



**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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Second Vice Chair

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BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

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

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

Monday, May 19, 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

Meeting ID: 892 2893 0418

Passcode: 018669

[https://bos-lacounty-
gov.zoom.us/j/89228930418?pwd=j0Nwa8j7ntdynrw67Yg8A8dEIZOIHn.1](https://bos-lacounty-gov.zoom.us/j/89228930418?pwd=j0Nwa8j7ntdynrw67Yg8A8dEIZOIHn.1)

**Written Public Comment may also be submitted to Jackie Guevarra
by Sunday, May 18, 2025 (received by 4:00 p.m.):**

jguevarra@bos.lacounty.gov

****Any information received from the public by Sunday, May 18, 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 February 24, 2025 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, 4th Quarter.....Commissioner Gibson

25.11 – Public Health, Trauma-Informed Leadership Training (TILT), \$600,000 Grant. PIB Advisory Committee has no recommendation.

25.14 – Natural History Museum, Direct to Consumer/Ecommerce Store: In-House Transition/Upgrade, \$936,000 Grant. PIB Advisory Committee recommends a \$936,000 loan (approval is conditional on being approved for a loan versus a grant).

25.15 – Military and Veterans Affairs, Heritage Preservation Initiative, \$1,498,154.40 Grant. PIB Advisory Committee recommends the project, with the condition that IT-related portions of the project are excluded.

6. Review (for discussion and possible action) of the PIF Solicitation Memo for Fiscal Year 2025-2026 1st Quarter (5 minutes).....Commissioner Gibson
7. Review (for discussion and possible action) of the PIF Annual and Final Reports (10 minutes).....Commissioner Gibson
8. Discussion and matters not on the Posted Agenda – to be presented and placed on a future agenda.
9. Public Comment (3 minutes for each speaker)
10. 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: Fernandeño 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

County of Los Angeles Quality and Productivity Commission

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Los Angeles, CA 90012

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BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

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effective and caring service."*

MINUTES OF THE MEETING OF
Monday, February 24, 2025, at 10:00 a.m.
Kenneth Hahn Hall of Administration, Room 140
500 West Temple Street, Los Angeles, CA 90012

Members of the public may also join remotely at:

Call in number: (669) 449-9171

Meeting ID: 871 0425 9276

Passcode: 306023

<https://bos-lacounty-gov.zoom.us/j/87104259276?pwd=EZ7PC4I50b53N7HCFSJ4roEo3dqSJG.1>

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

PRESENT:

Nancy Harris, Vice-Chair

Jacki Bacharach

Viggo Butler

J. Shawn Landres

Edward McIntyre

William B. Parent

Jeffrey Jorge Penichet

ABSENT

Rodney C. Gibson

Will Wright

Jackie Guevarra, Executive Director

PRODUCTIVITY INVESTMENT BOARD ADVISORY COMMITTEE

Arman Depanian, Chair

Stephanie Todd, Vice-Chair (virtual)

CALL TO ORDER (AGENDA #1)

Commissioner Harris called the Productivity Investment Board (PIB) meeting to order at 10:02 a.m.

ATTENDANCE (ROLL CALL)

Commissioner Harris welcomed everyone to the PIB meeting. She asked Laura Perez, Program Manager, to take roll call of Commissioners in attendance:

In Attendance: Jacki Bacharach, Viggo Butler, Nancy Harris (virtual), J. Shawn Landres, Edward McIntyre, William B. Parent, and Jeffrey Penichet.

ANNOUNCEMENTS

Due to technical connectivity difficulties, at 10:06 a.m., Commission Chair Bill Parent designated Commissioner Landres as Interim Chair of the PIB until Commissioner Harris was able to participate.

Commissioner Landres stated that members of the public were given the opportunity to send their comments and questions via email to Jackie Guevarra at jguevarra@bos.lacounty.gov by Sunday, February 23, 2025, at 4:00 p.m. No written public comment was received by the deadline. However, members of the public were informed that they could continue to send public comment to Laura Perez at lperez@bos.lacounty.gov during the meeting, and any information received would become part of the official meeting record. They were also informed that they could speak on an item during the meeting and were instructed to inform Laura via email or via the Chat feature on which item they wanted to comment on. Each speaker would be given three minutes. It was also announced that each Commissioner would have the opportunity to speak on any agenda item and any vote would be taken by roll call.

LAND ACKNOWLEDGEMENT (AGENDA #2)

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

ASSEMBLY BILL 2449 (AGENDA #3)

Commissioner Landres informed that Commissioner Harris was attending today's meeting remotely under AB 2449. Commissioner Harris confirmed that no person over 18 years old was present as a member of the public at her location.

APPROVAL OF MINUTES FOR NOVEMBER 18, 2024 (AGENDA #4)

Upon resolution of the technical connectivity issues, Vice Chair Harris resumed chairing the meeting. She asked if there were any comments on the minutes. Commissioner Bacharach made a motion to approve the minutes with the following amendment: On page 5, the second paragraph should be removed. It is repeated in the next paragraph. Also, the adjournment date should be corrected to reflect 2025, not 2024. The motion was seconded by Commissioner Parent and approved by the following vote.

No:	None
Yes:	Commissioners Bacharach, Butler, Landres, McIntyre, and Parent
Abstain:	Commissioners Harris and Penichet

PRESENTATION OF PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS (FOR DISCUSSION AND POSSIBLE ACTION) AND FUND BALANCE REPORT, AS OF FISCAL YEAR 2024-2025, 3rd QUARTER (AGENDA #5)

Fund Balance Report

Commissioner Harris reported there were three proposals before the PIB for the 3rd Quarter of Fiscal Year 2024-2025. She reported the Productivity Investment Fund (PIF) balance as of December 31, 2024, is \$6,211,642. She further stated that if all the projects before the PIB (\$1,639,000) are approved today, the revised fund balance would be \$4,572,642.

Presentation of PIF Proposals for Discussion and Possible Action

Commissioner Harris stated that as a reminder, the Department has 20 minutes to present, followed by 20 minutes of Q&A with the Commissioners, and 5 minutes to deliberate by the Commission.

25.10 – Public Health, *Strategic Action for Fair Employment*, \$580,000 Grant.

Alice Berliner, Dr. Anish Mahajan, Cindy Alvarado, Megan Harbert, and Melissa Bond (Productivity Manager) were in attendance to support the proposal. Ms. Berliner spoke on the project.

The grant would be used to pay for two specialized consultants for 27 months to combat labor-related issues. The Department will partner with Consumer and Business Affairs to educate vulnerable workers on workplace rights and support investigations and enforcement in high-violation industries.

Arman Depanian, Chair of the PIB Advisory Committee (Committee), reported the following recommendations were made to the Department: Explain in more detail the consultant background/specialty and what they, versus staff, will be doing. Prepare to answer why the Department cannot use current staff from each Department, how the Department will keep track of cases (case management system), and why this was not included in the Department's budget. Explain how a Board motion started the project, and why Public Health is taking the lead instead of the Department of Consumer and Business Affairs. Prepare to answer whether this could be a loan versus a grant since the project can still be added to the Department's budget. Recommend the Department exhaust other resources and resubmit the proposal after going through the budget process.

After discussion and questions, Commissioner Landres made a motion to deny the project for cause. This project is outside the scope of the Productivity Investment Fund (PIF) guidelines/policies. The PIF guidelines state, "Funding is not to be used for making or changing County policy [nor for] bypassing actions or intentions of the Board." The motion was seconded by Commissioner McIntyre and approved by the following vote:

No:	Commissioner Penichet
Yes:	Commissioners Bacharach, Butler, Harris, Landres, McIntyre, and Parent
Abstain:	None

25.6 – Military and Veterans Affairs, *Military Transition Initiative, \$279,000 Grant* (formerly *With Your Shield Initiative, \$400,000 Grant*).

Commissioner Harris asked Commissioners if there was a conflict of interest with any of the vendors mentioned on the expense portion of the proposal. Commissioner Landres stated he had a conflict and recused himself. He left the meeting during this presentation and did not vote on the project. No other Commissioner had a conflict.

Commissioner Harris stated this project was referred back to the PIB after hearing it at the meeting of November 18, 2024. It has since been fully revised, including the amount requested. The PIB Advisory Committee did not review this revised proposal.

Jim Zenner (Director), Manuel Gomez, and Alan Ochoa (Productivity Managers) were in attendance to support the proposal. Mr. Zenner gave a PowerPoint presentation and spoke on the project.

After discussion and questions, Commissioner Bacharach made a motion to approve a \$278,000 grant (removing \$1,000 in costs for subscriptions). The motion was seconded by Commissioner Penichet. Commissioner Butler amended the motion to include Commissioner Parent's comments and have the Department clarify/respond to his comments at the full Commission meeting on March 24, 2025. (Commissioner Parent's comments were that the project be specified as a 20-person pilot program with a curriculum outline and evaluation.) The amended motion was approved by the following vote:

No:	None
Yes:	Commissioners Bacharach, Butler, Harris, McIntyre, Parent, and Penichet
Abstain:	None

Commissioner Parent will present the project at the QPC meeting on March 24, 2025.

25.8 – Military and Veterans Affairs, *Veteran Mental Health and Wellbeing Pilot Program, \$800,000 Grant.*

Jim Zenner (Director), Manuel Gomez, and Alan Ochoa (Productivity Managers) were in attendance to support the proposal. Mr. Zenner gave a PowerPoint presentation and spoke on the project.

The grant would be used to hire expert consultants to develop localized, innovative mental health interventions for 3,500 veterans, technology development, training, and program evaluation.

Arman Depanian reported the Committee made the following recommendations to the Department: Use more time on the PowerPoint to explain the project, such as adding how many consultants the Department is bringing on and explaining in detail what their role is. Explain how AI will benefit the project; definition of a VA individual and how the Department will be reaching out to them. Explain Care First, Jails Last and how money is too tight and

struggling to find funding for staff. Be ready to discuss why Mental Health is not taking the lead and subsidizing costs, why this was not in your budget, and more details on the innovation. Speak on how you will be gathering metrics.

After discussion and questions, Commissioner Landres made a motion to increase the grant up to \$820,000 (a \$20,000 increase for the final evaluation and reporting). The motion was seconded by Commissioner Parent and approved by the following vote:

No:	None
Yes:	Commissioners Bacharach, Butler, Harris, Landres, McIntyre, Parent, and Penichet
Abstain:	None

Commissioner Harris will present the project at the QPC meeting on March 24, 2025.

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

Commissioner Landres noted that, with Chair Bill Parent's approval, he connected with Director Jim Zenner, Military and Veterans Affairs, to assist the Department in finding philanthropic support for their project.

PUBLIC COMMENT (AGENDA #7)

None

ADJOURNMENT (AGENDA #8)

Commissioner Butler moved to adjourn the meeting, seconded by Commissioner Parent. The meeting adjourned at 12:45 p.m. The next PIB meeting will be on Monday, May 19, 2025, 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

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April 4, 2025

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

Dear Commissioner Henderson:

I am pleased to submit a Productivity Investment Fund (PIF) grant proposal for the Trauma-Informed Leadership Training (TILT) project from the Los Angeles County Department of Public Health ("Public Health"). This proposal seeks funding to hire a contractor to provide Trauma Informed Care (TIC) training to 1,000 community partners and coaching for 100 community leaders from Public Health's Domestic Violence Council (DVC) and Office of Violence Prevention (OVP). DVC and OVP rely heavily on the leaders of community partner agencies to advance our public health efforts in building a violence-free Los Angeles. Many community leaders in this field are survivors of violence themselves. TIC training for leaders has been proven to bolster individual and community wellness, foster a stronger sense of community, increase staff retention, and reduce re-traumatization—factors that are critical in sustaining long-term, effective violence prevention organizations and their efforts. By supporting the trauma informed professional development of community violence prevention leaders, we are not only acknowledging the profound impact of trauma on both service providers and survivors, but we are actively shifting the framework to address the root causes of violence. This innovative perspective shift ensures that our community partners are equipped with the tools to respond to trauma not just with empathy, but with a foundational understanding of how to prevent further harm and promote healing. Long-term, this investment in community leadership development strengthens the county's network of community-based organizations serving survivors of violence.

This grant request has the strong endorsement of our many partners, as highlighted in the accompanying letters of support. We are deeply appreciative of the Commission's ongoing commitment to public health initiatives, which continue to drive innovation, improve service delivery, and enhance the quality and effectiveness of services for the residents of Los Angeles County.

Please reach out to Andrea Welsing, OVP Director, at awelsing@ph.lacounty.gov and Lan Pham, DVC Executive Director, at lpham@ph.lacounty.gov if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Barbara Ferrer".

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

Los Angeles County Department of Public Health

25.11 - Public Health, Trauma-Informed Leadership Training (TILT)

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: 4/19/2025
Project Name: Trauma-Informed Leadership Training (TILT)	
PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used. Los Angeles County's (LAC) Domestic Violence Council (DVC) and Office of Violence Prevention (OVP) seek \$600,000 to hire a subject matter expert in Trauma Informed Leadership for 18 months to develop, deliver, and evaluate a training and leadership development program (training 1,000 community partners and individually coaching 100 leaders).	
SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation. <p>This proposal advances Trauma Informed Capacity (TIC) training for OVP and DVC's community-based organization (CBO) partners in the violence prevention and domestic violence field, addressing the widespread issue of staff burnout and low retention by building skills to recognize, address, and prevent trauma. Those leading domestic violence and violence prevention efforts are often themselves survivors of violence; leaders require formal TIC training to prevent inadvertently perpetuating trauma and to better support their organizations. Leaders must address personal trauma before they can effectively serve others and lead trauma-informed organizations.</p> <p>Trauma is an individual's response to experiences, sensations, or events that they find distressing, disturbing, or life-threatening. The impacts of trauma are vast and include difficulty concentrating and completing tasks; emotional dysregulation and outbursts; and a weakened immune system. TIC training offers immediate, actionable skills, shifting perspectives in a way that affects both personal and professional behavior. Staff who are trained in trauma-informed practices are more likely to recognize their triggers, regulate their nervous system, and thus improve their daily functioning. In this way, TIC can improve satisfaction and procedures by improving the effectiveness of anti-violence work (journals.sagepub.com/doi/full/10.1177/1049731518766618).</p> <p>Partnering with a strategic advisory with the expertise to lead this novel approach is essential. Neither Public Health nor its partner violence prevention/intervention CBOs have the capacity to provide training at this volume. Those working in the domestic violence and violence intervention fields require a deeper, more tailored approach to enable both personal and professional transformation. They need practical, actionable skills that directly enhance the well-being and resilience of workers, improve staff retention, and foster stronger community support systems. This approach fills a professional development training gap and presents an opportunity to integrate trauma-informed practices into organizational culture, essential requirements of ensuring the long-term sustainability and scalability of this work.</p>	
EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.	

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

OUTCOMES

Intended outcomes for the project include:

1. 1,000 participants demonstrate increased knowledge about trauma informed capacity (TIC), trauma symptoms, and impacts of trauma on individuals after completion of training.
2. 1,000 participants report gaining skills in addressing trauma and supporting peers who are impacted by trauma.
3. 100 CBO leaders receive 1:1 professional coaching and develop workplans to implement TIC internally in their organizations.
4. Participants implement TIC in their roles as violence preventionists and violence prevention leaders, measured through focus groups and listening sessions.

ENHANCED QUALITY

With the opportunity to increase knowledge, skills, trust, and practice implementing TIC model, the quality of work for program participants will be improved, including:

1. Improved relationships and collaboration across program participants, measured by post-program surveys, participant interviews, and focus groups.
2. Improved quality of meetings convened by program participants, measured by post-program surveys, participant interviews, and focus groups.

ENHANCED PRODUCTIVITY

Ultimately, we expect program participants to be much more engaged in their work, more skilled, and more successful in working with one another, supporting clients and survivors, and improving their own health and wellness. Improved productivity will be measured by increased staff retention and an increase in participation in anti-violence collaborations.

EVALUATION

While a final evaluation plan will be determined in partnership with the consultant, the program could be designed with a robust multi-year evaluation in order to capture change over time, including:

- Staff retention rates at the participant organization
- Changes in staff attitude and behavior over time
- Changes in job effectiveness
- Changes in service delivery
- Assessments of staff burnout and quality of life related to their employment

Lastly, community leaders who participate in individualized coaching will also be surveyed 3 months post coaching to see how they are implementing TIC learning and tools in their organizations.

25.11 - Public Health, Trauma-Informed Leadership Training (TILT)

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 Total

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

	Implementation Period	Project Year 1	Project Year 2
A. Annual Cost of Current Process:	0	0	0
B. Estimated Annual Cost of Proposal:	7/1/2025-12/31/2026	\$460,000	\$140,000
C. Savings (B minus A)	7/1/2025-12/31/2026	\$460,000	\$140,000

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

The funding request in this proposal will exclusively cover the cost of one contracted consultant. The consultant will provide their program development, training implementation, and evaluation expertise to spearhead this initiative.

Phase 1: Program Setup and Stakeholder Engagement (Q1 2025-2026)

The first phase will focus on establishing the foundation for the program. This includes hiring the specialized consultant with a deep knowledge of Trauma and Trauma Informed Capacity and training facilitation. OVP and DVC will work with the contractor to outline the plan, opening the training and leadership coaching to all CBOs that are contracted with Public Health to provide violence prevention/intervention services to survivors (OVP and DVC partners), OVP and DVC staff will develop an outreach plan, and create engagement materials. Funding for this phase will cover the training development, creation of materials, and outreach. Funding covers consultant time for program management, developing the new material, training their staff to facilitate the new program, outreach strategy development, and evaluation development in the form of surveys.

Phase 2: Implementation 1, Training Community (Q2-Q4 2025-2026)

The second phase will focus on implementing the training (both virtual and in-person, depending on demand) to 1,000 community partners and the associated project management.

Phase 3: Implementation 2, Coaching Leaders (Q4 2025-2026 – Q1 2026-2027)

The third phase will focus on building sustainability and increasing capacity for TIC by coaching leaders in 1:1 sessions. Coaching sessions are tailored to the individual needs of the attendee and as such can require coach time to research and provide follow up materials. Funding for this phase covers outreach and scheduling, program management, coach time, and the development of any new materials.

Phase 4: Evaluation (Q2 (2026-2027)

The fourth and final phase will focus on analyzing the survey and attendance data, evaluating the program outcomes, and documenting the lessons learned. Funding for this phase covers the evaluation and final reporting.

25.11 - Public Health, Trauma-Informed Leadership Training (TILT)

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

Total Funding Request: \$600,000

Year 1: \$460,000

Year 2: \$140,000

Breakdown by Quarter:

Year 1

Q1 \$100,000

Q2 \$100,000

Q3 \$100,000

Q4 160,000

Year 2

Q1 \$60,000

Q2 \$80,000

PROJECT BUDGET

DESCRIPTION	COST
Program management and administrative support	\$70,000
Training	\$400,000
Coaching	\$100,000
Evaluation	\$30,000
Total	\$600,000

25.11 - Public Health, Trauma-Informed Leadership Training (TILT)

<p>County of Los Angeles Quality and Productivity Commission</p> <p>PRODUCTIVITY INVESTMENT FUND PROPOSAL</p> <p>(Please submit the proposal with a cover letter signed by the department head)</p> <p>Last Updated: 7/23/2024</p>		
<p>Quality and Productivity Manager (Print and Sign)</p> <p><i>[Signature]</i></p> <p>Melissa Bond Telephone Number 323-864-7549</p> <p>E-mail MBond@ph.lacounty.gov</p>	<p>Project Manager (Print and Sign)</p> <p><i>[Signature]</i></p> <p>LAN PHAM Telephone Number 323-356-1520</p> <p>E-mail LPHAM@PH.LACOUNTY.GOV</p>	<p><i>[Signature]</i></p> <p>Andrea Welsing 626-293-2998</p> <p>awelsing@ph.lacounty.gov</p>
<p>Department CIO/IT Manager (Print and Sign)</p> <p><i>[Signature]</i></p> <p>Telephone Number</p> <p>E-mail</p>	<p>Budget/Finance Manager (Print and Sign)</p> <p><i>[Signature]</i></p> <p>Ben C. Phan, CFO 213-541-3936</p> <p>E-mail bphan2@ph.lacounty.gov</p>	
<p>Department Head (Print and Sign)</p> <p>Barbara Ferrer <i>[Signature]</i></p> <p>E-mail bferrer@ph.lacounty.gov</p> <p>Telephone Number 323-434-2700</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?

Both OVP and DVC lack the dedicated funding for this pilot and Public Health's budget is almost entirely grant-funded, with no funds available for this initiative. This interdepartmental collaboration is a unique opportunity to not only demonstrate Public Health's commitment to their community partners but develop a sustainable model of TIC that other departments and counties can implement.

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)

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

CBOs engaged in violence prevention/intervention are experiencing an intensifying crisis of burnout and resource scarcity. This crisis is disproportionately impacting smaller organizations that serve marginalized and oppressed communities, pushing their staff to the brink and undermining the sustainability of their missions. The emotional and physical demands of survivor-led violence prevention and domestic violence work—compounded by trauma exposure, complex power dynamics, funding pressures, and the necessity to navigate difficult cultural, political, and social landscapes—contribute to widespread compassion fatigue among staff members. Recent studies reveal the scale of this challenge. A report by Non-Profit Voice found that 95% of non-profit leaders think burnout is a concern, with 76% saying it is impacting their organization's ability to achieve their mission (The Center for Effective Philanthropy, *State of Nonprofits 2024*). Without adequate investment, smaller organizations cannot access the capacity-building resources needed to create sustainable internal practices, which then ripples out to undermine the effectiveness of their work within the communities they serve.

If the organizations we fund are plagued with trauma and re-traumatization, they will be unable to meet or exceed their goals, costing Public Health greatly. The focus of this project is to address the problem of burnout in a unique way by addressing the root cause of the problem: trauma. TIC has been proven to increase a sense of safety, which enhances morale and work satisfaction, leading to improved collaboration, focus, and engagement. In turn, TIC leads to a reduction in burnout, increase in client satisfaction, and improvement in productivity. This training and capacity building is an investment in the wellbeing of violence prevention professionals, many of whom have their own trauma through their lived experience. They are also often members of the very community they are hired to serve. An investment in these professionals is key to stopping cycles of violence, retaining talent, and continuing the work.

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

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 proposal extends, amplifies and complements existing cross-County best and shared practices in the violence prevention space by, in a novel manner, recognizing the role of a provider's trauma in terms of the service they can provide to the community. Traditionally, trauma-informed training has focused solely on clients, overlooking the fact that violence prevention/intervention professionals are also members of the community also in need of TIC.

Violence Prevention is a county priority and a strategic departmental goal. These efforts align with the County's values of equity, peer support, and authentic community engagement. As the County continues to champion the engagement of peers and individuals with lived experience to inform and lead service delivery systems, trauma-informed training must be seen as a critical skill to build in professional development. OVP & DVC's work is data-driven and thus focused on investing in areas of the County that are disproportionately affected by violence and historically marginalized. The work is led by community members with lived experience, who are usually survivors of violence themselves.

Providing TIC training and capacity building to partners and community leaders is in alignment with DPH and LA County's goal of increasing equity and decreasing disparities. The training provides an opportunity for community-based leadership building and development, which expands DPH's goals of building safe and healthy communities and centering those most impacted and with lived experience. The training allows for community participants to not only gain skills but also build relationship and trust with Public Health.

Most community-based agencies and participants do not have funding for professional development, especially with recent budget reductions at the state and federal levels. These trainings are crucial in maintaining capacity within County communities to address critical health issues related to violence prevention.

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 proposed project is a pilot. However, it builds on the success and learnings of a previous project (implemented in 2023), in which TIC training was offered to all Public Health staff and coaching was offered to all executive leadership. By extending this effective training to the community in 2025, we can build a shared understanding and vocabulary with our partners, leading to a countywide adaptation of TIC practices that increase the possibility of real, transformative change.

The goal would be for this pilot to be duplicated by other departments, with even the potential to create a Countywide "academy" of TIC ambassadors and organizations who can then continue to expand and deepen TIC amongst other leaders and organizations. This model of TIC capacity building is replicable, conducive to communities of practice. A final report could be shared with other groups that highlight lessons learned and implementation tips.

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PRODUCTIVITY INVESTMENT FUND PROPOSAL

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

Public Health is a funding administrator and lead convener on several efforts, including those under OVP and DVC. Both as a funder and a lead convener, the success of our efforts rely heavily on the partnership with community-based partners, many of which are grantees, while others are volunteers. These agencies and individuals help recruit community members to meetings, co-lead ad hoc committees/task forces/work committees. An investment in training and coaching Public Health's partners directly relates to the quality of services that they provide.

By providing TIC training to our community partners, we show that we recognize that our contractors are often first responders after a crisis or act of violence. In the field of ending violence, many who are drawn to the work are survivors themselves or have friends or family members impacted by violence. While victimization is highly stigmatized and thus difficult to accurately measure, it is estimated that at least 50% of DV advocates are survivors themselves ("A Community of Survivors", *Violence Against Women*, 2021). In the gang intervention field, it is likely that all are former gang members as this is what gives them the credibility in the community.

TIC implementation has been shown to reduce staff turnover, improve team performance, and reduce burnout rates. By providing coaching for leaders, we hope that it will allow for more productive meetings, more movement on tasks, lower turnover in workgroups, and higher participation driving more impactful results.

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](#) If yes, please explain.

This proposal addresses North Star 2 (foster vibrant and resilient communities) from the Countywide Strategic Plan; Improve Outcomes (seek to improve long-term outcomes both intergenerationally and multi-generationally) from the Racial Equity Principles; and Health Integration (streamline and integrate access to high-quality services across the departments of Health Services, Mental Health, and Public Health) from the Board-Directed Priorities. In alignment with this proposal, North Star 2 is about investing in communities to improve health outcomes.

First, TIC training is proven to increase trust and improve resiliency. We know that violence can fracture community cohesion and harm both individual and communal growth. By providing TIC capacity building to people who work in communities disproportionately impacted by violence, we can strengthen resiliency and improve community health. Providing TIC capacity building is an investment in communities that need it the most.

