



**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

William B. Parent

First Vice Chair

Will Wright

Second Vice Chair

Marsha D. Mitchell

Immediate Past Chair

Nichelle M. Henderson

Jacki Bacharach*

Viggo Butler

Barry Donelan

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Nancy G. Harris

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Edward T. McIntyre*

E. Scott Palmer

Jeffrey Jorge Penichet

Dion Rambo

Mark A. Waronek

Joe Waz

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Jane Lam

Program Coordinators

Betty Belavek

Ruben Khosdikian

*Chair Emeritus

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

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

**Los Angeles County
Quality and Productivity Commission
NOTICE OF REGULAR MEETING**

Monday, August 25, 2025, 10:00 a.m.

**Kenneth Hahn Hall of Administration, Room 140
500 West Temple Street, Los Angeles, CA 90012**

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

Join Zoom Meeting

[https://bos-lacounty-
gov.zoom.us/j/89308262332?pwd=QGeqwwgRxdmhmAxch40Sd7nE
WmJMMA.1](https://bos-lacounty.gov.zoom.us/j/89308262332?pwd=QGeqwwgRxdmhmAxch40Sd7nEWmJMMA.1)

Meeting ID: 893 0826 2332

Passcode: 475282

Call in Number: (669) 900-9128

**Written Public Comment may also be submitted to Jackie Guevarra by
Sunday, August 24, 2025 (received by 4:00 p.m.) at
jguevarra@bos.lacounty.gov**

****Any information received from the public by Sunday, August 24, 2025, at
4:00 p.m. will become part of the official meeting record.***

MEETING AGENDA

1. Call to Order.....Commissioner Parent
2. Land Acknowledgment*.....Commissioner Parent
3. Assembly Bill 2449.....Commissioner Parent
4. Approval of the July 28, 2025, Meeting Minutes
5. Presentation of Productivity Investment Fund (PIF) proposals, Fund Balance Report as of Fiscal Year 2025-26, 1st Quarter (for discussion and possible action).....Commissioner Gibson
 - **25.15 – Military and Veterans Affairs**, Heritage Preservation Initiative, \$1,063,704.40 Grant. PIB recommends \$1,063,704.40 Grant. Commissioner Landres to present.
 - **26.1 (previously noted as 25.16) – LA County Library**, Lights, Camera, Access: Storytelling Tools for All, \$170,000 Grant. PIB recommends up to a \$200,000 Grant. Commissioner Wright to present.
6. Chair's Report: Administrative Items, Ad Hoc Committee Motion Status (5 minutes).....Commissioner Parent

7. Productivity Managers' Network Chair's Report: General Meeting and Training (5 minutes)
.....Keisha Belmaster
8. Executive Director's Report: Commission Events Update, Calendar of Events, Deadlines,
Administrative Items (2 minutes).....Jackie Guevarra
9. Department Visit Ad Hoc Committee Report (2 minutes).....Commissioner Henderson
10. PQA Ad Hoc Committee Report (2 minutes).....Commissioner Harris
11. Commissioner Announcements regarding conferences, meetings, and gatherings of
interest to the Commission (2 minutes) – *For Discussion Only*
12. Commissioner Discussion on goals, ideas, future projects, and/or direction of the
Commission (2 minutes) – *For Discussion Only*
13. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future
agenda – *For Discussion Only*
14. Public Comment (3 minutes for each speaker)
15. The next full Commission meeting will be held on Monday, October 27, 2025, at 10 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 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.

***LAND ACKNOWLEDGEMENT**

ON NOVEMBER 1, 2022, THE BOARD OF SUPERVISORS ADOPTED A FORMAL LAND ACKNOWLEDGMENT FOR THE COUNTY. ([STATEMENT OF PROCEEDINGS](#))

"The County of Los Angeles recognizes that we occupy land originally and still inhabited and cared for by the Tongva, Tataviam, Serrano, Kizh, and Chumash Peoples. We honor and pay respect to their elders and descendants -- past, present, and emerging -- as they continue their stewardship of these lands and waters. We acknowledge that settler colonization resulted in land seizure, disease, subjugation, slavery, relocation, broken promises, genocide, and multigenerational trauma. This acknowledgment demonstrates our responsibility and commitment to truth, healing, and reconciliation and to elevating the stories, culture, and community of the original inhabitants of Los Angeles County. We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with Native peoples and local tribal governments, including (in no particular order) the: Fernandeano Tataviam Band of Mission Indians, Gabrielino Tongva Indians of California Tribal Council, Gabrieleno/Tongva San Gabriel Band of Mission Indians, Gabrieleño Band of Mission Indians - Kizh Nation, San Manuel Band of Mission Indians, San Fernando Band of Mission Indians. To learn more about the First Peoples of Los Angeles County, please visit the Los Angeles City/County Native American Indian Commission website <https://lanaic.lacounty.gov/>."



Los Angeles County QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF

July 28, 2025, at 10:00 a.m.

Kenneth Hahn Hall of Administration, Room 140
500 West Temple Street, Los Angeles, CA 90012

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telephone at:

Virtual Meeting

Call in Number: (669) 900-9128

Meeting ID: 836 9917 1209

Passcode: 601516

<https://bos-lacounty->

gov.zoom.us/j/83699171209?pwd=7NabJaxu7V7OI38atxbBBEraemJRC3.1

CALL TO ORDER

Commissioner Parent, Chair, called the meeting of the Quality and Productivity Commission to order at 10:01 a.m.

THE FOLLOWING COMMISSIONERS WERE PRESENT (TAKEN BY

ROLL CALL):

Jacki Bacharach
Viggo Butler
Barry Donelan
Rodney Gibson
Nichelle Henderson
Huasha Liu

Edward McIntyre
Marsha Mitchell
William Parent
Jeffrey Jorge Penichet
Dion Rambo
Joe Waz

ABSENT

Nancy Harris
J. Shawn Landres
E. Scott Palmer
Mark Waronek
William Wright
Jackie Guevarra, Executive Director

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Keisha Belmaster, Chair (Absent)

OPENING REMARKS

Commissioner Parent welcomed everyone and noted the meeting is being recorded. He announced that members of the public could send their questions or comments to Jane Lam during the meeting via email at ialam@bos.lacounty.gov or via the chat feature. The public can inform Jane Lam via email or the chat feature which item(s) they 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 Jane Lam by July 27, 2025, 4:00 p.m. No written comments were received.

He 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.

LAND ACKNOWLEDGEMENT (AGENDA #2)

On November 1, 2022, the Board of Supervisors adopted a formal Land Acknowledgement for the County. The Commission opened its public meeting with a video recording of the Land Acknowledgement, which can be read here: <https://lacounty.gov/government/about-lacounty/land-acknowledgment/>.

ASSEMBLY BILL 2449 (AGENDA #3)

Commissioner Parent announced that AB 2449 became effective on January 1, 2023. Provisions of this bill permit members of a legislative body of a local agency to participate remotely and to not identify their location. There were no Commissioners attending the meeting remotely.

