 Grant. Commissioner Wright to present
5. Presentation and update by the Homeless Initiative Team on Productivity
Investment Fund Project 19.25 – Homeless Initiative Technology
Innovation RFP (45 minutes).....Jerry Ramirez and Rowena Magana
(Homeless Initiative), and Peter Loo and Andy Perry (Office of the Chief
Information Office)
6. Chair’s Report: Administrative Items, Department Visits, Ad Hoc
Committee Status (5 minutes).....Commissioner Henderson

7. Productivity Managers' Network Chair's Report: General Meeting and Training (2 minutes).....Arman Depanian
8. Executive Director's Report: Commission Events Update, Calendar of Events, Deadlines, Administrative Items (2 minutes).....Jackie Guevarra
9. Productivity and Quality Awards Ad Hoc Committee Update (5 minutes)....Commissioner Landres
10. Department Visits Report (*Receive and File*) (2 minutes) .....Commissioner Palmer
  - Child Support Services Department (June 22, 2022)
11. Procurement Ad Hoc Committee Report (2 minutes).....Commissioner Butler
12. Roadmap to Economic Recovery Board Motion (April 28, 2020, Agenda No. 20) – Prosper LA (<https://prosperla.lacounty.gov/>) Update (1 minute).....Commissioner Henderson
13. Countywide Criminal Justice Coordination Committee (CCJCC) Update (2 minutes).....Commissioner Henderson
14. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – *For Discussion Only*
15. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – *For Discussion Only*
16. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda. – *For Discussion Only*
17. Public Comment (3 minutes for each speaker)
18. The next full Commission meeting will be held on Monday, August 22, 2022, at 10:00 a.m.

**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 [jquevarra@bos.lacounty.gov](mailto:jquevarra@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
QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF
June 27, 2022, at 10:00 a.m.

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
(213) 893-0322

Website: qpc.lacounty.gov

Virtual Meeting
Join Zoom Meeting

https://us02web.zoom.us/j/82769789647?pwd=NUJocHN1NmNMZEtUOdGRW0ycEwzdz09

Meeting ID: 827 6978 9647

Passcode: 022742

Call in Number: (669) 900-9128

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CALL TO ORDER

Nichelle Henderson, Chair, called the meeting of the Quality and Productivity Commission to order at 10:02 a.m.

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

Jacki Bacharach
Maxwell Billieon
Viggo Butler
Teresa Dreyfuss
Rodney Gibson
Nancy Harris
Nichelle Henderson

Huasha Liu
Edward McIntyre
Yasmine-Imani McMorrin
William Parent
Dion Rambo
William Wright

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William B. Parent

Jeffrey Jorge Penichet

Dion Rambo

Will Wright

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Laura Perez

Program Support

Tammy Johnson

ABSENT

Shawn Landres
E. Scott Palmer
Jeffrey Penichet

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Arman Deapanian, Chair

ASSEMBLY BILL (AB) 361 DECLARATION BY THE CHAIR

Before beginning today's meeting, Commissioner Henderson made the following statement regarding AB 361. On June 14, 2022, the Board of Supervisors approved a motion to continue teleconference meetings under AB 361.

As such, the Commission will continue to meet via teleconferencing in compliance with AB 361 until such time as deemed otherwise by the Board. The Board will next take action in 30 days.

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"



### **OPENING REMARKS**

Commissioner Henderson welcomed everyone to the June 27, 2022, meeting and noted the meeting is being recorded. She announced that members of the public could send their questions or comments to Jackie Guevarra during the meeting via email at [Jguevarra@bos.lacounty.gov](mailto:Jguevarra@bos.lacounty.gov) or via the chat feature. Please inform Jackie Guevarra via email or the chat feature which item(s) you have a comment on. Any information received will become part of the official meeting record.

Members of the public were also given the opportunity to send their comments and questions to Executive Director, Jackie Guevarra, by June 26, 2022, 4:00 p.m. No written comments were received.

She also announced that each Commissioner will have the opportunity to speak on any agenda item and vote on the items will be taken by roll call.

### **APPROVAL OF THE APRIL 25, 2022 MINUTES**

Commissioner Bacharach moved to approve the minutes of April 25, 2022, seconded by Commissioner Parent. The minutes were approved by the following vote (taken by roll call):

Yes: Commissioners Bacharach, Billieon, Butler, Dreyfuss, Harris, Henderson, Liu, McIntyre, McMorrin, Parent, Rambo, and Wright  
No: None  
Abstain: None

Commissioner Gibson was not present during this item and did not vote.

