



Los Angeles County
Productivity Investment Board
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: http://qpc.lacounty.gov

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EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

To enrich lives through
Effective and caring service

Monday, February 24, 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 or listen to the meeting
via telephone at:

Join Zoom Meeting

Call in number: (669) 900-9128

Meeting ID: 871 0425 9276

Passcode: 306023

https://bos-lacounty-
gov.zoom.us/j/87104259276?pwd=EZ7PC4I50b53N7HCFSJ4roEo3dqSjG.1

Written Public Comment may also be submitted to Jackie Guevarra
by Sunday, February 23, 2025 (received by 4:00 p.m.):

jguevarra@bos.lacounty.gov

*Any information received from the public by Sunday, February 23, 2025,
at 4:00 p.m. will become part of the official meeting record.

MEETING AGENDA

- 1. Call to Order.....Commissioner Gibson
2. Land Acknowledgment*.....Commissioner Gibson
3. Assembly Bill 2449.....Commissioner Gibson
4. Approval of the November 18, 2024, Meeting Minutes
5. Presentation of Productivity Investment Fund (PIF) proposals (for
discussion and possible action) and Fund Balance Report, as of Fiscal
Year 2024-25, 3rd Quarter.....Commissioner Gibson
• 25.10 – Public Health, Strategic Action for Fair Employment (SAFE),
\$560,000 Grant. PIB Advisory Committee does not recommend.
• 25.6 – Military and Veterans Affairs, Military Transition Initiative,
\$279,000 Grant. Formerly With Your Shield Initiative, \$400,000 Grant.
PIB referred the project to the February PIB meeting.
• 25.8 – Military and Veterans Affairs, Veteran Mental Health and
Wellbeing Pilot Program, \$800,000 Grant. PIB Advisory Committee
recommends \$800,000 Grant.

6. Discussion and matters not on the Posted Agenda – to be presented and placed on a future agenda.
7. Public Comment (3 minutes for each speaker)
8. Adjournment

LOBBYIST REGISTRATION

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

ACCOMMODATIONS

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

SUPPORTING DOCUMENTATION

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

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 PRODUCTIVITY INVESTMENT BOARD

MINUTES OF THE MEETING OF

Monday, November 18, 2024, at 10:00 a.m.

Kenneth Hahn Hall of Administration, Room 374A
500 West Temple Street, Los Angeles, CA 90012

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
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Website: <http://qpc.lacounty.gov>

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Call in number: (669) 900-9128

Meeting ID: 865 8312 9281

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

Chair

William B. Parent

First Vice Chair

Will Wright

Second Vice Chair

Dion Rambo

Immediate Past Chair

Nichelle M. Henderson

Chairs Emeriti

Jacki Bacharach

J. Shawn Landres, Ph.D.

Rodney C. Gibson, Ph.D.

Edward T. McIntyre

Viggo Butler

Teresa Dreyfuss

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Ruben Khosdikian

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

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

PRESENT:

Nichelle Henderson, Chair

Rodney Gibson, Vice Chair

Jacki Bacharach

Viggo Butler

Teresa Dreyfuss

J. Shawn Landres

Edward McIntyre

ABSENT

Nancy Harris

PRODUCTIVITY INVESTMENT BOARD ADVISORY COMMITTEE

Arman Depanian, Chair

CALL TO ORDER (AGENDA #1)

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

ATTENDANCE (ROLL CALL)

Commissioner Henderson welcomed everyone to the Productivity Investment Board (PIB) meeting. She asked Jackie Guevarra to take roll call of Commissioners in attendance:

In Attendance: Jacki Bacharach (virtual), Viggo Butler, Teresa Dreyfuss, Rodney Gibson, Nichelle Henderson, J. Shawn Landres, and Edward McIntyre.

ANNOUNCEMENTS

Commissioner Henderson welcomed everyone to the meeting. 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 or via the chat feature. The public can inform Jackie Guevarra via email or the chat feature of which item(s) they have a comment on. Any information received would become part of the official meeting record. Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra by November 17, 2024, 4:00 p.m. No written comments were received.

She also announced that each Commissioner would have the opportunity to speak on any agenda items and any vote 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 will open its public meetings with a Land Acknowledgement, as follows below:

“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 lanaic.lacounty.gov.”

ASSEMBLY BILL 2449 (AGENDA #3)

Commissioner Henderson announced that Commissioner Bacharach was attending remotely under AB 2449. Commissioners Bacharach confirmed that no person over 18 years old is present as a member of the public at her location.

APPROVAL OF MINUTES FOR AUGUST 5, 2024 (AGENDA #4)

Commissioner McIntyre moved to approve the meeting minutes for August 5, 2024, seconded by Commissioner Landres. The minutes were approved as follows:

No: None
Yes: Commissioners Butler, Dreyfuss, Gibson, Henderson, Landres, and McIntyre
Abstain: Commissioner Bacharach

PRESENTATION OF PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS (FOR DISCUSSION AND POSSIBLE ACTION) AND FUND BALANCE REPORT, AS OF FISCAL YEAR 2024-2025, 2nd QUARTER (AGENDA #5)

Fund Balance Report

Commissioner Henderson reported there were three proposals before the PIB for the 2nd Quarter of Fiscal Year 2024-2025. She reported the Productivity Investment Fund (PIF) balance as of October 31, 2024, is \$6,591,642.

Commissioner Henderson stated that if all the projects before the PIB (\$928,990) are approved today, the revised fund balance would be \$5,662,652.

Presentation of PIF Proposals for Discussion and Possible Action

25.7 – Fire, Development & Rapid Operationalization of Prehospital Blood – (LA-DROP), \$378,990 Grant.

Dr. Clayton Kazan; and Dr. Wilhelm, Harbor-UCLA, and Heidi Oliva, Productivity Manager, were in attendance to support the proposal. Dr. Kazan spoke on the project.

The grant would be used to purchase the equipment and blood products necessary to launch the first prehospital blood transfusion program in California to save the lives of hemorrhaging patients in the field.

Arman Depanian, Chair of the PIB Advisory Committee (Committee), reported the following recommendations were made to the Department: 1) mention that the Department explored other avenues of resources but were denied by FEMA and include the Department's due diligence on other funding sources; 2) explain how the Department anticipates future funding and whether hospitals can offset the costs; 3) remove name of vendor; 4) obtain a letter of support from Health Services; 4) explain how the current County contract with the blood bank works; and 5) emphasize the San Antonio model and its success rate. The Committee recommended a \$378,990 Grant.

After discussion and questions, Commissioner McIntyre made a motion to approve a grant in the amount of \$380,000, seconded by Commissioner Landres. The motion was unanimously approved by the following vote (taken by roll call):

No: None
Yes: Commissioners Bacharach, Butler, Dreyfuss, Gibson, Henderson, Landres, and McIntyre
Abstain: None

Commissioner McIntyre will present the project at the Quality and Productivity Commission (QPC) meeting on Monday, December 16, 2024.

25.5 – Public Health, The POV: Using Voice Overs to Improve Substance Use Disorder Health Literacy, \$150,000 Grant.

Cherene Cexil, Michelle Gibson, Antonne Moore, and Jane Lam and Mariana Khachatryan (Productivity Managers), were in attendance to support the proposal. Antonne Moore gave a PowerPoint presentation and spoke on the project.

The grant would be used to contract with a vendor to dub and update the existing Patient Orientation Video (POV) to improve health literacy and engagement in substance use disorder treatment services among patients whose primary language is non-English.

Arman Depanian reported the Committee made the following recommendations to the Department: 1) mention the video is available on the SAPC webpage and whether it is accessible to view and download on a computer/ laptop/phone; 2) explain the innovation/effectiveness of the project (dubbing not seen on videos before/enhancement of videos); 3) clarify what is being done differently (e.g., not just closed captioning) and the need for 45 voiceovers and how the original non-dubbed videos were funded and why the same State/Federal funding cannot be used to upgrade; 4) mention the target audience (34,000 patients in system-all are viewing upon admission); 5) explain why an upgrade was not part of the Department's budget; and 6) explain why the Department cannot use Internal Services Department's master agreement and how this is unique in dubbing needs and not voice over; and 7) mention that this is not covered by the Information Technology Fund. The Committee recommended a \$150,000 Grant.

After discussion and questions, Commissioner Landres made a motion to approve a \$20,000 grant and asked the Department to revise their proposal to leverage technology, including but not limited to AI, dubbing, and voice cloning technologies, and allow the Department to apply concurrently for Information Technology Funds through the Chief Information Office. The motion was seconded by Commissioner McIntyre and unanimously approved by the following vote:

No:	None
Yes:	Commissioners Bacharach, Butler, Dreyfus, Gibson, Henderson, Landres, and McIntyre
Abstain:	None

Commissioner Landres will present the project at the QPC meeting on December 16, 2024.

25.6 – Military and Veterans Affairs, *With Your Shield Initiative*, \$400,000 Grant.

Manuel Gomez and Allan Ochoa (Productivity Managers) were in attendance to support the project. Manuel Gomez gave a PowerPoint presentation and spoke on the project.

The grant would be used for the development, marketing, and implementation of programmatic aspects for a Veteran Advancement Center at Bob Hope Patriotic Hall.

Arman Depanian reported the Committee made the following recommendations to the Department: 1) clarify in the presentation how the Department will build/expand the

program; 2) explain more clearly what the consultant is going to do and whether the Department has the resources to implement the changes/recommendations the consultant will have; 3) be ready to answer whether this could be a loan vs a grant; 4) emphasize model for other jurisdictions, pilot serves as proof of concept to the Department of Veteran's Affairs—this if the first of its kind; 5) explain the innovation more clearly; 6) the letters of support provided are for the Center, not the project itself; 7) reach out to the Department of Mental Health and Homeless Initiative to see if they can assist with funding; and 8) emphasize the need for a good/effective transition program.

After discussion and questions, Commissioner Landres made a motion to come back to the PIB on February 24, 2024, with a proposal for the discovery and design phase; the potential relationship with philanthropy, such as with the Center for Strategic Partnership; and a clearer statement of the relationship between the department and its partners.

After discussion and questions, Commissioner Landres made a motion for the Department to come back to the PIB at a future meeting (e.g., February 2025), with a revised proposal that shows the discovery and design phases of the project. The Department should also reach out to the Center for Strategic Partnership in the Chief Executive Office regarding potential philanthropic funding. The revised proposal should clearly state the relationship between the Department and its partners. The Department should also return with identified Foundation partners to the project. The motion was seconded by Commissioner Bacharach and unanimously approved by the following vote:

No: None
Yes: Commissioners Bacharach, Butler, Dreyfuss, Gibson, Henderson, Landres, and McIntyre
Abstain: None

DISCUSSION AND MATTERS NOT ON THE POSTED AGENDA – TO BE PRESENTED AND PLACED ON A FUTURE AGENDA. (AGENDA #6)

None

PUBLIC COMMENT (AGENDA #7)

Commissioner Landres introduced Madeleine Waddoups and Carl de Joya, VC Powe Fellows, UCLA Luskin School of Public Affairs, and welcomed them to the meeting. Both indicated how much they enjoyed listening to the meeting.

ADJOURNMENT (AGENDA #8)

Commissioner McIntyre moved to adjourn the meeting, seconded by Commissioner Butler. The meeting adjourned at 12:52 p.m. The next PIB meeting will be on Monday, February 24, 2024, at 10:00 a.m.



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

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

ANISH P. MAHAJAN, M.D., M.S., M.P.H.
Chief Deputy Director

313 North Figueroa Street, Suite 806
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February 13, 2025

Commissioner Rodney Gibson, Chair
Productivity Investment Fund
Quality and Productivity Commission
Hall of Administration, 500 W Temple Street, Room 585
Los Angeles, CA 90012

Dear Commissioner Gibson:

I am pleased to submit a Productivity Investment Fund grant proposal requesting \$560,000 to support the Strategic Action for Fair Employment (SAFE) pilot program, a 27-month initiative led by the Los Angeles County Department of Public Health (DPH) Office of Worker Health and Safety (OWHS), in partnership with the Department of Consumer and Business Affairs' (DCBA) Office of Labor Equity (OLE). This innovative program seeks funding for two specialized consultants to address **wage theft and health & safety hazards**, a critical barrier to worker well-being in Los Angeles County.

SAFE stands out due to its local, targeted approach to addressing the needs of a vulnerable and hard-to-reach population of low-wage workers. While state enforcement structures exist to address wage theft and health & safety violations, limited state capacity often delay the resolution of urgent cases. A 2024 State Auditor's report revealed a critical backlog of 47,000 wage theft claims at the California Labor Commissioner's Office, causing processing times to be six times longer than legally mandated. SAFE would be the first initiative of its scale in Los Angeles County, directly tackling wage theft, retaliation, and health & safety hazards as a public health threat and social determinant of health and significantly expand timely access to justice for low-wage workers in the face of state-level delays and understaffing.