APPROVAL OF THE JUNE 23, 2025, MINUTES (AGENDA #4)

Commissioner Bacharach moved to approve the minutes of June 23, 2025, seconded by Commissioner Gibson, with the following revisions:

- Page 2, under Approval of June 23, 2025, minutes, remove “*Due to technical difficulties, Commissioner Palmer was unable to vote*”

The minutes were approved, as amended, by the following vote (taken by roll call):

Yes: Commissioners Bacharach, Donelan, Gibson, Henderson, Liu, McIntyre, Mitchell
Parent, Penichet, Rambo and Waz

No's: None

Abstain: Commissioner Butler

PRESENTATION ON COUNTY AI POLICY: PETER LOO, CHIEF INFORMATION OFFICER, CHIEF EXECUTIVE OFFICE (AGENDA #5)

Commissioner Parent introduced and welcomed Peter Loo, Chief Information Officer, Chief Executive Office. Mr. Loo gave a presentation on the County's AI Policy & Governance. Commissioners were briefed on the following topics (a PowerPoint accompanied the presentation):

- Types of AI including: 1) Narrow AI; 2) General AI; 3) Super AI
- Uses of AI including biases and pitfalls
- Governing Principles of the County's AI Framework

CHAIR'S REPORT: ADMINISTRATIVE ITEMS, DEPARTMENT VISITS, AD HOC COMMITTEE (AGENDA #6)

Commissioner Parent, reported the following:

- Jackie Guevarra is currently on leave and is expected to return by August 11, 2025. Jane Lam continues to oversee QPC activities in the interim.
- The next Productivity Investment Board meeting is scheduled for Monday, August 4, 2025, in Room 140 at 10:00am with three projects to be presented.

- The next QPC meeting is scheduled for Monday, August 25, 2025, in Room 140 at 10:00am. Depending on what is decided at the PIB meeting, there may be three projects for consideration.

PRODUCTIVITY MANAGERS NETWORK (PMN) CHAIR'S REPORT: GENERAL MEETING AND TRAINING (AGENDA #7)

Jane Lam, Program Manager, reported the following on behalf of Keisha Belmaster, PMN Chair:

- The Productivity Managers' Network (PMN) Committee and Commissioners Harris, Parent, and Rambo met on June 25th and discussed the Productivity and Quality Awards (PQA) submissions and this year's evaluation. The following was discussed:
 - 107 applications were reviewed by the Executive Committee. Any department with applications that had questionable elements or errors were given until July 15th to resubmit them to Jane Lam.
 - The PQA evaluation will be held in-person on August 6th at the Hacienda Heights Community Center at 9:30am. Registration begins at 9:00am.
- Productivity Investment Fund (PIF) proposals for the first quarter of the new fiscal year (25-26) were due on July 7th. Two proposals were received from LA County Library and the Sheriff's Department. The Productivity Investment Board (PIB) Advisory Committee met on July 16th to review and evaluate the proposals. The PIB meeting will be held on August 4th.
- The next PMN General Meeting and Training will be held on November 5th at Rancho Los Amigos National Rehabilitation Center. The Executive Committee will meet to plan for the meeting on October 1st, as well as discuss the election for the 2026 PMN Executive Committee.

EXECUTIVE DIRECTOR'S REPORT: COMMISSION EVENTS UPDATE, CALENDAR OF EVENTS, DEADLINES, ADMINISTRATIVE ITEMS (AGENDA #8)

Jane Lam, Program Manager, reported the following on behalf of Executive Director Jackie Guevarra:

- Staff have been working on and/or preparing for various meetings:
 - Staff are preparing for the PQA Evaluation on August 6th, 2025. Scripts are being prepared and will be shared with the PQA Chair and PMN Liaisons who plan to attend. Currently, the evaluation is at maximum capacity for Commissioner attendance. This is not a Brown Act meeting; therefore, the evaluation needs to have less than a quorum of Commissioners. Attendees: Commissioners Gibson, Harris, Landres, McIntyre, Mitchell, Parent, Penichet, and Waz.
- 38th Annual PQA
 - Save the Dates:
 - August 6th, 2025: PQA Evaluation at Hacienda Heights Community Center. Registration begins at 9:00am.
 - August 12th, 2025: Agenda Prep and Special PQA Meeting, in-person at the QPC Office (Hall of Admin, Room 565). Officers and PQA Chair only.
 - August 19th – 29th, 2025: PQA Top Ten Site Visits. Time for visits are 10:00am and 1:30pm.
 - September 3rd, 2025: Special PQA Meeting, virtual, to decide the 3 grand prize winners
 - Lolita Lopez from NBC4 is available to host the PQA ceremony.

- Vendors: Levy Restaurant contracts with the Music Center and takes care of tables/chairs and food for our events. Their contract is coming to an end on September 10th, and they have decided not to renew with the Music Center. The Music Center is currently looking for a new contractor. They will not start their services until after Levy's contract ends. We cannot have PQA tasting in August and may not know the full menu until mid-to late-September. Staff will continue to closely monitor the situation and reach out for more information.

DEPARTMENT VISIT AD HOC COMMITTEE REPORT (AGENDA #9)

Nichelle Henderson, Chair, Department Visit ad hoc Committee, reported the following:

- 19 of the 21 Department Visits have been completed this year.
- Upcoming Visits:
 - Assessor's (July 30, 2025)
 - Board of Supervisors, Executive Office (October 23, 2025)
- On today's agenda to be received and filed are the Department Visit Reports for the Departments of:
 - Parks and Recreation (May 29, 2025)
 - Arts and Culture (June 16, 2025)
 - Beaches and Harbors (June 18, 2025)
 - Internal Services Department (July 2, 2025)
 - Human Resources (July 7, 2025)
- Thank you to Commissioners Bacharach, Butler, Mitchell, and Rambo for leading these visits.
- To date, the reports are received and filed.

During discussion, Commissioners highlighted trends, and other interesting facts/innovations heard at the department visits which included:

- Funding cuts due to cancellation of grants
- Using technology to enhance workstreams and automate processes to improve efficiency
- Collaboration efforts to improve services for the public
- Desire and commitment from departments to better serve the public

COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC) GENERAL COMMITTEE MEETING (AGENDA #10)

Ed McIntyre, CCJCC Liaison, reported the following:

- May 14, 2025, General Committee Meeting
 - Report back from the ad hoc subcommittee on treatment-mandated felony implementation and corresponding Medi-Cal eligibility/enrollment processes (Proposition 36).
 - Probation Department briefing by Chief Probation Officer, Guillermo Viera Rosa, on adult field supervision operations.
- July 9, 2025, General Committee Meeting
 - Update on CCJCC's Justice-Involved Veterans (JIV) Subcommittee and the Department of Military and Veterans Affairs (MVA) efforts to enhance services for justice-involved veterans.

- Presentation of the Taskforce for Regional Auto-Theft Prevention (TRAP) annual report and update on current operations and trends.

FORMATION OF THE QPC AUSTERITY OPPORTUNITIES AND STRATEGIES AD HOC COMMITTEE (AGENDA #11)

Commissioner Parent introduced a proposal to establish the QPC Austerity Opportunities and Strategies ad hoc Committee (Committee) as follows:

- Purpose: To help the Commission proactively respond to anticipated decreases in funding as the County responds to the challenges of the “polycrisis” and declines in federal, state, and County revenue.

