



Los Angeles County
Productivity Investment Board
NOTICE OF REGULAR MEETING

County of Los Angeles
Quality and Productivity
Commission

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

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

Website: qpc.lacounty.gov

Chair
Nichelle M. Henderson

First Vice Chair
E. Scott Palmer

Second Vice Chair
Teresa Dreyfuss

Immediate Past Chair
Jacki Bacharach

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Rodney C. Gibson, Ph.D.
Edward T. McIntyre

Maxwell Billieon
Viggo Butler
Nancy G. Harris
Huasha Liu
Yasmine-Imani McMorrin
William B. Parent
Jeffrey Jorge Penichet
Dion Rambo
Will Wright

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Jackie T. Guevarra, CPA

Program Manager
Laura Perez

Program Support
Tammy Johnson

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES
To enrich lives through
Effective and caring service

Monday, November 14, 2022, 10:00 a.m.

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

Join Zoom Meeting
https://bos-lacounty-
gov.zoom.us/j/86105570348?pwd=QmZWcVVvciExak5ZUnhXa0Z
NdTFNdz09

Meeting ID: 861 0557 0348

Passcode: 758027

Call in number: (669) 900-9128

Written Public Comment may also be submitted to Jackie Guevarra
by Sunday, November 13, 2022 (received by 4:00 p.m.):
jguevarra@bos.lacounty.gov

\*Any information received from the public by Sunday, November 13,
2022 at 4:00 p.m. will become part of the official meeting record.

MEETING AGENDA

- 1. Call to Order.....Commissioner McIntyre
2. Approval of the August 1, 2022, Meeting Minutes
3. Presentation of Productivity Investment Fund (PIF) proposals (for
discussion and possible action) and Fund Balance Report, as of Fiscal
Year 2022-23, 2nd Quarter.....Commissioner McIntyre
• 23.6 – Public Health, for Equitable Community Collaboration
for Healthy and Joyous Black Births, \$882,000 Grant. PIB
Advisory Committee does not recommend.
• 23.2 – Beaches and Harbors, for Floating Robotic Trash
Skimmers, \$80,000 Grant. PIB Advisory Committee recommends
\$80,000 Grant.
• 23.3 – Board of Supervisors, Executive Office, for Climate
Change and Extreme Heat: Impacts on LA County Operations
and Service Planning Implications, \$150,000 Grant. PIB
Advisory Committee recommends \$150,000 Grant.

- **23.4 – Human Resources, Board Leadership Training Program, \$100,000 Grant.** PIB Advisory Committee recommends \$100,000 Grant.
  - **23.5 – Public Defender, Expedited Evaluations for Mental Health Diversion Pilot Project, \$763,600 Grant.** PIB Advisory Committee recommends \$763,600 Grant.
4. Budget approval (for discussion and possible action) for consultant service agreement(s) with subject matter experts to assist in the Procurement Modernization and Transformation Board Motion (June 14, 2022, Item 18) efforts...Commissioner McIntyre
  5. Discussion and matters not on the Posted Agenda – to be presented and placed on a future agenda.
  6. Public Comment (3 minutes for each speaker)
  7. Adjournment

**LOBBYIST REGISTRATION**

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

**ACCOMMODATIONS**

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

**SUPPORTING DOCUMENTATION**

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

**PUBLIC COMMENT**

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



LOS ANGELES COUNTY  
PRODUCTIVITY INVESTMENT BOARD

MINUTES OF THE MEETING OF  
August 1, 2022 at 10 a.m.

Virtual Meeting

Call in number: (669) 900-9128

Meeting ID: 820 4158 1282

Passcode: 342366

\*\*\*\*\*

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

County of Los Angeles  
Quality and Productivity  
Commission

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

Telephone: (213) 974-1361  
(213) 974-1390  
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Website: <http://qpc.lacounty.gov>

**Chair**

Nichelle M. Henderson

**First Vice Chair**

E. Scott Palmer

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**Program Manager**

Laura Perez

**Program Support**

Tammy Johnson

**EXECUTIVE OFFICE**



BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

*“To enrich lives through  
effective and caring service”*

**PRESENT:**

Edward McIntyre, Chair

William R. Wright, Vice Chair

Maxwell Billieon

Viggo Butler

Huasha Liu

William B. Parent

Jeffrey J. Penichet

**PRODUCTIVITY INVESTMENT BOARD ADVISORY  
COMMITTEE**

Susan Linschoten, Chair, PIB Advisory Committee

**ABSENT**

Rodney Gibson

**CALL TO ORDER**

The Chair called the meeting of the Productivity Investment Board (PIB) to order at 10:00 a.m.