This pilot program, made possible by the Los Angeles County Department of Consumer and Business Affairs' (DCBA) recent grant of subpoena and enforcement authority, creates a unique opportunity to strengthen worker protections and establish innovative solutions to wage theft and related labor violations.

DPH is uniquely suited to lead the SAFE pilot program because it currently oversees the highly successful Public Health Councils (PHC) program—SAFE's foundational framework. Developed by the OWHS, the PHC program partners with certified worker organizations (CWOs) to assist workers in forming committees with their peers to identify remedies for addressing health and safety issues in their workplaces. PHCs give workers a voice to identify problems and find solutions, making workplaces safer and healthier. SAFE leverages this successful model and expands its impact to address a broader spectrum of worker issues through strategic partnerships:

- Department of Consumer and Business Affairs Office of Labor Equity (DCBA-OLE):
Leveraging DCBA's new subpoena authority for targeted investigations into wage theft claims.

- Certified Worker Organizations (CWOs): Serving as a bridge between vulnerable workers and County agencies, by identifying potential wage theft cases, educating workers about their rights, and supporting them throughout the investigation process.

DPH values DCBA's full support in our leadership of this initiative, recognizing our critical role in driving this program forward.

SAFE will enhance quality and productivity through several key strategies:

- **Enhancing DCBA-OLE investigations** through collaboration with DPH-OWHS and CWOs to identify strategic investigations, accelerate wage recovery, and address workplace health & safety hazards, based on violations identified through the PHC program.
- **Leveling the playing field** for businesses that comply with labor laws, discouraging unfair competition; DCBA-OLE, DPH-OWHS, and CWOs will develop joint media campaigns to share workers' rights information and spotlight law-breaking employers (resulting from strategic cases identified and investigated through the pilot).
- **Forming strategic partnerships** with certified worker organizations, who serve as trusted messengers to reach hard-to-reach and at-risk workers in low-wage and high hazard industries, providing resources and support to navigate and address workplace violations.
- **New collaboration between DPH-OWHS and DCBA-OLE** on worker outreach and education resources and activities.
- **Pioneers a replicable model** in other jurisdictions for wage theft enforcement, positioning LA County as an innovator in worker protection.

DPH-OWHS and DCBA-OLE currently lack the staff capacity to implement SAFE at pilot scale. This grant will fund two consultants to build program infrastructure, develop a long-term sustainability plan, and create a replicable blueprint for other counties. This investment is essential for SAFE's successful launch, evaluation, and long-term impact, allowing existing teams to maintain core responsibilities while the consultants establish SAFE's foundation.

This grant is also critical for demonstrating SAFE's effectiveness and addressing this urgent community need. As a newly established office (May 2024), DPH-OWHS lacks dedicated funding, and DPH has no funds available for this initiative. A successful pilot will be a catalyst for securing future philanthropic support, enabling us to sustain and expand SAFE's vital work in the years to come.

As always, we appreciate the Commission's ongoing support for public health and worker safety and look forward to your favorable consideration. Please reach out to Alice Berliner, Director of the Office of Worker Health and Safety at aberliner@ph.lacounty.gov if you have any questions.

Sincerely,



Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Director

BF:ab



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

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Director

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Chief Deputy

Joel Ayala

January 2, 2025

Nichelle M. Henderson, Chair
565 Kenneth Hahn Hall of Administration
500 W. Temple Street
Los Angeles, CA 90027

Dear Commissioner Henderson,

As the Director of the Department of Consumer and Business Affairs (DCBA) I am writing to express my full support for the Department of Public Health's Office of Worker Health and Safety's (OWHS) Proposal for the Strategic Action for Fair Employment Program (SAFE), which aims to expand the Public Health Councils program to address critical worker issues such as wage theft, retaliation, and labor trafficking. This initiative is not only timely but essential in enhancing the protection and rights of workers, particularly within the unincorporated areas of Los Angeles County (County).

The SAFE Program aligns with the critical need for stronger worker protections and fair employment practices in the face of growing concerns regarding the exploitation of workers. By focusing on wage theft, retaliation, and labor trafficking, this proposal directly addresses some of the most pressing challenges faced by vulnerable workers in our communities.

I am particularly encouraged by the ongoing partnership between the Department of Consumer and Business Affairs' Office of Labor Equity (OLE) and the OWHS. This collaboration is pivotal in ensuring that the expanded Public Health Councils program will effectively serve workers, providing them with a robust framework of advocacy, enforcement, and education. The partnership also emphasizes a comprehensive, multi-agency approach with unique subject matter expertise, which will undoubtedly lead to improved coordination and greater impact in the County's unincorporated areas.

The DCBA's OLE serves as the primary County agency dedicated to enforcing worker protections and advocating for workers' rights, fostering fair labor practices throughout the unincorporated areas of the County. The key functions and role of OLE include:

1. **Advocating for Workers' Right:** OLE works to ensure that workers, particularly in vulnerable and marginalized communities, have access to the



dcba.lacounty.gov
info@dcba.lacounty.gov

320 W. Temple St., Room G-10, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137

protections and resources they need. This includes addressing issues such as wage theft, retaliation, and unfair working conditions.

2. **Education and Outreach:** OLE is responsible for educating both workers and employers about their rights and responsibilities. This includes conducting one on one visits to businesses in the unincorporated areas to ensure employers are aware of their obligations to workers.
3. **Enforcement of Worker Protection:** The OLE enforces various County ordinances in addition to State protections related to unpaid wages to workers to ensure fair pay and fair treatment for workers. OLE will provide support in investigating complaints related to wage theft, relation, fair scheduling and hiring processes and other worker protection issues.
4. **Collaboration with Other Agencies:** OLE works closely with other agencies, such as OWHS, to strengthen labor protection. By collaborating with entities that focus on different aspects of worker protection, OLE helps ensure a comprehensive and coordinated approach to addressing worker exploitation.
5. **Support for Vulnerable Workers:** OLE is dedicated to supporting workers in the County, particularly those in unincorporated areas or in industries where labor violations are most prevalent. This includes workers in sectors such as construction, massage establishments, hotels, and others.

In context of the SAFE Program, as the enforcement and investigative agency for the County, OLE's role will be to partner with OWHS to increase awareness of protections for workers, address abuses like wage theft, retaliation, and labor trafficking, and ensure that these protections are enforced in unincorporated areas of the County. OLE's expertise in labor equity and enforcement will be key to the success of this initiative.

Additionally, through the expansion of the Public Health Councils Program, the SAFE Program will create safer, fairer environment for workers and help reduce the exploitation and abuses that have long been a challenge in our jurisdiction. I support this proposal and urge approval and implementation.

Thank you for your leadership in advancing these critical efforts and I look forward to seeing positive outcomes of the SAFE Program for workers throughout the County.

Sincerely,



Rafael Carbajal
Director

County of Los Angeles

December 4, 2024

Dawyn R. Harrison
County Counsel



Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Director, Los Angeles County Department
of Public Health
313 North Figueroa Street, Suite 806
Los Angeles, California 90012

Re: Productivity Investment Fund Grant Letter of Support

Dear Dr. Ferrer:

The Office of County Counsel, Affirmative Litigation and Consumer Protection Division ("ALCP"), strongly supports the Los Angeles County Department of Public Health's ("DPH") proposal for the Productivity Investment Fund grant to launch the Strategic Action for Fair Employment ("SAFE") Pilot program. This innovative initiative aligns perfectly with the ALCP's mission to enforce laws protecting workers from exploitation and consumers from unfair business practices.

ALCP's Role in Worker Protection

ALCP collaborates with various County departments, including DPH and the Department of Consumer and Business Affairs ("DCBA"), community-based organizations ("CBOs"), and other government partners to uphold consumer protection laws and labor laws. We recognize the significant impact of wage theft on workers' well-being and economic stability. This pilot program offers a promising approach to address wage theft by leveraging the recent subpoena authority granted to DCBA

Alignment with ALCP's Priorities

This program aligns with ALCP's priorities in several key ways:

- **Enhanced Enforcement:** The collaboration between Public Health and DCBA will facilitate more efficient investigations of wage theft claims, leading to faster recovery of stolen wages for workers.
- **Level Playing Field for Businesses:** By effectively deterring unfair competition from businesses violating labor laws, the program promotes fair practices and protects responsible businesses.
- **Consumer Protection:** Wage theft is a form of exploitation that directly harms low-wage and immigrant workers. This program strengthens consumer protection efforts by ensuring workers receive fair compensation for their work.


Supporting Innovation and Replication

The pilot program's focus on building partnerships with CBOs is commendable. CBOs act as trusted messengers, connecting vulnerable workers with crucial resources and support. Additionally, the potential for replicating this model in other jurisdictions can significantly impact worker protection across the country.

ALCP believes the SAFE Pilot program holds immense potential to improve worker well-being and protect vulnerable populations. We wholeheartedly support this initiative and urge the Productivity Investment Fund to award the requested grant.

Very truly yours,

DAWYN R. HARRISON
County Counsel

By: 
SCOTT KUHN
Assistant County Counsel
Affirmative Litigation & Consumer
Protection

JM:tr

cc: Joseph Mellis
Deputy County Counsel

Peter Lee
Senior Deputy County Counsel



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(323) 840-3311



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3711 Mettler St.
Los Angeles, CA 90111



November 27, 2024

CLEAN Carwash Worker Center

3711 Mettler St. Los Angeles, CA 90011

Dear Dr. Barbara Ferrer,

We write to express the CLEAN Carwash Worker Center's strong commitment to collaborate with the LA County Department of Public Health on the proposed Productivity Investment Fund (PIF) grant to reach low-wage and immigrant workers across LA County with support in navigating wage & hour violations through the Public Health Councils Program. We anticipate that our participation in the proposed grant project will contribute to our organization's capacity to reach workers in the car wash industry and help to assist them in addressing workplace violations, including wage theft, an issue that is widespread among workers in the industries we represent.

We currently partner with LA County Department of Public Health through the Public Health Councils Program, which was a program developed during the COVID-19 pandemic to educate workers and develop workplace councils aimed to implement hazard prevention and abatement strategies across worksites. This PIF grant is an opportunity to leverage existing partnerships with community-based organizations, who like us, are experts in worker education and are trusted messengers among highly impacted workers, to pilot an expansion within the Public Health Councils Program to address wage and hour violations.

The CLEAN Carwash Worker Center is a grassroots worker center that empowers carwash workers to make lasting changes in the carwash industry and their communities. With over a decade of history in Los Angeles, CLEAN fights for the self-determination of immigrant and working-class people. CLEAN's worker base represents one of the largest, lowest-paid, and most vulnerable in a highly exploitative service industry. We see firsthand the ways in which workers are exploited at work, often bringing issues to our organization that range from wage theft and retaliation to extreme health and safety hazards. In Los Angeles County, an estimated 500 carwashes employ around 10,000 car wash workers. Car washes are a part of the vast underground economy in car-centric cities across California. Many car washes fail to follow basic labor, health, and safety laws. Long hours in the heat, abrasive and toxic chemicals, and no drinking water or refusal of rest breaks are commonplace in car wash businesses. Car wash workers are rarely paid the minimum wage; it is a common practice for car wash businesses to pay workers daily rates or piece rates, which results in workers earning as little as seven dollars an hour. In the last 5 years, our organization has helped uncover these violations in several car washes throughout Los Angeles County; these investigations led by the Labor Commissioner's Office have resulted in over 4 million dollars in penalties issued to these employers.

As an organization, we've identified wage theft as a priority issue in the car wash industry. Through this pilot, we believe we can enhance our ability to support workers across issues through improved communication between county departments and developing mechanisms to aid our ability to support workers in identifying workplace violations, filing complaints, and navigating investigations. We have found that many low-wage and immigrant workers in LA County do not receive the training, resources, and support to adequately respond to violations at work, and that we can play an important role as trusted organizations in addressing wage theft and health & safety issues.

With this partnership with the LA County Department of Public Health through the Public Health Councils Program, we look forward to offering much-needed training and outreach to workers across the region. We enthusiastically support the proposal and look forward to working together on this exciting initiative.

Sincerely,

Andrea Gonzalez

A handwritten signature in black ink that reads "Andrea Gonzalez". The signature is written in a cursive, flowing style.

Deputy Director

CLEAN Carwash Worker Center



December 2, 2024

Dr. Barbara Ferrer
Director, LA County Department of Public Health

Dear Dr. Barbara Ferrer,

We write to express KIWA's strong commitment to collaborate with the LA County Department of Public Health on the proposed Productivity Investment Fund (PIF) grant to reach low-wage and immigrant workers across LA County with support in navigating wage & hour violations through the Public Health Councils Program. We anticipate that our participation in the proposed grant project will contribute to our organization's capacity to reach workers in restaurant, grocery, and other low-wage industries and help to assist them in addressing workplace violations, including wage theft, an issue that is widespread among workers in the industries we represent.