The Committee would be charged with studying and making recommendations to the full Commission on three related issues:

- The Productivity Investment Fund (PIF): As the County may not allocate any additional or new funding for PIF, how might the Commission continue to fulfill its mission to identify and disseminate initiatives that improve productivity, quality, efficiency, or generate revenue? A shift to a priority of loans over grants is a step in this direction, but are there more creative and effective avenues? The Committee will also engage the leadership of the Productivity Managers’ Network (PMN) in this discussion.
- PIF Database Issues: The QPC’s PIF database was first created in 1999. The system has crashed repeatedly since 2016 and there is a high risk of permanently losing data. At present, the County has placed building a replacement system on hold due to other higher priority projects. QPC staff have proposed using PIF and Information Technology Legacy Modernization Funds for the rebuild.
- The Shared Practices Report: An annual staff-generated report to the Board of Supervisors and County Departments that is about, and dependent on, accurate PIF tracking.
- Commissioner Membership: To be determined.
- Reporting: Goal is for the Committee to present key takeaways and discussion at the full Commission meeting on Monday, October 27, 2025.

As a member of the public, Shawn Landres made public comment and expressed concerns over procedures for creating an ad hoc committee by vote.

After discussion and questions, Commissioner Henderson made a motion to approve the formation of the ad hoc committee. The motion was seconded by Commissioner Butler. The motion was approved by the following vote (taken by roll call):

Yes: Commissioners Bacharach, Butler, Donelan, Henderson, Liu, McIntyre, Mitchell, Parent, Penichet, Rambo and Waz
No’s: Gibson
Abstain: None

COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA #12) – FOR DISCUSSION ONLY

None

**COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS, AND/OR
DIRECTION OF THE COMMISSION (AGENDA #13) – FOR DISCUSSION ONLY**

None

**MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACED ON A
FUTURE AGENDA (AGENDA #14) – FOR DISCUSSION ONLY**

None

PUBLIC COMMENT (AGENDA #15)

None

ADJOURNMENT

Commissioner Henderson moved to adjourn the meeting, seconded by Commissioner Mitchell. The meeting adjourned at 12:16 p.m. The next full Commission meeting will be on Monday, August 25, 2025, at 10:00 a.m.



COUNTY OF LOS ANGELES
MILITARY AND VETERANS AFFAIRS
1816 S. Figueroa Street
Los Angeles, California 90015
mva.lacounty.gov



Jim Zenner
Director

August 19, 2025

TO: WILLIAM B. PARENT, CHAIR
QUALITY AND PRODUCTIVITY COMMISSION

FROM: JIM ZENNER, DIRECTOR
MILITARY AND VETERANS AFFAIRS

PRODUCTIVITY INVESTMENT FUND (PIF) REQUEST – BOB HOPE PATRIOTIC HALL - HERITAGE PRESERVATION INITIATIVE

This memo expresses support for and formally requests consideration by the Productivity Investment Fund (PIF) for the Bob Hope Patriotic Hall Heritage Preservation Initiative. This initiative is designed to preserve and expand access to Los Angeles County's military history through significant digital upgrades at Bob Hope Patriotic Hall.

The PIF grant application is being resubmitted following the decision to table the original request until a determination was made on the ITIF grant. MVA has since received conditional approval for ITIF funding, contingent upon the PIF grant being awarded. The application includes the endorsement letters requested by the members.

The initiative will digitize and protect the County's military artifacts while reimagining Patriotic Hall as a living, interactive space for education, remembrance, and connection. By using modern tools, the initiative will preserve the past and share it more broadly, making military history more visible, engaging, and accessible to all.

It will appraise and digitize the artifact collection, introduce interactive and mobile exhibits, and apply smart technology to organize and present veteran stories. The initiative will expand public access through virtual platforms and community outreach while creating a model for collaboration with departments, schools, and partners.

This work will ensure that the stories and sacrifices of veterans, especially those from underrepresented eras, are honored and preserved for future generations. It supports County goals for inclusive engagement, cultural stewardship, digital innovation, and interdepartmental collaboration.

The initiative aligns with the centennial of Bob Hope Patriotic Hall in 2026 and comes at a time when national and regional commemorations will bring increased public attention to the area. Its timing supports meaningful updates to the Hall as Los Angeles County prepares for a number of major civic and cultural events nearby.

Should you have any questions or need additional information, please contact me at (213) 765-9678, or your staff may contact our Department's Quality and Productivity Manager, Roberto Alvarez, at ralvarezportillo@mva.lacounty.gov.

JZ:AO:ra

c: Perez
Guevarra

August 13, 2025



Kenneth Hahn
Hall of Administration
500 W. Temple St.
B-79-2
Los Angeles, CA 90012

Tel 213.202.5858
www.lacountyarts.org

Board of Supervisors

Hilda L. Solis
Holly J. Mitchell
Lindsey P. Horvath
Janice Hahn
Kathryn Barger

Director

Kristin Sakoda

Chief Deputy

Heather Rigby

Jim Zenner, Director
Los Angeles County Department of Military and Veterans Affairs
Bob Hope Patriotic Hall
1816 S. Figueroa St.
Los Angeles, CA 90015

Dear Mr. Zenner,

On behalf of the Los Angeles County Department of Arts and Culture, I am writing to express our strong support for the Department of Military and Veterans Affairs' initiative to digitize, appraise, and modernize the military artifact collection and exhibits at Bob Hope Patriotic Hall.

This initiative is deeply aligned with our department's mission to foster cultural equity, civic engagement, and public access to the arts and humanities. The proposal's emphasis on interactive storytelling, immersive exhibit technology, and digital accessibility not only enhances preservation but also elevates the role of veterans' narratives within our County's cultural landscape. Importantly, it centers voices—particularly those of post-Gulf War and contemporary veterans—that have historically been underrepresented in public memory and exhibition spaces.

By investing in digital infrastructure, 3D scanning, and modern exhibit design, this project transforms Bob Hope Patriotic Hall into a more inclusive and engaging civic space—one where veterans and civilians alike can connect through shared history, education, and artistic interpretation. These improvements also create new opportunities for cross-departmental partnerships, public programming, and cultural storytelling.

We commend this effort to honor our veterans while expanding community access to their stories, and we look forward to supporting this important work through future collaboration and engagement.

Sincerely,

Kristin Sakoda

Kristin Sakoda, Director
LA County Department of Arts and Culture



Natural History Museum
of Los Angeles County

900 Exposition Boulevard
Los Angeles, CA 90007

Office of the President &
Director
tel 213.763.3301
fax 213.746-7538
www.nhm.org

August 12, 2025

Jim Zenner, Director
Los Angeles County Department of Military and Veterans Affairs
1816 S. Figueroa St.
Los Angeles, CA 90015

Dear Mr. Zenner,

On behalf of the Natural History Museum of Los Angeles County (NHM), I am writing to express our support for the PIF Application from the Department of Military and Veterans Affairs to digitize, appraise, and modernize the military artifact collection and exhibits at Bob Hope Patriotic Hall.

As an institution dedicated to working for the benefit of current and future generations, we commend this effort. The project's focus on developing a comprehensive digital inventory, and deploying interactive, educational exhibits represents a step for broader access and inclusivity.