Second, racial trauma continues to have a direct impact on many communities in the County. Recognizing and addressing trauma are an important first step in preventing the cycle of violence from continuing. Implementing TIC also improves health outcomes. By increasing access to TIC especially in historically marginalized communities, we are working to address this priority area of the Racial Equity Principles.

Third, TIC training has not been widely offered to support the professional development and stability of County partner CBOs. By providing TIC training to 1000 community violence preventionists, we are

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

working to build consistency in our efforts to be more trauma informed. We are building shared language and tools, thus improving reliability and quality in our services.

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

As mentioned, this project is an investment into communities and organizations that have been historically neglected while simultaneously facing higher levels of violence. By providing this professional and organizational development opportunity, the County demonstrates its commitment to addressing inequity, thus building trust and improved relationships with the larger County population. The proposal is also a long overdue acknowledgement of the wellbeing of professionals with lived traumatic experience in a holistic way, addressing the root cause of unwanted outcomes such as burnout and disengagement.

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

TIC is an evidence-based practice that has been introduced piecemeal in various ways across the County. We can capitalize on this demonstrated interest from other County sectors by rolling out an in depth, thoroughly evaluated pilot that can then be used as a template to duplicate by other departments. If this effort is duplicated, we can introduce a multidisciplinary "academy" where all Public Health County partners such as doulas, childcare leaders, youth leaders, mental health peer specialists, re-entry experts, are brought together to build leadership in this arena. This would also allow opportunity for further cross-sector communication and collaboration.

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

In 2023, an effective TIC training initiative was launched within Public Health for County staff and leaders, and many immediately saw the potential benefits of extending this training to community leaders and organizations. Data from the initial training showed that participants improved their capacity for self-awareness of stress and trauma reactions and the ability to self-regulate non-beneficial responses. Participants were also better able to access internal safety and attune to and feel more connected to others. Lastly, participants demonstrated greater theoretical understanding of the role of resilience in trauma healing, as well as practical recognition of stress and trauma manifestations in themselves, in the workplace, and systems levels. The County is increasingly shifting towards including peers and those with lived experience as system leaders. In parallel, these leaders need professional trauma informed training to navigate these new opportunities to lead County initiatives.

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

2023-24

1st Quarter \$
2nd Quarter \$
3rd Quarter \$
4th Quarter \$

2024-25

1st Quarter \$
2nd Quarter \$
3rd Quarter \$
4th Quarter \$

2025-26

1st Quarter \$100,000
2nd Quarter \$100,000

2026-27

1st Quarter \$60,000
2nd Quarter \$30,000

25.11 - Public Health, Trauma-Informed Leadership Training (TILT)

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

3rd Quarter \$100,000

3rd Quarter \$

4th Quarter \$160,000

4th Quarter \$

IMPLEMENTATION PLAN

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Community Outreach and Enrollment	7/1/2025-9/30/2025	\$100,000 Q1 2025-2026	
Train 1,000 Community Members	10/1/2025-6/31/2026	\$300,000 Q2-Q4 2025-2026	
Provide Coaching to 100 VP Leaders	4/1/2026-6/31/2026	\$170,000 Q4 2025-2026 – Q1 2026-2027	
Evaluate the training and create manual/materials	7/1/2029/30/2025	\$30,000, Q2 2026-2027	

LINE ITEM BUDGET DETAIL (Work with your Budget Analyst)

Services and Supplies

List all services and supplies here

- (a) Total services and supplies **\$600,000**
- Contracted TIC Consultant
- 11 hours of training for 1,000 people
 - 3 hours of coaching for 100 leaders

Other Charges

List all other charges here

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

Fixed Assets

25.11 - Public Health, Trauma-Informed Leadership Training (TILT)

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

List all equipments and other fixed assets here

(c) Total fixed assets \$0

TOTAL COSTS (a+b+c) **\$600,000**



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

To Whom It May Concern,

The Los Angeles County Department of Mental Health is pleased to support the Public Health's (DPH) Domestic Violence Council (DVC) and Office of Violence Prevention (OVP) Productivity Investment Fund application for Trauma-Informed Leadership Training (TILT).

The proposed plan to hire a consultant to provide Trauma Informed Care (TIC) training to 1,000 community partners and individualized coaching to 100 community organization leaders is something we wholeheartedly support. This intentional and robust plan is an incredible opportunity to invest in the community in a way that has never been done before. We support DPH's application as it provides longitudinal training space that includes room for live discussion.

We are pleased that our public health partners are working towards promoting TIC in their violence prevention and peer leader work. We fully support this unique and innovative project, as it closely aligns with our own objectives for building a healthier Los Angeles County.

We believe that this project will be an incredible and responsive opportunity for community partners and leadership development. If you have questions or need additional information, please don't hesitate to let us know.

Sincerely,

A handwritten signature in black ink, appearing to read "Lisa H. Wong", with a stylized "B.D." or similar initials to the right.

Lisa H. Wong, Psy.D.
Director
May 12, 2025



February 14, 2025

To Whom It May Concern,

Antelope Valley Partners for Health (AVPH) is writing in enthusiastic support for the county's Productivity Investment Fund application from the Los Angeles County Department of Public Health's Office of Violence Prevention and Domestic Violence Council. The proposed plan to hire a consultant to provide Trauma Informed Care (TIC) training to their community partners is something we wholeheartedly believe will help build a violence free Los Angeles.

AVPH is a non-profit 501(c)(3) organization focused and dedicated on serving the AV community with the vision that all children and families in the AV will have optimal psychosocial, physical and environmental health. The mission of AVPH *is to educate, strengthen and advocate for the community through services and partnerships, achieving optimal health and quality of life for all people living in the Antelope Valley.* AVPH has a strong presence within the Antelope Valley community working closely with many collaborative partners, residents and managing a community center. AVPH has served as a local public health planning and intervention agency, with the programs targeting those who are underserved, vulnerable, fragile, underinsured, and at-risk of family breakdown or loss of independence. AVPH is a leader in the non-profit arena; leading coalitions, developing collaborative partnerships, and providing training and capacity-building services to non-profit agencies and community organizations throughout the region.

Adopting a TIC approach has been proven to bolster individual and community wellness, foster a stronger sense of community, increase staff retention, and reduce re-traumatization. Emotional stress from reliving past trauma, coupled with the challenging nature of violence prevention and response work, contribute to low staff retention and high turnover among leaders in the fields of violence prevention and intervention. TIC training will allow partners to gain skills, increase personal capacity to lead, and create a supportive space for attendees.

The TIC Project will train 1,000 community partners and anti-violence leaders. In addition to the training, 100 leaders will receive individualized coaching.

As community partners working to end community violence, we believe that this is instrumental to leadership building and development. The training and coaching will allow for current and emerging leaders to lead and sustain grassroots, community led work to address, prevent and end violence in our community.



We are pleased that our public health partners are working towards promoting TIC both internally and externally. We fully support this unique and innovative project, as it closely aligns with our own objectives of improved service delivery, leading to better health outcomes for community members.

If you require more information, please contact us 661-942-4719 or via email at mfluke@avph.org.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michelle Fluke'.

Michelle Fluke
Executive Director
Antelope Valley Partners for Health



To Whom It May Concern,

Southern California Crossroads is writing in enthusiastic support of the county's Productivity Investment Fund application submitted by the Los Angeles County Department of Public Health's Office of Violence Prevention and Domestic Violence Council. The proposed plan to hire a consultant to provide Trauma-Informed Care (TIC) training to their community partners is an initiative we wholeheartedly believe will help build a violence-free Los Angeles.

As a non-profit organization with 20 years of experience, Southern California Crossroads is dedicated to providing safety and healing for individuals and communities impacted by trauma caused by violence. Our comprehensive services include hospital-based violence intervention, youth development programs, community resources, and student mentoring services across Los Angeles County. We take pride in hiring individuals with lived experience, ensuring our team reflects the communities we serve.

Implementing a TIC approach has been proven to enhance individual and community wellness, foster a stronger sense of community, increase staff retention, and reduce re-traumatization. The emotional stress from reliving past trauma, combined with the challenging nature of violence prevention and response work, contributes to low staff retention and high turnover among leaders in these fields. TIC training will equip partners with essential skills, enhance their capacity to lead, and create a supportive environment for attendees.

The TIC Project aims to train 1,000 community partners and anti-violence leaders, with an additional 100 leaders receiving individualized coaching.

As community partners committed to ending violence, we believe this initiative is crucial for leadership development. The training and coaching will empower current and emerging leaders to sustain grassroots, community-led efforts to address, prevent, and eliminate violence in our communities.

We commend our public health partners for promoting TIC both internally and externally. We fully support this unique and innovative project, as it closely aligns with our mission to improve service delivery and achieve better health outcomes for community members.

If you have questions or need additional information, please don't hesitate to contact us.

Sincerely,

A handwritten signature in blue ink, reading "Demise Villamil", is positioned below the word "Sincerely,".

Demise Villamil
Executive Director
February 18, 2025

25.11 - Public Health, Trauma-Informed Leadership Training (TILT)

March 14, 2025

To Whom It May Concern,

We are writing in support of the Trauma Informed Care (TIC) Training Project to be co-led by DPH Office of Violence Prevention and Domestic Violence Council (DVC).

Adopting a trauma informed care (TIC) approach has been proven to bolster individual and community wellness, foster a stronger sense of community, increase staff retention, and reduce re-traumatization. Emotional stress from reliving past trauma, coupled with the challenging nature of violence prevention and response work, contribute to low staff retention and high turnover among leaders in the ending gender-based violence field. TIC training will allow for violence prevention partners – such as DVC Co-Chairs - to gain skills, increase personal capacity to lead, and create a supportive space for attendees.

The Trauma Informed Care (TIC) Project will train 1,000 community partners and anti-violence leaders: including DVC members and Co-Chairs/leaders of DVC Standing Committees. In addition to the training, 100 leaders will receive individualized coaching.

As community partners working to end community violence, we believe that this is instrumental to leadership building and development. The training and coaching will allow for current and emerging leaders to lead and sustain grassroots, community led work to address, prevent and end violence in our community.

Sincerely,

Domestic Violence Council (DVC) Co-Chairs

Kate Forrest, Committee for Systems Improve (CSI) Co-Chairs kforrest@jenesse.org

Rachelle Neshkes, Committee for Systems Improve (CSI) Co-Chairs rachelle@laci.org

Gail Pincus, Committee for Systems Improve (CSI) Co-Chairs domesticabusecenter999@aol.com

Barbara Kappos, Health Committee Co-Chair bkappos@elawc.org

Kate Marr, Health Committee Co-Chair kmarr@clsocal.org

Ruth Rivera, Health Committee Co-Chair rrivera@elawc.org

Krysta Warfield, Shelter Directors Committee Co-Chair kwarfield@havenhills.org

Giovanna Martinez, LGBTQIA+ and Health Committee Co-Chair giovannamartinez@ywcasgv.org

Jaye Prado, LGBTQIA+ Committee Co-Chair jprado@centerlb.org

Varsha N., InterFaith Committee varsha@roartc.com

Bernita Walker, InterFaith Committee bernita@ppminc.org

Cecelia Walker, InterFaith Committee cwalker@scadpinc.org

Nancy Volpert, LA Regional Policy Committee Co-Chair njvolpert@gmail.com

Minty Siu-Kootnikoff, LA Regional Policy Committee Co-Chair msiu-kootnikoff@thepeopleconcern.org



38444 20th St. East
Palmdale, California 93550
Direct: 310.902.8701 | Office: 661.480.5110

To Whom It May Concern,

H.E.L.P.E.R. Foundation is writing in enthusiastic support for the county's Productivity Investment Fund application from the Los Angeles County Department of Public Health's Office of Violence Prevention and Domestic Violence Council. The proposed plan to hire a consultant to provide Trauma Informed Care (TIC) training to their community partners is something we wholeheartedly believe will help build a violence free Los Angeles.

Founded in 1999, H.E.L.P.E.R. Foundation (Formerly known as "Venice 2000") is a non-profit 501 (c)3 organization that was originally established to provide gang intervention and prevention services. Since that time, we have come to believe that "community intervention" services are needed now more than ever to combat gang-related violence, the destruction of our communities, and the loss of our young people to the lure of economic depravity.

Adopting a TIC approach has been proven to bolster individual and community wellness, foster a stronger sense of community, increase staff retention, and reduce re-traumatization. Emotional stress from reliving past trauma, coupled with the challenging nature of violence prevention and response work, contribute to low staff retention and high turnover among leaders in the fields of violence prevention and intervention. TIC training will allow partners to gain skills, increase personal capacity to lead, and create a supportive space for attendees.

The TIC Project will train 1,000 community partners and anti-violence leaders. In addition to the training, 100 leaders will receive individualized coaching.

As community partners working to end community violence, we believe that this is instrumental to leadership building and development. The training and coaching will allow for current and emerging leaders to lead and sustain grassroots, community led work to address, prevent and end violence in our community.

We are pleased that our public health partners are working towards promoting TIC both internally and externally. We fully support this unique and innovative project, as it closely aligns with our own objectives of improved service delivery, leading to better health outcomes for community members.

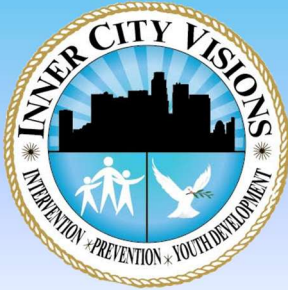
If you have questions or need additional information, please don't hesitate to let us know.

Sincerely,

Ydania Howard

Project Coordinator | HELPER Foundation

02/14/25



*“Supporting the Transformation of Communities
through the Reclaimed Vision for the Individual,
the Family, and the Community.”*

To Whom It May Concern,

Inner City Visions is writing in enthusiastic support for the county’s Productivity Investment Fund application from the Los Angeles County Department of Public Health’s Office of Violence Prevention (OVP) and Domestic Violence Council. The proposed plan to hire a consultant to provide Trauma Informed Care (TIC) training to their community partners is something we wholeheartedly believe will help build a violence free Los Angeles.

Inner City Visions (ICV) is a non-profit organization founded in 2007 in the epicenter of South Los Angeles, supporting the transformation of communities and celebrating the reclaimed vision for the individual, the family, and the community. While addressing the deeply ingrained dysfunctions of a generationally disadvantaged and gang-influenced community, ICV partners with key organizations, including the **Los Angeles County Department of Public Health’s Office of Violence Prevention (OVP) and the Domestic Violence Council**, to tackle the urgent issues of violence prevention, domestic abuse, and community safety. We engage what is statistically the most vulnerable population of at-risk and exploited youth and collaborate with these essential partners to provide comprehensive solutions to their ever-evolving hardships.

Adopting a TIC approach has been proven to bolster individual and community wellness, foster a stronger sense of community, increase staff retention, and reduce re-traumatization. Emotional stress from reliving past trauma, coupled with the challenging nature of violence prevention and response work, contribute to low staff retention and high turnover among leaders in the fields of violence prevention and intervention. TIC training will allow partners to gain skills, increase personal capacity to lead, and create a supportive space for attendees.

The TIC Project will train 1,000 community partners and anti-violence leaders. In addition to the training, 100 leaders will receive individualized coaching.

As community partners are working to end community violence, we believe that this is instrumental to leadership building and development. The training and coaching will allow for current and emerging leaders to lead and sustain grassroots, community led work to address, prevent and end violence in our community.

We are pleased that our public health partners are working towards promoting TIC both internally and externally. We fully support this unique and innovative project, as it closely aligns with our own objectives of improved service delivery, leading to better health outcomes for community members.

If you have questions or need additional information, please don’t hesitate to let us know.

Sincerely,

Alfred Lomas
Founder and Executive Director



363 S. PARK AVE SUITE 104 POMONA, CA 91766

WWW.JU4Y.ORG | INFO@JU4Y.ORG

To Whom It May Concern,

Just Us 4 Youth is writing in enthusiastic support for the county's Productivity Investment Fund application from the Los Angeles County Department of Public Health's Office of Violence Prevention and Domestic Violence Council. The proposed plan to hire a consultant to provide Trauma Informed Care (TIC) training to their community partners is something we wholeheartedly believe will help build a violence free Los Angeles.

Just Us 4 Youth is 501(c)(3) nonprofit organization based in Pomona, California. Our mission is to mentor our at-risk communities to develop as people, scholars, and leaders.

Adopting a TIC approach has been proven to bolster individual and community wellness, foster a stronger sense of community, increase staff retention, and reduce re-traumatization. Emotional stress from reliving past trauma, coupled with the challenging nature of violence prevention and response work, contribute to low staff retention and high turnover among leaders in the fields of violence prevention and intervention. TIC training will allow partners to gain skills, increase personal capacity to lead, and create a supportive space for attendees.

The TIC Project will train 1,000 community partners and anti-violence leaders. In addition to the training, 100 leaders will receive individualized coaching.

As community partners working to end community violence, we believe that this is instrumental to leadership building and development. The training and coaching will allow for current and emerging leaders to lead and sustain grassroots, community led work to address, prevent, and end violence in our community.

We are pleased that our public health partners are working towards promoting TIC both internally and externally. We fully support this unique and innovative project, as it closely aligns with our own objectives of improved service delivery, leading to better health outcomes for community members.

If you have questions or need additional information, please don't hesitate to let us know.

Sincerely,

Eric Vasquez
Founder/Executive Director
February 20th, 2025



**Soledad
Enrichment
Action**

"Transforming lives since 1972"

o: (213) 480-4200 **f:** (213) 480-4199 **a:** 222 N. Virgil Ave., Los Angeles, CA 90004

February 19, 2025

To Whom It May Concern,

Soledad Enrichment Action, Inc. is writing in enthusiastic support for the county's Productivity Investment Fund application from the Los Angeles County Department of Public Health's Office of Violence Prevention and Domestic Violence Council. The proposed plan to hire a consultant to provide Trauma Informed Care (TIC) training to their community partners is something we wholeheartedly believe will help build a violence free Los Angeles.

Soledad Enrichment Action, Inc. is a nonprofit organization founded in 1972 by mothers in East Los Angeles whose sons had fallen victim to gang violence. For over 50 years, SEA has been committed to providing behavioral, educational, and psychological alternatives to youth, families, and individuals in Los Angeles County who live in poverty and are at high risk for involvement in gangs, drugs, and violence. We offer a broad range of services in some of the most high-risk neighborhoods in the county, including gang intervention and prevention, crisis intervention, reentry and diversion services, mental health and substance abuse counseling, victim support services, and trauma-informed care.

Adopting a TIC approach has been proven to bolster individual and community wellness, foster a stronger sense of community, increase staff retention, and reduce re-traumatization. Emotional stress from reliving past trauma, coupled with the challenging nature of violence prevention and response work, contribute to low staff retention and high turnover among leaders in the fields of violence prevention and intervention. TIC training will allow partners to gain skills, increase personal capacity to lead, and create a supportive space for attendees.

The TIC Project will train 1,000 community partners and anti-violence leaders. In addition to the training, 100 leaders will receive individualized coaching.

As community partners working to end community violence, we believe that this is instrumental to leadership building and development. The training and coaching will allow for current and emerging leaders to lead and sustain grassroots, community led work to address, prevent and end violence in our community.

We are pleased that our public health partners are working towards promoting TIC both internally and externally. We fully support this unique and innovative project, as it closely aligns with our own objectives of improved service delivery, leading to better health outcomes for community members.

If you have questions or need additional information, please don't hesitate to let us know.

Respectfully,

Nathan Arias
President & CEO



To Whom It May Concern,

Rising Communities is writing in enthusiastic support for the county's Productivity Investment Fund application from the Los Angeles County Department of Public Health's Office of Violence Prevention and Domestic Violence Council. The proposed plan to hire a consultant to provide Trauma Informed Care (TIC) training to their community partners is something we wholeheartedly believe will help build a violence-free Los Angeles.

Rising Communities (RC), formerly known as Community Health Councils, is a non-profit organization based in South Los Angeles dedicated to improving the health and well-being of underserved communities. Established in 1992 following the LA uprisings, RC has been instrumental in addressing systemic inequities through policy advocacy, community engagement, and the development of sustainable programs.

Adopting a TIC approach has been proven to bolster individual and community wellness, foster a stronger sense of community, increase staff retention, and reduce re-traumatization. Emotional stress from reliving past trauma, coupled with the challenging nature of violence prevention and response work, contribute to low staff retention and high turnover among leaders in the fields of violence prevention and intervention. TIC training will allow partners to gain skills, increase personal capacity to lead, and create a supportive space for attendees.

The TIC Project will train 1,000 community partners and anti-violence leaders. In addition to the training, 100 leaders will receive individualized coaching.

As community partners working to end community violence, we believe that this is instrumental to leadership building and development. The training and coaching will allow for current and emerging leaders to lead and sustain grassroots, community led work to address, prevent and end violence in our community.

We are pleased that our public health partners are working towards promoting TIC both internally and externally. We fully support this unique and innovative project, as it closely aligns with our own objectives of improved service delivery, leading to better health outcomes for community members.

If you have questions or need additional information, please don't hesitate to let us know.

Sincerely,

veronica montenegro

Veronica Montenegro
Chief Community Resilience Officer
02/16/2025

**25.14 - Natural History Museum, Direct to Consumer/
Ecommerce Store - In-House Transition/Upgrade**

Natural History Museum
of Los Angeles County
900 Exposition Boulevard
Los Angeles, CA 90007

tel 213.763.3301
fax 213.746.7538
www.nhm.org

April 4, 2025

William Parent
Chair, Productivity Investment Board
Kenneth Hahn Hall of Administration
500 West Temple St. Ste. 565
Los Angeles, California 90012

Dr. Lori Bettison-Varga
President and Director



Dear Commissioner Parent:

On behalf of the staff and Trustees of the Natural History Museums of Los Angeles County [NHMLAC], we are pleased to submit this proposal for \$936,000, for assistance in creating an in-house eCommerce site. The initial establishment of this store for our institution requires strategic infrastructure and business planning, necessitating costs that the Museum cannot include in its current operating budget. However, the expenses associated with the continued operation of the system will be included in future years' operating budgets based on the success of the endeavor.

A Museum run eCommerce site will be a significant earned revenue stream for the Museums for years to come, and will provide other County Departments with a roadmap to create similar successful initiatives. It will provide the Museums the opportunity to reach more guests and supporters within and outside of Los Angeles County with unique products. In particular, specialized items that are unavailable at other natural history and science museums because of our uncommon objects, specimens, and sites such as the one-of-a-kind La Brea Tar Pits.

With tremendous appreciation for the Quality and Productivity Commission's past and generous support, NHMLAC looks forward to implementing this new revenue stream via an eCommerce site to bring visibility to our museums and achieve the County's strategic goals. Should you have any further questions or comments about the enclosed proposal, please do not hesitate to contact Leslie Negritto at (213) 763-3442 or lnegritto@nhm.org. Thank you for your consideration.

Warmest regards,

A handwritten signature in black ink that reads "Lori Bettison-Varga". The signature is fluid and cursive.