We currently partner with LA County Department of Public Health through the Public Health Councils Program, which was a program developed during the COVID-19 pandemic to educate workers and develop workplace councils aimed to implement hazard prevention and abatement strategies across worksites. This PIF grant is an opportunity to leverage existing partnerships with community-based organizations — who, like us, are experts in worker education and are trusted messengers among highly impacted workers — to pilot an expansion within the Public Health Councils Program to address wage-and-hour violations.

At KIWA, our mission is to build power with immigrant workers and renters to drive change in their workplaces and communities. Every year, through our outreach, organizing, campaigns, and services, KIWA reaches over 35,000 workers and renters--and through them, their family members. Through our Worker Empowerment Clinic, which we have operated since 1992, KIWA offers direct, multilingual support to workers experiencing wage theft. Through the Public Health Councils and other programs, we also reach tens of thousands of workers in their workplaces, homes, and neighborhoods. We are deeply familiar with the challenges workers face on the job. They report issues that range from wage-and-hour violations such as not being paid for overtime or having to work off the clock, to discrimination and retaliation, to public health violations and workplace health and safety hazards. In many cases, these types of violations are intertwined, the impact of one problem deepening that of the other. We have been working for over thirty years to

Koreatown Immigrant Workers Alliance | 한인타운노동연대 | Alianza de Trabajadores de Koreatown



address the pervasiveness and impact of wage theft in our communities. Our work with the Public Health Councils program also underscores for us that the level of wage theft in LA County is itself also a public health challenge, in terms of its impact on the physical and mental well-being of workers and their families.

An innovative program that holistically addresses wage theft and public health would be highly effective, as it would allow us to integrate approaches and solutions to issues that for workers are already completely intertwined. As an organization, we've long identified wage theft as a priority issue among restaurant, grocery, janitorial, and all low-wage workers. Through this pilot, we believe we can enhance our ability to support workers across issues, through improved communication between county and other departments and developing mechanisms to aid our ability to support workers in identifying workplace violations, filing complaints, and navigating investigations. We have found that many immigrant workers in LA County do not receive the training, resources, and support to adequately respond to violations at work, and that we can play an important role as a trusted organization in addressing wage theft, health and safety, and public health issues.

With this partnership with the LA County Department of Public Health through the Public Health Councils Program, we look forward to offering much-needed training and outreach to workers across the region. We enthusiastically support the proposal and look forward to working together on this exciting initiative.

Sincerely,

A handwritten signature in black ink that reads "Alexandra Suh".

Alexandra Suh, Ph.D.

Executive Director

KIWA

941 S Vermont Ave., Ste 101 #301

Los Angeles, CA 90006



December 1st, 2024

RE: PIF Grant letter of Support

Board of Directors

Amardeep Gill
LA Alliance for a New Economy

Gene Hurd
UAW 509

DeAndrea Lotteir Ross
LA Black Worker Center

Jessica E. Martinez
National COSH

Tim Shadix
Warehouse Worker Resource Center

—

Cipriano Belser
Executive Co-director of SoCalCOSH

Eddie Sanchez
Executive Co-director of SoCalCOSH

Dear Dr. Barbara Ferrer,

We write to express The Southern California Coalition for Occupational Safety & Health (SoCalCOSH) strong commitment to collaborate with the LA County Department of Public Health on the proposed Productivity Investment Fund (PIF) grant to reach low-wage and immigrant workers across LA County with support in navigating wage & hour violations through the Public Health Councils Program. We anticipate that our participation in the proposed grant project will contribute to our organization's capacity to reach low-wage workers and help to assist them in addressing workplace violations, including wage theft, an issue that is widespread among workers in the industries we represent.

We currently partner with LA County Department of Public Health through the Public Health Councils Program, which was a program developed during the COVID-19 pandemic to educate workers and develop workplace councils aimed to implement hazard prevention and abatement strategies across worksites. This PIF grant is an opportunity to leverage existing partnerships with community-based organizations, who like us, are experts in worker education and are trusted messengers among highly impacted workers, to pilot an expansion within the Public Health Councils Program to address wage and hour violations.

SoCalCOSH is a grassroots organization that builds power with workers, unions, community-based groups, workers rights advocates, and health and safety professionals. SoCalCOSH trains and educates low-wage and marginalized workers primarily with adult aged individuals to identify and improve workplace safety and health conditions. We employ a coalition based model with



Southern California Coalition for Occupational Safety and Health

1000 N. Alameda Street, Suite 240, Los Angeles, CA 90012

Fiscally Sponsored by Community Partners

20+ members across southern California that allows us access to a broad range of workers from dozens of industries.

We see firsthand the ways in which workers are exploited at work, often bringing issues to our organization that range from wage theft and retaliation to extreme health and safety hazards. We've heard from the workers we support that often when there is an employer willing to violate wage & hour violations, there will also be health & safety violations. We believe it is very important to address workplaces issues in a holistic way.

As an organization, we've identified wage theft as a priority issue among the broad range of workers that we interface with. Through this pilot, we believe we can enhance our ability to support workers across issues, through improved communication between county departments and developing mechanisms to aid our ability to support workers in identifying workplace violations, filing complaints, and navigating investigations. We have found that many low-wage and immigrant workers in LA County do not receive the training, resources, and support to adequately respond to violations at work, and that we can play an important role as trusted organizations in addressing wage theft and health & safety issues.

With this partnership with the LA County Department of Public Health through the Public Health Councils Program, we look forward to offering much-needed training and outreach to workers across the region. We enthusiastically support the proposal and look forward to working together on this exciting initiative.

Sincerely,

Cipriano Belser, Co-Executive Director, SoCalCOSH



UCLA LABOR OCCUPATIONAL SAFETY AND HEALTH (LOSH) PROGRAM
PETER V. UEERROTH BUILDING, SUITE 2107
BOX 951478
LOS ANGELES, CA 90095-1478
PHONE: (310) 794-5964
FAX: (310) 794-6403

December 3, 2024

Dear Dr. Barbara Ferrer,

I am writing as Director of the UCLA Labor Occupational Safety and Health Program (LOSH) to express our strong commitment to collaborate with the LA County Department of Public Health on the proposed Productivity Investment Fund (PIF) grant to reach low-wage and immigrant workers across LA County with support in navigating wage & hour violations through the Public Health Councils Program.

LOSH is a university-based program dedicating to promoting safe jobs, healthy lives, dignity and a voice for all workers. Our program has served as a resource since 1978, providing education, research, technical assistance, and capacity building for workers and their representatives in Southern California to confront workplace hazards and exercise their rights. LOSH is committed to addressing occupational health disparities through targeted initiatives to reach workers who are underserved by virtue of race/ethnicity, immigration status, language, and/or concentration in low-wage industries.

Our current activities include partnership with the LA County Department of Public Health via the Public Health Councils Program, a groundbreaking initiative that emerged during the height of the COVID-19 pandemic to educate workers and develop workplace councils aimed to implement hazard prevention and abatement strategies across worksites. LOSH has participated in this program as a training and technical assistance provider alongside the network of worker organizations engaged in direct outreach and support. We have also worked with LACDPH colleagues in recent years on initiatives to train day laborers engaged in disaster response activities and to investigate health & safety hazards in the Los Angeles fast-food industry.

LOSH has long recognized that wage theft and other forms of labor law violations, rampant in many low-wage industries and sectors, constitute substantial public health threats to workers and their families. This PIF grant represents an exciting opportunity for a local health department to confront these threats head on, leveraging existing partnerships and infrastructure available under the Public Health Councils Program to develop training and resources tailored to the most impacted workers in the County. I am excited that LOSH will be able to play a part in these efforts, which are sure to set a high bar for other public health agencies to follow.

We enthusiastically support the proposal and look forward to working together with you on this exciting initiative.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin Riley', with a stylized flourish at the end.

Kevin Riley, PhD MPH
Director, UCLA Labor Occupational Safety and Health Program (LOSH)



THAI COMMUNITY DEVELOPMENT CENTER

6376 Yucca Street, Suite B
Los Angeles, CA 90028
Phone : (323) 468-2555 Fax : (323) 461-4488

December 1, 2024

Dear Dr. Barbara Ferrer,

We write to express the Thai Community Development Center's (Thai CDC) strong commitment to collaborate with the LA County Department of Public Health on the proposed Productivity Investment Fund (PIF) grant to reach low-wage and immigrant workers across LA County with support in navigating wage & hour violations through the Public Health Councils Program. We anticipate that our participation in the proposed grant project will contribute to our organization's capacity to reach workers in massage and restaurant industries and help to assist them in addressing workplace violations, including wage theft, an issue that is widespread among workers in the industries we represent.

We currently partner with LA County Department of Public Health through the Public Health Councils Program, which was a program developed during the COVID-19 pandemic to educate workers and develop workplace councils aimed to implement hazard prevention and abatement strategies across worksites. This PIF grant is an opportunity to leverage existing partnerships with community-based organizations, who like us, are experts in worker education and are trusted messengers among highly impacted workers, to pilot an expansion within the Public Health Councils Program to address wage and hour violations.

Thai CDC is a nonprofit organization engaged in community economic development, immigrant/workers/human rights advocacy, food justice, health care access, and provision of social and legal services. While based in Thai Town/East Hollywood, our work also has a statewide, national and transnational reach. Since its establishment in 1994, Thai CDC addresses the needs of Thais and other disadvantaged immigrants faced with substandard housing condition and lack of access to basic health services, education and employment opportunities. We see firsthand the ways in which workers are exploited at work, often bringing issues to our organization that range from wage theft and retaliation to extreme health and safety hazards.

As an organization, we've identified wage theft as a priority issue among the massage and restaurant workers that we interface with. Through this pilot, we believe we can enhance our ability to support workers across issues, through improved communication between county departments and developing mechanisms to aid our ability to support workers in identifying workplace violations, filing complaints, and navigating investigations. We have found that many low-wage and immigrant workers in LA County do not receive the training, resources, and support to adequately respond to violations at work, and that we can play an important role as trusted organizations in addressing wage theft and health & safety issues.

With this partnership with the LA County Department of Public Health through the Public Health Councils Program, we look forward to offering much-needed training and outreach to workers across the region. We enthusiastically support the proposal and look forward to working together on this exciting initiative.

Sincerely,

Chanchanit Martorell
Executive Director

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: Department of Public Health (DPH)

Date: 2/13/2025

Project Name: Strategic Action for Fair Employment (SAFE)

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

DPH requests \$560,000 to fund two specialized consultants for 27 months to combat labor related issues in LAC. DPH will partner with Department of Consumer and Business Affairs (DCBA) and certified worker organizations (CWOs) to educate vulnerable workers about workplace rights and support investigations and enforcement in high-violation industries.

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

The Public Health Councils Program (PHC) empowers low-wage workers to address workplace hazards and violations through education, worker councils, and complaint filing, with support from CWOs—community-based partners trained by DPH for direct worker outreach on public health topics. Developed through DPH’s partnerships with labor partners to support workers disproportionately impacted by the pandemic, PHC now addresses a range of workplace health and safety challenges.

The SAFE initiative builds on the PHC model, establishing partnerships between DPH, CWOs, and DCBA’s Office of Labor Equity to address wage theft and related labor violations. Under the recent “Honest Work, Fair Pay” motion, DCBA has the authority to enforce California Labor Code. This collaboration combines DPH-OWHS’ worker outreach capacity and PHC infrastructure, DCBA-OLE’s enforcement power, and CWO’s community connections to address labor violations through outreach, education, targeted interventions in high-violation industries, and comprehensive worker support.

SAFE would be the first initiative at this scale in Los Angeles, tackling wage theft-related issues as a public health threat and social determinant of health, introducing equitable countywide system changes to achieve a more just process for workers facing state-level delays addressing workplace issues.

Benefits:

Scalable, replicable approach for broader worker protection efforts across industries adaptable by other jurisdictions.

Worker empowerment through advocacy to identify and address systemic workplace issues.

Enhanced enforcement from stronger DPH-DCBA communication with CWOs and DPH-OWHS, targeting high-violation employers and assisting workers with issues like stolen wages.

Collaboration with CWOs to expand multilingual outreach, distribute worker resources, support workers navigating violations, and connect them to services.

Workforce development provides specialized training for county and CWO staff, enhancing investigative capabilities and worker support.

This model has potential for countywide application, including support for additional industries like construction and hotels and capability for integration with existing county programs addressing worker needs (healthcare, housing, public benefits, immigration).

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.