The significance of the collection at Bob Hope Patriotic Hall cannot be overstated. These artifacts represent the lived experiences of veterans and are central to telling Los Angeles County's broader cultural and civic history. The proposed upgrades will not only safeguard these irreplaceable items but also make them more accessible to diverse audiences, including students, educators, researchers, and the general public.

We support this proposal and look forward to opportunities for future collaboration in the service of historical preservation and public learning.

Sincerely,

A handwritten signature in blue ink, reading "Dr. Lori Bettison-Varga". The signature is fluid and cursive.

Dr. Lori Bettison-Varga
President and Director
Natural History Museums of Los Angeles County
900 Exposition Boulevard
Los Angeles, CA 90007

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: 7/23/2024

Department: Military and Veteran Affairs

Date: 8/19/2025

Project Name: Heritage Preservation Initiative

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

The Department of Military and Veterans Affairs requests \$1,498,154.40 to digitize, preserve, and modernize access to historic military artifacts at Bob Hope Patriotic Hall. Funding will support 3D scanning, digital archiving, and exhibit upgrades, enhancing public access, education, and long-term stewardship of Los Angeles County's military and cultural heritage.

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

Bob Hope Patriotic Hall (BHPH), is home to a large collection of military artifacts, historical records, and memorabilia spanning over a century of service and sacrifice. These materials represent the diverse experiences of veterans from all backgrounds and from every part of the County's 4,058 square miles. However, the collection has never been formally appraised, is only minimally cataloged, and currently relies on volunteers and limited resources for management and curation. Public access is restricted due to limited exhibit space, and the current displays do not fully reflect the building's or the County's military legacy.

This project will address these challenges by implementing the following improvements:

- **Artifact Appraisal** – A formal valuation process to support insurance, conservation, and historical context.
- **3D Scanning and Digital Inventory** – Digitally capturing and cataloging artifacts to improve access, engagement, and the ability to grow the collection with contributions from across the County and from all service eras.
- **Mobile Display Cases and Digital Exhibits** – Flexible and interactive formats that will allow exhibits to travel to communities outside downtown Los Angeles, expanding access across the region.
- **Integrated Exhibit Software** – Curating and presenting information through modern tools that enhance storytelling and make the Hall's military history more engaging and educational.

These upgrades will position BHPH as a leading destination for military and veterans history in the County, aligning with the building's centennial celebration in 2026. BHPH will become a living space that honors the legacy of service while inviting new

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: 7/23/2024

generations to connect with the County's military heritage.

By creating a searchable digital inventory and modular exhibits, the system can serve as a model for other departments, cultural institutions, and veteran-serving organizations. It will allow for the inclusion of contemporary veterans whose service records and memorabilia are increasingly digital. This ensures that all generations of veterans are represented and preserved.

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

The success of this project will be measured by how well it improves the organization, preservation, and accessibility of the artifact collection at Bob Hope Patriotic Hall, along with how effectively it enhances public engagement and educational outreach.

Specific outcomes include:

- Completion of Artifact Appraisal and Digitization – Track the percentage of artifacts formally appraised, 3D scanned, and entered into the digital inventory. This will help measure progress toward creating a complete, searchable archive.
- Digital Exhibit Engagement – Monitor how many visitors interact with the new digital displays and how much time they spend at each station. This will give insight into which stories and formats are resonating with visitors.
- Visitor Feedback – Collect direct input from visitors through short surveys and digital kiosks to better understand how the updated exhibits affect their overall experience.
- Educational and Community Outreach – Measure participation in school visits, storytelling programs, and off-site community events that use mobile exhibits or digital content from the new system.
- Social Impact Survey – Using existing practices to track and measure the social impact of the exhibits and work to guide aspects such as continued learning and engagement.
- Representation Across Service Eras – Evaluate the range of service eras, branches, and veteran backgrounds represented in the exhibits to ensure inclusion of all communities, especially underrepresented periods or groups.

Progress will be reviewed through regular updates that include inventory counts, engagement statistics, and survey summaries. These reports will help guide adjustments and identify gaps in representation or visitor interest.

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: 7/23/2024

Is this an Information Technology (IT) project?

☒ Yes No ☐ ☐ N/A

If you answered yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below. In addition, you must apply for Information Technology Funds (ITF) with the Chief Executive Office (CEO), Chief Information Office (CIO) first before applying for Productivity Investment Funding (PIF). If your IT project was not approved by the CEO-CIO, please indicate the reason it was not approved and/or the status of your project below:

MVA concurrently pursued a ITIF grant which has been conditionally awarded in the amount of \$434,450 pending on it being awarded the PIF Grant funding.

Amount Requested: Loan _____ Grant \$1,498,154.40 Total _____

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

	Implementation Period	Project Year 1	Project Year 2	Project Year 3
A. Annual Cost of Current Process:				
B. Estimated Annual Cost of Proposal:	10/25-6/26	\$1,063,704		
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00

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

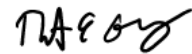
Total Annual Budget: \$1,498,154.40

Quarterly Allocation: \$

Fiscal Quarter	Timeframe	Fund Requirement (\$)	Cumulative Total (\$)
Q2 FY 2026	Oct-Dec 2025	\$832,101.84	\$832,101.84
Q3 FY 2026	Jan-Mar 2026	\$666,052.56	\$1,498,154.40
Q4 FY 2026	Apr-Jun 2026	\$0	\$0
Q1 FY 2027	Jul-Sep 2026	\$0	\$0

Quality and Productivity Manager (Print and Sign)

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Project Manager (Print and Sign)

Jim Zenner



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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: 7/23/2024

Department CIO/IT Manager (Print and Sign)

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Department Head (Print and Sign)

Jim Zenner



Telephone Number

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**** Electronic, Original, or Scanned Signatures Are Accepted ****

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)? April 2025, the Board tabled a decision until the Department was aware of the decision of the ITIB, the proposal is being resubmitted based on the conditional ITIF approval of \$434,450 contingent on being awarded the full PIF grant.

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

Yes _____ No X If no, why not?

The Department is currently operating under several unfunded Board mandates, which have taken precedence in allocating existing resources. Although funding is limited, we remain fully committed to preserving and uplifting the military and veteran culture of Los Angeles County. This proposal reflects our vision to position Bob Hope Patriotic Hall as a central repository, guardian, and steward of that heritage.

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?

This project will increase the visibility and public awareness of both the Department and Bob Hope Patriotic Hall, positioning the building as a central space for engagement, education, and collaboration around veterans' issues. As more community partners, veterans organizations, and County departments recognize the enhanced capabilities of the space, opportunities for partnerships and shared programming will grow.

Historically, Bob Hope Patriotic Hall has hosted a wide range of activities including military ceremonies, social gatherings, community events, and film productions. The

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

modernization of exhibits and improved digital infrastructure will make the building even more attractive for public use, creating additional revenue opportunities through rentals and event bookings.

Over time, the digitization and proper cataloging of the artifact collection will also help reduce costs associated with manual tracking, preservation emergencies, and exhibit rework. A well-organized digital system minimizes the risk of lost or damaged items and allows for more efficient rotation and reuse of exhibits.