### **PRESENTATION OF PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS (FOR DISCUSSION AND POSSIBLE ACTION) AND FUND BALANCE REPORT, FISCAL YEAR 2021-2022, 4<sup>th</sup> QUARTER (AGENDA#4)**

#### **Fund Balance Report**

Commissioner McIntyre reported that four proposals were before the Commission for consideration in the 4th Quarter of Fiscal Year 2021-2022. As of March 31, 2022, the outstanding PIF fund balance is \$5,598,300. The four proposals being heard today total \$1,617,250. If all four projects are approved today, the fund balance would be \$3,981,050.

#### **Presentation of PIF Proposals for Discussion and Action**

**22.13 – Public Health**, for *DPH Disease Defense Force*, \$267,250 Grant

Dr. Barbara Ferrer, Maxine Liggins, Rita Singhal, Suzette Alvarex, and Catherine Mak were in attendance to support and answer any questions regarding the project.

Commissioner McIntyre reported there is a motion out the Productivity Investment Board (PIB) recommending a \$162,250 Grant.

Commission Billieon presented the project. The grant would be used for the implementation and maintenance of a software application that captures employee health information.

Commissioner Bacharach made a motion to approve the \$214,750 grant for two years of maintenance and the acquisition of software. The motion was seconded by Commissioner Liu. Commissioner Bacharach later withdrew her motion.

After further discussion and questions, Commissioner Rambo moved to amend the motion to approve a \$267,250 grant, to include all three years of maintenance with the third year contingent of a repayment, if the Department identifies funding. The motion was seconded by Commissioner Wright and approved by the following vote (taken by roll call):

Nos: None  
Yes: Commissioners Bacharach, Billieon, Butler, Dreyfuss, Harris, Henderson, Liu, McIntyre, McMorrin, Parent, Rambo, and Wright  
Abstain: None

Commissioner Gibson was not present during this item and did not vote.

**22.14 – Human Resources, for *Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection*, \$100,000 Grant**

Lisa Garrett, Rodney Collins, Tina Curry, Abbe Land, Pamela Missett, Leslie Foxvog, and Molly Gonzalez were in attendance to support and answer any questions regarding the project.

Commissioner McIntyre reported there is a motion out the Productivity Investment Board (PIB) recommending a \$100,000 Grant.

Commission Parent presented the project. The grant would be used to support the Department's ability to develop curriculums and provide training and resources to build County employee LGBTQ+ awareness and improve methodologies for collecting Sexual Orientation, Gender Identity and Expression (SOGIE) data.

After discussion and questions, Commissioner Henderson moved to approve a \$100,000 grant. The motion was seconded by Commissioner Bacharach and approved by the following vote (taken by roll call):

Nos: None  
Yes: Commissioners Bacharach, Billieon, Butler, Dreyfuss, Gibson, Harris, Henderson, Liu, McIntyre, McMorrin, Parent, Rambo, and Wright  
Abstain: None

**22.15 – Los Angeles County Museum of Art (LACMA), for *West Campus Lighting Control System Upgrade*, \$500,000 Grant**

Michael Govan, Ann Rowland, and Daniel Johnson were in attendance to support and answer any questions regarding the project.

Commissioner McIntyre reported there is a motion out the Productivity Investment Board (PIB) recommending a \$500,000 Grant.

Commissioner Butler presented the project. The grant would be used to to upgrade the Lighting Control System (LCS) for the museum's west campus by replacing the components essential for systems management with state-of-the-art products that better support the lighting needs of exhibitions, programs, and campus facilities. It will increase efficiencies at the museum and better serve County constituents.

After discussion and questions, Commissioner Billieon moved to approve a \$500,000 grant. The motion was seconded by Commissioner Wright and approved by the following vote (taken by roll call):

Nos: None

Yes: Commissioners Bacharach, Billieon, Butler, Dreyfuss, Gibson, Harris, Henderson, Liu, McIntyre, McMorrin, Parent, Rambo, and Wright

Abstain: None

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

During the meeting, Commission staff was notified that Fesia Davenport, Chief Executive Officer, and Joe Nicchitta, Chief Deputy, were at the annual Budget Deliberations meetings and could not attend the Commission meeting. The Commission decided to carryover the proposal to the next Commission meeting on Monday, July 25, 2022.