Dr. Lori Bettison-Varga
President and Director

Enclosures

25.14 - Natural History Museum, Direct to Consumer/Ecommerce Store - In-House Transition/Upgrade

<p align="center">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)</p>	
<p align="center"><small>Last Updated: 7/23/2024</small></p>	
Department: Natural History Museums of Los Angeles County (NHMLAC)	Date: April 4, 2025
Project Name: Direct to Consumer/Ecommerce Store: In-House Transition/Upgrade	
<p><u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</u></p> <p>NHMLAC requests \$936,000 over two years to build an in-house eCommerce store, creating a significant earned revenue stream. A PIF grant will be used to develop and launch an upgraded online store, create a product and fulfillment strategy, while creating an implementation model for other county departments to adopt efficiently.</p>	
<p><u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u></p> <p>NHMLAC requests the QPC's partnership to upgrade its current eCommerce store, which currently services both the Natural History Museum and La Brea Tar Pits in conjunction with physical stores. The current eCommerce store is outdated, inefficient, and provides a sub-par online customer experience. NHMLAC currently outsources this to a vendor, which supplies merchandise to other museums across the country. As a result, the product line generates minimal revenue, does not highlight NHMLAC exhibits and offerings, and is not unique or original. Our current vendor prioritizes mass-market items over custom designs related to NHMLAC's mission and collections. As a result, securing exclusive museum-branded merchandise has been challenging; limiting our ability to maximize revenue and visitor engagement. The current eCommerce store also has limited capabilities related to shipping items to customers.</p> <p>An eCommerce store internally managed by NHMLAC is a wise investment and would enhance our current and continuing efforts to better serve our visitorship. This new</p>	

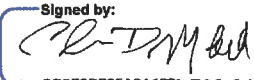
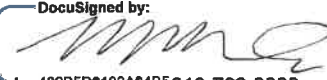
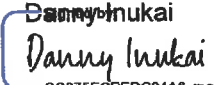

25.14 - Natural History Museum, Direct to Consumer/Ecommerce Store - In-House Transition/Upgrade

<p style="text-align: center;">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)</p> <p style="text-align: center;">Last Updated: 7/23/2024</p> <p><i>eCommerce store will create a long term, sustainable, and meaningful source of earned revenue.</i></p> <p><i>In addition to generating new revenue, the eCommerce store will enhance public awareness of Los Angeles County's cultural institutions by offering merchandise that reflects the museum's research, exhibitions, and educational mission. This platform will serve as a bridge between NHMLAC and a global audience, fostering a deeper appreciation for our work.</i></p> <p><i>This project will develop a strategic roadmap for eCommerce operations, including merchandise planning, technical infrastructure, and third-party logistics. NHMLAC will, moreover, create a scalable framework that can be adapted across other County departments, maximizing efficiency and cost-effectiveness. The shared resources and expertise gained from this project will enable other County entities to launch their own eCommerce initiatives with reduced investment and risk. Finally, other County departments will be able to leverage NHMLAC's relationships with project vendors to secure potentially favorable rates.</i></p> <p><u>EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.</u></p> <p><i>This project aims to achieve sustainable revenue growth, enhanced service delivery, and increased operational efficiency through the establishment of an in-house eCommerce store. Key performance measures will track financial performance, customer engagement, and operational improvements to ensure the project meets its objectives.</i></p> <p><i>Specific Outcomes & Metrics</i></p> <p><i>1. Revenue Growth & Financial Sustainability</i></p> <ul style="list-style-type: none"><i>○ Generate online sales revenue beginning in the first year.</i><i>○ Increase profit margins by eliminating third-party vendor fees and capturing 100% of sales revenue.</i>
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25.14 - Natural History Museum, Direct to Consumer/Ecommerce Store - In-House Transition/Upgrade

<p>County of Los Angeles Quality and Productivity Commission</p> <p>PRODUCTIVITY INVESTMENT FUND PROPOSAL</p> <p>(Please submit the proposal with a cover letter signed by the department head)</p> <p style="font-size: small;">Last Updated: 7/23/2024</p>								
<p>2. Enhanced Customer Engagement & Accessibility</p> <ul style="list-style-type: none"> ○ Expand NHMLAC's reach beyond in-person visitors, increasing access to museum resources for County residents and global audiences. ○ Use CRM-driven insights to offer personalized product recommendations, track purchasing trends, and improve customer satisfaction. ○ Achieve a minimum 15% growth in repeat customers through targeted outreach and engagement strategies. 								
<p>3. Operational Efficiency & Cost Savings</p> <ul style="list-style-type: none"> ○ Reduce fulfillment times and order processing errors by integrating eCommerce with in-house logistics and inventory systems. ○ Leverage shared logistics and warehousing with other County departments to achieve economies of scale, reducing costs and duplicative efforts, where possible. 								
<p>4. Interdepartmental Collaboration & Knowledge Sharing</p> <ul style="list-style-type: none"> ○ Develop a scalable eCommerce model and create a documented playbook to support other County departments in launching digital storefronts. 								
<p><i>By tracking these metrics and continuously optimizing the platform, NHMLAC will ensure the long-term success of this initiative, reinforcing the County's commitment to innovation, financial sustainability, and enhanced public service.</i></p>								
<p>Is this an Information Technology (IT) project?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A </p> <p style="font-size: small;">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:</p>								
<p>Amount Requested: Loan _____ Grant <u> X </u> Total <u> \$936,000 </u></p>								
<p>Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; text-align: center; vertical-align: bottom;"> Implementation <u>Period</u> </td> <td style="width: 15%; text-align: center; vertical-align: bottom;"> Project <u>Year 1</u> </td> <td style="width: 15%; text-align: center; vertical-align: bottom;"> Project <u>Year 2</u> </td> <td style="width: 30%; text-align: center; vertical-align: bottom;"> Project <u>Year 3</u> </td> </tr> </table>					Implementation <u>Period</u>	Project <u>Year 1</u>	Project <u>Year 2</u>	Project <u>Year 3</u>
Implementation <u>Period</u>	Project <u>Year 1</u>	Project <u>Year 2</u>	Project <u>Year 3</u>					

25.14 - Natural History Museum, Direct to Consumer/Ecommerce Store - In-House Transition/Upgrade

County of Los Angeles Quality and Productivity Commission			
PRODUCTIVITY INVESTMENT FUND PROPOSAL			
(Please submit the proposal with a cover letter signed by the department head)			
Last Updated: 7/23/2024			
A. Annual Cost of Current Process:	0		
B. Estimated Annual Cost of Proposal:	\$804,125	\$131,875	
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)			
2024-25			
1 st Quarter \$ _____			
2 nd Quarter \$ _____			
3 rd Quarter \$ _____			
4 th Quarter \$ <u>804,125</u>			
2025-26			
1 st Quarter \$ _____			
2 nd Quarter \$ <u>131,875</u>			
3 rd Quarter \$ _____			
4 th Quarter \$ _____			
Quality and Productivity Manager (Print and Sign) Chebon Marshall Signed by:  Telephone Number <u>213-763-3480</u> E-mail: cmarshall@nhm.org		Project Manager (Print and Sign) Roshanna Sabaratnam DocuSigned by:  Telephone Number <u>213-763-3300</u> E-mail: rsabaratnam@nhm.org	
Department CIO/IT Manager (Print and Sign) Danny Inukai  Telephone Number <u>213-763-3462</u>		Budget/Finance Manager (Print and Sign) Leslie Negritto  Telephone Number <u>213-763-3442</u> E-mail: lnegritto@nhm.org	

25.14 - Natural History Museum, Direct to Consumer/Ecommerce Store - In-House Transition/Upgrade

<p>County of Los Angeles Quality and Productivity Commission</p> <p>PRODUCTIVITY INVESTMENT FUND PROPOSAL</p> <p>(Please submit the proposal with a cover letter signed by the department head)</p> <p>Last Updated: 7/23/2024</p>	
E-mail: dinukai@nhm.org	
Department Head (Print and Sign) Dr. Lori Bettison-Varga	Telephone Number 213-763-3301
 E-mail: LBV@nhm.org	

**** 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 County's funding allocation to the Museums is fixed, except for a cost of living adjustment each year, and governed by a contract between the County and the Natural History Museums of Los Angeles County Foundation; this project is not included in that contract.

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

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

This project is intended to be funded as a grant, not a loan.

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

This project has long-term revenue potential, after initial costs and risks have been mitigated and will enhance NHMLAC's ability to monetize its objects, specimens, programs, and exhibitions through eCommerce. By bringing the online retail function in-house, NHMLAC will capture 100% of revenues, eliminating third-party fees and ensuring sustainable growth.

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

While the store will not be revenue-positive in year one, we feel that we can create a self-sustaining revenue stream that extends beyond museum visitors to a broader online audience. This direct-to-consumer model, powered by the existing QPC-funded CRM system, will also enhance visitor engagement through data-driven product offerings and targeted experiences.

Beyond revenue growth, this initiative establishes a scalable infrastructure that can serve other County departments. The eCommerce model, preferred vendor relationships, and economies of scale will provide cost-saving opportunities in product development, logistics, and fulfillment. These shared resources will reduce redundancy and improve operational efficiency across County agencies exploring direct-to-consumer sales.

Ultimately, this project represents a strategic investment that will drive sustained revenue growth, cost savings, and service enhancement for NHMLAC and other County departments, aligning with the County's long-term fiscal and operational priorities.

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?

NHMLAC's proposal to build an in-house eCommerce store extends and complements cross-County best practices by leveraging technology, sustainability, and equity-focused strategies to enhance operational efficiency and community engagement. This initiative aligns with County priorities by creating a scalable,

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

replicable model that can serve as a resource for other departments exploring digital revenue streams.

By internalizing eCommerce operations, NHMLAC enhances technology practices through the implementation of a secure, data-driven platform that integrates with County financial systems and customer service solutions. This eliminates reliance on third-party vendors, reduces costs, and improves oversight of transactions and customer engagement. The proposed system will use cloud-based technology, AI-driven inventory management, and data analytics to optimize sales and improve user experience—key best practices that support County-wide digital transformation efforts.

From a sustainability standpoint, bringing eCommerce operations in-house allows NHMLAC to prioritize eco-friendly practices, including responsible sourcing, reduced packaging waste, and energy-efficient logistics. The ability to directly manage fulfillment ensures a lower carbon footprint compared to outsourced models, reinforcing County sustainability goals.

The equity impact of this project is substantial. The eCommerce store will increase access to museum-related resources for residents who may face financial, geographic, or mobility barriers. By offering culturally relevant products and reinvesting profits into educational initiatives, NHMLAC ensures that underserved communities benefit from the museum's expanded reach. Furthermore, the store's framework can serve as a shared resource for other County departments, reducing duplication of efforts and promoting equitable access to digital commerce tools.

This innovative use of technology, sustainability, and equity-driven strategies supports NHMLAC's strategic goals while advancing County objectives for modern, efficient, and inclusive government operations.

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

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 proposed grant is not a pilot project.

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 development of an in-house eCommerce store will streamline operations, enhance productivity, and eliminate inefficiencies within NHMLAC's retail and revenue-generating functions. By internalizing this system, the Museum will reduce reliance on third-party vendors, improving financial oversight, operational control, and customer experience.

Eliminating Inefficiencies & Reducing Costs

Currently, NHMLAC outsources eCommerce operations, resulting in high service fees, delayed order fulfillment, and limited flexibility in product offerings. By bringing these functions in-house, the Museum will eliminate third-party transaction fees, increase revenue retention, and improve operational efficiency. Direct control over inventory and fulfillment will reduce errors, shipping delays, and unnecessary costs, ensuring a higher quality customer experience while streamlining logistics.

Enhancing Integration & Automation

The new platform will integrate with NHMLAC's existing CRM and ticketing system, allowing for inventory tracking, targeted marketing, and data-driven decision-making. This system will replace manual processes currently required to manage external vendor relationships, reducing administrative burden and freeing staff to focus on strategic initiatives. Automation of sales reports,

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

customer insights, and financial tracking will further improve accuracy and support better resource allocation.

Creating a Scalable County-Wide Model

Beyond NHMLAC, this initiative will serve as a model for other County departments, enabling them to adopt best practices in direct-to-consumer sales, inventory management, and customer engagement. By establishing shared vendor relationships and leveraging economies of scale, departments can avoid redundant investments and reduce operational costs.

This productivity enhancement will eliminate outdated processes, reduce costs, and create a scalable infrastructure that benefits NHMLAC and the broader County. By modernizing eCommerce operations, NHMLAC will improve financial sustainability, enhance public service, and contribute to County-wide efficiency efforts.

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.

YES.

A grant proposal to develop an in-house eCommerce store for NHMLAC aligns directly with the Countywide Strategic Plan North Stars and Board-Directed priorities of "Realizing Tomorrow's Government Today" and "Fostering Resilient and Vibrant Communities."

By transitioning to an internally managed eCommerce platform, NHMLAC embraces modern, efficient, and self-sustaining government operations. This shift reduces reliance on third-party vendors, enhances operational transparency, and ensures

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

that revenues generated from online sales are reinvested directly into the museum's programs, exhibits, and educational initiatives. This model exemplifies innovative governance by leveraging digital solutions to optimize public resources, a key tenet of Realizing Tomorrow's Government Today. Furthermore, by developing an implementation framework that can be replicated across other County departments, this project enhances countywide efficiency and fosters best practices in public sector digital transformation.

The eCommerce store also contributes to Fostering Resilient and Vibrant Communities by expanding public access to museum resources, merchandise, and educational materials. Many County residents may not be able to visit NHMLAC in person due to financial, geographic, or mobility barriers. An online store provides a flexible and inclusive way to engage with the museum, offering curated products that promote science, history, and cultural appreciation. Additionally, revenues generated through this platform will support museum initiatives that serve diverse communities, ensuring continued access to high-quality educational programming.

The Strategic Priority of the "Poverty Alleviation Initiative" is directly addressed within this project. This project seeks to employ LA County residents, utilize facilities and support within LA County, and create and purchase products made in LA.

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's image and strengthens relationships with constituents by expanding NHMLAC's reach through a globally accessible eCommerce platform. With Los Angeles set to host major international events like the World Cup and Summer Olympics, this initiative positions the County's museums as world-class cultural institutions, increasing visibility and engagement.

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

Locally, an in-house eCommerce store allows NHMLAC to better serve County residents by offering unique, museum-curated products that reflect LA's rich history and diverse communities. By leveraging County assets to create meaningful merchandise, the store fosters a deeper connection between residents and their cultural institutions, reinforcing civic pride.

This platform not only amplifies the County's brand on a global scale but also ensures that NHMLAC's impact extends beyond its physical locations, making its resources and mission more accessible to both local and international audiences.

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

This proposal fosters interdepartmental cooperation by creating a scalable eCommerce framework that other County departments can adopt. NHMLAC will document and share best practices and a playbook for setting up the store and logistics, streamlining the launch and optimization of eCommerce operations across departments, all of which are designed for the specific goal of revenue generation.

Integration with QPC-funded projects like the CRM will provide valuable insights into visitor purchasing behavior, helping departments better tailor services, ticketing, and merchandise offerings. This data-sharing approach enhances customer engagement and operational efficiency and this approach will be shared with County entities as needed.

Additionally, NHMLAC will facilitate shared logistics and warehouse space, enabling departments to leverage economies of scale, reduce costs, and improve fulfillment strategies. By promoting collaborative infrastructure and knowledge-sharing, this project strengthens interdepartmental partnerships, enhances service delivery, and

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

maximizes County resources, ultimately benefiting both public operations and the constituents they serve.

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

This project originated from a growing belief within the museums that earned revenue is an area of great opportunity, and that our 35 million+ objects and specimens, our exhibitions, and research assets were not being commercialized and connected to visitorship or the larger community. It has become clear that our third party retail vendor is not equipped to service our constituents who access our museums through digital forums. By taking control of this function, the museums have a distinct opportunity to create widespread enthusiasm about our works to a global audience, particularly as we re-imagine and temporarily close the La Brea Tar Pits. With this QPC support, NHMLAC can become a leader in developing merchandise that is accessible to both our visitors and those who are not able to visit our sites.

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

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

2023-24

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2024-25

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ 804,125

2025-26

1st Quarter \$ _____

2nd Quarter \$ 131,875

3rd Quarter \$ _____

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

KEY MILESTONES	START DATE	FUNDS NEEDED	FUNDS REPAID
(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)
Contract necessary services for Development Agency -Design, Development, App Integration Site Setup, Integration with Finance, Inventory	July - August 2025	\$240,000	
Contract necessary services for Warehouse Management System and Fulfillment Location	August - September 2025	\$196,000	
Initiate and Plan -Hire Contractors for: Strategy/Operations Merchandising Project Management Product	July 2025	\$143,125	
Purchase Product for Store Launch	August - September 2025	\$225,000	
Store MVP Launch	September 2025	\$0	
Continuation of Product Development and Product Purchase	July 2026	\$131,875	

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

Build of eCommerce site (Professional Services): Discovery/Analysis, Design, Development, App Integration Configuration, and QA	\$200,000
eCommerce Platform SaaS fees (\$2,500/month for 16 months) <ul style="list-style-type: none"> • Base license • Fees for users • Apps for integrations with finance, inventory, and CRM 	\$40,000
Warehouse Setup and Logistics <ul style="list-style-type: none"> • Initial Setup • Initial Shipment of Products • Packaging Design and Set up • Monthly Storage and Pick/Pack Fees (\$10,000/mo minimum for 16 months) 	\$196,000
Consultants <ul style="list-style-type: none"> • Ecommerce Strategist • Product Design • Product Development • Project Manager • Merchandising/Operations 	\$710,000
Product Purchase/Initial Supply <ul style="list-style-type: none"> • Initial Purchase of Product to Sell 	\$325,000

(a) Total services and supplies **\$ 936,000**

(\$1,471,000 offset by \$511,000 in expected revenue)

(a) Total services and supplies **\$ 936,000**

County of Los Angeles Quality and Productivity Commission

PRODUCTIVITY INVESTMENT FUND PROPOSAL

Other Charges

List all other charges here

(b) Total other charges \$ 0

Fixed Assets

List all equipments and other fixed assets here

(c) Total fixed assets \$ 0

TOTAL COSTS (a+b+c) \$ 936,000



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



Jim Zenner
Director

April 4, 2025

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

FROM: JIM ZENNER, DIRECTOR
MILITARY AND VETERANS AFFAIRS

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

This memo supports and formally requests Productivity Investment Fund consideration for the Bob Hope Patriotic Hall - Heritage Preservation Initiative, a project that will preserve and expand access to Los Angeles County's military history through digital upgrades at Bob Hope Patriotic Hall.

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

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

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

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

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

JZ:ZS:ra

c: Perez
Guevarra

25.15 - MVA, Heritage Preservation Initiative

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: 4/4/2025
Project Name: Heritage Preservation Initiative	
<u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</u> The Department of Military and Veterans Affairs requests \$1,498,154.40 to digitize, preserve, and modernize access to historic military artifacts at Bob Hope Patriotic Hall. Funding will support 3D scanning, digital archiving, and exhibit upgrades, enhancing public access, education, and long-term stewardship of Los Angeles County's military and cultural heritage.	
<u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u> Bob Hope Patriotic Hall (BHPH), is home to a large collection of military artifacts, historical records, and memorabilia spanning over a century of service and sacrifice. These materials represent the diverse experiences of veterans from all backgrounds and from every part of the County's 4,058 square miles. However, the collection has never been formally appraised, is only minimally cataloged, and currently relies on volunteers and limited resources for management and curation. Public access is restricted due to limited exhibit space, and the current displays do not fully reflect the building's or the County's military legacy. This project will address these challenges by implementing the following improvements: <ul style="list-style-type: none">• Artifact Appraisal – A formal valuation process to support insurance, conservation, and historical context.• 3D Scanning and Digital Inventory – Digitally capturing and cataloging artifacts to improve access, engagement, and the ability to grow the collection with contributions from across the County and from all service eras.• Mobile Display Cases and Digital Exhibits – Flexible and interactive formats that will allow exhibits to travel to communities outside downtown Los Angeles, expanding access across the region.• Integrated Exhibit Software – Curating and presenting information through modern tools that enhance storytelling and make the Hall's military history more engaging and educational. These upgrades will position BHPH as a leading destination for military and veterans history in the County, aligning with the building's centennial celebration in 2026. BHPH will become a living space that honors the legacy of service while inviting new	

25.15 - MVA, Heritage Preservation Initiative

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

Last Updated: 7/23/2024

generations to connect with the County's military heritage.

In addition to modernizing inventory systems and appraising artifacts, this project will introduce interactive and innovative exhibits designed to engage a wider audience—especially younger generations and digital-native visitors. By incorporating immersive technologies such as augmented reality, touchscreen storytelling stations, and virtual tours, Bob Hope Patriotic Hall will evolve from a static display space into a dynamic learning environment that honors the past while connecting with the future.

25.15 - MVA, Heritage Preservation Initiative

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



Specific outcomes include:

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


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

Ultimately, the project's success will be defined by its ability to preserve important historical material, present it in a more accessible and engaging way, and build a system that supports future growth and continued storytelling.

25.15 - MVA, Heritage Preservation Initiative

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																								
<p>Is this an Information Technology (IT) project?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes No <input checked="" type="checkbox"/> <input type="checkbox"/> N/A </p> <p>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:</p>																								
<p>Amount Requested: Loan _____ Grant <u>\$1,498,154.40</u> Total <u>1,498,154.40</u></p>																								
<p>Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;"></th> <th style="width: 15%; text-align: center;"><u>Implementation Period</u></th> <th style="width: 15%; text-align: center;"><u>Project Year 1</u></th> <th style="width: 15%; text-align: center;"><u>Project Year 2</u></th> <th style="width: 15%; text-align: center;"><u>Project Year 3</u></th> </tr> </thead> <tbody> <tr> <td>A. Annual Cost of Current Process:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>B. Estimated Annual Cost of Proposal:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>C. Savings (B minus A)</td> <td></td> <td style="text-align: right;">\$0.00</td> <td style="text-align: right;">\$0.00</td> <td style="text-align: right;">\$0.00</td> </tr> </tbody> </table>						<u>Implementation Period</u>	<u>Project Year 1</u>	<u>Project Year 2</u>	<u>Project Year 3</u>	A. Annual Cost of Current Process:					B. Estimated Annual Cost of Proposal:					C. Savings (B minus A)		\$0.00	\$0.00	\$0.00
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<p>Quality and Productivity Manager (Print and Sign)</p> <p>Robert Alvarez</p>  <p>Telephone Number 213-824-6860</p> <p>E-mail ralvarezportillo@mva.lacounty.gov</p>		<p>Project Manager (Print and Sign)</p> <p>Jim Zenner</p>  <p>Telephone Number 213-765-9678</p> <p>E-mail jzenner@mva.lacounty.gov</p>																						

25.15 - MVA, Heritage Preservation Initiative

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	<i>Allan D. Ochoa</i>
E-mail	Telephone Number 213-765-8584
	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 ****

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

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

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

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

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

Historically, Bob Hope Patriotic Hall has hosted a wide range of activities including military ceremonies, social gatherings, community events, and film productions. The modernization of exhibits and improved digital infrastructure will make the building even more attractive for public use, creating additional revenue opportunities through rentals and event bookings.

Over time, the digitization and proper cataloging of the artifact collection will also help reduce costs associated with manual tracking, preservation emergencies, and

PRODUCTIVITY INVESTMENT FUND PROPOSAL

exhibit rework. A well-organized digital system minimizes the risk of lost or damaged items and allows for more efficient rotation and reuse of exhibits.

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

Revenue Generation:

Service Enhancement:

Cost Savings & Future Cost Avoidance:

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

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

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

This approach supports County priorities around equity, access, and modernization. It uses tools such as 3D scanning, digital cataloging, metadata tagging, and cloud-based exhibit software to strengthen both internal workflows and public-facing

PRODUCTIVITY INVESTMENT FUND PROPOSAL

services. These technologies will help reduce the physical strain on fragile items, simplify the process of rotating exhibits, and allow for more flexible and responsive storytelling.

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

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

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

What would be the conditions for further expansion or development?

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

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

Conditions for expansion would include demonstrated success in increasing digital engagement, meaningful feedback from the public, and continued identification of gaps in representation or access that can be addressed through additional features, outreach, or partnerships. By laying this groundwork, Bob Hope Patriotic Hall will be better positioned to evolve as a forward-looking, inclusive space that preserves and uplifts the stories of all who have served.

To support this long-term infrastructure investment, MVA is working on securing a separate IT grant to cover technology-related capital, ensuring PIF funds are directed exclusively toward digitization, exhibit design, and public-facing enhancements.

PRODUCTIVITY INVESTMENT FUND PROPOSAL

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

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

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

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

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

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

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan North Stars and Board-Directed priorities? (To view the County's strategic plan, click here: [LA County Strategic Plan 2024-2030 – Los Angeles County](#). To view the Board-Directed priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#)).

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

<C:\Users\le647958\AppData\Local\Microsoft\Windows\NetCache\Content.Outlook\1JTQNKWF\Board Priorities>

If yes, please explain.

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

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

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

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

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

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

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

PRODUCTIVITY INVESTMENT FUND PROPOSAL

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

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

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

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

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

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

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

2023-24

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2024-25

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _

2025-26

1st Quarter \$

2nd Quarter \$

3rd Quarter \$

4th Quarter \$

2026-27

1st Quarter \$ 832,101.84

2nd Quarter \$ 666,052.56

3rd Quarter \$

4th Quarter \$

25.15 - MVA, Heritage Preservation Initiative

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

IMPLEMENTATION PLAN

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Project Kick Off for Artifact Database + CMS and Wall of Heroes Interactive Display	July '25 (Week 1 of master project schedule)	\$454,734.50	\$
Project Kick Off for Interactive Wall Mural	July '25 (Week 3)	\$161,154.90	
Project Kick Off for Virtual Bob Hope Interactive Greeter Display	August '25 (Week 5)	\$84,657.40	
Project Kick Off for AI Artifact Meta Tagging	September '25 (Week 9)	\$48,530.40	
Beta Review for Artifact Database + CMS	September '25 (Week 12)	\$83,024.64	
Beta Review for Interactive Mural Wall	October '25 (Week 14)	\$96,692.94	
Final Delivery for Artifact Database + CMS Beta reviews for Wall of Heroes and Bob Hope Interactive Greeter	October '25 (Week 15)	\$295,960.26	
Final Delivery for Interactive Wall Beta Review for AI Artifact Meta Tagging	October '25 (Week 17)	\$93,580.20	
Final Delivery for Wall of Heroes and Bob Hope Interactive Greeter	November '25 (Week 18)	\$160,407	
Final Delivery for AI Artifact Meta Tagging	November '25 (Week 20)	\$19,412.16	

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

LINE ITEM BUDGET DETAIL

(Work with your Budget Analyst)

Services and Supplies

List all services and supplies here

(a) Total services and supplies **\$1,063,704.40**

Other Charges

List all other charges here

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

Fixed Assets

List all equipments and other fixed assets here

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

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



May 19, 2025

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

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

Telephone: (213) 974-1361
(213) 974-1390
(213) 893-0322

Website: qpc.lacounty.gov

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First Vice Chair

Will Wright

Second Vice Chair

Marsha D. Mitchell

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Dion Rambo
Mark A. Waronek
Joe Waz

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Jane Lam

Program Support

Betty Belavek
Ruben Khosdikian

*Chair Emeritus

To: All Department Heads

From: William B. Parent, Chair *Bill Parent*
Quality and Productivity Commission

Rodney C. Gibson, Chair *Rodney Gibson*
Productivity Investment Board

Subject: **PIF PROPOSAL SOLICITATION, FIRST QUARTER, FISCAL
YEAR 2025-26**

The Quality and Productivity Commission administers the Productivity Investment Fund (PIF), which supports creative departmental pilot projects that improve County services and/or enhance employee productivity.

The Commission encourages Departments to submit PIF proposals that enhance quality and productivity, including pilot projects that can be expanded to and adopted by other County departments. Proposals are competitive and should be innovative and identify performance outcomes. Projects must be necessary and fully consistent with PIF guidelines; they may not fill temporary operational gaps such as staffing. Please note, the Commission is not involved in procurement; therefore, prospective vendors should not be identified in your proposal.

The Commission strongly encourages Departments to augment proposals with matching funds and consider applying for one of the PIF's loan options as specified in the Guidelines, or a combination of both. Loans replenish the fund and enable the Commission to fund additional projects.

Dates and Process

PIF project proposals are due for the First Quarter of Fiscal Year 2025-26 by **Monday, July 7, 2025, by 5:00 p.m.** Send electronically to: jalam@bos.lacounty.gov.

- On **Wednesday, July 16, 2025, at 8:30 a.m.**, the Productivity Investment Board Advisory Committee will meet virtually via Zoom. The Committee will review projects and make suggestions for improvement. Departments must present their projects at this meeting.
- On **Monday, August 4, 2025, at 10:00 a.m.**, the Productivity Investment Board will meet to develop recommendations to the Commission for approval. Departments must present their projects at this meeting. Departments Heads are strongly encouraged to attend. The meeting location will be at the Hall of Administration, Room 140.