This initiative enhances the Department's ability to serve more residents, including students, families, veterans, and tourists, by offering educational content and meaningful experiences that highlight the County's commitment to honoring its military history. The project creates long-term opportunities for revenue generation, cost savings, and service expansion that will strengthen the Department's sustainability and public value.

Revenue Generation:

Service Enhancement:

Cost Savings & Future Cost Avoidance:

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

One of the persistent challenges in connecting veterans to services is the lack of awareness about available resources and the opportunities to engage with the Department. This proposal addresses that issue by using technology to make the Department's military and veteran artifact collection more accessible and visible to residents across Los Angeles County.

By digitizing and archiving the collection, the Department will create a platform where veterans and their families can see their histories acknowledged, documented, and preserved. Making this content available online helps eliminate barriers for those who cannot visit Bob Hope Patriotic Hall in person. Anyone with internet access and a phone or computer will be able to explore the collection, learn

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

about the County's veteran legacy, and engage with the Department's broader mission.

This approach supports County priorities around equity, access, and modernization. It uses tools such as 3D scanning, digital cataloging, metadata tagging, and cloud-based exhibit software to strengthen both internal workflows and public-facing services. These technologies will help reduce the physical strain on fragile items, simplify the process of rotating exhibits, and allow for more flexible and responsive storytelling.

The project also enhances the Department's ability to partner with schools, veteran organizations, and community groups. It builds upon the County's existing practices in digital innovation, cultural preservation, and outreach, while expanding access to traditionally underserved or geographically distant communities.

In alignment with the Department's strategic goals, this proposal strengthens public awareness, improves service delivery, and supports the long-term sustainability of both the collection and the building itself. It benefits veterans, students, researchers, and residents throughout the County without creating additional burdens, and it positions Bob Hope Patriotic Hall as a more accessible, inclusive, and future-ready public space.

6. (150 words) Is the proposal a pilot project? What, if any, are the programmatic and fiscal sustainability measures of success, and/or learning objectives for the project? What would be the conditions for further expansion or development?

This proposal is not a pilot but a deliberate and strategic investment in the long-term preservation and presentation of the military and veteran history of Los Angeles County. It is designed to enhance and modernize the existing historical foundation at BHPH, which already houses an extensive collection of military artifacts and memorabilia.

Through this initiative, MVA will modernize how these assets are preserved and shared by integrating emerging technologies such as 3D scanning, augmented reality, artificial intelligence tools for exhibit curation, and a robust digital inventory system.

Conditions for expansion would include demonstrated success in increasing digital engagement, meaningful feedback from the public, and continued identification of gaps in representation or access that can be addressed through additional features, outreach, or partnerships. By laying this groundwork, Bob Hope Patriotic Hall will be

County of Los Angeles Quality and Productivity Commission
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better positioned to evolve as a forward-looking, inclusive space that preserves and uplifts the stories of all who have served.

7. (300 words) What current County processes or functions will be eliminated or streamlined via this productivity enhancement(s) and/or quality improvement(s)?

This project will significantly reduce the need for outdated manual processes that are currently used to manage, track, and present the artifact collection at BHPH . Currently inventory work relies on handwritten records, spreadsheets, and informal systems that make it difficult to locate items, assess their value, or plan for future exhibits in an organized way. By transitioning to a centralized digital inventory, we will be able to track, update, and share artifact information more efficiently, which saves staff time and reduces the risk of misplaced or undocumented items.

The digital tools will also make exhibit planning and rotation much easier. Currently, any exhibit update involves a lot of manual coordination, physical labor, and at times, external fabrication or printing costs. By integrating digital and mobile displays, the Department will be able to adjust content on a screen or rotate mobile cases without a full rebuild, cutting down both on time and materials.

Appraising and cataloging the collection also helps strengthen how we plan for emergencies or damage to items. With formal valuations and digital records in place, the Department will be better prepared for insurance needs or risk management, which currently depends on incomplete or outdated documentation.

This project will streamline operations, reduce costs tied to exhibit maintenance and artifact preservation, and open up new ways to collaborate with other departments, like Arts and Culture, Economic Opportunity, Office of Education and other local educational partners. It also lays the foundation for future improvements, once the digital systems are in place, they can be used to support satellite displays, virtual tours, or remote research partnerships, which aren't possible with the current system.

This is ultimately about bringing the Department into a modern, scalable way of doing things that better supports our mission while being more efficient and sustainable behind the scenes.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan North Stars and Board-Directed priorities? (To view the County's strategic plan, click here:

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[LA County Strategic Plan 2024-2030 – Los Angeles County](#). To view the Board-Directed priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#)).

[C:\Users\le647958\AppData\Local\Microsoft\Windows\NetCache\Content.Outlook\1JTQNKWF\Board Priorities](#)If yes, please explain.

The proposed project aligns with several key objectives outlined in Los Angeles County's 2024-2030 Strategic Plan and support various Board-Directed Priorities. The initiative to modernize artifact documentation and exhibits directly supports the County's North Star 2 of fostering vibrant communities, specifically under community connections. By preserving military history and creating interactive experiences, the project aims to engage the community and enhance education, thereby strengthening community bonds and promoting resilience. The preservation and digitization of artifacts will increase accessibility while reducing the need for physical media and minimizing the associated impacts of transporting, displaying, and moving these items.

Enhancing the representation of post-Gulf War veterans in BHPH's exhibits addresses the Board's priority of advancing sustainability and promoting anti-racism, diversity, and inclusion (ARDI). This effort ensures that all generations of veterans feel recognized and included, reflecting the County's commitment to equity across policy areas and promoting a diverse and inclusive representation of veteran experiences. Additionally, this aligns with North Star 3 of realizing tomorrow's government today by improving communication and public access to these critical artifacts.

The proposed project strategically aligns with the County's objectives of fostering vibrant communities and promoting sustainability, inclusion, and diversity. The project also supports the Board-Directed Priorities by contributing to community engagement and strengthening the County's broader goals of equity and community well-being.

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

Yes. This proposal directly enhances the County's image by reaffirming its commitment to honoring the contributions of its veteran and military community and by elevating BHPH as a civic and cultural landmark.

It strengthens the County's role as a leader in historical preservation and deepens our connection to the public through accessible, engaging, and meaningful exhibits.

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Los Angeles County will be in the national spotlight with several major milestones and cultural events, , the United States' 250th anniversary in 2026, and the City and region hosting major events such as the 2028 Olympics.

By opening up the collection through digital access, interactive exhibits, and mobile displays, the project allows for broader engagement with those who may not have previously interacted with the Department. This ensures that veterans' legacies are preserved, shared, and celebrated and reinforces the County's identity as a place that honors service and values inclusive civic memory.

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

This proposal is rooted in collaboration and creates clear opportunities for interdepartmental cooperation across LA County. By digitizing and cataloging the artifact collection, MVA will be able to share curated content and historical data with other departments. It supports data maturity, a priority identified by the CEO, and lays the groundwork for shared systems and storytelling. MVA can partner with Arts and Culture to integrate veteran narratives into exhibitions and public art, while county libraries could host mobile displays or digital archives. Schools could access virtual field trips and learning modules. The project aligns with ARDI goals by ensuring contemporary veterans are represented in public programming and outreach. ISD can support infrastructure, including digital displays and mobile exhibit systems, and leverage existing initiatives like Delete the Divide. A centralized database also enables collaboration with universities and veteran-serving organizations. This living archive promotes visibility, civic engagement, and coordinated service delivery Countywide.