SAFE will achieve measurable outcomes, through:

- **Expanded Worker Outreach**
 - DPH-OWHS and DCBA-OLE to jointly develop resources and provide training to at least 200 vulnerable hard-to-reach workers.
 - CWOs to conduct worker outreach on rights and pathways to address violations to empower workers to identify and report wage theft, health & safety, and related workplace issues.
- **Enhanced Enforcement and Compliance**
 - DCBA-OLE to conduct six targeted investigations into wage theft and related issues to recover lost wages for workers, based on violations identified by DPH-OWHS and CWOs through PHC program; maintain compliance and issue citations to non-compliant employers.
 - Track investigations initiated and closed; total amount of recovered wages, fines and other remedies for workers; and number of violations cited.
- **Strengthened Inter-Departmental & Community Partnerships**
 - DPH-OWHS and DCBA-OLE co-host six outreach events with CWOs to deepen collaboration and expand reach to vulnerable workers.
 - CWOs will support the development of in-language and culturally competent materials and outreach strategies; and participate in investigations as worker representatives, language support, and assisting evidence collection.
 - DPH-OWHS to facilitate regular meetings between DPH, DCBA, and CWOs to establish communication processes to share information and identify opportunities for joint enforcement.
- **Improved Workforce Capacity**
 - 100 County and CWO staff jointly trained by DPH-OWHS, DCBA-OLE, and CWOs in investigative techniques, culturally effective communication styles, workers' rights education, and technical skills to address violations comprehensively.

Quality and Productivity Enhancements

SAFE enhances vulnerable workers' accessibility to address wage theft, health & safety, and related workplace violations, through partnerships with DPH-OWHS, CWOs, and PHCs to educate workers, identify high impact cases, submit complaints, and provide language capacity and support throughout investigations conducted by DCBA-OLE. By fostering partnerships between DPH, DCBA, and CWOs, SAFE creates a sustainable, scalable model for protecting workers and advancing equity in LA County.

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 **\$560,000** Total **\$560,000**

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:	4/1/25-6/30/27	\$62,222.22	\$248,888.88	\$248,888.90
C. Savings (B minus A)	4/1/25-6/30/27	\$62,222.22	\$248,888.88	\$248,888.90

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

The funding requested in this proposal will exclusively cover the cost of two contracted consultants, as current staff do not have the capacity to manage this project to the scale required. These consultants will bring complementary expertise to spearhead this innovative, inter-agency collaboration.

Consultant 1: Expertise in community engagement will directly engage with Community Based Organizations (CBOs), building trust and empowering workers to report workplace hazards and violations.

Consultant 2: Expertise in investigative processes will help ensure an efficient flow of information between DPH and OLE investigators, facilitating timely and thorough investigations.

Together, they will:

- Co-lead the development of partnerships with key stakeholders.
- Design robust evaluation measures to track progress and identify areas for improvement.
- Develop training materials and resources for workers and CBOs on topics such as worker rights, hazard recognition, reporting procedures, and retaliation protections.
- Create and execute media and press releases to raise public awareness, build community support, and highlight key information about the project and its successes.
- Develop a toolkit which will serve as a blueprint for other jurisdictions.
- Identifying additional funding streams for long term sustainability.

Phase 1: Program Setup and Stakeholder Engagement: (4 months - April 2025-July 2025)

- This first phase will focus on establishing the foundation for the program. This includes hiring and onboarding two specialized consultants, to be assigned to DPH-OWHS and DCBA-OLE respectively, with a deep knowledge of labor laws and ability to effectively communicate and understand workplace issues faced by workers by setting-up the necessary process for data-sharing and creating detailed workplans. Funding for this phase will be allocated for developing an outreach strategy with CWOs and providing them with training on enforceable labor-related issues in unincorporated LA County.

Funding covers consultant time for:

- **Hiring and Onboarding:** Initial meetings with relevant county staff (DPH-OWHS and DCBA-OLE), clarifying roles, establishing communication channels, and setting project timelines.
- **Needs Assessment and Data-Sharing Process:** Analyzing existing data sources, identifying gaps, and developing a streamlined process for data sharing between DPH and DCBA-OLE. This includes defining data points, access protocols, and data security measures.
- **Workplan Development:** Creating detailed workplans with specific tasks, timelines, responsibilities, and performance metrics for each phase of the project.
- **Outreach Strategy Development:** Developing a comprehensive outreach strategy to engage with Community Based Organizations (CBOs) and workers. This includes identifying key CBOs, designing communication materials, and planning outreach events.

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

- **CWO Training Development and Delivery:** Developing training materials and delivering training sessions to CWOs on enforceable labor-related issues in unincorporated LA County. This includes preparing presentations, handouts, and other resources

Phase 2: Enforcement and Investigation: (20 months - August 2025-March 2027)

The second phase will focus on using available data and feedback from CWOs to identify strategic industries and noncompliant worksites for joint enforcement. Additionally, in this phase the program will focus on organizing trainings to educate workers about their labor rights and protections. Investigations will also commence in this phase in collaboration with DCBA-OLE and CWOs.

Funding covers consultant time for:

- **Data Analysis and Industry Identification:** Analyzing available data and CBO feedback to identify strategic industries and non-compliant worksites for joint enforcement efforts. This includes using data to pinpoint areas with high rates of violations and vulnerable worker populations.
- **Training Program Development:** Developing training programs for workers on their labor rights and protections. This includes creating culturally tailored materials, considering language access needs, and designing interactive training sessions.
- **Worker Training Implementation:** Delivering worker training sessions in collaboration with CBOs and community partners. This will involve coordinating logistics, scheduling sessions, and managing participant registration.
- **Investigation Support:** Supporting DCBA-OLE investigators by facilitating communication, organizing information, and ensuring timely follow-up on reported violations. This will include developing a case tracking process.
- **Ongoing Data Collection and Analysis:** Regularly collecting and analyzing data on program activities, enforcement actions, and worker outcomes. This includes tracking key metrics, identifying trends, and preparing progress reports.

Phase 3: Evaluation and Sustainability Plan: (3 months - April 2027-June 2027)

The third phase will focus on evaluating program outcomes and ensuring sustainability. This will include analyzing available data, documenting lessons learned, and compiling sharable materials for other jurisdictions. Sustainability planning will include planning for integration with other county programs and securing additional funding sources.

Funding covers consultant time for:

- **Program Evaluation:** Conducting a comprehensive evaluation of the program's effectiveness, impact, and lessons learned. This includes analyzing data, conducting surveys and interviews, and documenting findings.
- **Toolkit Development:** Compiling sharable materials and best practices into a toolkit for other jurisdictions to replicate the program. This involves writing clear and concise documentation, designing user-friendly templates, and packaging the toolkit in an accessible format.
- **Sustainability Planning:** Developing a plan for integrating the program with other county programs and securing additional funding sources for long-term sustainability. This will include identifying potential funding opportunities, writing grant proposals, and building relationships with potential funders.
- **Final Reporting:** Preparing a final report summarizing program activities, outcomes, lessons learned, and recommendations for future improvements.

Total Funding Request: \$560,000

Year 1= \$62,222.22

Year 2= \$248,888.88

Year 3= \$248,888.90

Breakdown by Quarter:

Year 1

Q4 (April 2025 - June 2025) = \$62,222.22

Total: 3 months, \$62,222.22

Year 2

Q1 (July 2025-September 2025) = \$62,222.22

Q2 (October 2025-December 2025) = \$62,222.22

Q3 (January 2026-March 2026) = \$62,222.22

Q4 (April 2026-June 2026) = \$62,222.22

Total: 12 months, \$248,888.88

Year 3

Q1 (July 2026-September 2026) = 62,222.22

Q2 (October 2026-December 2026) = 62,222.22

Q3 (January 2027-March 2027) = \$62,222.22

Q4 (April 2027-June 2027) = \$62,222.24

Total: 12 months, \$248,888.90

<p>Quality and Productivity Manager (Print and Sign) Jane Lam, MPH</p> <p><i>Jane Lam</i></p> <p>Telephone Number (213) 628-5127</p> <p>E-mail JLam3@ph.lacounty.gov</p>	<p>Project Manager (Print and Sign) Alice Berliner</p> <p><i>Alice Berliner</i></p> <p>Telephone Number (213) 721-3001</p> <p>E-mail ABerliner@ph.lacounty.gov</p>
<p>Department CIO/IT Manager (Print and Sign)</p> <p>Telephone Number</p> <p>E-mail</p>	<p>Budget/Finance Manager (Print and Sign) Ben G. Phan</p> <p><i>Ben G. Phan</i></p> <p>Telephone Number (213) 541-3936</p> <p>E-mail BPhan2@ph.lacounty.gov</p>
<p>Department Head (Print and Sign) Barbara Ferrer, PhD, MPH, MEd</p> <p><i>Barbara Ferrer</i></p> <p>E-mail BFerrer@ph.lacounty.gov</p>	<p>Telephone Number (213) 288-8117</p>

**** 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?

This grant is essential for launching the SAFE pilot program, which will address a critical community need in LA County. The OWHS, established in May 2024, currently lacks dedicated funding for this pilot, and DPH's budget is almost entirely grant-funded, with no funds available for this initiative. This grant is a unique opportunity to not only demonstrate SAFE's impact and develop a sustainable model for other counties, but also to gather concrete data and build a compelling case for future philanthropic investment.

- 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)

Does not apply; DPH is requesting grant funding only.

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

Revenue Increase: While there is no immediate increase in revenue, DPH expects to more efficiently help identify and target labor violations related to wage theft, leading to recovery of unpaid wages, taxes, and collection of county fines issued.

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

Cost Savings: This collaborative pilot leverages existing DPH and DCBA infrastructure to collaboratively and strategically address health & safety, wage theft, and labor-related issues in partnership with CWOs, currently contracted through DPH's Public Health Councils Program. This approach avoids the costs associated with processing several individual complaints, lengthy investigations, and possible litigation. This proactive approach is intended to reduce the burden on county enforcement systems while helping LA workers to get a resolution to their case faster than submitting a claim through the California Labor Commissioner, and improve social determinants of health for exploited workers via increased income.

Reduction in Net Costs: CWOs will play a vital role in identifying potential labor-related complaints in a timely manner, saving time and resources for the county. Once a site is identified, a comprehensive investigation can be done to address multiple labor violations, maximizing the impact of the enforcement actions. Overall, this pilot is anticipated to reduce net costs by generating revenue for the County through fines, reducing worker reliance on social services, and further cost savings by connecting workers to wraparound services.

- 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?**

DPH is uniquely positioned to lead the SAFE Pilot because it currently oversees the successful Public Health Councils (PHC) program. DPH's longstanding relationships with trusted worker organizations and its expertise in community outreach and education uniquely qualify it to manage SAFE's expanded public health and engagement components. DCBA-OLE contributes critical investigation and enforcement expertise, enhancing SAFE's capacity to identify and prosecute wage

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

theft cases. This collaborative approach leverages the strengths of both departments for a more holistic response.

While both departments have previously collaborated on a case-by-case basis—DCBA focusing on enforcement and DPH on outreach and education—this initiative represents the first large-scale, coordinated effort to target industries with significant labor violations. This innovative collaboration merges the strengths of both departments, offering a more holistic and impactful response to the critical issue of wage theft, and related labor issues, such as health & safety and retaliation. A recent study found that, “The majority of lost wages were in the Los Angeles MSA, where we estimate an average of \$1.6 to \$2.5 billion was lost a year during the study period.” (Galvin, Daniel, et al. Wage Theft in California: Minimum Wage Violations, 2014-2023. 2024.)

Through existing partnerships with CWOs, DPH will coordinate culturally tailored outreach, education, and support services, ensuring interventions are sensitive and linguistically appropriate.

The combined enforcement power of DCBA (with newly granted subpoena authority) alongside DPH’s CWO network, will enable proactive outreach, advocacy, and worker support while promoting compliance with labor laws. This cross-departmental strategy creates a replicable model for other jurisdictions, increasing the number of CWOs involved and extending the reach and impact of labor law enforcement.

By empowering communities, this initiative aligns with DPH’s strategic priorities of innovation, communication, and empowering vulnerable populations.

- 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?

SAFE is a pilot project expanding the PHC program to protect vulnerable LA County workers from wage theft and related labor issues. Programmatically, SAFE trains CWO outreach workers, county staff, and low-wage workers to identify and address this exploitation. Monthly 90-minute trainings, delivered by SAFE Consultants, utilize case studies, role-play, and complaint support. A best practices toolkit will be disseminated online and via social media, encouraging broader adoption from other jurisdictions.

Fiscal sustainability will be pursued through strategic collaborations and diversified funding, including grants and foundations. Success will be measured by increased wage theft identification and program reach. Learning objectives include empowering workers and staff to recognize and respond to wage theft, creating a ripple effect of awareness within LA County. Further expansion depends on securing additional funding and demonstrating positive pilot outcomes, including training effectiveness and increased community engagement.

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

With SAFE, we anticipate streamlining and enhancing several county processes and functions:

- **Current compliant-based enforcement:** The current reliance on a complaint-driven enforcement system for wage theft will be supplemented by a proactive approach that uses data-driven methods and engages CWOs, DPH, and DCBA to more effectively identify and address high-violation industries. By prioritizing resources to sites with the greatest potential for wage theft related issues, as well as incorporating a joint media strategy that spotlights bad actors to other employers from breaking the law, we can maximize the impact of our limited resources.
- **Information and Data Sharing:** By leverage existing county software, the pilot will streamline interagency collaboration through a shared database. This platform will facilitate information sharing, resource coordination, and outcome

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

tracking among DPH, DCBA, and other relevant county departments. Having two specialized consultants, one assigned to DPH-OWHS and one to DCBA-OLE respectively, dedicated to this pilot will also help to streamline communication and data exchange.