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

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

*Please Conserve Paper – This Document and Copies are **Two-Sided**
Intra-County Correspondence Sent Electronically Only*

- On **Monday, August 25, 2025, at 10:00 a.m.**, the Quality and Productivity Commission will meet to vote on the project. A Commissioner at this meeting will present the project(s) on behalf of the Department. The Department Head must be present to answer questions. The meeting location will be at the Hall of Administration, Room 140.

Additional Information

- Departments are expected to ensure that proposals and their terms comply with Board of Supervisors' policies and direction and, as applicable, are consistent with the County's 2024-2030 Strategic Plan. Departments should also address the impact of current and/or future budget and personnel changes to their projects and related implementation plans. Departments should be prepared to discuss funding for different phases of a project and/or at different funding levels. All proposals should be coordinated with your respective CEO Budget Analyst(s) and internal fiscal staff.
- In light of the County's fiscal and budgetary challenges, the Productivity Investment Board intends to prioritize projects with direct revenue generation and/or loans over grants, as well as expenditure avoidance impacts that mitigate the costs of service delivery.

Please visit the Commission's website for additional PIF information at:
<https://qpc.lacounty.gov/commission-programs/productivity-investment-fund>.

If you have any questions, please contact Jackie Guevarra, Executive Director, at (213) 974-1361 (jguevarra@bos.lacounty.gov) or Jane Lam, Program Manager, at (213) 974-1390 (jalam@bos.lacounty.gov).

WBP:NMH:JG:JL

c: Productivity Managers' Network

	2024 ANNUAL REPORTS		
Project #	Department	Project Name	Returning Funds
22.11	Chief Executive Office	Los Angeles County Real Estate Management System	N
21.5	Fire	Emergency Medical Dispatch Software	N
23.9	Fire	Emergency Responder Radio Coverage Systems	N
22.9	Human Resources	Situational Judgment Tests	N
23.4	Human Resources	Board Leadership Training Program	N
24.7	Human Resources	County Recruitment Marketing Campaign	N
17.7	Medical Examiner-Coroner	Virtual Autopsy Program	N
20.17	Medical Examiner-Coroner	Modernizing the DMEC Laboratory Information Systems	N
22.1	Medical Examiner-Coroner	Genetic Genealogy Program	N
24.2	Medical Examiner-Coroner	DME Informational Videos Project	N
24.4	Military and Veterans Affairs	County Veteran Service Officer CVSO Solution: Evaluating Effectiveness	N
24.16	Military and Veterans Affairs	A Text Can Save a Life - Veteran Mental Health Support through Wellness Messaging	N
24.17	LACMA	West Campus Climate Control System Upgrade	N
20.24	Natural History Museum	A Mobile-Forward Website Transformation	N
21.13	Natural History Museum	Customer Relationship Management System	N
24.1	Natural History Museum	Digital Asset Management System	N
21.7	Parks and Recreation	Regional Parks Automated Vehicle Entry Collection System	N
22.2	Public Defender	Taking Care of CARE 2.0	N
21.12	Public Health	Electronic Plan Check System	N
22.13	Public Health	DPH Disease Defense Force	N

23.6	Public Health	Equitable Community Collaboration for Healthy and Joyous Black Births	N
24.12	Public Health	Park RX Los Angeles County Initiative	N
24.15	Public Health	Community Public Health Teams (CPHT): Communications Solutions to Improve Quality and Productivity	N
25.1	Public Health	Help Me Grow - Supporting Wellness in Families Together (HMG SWIFT)	N
	2024 FINAL REPORTS		
23.3	Board of Supervisors - EO	Climate Change and Extreme Heat - Impacts on LACO Operations and Service Planning	N
23.11	Board of Supervisors - EO	Procurement and Modernization	N
20.23	Human Resources	Bias Mitigation Strategies for Emergency Responders	Y - Returning \$57,000
22.14	Human Resources	Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection	Y - Returning \$1,000
21.9	LA County Library	Volunteer Expansion & Management (VEM) Program	N
22.8	Medical Examiner-Coroner	Workstations on Wheels (WOW) for Enhancement of Autopsy Service	Y - Returning \$3,462.14
22.15	Museum of Art	West Campus Lighting Control System Upgrade	N
23.5	Public Defender	Expedited Evaluations for Mental Health Diversion Pilot Project	N
	PROJECTS RECENTLY APPROVED (No Annual or Final Report Required)		
25.7	Fire	Development & Rapid Operationalization of Prehospital Blood	

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

ANNUAL STATUS REPORT

Date 12/17/2024	Grant/Loan Number 22.11
Department CEO - Real Estate	
Project Name Los Angeles County Real Estate Management System (LACREMS)	
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>CEO and Department of Beaches and Harbors (DBH), as two of the County's largest users of real estate management software, identified an immediate need to acquire a comprehensive, innovative, and productivity-enhancing real estate management system with the capability of interfacing directly with eCAPS. CEO Real Estate and DBH were using different processes with some overlapping functions to manage real estate issues, while the Auditor-Controller used a series of Microsoft Access databases to help facilitate payments for the CEO. Existing processes did not interface with eCAPS.</p> <p>Information for all County leased and owned assets should be maintained within the same system to allow for streamlining of costs and operational efficiencies. The shared platform being implemented across all departments will allow the County to leverage economies of scale to reduce costs associated with acquisition, licensing, and training; as well as eliminating the costs of system and security upgrades, which will be borne by the vendor. The project consists of three phases.</p> <p>Full implementation of all project phases is scheduled to be completed in March 2025.</p>	
Funding Status Total Grant Amount: <u>\$750,000</u>	<div style="display: flex; justify-content: space-between;"> <div>Total Loan Amount: _____</div> <div> Total Withdrawn to Date: <u>\$750,000</u> Total Principal Repaid to Date: _____ Total Interest Repaid to Date: _____ </div> </div>
Expenditures Total Estimated Expenditures: <u>\$12,180,399</u> Expenditures to Date: <u>\$3,232,940</u>	<div style="display: flex; justify-content: space-between;"> <div> Savings Total Estimated Savings: _____ Savings to Date: _____ </div> <div> Revenue Total Estimated Revenue: _____ Revenue to Date: _____ </div> </div>
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>Successful implementation of Phase I and II of the project ensure effective management of the County's complex real estate portfolio with the migration of real estate data from legacy systems County Assets Management Property System (CAMPS) and RE Portfolio to the new system. During Fiscal Year 2023-24, with the assistance of the grant funds, Phase II of the project was fully implemented. County Departments were trained to access and navigate LACREMS database and provided feedback to fine-tune the system before Phase III.</p> <p>Phase III was substantially completed in FY 2023-24 with the automation of real estate processes including routine monthly payments and Consumer Price Index adjustments calculation for leases. In addition, starting August 2024, LACREMS is used to initiate payments to vendors to facilitate integrating contract and payment documents in a single system. The last remaining item is implementation of the Budget/Forecast module.</p> <p>Full functionality of LACREMS is anticipated in March 2025 with the launch of the Budget/Forecast module. The budgeting and forecasting function will allow for projections on lease and related costs based on actual expenditures and allow for analyzing and comparing assumptions and scenarios. This information can be used in the development of lease budgets and to assist planning discussions with departments on new leases.</p> <p>Final Report for the project is anticipated in 2025.</p>	

Digitally signed by Betty Karmirlian
 Signature: _____
 Productivity Manager Name: Betty Karmirlian

01/07/2025
 Date

Signature: Fesia Davenport
 Fesia Davenport (Jan 29, 2025 11:26 PST)

Email: FDavenport@ceo.lacounty.gov
 Department Head Name: Fesia Davenport

Date

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

ANNUAL STATUS REPORT

Date January 30, 2025		Grant/Loan Number 22.9	
Department Department of Human Resources			
Project Name Situational Judgement Tests			
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <p>The Department of Human Resources (DHR) desires to replace subjective hiring methods such as interviews with an online system to administer Situational Judgment Tests (SJT). SJTs provide realistic job-related scenarios to candidates. They are objective, impartial, reduce bias, and improve diversity. SJTs represent the next leap forward in assessment, keeping the County of Los Angeles (County) on the leading edge.</p> <p>SJTs will allow DHR to continue assessing critical competencies and the use of an online platform will allow administration of the SJT remotely, further increasing the number of candidates that can be tested simultaneously, decreasing the amount of time to evaluate all candidates, significantly reducing the need to utilize facilities for in-person administrations, and allowing DHR to identify and retain high-quality candidates who would not have been able to attend in-person interviews.</p>			
		<input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement	
Funding Status			Total Withdrawn to Date: 0
Total Grant Amount: 275,000	Total Loan Amount: _____		Total Principal Repaid to Date: _____
			Total Interest Repaid to Date: _____
Expenditures	Savings	Revenue	
Total Estimated Expenditures: 275,000	Total Estimated Savings: _____	Total Estimated Revenue: <u>N/A</u>	
Expenditures to Date: 0	Savings to Date: _____	Revenue to Date: _____	
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>DHR Countywide Talent Assessment Division (CTAD) received no responses to a September 2023 Request for Bid (RFB) that sought (1) the development of a custom SJT and (2) an off-the-shelf SJT. It was determined that viable vendors were unlikely to possess both an off-the-shelf SJT and the ability to develop a custom SJT within budget. CTAD posted a second RFB in November 2023 focusing on the development of a custom SJT. Although we received one bid, the price for both development and administration could not be negotiated below the Internal Services Department's (ISD) delegated authority threshold for approval. After evaluating various options and conducting additional research, CTAD posted a third RFB for an off-the-shelf SJT that would be within budget and allow for quicker implementation than a custom built SJT. Due to staffing issues at ISD, the posting was delayed until October 2024. CTAD received one bid that met the County's needs within budget, and a Purchase Order was issued on December 19, 2024. A kickoff meeting between CTAD and the vendor to begin implementation was held on January 9, 2025. CTAD and the vendor are scheduled to begin implementation meetings February 4, 2025, which involves establishing processes for using the vendor system in conjunction with DHR's remote proctoring platform and analyzing exams to identify an exam to test the new SJT before full implementation.</p>			

Signature: Lana Ghil Digitally signed by Lana Ghil
 Productivity Manager Name: _____ Date: 2025.01.11 17:29:50 -0800

Signature: _____
 Department Head Name: _____

02/11/2025
 Date
2/12/25
 Date

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

ANNUAL STATUS REPORT

Date January 30, 2025	Grant/Loan Number 23.4	
Department Department of Human Resources		
Project Name Board Leadership Training Program		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>The Board Leadership Training Program (BLTP) is a collaborative project of the Directors from the Departments of Animal Care and Control, Arts and Culture, the Executive Office of the Board of Supervisors, and the Department of Human Resources (DHR), to expand diversity, equity, and inclusion (DEI) on nonprofit boards, commissions, and committees that provide support for County of Los Angeles (County) residents and families. The BLTP identifies, educates, prepares, and motivates County managers and employees to serve in leadership positions on boards across the County. Studies show that boards are suffering from a lack of diversity. As nonprofits continue to work to rebuild after COVID-19, this is a pivotal time to encourage public service and further the Board of Supervisors (BOS) Anti-Racism and Diversity Initiative goals. The BLTP trains County employees interested in service and assists them with Board placement.</p> <p>Over 200 applications were received from 24 different County departments to participate in the training program. To maximize the number of County employee participants and efficiency of the training delivery with the funds allocated, the program was split into four cohorts of fifteen (15) County executives and employees in each cohort, for a total of 60 employees after the final cohort was completed. The training topics are facilitated over 6 weeks and cover the following topics:</p> <ul style="list-style-type: none"> • Module 1 – Ethical Board Governance (Robert’s Rules of Order & the Brown Act) • Module 2 – Advanced & Adaptive Leadership Skills • Module 3 – Diversity, Equity and Inclusion – Accessibility & Belonging • Module 4 – Conflict Resolutions and Handling DEI-related Discussions • Module 5 – Fiscal and Fiduciary Responsibilities of Board Members • Module 6 – Program Recap/Graduation & Networking Event <p><u>Project benefits</u></p> <p>BLTP provides the County an opportunity to promote increased DEI on boards and commissions, as well as being a tool to advance the County’s goals of promoting public service, gender equity, and anti-racism within and across the County.</p>		
Funding Status Total Grant Amount: <u>\$100,000</u>	Total Loan Amount: _____	Total Withdrawn to Date: <u>\$100,000</u> Total Principal Repaid to Date: _____ Total Interest Repaid to Date: _____
Expenditures Total Estimated Expenditures: <u>\$95,000</u> Expenditures to Date: <u>\$42,628.83</u>	Savings Total Estimated Savings: <u>N/A</u> Savings to Date: _____	Revenue Total Estimated Revenue: <u>N/A</u> Revenue to Date: _____
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): BLTP has successfully completed two cohorts to date which resulted in training 30 County employees		

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

from 15 different departments. The final cohorts are scheduled as follows:

- Cohort 3 – January 30, 2025 – March 6, 2025
- Cohort 4 – May 8, 2025 – June 12, 2025

The two prior BLTP graduation and networking events were attended by eleven different organizations' representatives who shared the mission and goals of their organizations and engaged with the BLTP participants to connect them with volunteer and board opportunities within their respective organizations.

Significant Program Impacts

A SharePoint webpage was created exclusively for past and present BLTP participants to network and share resources. The webpage includes additional information and resources/website links related to registered charities and nonprofit organizations in the State of California and how to start a 501c(3) in the State of California, as well as a list of nonprofits and community-based organizations (CBOs) located within the County.

A graduate from ISD is partnering with the nonprofit organization Operation Jump Start, whom he met at the graduation and networking event, to create a training and recruitment program targeting hard-to-recruit trade positions within ISD. They are collaborating to create an apprenticeship-like program with the youth from Operation Jump Start to create a recruitment pipeline of trained, skilled trade craftspeople to reduce and fill the skilled trade vacancies within ISD.

From the first two cohorts, three BLTP graduates are actively volunteering with nonprofit organizations, strengthening ties between County employees and community efforts and two graduates are interested in starting their own 501c(3) nonprofit organization. A resource checklist for starting a nonprofit in the State of California has been distributed to all participants as well as posted on the "Resources" section of the BLTP SharePoint page.

Another graduate from the Department of Animal Care & Control (ACC) who manages many of the daily interactions with their nonprofit supporting foundation, has also made a connection with CASA LA, one of the nonprofit presenters at the graduation, and networking events. ACC and CASA LA are working together to have youth participants involved at one of the Animal Care Centers.

Conclusion

The Board Leadership Training Program has proven to be an impactful success, cultivating leadership skills among County employees and establishing strong connections with nonprofits and CBOs in our communities. The program's achievements underscore its value as a bridge between public service and community impact, with ongoing efforts ensuring its continued growth and effectiveness.

Signature: _____
Productivity Manager Name:

2/19/2025
Date

Signature: _____
Department Head Name:

2/19/2025
Date

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

ANNUAL STATUS REPORT

Date January 30, 2025	Grant/Loan Number 24.7	
Department Department of Human Resources		
Project Name County Recruitment Marketing Campaign		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>The County of Los Angeles (County) needs a timely, efficient, and targeted recruitment marketing plan to appeal to a wide group of diverse audiences and communities. This will increase awareness of the County as an employer of choice, showcase our career opportunities, and demystify the hiring process in the County. The Department of Human Resources (DHR) administered campaign will focus on recruitment marketing both externally and internally.</p> <p>The central theme is to market the County as a career choice employer, rather than uniquely focusing on each department or individualized job. Key messaging will be designed to reinforce the employee value proposition by highlighting the value of public service, the diversity and inclusivity of the County, career pathways, and represent the County's goal of reinventing recruitment outreach using technology platforms such as LinkedIn, Instagram, and other social media.</p> <p>Benefits from a well-designed strategy and utilizing the right marketing tools will enable the County to attract diverse and qualified job candidates, decrease the time to hire, increase awareness of the County's brand and image through social media platforms, and gain a competitive advantage over both public and private sector organizations with similar recruiting needs. Additionally, a digital recruitment strategy will help identify the best digital channels to reach job seekers, promote new positions, and attract top applicants.</p>		
Funding Status Total Grant Amount: <u>\$468,000</u>	Total Loan Amount: <u>N/A</u>	Total Withdrawn to Date: _____ Total Principal Repaid to Date: _____ Total Interest Repaid to Date: _____
Expenditures Total Estimated Expenditures: <u>\$468,000</u> Expenditures to Date: <u>\$0</u>	Savings Total Estimated Savings: <u>N/A</u> Savings to Date: _____	Revenue Total Estimated Revenue: <u>N/A</u> Revenue to Date: _____
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>An effective recruitment marketing strategy attracts candidates to jobs and to employers using such strategies. According to the Talent Board (a non-profit organization dedicated to elevating and researching quality candidate experiences), 74% of today's candidates research potential employers before applying for any job. Many conduct their research online through social media websites. The goal of the campaign is to reach both interested and passive candidates.</p> <p>Critical measurements will indicate whether we are reaching all candidates, including those who</p>		

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

might not be considering the County as a career option. As attrition in the County averages nearly 16% with some occupations experiencing as much as a 45% vacancy rate, a campaign that reaches new streams of potential employees is vital.

Traditional measures such as the number of candidates that applied; number of candidates that meet the minimum requirements; qualified candidates that applied; number of candidates hired; source of the application; demographics of candidates related to the source; and time to hire, will be measured. Organic measures such as career sites; career blogs; social career channels; hashtag followers; new users; talent networks; new prospects; job alerts; event sign-ups; opt-ins; and job board company profile views and impressions will also be collected. Engagement measures such as social channel clicks, reactions, shares, and comments; email opens and clicks; text reads and replies; and web time spent on the site and clicking through to other pages, will also be tracked.

DHR released a Request for Information on January 4, 2024, to obtain information from vendors about recruitment branding to enhance the Statement of Work (SOW) developed for this recruitment marketing plan and identify potential marketing firms that specialize in recruitment who would be viable bidders for this work. Based on the responses received in February 2024, DHR updated the SOW and released a Request for Proposal on May 13, 2024. Five (5) proposals were received by the due date of June 26, 2024. The evaluation committee scored all of the proposals, and a vendor was selected. The contract is anticipated to be approved by the Board of Supervisors on February 18, 2025.

Signature: 
Productivity Manager Name: Lapa Ghil

2/12/2025
Date

Signature: 
Department Head Name:

2/12/2025
Date

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

ANNUAL STATUS REPORT

Date 02-04-2025	Grant/Loan Number 20.17	
Department Medical Examiner		
Project Name Modernizing the DME Laboratory Information Management System (LIMS)		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>The Department of Medical Examiner (DME) will use the Productivity Investment Funds for a Laboratory Information Management System (LIMS). This work effort will provide valuable, laboratory-wide data management, automation, and efficiency solutions that would successfully manage evidence samples in our laboratory and the associated data and standardize operations by maintaining and enhancing workflows, tests, and reporting procedures.</p> <p>Our goal is to expedite the processes within the laboratories, minimize manual data entry time, increase the integrity of sample processing, reduce the time needed to retrieve data for analytical performance measures and mining, allow controlled access to data in one system, and improve lab quality control. This project will help to reinvent the Forensic Sciences Laboratories Division into a modern, twenty-first-century agency that will lead and have the capacity to provide accurate and timely information to Federal, State, and local agencies. Among other goals, this project aligns with the County of Los Angeles Strategic Plan Goal III.2.3 to prioritize and implement technology initiatives that enhance service delivery and increase efficiency.</p>		
Funding Status Total Grant Amount: <u>\$441,000</u>	Total Loan Amount: <u>\$0</u>	Total Withdrawn to Date: <u>\$441,000</u> Total Principal Repaid to Date: _____ Total Interest Repaid to Date: _____
Expenditures Total Estimated Expenditures: <u>\$441,000</u> Expenditures to Date: <u>\$106,583.65</u>	Savings Total Estimated Savings: <u>\$0</u> Savings to Date: <u>\$0</u>	Revenue Total Estimated Revenue: <u>\$0</u> Revenue to Date: <u>\$0</u>
Brief description of the project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>The project started in April 2022 with the original selected vendor. However, after almost one year of project development, it was clear that the vendor could not meet the required specifications of the LIMS. This prompted a discussion with Department management to end the contract with the selected vendor because of poor product development and vendor management. Based on contract negotiations, it was determined that the vendor did not meet the required specifications for the project which resulted in contract dissolution and refund. A total of \$203,407.65 was paid to the original vendor for the system implementation process and a refund of \$96,824 was established as a reasonable amount to terminate the contract. Even though the original vendor contract has been terminated, a new vendor was identified to continue the LIMS project in 2024. The implementation process of LIMS has actively started the first week of January 2025 and has proved to be a much better process than previously. The full implementation of the LIMS is anticipated to be completed by September 2025 if all project timelines are met without problems or issues during the process.</p>		

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

Dr. Nichelle H. Shaw

Digitally signed by Dr. Nichelle H.
Shaw
Date: 2025.02.10 07:57:37 -08'00'

Signature:

Productivity Manager Name:

Date

Signature:

Department Head Name:



2/10/2025

Date

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


ANNUAL STATUS REPORT

Date 02-07-2025	Grant/Loan Number 22.1	
Department Medical Examiner		
Project Name Genetic Genealogy Program		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>The Genetic Genealogy Program (GGP) grant was conceived of as a pilot project providing funds for the validation of the technology for use in casework and serving as a proof-of-concept study for the identification of cold-case remains. As such, the GGP is aligned with the Countywide Strategic Plan section III.2.3, i.e., to prioritize and implement technology initiatives that enhance service delivery and increase efficiency in our department concerning identifying human remains.</p>		
Funding Status Total Grant Amount: <u>\$185,000</u>	 Total Loan Amount: <u>\$0</u>	Total Withdrawn to Date: <u>\$185,000</u> Total Principal Repaid to Date: <u>\$0</u> Total Interest Repaid to Date: <u>\$0</u>
Expenditures Total Estimated Expenditures: <u>\$185,000</u> Expenditures to Date: <u>\$169,476.41</u>	Savings Total Estimated Savings: <u>N/A</u> Savings to Date: <u>N/A</u>	Revenue Total Estimated Revenue: <u>N/A</u> Revenue to Date: <u>N/A</u>
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>The internal validation study and all standardized methods required for casework analysis of human remains using the Kintelligence chemistry was completed and approved by December 2023. Subsequently, 41 cases of unidentified human remains, some dating back to 1981, have been processed with Kintelligence to produce DNA profiles for upload to the GEDmatch and Family Tree genealogical databases. Thirty-four of these cases were deemed suitable for upload to the databases, and half (17 cases) of these have been searched for relatives. Altogether, five cases (29%) produced high confidence matches to a relative in the database, while 13 cases (76%) yielded extended matches to one or more possible, distantly related individuals. The remaining 17 case specimens are under review for upload to the GEDmatch and Family Tree ancestry DNA databases. The residual funds will be used to maintain the instrument used for the study (\$15,523.59).</p> <p>In fulfillment of the final project milestone, a PowerPoint presentation describing the validation study's results was delivered in September 2023 at the 34th International Symposium on Human Identification in Denver, Colorado. A poster was also presented at the Spring 2024 California Association of Criminalists meeting in Los Angeles.</p>		

Signature: Dr. Nichelle H. Shaw Digitally signed by Dr. Nichelle H. Shaw
 Date: 2025.02.10 12:10:06 -08'00'

Productivity Manager Name: _____

Date

Signature:  Digitally signed by Odey Ukpo
 Date: 2025.02.10 12:44:21 -08'00'

Department Head Name: _____

Date

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

ANNUAL STATUS REPORT

Date 1/27/2025	Grant/Loan Number 24.2
Department Medical Examiner	
Project Name DME Informational Videos Project	
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>The DME Informational Videos Project is intended to produce informational videos for grieving families with essential DME information in the County's top seven languages, as well as in American Sign Language (ASL). By providing these multilingual, multi-media information videos, DME's ability to communicate with these grieving families during a difficult time will be enhanced and will create greater access to information. The project will also help to bridge the digital divide by furnishing the materials to watch on a tablet while interacting with DME.</p>	
Funding Status Total Grant Amount: <u>\$50,000</u>	<div style="display: flex; justify-content: space-between;"> <div> Total Loan Amount: <u>N/A</u> </div> <div> Total Withdrawn to Date: <u>\$50,000</u> Total Principal Repaid to Date: <u>N/A</u> Total Interest Repaid to Date: <u>N/A</u> </div> </div>
Expenditures Total Estimated Expenditures: <u>\$50,000</u> Expenditures to Date: <u>\$3,912</u>	<div style="display: flex; justify-content: space-between;"> <div> Savings Total Estimated Savings: <u>N/A</u> Savings to Date: <u>N/A</u> </div> <div> Revenue Total Estimated Revenue: <u>N/A</u> Revenue to Date: <u>N/A</u> </div> </div>
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>The information sheet was translated into Eastern and Western Armenian, Korean, Simplified and Traditional Chinese, Spanish, Tagalog, and Vietnamese. The translated sheets are available on our website (https://me.lacounty.gov/dme-fact-sheets-for-families/) and can be printed for those who seek a hardcopy of the information. This information sheet will serve as the script for the videos.</p> <p>A work order solicitation was recently completed and the video production company selected. The highest ranked vendor will be sent to the CEO's Office for approval to award the work order. Once approved, the production of the videos begins.</p>	

Digitally signed by Kelly Vail
 Signature: Kelly Vail
 Date: 2025.01.29 15:43:36 -08'00'
 Productivity Manager Name: _____