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

The idea for this project came from listening to veterans who visit BHPH and don't see themselves reflected in its exhibits. While the building honors past generations, veterans from the Gulf War, Iraq, Afghanistan, and the modern era have expressed a disconnect, raising the question: who gets remembered, and how? MVA and its foundation partner saw this as an opportunity to not only fill historical gaps but reimagine how a public space can honor military service. Veterans from all eras and backgrounds deserve to have their stories preserved with care, presented with dignity, and made accessible to their families, communities, and the broader public. By digitizing artifacts, expanding access through mobile and online formats, and creating interactive exhibits, BHPH will reflect the full picture of LA County's military legacy. Positioned near the Civic Center and LA Memorial Coliseum, BHPH is ready

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

to lead future commemorations with pride, inclusivity, and lasting respect for all who served.

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

2023-24

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2024-25

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _

2025-26

1st Quarter \$

2nd Quarter \$ 832,101.84

3rd Quarter \$ 666,052.56

4th Quarter \$

2026-27

1st Quarter \$

2nd Quarter \$

3rd Quarter \$

4th Quarter \$

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

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)
Project Kick Off for Artifact Database + CMS and Wall of Heroes Interactive Display	October '25 (Week 1 of master project schedule)	\$454,734.50	\$
Project Kick Off for Interactive Wall Mural	October '25 (Week 3)	\$161,154.90	
Project Kick Off for Virtual Bob Hope Interactive Greeter Display	November '25 (Week 5)	\$84,657.40	
Project Kick Off for AI Artifact Meta Tagging	December '25 (Week 9)	\$48,530.40	
Beta Review for Artifact Database + CMS	December '25 (Week 12)	\$83,024.64	
Beta Review for Interactive Mural Wall	January '26 (Week 14)	\$96,692.94	
Final Delivery for Artifact Database + CMS Beta reviews for Wall of Heroes and Bob Hope Interactive Greeter	January '26 (Week 15)	\$295,960.26	
Final Delivery for Interactive Wall Beta Review for AI Artifact Meta Tagging	February '26 (Week 16)	\$93,580.20	
Final Delivery for Wall of Heroes and Bob Hope Interactive Greeter	February '26 (Week 17)	\$160,407	
Final Delivery for AI Artifact Meta Tagging	February '26 (Week 18)	\$19,412.16	

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 **\$1,063,704.40**

Other Charges

List all other charges here

(b) Total other charges **\$ N/A**

Fixed Assets

List all equipments and other fixed assets here

(c) Total fixed assets **\$ 434,450.00**

TOTAL COSTS (a+b+c) **\$1,498,154.40**



SKYE PATRICK
County Librarian

August 19, 2025

TO: William B. Parent, Chair
Quality and Productivity Commission

Rodney C. Gibson, Chair
Productivity Investment Board

FROM: Skye Patrick
County Librarian

A handwritten signature in black ink, appearing to be 'SP' or a stylized version of the name Skye Patrick.

PIF Grant Proposal – Tool Lending Library: Filmmaking Expansion & Programs

LA County Library is respectfully requesting a Productivity Investment Fund grant of \$200,000 to expand its award-winning Tool Lending Library collection to include filmmaking tools and accompanying programs that would provide free access to developmental opportunities that would empower our neighbors and support the creative economy.

We initially launched the Tool Lending Library in 2022, with the twofold mission of giving our customers free access to otherwise costly tools that might only be needed for a short time, while establishing a sustainable model of community sharing. At six library locations, Library cardholders can borrow tools for home maintenance, bike and auto repair, gardening, baking, and crafting. In addition to the popularity of the tools themselves (which have been borrowed over 4,500 times), the Tool Lending Library gives us the opportunity to embrace our role as a hub for community connection and learning by offering dynamic, in-person classes taught by industry experts, to showcase the tools and teach real-world work readiness skills.

In May 2025, my team and I had the opportunity to share these efforts with the Quality and Productivity Commission at the Library's biannual Department Visit, which included a discussion around expanding the Tool Lending Library collection to include musical instruments. I'm happy to share that, as of last month, we added guitars, keyboards, and electric drumkits to the tool inventory, and offered summertime afternoon music classes for middle schoolers.

7400 Imperial Hwy, Downey, CA 90242 | 562.940.8400 | [LACountyLibrary.org](https://www.lacountylibrary.org)



COUNTY OF LOS ANGELES SUPERVISORS

HILDA L. SOLIS
Chair Pro Tem, 1st District

HOLLY J. MITCHELL
2nd District

LINDSEY P. HORVATH
3rd District

JANICE HAHN
4th District

KATHRYN BARGER
Chair, 5th District

Parent and Gibson

August 19, 2025

Page 2

Our new music classes are an initial step toward building skills for LA's booming creative economy, but we see an even greater opportunity to expand the Tool Lending Library in support of LA's creative backbone: filmmaking. Though some traditional jobs have declined, when we consider all facets of filmmaking—like social media and streaming—job growth has actually risen eight percent (per [Otis College's Report](#)), presenting us an opportunity to support job readiness in a field where LA is the industry leader.

With your support, we can expand on our existing, successful Tool Lending Library model by adding filmmaking and content creation kits for customers to borrow free of charge, growing our sustainable community sharing model. We can further leverage these tools by offering separate program series for both teens and adults to teach filmmaking and content creation, in partnership with industry expert instructors, helping to add to the creative economy's vital workforce, while showcasing our libraries as a community gathering place and center for learning.

We are also happy to take the recommendation of the Productivity Investment Board to additionally provide program graduates with workforce development opportunities that would advance outreach on County services, in collaboration with other County departments.

Thank you for your consideration. We are deeply grateful to your dedication to community advancement and hope to collaborate with you on this transformative initiative.

If you have any questions or need additional information, please contact Samangi Skinner, Productivity Manager, at sskinner@library.lacounty.gov, or Sara Keating, Alternate Productivity Manager, at skeating@library.lacounty.gov.

SP:SS:jt

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: 7/23/2024

Department: LA County Library

Date: 06/26/25

Project Name: Lights, Camera, Access: Storytelling Tools for All

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

LA County Library would expand its popular [Tool Lending Library](#) collections—which offers home repair, sewing, gardening, crafting, baking tools, and recently musical instruments—to include filmmaking equipment, as well as launch programs that would teach customers how to use the filmmaking tools and build skills for the creative economy.

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

The film industry is the backbone of LA's creative economy. Although traditional jobs have declined, the overall industry—including social media and streaming—has seen 8% job growth since 2013 ([Otis College Report](#)). Technology is also changing, with many films and music videos now filmed on mobile phones. LA County Library is poised to add members to this vital workforce by providing equipment access and skills training for creative careers.