- **Reach of the County:** The expansion of outreach and support services is another critical component of the SAFE pilot. By building the capacity of CWOs, especially those working with Spanish, Mandarin, Korean, Thai and Tagalog-speaking populations, this pilot will extend its reach to underserved communities. These organizations will play a vital role in educating workers about rights, providing language-specific support, and assisting workers in navigating the complaint process.

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: <https://ceo.lacounty.gov/strategic-plan-and-goals/>. To view the Board-Directed priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#)).

[\\hosted.lac.com\dph\users2\JLam3\Projects\Quality & Productivity Commission\Productivity Investment Fund\PIF Templates\Board Priorities](https://hosted.lac.com/dph/users2\JLam3\Projects\Quality & Productivity Commission\Productivity Investment Fund\PIF Templates\Board Priorities). If yes, please explain.

SAFE directly addresses all three North Stars by:

Making Investments that Transform Lives

High wage violation industries disproportionately employ women, people of color, and immigrants—populations particularly vulnerable to wage theft, a problem especially prevalent in LA County. SAFE directly supports these communities by strategically enforcing labor protections, ensuring workers receive their earned wages, improving their work environments, and strengthening their ability to meet basic needs.

Foster Vibrant and Resilient Communities

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

SAFE addresses critical social determinants of health, including economic stability, fair wages, and safe working conditions. Partnering with the DCBA, trusted Community Worker Organizations (CWOs), and responsible businesses, SAFE ensures equitable access to worker rights resources. A shared interagency database will provide a comprehensive understanding of labor violations, including wage theft, retaliation, health and safety, and environmental health violations, filling a critical knowledge gap. By enforcing labor laws, SAFE mitigates the negative consequences of workplace hazards and wage theft, such as occupational injuries, illnesses, mental health issues, financial instability, and limited healthcare access, promoting economic health and empowered communities.

Realizing Tomorrow's Government Today:

Building on the pandemic-era PHC framework of partnering with trusted CWOs, SAFE empowers low-wage workers to address workplace violations and rebuild their trust in government. While complaint-based investigations remain essential, SAFE prioritizes proactive, strategic enforcement based on CWO leads, using data and community input to inform decision-making, and existing media infrastructure to publicize law-breaking employers to motivate other employers to abide by labor laws. These CWOs have strong ties in the community which enables them to connect with hard-to-reach worker populations and encourage them to share instances of labor exploitation. To ensure equitable outcomes, we will provide timely, culturally competent, and language accessible education and resources that prioritize the needs of workers facing wage theft, retaliation, and health & safety hazards, and that address systemic inequities.

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

This proposal enhances the County image and will improve relationships with its constituents by advancing the economic prosperity and well-being of vulnerable residents, and by holding lawbreaking employers accountable. Los Angeles is considered the wage theft capital of the US. Through SAFE, the County's reputation

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

can further be enhanced by addressing wage theft, retaliation, and other labor-related issues throughout the County's unincorporated cities. This pilot will utilize existing DPH-OWHS and DCBA-OLE media channels to raise awareness of workers' rights, pathways for addressing violations, and to spotlight law-breaking employers to motivate other businesses to abide by labor laws. Through partnerships between DCBA-OLE, DPH-OWHS, and CWOs, this innovative approach targets high-violation industries, ensuring marginalized workers receive justice and protection. Culturally-tailored outreach and support services empower workers to understand their rights and navigate labor laws. This initiative strengthens community relationships and reflects the County's dedication to improving the well-being of all residents.

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

SAFE will promote interdepartmental cooperation via ongoing communication, joint resource-development, media collaborations, data collection, and sharing across three departments through a centralized database to improve outcomes and streamline efforts. DPH-OWHS will collect data from worker training and outreach events, Environmental Health complaints, and Cal/OSHA complaints and citations; DCBA-OLE Office will collect data on wage theft and retaliation investigations; and County Counsel's Affirmative Litigation and Consumer Protection Division will have access to pooled data to determine any further legal action needed. This database allows agencies to jointly analyze data to identify emerging issues and develop targeted interventions. To further enhance collaboration and share knowledge, a toolkit will be developed outlining best practices and lessons learned from across all participating agencies, and will include jointly developed media, educational materials, and training curriculum. Resources will provide a replicable model for other government agencies, labor organizations, and community members interested in implementing similar initiatives.

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?

This project arose from conversations between DPH-OWHS and CWOs; workers shared experiences with CWO outreach staff of navigating wage theft recovery and health & safety hazards, facing significant wait times due to limited capacity within state enforcement agencies. A 2024 State Auditor's report revealed a critical backlog of 47,000 wage theft claims at the California Labor Commissioner's Office, causing processing times to be six times longer than legally mandated. To address challenges, DPH-OWHS brainstormed ways to support PHC partners with wage theft and related labor issues, and the idea was discussed with the DPH-OWHS and DCBA-OLE teams following the passage of the recent Board motion, "Honest Work, Fair Pay" which delegated subpoena authority to DCBA to enforce California Labor Code, as well the recent LA City ordinance to adopt the LA County Ordinance prohibiting retaliation for reporting public health violations, and authorizing County enforcement of the anti-retaliation provisions.

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 \$ \$62,222.22

2025-26

1st Quarter \$ \$62,222.22
2nd Quarter \$ \$62,222.22
3rd Quarter \$ \$62,222.22
4th Quarter \$ \$62,222.22

2026-27

1st Quarter \$ \$62,222.22
2nd Quarter \$ \$62,222.22
3rd Quarter \$ \$62,222.22
4th Quarter \$ \$62,222.24

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)
Hire and onboard two specialized Consultants to oversee program and data sharing protocols.	Month 1 (April 2025)-Month 4 (July 2025)	\$62,222.22 (Q4, Year 1)	N/A
Train CWO staff on labor rights wage theft protections, and wage theft reporting processes.	Month 4 (June 2025)-Month 5 (July 2025)	\$62,222.22 (Q1, Year 2)	N/A
Review available data and partner with CWOs to identify cases.			
Launch worker training sessions.	Month 6 (Sep 2025)-Month 24 (April 2027)	\$373,333.32 (Q1-Q4, Year 2 and Q1-Q3, Year 3)	N/A
Conduct strategic investigations for wage theft and document findings for program evaluation.	Month 9 (Dec 2025)-Month 24 (April 2027)	\$0 (Q2-Q4, Year 2 and Q1-Q3, Year 3)	N/A
Evaluate program outcomes through data and feedback collection from CWOs.	Month 24-27 (April 2027-June 2027)	\$62,222.24 (Q4, Year 3)	N/A
Develop sustainability plan, including documenting lessons learned, sharable materials for other jurisdictions and funding strategies.			
Finalize and submit comprehensive program report.			

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	\$560,000
Two (2) Program Analyst (non-county contracted staff)	\$280,000 * 2

Other Charges

List all other charges here

(b) Total other charges	\$0
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Fixed Assets

List all equipment and other fixed assets here

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

TOTAL COSTS (a+b+c)	\$560,000
----------------------------	------------------



Jim Zenner
Director

February 19, 2025

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

FROM: JIM ZENNER, DIRECTOR
MILITARY AND VETERANS AFFAIRS

PRODUCTIVITY INVESTMENT FUND (PIF) REQUEST - MILITARY TRANSITION PROGRAM

This memo requests consideration for the Military Transition Program, a resubmission incorporating Commission recommendations, including a phased approach and a name change from “With Your Shield”.

This initiative transforms Bob Hope Patriotic Hall into a central hub for veteran transition services, integrating career readiness, leadership development, and employer partnerships to support seamless reintegration.

The program will:

- Develop a sustainable framework
- Launch a pilot cohort
- Enhance financial oversight
- Expand outreach and engagement
- Host career and networking events
- Evaluate and scale for future growth

This initiative streamlines services, optimizes resources, and sets a scalable model for veteran support across LA County.

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, Manuel Gomez at mgomez@mva.lacounty.gov.

JZ:ZS:mg

c: Perez
Guevarra



COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE



500 WEST TEMPLE STREET, ROOM 520 • LOS ANGELES, CA 90012 • (213) 974-8398

October 3, 2024

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

Re: Warrior Heritage Veteran Advancement and Transition Initiative

Dear Director Zenner:

The Countywide Criminal Justice Coordination Committee (CCJCC) – a multi-agency, multi-jurisdictional county committee – aims to improve the effectiveness of the local justice system through interagency communication, cooperation, and coordination. As Executive Director of CCJCC, I am writing in strong support of the Department of Military and Veterans Affairs (MVA) Productivity Investment Fund (PIF) grant application for the Warrior Heritage Veteran Advancement and Transition Initiative.

Los Angeles County is home to the largest veteran population in the nation. The Warrior Heritage Initiative will improve the delivery of services to the veteran community and the proposed Veteran Transition and Wellness Center will provide a holistic range of services from transition support to employment services, as well as wellness programs and community engagement opportunities.

This initiative aims to transform the Bob Hope Patriotic Hall into a center for our veteran population to address their unique needs and provide wellness services. By providing our veterans with services to enhance their overall well-being, improve their self-sufficiency, and reduce their reliance on social services, it will help our county better serve those who have served our country.

CCJCC values our ongoing partnership with MVA, which includes our recently formed standing subcommittee to support and coordinate services for Justice-Involved Veterans (JIVs) in the county. I strongly support your funding proposal and look forward to working with you and your department on this critical effort.

Very truly yours,

A handwritten signature in black ink, appearing to read "Mark Delgado".

MARK DELGADO
Executive Director

MD:cm

department of economic opportunity

COUNTY OF LOS ANGELES

BOARD OF SUPERVISORS

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

EXECUTIVE LEADERSHIP

Kelly LoBianco
Director

Jessica Kim
Chief Deputy

Leila Lee
*Assistant Director, Business
and Economic Development*

GET IN TOUCH

510 S. Vermont Avenue
Los Angeles, CA 90020
opportunity.lacounty.gov
deo@opportunity.lacounty.gov
844-777-2059

America's Job Centers:
(888) 226-6300
Office of Small Business:
(800) 432-4900

October 3, 2024

Jim Zenner, Director
Los Angeles County Department of Military and Veteran Affairs
2615 S. Grand Ave.
Los Angeles, CA 90007

RE: LETTER OF SUPPORT FOR THE WARRIOR HERITAGE VETERAN ADVANCEMENT AND TRANSITION INITIATIVE

Dear Mr. Zenner:

On behalf of the Los Angeles County Department of Economic Opportunity (DEO), I am pleased to offer our support for the Warrior Heritage Veteran Advancement and Transition Initiative, which seeks to transform Bob Hope Patriotic Hall into a comprehensive center for veteran transition and wellness services.

Los Angeles County is home to the nation's largest veteran population, and the creation of the Veteran Transition and Wellness Center represents an essential step toward addressing the diverse needs of this community. As LA County's central economic and workforce development hub, helping residents connect to new career pathways, start and certify a business, and access life-changing opportunities we prioritize serving communities with the highest need, particularly veterans. We work to advance equity and inclusive, sustainable growth through all our programs and services by targeting economic benefits to the most vulnerable and marginalized communities, small businesses, and residents in LA County.

Our mission of creating quality jobs, helping small businesses and high-road employers start and grow, and building vibrant local communities and spaces is leveraged through a variety of economic and workforce development programs. Our America's Job Centers of California (AJCCs) serves as one-stop hubs connecting County residents to career readiness, training



Letter of Support for the Warrior Heritage Veteran Advancement
and Transition Initiative

October 3, 2024

Page 2

programs, and supportive services, and employers to hiring and training incentives and have developed specialized training for veterans across our workforce system and at our Veterans AJCC. From 2018 to October of 2023 (most recent data to be updated for fiscal year), DEO's 18 AJCCs and related programs and services enrolled 3,518 veterans, including 70% by the Veterans AJCC and the rest through countywide centers. Of those enrolled, 928 participated in the training, and 1,611 were connected to permanent employment. The County launched the Veterans AJCC in 2017.

We recognize the importance of providing veterans with a holistic range of services, including but not limited to:

- Transition support for veterans reentering civilian life
- Wellness programs that address physical, emotional, and mental health
- Employment services to facilitate workforce integration
- Community engagement initiatives to foster social and familial connections

The proposed center's focus on improving veterans' overall well-being, promoting self-sufficiency, and reducing reliance on social services aligns with DEO's mission to enhance the quality of life for our veteran population. We believe that this initiative will have a profound impact on the lives of countless veterans and their families, and we are committed to supporting its successful implementation.