**CHAIR'S REPORT: ADMINISTRATIVE ITEMS, DEPARTMENT VISITS, AD HOC COMMITTEE (AGENDA #5)**

Commissioner Henderson reported the following:

- The next regular Commission meeting will be on Monday, July 25, 2022. Staff is working on the following speakers for the meeting:
  - Cheri Todoroff, Executive Director, CEO Homeless Initiative, to provide an update on the PIF project 19,25 *Homeless Initiative Technology Innovation RFP*
  - Speaker from the Blue Ribbon Commission on Homelessness, to present on the report on homelessness in the County
  - Kate Anderson, Executive Director, CEO Center for Strategic Partnership, to provide an overview of the County's public private partnership efforts

- The Commission is working with former Commissioner Blaine Meek and the Los Angeles Federation of Labor on his replacement
- Resuming the Rebranding ad hoc Committee soon. Commissioner Rambo has been added to the Committee, which will tackle how to rebrand the Commission

#### **PMN CHAIR'S REPORT: GENERAL MEETING AND TRAINING (AGENDA #6)**

Arman Depanian, Chair, reported the following:

- Approximately 154 people, including Productivity Managers attended the June 1, 2022, Leadership Conference. A big thanks to Sylvia White-Irby, Productivity Manager from the Los Angeles Superior Court, for participating in the Leadership Conference Ad Hoc Committee. Thanks also go out to Hsiao-Ching Chen, Catherine Mak, and Heidi Oliva, who assisted Commission staff with the registration table and setting up the Grand Ball room. It was a great team effort!
- On May 4th, the PMN held its quarterly PMN General Meeting and Training virtually. Approximately 42 Productivity Managers attended, along with Commissioners Billieon and McMorrin. Training was provided by:
  - Inna Sarac (PM for the Medical Examiner-Coroner) and Michelle Jiang (PM for DCBA), as well as this year's PQA Co-Chairs, gave an outstanding presentation on the Dos and Don'ts of the PQA application process
  - Maria Calderon, Retirement Benefits Specialist, Los Angeles County Employment Association, gave an informative presentation on the LACERA Power of Attorney. She provided information on why someone would choose to have a Power of Attorney (POA), when does a POA becomes effective and terminated, its limitations and requirements, and why is it "special" and "durable." Managers especially appreciated the step-by-step explanation on how to fill out the application, including the dos and don'ts. It was a very informative presentation and appreciated by the Network.
- FY 2022-23 1st Quarter PIF proposals are due July 1, 2022. The PIB Advisory Committee will meet on July 13, 2022 to review and discuss the proposals with department representatives.

#### **EXECUTIVE DIRECTOR'S REPORT: COMMISSION EVENTS UPDATE, CALENDAR OF EVENTS, DEADLINES, ADMINISTRATIVE ITEMS (AGENDA#7)**

Jackie Guevarra, Executive Director, reported on the following:

- The Commission will continue to meet virtually under AB 361. Until the COVID-19 infection/transmission rate decreases and stabilizes, virtual meetings will continue
- The Executive Office has partnered with the Los Angeles County Library to provide library locations where Commissioners and/or community members may participate remotely in Commission meetings—there are two designated libraries per Supervisorial District
- Commission staff is working on the Summer Quarterly Newsletter. We anticipate issuing the Newsletter around June 30, 2022
- Training reminders are automatically sent out. However, until the login/access problems are fixed, Commissioners do not have to take the trainings—the Human Resources Division is looking into the matter



- PQA submissions were due Friday, June 24, 2022—we received 83 applications
  - Save-the-dates were sent out to the PMN, Department Heads and Board Offices
  - Both Supervisors Barger and Mitchell have confirmed their attendance
  - PQA Evaluation is scheduled for in-person in Marina del Rey on Wednesday, August 3, 2022; all Commissioners are invited to participate
  - Top Ten Site Visits will be scheduled on August 15-30, 2022; please keep your calendars clear for these visits
  - We will know the Top Ten winners by August 9, 2022. Laura Perez will immediately contact departments and Commissioners to schedule the site visits

#### **LEADERSHIP CONFERENCE AD HOC COMMITTEE UPDATE (AGENDA#8)**

Commissioner Parent, Chair, reported the following:

- On Wednesday, June 1, 2022, the first in-person conference in nearly two years was held at the Music Center. This year's theme was *People First: Expanding Possibilities*.
- The general feedback is positive and many liked the speakers; also positive comments on the new space (Grand Hall)
- Coherent messaging on equity, resilience, purposefulness, and mental health well-being
- The related documents and presentation materials have been posted on the Commission website
- The ad hoc Committee for new members will be on July 1, 2022 to June 30, 2023, please let Jackie Guevarra know if you would like to continue to serve or if you are interested in joining the 2023 Conference Committee.