At six libraries—Compton, Lancaster, Malibu, Norwalk, Rosemead, and San Fernando—the Tool Lending Library (TLL) provides home repair, sewing, gardening, crafting, and baking tools for free. TLL collections recently added musical instruments: keyboards, guitars, and drum kits. TLL saves customers money while enabling skill development, creating more equitable access for under-resourced populations while encouraging sustainable community sharing.

The Library proposes adding two types of kits to TLL collections: (1) filmmaking kits, with digital cameras, lenses, and tripods, and (2) vlogging kits, with action cameras and gimbals. Both would include microphones and headphones. While teens can use the kits during workshops, only customers over 18 will be able to borrow them.

The Library would hire expert instructors to teach in-person classes on the equipment, storytelling, potential careers and income opportunities. Three multi-week classes would teach Filmmaking and Vlogging to adults and teens, ages 13-18. These workshops would utilize libraries as hubs for learning, encouraging community connection. Laptops with editing software would allow participants to learn introductory editing techniques. A systemwide virtual program will follow each session, showcasing participant videos. Per the PIB's recommendation, the Library would also create workforce development opportunities for select program graduates to promote County programs and services.

Classes present an opportunity to partner with other County departments on promotion, enrollment, and PSA content, including Economic Opportunity, Youth Development, Consumer & Business Affairs, and Arts & Culture.

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: 7/23/2024

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

Because Tool Lending Library items can be borrowed for two weeks using a library card, the Library maintains substantial data on item circulation. With nearly 4,500 item checkouts since TLL's initial launch in May 2022, borrowing has been tremendously popular to date. Circulation of filmmaking and vlogging kits will be tracked the same way and it is estimated that, in the pilot year, at least 200 checkouts of film equipment will be made.

The workshop series for adults and teens will be designed in collaboration with the teacher(s) selected, but will offer a different theme each of the six weeks, such as *Getting to Know Your Equipment*, *Finding Your Voice*, *Vlogging Safety*, *Content Editing*, and so on. Content will be created during class, resulting in up to 54 shorts or vlogs, likely created in small groups.

Pre- and post-surveys will also be conducted, which will assess participants' current knowledge of the equipment and industry, then follow up regarding what they've learned in terms of new skills, career opportunities, and how they plan to apply their learning. The Library is currently rolling out new music classes, including participant surveys, and will follow a similar model, with survey feedback potentially used to adjust class content.

By building on the success of the TLL model, the Library can teach new skillsets and create opportunities aligned with broader County goals, such as workforce development, while also engaging community members' creativity and activating libraries as spaces for learning and connection.

By reusing equipment for classes and also allowing customers to borrow it, the Library increases access while extending the use and lifespan of each item in a cost-effective way. For example, laptops equipped with all the necessary film software will support in-library content editing, while offering cost savings compared to purchasing software separately.

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: 7/23/2024

Is this an Information Technology (IT) project?

☐ Yes ☒ No ☐ N/A

If you answered yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below. In addition, you must apply for Information Technology Funds (ITF) with the Chief Executive Office (CEO), Chief Information Office (CIO) first before applying for Productivity Investment Funding (PIF). If your IT project was not approved by the CEO-CIO, please indicate the reason it was not approved and/or the status of your project below:

Amount Requested: Loan _____ Grant \$200,000.00 Total \$200,000.00

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:				
B. Estimated Annual Cost of Proposal:				
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00

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

	2025-26			2026-27		
	Q2	Q3	Q4	Q1	Q2	Q3
Equipment	\$128,950					
Marketing	\$11,000					
Class Teacher & Materials		\$18,000	\$18,000		\$18,000	
Workforce Development						\$6,050
TOTAL	\$139,950	\$18,000	\$18,000		\$18,000	\$6,050

Quality and Productivity Manager (Print and Sign)

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**** Electronic, Original, or Scanned Signatures Are Accepted ****

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?

The filmmaking and content creation programming and expansion of the Tool Lending Library (TLL) collections to include related equipment is a pilot project to test the popularity and feasibility of circulating filmmaking tools and teaching creative economy skillsets in multi-week classes. Pilot programs like these normally rely on grant funding like California State Library's Library Services and Technology Act grants and similar government grants. However, due to the federal administration's significant cuts at the Institute of Museum and Library Services, which funds the California State Library grants, they are not being offered this year. Pursuing PIF grant funding will allow the Library to pilot and assess the program's success, and hopefully incorporate it into the department's budget request in future years.

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?

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain) X

N/A – This is a grant request

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

This project provides service enhancement and future cost avoidance, as film and content creation equipment purchased to be added to the Tool Lending Library collections and used for in-library classes can be reused for years to come, benefiting multiple LA County Library cardholders.

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

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

achieve desired business outcomes, and/or Department strategic goals and objectives?

The Tool Lending Library's objective of providing often costly tools and equipment for free checkout benefits all County residents, but especially those underserved community members who may not be able to otherwise afford purchasing or renting similar equipment. Free classes have the same benefit, as private or small group classes in filmmaking can often be cost-prohibitive. The Tool Lending Library also promotes sustainability practices by encouraging community sharing, especially for tools and equipment that may not be used on a regular basis.

LA County Library belongs to our communities and serves as a portal to learn, grow, and succeed. This is our mission, as defined in our 2024-2028 Strategic Plan, and this program helps our neighbors do just that. It supports the Library's first strategic priority of Belonging to Our Communities by creating welcoming, safe spaces and experiences that respond to local needs; its second priority of Advancing Our Partnerships by partnering with both professional teachers and other County departments to lead and promote hands-on classes, towards which we will leverage the County's extensive support network to drive and coordinate the collective impact of services; and its third priority of Telling Our Story by using creative and wide-reaching marketing tactics for this new offering, while working to align public perception of the Library's value with what we know to be true—that the Library is a center of learning with a wealth of resources that go beyond books, and it is prepared to connect residents with the tools they need to succeed.

Additionally, at the recommendation of the PIB, the Library is also seeking to fund an extended workforce development opportunity that will allow select program graduates to produce PSA videos for various County departments that promote programs and services, strengthening overall County image and storytelling efforts.

6. (150 words) Is the proposal a pilot project? What, if any, are the programmatic and fiscal sustainability measures of success, and/or learning objectives for the project? What would be the conditions for further expansion or development?

While TLL has existed since 2022, this grant proposal to add film and content creation equipment for circulation and offer filmmaking classes for creative economy skill development is a pilot to offer new services to County communities.

Pre- and post-program surveys for class participants will be used to evaluate the success of the workshops, assess what the students learn regarding new skills and career opportunities, and collect testimonials from participants. Circulation numbers for the equipment will help to determine the demand for these items.

If this new pilot is successful, the Library may expand classes to additional ages or locations, and/or explore a train-the-trainer model, enabling Library staff to teach

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

future classes. To fund the program long-term, the Library would either pursue additional grant funding or incorporate it into the Library's budget once grant funds run out, as has been done with grant-funded programs in the past.

7. (300 words) What current County processes or functions will be eliminated or streamlined via this productivity enhancement(s) and/or quality improvement(s)?

Rather than eliminating or streamlining an existing function, this proposal builds on an existing successful project model—the Tool Lending Library—and expands offerings to County residents by launching filmmaking equipment in its TLL collections, improving access to costly goods, and providing quality improvements to service delivery.