In addition to our commitment, DEO is prepared to collaborate on any efforts necessary to ensure the program's success. We look forward to the continued partnership between our organizations as we work toward a common goal of improving services for veterans.

We strongly urge the Productivity Investment Fund to approve funding for the Warrior Heritage Veteran Advancement and Transition Initiative. We believe this initiative is critical to ensuring the well-being and self-reliance of our veterans in Los Angeles County.

Should you require any additional information or further support, please do not hesitate to contact me at KLbianco@opportunity.lacounty.gov.

Thank you for your consideration.

Sincerely,



Kelly LoBianco

Director

Los Angeles County Department of Economic Opportunity



DEPARTMENT OF MENTAL HEALTH

hope. recovery. wellbeing.

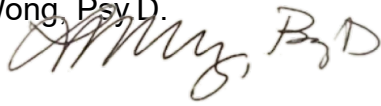
LISA H. WONG, Psy.D.
Director

Curley L. Bonds, M.D.
Chief Medical Officer

Rimmi Hundal, M.A.
Chief Deputy Director

October 9, 2024

TO: Jim Zenner
Director of Military and Veterans Affairs

FROM: Lisa H. Wong, Psy.D.
Director 

SUBJECT: **LETTER OF SUPPORT – WARRIOR HERITAGE VETERAN
ADVANCEMENT AND TRANSITION INITIATIVE**

This letter is written in support of the Department of Military and Veterans Affairs' (MVA) Warrior Heritage Veteran Advancement and Transition Initiative proposal for a Productivity Investment (PIF) grant. The Warrior Heritage Veteran Advancement and Transition Initiative aims to assist veterans transitioning from the military to civilian life while promoting wellness and a sustainability.

Many veterans experience homelessness, unemployment, substance abuse, and become justice involved during their transition from military to civilian life, ultimately affecting their mental health. Los Angeles County Department of Mental Health recognizes the need to improve the overall wellness of veterans by providing early interventions following discharge. Consistent and effective approaches during the veteran's transition period will aid in mitigating the adversities many veterans face with employment, housing, and emotional support. The PIF grant will allow MVA to provide veterans with independent living skills and resources that promote independence and self-reliance. LACDMH supports MVA's efforts and commitment to transitioning veterans by launching the proposed Veteran Transition and Wellness Center to close the gap during their transition to the community following military service.

If you have any questions or require additional information, please contact me or you may contact Dr. Rhonda Higgins at rhiggins@dmh.lacounty.gov.

LHW:LTJ:rh

c: La Tina Jackson, Deputy Director
Rhonda Higgins, Division Chief

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: 2/19/2025

Project Name: Military Transition Program

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

The \$279,000 grant will support the launch of the Military Transition Program, designed to facilitate a seamless transition for veterans into civilian life. This funding will cover consulting services, program implementation, marketing initiatives, and community engagement events. As a key component of MVA's strategic vision, this initiative strengthens Bob Hope Patriotic Hall's role as a premier hub for veteran advancement and professional development.

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

The Military Transition Initiative marks the first phase of a broader Department of Military and Veterans Affairs vision to establish Bob Hope Patriotic Hall as a premier, comprehensive hub for veteran services. This initiative is designed to set a new standard for veteran service delivery in Los Angeles County, with the potential for replication in other regions.

In its first year, supported by a \$279,000 budget, the initiative will focus on key foundational elements, including:

- Consultancy services to provide strategic guidance and ensure a sustainable program framework.
- Development of a pilot transition program, serving as a model for future expansions.
- Engagement of an external accounting firm to uphold financial transparency and accountability.
- Implementation of a targeted marketing campaign to increase awareness and veteran engagement.
- Hosting of community-driven events to foster connection, support networks, and career opportunities.
- Launching the first program cohort, with structured evaluation and recommendations for ongoing improvements.

This initiative is more than a single project—it is the cornerstone of a transformative strategy to position Bob Hope Patriotic Hall as a dynamic center for veteran advancement and well-being. The expertise of consulting partners will be pivotal in ensuring that this foundation is strategic, impactful, and scalable, laying the groundwork for future phases of the Military Transition Program.

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.

The success of the Military Transition Program will be evaluated through a set of key performance indicators (KPIs) designed to measure impact, effectiveness, and long-term sustainability. These metrics will ensure data-driven decision-making and continuous program refinement.

Key Performance Indicators (KPIs):

- Participant Satisfaction – Regular feedback collection to assess veteran experience, identify areas for improvement, and enhance future cohorts.
- Employment Outcomes – Tracking the percentage of veterans securing employment within six months of completing the program.
- Higher Education Enrollment – Measuring the rate of veteran participation in degree programs, vocational training, or skills certification courses post-transition.
- Veteran-Led Community Engagement – Evaluating participation in networking, civic leadership, and volunteer activities, reinforcing veterans' roles as leaders and contributors.

Data Collection & Monitoring:

Performance data will be gathered through participant surveys, event attendance records, program enrollment statistics, and structured follow-up interviews at 3, 6, and 12 months post-program. This continuous assessment model will drive ongoing program improvements, ensuring the Military Transition Program remains responsive to veteran needs and effectively supports their long-term success.

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 **\$279,000** 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:				
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: \$279,000

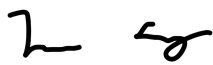
Quarterly Allocation: \$69,750

Fiscal Quarter	Timeframe	Fund Requirement (\$)	Cumulative Total (\$)
Q4 FY 2025	Apr – Jun 2025	\$69,750	\$69,750
Q1 FY 2026	Jul – Sep 2025	\$69,750	\$139,500
Q2 FY 2026	Oct – Dec 2025	\$69,750	\$209,250
Q3 FY 2026	Jan – Mar 2026	\$69,750	\$279,000

Quality and Productivity Manager (Print and Sign)
Manuel Gomez

Telephone Number
213-608-2141

E-mail
mgomez@mva.lacounty.gov



Project Manager (Print and Sign)
Jim Zenner


Telephone Number
213-765-9678

E-mail
jzenner@mva.lacounty.gov



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)	Budget/Finance Manager (Print and Sign) Allan Ochoa
Telephone Number	Telephone Number 213-765-8584 <i>Allan D. Ochoa</i>
E-mail	E-mail aochoa@mva.lacounty.gov
Department Head (Print and Sign) Jim Zenner	Telephone Number 213-765-9678
E-mail jzenner@mva.lacounty.gov 	

**** 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 Department operates under multiple unfunded board mandates, which have taken priority in resource allocation. With limited funding, we remain committed to identifying and implementing innovative solutions that enhance services for our clients. As we develop new strategies, we conduct thorough analyses to assess their effectiveness and leverage this platform to highlight key innovations and quality improvements that strengthen our service delivery.

This Program Initiative Funding (PIF) request is a resubmission, incorporating the Commission's recommendation to adopt a phased approach for implementation.

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

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

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

The Military Transition Program will enhance revenue generation and service efficiency by reducing dependency on high-cost reactive services such as unemployment benefits, homelessness assistance, and emergency healthcare. By providing job training, career placement, and mentorship, the program proactively strengthens workforce readiness, alleviating the long-term financial burden on County services. Additionally, strategic partnerships with employers and universities will create external funding opportunities, further reducing the County's net cost. The program is designed to integrate seamlessly with existing veteran

PRODUCTIVITY INVESTMENT FUND PROPOSAL

services, optimizing resource allocation to maximize impact while preventing duplication of efforts.

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?

This program builds upon existing veteran transition efforts while introducing a structured, leadership-focused approach that fosters career readiness, professional development, and long-term community engagement. It complements LA County's Workforce Development initiatives by aligning military experience with in-demand job sectors and strengthening pathways for veterans to enter leadership roles within the civilian workforce.

By leveraging existing County and private-sector partnerships, the program enhances collaboration between military-affiliated organizations, local employers, and educational institutions. Its structured mentorship model-rooted in peer-to-peer guidance from successful veterans-ensures that transitioning service members receive practical, real-world career development support.

The program benefits veterans by providing direct career placement opportunities, professional skill-building, and leadership development training. It also benefits employers by creating a reliable talent pipeline of disciplined, mission-driven individuals equipped with the skills and experience to succeed in various industries.

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?

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

Yes, this is a pilot program designed for scalable expansion based on measurable outcomes, including veteran employment rates, job retention, and wage growth.

Key conditions for expansion include:

- Demonstrated success in connecting veterans to high-quality jobs
- Strong employer partnerships leading to direct hiring pathways
- Positive veteran feedback and engagement metrics
- Cost-effectiveness compared to existing transition programs
- Successful collaboration with local universities to enhance veteran education and leadership development
- Expansion into DoD transition programs to support service members before they separate from the military

If successful, this model can be replicated across additional LA County departments, integrated into broader veteran support initiatives, and expanded through partnerships with higher education institutions and military transition programs nationwide.

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

The program will streamline and centralize veteran transition resources, transforming a fragmented system into an efficient, cohesive framework that eliminates redundancies and reduces administrative overhead. Instead of requiring veterans to navigate multiple agencies for career services, this initiative establishes a single-entry access point, seamlessly integrating career counseling, professional development, and employment placement into one streamlined process.

By leveraging digital infrastructure, the program will enhance case management efficiency, significantly reducing the manual workload for County staff while automating progress tracking and employment outcomes. This ensures data-driven service delivery, optimizing support for veterans in real time.

Additionally, the program will proactively reduce reliance on reactive support services, such as unemployment claims and emergency financial assistance, by equipping veterans with the tools for financial independence early in their transition process.

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

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 \(lacounty.gov\)](#)).
[C:\Users\647958\AppData\Local\Microsoft\Windows\NetCache\Content.Outlook\1JTQNKWF\Board Priorities](#)) If yes, please explain.

Yes, this proposal aligns seamlessly with LA County's Strategic Plan goals and Board priorities, reinforcing the County's commitment to veteran empowerment, workforce development, and community resilience.

Alignment with LA County Strategic Plan Goals:

- Goal I: Make Investments That Transform Lives – This program invests directly in veterans, providing career training, mentorship, and leadership development to support long-term employment, financial independence, and self-sufficiency.
- Goal II: Foster Vibrant and Resilient Communities – By equipping veterans with career opportunities and leadership skills, the program strengthens communities, enabling veterans to lead local initiatives, mentor others, and contribute meaningfully to society. Veterans are positioned as assets, not as individuals in need of ongoing support.

Alignment with Board Priorities:

- Economic Mobility & Workforce Development – The program directly supports this priority by ensuring veterans have access to meaningful careers that leverage their skills, discipline, and leadership experience, ultimately building a stronger, more capable workforce.
- Equity and Inclusion – The initiative guarantees all veterans—regardless of background—have access to leadership pathways and economic mobility, reinforcing the County's commitment to opportunity, inclusion, and workforce equity.

Beyond the economic impact, this program empowers veterans to become active civic leaders, business owners, and mentors, driving positive change within their communities. By reinvesting their experience, veterans contribute to a more resilient, inclusive, and thriving Los Angeles County.

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

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

Yes, this initiative positions LA County as a national leader in veteran services by demonstrating a proactive, solutions-driven approach to military transition. It underscores the County's unwavering commitment to those who have served, reinforcing trust, engagement, and long-term support for the veteran community.

By leveraging public-private partnerships and collaborating with top employers, the program strengthens relationships between the County, corporate partners, and the broader workforce development ecosystem. Additionally, it showcases LA County's innovation in tackling veteran employment challenges, setting a scalable model that can be replicated by municipalities across the nation.

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

The program enhances interdepartmental collaboration by integrating the efforts of the Department of Military and Veteran Affairs, Human Resources, and Economic Opportunity, ensuring a cohesive and streamlined service model for veterans. Additionally, it promotes data sharing with key County agencies, including Public Social Services and Health Services, to track veteran progress and provide comprehensive wraparound support when needed.

By leveraging shared databases and advanced analytics, the program enables real-time tracking of employment outcomes, allowing County departments to optimize service delivery, improve resource allocation, and enhance veteran support programs with greater efficiency and precision.

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

This initiative originated from direct engagement with transitioning veterans, who voiced significant challenges in securing meaningful employment post-service. Insights from existing veteran transition programs, workforce development experts, and County officials highlighted the need for a more comprehensive, technology-driven, and scalable solution tailored to LA County's diverse veteran population.

Further discussions with corporate partners and higher education institutions underscored the potential for a structured career pipeline that effectively translates military experience into high-quality civilian job opportunities. This proposal integrates those insights into a sustainable, forward-thinking County-wide

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

initiative, ensuring veterans receive the support, training, and connections needed to thrive in the workforce.