1/29/2025
 Date: _____

Signature: _____
 Department Head Name: _____

Date: _____

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

ANNUAL STATUS REPORT

Date January 25, 2025		Grant/Loan Number 24.4	
Department Count of Los Angeles Department of Military and Veterans Affairs MVA			
Project Name Count Veteran Service Officer CVSO Solution: Evaluating Effectiveness			
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>This project seeks to fund a longitudinal study, conducted by a qualified vendor, to evaluate the efficacy and cost-saving impact of County Veteran Service Officers (CVSOs) in Los Angeles County. The goal is to provide data-driven evidence that demonstrates the critical need for increased state funding to support veteran services.</p>			
Funding Status			
Total Grant Amount: <u>\$294,321</u>	Total Loan Amount: _____	Total Withdrawn to Date: <u>\$267,860</u> Total Principal Repaid to Date: _____ Total Interest Repaid to Date: _____	
Expenditures	Savings	Revenue	
Total Estimated Expenditures: <u>\$267,860</u>	Total Estimated Savings: <u>0</u>	Total Estimated Revenue: <u>0</u>	
Expenditures to Date: <u>\$127,000</u>	Savings to Date: _____	Revenue to Date: <u>0</u>	
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>The contract for this project was executed on October 15, 2024, and a draft survey study was submitted for review by USC on January 12, 2025. The project is progressing as planned, with no significant issues reported to date. Advance notice will be provided to the Commission regarding project launch dates, key milestones, or events. Copies of any reports issued by the Department will also be shared accordingly.</p>			

Signature:  _____
 Productivity Manager Name: Manuel Gomez

01/31/2025

 Date

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

Signature: Jim Zenner
Department Head Name: James Zenner

02/03/2025
Date

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

ANNUAL STATUS REPORT

Date January 25, 2025	Grant/Loan Number 24.16		
Department Count of Los Angeles Department of Military and Veterans Affairs MVA			
Project Name A Text Can Save a Life – Veteran Mental Health Support through Wellness Messaging			
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>This project supported a veteran mental health initiative titled "A Text Can Save a Life – Veteran Mental Health Support Through Wellness Messaging." The initiative aims to improve mental health outcomes for veterans by providing supportive and preventive wellness messaging. The project seeks to connect veterans to essential resources, reduce mental health crises, and promote overall well-being through innovative communication strategies. Progress and results will be documented through annual and final reports to evaluate the program's impact and effectiveness.</p>			
Funding Status Total Grant Amount: <u>\$110,000</u>	Total Loan Amount: _____		
Expenditures Total Estimated Expenditures: <u>\$35,000</u> Expenditures to Date: <u>\$35,000</u>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> Savings Total Estimated Savings: <u>0</u> Savings to Date: _____ </td> <td style="width: 50%; vertical-align: top;"> Revenue Total Estimated Revenue: <u>0</u> Revenue to Date: <u>0</u> </td> </tr> </table>	Savings Total Estimated Savings: <u>0</u> Savings to Date: _____	Revenue Total Estimated Revenue: <u>0</u> Revenue to Date: <u>0</u>
Savings Total Estimated Savings: <u>0</u> Savings to Date: _____	Revenue Total Estimated Revenue: <u>0</u> Revenue to Date: <u>0</u>		
Total Withdrawn to Date: <u>\$35,000</u> Total Principal Repaid to Date: _____ Total Interest Repaid to Date: _____			
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>The contract was executed on 08/30/2024. The department has been actively engaging with the platform provider to coordinate the dissemination of wellness messaging to our law enforcement partners, specifically targeting veteran officers within their ranks. Additionally, the department has been evaluating the most effective methods to deploy this tool to ensure it reaches and supports the veterans who are most in need. This ongoing effort reflects the department's commitment to providing meaningful resources and assistance to the veteran community.</p>			

Signature: _____

01/31/2025

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

Productivity Manager Name: Manuel Gomez

Date

Signature: Jim Zenner
Department Head Name: James Zenner

02/03/2025
Date

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

ANNUAL STATUS REPORT

Date December 19, 2024	Grant/Loan Number 24.17	
Department Los Angeles County Museum of Art (LACMA)		
Project Name West Campus Climate Control System Upgrade		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>LACMA was awarded a \$475,000 grant to improve the efficiency of the museum's west campus Building Management System (BMS) by purchasing and implementing artificial intelligence software that will autonomously operate the buildings' HVAC system in real-time. This innovative upgrade to the BMS will optimize the mechanical systems' efficiency, minimize the galleries' energy demands, and ultimately reduce the building's carbon footprint.</p>		
Funding Status Total Grant Amount: \$475,000 _____	Total Loan Amount: _____	Total Withdrawn to Date: \$292,500 Total Principal Repaid to Date: _____ Total Interest Repaid to Date: _____
Expenditures Total Estimated Expenditures: _____ Expenditures to Date: _____	Savings Total Estimated Savings: _____ Savings to Date: _____	Revenue Total Estimated Revenue: _____ Revenue to Date: _____
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>We are pleased to report that the recommissioning and implementation planning phases of the project are complete and that we are currently awaiting the necessary documentation. During this phase, our team identified a solution that will allow us to avoid installing additional hardware (controllers) by using a Virtual Machine (VM); this will provide more flexibility and avoid additional maintenance costs. Currently, we are finalizing service agreements with vendors, and the next step in the process will be the engineering of the AI solution. We are still aiming for a completion by early summer 2025.</p>		

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



Signature: _____

Productivity Manager Name: Katie Kennedy

12/19/2024

Date



Signature: _____

Department Head Name: Michael Govan

12/19/2024

Date

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

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Date	Grant/Loan Number	
January 31, 2025	21.13	
Department		
Natural History Museums of Los Angeles County		
Project Name		
Customer Relationship Management System		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report):		
<p style="text-align: center;">[] Revenue-Generating [X] Service Enhancement</p> <p>In June of 2021, the Quality and Productivity Commission approved a generous grant of \$375,000 (Grant 21.13) to the Natural History Museums of Los Angeles County (NHMLAC) to continue implementation of our robust, fully-integrated customer relationship management (CRM) software solution.</p> <p>The goal of this project is to create a comprehensive, customized customer database that successfully integrates all of NHMLAC's systems. Consolidating the institution's disparate databases and data sources will provide access to customer profiles and allow us to better serve our donors and visitors. This encyclopedic view of our constituents will increase institution-wide efficacy and productivity by enabling staff to view and gain insights about all customers, yielding benefits across all aspects of operations, including fundraising, membership, ticketing, educational programming, marketing, and finance. The absence of a CRM solution has had negative implications to cross-departmental collaboration and innovation to develop strategies to serve the community as a trusted and valued educational resource.</p> <p>As NHMLAC nears the conclusion of one major campaign at NHM and prepares to embark on a second transformative capital project at La Brea Tar Pits, the complete implementation of the CRM solution that this grant is making possible is critical to the success of these efforts.</p>		
Funding Status	Total Grant Amount: <u>\$375,000</u>	Total Loan Amount: _____ Total Withdrawn to Date: <u>\$375,000</u> Total Principal Repaid to Date: _____ Total Interest Repaid to Date: _____
Expenditures	Savings	Revenue
Total Estimated Expenditures: <u>\$375,000</u>	Total Estimated Savings: _____	Total Estimated Revenue: _____
Expenditures to Date: <u>\$230,982</u>	Savings to Date: _____	Revenue to Date: _____
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):		
<p>NHMLAC continues to execute Customer Relationship Management System Phase 2. The CRM Phase 2 objectives are to customize the system for full integration with museum operations, migrate all data, train staff, and launch the system with synergistic and seamless workflows.</p> <p>A full integration between NHMLAC's former ticketing system (Galaxy) was completed in CRM System Phase 1, resulting in 10 years of customer, member, and organization data being successfully stored and actionable in the CRM. Staff now have access to insights about visitor</p>		

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

behaviors, interests and engagement patterns.

In CRM System Phase 2, the priority project is the sunsetting of NHMLAC's legacy fundraising database, the transition to documenting development constituent and transaction data in the new CRM solution, and the full migration of 20 years of historical donor data into the CRM platform. On April 25, 2022, the Advancement division began utilizing our new CRM system to enter new donor gifts and pledges. To support this effort, the implementation team created custom views, forms and reports. During 2024, the implementation team began a thorough review of test records migrated from the legacy database to ensure the successful transfer of quality, verified data. On November 18, 2024, the implementation team began the full data import, including pledges, gifts, proposals, dues, customer contact information, attributes, wealth screening ratings, and correspondence notes. At the date of this annual status report, we are 100% complete.

The completion of this phase of the project will further empower staff within the fundraising/Advancement Department to analyze and share data about donors with key stakeholders across different NHMLAC departments, thus providing innovative and previously unexplored avenues to connect potential donors with museum initiatives that hold personalized meaning to them.

NHMLAC has used the grant funds to date to:

1. Complete data migration from the legacy development system into the new system;
2. Customize the CRM on the back end to work seamlessly and integrate with existing and new technologies and software used throughout the museum;
3. Create reporting views and dashboards to provide insights on constituents;
4. Create workflows and automations to increase efficiency and museum impact;
5. Train museum staff on use and administration of NHMLAC's CRM solution;
6. Integrate the email marketing platforms used by our various teams into the CRM system to facilitate automation of email workflows; and
7. Create a roadmap for feature enhancement for the CRM for all departments.

We have hired a CRM Administrator, who currently manages the current data and all incoming data into the CRM system. This hire has been integrated into the NHMLAC operating budget and is not supported by grant funds. In the coming year, the remaining funds will be used to complete the final tasks of the project, which are: data governance, unifying unique customer records from each of the data sources which now live inside the CRM, and creating automation and workflows for the specific departments. While this will be an ongoing and evolving process which requires the support of each department and their constituents, we expect to be able to provide a final financial accounting and description of initial benefits and impacts when the final report is due January 31, 2026.

Signature: 
Productivity Manager Name: Leslie Negritto

January 31, 2025
Date

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

January 31, 2025
Date

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

ANNUAL STATUS REPORT

Date <p style="text-align: center;">January 31, 2025</p>	Grant/Loan Number <p style="text-align: center;">20.24</p>	
Department <p style="text-align: center;">Natural History Museums of Los Angeles County</p>		
Project Name <p style="text-align: center;">A Mobile-Forward Website Transformation</p>		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>With a generous \$225,000 grant/loan (split 50/50) from the Productivity Investment Fund, the Natural History Museums of Los Angeles County (NHMLAC) has transformed its website into a dynamic, accessible, mobile-forward, and unified web presence. A cohesive web presence now digitally integrates all three museums: the Natural History Museum; La Brea Tar Pits and Museum; and the William S. Hart Museum, while enhancing community connections, building awareness for our mission, and increasing opportunities for online revenue generation. The website was completely redesigned, prototyped, developed, and then publicly launched in June 2019 and is effectively serving the Museum's goals of providing authentic, inclusive, adventurous, and intentional programming.</p>		
Funding Status Total Grant Amount: <u>\$112,500</u>	Total Loan Amount: <u>\$112,500</u>	Total Withdrawn to Date: <u>\$225,000</u> Total Principal Repaid to Date: <u>\$45,000</u> Total Interest Repaid to Date: <u>\$9,703</u>
Expenditures Total Estimated Expenditures: _____ Expenditures to Date: <u>\$225,000</u>	Savings Total Estimated Savings: _____ Savings to Date: _____	Revenue Total Estimated Revenue: _____ Revenue to Date: _____
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>Before the onset of the COVID-19 pandemic, no one could have predicted how important the NHMLAC website would become as parents, teachers, and caregivers, already burdened by the pandemic's profound social and economic impacts, were now faced with facilitating student learning at home. For NHMLAC staff, the critical need for an accessible, online community hub for students, teachers, and families isolated at home was abundantly clear and all staff set to work immediately converting our trusted curricula and in-person programs into digital resources to support thousands of offsite learners.</p> <p>The pandemic has made abundantly clear the tremendous inequity in Los Angeles across a range of issues, including access to technology. Students in more affluent areas could easily log on to their school lessons and NHMLAC's education resources on personal computers from the comfort of their homes, while students living in areas facing historical underinvestment often did not have a computer in the home or had to share a device with several siblings throughout the</p>		


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

day. Moreover, access to wifi was and remains inequitable. Having a website that is accessible on mobile devices, such as phones, which many people in these communities do have, enabled us to deliver high-quality, engaging, and relevant science activities and lessons.

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

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

NHMLAC has currently paid two installments on the \$112,500 loan, leaving three more annual payments of \$22,500 + interest remaining.


Signature: _____
Productivity Manager Name: Leslie Negritto

January 31, 2025
Date


Signature: _____
Department Head Name: Dr. Lori Bettison-Varga

January 31, 2025
Date

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

ANNUAL STATUS REPORT

Date 1/30/2025	Grant/Loan Number PIF 24.1						
Department Digital Strategies <i>Natural History Museum</i>							
Project Name Digital Asset Management System							
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>This grant supports the Museum's initiative to implement an enterprise Digital Asset Management System, a technology solution that will establish a complex infrastructure to catalog, archive and make accessible a large repository (200TB upwards) of digital resources that are currently at risk for loss. Some examples of these resources include 3D scans of fossil specimens, videos of scientific field work, and digitized material from the historical archives.</p>							
Funding Status	<table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%; vertical-align: top;">Total Grant Amount: <u>\$992,600</u></td> <td style="width:33%; vertical-align: top;">Total Loan Amount: <u>N/A</u></td> <td style="width:33%; vertical-align: top;"> Total Withdrawn to Date: <u>\$708,600</u> Total Principal Repaid to Date: <u>N/A</u> Total Interest Repaid to Date: <u>N/A</u> </td> </tr> </table>	Total Grant Amount: <u>\$992,600</u>	Total Loan Amount: <u>N/A</u>	Total Withdrawn to Date: <u>\$708,600</u> Total Principal Repaid to Date: <u>N/A</u> Total Interest Repaid to Date: <u>N/A</u>			
Total Grant Amount: <u>\$992,600</u>	Total Loan Amount: <u>N/A</u>	Total Withdrawn to Date: <u>\$708,600</u> Total Principal Repaid to Date: <u>N/A</u> Total Interest Repaid to Date: <u>N/A</u>					
Expenditures	<table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%; vertical-align: top;">Total Estimated Expenditures: <u>\$992,600</u></td> <td style="width:33%; vertical-align: top;">Total Estimated Savings: <u>NA</u></td> <td style="width:33%; vertical-align: top;">Total Estimated Revenue: <u>NA</u></td> </tr> <tr> <td style="vertical-align: top;">Expenditures to Date: <u>\$118,576</u></td> <td style="vertical-align: top;">Savings to Date: <u>NA</u></td> <td style="vertical-align: top;">Revenue to Date: <u>NA</u></td> </tr> </table>	Total Estimated Expenditures: <u>\$992,600</u>	Total Estimated Savings: <u>NA</u>	Total Estimated Revenue: <u>NA</u>	Expenditures to Date: <u>\$118,576</u>	Savings to Date: <u>NA</u>	Revenue to Date: <u>NA</u>
Total Estimated Expenditures: <u>\$992,600</u>	Total Estimated Savings: <u>NA</u>	Total Estimated Revenue: <u>NA</u>					
Expenditures to Date: <u>\$118,576</u>	Savings to Date: <u>NA</u>	Revenue to Date: <u>NA</u>					
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>Since notice of receiving this funding, our team has been heavily involved in discovery and planning sessions, as well as a lengthy Request for Proposal and Request for Demonstration process for technology selection as reported previously.</p> <p>We have conducted the formal tender process for a DAMS, ensuring oversight of staff and democratic selection. This process included formal demonstrations by all DAMS platform candidates, staff feedback on these demonstrations and consensus documentation. A vendor was then selected and processed through the museum's procurement process.</p> <p>Subsequently, the museum established a monthly inter departmental working group between Digital Strategies and Research and Collections to provide updates, gather feedback, and collaborate on initiatives related to DAMS, digital strategies, and data strategy.</p> <p>Technical milestones achieved since receiving the grant funds include: Cloud infrastructure setup, monitoring and security, and custom configurations discovery with the DAMS vendor.</p> <p>In the upcoming quarter, data governance, vocabulary infrastructure, and documentation of data models, schemas and business processes will be initiated. Development of the DAMS product is currently in progress and is anticipated to be published in beta format in February 2025.</p> <p>We have experienced delays in contracting a data storage partner, and, most critically, have needed to spend additional time due to the discovery that our specimen data is much more complicated and diverse than anticipated, especially given that we have over 18 different departments of research and collections. Remaining funds will be used on creating this Collections Data Infrastructure, an effort that will comprise the majority of 2025. This is necessary to ensure that our data infrastructure is organized and controlled</p>							

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

prior to integration—crucial steps that will be paramount to the ultimate success of the DAMS.

Signature: _____

Productivity Manager Name: Leslie Negritto

January 30, 2025

Date

Signature: _____

Department Head Name: Lori Bettison-Varga

January 30, 2025

Date

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

ANNUAL STATUS REPORT

Date February 6, 2025		Grant/Loan Number 21.7	
Department Parks and Recreation			
Project Name Regional Parks Automated Vehicle Entry Collection System			
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input checked="" type="checkbox"/> Revenue-Generating <input type="checkbox"/> Service Enhancement </div> Parks and Recreation will use the funds to partially offset the cost of electrical and network connectivity infrastructure to implement an Automated Vehicle Entry Collection System at Kenneth Hahn State Recreation Area, Peter F. Schabarum Regional Park and Santa Fe Dam Recreation Area.			
Funding Status Total Grant Amount: _____		Total Loan Amount: <u>\$250,000</u>	
		Total Withdrawn to Date: <u>\$250,000</u> Total Principal Repaid to Date: <u>\$50,000</u> Total Interest Repaid to Date: <u>\$15,319</u>	
Expenditures Total Estimated Expenditures: _____ Expenditures to Date: _____		Savings Total Estimated Savings: _____ Savings to Date: _____	
		Revenue Total Estimated Revenue: _____ Revenue to Date: _____	
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): The Department issued a Request for Proposal (RFP) for the project, but received only one proposal, which was non-responsive and did not meet the Department's needs. As a result, the Department is considering negotiations with the sole proposer to develop a final agreement that aligns with its requirements. A thorough evaluation of the financial and operational impacts is being conducted before proceeding with negotiations.			

Signature: _____
 Productivity Manager Name: _____

Date 2/6/25

Signature: _____
 Department Head Name: _____

Date 2/14/2025.

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

ANNUAL STATUS REPORT

Date 1/16/2025		Grant/Loan Number 21.12
Department Public Health		
Project Name Electronic Plan Check System		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div align="center"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>This project will implement an electronic plan review system to replace the paper-based plan review system currently in place. The grant funds will pay for equipment, software licensing, installation of software and staff training on the use of the software. The funding for this project includes the licensing and maintenance for three years.</p>		
Funding Status		
Total Grant Amount: \$208,000	Total Loan Amount: N/A	Total Withdrawn to Date: \$208,000 Total Principal Repaid to Date: N/A Total Interest Repaid to Date: N/A
Expenditures	Savings	Revenue
Total Estimated Expenditures: \$208,000	Total Estimated Savings: N/A	Total Estimated Revenue: N/A
Expenditures to Date: \$202,415.97	Savings to Date: N/A	Revenue to Date: N/A
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p><u>Project Status:</u> The electronic plan check system, through procurement of Bluebeam software and equipment, has been a game changer for our Plan Check teams as well as the industry we serve. We are working to obtain renewal of software licensing to fully complete the implementation of this process and ensure our team members have the tools and support they need to continue providing excellent service. Although the grant ended June 30, 2024, an extension was requested and granted until December 31, 2024. However, due to unforeseen delays in the procurement process, we find that another extension is needed to acquire the additional resources. To this point, we would like to respectfully request a project extension on the terms of this grant to July 31, 2025. There will be no change to the withdrawal schedule.</p> <p><u>Significant Accomplishments:</u> This project modernized Public Health's plan review processes to allow submission of electronic based plans that can be shared, reviewed, corrected, and marked up electronically, increasing efficiency. The addition of this technology eliminates the need for costly and environmentally unfriendly paper-based plans to be printed, transported, and stored, which also minimizes our carbon footprint. Customers appreciate this service as it saves them time in transporting physical paper plans to Public Health, as well as the costs involved in printing the plans.</p> <p><u>Major Problems:</u> None to report.</p> <p><u>Objectives:</u> Public Health will continue to outreach to industry to provide awareness on the electronic plan review availability and will provide guidance on plan submission.</p>		

Signature: 
Productivity Manager Name: Jane Lam, MPH

1/27/25
Date

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

1/25/25
Date

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

ANNUAL STATUS REPORT

Date 1/16/2025	Grant/Loan Number 22.13	
Department Public Health		
Project Name Department of Public Health Disease Defense Force		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>The Department of Public Health (DPH) Disease Defense Force grant is a project to purchase, build, and implement an electronic health record system for DPH Employee Health Services (EHS). The Productivity Investment Fund provided a grant of \$267,250 to purchase an employee health system for DPH EHS. The proposed system would manage the health services delivered to DPH employees, enable auditing of employee compliance with EHS required exams, and provide a DPH Employee Portal to upload proof of vaccinations and access to EHS services from employee office locations. In addition, employees would be able to upload other documents, complete questionnaires, and request copies of EHS records from their workstations and save travel times to EHS offices. It is projected that this system would improve the efficiency of DPH EHS with increased availability of data on employee compliance, expedited management of clearances from Occupational Health Program, and decreased mileage costs to Los Angeles County with the expedited processing of employee records through the Employee Portal.</p>		
Funding Status Total Grant Amount: \$267,250	Total Loan Amount: N/A	Total Withdrawn to Date: \$214,750 Total Principal Repaid to Date: N/A Total Interest Repaid to Date: N/A
Expenditures Total Estimated Expenditures: \$267,250 Expenditures to Date: \$0	Savings Total Estimated Savings: N/A Savings to Date: N/A	Revenue Total Estimated Revenue: N/A Revenue to Date: N/A
Brief description of project's status, major problems, significant accomplishments, and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>This project is currently pending completion. DPH has identified employee health system needs, developed technical specifications for the system, and initiated the procurement process, which has been delayed due to the challenges noted below. DPH is actively working to resolve these challenges so that EHS can complete the purchase and implementation of the employee health system.</p> <p>After reviewing EHS needs, DPH proposed to purchase the Cority ReadySet employee health system, which is currently used by other large private workforces nationally and in California, including the Los Angeles County Department of Health Services (DHS). There are significant benefits to using this system, which meets DPH's technical specifications, would allow for sharing of employee records for employees who transfer between the Departments, and could result in training and technical efficiencies for both Departments.</p> <p>Given these benefits, DPH sought to use the Online Requisition (OLR) system to obtain a purchase order for the payment of services from Cority. The OLR was submitted in July 2022 and reviewed by the Internal Services Division (ISD) in November 2022. However, following discussion between the DPH Chief Medical Information Officer (CMIO), ISD and DPH Procurement, ISD recommended that a contract be put out for bid because the ReadySet system has less features than the Cority EHS system that is in place with DHS. DPH prepared an updated questionnaire and new technical specifications and ISD put the project out for bid in September 2024. However, due to a technical glitch with the ISD bidding process, no vendors were able to bid on the solicitation.</p> <p>DPH actively worked with ISD to address the issues identified with the initial bidding process and expedited the re-release of a solicitation. The CMIO met again with ISD on November 22, 2024, and requested that the Request For Proposals (RFP) for this software should again be put out to bid by ISD. ISD put this project back out to bid in December 2024 and Cority was selected as the successful bidder.</p> <p>We are requesting a no-cost extension to December 31, 2027 as the project has faced significant procurement and vendor challenges. At present, ISD is working with DPH and the selected vendor, Cority, to expedite the contracting process. Once the contract has been executed, the project will be implemented and DPH will follow the subsequent steps proposed in the application with an adjusted timeline (see below). There will be no changes to the withdrawal schedule. Approval of this requested extension will allow DPH to build on the many staff hours invested in this project to date, to work to achieve the desired aims and</p>		

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

efficiency gains from project implementation.

New Proposed Timeline:

Year 1 (by December 31, 2025) >> contract & initiation fees + maintenance fees (first annual subscription fee)

Year 2 (by December 31, 2026) >> maintenance fees (second annual subscription fee)

Year 3 (by December 31, 2027) >> maintenance fees (third annual subscription fee)

Signature: _____

Productivity Manager Name: Jane Lam, MPH

1/27/25

Date

Signature: _____

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

1/25/25

Date

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

ANNUAL STATUS REPORT

Date 1/16/2025	Grant/Loan Number 23.6
Department Public Health	
Project Name Equitable Community Collaboration for Healthy and Joyous Black Births	
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>The Black MotherBoard is a 21-member lived experience advisory board to ensure that pregnant people and new moms (1-5 years postpartum) most impacted by maternal and infant health disparities are directly engaged in and equitably influencing countywide maternal health policy.</p> <p>The PIF <i>Equitable Community Collaboration for Healthy and Joyous Black Births</i> grant has enabled the Department of Public Health (DPH), Department of Health Services (DHS), and the African American Infant and Maternal Mortality Prevention Initiative (AAIMM) to:</p> <ul style="list-style-type: none"> Invest in the creation of policies, program decisions, and services to reflect social, economic, and cultural community preferences of the Black birthing community, and Enhance AAIMM's policy leadership by implementing a collaborative group of systems-impacted individuals. 	
Funding Status Total Grant Amount: \$882,000	Total Loan Amount: N/A
Total Withdrawn to Date: \$504,000 Total Principal Repaid to Date: N/A Total Interest Repaid to Date: N/A	
Expenditures Total Estimated Expenditures: \$882,000 Expenditures to Date: \$184,275	Savings Total Estimated Savings: N/A Savings to Date: N/A
Revenue Total Estimated Revenue: N/A Revenue to Date: N/A	
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>The Equitable Community Collaboration for Healthy and Joyous Black Births project has made significant progress since its inception, achieving critical milestones and building a strong foundation.</p> <p>The MotherBoard application process, conducted between March and May 2024, received an overwhelming response with 149 applications. After conducting over 50 interviews, 21 members were selected, ensuring representation from all five (5) Supervisorial Districts in LA County.</p> <p>In the area of research and evaluation, the project was awarded a grant from the UCLA Clinical and Translational Science Institute (CTSI) to conduct an 18-month evaluation. Collaborating with the UCLA CTSI Community Engagement & Research Program Evaluation team, draft evaluation standards were developed to ensure a comprehensive assessment of the project's impact. The evaluation launched in summer 2024 with a pre-survey completed by all 21 MotherBoard members and 46 stakeholders.</p> <p>MotherBoard orientation efforts began in July 2024 with a dedicated session, followed by the initiation of monthly meetings in September. These meetings covered key topics, including presentations on DPH Division of Maternal, Child, and Adolescent Health (MCAH) and AAIMM programs, the DHS MAMA's Neighborhood Program, and planning for member-driven initiatives.</p> <p>The MotherBoard's work has been recognized through various presentations, including at the Black Mamas Matter Alliance Conference in Atlanta, GA, in September 2024. Additional presentations have been delivered to DPH and DHS leadership, the AAIMM Steering Committee, Community Action Teams, AAIMM Policy and Advocacy Workgroup, and the Southern California Healthcare DESCIPHER Symposium.</p> <p>Throughout these activities, AAIMM County and community partners have been active collaborators, participating in application design, interviews, and evaluation processes. Looking ahead, the MotherBoard is positioned to advance its collaborative</p>	

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

planning efforts with DPH and DHS while expanding engagement in community-building and policy activities within the AAIMM Prevention Initiative.