This brand new offering to County communities will increase the quality of Library programs and services by meeting the needs expressed by residents during Community Visioning sessions for more educational opportunities and arts-related learning as well as support with professional skills development, including extended opportunities for participants to develop their skills by working with various County departments to help tell their story through short form video content.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan North Stars and Board-Directed priorities? (To view the County's strategic plan, click here: [LA County Strategic Plan 2024-2030 – Los Angeles County](#). To view the Board-Directed priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#). [\\labosfs\ops_spsp_qpc\\$\Productivity Investment Fund\Forms and Guidelines\Application\Board Priorities](#) If yes, please explain.

This project supports North Star 1, Make Investments that Transform Lives, by supporting workforce development and job training, in that programs will teach creative economy skillsets that will allow participants to add to their resumes or even create their own content that can be monetized. Additionally, the pilot will explore extended workforce development opportunities for select participants to develop storytelling materials around County services, furthering their implementation of learned skills.

It also supports North Star 2, foster vibrant and resilient communities, by creating opportunities for community connections, with shared in-person programs at libraries that allow for networking opportunities, collaboration, and relationship building.

Finally, it supports North Star 3, realize tomorrow's government today, as the Tool Lending Library and increased access to expensive items increases the accessibility of government services, clearly communicated in the Library's marketing and outreach.

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In addition to the County's Strategic Plan, the project also supports overall County creative economy priorities, including the adoption of the [Cultural Policy Strategic Plan in 2022](#) to support the arts and culture sector, and the recently-passed motion to [Advance the Resilience of the Film and TV Industry in LA County](#) in July 2025.

To partner with the local film industry and community-based organizations, LA County Library will explore potential partnerships during the planning process, including the LA County Film Office and local nonprofit film organizations—which are plentiful in LA County—to source instructors for classes and explore ideas for class curriculum. A list of organizations received from the PIB will be included in this outreach. After the pilot's conclusion, more exploration will be done for expansion of these classes, including opportunities to further involve more community-based organizations with expertise in the film industry, benefitting from their experience, knowledge, and connections.

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

TLL is already an extremely popular offering, with nearly 4,500 items circulated to date. Outreach efforts have raised awareness, with social media influencers often highlighting TLL and a related post on LA County Library's TikTok account even going viral with 693,000 views.

During Community Feedback Sessions, customers of all ages asked for in-person tutoring and lessons, including in the arts. Since then, the Library has launched free summer tutoring in English and math, and recently offered music lessons in guitar, drums, and keyboard. The Library also plans to seek strategic input on filmmaking opportunities from its Teen Advisory Boards. New in-person, hands-on programs in filmmaking align with the Library's mission to serve as a portal to learn, grow, and succeed. With proper outreach (which is built into the grant budget), these new filmmaking kits and classes have the potential to enhance both Library offerings and the County's image, simultaneously.

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

Offering free film and vlogging multi-week classes at the Library presents an opportunity to partner with other County departments on both finding industry experts to teach filmmaking and vlogging classes, as well as assisting with promotion and enrollment so that the classes in the pilot period can be filled to capacity and generate the highest possible benefit. Potential partner departments include Economic Opportunity, Youth Development, Consumer & Business Affairs, and Arts & Culture. These County departments can also assist in promoting the Tool Lending Library as a whole—including the existing home repair, auto and bike repair, gardening, cooking, crafting, and maker equipment, and now musical instruments—as the potential benefit is so widespread.

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Additionally, by giving select participants the additional opportunity to use newly-learned skills to help develop storytelling PSA videos for various County departments, the program will further extend interdepartmental cooperation while building workforce development.

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

The Tool Lending Library was first implemented in 2022, so the core project model is not new. Additionally, the Library has done a number of creative economy-focused programs in the past, primarily virtually. Country Librarian Skye Patrick prioritizes workforce development opportunities, especially in the creative economy that is so prominent in Los Angeles County, and saw an opportunity to expand the existing Tool Lending Library to further support creative economy work. LA County Library's Education & Engagement team developed the filmmaking inventory to be added to the Tool Lending Library and came up with the initial ideas for the filmmaking classes and surveys based on past customer feedback and interest in one-off programs that explored creative careers like the Library's 2021-22 Creative Career Paths series.

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

2025-26

1st Quarter \$ _____

2nd Quarter \$ 139,950

3rd Quarter \$ 18,000

4th Quarter \$ 18,000

2026-27

1st Quarter \$ _____

2nd Quarter \$ 18,000

3rd Quarter \$ 6,050

4th 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)
Purchase equipment	October 2025	\$128,950	N/A
Develop Marketing Plan and begin implementation	October 2025	\$11,000	N/A
Filming/Vlogging Program Series for Adults (#1)	December 2025 - January 2026	\$18,000	N/A
Filming/Vlogging Program Series for Teens (#1)	June 2026	\$18,000	N/A
Filming/Vlogging Program Series for Adults (#2)	December 2025 - January 2026	\$18,000	N/A
Identify program graduates to participate in Workforce Development opportunity and work with identified County departments to create PSAs for County services	February – March 2026	\$6,050	N/A

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LINE ITEM BUDGET DETAIL

(Work with your Budget Analyst)

Services and Supplies

Service	Price	Number of classes	Total
Instruction - Filmmaking/Vlogging for Adults (1)	\$500	6(6 libraries) = 36	\$18,000
Instruction - Filmmaking/Vlogging for Teens	\$500	6(6 libraries) = 36	\$18,000
Instruction - Filmmaking/Vlogging for Adults (2)	\$500	6(6 libraries) = 36	\$18,000
Marketing - Advertising & Outreach			\$7,000
Marketing - Video production			\$4,000
Workforce Development Opportunity for Select Participants			\$6,050

(a) Total services and supplies

\$71,050

Other Charges

List all other charges here

(b) Total other charges

\$0

Fixed Assets

Product	Price	Units	Item Cost	Taxes (Round)	Total
Mirrorless Digital Cameras with 16-50mm Lenses	\$850	38	\$32,300	\$3,149	\$35,449
Camera Cases	\$23	38	\$874	\$85	\$959
Tripods	\$70	38	\$2,660	\$259	\$2,919
Gimbals	\$250	38	\$9,500	\$926	\$10,426
Memory Cards (256GB)	\$35	38	\$1,330	\$130	\$1,460
Extra Batteries	\$60	38	\$2,280	\$222	\$2,502
Vlogger Kits	\$55	38	\$2,090	\$204	\$2,294
Action Cameras	\$550	38	\$20,900	\$2,038	\$22,938
Podcast Microphones	\$200	70	\$14,000	\$1,365	\$15,365
Headphones	\$60	70	\$4,200	\$410	\$4,610
Laptops	\$1,520	18	\$27,360	\$2,668	\$30,028

Note: Every quantity listed above includes 10 replacements which will be used as needed when equipment is broken or irreparable in house.

3 items for classes + 2 for circulating collection = 5 per site (30) + 8 replacement = 38

6 items for classes + 4 for circulating collection = 10 per site (60) + 10 replacement = 70

(c) Total fixed assets

\$128,950

TOTAL COSTS (a+b+c)

\$200,000