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 \$ 69,750

2025-26

1st Quarter \$69,750 _____
2nd Quarter \$69,750 _____
3rd Quarter \$69,750 _____
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)
Program planning, research completed, and curriculum finalized	May 2025	\$69,750	\$
Finalize marketing strategy	June 2025		
Recruitment of facilitators/participants through marketing	June 2025		
Launch Military Transition Program cohort 1	January 2026		
Final workshops, job placement assistance, and evaluations	April 2026		
Re-evaluate contract/statement of work for further assistance w/ the	April 2026		

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 **\$279,000**

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 **\$ N/A**

TOTAL COSTS (a+b+c) **\$ 279,000**

**Warrior Heritage Foundation - Military Transition Program
QPC Grant Money Allocation**

Contributions	Total	Quarterly
QPC Grant	\$ 279,000	\$ 69,750
Total Contributions	\$ 279,000	\$ 69,750

4

Expenses

Administrative	\$ 143,000	\$ 35,750
Consultant Fees	\$ 122,000	\$ 30,500
Transportation/Travel	\$ 5,000	\$ 1,250
Meals/Catering	\$ 10,000	\$ 2,500
Program guides/materials	\$ 5,000	\$ 1,250
Subscriptions	\$ 1,000	\$ 250
Marketing	\$ 24,000	\$ 6,000
Branding/Logo Design	\$ 2,000	\$ 500
Flyers/Brochures	\$ 5,000	\$ 1,250
CRM Platform	\$ 7,000	\$ 1,750
Website/App Development	\$ 10,000	\$ 2,500
Facilitators	\$ 72,000	\$ 18,000
Consultant fees	\$ 72,000	\$ 18,000
Events	\$ 25,000	\$ 6,250
Childcare	\$ 15,000	\$ 3,750
Total Expenses	\$ 279,000	\$ 69,750
NOI	\$ -	\$ -

Explanation of Expenses

Transportation/Travel - This money represents the travel associated with recruiting efforts at various military bases in LA County, travel for program participant excursions to major businesses/corporations around Los Angeles, and group transit for service members/families from their base to BHPH.

Meals/Catering - All meals will be provided to program participants.

Program guides/materials - Program participants will be receiving physical and digital course guides and resources to reference throughout all the courses in the Military Transition Program.

Subscriptions - Memberships such as Zoom, Microsoft 365, Go Daddy (website dev), Canva (marketing

Subscriptions - Memberships such as Zoom, Microsoft 365, Go Daddy (website dev), Canva (marketing materials), etc. will be necessary to establish communication channels and provide the tools necessary to deliver WHF's messaging regarding the Military Transition Program.

Branding/Logo Design - Expertise on this aspect of organizational development will be needed to ensure that WHF is projecting a cohesive and professional look/message for the Military Transition Program that appeal to our target audience.

Flyers/Brochures - This incorporates the cost of development, printing, and delivering the required materials to advertise the mission of the Military Transition Program and any events associated with them.

CRM Platform - This is necessary in tracking various aspects of the Military Transition Program to include (but not limited to) fundraising/donors to programs, service members/veterans interested in programs, demographics of those visiting WHF/the program website, and data tracking for alumni/alumni engagement.

Website/App Development - As WHF adds additional opportunities for service members and contributors, there will be a need for a more complex website that has the capability to manage programs, program participants, and employment opportunities for service members/veterans

Professional Fees (\$200 per hour) - This fee encompasses the work and coordination that is essential for consultants to establish a robust and sustainable framework for the future success of the Military Transition Program and their collaboration with the county. The work includes (but is not limited to) creating the mission and vision statements for the program, building an advisory board, establishing policies and protocols for the program, creating a multi-year fundraising strategy to sustain and build upon program success, create a marketing campaign, and build out channels to engage w/ LA County's military community.

Program Facilitators (\$500 per hour) - Each educator/facilitator of courses for the Military Transition Program will require a fee for their time. This estimate is based off the consultants previous experience in building programs with world-class instructors.

Events - WHF will be hosting multiple events specific to the Military Transition Program, which includes networking, recruiting, and fundraising




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



Jim Zenner
Director

January 3, 2025

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

FROM: JIM ZENNER, DIRECTOR 
MILITARY AND VETERANS AFFAIRS

PRODUCTIVITY INVESTMENT FUND (PIF) REQUEST – LOS ANGELES COUNTY VETERAN MENTAL HEALTH AND WELLBEING INITIATIVE (PILOT PROGRAM)

This memo is to request consideration to fund the Los Angeles County Veteran Mental Health and Wellbeing Initiative (Pilot Program). This initiative seeks to address the urgent mental health crisis among veterans, particularly non-VA-eligible individuals, by leveraging innovative technology, peer-led models, and trauma-informed care. The Department of Military and Veterans Affairs, proposes a two-year pilot program to provide real-time mental health services to 3,500 veterans in Los Angeles County.

Objective

This initiative aims to transform the County's approach to veteran mental health through:

1. Immediate access via the Veteran Peer Access Network (VPAN) to bypass traditional delays.
2. AI-driven mental health tools and biofeedback technologies.
3. Trauma-informed care tailored to the unique needs of women, justice-involved, and homeless veterans.

Funding Request

We are requesting \$800,000 over two years to implement this innovative program, with the first-year budget at \$425,000 and the second year at \$375,000. This funding will cover consultant fees, technology development, training, and program evaluation.

Impact

The program is designed to achieve measurable improvements, including:

- A 30% reduction in PTSD symptoms.
- A 25% decrease in reliance on emergency services.
- A 20% increase in veteran reintegration metrics, such as housing and employment stability.

Should you have any questions or require additional information, please contact me at (213) 765-9678 or via email at mgomez@mva.lacounty.gov.

JZ:ZS:mg



COUNTY OF LOS ANGELES

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 100
Los Angeles, CA 90012
Website: jcod.lacounty.gov

DIRECTOR

Judge Songhai Armstead, *ret.*

January 2, 2025

Jim Zenner
Director
Military and Veterans Affairs
1816 South Figueroa Street
Los Angeles, CA 90015

Dear Director Zenner:

The Justice, Care and Opportunities Department (JCOD) is thrilled to partner with the Department of Military and Veterans Affairs (MVA) on the Veteran Mental Health and Wellbeing Initiative proposal submitted for a Productivity Investment Fund (PIF) grant. This initiative seeks to address critical gaps in mental health services for veterans by integrating cutting-edge solutions such as biofeedback technology, AI-driven tools, and frictionless access to mental health professionals into the existing Veteran Peer Access Network (VPAN).

The challenges facing justice-involved veterans in our community are indeed significant, and this initiative will make a real difference. We understand the gravity of the situation, particularly given Los Angeles County's high incarceration rates and the elevated risk of suicide among veterans.

The holistic strategy of the VPAN, with its focus on expanding available mental health interventions aligns closely with our values and commitment to supporting veterans' well-being. JCOD believes that tailoring efforts to meet the unique needs of justice-involved veterans is essential for successful reintegration and suicide prevention.

We are pleased to partner with MVA on this initiative and the grant application for this PIF grant. Please consider this letter as an expression of our commitment to partnering with you in this important endeavor.

All the best,

Judge Songhai Armstead (Ret.)





DEPARTMENT OF MENTAL HEALTH

hope. recovery. wellbeing.

LISA H. WONG, Psy.D.
Director

Curley L. Bonds, M.D.
Chief Medical Officer

Rimmi Hundal, M.A.
Chief Deputy Director

January 10, 2025

TO: Jim Zenner
Director, Military and Veterans Affairs

FROM: Lisa H. Wong, Psy.D. *LHW, RD*
Director

SUBJECT: **SUPPORT FOR PRODUCTIVITY INVESTMENT FUND PROPOSAL –
VETERAN MENTAL HEALTH AND WELLNESS INITIATIVE**

Los Angeles County Department of Mental Health (DMH) is pleased to express our support for the Veteran Mental Health and Wellness Initiative and your application for the Productivity Investment Fund (PIF) grant.

The mental health challenges that veterans face is substantial, and the PIF grant could make a difference by providing our veteran community with solutions, tools, and resources to improve access to mental health professionals to improve their overall well-being.

The Department of Military and Veterans Affairs (MVA) is a critical partner in ensuring the County's veterans are screened and referred to the appropriate mental health service. DMH looks forward to collaborating with MVA to meet the needs of veterans in need of specialty mental health services and ensure the wellbeing of all veterans.

We are pleased to offer our DMH's support for the Veteran Mental Health and Wellness Initiative and PIF grant application.

If you have any additional questions or require additional information, you may contact Connie Draxler at cdraxler@dmh.lacounty.gov.

LHW:CDD:ak

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: 01/02/2025

Project Name: LOS ANGELES COUNTY VETERAN
MENTAL HEALTH AND WELLBEING INITIATIVE (PILOT PROGRAM)

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

This two-year pilot program seeks PIF support to strengthen VPAN by hiring expert consultants to develop localized, innovative mental health interventions for 3500 veterans. Leveraging AI-driven tools, peer-led support, and advanced psychiatric solutions, it addresses critical access gaps across LA County, demonstrating scalable, data-driven models to improve veteran outcomes and demonstrates departmental cooperation.

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

Veterans are dying by suicide at an alarming rate of 34.7 per 100,000, and for justice-involved veterans, the risk is five times higher. Long wait times and systemic failures in the Veterans Health Administration have left thousands of veterans without timely care, often with devastating consequences. This Preventive Pilot Program directly confronts this crisis, addressing the gaps that will result from the passage of Proposition 1 funds and the defunding of preventive mental health services. The initiative will provide immediate, frictionless mental health care to 3,500 veterans in Los Angeles County—the largest veteran population in the nation—focusing on preventing mental health crises and saving lives.

The VA Office of Inspector General has uncovered a pattern of systemic failures that directly endanger veterans' lives. These failures are especially devastating for veterans in crisis, particularly those grappling with mental health challenges or justice involvement, where the stakes are life and death. Delays in care often mean life-saving services are out of reach when they are needed most. This initiative does not replace the VA or DMH but augments their efforts, providing timely access to care while veterans are connected to appropriate long-term mental health services.

Core Components

- Immediate Access Through VPAN: By leveraging VPAN's infrastructure and county-wide access points, veterans receive real-time mental health support, bypassing delays in traditional systems.
- Biofeedback and Psychiatric Pilot: An embedded 10% pilot initiative introduces innovative biofeedback technology and psychiatric care, targeting stress, trauma, and anxiety with cutting-edge interventions.
- Frictionless Mental Health Support: Multidisciplinary teams, including clinical staff and peer navigators, deliver seamless, proactive care tailored to veterans' unique needs.
- Trauma-Informed Clinical Services: Telehealth, in-person therapy, and psychiatric support provide veterans with personalized, comprehensive care.

This initiative aligns with county motions, leveraging VPAN to provide timely, trauma-informed care for women, homeless, and justice-involved veterans—those most at risk of suicide. Consultants will leverage existing VPAN platforms and advanced technologies to create trauma-informed, localized solutions that meet veterans where they are.

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.

The Initiative integrates innovative programs developed by expert consultants and existing technologies with embedded data tracking systems. These systems ensure real-time performance monitoring, driving measurable improvements for 3,500 veterans over two years, with a focus on veterans ineligible for VA services.

Key Performance Indicators (KPIs)

1. Access and Equity
 - Goal: Serve 1,750 veterans annually, prioritizing veterans who do not qualify for VA services.
 - Measure: Leverage embedded tracking systems to monitor service engagement and utilization across 88 municipalities and 5 Supervisorial Districts, ensuring equitable access.
2. Health and Wellbeing
 - Goal: Achieve a 30% reduction in PTSD and stress-related symptoms.
 - Measure: Utilize pre- and post-intervention mental health assessments through AI-enabled tools embedded in the program's technology to evaluate well-being improvements.
3. Veteran Reintegration
 - Goal: Increase housing, employment, and education engagement by 20%.
 - Measure: Track outcomes such as job placements, educational enrollments, and stable housing through integrated case management systems and automated data reporting tools.
4. Mental Health Stabilization
 - Goal: Reduce reliance on crisis services by 25%.
5. Measure: Use tracking systems to monitor decreases in emergency service use, alongside improvements in community engagement and family relationships. Additionally, track the number of veterans successfully transitioned to long-term care at the VA, DMH, or other appropriate providers.
6. System Efficiency and Scalability
 - Goal: Build a replicable, sustainable care model.
 - Measure: Analyze data on reduced wait times, higher engagement rates, and scalability potential through embedded data systems and quarterly analytics reviews. Engagement is measured through user interactions, feedback, retention, time spent, actionable outcomes.

The program's embedded data tracking systems provide real-time dashboards and detailed reports, ensuring continuous evaluation and scalability. These metrics align with the initiative's mission to transform veteran mental health care, offering measurable solutions to prevent suicides and address systemic gaps.