A contract between DPH and Southern California Grantmakers is expected to be executed in December 2024 for \$512,125 to maintain AAIMM Policy & Advocacy workgroup activities and consultant services to provide professional development for MotherBoard members beyond the PIF grand funding period. DPH will use the remaining PIF grant funds to hire an Assistant Health Analyst to support program development, implementation, and oversight.

Signature: _____

Productivity Manager Name: Jane Lam, MPH

1/27/25

Date

Signature: _____

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

1/25/25

Date

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

ANNUAL STATUS REPORT

Date December 13, 2024		Grant/Loan Number 24.12
Department Public Health		
Project Name Park Rx Los Angeles County Initiative		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>The Park Rx Los Angeles County Initiative (Park Rx LAC) is a two-year pilot program designed to enhance physical and emotional well-being through a collaborative approach involving physicians at LA General Medical Center, Olive View-UCLA Medical Center, local colleges and universities, and community parks. Physicians at several Department of Health Services (DHS) clinics will refer patients to physical activity programs offered at two local parks; kinesiology students from regional educational institutions will help run these programs as part of their academic internships and/or volunteer assignments.</p> <p>Park Rx LAC seeks to leverage existing County resources to establish a seamless, HIPAA-compliant, closed-loop system for sharing information between DHS physicians and the physical activity programs at local parks, thereby enhancing community experiences with physical activity and health promotion activities. In addition, the program intends to facilitate a learning collaborative with local colleges and universities to promote peer learning, networking, and sharing of best practices on community-clinical linkages that can help replication of similar physical activity collaborations between the healthcare sector and community parks. Below and attached are sample program workflows and resources that are presently in development.</p> <p>Link: Park Rx LAC One Degree landing page</p> <p>Attachments:</p> <ul style="list-style-type: none"> • Park Rx LAC – Hazard Park Flyer (English & Spanish, 2 pages) • Park Rx LAC – Written Rx LA General Medical Center (English & Spanish, 2 pages) • LA General Medical Center Draft Workflow (1 page) • Olive View-UCLA Medical Center Draft Workflow (1 page) 		
Funding Status		
Total Grant Amount: \$598,500	Total Loan Amount: N/A	Total Withdrawn to Date: \$11,085.80 Total Principal Repaid to Date: N/A Total Interest Repaid to Date: N/A
Expenditures	Savings	Revenue
Total Estimated Expenditures: \$598,500	Total Estimated Savings: N/A	Total Estimated Revenue: N/A
Expenditures to Date: \$0	Savings to Date: N/A	Revenue to Date: N/A
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>Project Partnerships The success of Park Rx LAC relies on strong partnerships across clinics, parks, and higher education institutions in the North and South teams for this pilot project. The North team consists of Olive View-UCLA Medical Center (OVMC), the City of San Fernando, the Los Angeles Community College District (LACCD), and Los Angeles Mission College (LAMC), while the South team includes LA General Medical Center (LAGMC), The Wellness Center at Historic General Hospital (TWC), the City of Los Angeles, and California State University, Los Angeles (CSULA).</p>		

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

North Team:

- **Clinic:** Olive View-UCLA Medical Center has selected its Primary Care and Weight Management Clinics as pilot clinics for the Park Rx LAC program. Dr. Courtney Decan and Dr. Nathaniel Pedley are the clinical champions for the initiative at this location. Park Rx LAC received full Institutional Review Board (IRB) approval in late December, permitting Drs. Decan and Pedley to begin referring patients in January. OVMC's clinic workflow is linked above.
- **Park:** Park Rx LAC programming is currently taking place at the City of San Fernando's Recreation Park every Monday, Wednesday, and Friday from 8:15 to 9:15 AM. The city is prepared to accept Park Rx LAC patient participants as soon as OVMC champions begin referring them. The city has agreed to onboard students from local colleges and universities as volunteers, with the city providing liability coverage for these volunteers.
- **Education:** A verbal agreement has been made with LACCD's Los Angeles Mission College campus to provide fitness programming at Recreation Park for Olive View-UCLA patients. LACCD has begun offering a course to prepare students to safely deliver fitness programming. The development of an additional course that will provide academic credit and liability coverage for delivering this programming is currently under discussion; once it is established, it will be tailored for students who complete a preparatory course. Additional discussions are underway regarding potentially creating a Park Rx LAC student club.

South Team:

- **Agreement:** A two-party agreement between the Department of Public Health (DPH) and CSULA is in the final stages of review. This agreement, expected to be finalized in the first quarter of 2025, will serve as a model for future Park Rx LAC locations.
- **Clinic:** Nurse Belinda Ankrah from LAGMC has been designated as the clinical champion for Park Rx LAC at LAGMC and is assisting with the integration of Park Rx LAC services into clinic workflows that include administrative assistance from TWC as described below. Linked above are the LAGMC clinic workflow and a sample (written) Park Rx prescription for patients.
- **Park:** The City of Los Angeles has agreed to a Right of Entry (ROE) with CSULA, allowing CSULA to deliver fitness programming at LA City's Hazard Park. CSULA has completed the ROE form, which has been submitted to the City for processing. The executed ROE will be included as an exhibit in the two-party agreement. Linked above are the English and Spanish promotional flyers for the Hazard Park programming.
- **Education:** CSULA is now offering a preparatory course and subsequent internship course for academic credit for students to safely deliver fitness programming. A verbal agreement has been secured with CSULA to offer fitness programming at Hazard Park for LAGMC patients.

Park Rx LAC DHS Clinic Referral Workflow

In accordance with the Commission's guidance during project development, Park Rx LAC is utilizing established and secure County referral pathways to streamline the provider experience when recommending physical activity to patients. These pathways include the eConsult system and the One Degree platform. Efforts are underway to optimize these platforms, reducing the time burden on providers participating in Park Rx LAC. For example, a Park Rx LAC landing page on One Degree was successfully launched in September 2024 for provider's use (linked above).

The Wellness Center at the Historic General Hospital (TWC) has been contracted through Public Health's competitive solicitation process to play a key role in community engagement. TWC will focus on outreach to patients participating in LAGMC, assisting with securing patient consent, creating One Degree accounts, and conducting patient surveys. TWC staff have completed training on the One Degree platform, and subcontracts with LAMC and a park programming expert for curriculum development and Learning Collaborative support are currently in progress.

For context, TWC is a multidisciplinary community resource hub located on the LAGMC campus. It offers culturally sensitive, evidence-based services that address the health and social needs of patients and community members, including legal aid, food assistance, and chronic disease management.

Program Evaluation

Park Rx LAC received full approval from the Public Health IRB on December 26, 2024, and evaluation efforts began in January 2025.

Additional Project Staffing

A temporary personnel services contract for the grant Project Coordinator has been executed with R.L. Kline. The project Coordinator has been recruited and onboarding will be completed by early February 2025.

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

In summary, Park Rx LAC is progressing as planned, driven by strategic partnerships, active stakeholder engagement, and ongoing evaluation processes. In the upcoming months, continued efforts will focus on finalizing written partnership agreements, convening the Learning Collaborative, and collecting baseline evaluation data.

Signature: _____

Productivity Manager Name: Jane Lam, MPH

1/27/25

Date

Signature: _____

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

1/25/25

Date

Park Rx

Los Angeles County

Monday, Wednesday, Friday
9:00 am – 10:00 am

Hazard Park
2230 Norfolk St. Los Angeles, 90033

FREE 
FITNESS
CLASSES

What should I **expect**?

- Free Group Fitness Classes
- Friendly Fitness Specialist
- Personalized Attention
- All Fitness Levels Welcome
- Free Parking

What should I **bring**?

- Comfortable Clothes
- Comfortable exercise Shoes
- Water
- Invite Friends/Family over 18

Ask Your Doctor/Nurse Today!



Park Rx LAC is possible through a grant from the Los Angeles County Quality and Productivity Commission

Park Rx

Condado de Los Angeles

Lunes, Miércoles, Viernes
9:00 am – 10:00 am

Hazard Park
2230 Norfolk St. Los Angeles, 90033

CLASES DE
ACTIVIDAD
FÍSICA
GRATUITAS

¿Qué debo esperar?

- Clases de actividad física en grupo gratuitas
- Especialista de ejercicio amable
- Atención personalizada
- Todos los niveles de condición física son bienvenidos
- Estacionamiento gratuito

¿Qué debo llevar?

- Ropa cómoda
- Zapatos cómodos para hacer ejercicio
- Agua
- Invita a amigos/familiares mayores de 18 años

¡Pregúntale a tu médico/enfermero hoy

Park Rx LAC es posible gracias a una subvención de la Comisión de Productividad y Calidad del Condado de Los Angeles





Patient Name: _____

Your medical team at the **East/West Adult Primary Care Clinic**
has reserved you a spot for fitness classes at the park.

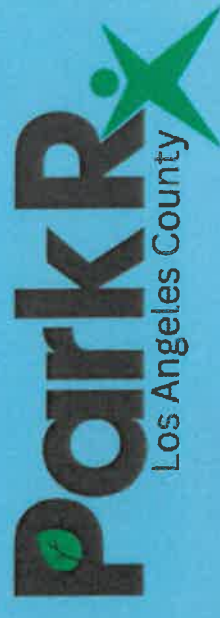
**SCHEDULE YOUR CLASS WITH
THE WELLNESS CENTER
(213) 784-9191**

Monday - Friday 8:30 am - 5:00 pm



Park Rx LAC is possible through a grant from the Los Angeles County Quality and Productivity Commission.





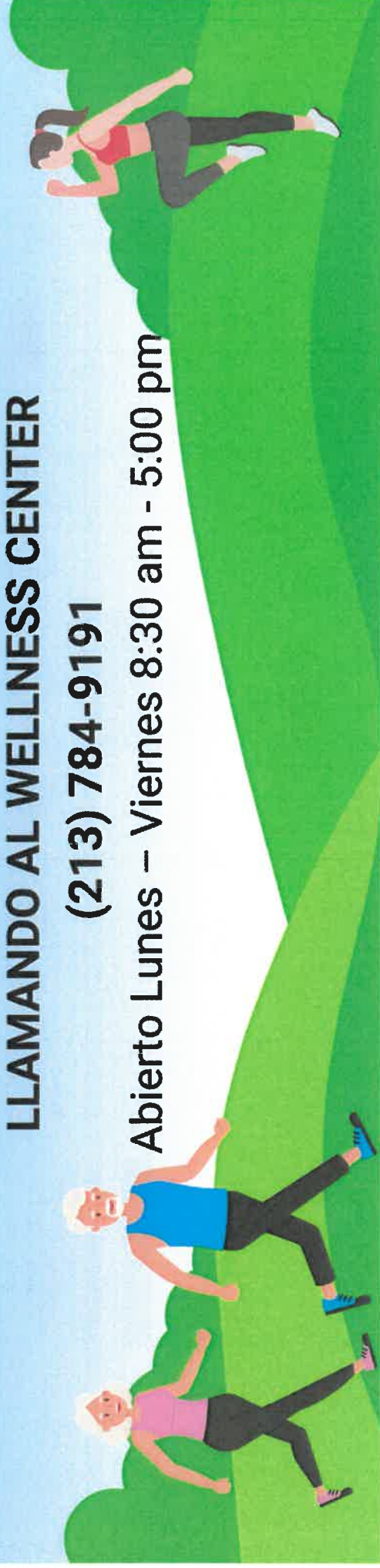
Nombre del paciente: _____

El equipo médico en la Clínica Médica para Adultos Este/Oeste ha reservado un lugar para usted en las clases de actividad física en el parque.

**PROGRAME SU CLASE EN EL PARQUE
LLAMANDO AL WELLNESS CENTER**

(213) 784-9191

Abierto Lunes – Viernes 8:30 am - 5:00 pm



Park Rx LAC es posible gracias a una subvención de la Comisión de Productividad y Calidad del Condado de Los Ángeles

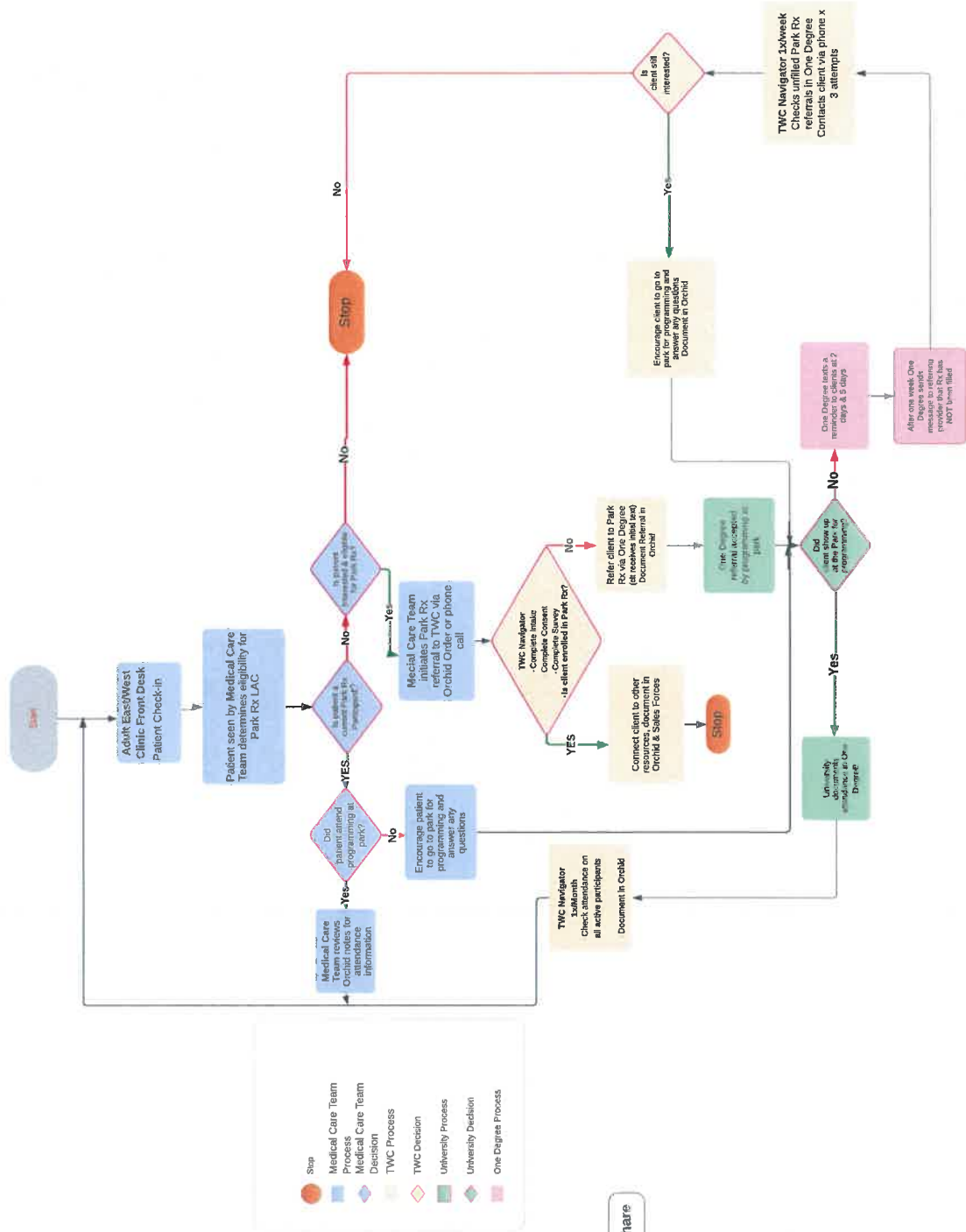
**Los Angeles General
Medical Center**
Exceptional Care. Healthy Communities.



Quick tips

Conditional formatting

Conditional formatting offers a great way to highlight important information or visually alert you when something needs attention. Learn how to use Conditional Formatting here.



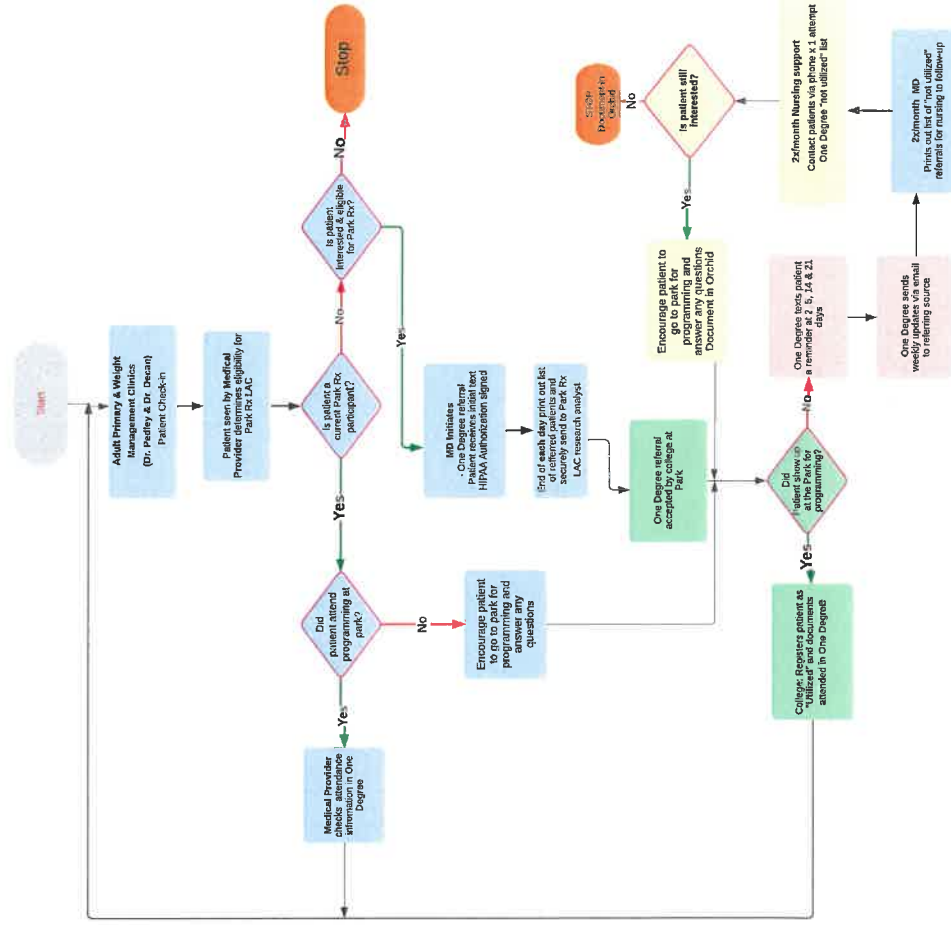
Quick tips

Conditional formatting

Conditional formatting offers a great way to highlight important information on a table or chart, so that you can draw the viewer's attention. Learn how to use Conditional Formatting here.

Flowchart key

- Stop
- Medical Provider Process
- Medical Provider process
- Nursing Support Process
- Nursing Support Process
- College Process
- College Division
- One Degree Process



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

ANNUAL STATUS REPORT

Date 1/16/2025		Grant/Loan Number 24.15
Department Public Health		
Project Name Community Public Health Teams (CPHT): Communications Solutions to Improve Quality and Productivity		
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>The Community Public Health Teams (CPHTs) Communications Solutions to Improve Quality and Productivity project will use PIF funding to hire a communications agency to develop localized messaging and strategies to increase awareness and participation in the 10 CPHT project service areas and strengthen overall communication capacity for the project partners.</p> <p>The CPHT project comprises 10 teams, each consisting of a community-based organization, a healthcare partner, and dedicated Department of Public Health (DPH) staff. This collaborative effort creates cohesive, community-driven teams tasked with outreach, engagement, and service provision within specific micro-service areas (SAs), accommodating 8,000-13,000 households per CPHT. Operating under a shared leadership model, CPHTs collaborate closely with their communities to discern local health priorities, bridge gaps in health outcomes, and improve conditions essential for overall health and well-being.</p> <p>To achieve these objectives, each CPHT adopts five core strategies:</p> <ul style="list-style-type: none"> • Conducting annual household needs assessments • Facilitating connections to essential healthcare and social services • Gathering and analyzing health-related data from residents and secondary sources • Hosting regular meetings with community members to disseminate data, identify health concerns collaboratively, and formulate action plans • Mobilize partnerships to advance health equity and enhance community conditions <p>This innovative model of public health service delivery has the potential to significantly reduce long-term public health and healthcare costs. By conducting household outreach, this project aims to bolster access to primary care and early detection of communicable diseases. Furthermore, it could serve as a blueprint for coordinated efforts among public health entities, healthcare providers, and community stakeholders in advancing health promotion, disease prevention, and treatment.</p> <p>However, the novelty of deploying health workers to conduct household assessments and offer services presents foreseeable challenges pertaining to trust and awareness. In SAs, apprehensions about the project's legitimacy or misconceptions about its benefits may lead to reluctance or refusal among households to participate. Securing the necessary funding would enable strategic culturally-responsive and equity-driven marketing efforts to raise awareness about CPHTs and encourage greater community engagement. Establishing trust and awareness through this project has the potential to establish long-term relationships among community members, partner agencies, and DPH, fostering sustained collaboration and impact.</p>		
Funding Status		
Total Grant Amount: \$750,000	Total Loan Amount: N/A	Total Withdrawn to Date: \$250,000 Total Principal Repaid to Date: N/A Total Interest Repaid to Date: N/A
Expenditures	Savings	Revenue
Total Estimated Expenditures: \$250,000	Total Estimated Savings: N/A	Total Estimated Revenue: N/A
Expenditures to Date: \$187,500	Savings to Date: N/A	Revenue to Date: N/A
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): September 2024 On September 16, 2024, the Los Angeles County Department of Public Health submitted a Notification of the Use of Delegated Authority to Execute an amendment to a Master Agreement Work Order with Team Friday, Inc. for Community Based Communications and Engagement Campaigns Media Services. Team Friday is a marketing agency supporting the Department of Public Health by providing media services to coordinate and expand communication reach and engage with diverse countywide		

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

audiences. This Delegated Authority enabled Team Friday to begin supporting the CPHT Communications Solutions to Improve Quality and Productivity project for a portion of the Phase 1 activities from September to October 2024. An amendment to Team Friday's existing contract with DPH was presented to the Board of Supervisors in November 2024. This amendment was approved to include the remaining phases of the project (November 2024 to August 2025).

The project began Phase 1, Research & Discovery, in September 2024. The DPH Community Engagement Unit (CEU) and Team Friday have been meeting monthly (September 18, 2024; October 9, 2024; October 16, 2024; November 14, 2024; December 18, 2024) to plan project implementation. An orientation meeting was held with all 10 CPHTs on September 26, 2024, to launch the project, introduce Team Friday, and review the role of CPHT partners and expectations for participation in this project over the next year (September 2024 to August 2025).

Team Friday also disseminated a communications assessment survey to understand each CPHT's current efforts and organizational capacity for communications. Through the survey, they asked CPHTs to identify the communication channels that are most effective in reaching their audiences; top communication goals; challenges with communication efforts; feedback on communications from community members; how they are measuring the impact or success of communications efforts; which technology platforms they are currently using; and how Team Friday can be supportive in expanding communications efforts.

October 2024

The CEU in partnership with Rising Communities (RC), held individual in-person meetings with CPHTs beginning in October to focus on relationship building and learn about the process of developing and implementing the CPHT Community Action Plans. Team Friday attended every meeting and had the opportunity to review the project plan, timeline, and also hear valuable insights into how CPHTs are engaging the community and communication strategies attempted that have worked or did not work. Team Friday also met with individual CPHTs this month to conduct introductory interviews. CPHT partners were invited to share information to help Team Friday understand the type of outreach that teams are doing in communities, messaging currently used by CPHTs, who the audience is for each CPHTs, if there is existing creative to build upon or if the team wants to explore a new direction, and what capacity building training topics will be most helpful for communications in each team.

November 2024

Team Friday used the information gleaned from the communications assessment survey, individual in-person meetings with each team, and introductory interview meetings to draft an initial communications plan for each CPHT. Each communications plan is tailored to meet the individual needs and goals of each team. The plan describes the current landscape of the CPHT including demographic insights of the service area, existing communication channels, and challenges and barriers CPHTs are experiencing. The plan outlines priority goals, strategies, tactics, and roles for all partners including Team Friday and CEU. The monitoring and evaluation section of the plan provides teams with sample metrics they can track and measure to ensure communication strategies are effective. Team Friday also projected next steps the CPHTs will take in Phase 2 and 3 of the project to ensure awareness of upcoming assignments and approvals needed to move forward.

In addition to working individually with each CPHT, Team Friday identified connecting themes and throughlines between communities and partners that can be utilized to help promote the overall CPHT project by DPH and RC.

December 2024

Team Friday shared a tailored draft communications plan with each of the 10 CPHTs. CPHTs were given time to review and revise plans and provide general feedback. These plans provide a foundation for community-focused communications outreach and include an overview of community demographics, key communication objectives, strategies, and tactics that provide guidance throughout the duration of this project. Team Friday and four CPHTs have finalized their plans. These plans serve as a reference for Team Friday to collaborate with CPHTs and community members to co-develop localized messages.