#### **DEPARTMENT VISITS AD HOC COMMITTEE UPDATE (AGENDA#9)**

Commissioner Henderson made the following report on behalf of Commissioner Palmer:

- The Department Visit reports for the Los Angeles County Development Authority, Department of Consumer and Business Affairs, and the Fire Department were presented for discussion. The reports were received and filed with no discussion.
- Commissioners were asked to check their calendars for the visits they signed up for. There have been a number of Commissioners who were no shows or last minute cancellations. On two visits, only half of the Commissioners showed up.

#### **PROCUREMENT AD HOC COMMITTEE REPORT UPDATE (AGENDA#10)**

Commissioner Butler, Chair, Procurement ad hoc Committee, reported the following:

- The Procurement Modernization and Transformation Board Motion authored by the 5<sup>th</sup> Supervisorial District and co-authored by the 4<sup>th</sup> Supervisorial District, was approved by the Board of Supervisors on June 14, 2022
- The ad hoc Committee met on June 21, 2022 to plan the next steps
- Next is a meeting on June 29, 2022 with key departments (Chief Executive Office, Internal Services Department, Auditor-Controller and Executive Office of the Board) to kick-off the project

**LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020), NO. 20 – PROSPERLA.COUNTY.GOV (AGENDA#11)**

Commissioner Henderson made the following report:

- The next biannual report is due on June 30, 2022.
- 23 ideas received between December 1, 2021 – May 31, 2022
- Commission staff are reviewing ideas for inclusion in the next report

**COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC) (AGENDA#12)**

Commissioner McIntyre made the following report:

- The CCJCC meeting on May 11, 2022, was cancelled.

Commissioner Billieon made the following report:

- The CCJCC met on June 8, 2022. Two presentations were made. The first presentation was from the Public Defender's Office and Alternate Public Defender's Office provided an update on the Psychiatric Social Worker Program on guiding re-entry of women (GROW). The program focuses on developing social history reports for eligible female clients. These reports may be considered during the adjudication process and can help to determine the best suitable outcome, including alternative sentencing dispositions that may be under consideration.
- The second presentation was from the Sheriff's Department and the Los Angeles Police Department provided an update on the Taskforce for Regional Auto-Theft Prevention (TRAP) Executive Steering Committee report and updates on current operations and trends. The mission is to reduce the incidents of auto theft, increase recovery rate, identify trends and patterns in auto theft, provide training and expertise to Law Enforcement Organization partners; and coordinate a deterrence program with the private sector

**COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA#13) – FOR DISCUSSION ONLY**

- Commissioner Wright extended an invitation to all Commissioners to an Architecture/ Engineering/ Construction (AEC) roundtable on June 29, 2022 at 8:00-11:30 a.m. The roundtable serves as an opportunity to bring together the leadership of the multiple organizations representing the LA-based AEC industry and for organizations to share with each other a status update of their programs, initiatives, and core values.
- Commissioner Henderson is working with Commissioner Rambo on a project with the Los Angeles Community College District (LACCD) to host a concert on mental health for LACCD students. In partnership with LACCD, Rams, Chargers, Sparks, Lakers, County Department of Mental Health, and Behavior Health Services they are hosting the first ever Mental Health Concert at the YouTube Center at SoFi stadium on Saturday, July 16, 2022. A related press conference was held on June 15, 2022. Commissioners Rambo stated that he and Commissioner Henderson wanted to do something for the LACCD graduates. He reached out to his contacts and resources

to attract talent for the event. The goal is to increase mental health awareness in the community, especially in communities of color. The concert is 60-70% music and the rest focuses on mental health.

- Commissioner McMorrin stated that Culver City Financial Advisory Committee started its own innovation and Efficiency Awards (modeled after the Commission's work) though on a much smaller scale. She wanted to share that the Quality and Productivity Commission is having a positive impact in the community.
- Commissioner Billieon also announced a project in partnership with LACCD. The program is entitled "Capitalize Learning the Business," which is a virtual program that will begin on July 31, 2022 on the LACCD platform. He is bringing to the table a number of celebrities. The kick-off includes Isaiah Thomas, Magic Johnson, Oprah Winfrey, Ayehsa Curry, and Martha Stewart. There is a long list of individuals who will be teaching business and how business is done in the modern era. We will be working with Steven Chong, President, World Trade Center in Los Angeles. Attendance is expected at 2,500-3,000. Additional information will be shared with Jackie Guevarra.

**COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS, AND/OR DIRECTION OF THE COMMISSION (AGENDA #14) – FOR DISCUSSION ONLY**

Commissioner Butler summarized the process (and concerns) leading up to finalizing the Procurement Modernization and Transformation Board motion, which was approved by the Board on June 14, 2022. The process included meetings with County departments (named in the motion) and answering questions about the purpose of the motion. The meetings resulted in edits to the motion.

After discussion and questions, Jackie Guevarra clarified that it is standard County protocol to vet a Board motion with key stakeholders before it makes it on the Board agenda for approval.

**MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACE ON A FUTURE AGENDA (AGENDA #15) – FOR DISCUSSION ONLY**

None

**PUBLIC COMMENT (AGENDA #16)**

None

**ADJOURNMENT**

Commissioner Liu moved to adjourn the meeting, seconded by Commission Harris. The meeting adjourned at 12:24 p.m. The next full Commission meeting will be on Monday, July 25, 2022.



## 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  <b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b>                  (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**  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
 (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.

Yes     No     N/A

**Amount Requested:**

<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. **PLEASE SEE ATTACHED**

	<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)			

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

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)

Erlinda Bernardo  
SIGNATURE ON FILE

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213.974.1758

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Project Manager (Print and Sign)

Dean Aardema  
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Department CIO/IT Manager (Print and Sign)

Kiet Huynh  
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Telephone Number  
213.974.2648

Budget/Finance Manager (Print and Sign)

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213.893.2477



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

**TOTAL COSTS (a+b+c) **\$750,000****



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

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Laura Perez

**Program Support**

Tammy Johnson

July 5, 2022

Ms. Terrie Hardy

Director

Child Support Services Department

5770 South Eastern Avenue

Commerce, CA 90040

Dear Ms. Hardy:

Thank you for a very informative update received at the Quality and Productivity Commission's Department Visit on June 22, 2022. Commissioners commend the increase in distributed child support collection of over \$500 million in 2021—a record setting amount. Through various projects, the Department is dramatically increasing the number of judgments obtained by agreement, judgments which have been shown to pay more consistently. The Department has also increased the percentage of cases resulting in a child support order from 88.5% to 90.8% over the last three years. It has achieved this through various means, including streamlining and re-engineering processes, and centralizing operations.

Commissioners appreciated the update on the Department's efforts on the Anti-Racism, Diversity, and Inclusion Initiative (ARDI), which includes creating an equitable policy action group to review and revamp existing policies, an employee resource group (e.g., book clubs, lunch and learn sessions, LGBTQ) and equity action teams to conduct surveys and focus groups. The Department focuses on the inclusion of staff to ensure all voices and diverse voices are heard roadmap to success

Commissioners also applaud the Department's work on Board of Supervisor priorities, including the Homeless Initiative, the Women and Girls Initiative (WGI), and with the Poverty Alleviation Initiative. The Department is part of the first cohort of the WGI's Gender Impact Assessment project.

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including in the following areas:

- Implementing a segmentation tool, which looks through hundreds of cases (per case worker) and prioritizes cases to be worked on daily
- Implementing a specialized unit, the Office of Innovation and Community Engagement, which allows the Department to identify new and unique opportunities to reach customers

**EXECUTIVE OFFICE**



BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

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



Ms. Terrie Hardy  
July 5, 2022  
Page 2

- Participating in telephonic court hearings, which allowed the Department and its clients to present and testify remotely
- Placing a renewed focus on employee care, and professional and organizational development to ensure that staff are adequately supported and trained, which positively impacts its clients and customers
- Piloting video interviews/secured conversations without clients needing to go into a departmental field office

We look forward to working with you as you address challenges that may require other operational enhancements, including:

- Establishing child support services kiosks at various County buildings to reach clients who are conducting business with related departments (e.g., Probation)
- Using “green court” technology to file paperwork and allow case work to be done electronically
- Increasing outreach and focus on fathers as custodial parents (i.e., approximately 90% of cases involve mothers as the custodial parent)
- Ensuring hiring methods lead to a more diverse gender pool of workers (i.e., 80% of case workers are females)

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Jennifer Coultas and Andrea Barnes (Alternate). Please contact Jackie Guevarra, Executive Director, at [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov) for additional information.

Sincerely,



NICHELE M. HENDERSON  
Chair

NMH:JTG

c: Fesia Davenport, Chief Executive Officer  
Joseph Nicchitta, Chief Deputy, Chief Executive Office  
Celia Zavala, Executive Officer, Board of Supervisors  
Jeffrey Levinson, Chief Deputy, Executive Office, Board of Supervisors  
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