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 **\$800,000** Total **\$800,000**

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:		425,000	375,000	
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00

Year 1: Total Budget = \$425,000

- Quarter 3 (\$125,000)
- Quarter 4 (\$150,000)
- Quarter 1 (\$100,000)
- Quarter 2 (\$50,000)

Year 2: Total Budget = \$375,000

- Quarter 3 (\$100,000)
- Quarter 4 (\$100,000)
- Quarter 1 (\$100,000)
- Quarter 2 (\$75,000)

Two-Year Total Budget = \$800,000

Quality and Productivity Manager (Print and Sign)
Manuel Gomez

Telephone Number
(213)608-2141

E-mail
mgomez@mva.lacounty.gov



Project Manager (Print and Sign)
Zuleyda Santana

Telephone Number
(213)-574-8008

E-mail
zsantana@mva.lacounty.gov



Department CIO/IT Manager (Print and Sign)

Telephone Number

E-mail

Budget/Finance Manager (Print and Sign)
Allan Ochoa

Telephone Number
(213)587-2423

E-mail
aochoa@mva.lacounty.gov

Allan D. Ochoa

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 Head (Print and Sign)

James Zenner



Telephone Number

(213)765-9678

E-mail

jzenner@mva.lacounty.gov

**** 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 Los Angeles Veteran Mental Health and Wellbeing Initiative was not included in the department's budget as it is a new pilot program designed to secure external funding through the Productivity Investment Fund (PIF). This strategic approach maximizes external resources, fosters scalability if the program proves successful, and ensures the department avoids overcommitting its core budget to an untested initiative.

This initiative represents a collaborative effort between the Department of Military & Veterans Affairs (MVA) and the Justice, Care, and Opportunities Department (JCOD) to provide vital support to Los Angeles County's most vulnerable veteran populations. By leveraging this co-departmental partnership, the program seeks to address critical mental health needs while optimizing resource allocation and minimizing financial risk to the department

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

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

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

The Los Angeles Veteran Mental Health and Wellbeing Initiative has significant potential to increase revenue by stabilizing mental health, boosting engagement with

PRODUCTIVITY INVESTMENT FUND PROPOSAL

services, and linking veterans to compensation benefits and long-term VA care. generating cost savings. By providing timely suicide prevention, mental health support, and linkage to critical services, the initiative reduces reliance on costly emergency responses, hospitalizations, and justice system involvement. Early intervention prevents crises, lowering the County's financial burden related to 911 calls, psychiatric holds, and jail bookings. Peer-driven support offers a cost-effective service delivery model, reducing the need for higher-cost clinical staff. The initiative also enhances access to care for veterans not eligible for Department of Veterans Affairs services (Non-VA Eligible), promoting equity and holistic support, while improving eligibility for essential benefits like housing, employment, and healthcare. With the potential for state and federal grant funding, the initiative can generate new revenue streams and position the County for sustainable future funding. Collectively, these efforts reduce net County costs and demonstrate a significant return on investment through cost avoidance, service efficiency, and improved veteran well-being.

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

The Los Angeles Veteran Mental Health and Wellbeing Initiative transforms veteran care by addressing systemic gaps, aligning with Board priorities on care coordination, suicide prevention, and expanding services for justice-involved, women, and homeless veterans. this initiative transforms fragmented systems into a unified, equity-driven model that delivers real-time, life-saving care.

Leveraging the proven infrastructure of VPAN, the program integrates cutting-edge technology, including AI-powered mental health platforms and biofeedback tools, to close critical service gaps. These innovations provide immediate, localized

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

mental health support, enabling real-time assessments, predictive insights, and tailored interventions that prevent crises before they escalate. The inclusion of justice-involved veterans, who are five times more likely to die by suicide, exemplifies the initiative's commitment to addressing the most vulnerable. By embedding targeted psychiatric and biofeedback pilots, the program delivers culturally competent, trauma-informed care where it is needed most, reducing recidivism and promoting recovery.

This initiative doesn't just save lives—it transforms them. By prioritizing early intervention, continuous care, and equity, it empowers veterans to achieve stability in housing, employment, and mental health. It also advances LA County's **Care First, Jails Last** framework, reducing costs by minimizing reliance on emergency services and justice interventions.

The funding will fuel a replicable model of veteran mental health care that addresses the County's strategic goals of equity, sustainability, and integration. This is not just an investment in veterans; it is a commitment to innovative, data-driven solutions that ensure no veteran is left behind. With this initiative, LA County will lead the nation in creating a future where every veteran has the support they need to thrive.

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?

The **Veterans Mental Health & Wellbeing Initiative** is a two-year **pilot project** aimed at addressing critical gaps in veteran mental health care. By leveraging the **Veteran Peer Access Network (VPAN)** and innovative tools such

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

as biofeedback and AI-driven mental health solutions, the program will serve 3,500 veterans, prioritizing non-VA-eligible individuals.

Measures of Success

- **Programmatic:** Achieve a **30% reduction** in PTSD symptoms, a **25% decrease** in emergency service reliance, and a **20% increase** in housing, education, and employment engagement.
- **Fiscal:** Demonstrate **cost avoidance** through reduced 911 calls, jail bookings, suicides, and psychiatric hospitalizations.

Learning Objectives and Expansion

The initiative will assess the effectiveness of **AI tools** and peer-driven models while identifying best practices for scalability. Expansion depends on achieving outcomes, cost savings, and securing stakeholder and funding support for broader implementation. This model sets the foundation for sustainable, transformative veteran mental health care.

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

Veterans are dying because they can't get the care they need in time. Delayed access to mental health and psychiatric care, compounded by systemic failures in the Department of Veterans Affairs (VA) and staff shortages, has left thousands of veterans in crisis. The Los Angeles Veteran Mental Health and Wellbeing Initiative provides immediate, frictionless access to life-saving services, breaking down barriers and addressing the gaps that have cost too many lives.

- **How It Saves Lives**

PRODUCTIVITY INVESTMENT FUND PROPOSAL

- Timely Intervention: The initiative offers veterans real-time support through AI-driven tools and biofeedback centers, bypassing VA delays and ensuring help is available when it's needed most. By providing proactive care, crises are de-escalated before they become life-threatening.
 - Reducing Emergency Responses: Immediate access reduces 911 calls, psychiatric emergencies, and involuntary holds, alleviating the burden on first responders and emergency services while ensuring veterans receive appropriate, compassionate care.
 - **Keeping Veterans Out of Jail:**
 - Veterans in mental health crises are often funneled into the justice system due to a lack of timely intervention. This initiative prevents unnecessary arrests and jail bookings, aligning with LA County's "Care First, Jails Last" initiative and saving lives by focusing on care, not incarceration.
 - **Preventing Hospitalizations:**
 - Early mental health and psychiatric support reduces the need for involuntary hospitalizations, preventing overcrowding in psychiatric facilities and ensuring veterans get the care they need before a crisis escalates.
 - **A Lifeline for Veterans**
 - This initiative directly addresses the systemic failures of the VA by offering a seamless, peer-driven model that prioritizes timely access to care. By saving lives through immediate intervention, reducing crises, and providing veterans with real solutions, the program sets a new standard for how veteran mental health care should be delivered. Lives depend on this. We cannot afford to wait.
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: <https://ceo.lacounty.gov/strategic-plan-and-goals/>. To view the Board-Directed priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#)). If yes, please explain.

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The Los Angeles Veteran Mental Health and Wellbeing Initiative pilot directly addresses LA County's **North Star 1: Make Investments that Transform Lives** by providing community-based, equity-driven care for veterans. This program improves health outcomes, strengthens reintegration, and ensures vulnerable populations—particularly non-VA-eligible veterans—receive tailored support.

Strategic Priorities Addressed:

- **Healthy Individuals & Families:** Mobile biofeedback, sensory therapies, and AI-driven mental health tools promote emotional, physical, and social well-being.
- **Support for Vulnerable Populations:** The pilot addresses the specific needs of non-VA-eligible veterans, ensuring equity in care access.
- **Employment & Sustainable Wages:** Veterans receive employment readiness support, housing navigation, and career coaching through peer-driven mentorship.
- **Board-Directed Priorities Addressed:**
- **Care First, Jails Last:** Proactive, preventive care reduces emergency calls, crisis services, and mental health-related incarcerations.
- **Health Integration:** The initiative connects mental health, employment, and social support, creating a comprehensive system of care.
- **Anti-Racism, Diversity, and Inclusion (ARDI):** This pilot addresses disparities in access for marginalized communities, ensuring equity for non-VA-eligible veterans.

This pilot offers LA County the opportunity to close equity gaps in mental health access while aligning with strategic priorities for holistic, equity-driven care.

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

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

This proposal significantly enhances LA County's image and strengthens relationships with its veteran constituents by demonstrating a proactive, equity-driven commitment to supporting veterans, especially those not eligible for VA services. By augmenting the Veteran Peer Access Network (VPAN) with innovative tools like AI-driven mental health support and mobile biofeedback units, the County positions itself as a leader in holistic, community-based care for veterans.

The initiative highlights the County's dedication to mental health, crisis prevention, and reintegration services, addressing critical service gaps for veterans. This commitment builds trust and goodwill among veterans, their families, and the broader community, reinforcing the County's reputation as a champion of equity and inclusion. By reducing reliance on emergency services and providing early intervention, the County demonstrates its commitment to sustainable, cost-effective care. This forward-thinking approach reflects LA County's role as a compassionate, innovative government dedicated to transforming lives and supporting vulnerable populations.

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

This initiative encourages interdepartmental cooperation by fostering coordination across the MVA, DMH, Sheriff's Department, and first responders. By integrating Happy Health, Precise Behavioral Health, and the Reality Center, LA County unifies peer-driven engagement, clinical care, and sensory-based mental health intervention.

The AI-driven tracking system allows departments to share real-time data on veteran health outcomes, promoting cross-agency coordination. Shared dashboards enable data-driven decision-making, timely referrals, and reduced administrative burden. This unified approach enhances service delivery, speeds up response times, and aligns with LA County's "Care First, Jails Last" strategy.

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

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The Initiative arose from critical gaps in the Veteran Peer Access Network (VPAN) and systemic failures in the Department of Veterans Affairs. For years, the VA has failed to provide timely care, with audits from the Office of Inspector General revealing inaccurate wait time reporting and long delays—18% of veterans waited over 30 days for appointments, far exceeding the VA’s reported 10%.

This initiative is LA County’s way of saying, “**Enough is enough.**” Building on the “**Care First, Jails Last**” initiative, it prioritizes **holistic, proactive mental health support and frictionless access to mental health professionals**, especially for veterans ineligible for VA services.

By integrating **AI-driven tools, biofeedback centers**, and peer-driven support, the program ensures **timely intervention**, reducing barriers and preventing crises before they escalate. This trauma-informed approach reduces reliance on emergency responses, enhances reintegration, and provides veterans with the life-saving care they need, when they need it most.

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

Year 1 (2025): Total Budget = \$425,000

- Quarter 1 (\$125,000)
- Quarter 2 (\$150,000)
- Quarter 3 (\$100,000)
- Quarter 4 (\$50,000)

Year 2 (2026): Total Budget = \$375,000

- Quarter 5 (\$100,000)
- Quarter 6 (\$100,000)
- Quarter 7 (\$100,000)
- Quarter 8 (\$75,000)

Two-Year Total Budget = \$800,000

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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)
Program Design and Consultant Onboarding	Q1 2025	\$100,000	N/A
Training VPAN to Access Resources	Q1 2025	\$25,000	N/A
Initial Service Deployment	Q2 2025	\$50,000	N/A
Programming Costs (Workflow Development) and Evaluation	Q2 2025	\$100,000	N/A
Mid-Year Review and Adjustments	Q3 2025	\$50,000	N/A
First-Year Review and Adjustments	Q4 2025	\$50,000	N/A
Expansion and Optimization (Programming Cost)	Q1 2026	\$100,000	N/A
Continued Service Deployment	Q2 2026	\$100,000	N/A
Mid-Year Review and Adjustments	Q4 2026	\$50,000	N/A
Programming Costs (BioFeedback, AI Technology, Clinical Support) and Evaluation	Q3 2026	\$100,000	N/A
Final Evaluation and Reporting	Q4 2026	\$75,000	N/A

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LINE ITEM BUDGET DETAIL

(Work with your Budget Analyst)

LINE-ITEM BUDGET BREAKDOWN

Clinical Support: \$390,000

- **Consultant Fees:** \$100,000 (program development, oversight, and training VPAN staff)
- **Initial Service Deployment:** \$50,000
- **Programming Costs (Workflow Development):** \$100,000
- **Mid-Year Review and Adjustments (Year 1 & Year 2):** \$100,000 (\$50,000 each year)
- **Continued Service Deployment:** \$40,000

AI Platform: \$230,000

- **Licensing and AI Platform Development:** \$150,000
- **Programming Costs (Optimization & Evaluation):** \$80,000

Biofeedback Technology: \$180,000

- **Biofeedback Technology Equipment:** \$100,000
- **Training Materials and Peer Mentor Resources:** \$50,000
- **Final Evaluation and Reporting:** \$30,000

TOTAL COSTS (a + b + c): \$800,000