Phase 2, Development of Local Messaging & Plan for Deployment, began in December 2024. Phase 2 builds on communication plans with customized messaging, materials, and capacity-building resources to address local, geographic, and audience-specific needs and effectively support CPHT partners. Expected deliverables include local messaging plans, creative briefs, marketing materials, and capacity building training sessions.

Team Friday also drafted copy points about CPHT for the organizations to use in printed and digital materials to facilitate consistency in messaging. In response to feedback from CPHTs for DPH to promote the CPHT project, Team Friday started planning a social media campaign that spotlights each CPHT.

January 2025

Team Friday co-identified two capacity-building training sessions for CPHT partners to ensure sustainability and effective communication. The first training on January 29, 2025 will be a social media training that provides guidelines, best practices, and tips for successfully using social media to engage local communities. The second one will be a media training on February 26, 2025 that covers storytelling and utilizing this mechanism for community engagement. Team Friday also plans to host monthly office hours for CPHTs between February 2025 and July 2025 to provide post-training meeting opportunities, technical assistance, and additional coordination.

Invoices

- 9/1/24-9/30/24: \$62,500 (payment processed 11/13/24) for Research & Discovery Phase 1.1
- 10/1/24-10/31/24: \$62,500 (payment processed 11/26/24) for Research & Discovery Phase 1.2
- 11/1/24-11/30/24: \$62,500 (payment processed 12/20/24) for Research & Discovery Phase 1.3

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

Signature: _____

Productivity Manager Name: Jane Lam, MPH

1/27/25

Date

Signature: _____

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

1/25/25

Date

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

ANNUAL STATUS REPORT

Date 1/16/2025	Grant/Loan Number 25.1
Department Public Health	
Project Name Help Me Grow – Supporting Wellness in Families Together (HMG SWIFT)	
Brief Description of Project (If available, please include graphics, videos, and/or photos with your report): <div style="text-align: center;"> <input type="checkbox"/> Revenue-Generating <input checked="" type="checkbox"/> Service Enhancement </div> <p>SWIFT's mental health (MH) enhancement aims to improve HMG program quality and efficiency. In the current HMG model, MH concerns of families and staff are addressed in ad hoc/reactive ways and staff turn to agencies who specialize in MH, but these professionals may not focus on families dealing with developmental delays. SWIFT responds proactively to the fact that families with children with developmental concerns or special healthcare needs are known to experience a disproportionate burden of stress and MH needs</p>	
Funding Status Total Grant Amount: \$330,000	Total Loan Amount: N/A
Total Withdrawn to Date: \$0 Total Principal Repaid to Date: N/A Total Interest Repaid to Date: N/A	
Expenditures Total Estimated Expenditures: \$330,000 Expenditures to Date: \$0	Savings Total Estimated Savings: N/A Savings to Date: N/A
Revenue Total Estimated Revenue: N/A Revenue to Date: N/A	
Brief description of project's status, major problems, significant accomplishments and other comments (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): During this time since the inception of the project, the majority of the work completed has been administrative in nature. <ul style="list-style-type: none"> • Staff worked with internal divisions, including DPH contracts and finance, to finalize receipt of funds and to establish fund codes to access funding. • To date, funds have not yet been withdrawn as scheduled because the CEO requested to process a MYBA, which would not be approved until fiscal year 2024-25 Quarter 3. We received approval from the PIF finance team to withdraw both Quarter 2 and 3 funds in Quarter 3 pending MYBA approval and without a change in withdrawal schedule. • Staff procured the services of an As-Needed Temporary Services (ANTP) provider, Healthcare Staffing Professionals (HSP), to recruit and hire the Mental Health Consultant. The job description/duty statement was drafted and approved, and recruitment was initiated through many multiple channels including such as HSP's network, the Help Me Grow Listserv/Newsletter, and sharing in multiple coalition meetings that staff attend. In December 2024, we found a qualified candidate and began the process of onboarding her through HSP and DPH HR. We anticipate this person to start by late January or early February 2025. 	

Signature: 
 Productivity Manager Name: Jane Lam, MPH

1/27/25
 Date

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

1/25/25
 Date

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

FINAL REPORT

Date January 31, 2025	Grant/Loan Number 23.3
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Department

Board Executive Office

Project Name

Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications

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

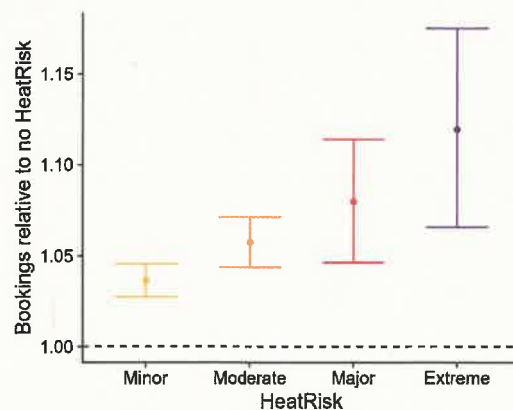
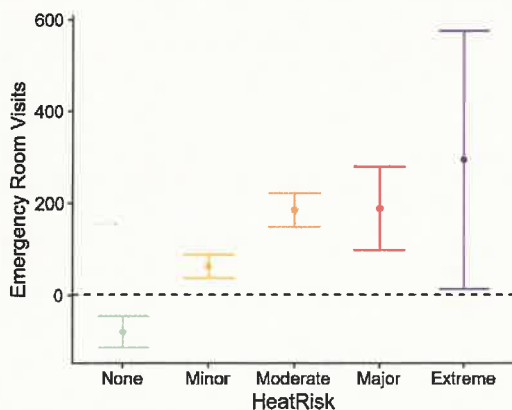
This research project has helped County Departments that provide public-facing services understand how their services and clients are impacted by extreme heat using County administrative/service data and other data sources. Departments lack the in-house expertise to quantify extreme heat impacts and costs, so we contracted a research partner to conduct relevant statistical analyses and develop software that will enable the County to run similar statistical analyses more easily in the future. We also worked with the consultant and relevant Departments to interpret the findings and, as we develop a Board-mandated County Heat Action Plan, will use the findings to inform the development of new solutions for effectively mitigating and responding to extreme heat impacts through service and operation changes.

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

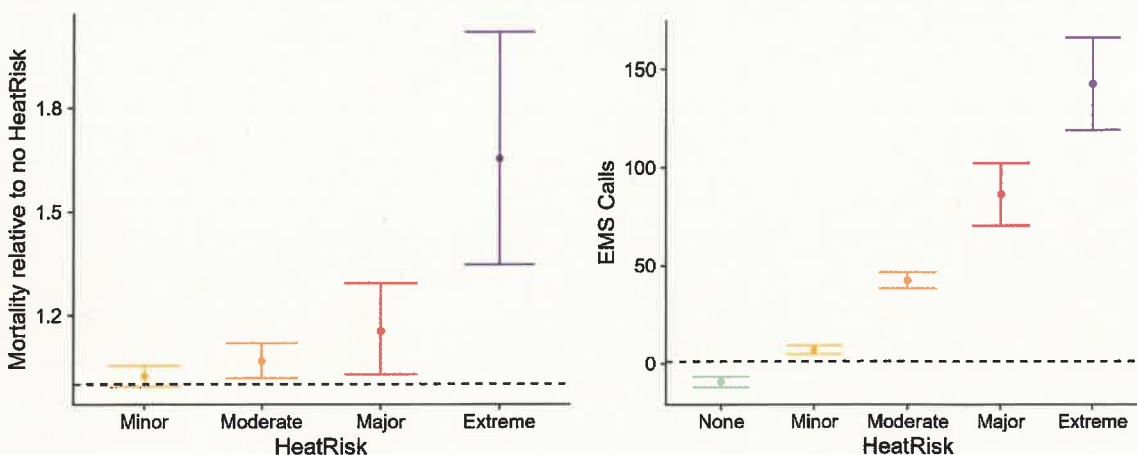
The project's primary outputs consisted of one report (which can be found [here](#)) and one software package ([here](#)). The consultants additionally published a peer-reviewed research article on a subset of the findings ([here](#)). Top findings from the reports include:

- In 2014-2019, Extreme HeatRisk days saw a 15% increase in Emergency Medical Service requests, 12% increase in bookings for violent offenses, and 65% increase in coroner-investigated deaths
- Annually, any level of HeatRisk was associated with approximately 211 coroner-investigated deaths
- The excess demand on the LAC Fire Department and emergency rooms throughout the County during a single 2022 heatwave cost an estimated total of \$4 million

Key figures from the report



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

CSO is coordinating with Departments to develop strategies for mitigating the impacts and costs outlined above; for example, the Fire Department has identified that the data can be used to build support for a change in state policy that would enable the Department to access state funds more easily for augmented staffing during extreme heat. Further, the Department of Public Health is working with health service providers to improve their surge capacity and preparedness for extreme heat. Notably, the impacts and costs accrue across many sectors, such that the cost savings of service improvements in one sector may not be captured entirely within that same sector. The diffuse costs and benefits of heat impacts and resilience strategies are one of the reasons why it is important for the County to develop a whole-of-government heat action plan; CSO is currently leading the development of said plan.

The software package is available for future County use; CSO is in discussions with multiple partners regarding the tool's potential applications, and we anticipate that it will help build the capacity of the Office of Environmental Justice and Climate Health (newly established within the LAC Department of Public Health, by Board direction) to fulfill the fourth pillar of its Strategic Plan ("Collect, interpret, and share accessible, actionable environmental justice and climate health data...).

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

The funding paid for the following consultant services:

- In consultation with relevant departments, develop detailed plans for analytical methodology: \$20,000
- Pilot the analysis of County service impacts using data from DHS and one other department: \$50,000
- Develop cost estimates for excess service utilization: \$20,000
- Identify interactions between services/client populations in relation to extreme heat: \$20,000
- Develop a software package and guide for additional / future County analyses: \$30,000
- Final report on findings and recommended next steps: \$10,000

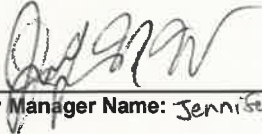
Total Grant Amount: \$150,000

Total Loan Amount: \$

Total Withdrawn to Date: \$150,000
Total Principal Repaid to Date:

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

Program Cost (Salaries and benefits; Services and Supplies; Fixed Assets; Other Charges) Total Program Cost: <u> \$150,000 </u>	<div style="text-align: right; border-bottom: 1px solid black; margin-bottom: 10px;">Total Interest Repaid to Date:</div> Annual Cost Benefits: Please check one: ___ one time cost benefit ___ ongoing cost benefit Total estimated cost benefits in a 12-month period: <ul style="list-style-type: none">• Savings: _____• Cost Avoidance: _____• Revenue: _____
--	--

Signature: 
Productivity Manager Name: Jennifer M. Wicks

2/19/2025
Date

Signature: 
Department Head Name: _____

2/20/2025
Date

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

FINAL REPORT

Date February 7, 2025	Grant/Loan Number 20.23
Department Department of Human Resources	
Project Name Bias Mitigation Strategies for Emergency Responders	
DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>A customized online training was developed in response to the COVID-19 public health crisis for all County of Los Angeles (County) employees on explicit and implicit bias mitigation. The Project sought to help employees acquire strategies and techniques for handling biased speech and conduct from the public they serve and mitigating feelings about service recipients based on, but not limited to, their characteristics such as race, ethnicity, and gender identity. This was achieved with specific bias mitigation strategies and techniques provided in 20-minute online training videos that were made available to all County employees.</p> <p>Starting in January 2024 three training videos were uploaded:</p> <ol style="list-style-type: none">1. Mitigating Bias in Emergency Response – Equity: Leave No One Behind2. Mitigating Bias in Emergency Response – A Discussion from a First Responder Agency Perspective3. Mitigating Bias in Emergency Response – A Discussion from a Health Services Perspective <p>In August 2024, the Department of Human Resources (DHR) made the training available to all County employees.</p> <p>Specific on-the-spot bias mitigation strategies and techniques were provided in a 20-minute training video. Staff from DHR Workplace and Employee Development Division collaborated with the Chief Executive Office’s Anti-Racism Diversity and Inclusion Division to ensure that the project aligned with the County’s overarching equity initiative. Core learning constituents [e.g., Firefighters, Sheriff, medical professionals, and Disaster Service Workers (DSW)] reviewed and evaluated the eLearning training content, and participants from the webinars reviewed and approved them.</p> <p>The webinar discussions with County first responders and bias mitigation subject matter experts were uploaded to Talent Works in January 2024. The primary video Mitigating Bias in Emergency Response - Equity: Leave No One Behind was uploaded in Talent Works in February 2024. In August 2024, DHR rolled out the training Countywide and made it available to all County employees.</p>	

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

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

Each course's core learning content was delivered in-person to large groups of public safety and health workers. After the in-person training was delivered, the online versions were uploaded into Talent Works.

The following online training courses (linked below) are now available in Talent Works for all County employees:

1. [Equity: Leave No One Behind](#)
2. [Mitigating Bias in Emergency Response: A Discussion from a First Responder Agency Perspective](#)
3. [Mitigating Bias in Emergency Response: A Discussion from a Health Services Perspective](#)

As of December 12, 2024, a total of 1,421 staff have completed the online version of the training. Interestingly, while the webinars were originally designed to target first responders and healthcare workers, other employees have taken the courses.

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

The Project filled a critical gap in the existing training programs on diversity, implicit bias, and equity policy as it targeted a very specific group of emergency responders both in the safety and health service sectors where it is most crucial for workers to learn techniques and best practices for reducing (and eliminating) bias in their interactions with the public they serve.

The high number of staff from non-targeted departments (i.e., Registrar-Recorder) who completed the online courses indicates the Project's effectiveness in addressing the crucial need for mitigating bias across the County.

The Project's full impact mitigating bias can only be truly understood in the light of a long-term assessment of workplace culture and County service care. If there is consideration of making these courses mandatory, we see the greatest potential measurable impact available in our health and human services clusters. Accordingly, the Department of Health Services is currently considering this course as a mandate for their department.

With this final report, the Project is closed and successfully completed.

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

20-minute e-Learning Course = \$39,000

Customized online training and three 1-hour webinars = \$54,000

Total = \$93,000

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

Total Grant Amount: \$ 150,000.00	Total Loan Amount: \$ N/A	Total Withdrawn to Date: \$150,000 Total Principal Repaid to Date: Total Interest Repaid to Date:
Program Cost (Salaries and benefits; Services and Supplies; Fixed Assets; Other Charges) Total Program Cost: <u>\$93,000</u>	Annual Cost Benefits: Please check one: <input checked="" type="checkbox"/> one time cost benefit <input type="checkbox"/> ongoing cost benefit Total estimated cost benefits in a 12-month period: <ul style="list-style-type: none">• Savings: <u>N/A</u>• Cost Avoidance: <u>N/A</u>• Revenue: <u>N/A</u>	

Signature: _____

Productivity Manager Name: _____

Date

2/19/2025

Signature: _____

Department Head Name: _____

Date

2/19/2025

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

FINAL REPORT

Date February 3, 2025	Grant/Loan Number 22.14
Department Department of Human Resources	
Project Name Building Competencies in LGBTQ + Awareness and SOGIE Data Collection (LGBTQ = Lesbian, Gay, Bisexual, Transgender, Queer/Questioning); (SOGIE = Sexual Orientation and Gender Identity/Expression; when referring to data collection the 'E' is omitted since data is not collected on Gender Expression)	
<p>DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):</p> <p>In the summer of 2022, The Department of Human Resources (DHR) conducted an LGBTQ+ and SOGI data training needs assessment. The assessment included interviews with department executives and subject matter experts to better understand specific and identified gaps in knowledge, skills, and abilities around LGBTQ + SOGI data collection within their workforce. DHR shared the findings with the consultant, Janae Hubbard who in-turn created training content aligned with the needs of the departments.</p> <p>To create consistency between the County of Los Angeles (County) already developed data collection initiatives and this training project, Ms. Hubbard drafted two training courses, <i>SOGIE 101: A Workshop</i> and <i>The Ins and Outs of SOGI Data Collection</i>. DHR worked closely with Ms. Hubbard on the training content, and early drafts of the training curriculum were reviewed by experts from across the County who were responsible for collecting SOGI data. This included the Health and Human Services cluster, multiple departments, and employees named on LGBTQ+ and SOGI data collection related Board of Supervisors Motions.</p> <p>From May to December of 2023, DHR hosted five pilot webinar sessions and tested the training method and content structure on an informed audience. Feedback from those pilots allowed Ms. Hubbard to hone the two trainings which were combined into one more impactful course, <i>The Ins & Outs of SOGI Data Collection</i>. To ensure an effective training experience, the webinars were limited to 50 participants per session. The training program was announced on December 20, 2023, the first session was held on January 9, 2024, and the last session was on August 27, 2024. Over 400 employees participated in the training sessions.</p> <p>After the rollout of <i>The Ins and Outs of SOGI Data Collection</i> and evaluation of the <i>Workshop</i> training participants' feedback, it was determined that the best course of action was to convert the <i>SOGIE 101: A Workshop</i> from a webinar format to a web-based training. Additionally, it was concluded that the participants would benefit from a larger-scale review of demographics data collection training in addition to SOGI. As a result, Ms. Hubbard developed an additional training, <i>Data Collection 101: The Importance of Capturing Demographics</i>. Early drafts of this training were reviewed by experts who are responsible for collecting demographic data. These trainings took place in October and concluded in November of 2024, with a total of 83 employees participating in this training.</p>	
<p>RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):</p> <p><i>The Ins and Outs of SOGI Data Collection</i> training program marked a significant milestone in the County's commitment to inclusive data collection practices. Our analysis reveals remarkable progress in participant engagement and skill development across all training cohorts. Satisfaction rates have steadily improved from 85% to 91%, while operational readiness metrics show that over 75% of participants feel highly prepared to implement SOGI data collection practices. These positive outcomes reflect the program's responsive design and commitment to continuous improvement based on participant feedback. In December 2024, Ms. Hubbard submitted a final report, <i>The Ins and Outs of SOGI Data Collection</i>:</p>	

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

Training Assessment & Implementation Analysis (Attachment A). In this report Ms. Hubbard evaluated the effectiveness of the SOGI training program and made recommendations for enhanced role-based training, optimized interactive learning, strengthened implementation support, mandating training, customer service enhancements, and integrating the newly established LA County LGBTQ+ Commission. This report was presented to DHR executive staff and the Executive Director of the LGBTQ+ Commission on February 3, 2025. During this meeting, Ms. Hubbard's presentation provided pivotal recommendations for the County's future SOGI and Data Collection work which DHR will share Countywide. This PIF funded pilot project was successful in meeting all objectives and deliverables to properly close out the project.

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

Our comprehensive analysis of the SOGI Data Collection training program reveals a pattern of significant strengths alongside specific opportunities for enhancement. Through careful examination of participant feedback and performance metrics, we have identified key areas of success that can be leveraged for future development, as well as targeted areas for improvement that will strengthen the program's overall effectiveness.

STRENGTHS

The program demonstrates exceptional performance in three critical areas, Facilitator Excellence, Material Clarity, and Interactive Learning Success, which form the foundation of effective training delivery. These strengths not only validate our current approach but also provide a solid framework for future program expansion.

Facilitator Excellence

The quality of facilitation emerges as a standout strength of the program, with 70-80% of participants consistently rating facilitators as "Very Effective." This high rating reflects not just technical competence, but the crucial ability to create safe, inclusive learning environments where participants feel comfortable engaging with sensitive topics. The facilitator has shown skill in managing complex discussions while maintaining professional boundaries and ensuring all voices are heard.

Material Clarity

The training materials successfully conveyed complex information in an accessible format, with 85-90% of participants rating them as "Very Clear" or "Extremely Clear." This clarity extends beyond basic comprehension to practical applicability, with participants specifically noting the usefulness of resource materials in their daily work. The materials' success in bridging theoretical understanding with practical application represents a crucial achievement in adult learning principles.

Interactive Learning Success

The program's interactive components have proven particularly effective, with 75% of participants highlighting the value of small group discussions and practice scenarios. This success demonstrates the effectiveness of our experiential learning approach, where participants can safely practice new skills and receive immediate feedback. The high engagement levels in these sessions indicate strong participant investment in skill development.

AREAS FOR ENHANCEMENT

Role-Specific Content Needs

Analysis reveals a clear opportunity to better address the distinct needs of different County roles. Direct service staff, administrative personnel, and leadership positions each demonstrate unique requirements for SOGI data collection implementation. This finding suggests the need for a more nuanced, role-tailored approach to ensure all participants receive training that directly applies to their specific responsibilities

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

Interactive Component Structure

While interactive elements prove highly effective, participant feedback consistently indicates opportunities for structural improvement. Current feedback suggests that more strategic organization of these components - including clearer instructions, optimized group sizes, and increased hands-on practice time could further enhance their effectiveness. This refinement would build upon an already successful aspect of the training while addressing specific participant needs.

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

Curriculum Development = **\$3,000**
Website Development = **\$6,700**
Training Implementation and Presentation = **\$89,300**
Total = **\$99,000**

Total Grant Amount: \$100,000.00

Total Loan Amount: \$0

Total Withdrawn to Date: \$100,000
Total Principal Repaid to Date:
Total Interest Repaid to Date:

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

Total Program Cost: \$99,000.00

Annual Cost Benefits:

Please check one: ☒ one time cost benefit ☐ ongoing cost benefit

Total estimated cost benefits in a 12-month period:

- Savings: N/A
- Cost Avoidance: \$0
- Revenue: N/A

Signature: _____

Productivity Manager Name: _____

Signature: _____

Department Head Name: _____

2/19/2025
Date

2-19-2025
Date

THE INS AND OUTS OF
SOGI DATA COLLECTION:
TRAINING ASSESSMENT &
IMPLEMENTATION
ANALYSIS

Prepared by: Janae
Hubbard, MSW



PREPARED FOR:

Los Angeles County Department of
Human Resources

Janae.l.hubbard@gmail.com

December 2024

ACKNOWLEDGMENTS

Special thanks to Tina Curry and Christina Martinez for their invaluable leadership and support throughout this training and assessment process. Their commitment to inclusive data collection practices and dedication to excellence in County operations has been instrumental in the success of this program.



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EXECUTIVE SUMMARY

The Ins and Outs of SOGI Data Collection training program marks a significant milestone in Los Angeles County's commitment to inclusive data collection practices. This evaluation examines the program's effectiveness in equipping county staff with essential skills for gathering sexual orientation and gender identity data while ensuring respectful and competent service delivery.

Our analysis reveals remarkable progress in participant engagement and skill development across all training cohorts. Satisfaction rates have steadily improved from 85% to 91%, while operational readiness metrics show that over 75% of participants feel highly prepared to implement SOGI data collection practices. These positive outcomes reflect the program's responsive design and commitment to continuous improvement based on participant feedback.

While the overall implementation has been highly effective, the evaluation identified opportunities for enhancement in areas such as role-specific training approaches and interactive learning components. Our recommendations address both immediate implementation needs and long-term sustainability measures.





INTRODUCTION

The Ins and Outs of SOGI Data Collection training program represents Los Angeles County's commitment to inclusive and comprehensive data collection practices. This evaluation tracks the evolution of this initiative through feedback from County employees across multiple departments and sessions throughout 2024, providing rich insights into the training's effectiveness and impact across diverse County operations.

The breadth of participant roles and departments provides a comprehensive view of how SOGI data collection practices can be effectively implemented across diverse County functions. This diversity in feedback sources strengthens our confidence in the program's adaptability and effectiveness across different operational contexts.

“Equality means more than passing laws. The struggle is really won in the hearts and minds of the community, where it really counts.” – BARBARA GITTINGS

TRAINING OBJECTIVES

The program was designed to achieve four specific objectives:

1. Gain and understanding of the policies related to gathering data on Sexual Orientation and Gender Identity (SOGI) at the state, county, and departmental levels.
2. Understand why data collection is important and address any bias (explicit/unconscious), qualms or discomfort they may have regarding the process. Note: We do not collect data on "gender expression."
3. Receive tools and resources to ask SOGI questions effectively, address bias, and build connections with community members.
4. Learn how to handle situations where the data is not collected or when there is a refusal to adhere to the established policy.





ANALYSIS OF OBJECTIVE ACHIEVEMENT

POLICY UNDERSTANDING

Survey data reveals strong achievement in policy comprehension, with 88.2% of participants reporting they "Very Much" understood the policies, while 5.9% achieved "Complete" understanding. This high level of comprehension suggests effective delivery of complex policy frameworks across governmental levels.

DATA COLLECTION IMPORTANCE AND BIAS AWARENESS

The training shows exceptional success in conveying the importance of SOGI data collection, with 94.2% of participants reporting high levels of understanding. More significantly, 76.5% indicated increased confidence in addressing bias, demonstrating the program's effectiveness in tackling sensitive topics.

TOOL AND RESOURCE EFFECTIVENESS

Evaluation data shows that 82.4% of participants rated the provided tools and resources as highly effective. This achievement is particularly noteworthy as it spans both direct service providers (85% comfort level with client interaction) and administrative staff (73% proficiency in data management aspects).

IMPLEMENTATION READINESS

Recent cohorts demonstrate increased capability in handling data collection challenges, with 83.3% reporting high effectiveness ratings and zero participants indicating inadequate preparation. This represents significant improvement from earlier sessions and validates our iterative improvement approach.

KEY FINDINGS

Our comprehensive analysis of the SOGI Data Collection training program reveals a pattern of significant strengths alongside specific opportunities for enhancement. Through careful examination of participant feedback and performance metrics, we have identified key areas of success that can be leveraged for future development, as well as targeted areas for improvement that will strengthen the program's overall effectiveness.

STRENGTHS

The program demonstrates exceptional performance in three critical areas that form the foundation of effective training delivery. These strengths not only validate our current approach but also provide a solid framework for future program expansion.

FACILITATOR EXCELLENCE

The quality of facilitation emerges as a standout strength of the program, with 70-80% of participants consistently rating facilitators as "Very Effective." This high rating reflects not just technical competence, but the crucial ability to create safe, inclusive learning environments where participants feel comfortable engaging with sensitive topics. The facilitator has shown skill in managing complex discussions while maintaining professional boundaries and ensuring all voices are heard.

MATERIAL CLARITY

The training materials have achieved remarkable success in conveying complex information in an accessible format, with 85-90% of participants rating them as "Very Clear" or "Extremely Clear." This clarity extends beyond basic comprehension to practical applicability, with participants specifically noting the usefulness of resource materials in their daily work. The materials' success in bridging theoretical understanding with practical application represents a crucial achievement in adult learning principles.

INTERACTIVE LEARNING SUCCESS

The program's interactive components have proven particularly effective, with 75% of participants highlighting the value of small group discussions and practice scenarios. This success demonstrates the effectiveness of our experiential learning approach, where participants can safely practice new skills and receive immediate feedback. The high engagement levels in these sessions indicate strong participant investment in skill development.

AREAS FOR ENHANCEMENT

While the program shows strong overall performance, our analysis identified two key areas where targeted improvements could significantly enhance training effectiveness.

ROLE-SPECIFIC CONTENT NEEDS

Analysis reveals a clear opportunity to better address the distinct needs of different county roles. Direct service staff, administrative personnel, and leadership positions each demonstrate unique requirements for SOGI data collection implementation. This finding suggests the need for a more nuanced, role-tailored approach to ensure all participants receive training that directly applies to their specific responsibilities and challenges.

INTERACTIVE COMPONENT STRUCTURE

While interactive elements prove highly effective, participant feedback consistently indicates opportunities for structural improvement. Current feedback suggests that more strategic organization of these components - including clearer instructions, optimized group sizes, and increased hands-on practice time - could further enhance their effectiveness. This refinement would build upon an already successful aspect of the training while addressing specific participant needs.

RECOMMENDATIONS

Drawing from our comprehensive analysis, we present a strategic framework of recommendations designed to both enhance immediate program effectiveness and ensure long-term sustainability. These recommendations directly address our key findings while maintaining alignment with the program's core objectives.

IMMEDIATE IMPLEMENTATION

1. Enhanced Role-Based Training Tracks

Our finding that 75% of participants found content relevant, while revealing clear differentiation between service delivery roles, points to a crucial opportunity for enhancement. Direct service staff demonstrated 85% comfort levels in client interaction compared to 73% for administrative staff in data management, indicating distinct training needs.

Recommendation:

- Develop specialized training modules for direct service staff focused on client interaction scenarios
- Create separate tracks for administrative roles emphasizing data management protocols
- Design leadership-specific modules covering policy implementation frameworks
- Implement role-specific evaluation metrics to track effectiveness
- Establish regular review cycles for content relevance

2. Optimized Interactive Learning

With interactive components receiving 75% effectiveness ratings but showing clear opportunities for improvement, we recommend a restructured approach to these vital training elements.

Recommendation:

- Implement standardized facilitation guides with clear objectives
- Maintain optimal group sizes of 4-6 participants

- Enhance scenario-based practice opportunities
- Develop comprehensive feedback mechanisms for interactive sessions
- Create structured debriefing protocols for practice scenarios

3. Strengthened Implementation Support

While 82.4% rated tools as effective, ongoing support needs were identified for consistent application across departments.

Recommendation:

- Create department-specific resource guides
- Establish regular check-in mechanisms
- Develop peer support networks w/ LGBT Champions
- Implement monitoring tools for consistent application
- Design troubleshooting protocols for common challenges

Long-Term Sustainability Measures

4. Commission Integration and Training Mandate

The need for consistent quality assurance and standardized implementation across departments requires a structured governance approach.

Recommendation:

- Integrate LGBTQ+ Commission expertise in content development
- Formalize training as a mandatory requirement
- Develop ongoing quality assurance mechanisms
- Create department-level implementation accountability measures
- Establish regular review cycles with Commission input
- Design impact assessment protocols

5. Customer Service Enhancements

Survey data indicates a critical need for consistent public communication and service delivery strategies.

Recommendation:

- Develop standardized FAQs and informational materials

- Create comprehensive public education resources
- Implement robust frontline staff support systems
- Establish community feedback mechanisms
- Design public engagement assessment tools
- Create response protocols for common inquiries



IMPLEMENTATION TIMELINE

To ensure effective execution of our recommendations, we propose a phased implementation approach that balances immediate needs with long-term sustainability goals.

Phase 1: Immediate Implementation

FOUNDATIONAL ELEMENTS

- Launch role-based training tracks development
- Begin facilitator training on enhanced protocols
- Initiate development of specialized resources

TECHNICAL INFRASTRUCTURE

- Implement optimized interactive learning structure
- Deploy initial implementation support tools
- Establish baseline metrics for success

QUALITY ASSURANCE

- Develop monitoring mechanisms
- Create feedback collection systems
- Establish progress tracking protocols

Phase 2: Sustainability Development

PROGRAM ENHANCEMENT

- Establish Commission integration framework
- Develop customer service enhancement materials
- Create quality assurance mechanisms



STRUCTURAL INTEGRATION

- Begin mandatory training implementation
- Launch department-specific resource guides
- Initiate peer support networks

COMMUNITY ENGAGEMENT

- Deploy public education materials
- Implement frontline staff support systems
- Establish community feedback channels

Phase 3: Long-term Sustainability

SYSTEMIC INTEGRATION

- Complete mandatory training requirement implementation
- Establish regular review and update cycles
- Implement comprehensive quality assurance

CONTINUOUS IMPROVEMENT

- Regular program assessment and refinement
- Ongoing community engagement
- Continuous feedback integration

C O N C L U S I O N

The SOGI Data Collection training program has demonstrated remarkable success in establishing a strong foundation for inclusive data practices across Los Angeles County. Our evaluation reveals significant achievements in participant engagement, skill development, and practical implementation readiness, with satisfaction rates consistently improving from 85% to 91% across training cohorts.

The program's strengths in facilitator excellence, material clarity, and interactive learning effectiveness provide a solid foundation for future growth. These achievements reflect the program's responsive design and commitment to continuous improvement, as evidenced by the strong positive feedback from participants across all county departments.

Looking ahead, the implementation of our recommended enhancements—particularly in role-specific content development and sustainable program governance—will further strengthen this crucial initiative's effectiveness. The proposed combination of immediate improvements and long-term sustainability measures ensures both immediate impact and lasting change.

By maintaining strong partnerships with the LGBTQ+ Commission and emphasizing ongoing community engagement, we can ensure the program continues to meet both operational needs and community expectations. The phased implementation approach allows for careful monitoring and adjustment while maintaining program momentum.

This evaluation demonstrates that the SOGI Data Collection training program is well-positioned to continue its vital role in promoting inclusive and effective data collection practices throughout Los Angeles County. Through the implementation of these recommendations, we can build upon current successes while ensuring long-term effectiveness in serving our diverse community.



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

FINAL REPORT

Date 12/16/2024	Grant/Loan Number 29.1 21.9
Department LA County Library	
Project Name Volunteer Expansion & Management (VEM) Program	
<p>DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):</p> <p>LA County Library utilized Productivity Investment Fund (PIF) funding to promote and improve volunteer coordination and engagement. Prior to this project, individual library locations independently handled and managed their volunteers. This three-year project allowed the Library to transition to a centralized volunteer management system which enhanced efficiency, improved communication and reporting, and provided a more consistent experience for all volunteers.</p> <p>The VEM project consisted of three main phases:</p> <p>PHASE 1: System Implementation This phase focused on successfully procuring and configuring the chosen Volunteer Management System, VolunteerHub. The Volunteer Program Manager worked with the vendor on modifying the system to best meet the unique needs of our large organization. Essentially, each of the 85 County library locations were independently added and integrated into the VolunteerHub system. Library locations were then linked to their Regional Offices which allowed for regional oversight and coordination, as needed. Lastly, all library locations and Regional Offices were linked together to truly form a centralized volunteer management system for LA County Library. Additional restructuring of the system was conducted to ensure that proper permission levels were assigned to correct staff at multiple levels. This entire process took about 18 months to complete.</p> <p>PHASE 2: Training and Materials While implementing Phase 1, the Volunteer Program Manager also ensured that key personnel (including library staff who had active volunteers) received training sessions with the VolunteerHub vendor to gain in-depth knowledge of the system's functionalities. This empowered library staff to effectively use the system in their daily operations with their volunteers (i.e., schedule, track, and manage active volunteers).</p> <p>During this phase, LA County Library also procured necessary ID card printers, software, and supplies which enabled the Library to implement a volunteer ID card system. In addition to helping volunteers feel more included within the Department with personalized badges, the system also enhances security and recognition of our volunteers when they are volunteering on-site and is consistent with County Volunteer policies.</p> <p>PHASE 3: Volunteer Orientation and Resources While implementing Phase 2, LA County Library concurrently worked on the implementation of an orientation video for volunteers. The video is readily accessible on our public website and YouTube channel and serves as a valuable resource for new and existing volunteers.</p>	
<p>RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):</p> <p>Since implementation of the Volunteer Management System, LA County Library has onboarded 1,671 volunteers who have contributed 25,711 hours.</p> <p>Implementation of the system allowed library locations (and management) to more efficiently track volunteers, manage volunteer documentation, and log volunteer hours. By digitizing and centralizing the volunteer management system throughout all library locations, data can now be aggregated much more quickly. Previously, physical copies of volunteer documents were kept at various sites (e.g., library location, Regional Office, and Volunteer Program Manager's office) and it was often a time-consuming process to search through all the documents to compile specific requested information. Information is now centralized and easily accessible online, which eliminates the need to sift through physical files and streamlines overall efficiency for staff at multiple levels.</p> <p>Before the implementation of this system, staff needed to report statistical information regarding their volunteers at the end of each month. However, for urgent request for updated stats, gathering basic information like the number of active volunteers and the total number of hours worked was a cumbersome task for our large organization. These types of requests were typically sent out to all libraries and staff would then complete surveys. Depending on the number of volunteers at each location, this information could take anywhere from 2 to 5 hours to compile per site, leading to a significant investment in staff time across the organization (approximately 170 to 425 hours per request). This manual process had a turnaround time of about a week and made it difficult to get a quick snapshot of our volunteer system. Now, with the centralized system, the same information can be compiled in less than a day for the entire library system and provides clearer, real-time insight into our volunteer program.</p>	

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

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

In addition to improving the efficiency of processing volunteers and reporting volunteer information, LA County Library was able to streamline the volunteer onboarding process by rethinking how the Library welcomes its new recruits. The implementation of the orientation video has been extremely beneficial for staff as onboarding new volunteers can be quite time-intensive, especially for staff who have a lot of volunteers. To streamline the onboarding process, the 9-minute orientation video provides necessary basics which includes information about the library system, the County of Los Angeles, and volunteering guidelines and best practices. Today, Library staff can simply direct new and interested volunteers to the video, which frees up staff time for other tasks and ensures a more consistent onboarding experience for volunteers throughout the County. The orientation video can be found at LACountyLibrary.org/volunteer.

Previously, staff also spent considerable time printing out and compiling materials for each prospective volunteer (e.g., volunteer application, County Policy of Equity, etc.) and volunteers were provided with a generic volunteer button to wear. The Library now has pre-assembled folders containing the necessary documents, thereby reducing staff workload and providing a more professional and welcoming experience for Library volunteers. With the procurement of the ID card printers and supplies, the Library also provides each volunteer with their own personalized ID and volunteer lanyard, which instantly makes them feel like a valued member of the Library team. Receiving these items reinforces their sense of belonging and appreciation for the organization they serve.

VolunteerHub also enhances the volunteer's experience by empowering them to easily browse and sign up for volunteer assignments at their library location. In addition, they can access their own personalized reports to track their hours, which eliminates the need to contact staff for this information. This self-service approach provides volunteers a more convenient way to manage their involvement.

While the Library's volunteer numbers have not yet reached pre-pandemic levels, the Department is confident that the changes brought about in the last few years through this PIF grant will lay a strong foundation for rebuilding and expanding LA County Library's volunteer program. Ultimately, this will provide meaningful opportunities to maximize the impact that Library volunteers have in the communities they serve.

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

PIF grant expenditures:

\$57,951	Volunteer Management System + One-time set-up (VolunteerHub system, ID printers, CloudBadging services)
\$18,034	Orientation Video Production
\$24,015	Outreach, training, materials
\$100,000	TOTAL

Total Grant Amount: <u>\$100,000</u>	Total Loan Amount: \$ <u>N/A</u>	Total Withdrawn to Date: <u>N/A</u> Total Principal Repaid to Date: <u>N/A</u> Total Interest Repaid to Date: <u>N/A</u>
Program Cost (Salaries and benefits; Services and Supplies; Fixed Assets; Other Charges) Total Program Cost: <u>\$100,000</u>	Annual Cost Benefits: Please check one: <input type="checkbox"/> one time cost benefit <input type="checkbox"/> ongoing cost benefit Total estimated cost benefits in a 12-month period: <ul style="list-style-type: none"> • Savings: <u>N/A</u> • Cost Avoidance: <u>N/A</u> • Revenue: <u>N/A</u> 	

Signature: 
Productivity Manager Name: Samangi Skinner

12/19/2024
Date

Signature: 
Department Head Name: Skye Patrick

12.26.2024
Date

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

FINAL REPORT

Date 1-27-25	Grant/Loan Number 22.8
Department Department of Medical Examiner	
Project Name Workstation on Wheels (WOW) for Enhancement of Autopsy Service	
<p>DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department):</p> <p>The Productivity Investment Funds have been used to purchase medical grade workstations on wheels for the autopsy service floor as well as surrounding areas within the department. The workstations were purchased in 2022 and subsequently received, installed by our technology team, and slowly deployed in the following years. It was essential to deploy them slowly to determine if there were any unforeseen challenges and to ensure proper location of the units. They were first deployed into the autopsy suite in 2022, and then slowly expanded to other areas of the service floor and beyond.</p> <p>Fifteen (15) workstations on wheels, along with the required wireless network, hardware, engineering, and labor required for the installation process have been successfully purchased. The workstations on wheels are equipped with a computer, mouse, keyboard, specimen label printer, drawers to hold accessory materials, and space to write to complete case-related paperwork and diagrams.</p> <p>Eleven (11) of these workstations have been deployed and are in use on the service floor, and three (3) workstations are in use in other areas of the department. One (1) unit remains available to be deployed to any area needing additional workstation support.</p> <p>Of the eleven (11) workstations on the service floor, four (4) workstations have been deployed into the examination rooms where they are used by medical examiners to view imaging studies, such as CT and x-rays; view photographs; enter the required information into the case management system; and complete the medical report. This improves the turnaround time of a case and allows the medical examiner to immediately complete a case after the examination. Additionally, forensic technicians use the workstation on wheels to review their case assignments, print body diagrams for the medical examiners, and print additional specimen labels required for the case. In addition to the workstations deployed for use in the examination rooms (4), there are two (2) workstations stationed in clean areas for the forensic technicians to review their case assignments and print body diagrams prior to initiating the examinations, one (1) workstation located in the medical specimen processing unit for forensic technicians to use while performing additional identification-related processing, and four (4) workstations located in the body intake area for use by forensic attendants and investigators. Of these four (4) workstations in the body intake area, one (1) unit is present in the Live Scan processing room to aid in the identification of decedents, and three (3) workstations are in the body intake area. These units are being utilized by forensic attendants and investigators to input case-related intake information into the case management system when the decedents arrive at the department, as well as assist with identification-related processes.</p> <p>Outside of the service floor, there are two (2) workstations located in the old administration building for staff to be able to access information when meeting with family members, attorneys, or other stakeholders. One (1) workstation is located outside the evidence processing unit so that staff (Investigators and Medical Examiners) may maintain an appropriate chain of custody and document the time they are releasing evidence from their possession into that of the evidence unit.</p>	
<p>RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report):</p> <p>The workstations on wheels have greatly enhanced the workflows of both the medical and investigations divisions within the department. Medical examiners may use these workstations to view radiographic studies, such as x-ray and computed tomography (CT) scans in real-time during autopsy. This is especially imperative when attempting to localize projectiles or other foreign objects during autopsy. Subsequent to the autopsy, medical examiners may complete the necessary data entry into the case management system entering the details about the examination, ordering ancillary studies, and completing the medical report. As the medical examiners most often have more than one case assignment per day, they may enter this necessary information prior to starting the second case, thereby expediting the data entry, improving turnaround time, and ensuring cases are not mixed up. As the data entry is</p>	

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required for release of the body to occur, this expediated workflow also expedites body release, which is imperative given the over-populated crypt. In addition to the workstations that are present in the autopsy suite and facilitate the above workflows, there are also workstations in the evidence area which allow medical examiners to be able to transfer chain of custody as soon as they drop evidence into the evidence chute.

In addition to use by medical examiners, these workstations are used by forensic technicians to review their case assignments, print specimen labels, print body diagrams, and enter items of evidence and/or property into the case management system. They also use these workstations as part of their specimen processing duties for identification of decedents. Prior to the addition of these workstations on wheels, forensic technicians had very limited access to computer systems, and with the implementation of a fully electronic case management system, providing them with this access was essential, but was also best served with a flexible option that may be maneuvered around the autopsy suite and service floor based on their needs.

Aside from the medical division needs, workstations on wheels have been deployed into other parts of the division to be used by forensic attendants during their intake and processing of decedent bodies. These processes include fingerprinting for identification, inputting decedent characteristics into the case management system, and removal and documentation of property, amongst other duties. Investigators also use these workstations on wheels as part of their workflows examining bodies that are brought in by mortuaries for investigator examination with subsequent completion of death certificates based on medical examiner certification.

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

Overall, this project has improved accessibility of the necessary digital resources, including the electronic case management system, to staff within the medical division, as well as aiding other divisions within the department. The expansion to a fully electronic case management system and transitioning the previous manual processes into this system would have been limited without the aids of these technologies. Staff require frequent and nearly constant access to the case management system and the information contained therein for all steps along the department's workflows.

Additionally, the turnaround time of processing cases is improved as staff can input data immediately into the case management system thereby expediting workflows including release of bodies, entry of examination information, ordering of ancillary studies such as toxicology, and completion of the medical report. The department continues to strive towards full accreditation by the National Association of Medical Examiners (NAME) and improving efficiencies at all steps along the process are required in order to achieve this accreditation. Department improvements such as these also improve staff morale and minimize unnecessary attrition.

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

Total Grant Amount: \$100,000	Total Loan Amount: \$	Total Withdrawn to Date: \$100,000 Total Principal Repaid to Date: Total Interest Repaid to Date:
Program Cost (Salaries and benefits; Services and Supplies; Fixed Assets; Other Charges) Total Program Cost: <u>\$96,537.86</u>	Annual Cost Benefits: Please check one: <input type="checkbox"/> one time cost benefit <input type="checkbox"/> ongoing cost benefit Total estimated cost benefits in a 12-month period: <ul style="list-style-type: none"> • Savings: _____ • Cost Avoidance: _____ • Revenue: _____ 	

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Signature:

Productivity Manager Name:

Date

Signature:

Department Head Name:

Date



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FINAL REPORT

Date January 31, 2025	Grant/Loan Number 22.15
Department Los Angeles County Museum of Art	
Project Name West Campus Lighting Control System Upgrade	
DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>The Los Angeles County Museum of Art (LACMA) replaced the existing lighting control server, processors, and stations responsible for the west side of the museum's 20-acre campus, including the Broad Contemporary Art Museum (BCAM) and the Lynda and Stewart Resnick Exhibition Pavilion, both typically used for temporary exhibitions, as well as outdoor architectural lighting and the Pritzker Parking Garage. The previous west campus lighting system was outdated, inefficient, and received limited vendor support. By upgrading to a state-of-the-art system, LACMA will better preserve and protect its diverse, 152,000-object collection, one of the County's greatest cultural assets, improve the viewing experience for its audience, and create efficiencies for staff. The new Lighting Control System (LCS) will provide innovative lighting control capabilities for our galleries, architecture, and facilities while helping to meet the light level requirements for art conservation and achieve our energy reduction goals.</p> <p>Through the project, we had the opportunity to work with a preferred vendor – now the industry standard for entertainment lighting controls utilized across museums, event spaces, and performing arts venues across the world – to build the proposed lighting system from the ground up. To that end, LACMA deployed a LCS that seamlessly integrated the needs of gallery lighting for exhibitions, time-based media (including video, slide, film, audio, or computer technologies), live performances, and special events. The advancements made possible by the upgrade will benefit staff across the museum as well as L.A. County residents, which represent nearly 70% of the museum's visitors. Additionally, a more efficient LCS will serve as a model for others seeking expertise and best practices from this project, notably the Natural History Museum, as it moves forward with the NHM Commons project and the redesigned La Brea Tar Pits and Museum.</p>	
RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report): <p>LACMA remains grateful to the Los Angeles County Quality and Productivity Commission for its generous \$500,000 grant to upgrade the West Campus Lighting Control System (LCS). We are pleased to report that the installation was completed in September 2024, and that we are already seeing many noteworthy results, including enhanced and more efficient programming of lighting control, increased efficiency thanks to the easier access to lighting controls, and enhanced functionalities of the lighting controls.</p>	

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

The upgrade of LACMA's West Campus Lighting Control System (LCS) has had – and will continue to have – a tangible impact on our collection, our staff, and our operations. Regarding the collection, the LCS provides enhanced control over the art's exposure to light, and increased dimming options to permit more finely-tuned light levels for sensitive artworks (while maintaining or improving visual clarity for LACMA audiences). This, in turn, has led to greater capacity for staff to monitor and record accurate light exposure for works of art. Taken together, these changes will help to ensure the longevity of our collection.

From an operations standpoint, the impact of the LCS upgrade is vast, resulting in improved efficiency and accuracy through automation and remote control of lighting changes, and enhanced efficiency by customizing lighting programming in-house. At the same time, the new system has an increased internal capacity to troubleshoot equipment and software needs, and comes with lifetime vendor support, an assurance that products will not become obsolete, and flexibility and expandability as needs change. From an operations safety perspective, the LCS upgrade has brought enhanced access and controls for security in emergency situations, and enhanced daylight harvesting for site safety and energy conservation.

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

Total Grant Amount: \$500,000

Total Loan Amount: \$

Total Withdrawn to Date:
Total Principal Repaid to Date:
Total Interest Repaid to Date:

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

Total Program Cost: \$675,823

Annual Cost Benefits:

Please check one: ☐ one time cost benefit ☐ ongoing cost benefit

Total estimated cost benefits in a 12-month period:

- ☐ Savings: _____
- Cost Avoidance: _____
- Revenue: _____

Signature: _____

Productivity Manager Name: Katie Kennedy

12/17/2024

Date

Signature: _____

Department Head Name: Michael Govan

12/17/2024

Date

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FINAL REPORT

Date January 22, 2025	Grant/Loan Number 23.5
Department Los Angeles County Public Defender's Office	
Project Name Expedited Evaluation for Mental Health Diversion Pilot Project	
DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION (please provide advance notice to the Commission of any project launch dates or events, awards received, and provide copies of reports issued by the Department): <p>The Expedited Mental Health Evaluation Pilot is a program that allows psychologists to provide mental health diversion reports for Public Defender clients. The expedited assessments and reports enable mentally ill clients charged with crimes to apply for criminal mental health diversion under 1001.36.</p> <p>Initially the program began in August 2023 utilizing psychiatric fellows via DMH and UCLA. Costs were incurred related to the fellows participating in the project, but DMH advised they were able to absorb the early project costs within their budget. Some early challenges that created a slow start were the need to train and educate the psychiatrists, the limited ability to schedule assessments and the difficulty of finding regular availability in the psychiatrist's daily schedules. These issues did eventually improve; however, multiple challenges caused the Los Angeles County Public Defender's (LACPD) Office to survey other community providers and meet with the Center of Innovation to increase provider availability, which in turn caused LACPD to pivot and utilize psychologists via Special Services for Groups (SSG)/Project 180.</p> <p>On October 16, 2024 SSG/Project 180 launched their services, to include providing a LCSW in the Central Court's Felony arraignment court to assess more individuals and identify who would potentially be eligible for Mental Health Diversion. On December 3, 2024 the Project 180 psychologists were trained and began receiving referrals for assessments and report writing.</p>	
RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated. If available, please include graphics, videos, and/or photos with your report): <p>To date, we have successfully referred over 42 clients to receive mental health diversion reports, marking a strong start to our efforts in addressing the intersection of mental health and justice. This milestone highlights our dedication to providing individuals with the resources and support they need to access treatment and rehabilitation rather than traditional punitive measures. As we ramp up the referral process, continue to expand our reach and collaborate with key stakeholders, we anticipate referring approximately 200 clients in total. This projection reflects the growing recognition of mental health diversion as an effective alternative and our commitment to meeting this critical need. By maintaining a client-centered approach, we ensure that each referral receives the tailored support necessary to promote positive outcomes and long-term well-being.</p>	
DESCRIPTION OF SERVICE ENHANCEMENT (How has this project improved core services) <p>Perhaps one of the biggest successes stemming from this project is that individuals were able to be assessed and provided a mental health diversion report in significantly less time than if they were to request a psychiatrist/psychologist via the 730 process, which in turn allowed clients to be granted mental health diversion and receive the needed treatment more effectively and efficiently.</p>	

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

The full grant amount of \$763,600 has been utilized for the Expedited Evaluation for Mental Health Diversion Pilot Project.

Total Grant Amount: \$ 763, 600	Total Loan Amount: \$ 0	Total Withdrawn to Date: 763, 600 Total Principal Repaid to Date: <u>0</u> Total Interest Repaid to Date: <u>0</u>
Program Cost (Salaries and benefits; Services and Supplies; Fixed Assets; Other Charges) Total Program Cost: <u>\$763,600</u>	Annual Cost Benefits: Please check one: x <input type="checkbox"/> one time cost benefit <input type="checkbox"/> ongoing cost benefit Total estimated cost benefits in a 12-month period: <ul style="list-style-type: none">• Savings: _____• Cost Avoidance: _____• Revenue: _____	

Signature: 

Productivity Manager Name: _____

Date

1-23-2025

Signature: 

Department Head Name: _____

Date

1-23-2025