**ATTENDANCE (ROLL CALL)**

Commissioner McIntyre welcomed everyone to the virtual Productivity Investment Board (PIB) meeting. He asked Jackie Guevarra, Executive Director, to take roll call of Commissioners in attendance:

In Attendance: Maxwell Billieon, Viggo Butler, Huasha Liu, Edward McIntyre, William Parent, Jeffrey Penichet and William Wright



### **ANNOUNCEMENTS**

Commissioner McIntyre noted that the meeting is being recorded and is subject to the requirements of AB 361. On September 28, 2021, the Board of Supervisors (Board) reported that the Board and commissions, task forces, committees, etc., which were either created by the Board, or were created at the Board's direction, and are subject to the Brown Act, will continue to meet via teleconferencing, in compliance with AB 361. On July 12, 2022, the Board voted to continue to meet virtually as permitted under AB 361. As such, the Commission will continue "to meet via teleconferencing" in compliance with AB 361 until such time as deemed otherwise by the Board.

Members of the public were also given the opportunity to send their comments and questions to the Executive Director by Sunday, July 31, 2022, 4:00 p.m. No written comments were received.

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

### **APPROVAL OF MAY 23, 2022, MINUTES**

Commissioner Wright moved to approve the May 23, 2022, minutes seconded by Commissioner Parent. The minutes were unanimously approved (taken by roll call).

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

Commissioner Billieon was not yet present and did not vote on this item.

### **PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS (FISCAL YEAR 2022-2023, 1<sup>st</sup> QUARTER)**

Commissioner McIntyre reported there is one proposal for approval before the PIB for the 1<sup>st</sup> Quarter of Fiscal Year 2022-2023. Before hearing the proposal, he reported that the Productivity Investment Fund (PIF) fund balance as of June 30, 2022, is \$3,981,050. The project before the PIB totals \$80,000. If the project is approved, the revised fund balance would be \$3,901,050.

#### **23.1 – Fire, for Health Information Exchange (HIE) Access, \$80,000 Grant.**

Dr. Clayton Kazan and Heidi Oliva were in attendance to support the proposal. Dr. Kazan presented and spoke on the project.

The grant would be used for a one-time implementation fee and subscription of the Health Information Exchange Access which will allow the Advanced Provider Response

Unit (APRU) to view medical records for many patient visits within the healthcare system to safely determine the best disposition for them. A PowerPoint presentation accompanied the Department's remarks.

Susan Linschoten, Chair of the PIB Advisory Committee (Committee), reported that the Committee provided the following questions and recommendations for the Department to: 1) explain why they cannot access ORCHID (i.e., County electronic health records) and how HIE would work; 2) obtain clearance from County Counsel on HIPAA issues; 3) continue to work with the Departments of Health Services, Mental Health, and Homeless Initiative for funding. The Committee recommends a \$80,000 grant.

After discussion and questions, Commissioner Penichet made a motion to approve a \$80,000 grant. The motion was seconded by Commissioner Billieon. The motion passed by the following votes (taken by roll call):

Nos: None  
Yes: Commissioner Billieon, Butler, Liu, McIntyre, Parent, Penichet, and Wright  
Abstain: None

Commissioner Billieon will present the project at the Quality and Productivity Commission (QPC) meeting on Monday, August 22, 2022

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

None

**PUBLIC COMMENT**

None

**ADJOURNMENT**

Commissioner McIntyre adjourned the meeting at 11:04 a.m. The next PIB meeting will be on Monday, November 14, 2022 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

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

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**BOARD OF SUPERVISORS**

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**Sheila Kuehl**  
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**Janice Hahn**  
Fourth District

**Kathryn Barger**  
Fifth District

November 14, 2022

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 Equitable Community Collaboration for Healthy and Joyous Black Births from our Maternal, Child and Adolescent Health Division, Bureau of Health Promotion in the amount of \$882,000.

This project seeks three-year funding to strengthen the capacity of the County’s African American Infant and Maternal Mortality (AAIMM) Prevention Initiative to address persistent, tragic inequality between birth outcomes for Black families across the County and outcomes for other race/ethnicity groups. Funding will enhance AAIMM’s ability to address policy at federal, state and county levels and influence local program design and implementation via development of the Black MotherBoard. Community residents will be recruited to the MotherBoard countywide, bringing their lived experience to AAIMM’s program and policy efforts. They will receive training from community-oriented experts on policy analysis and advocacy, community outreach and organizing and leadership skills while helping AAIMM leaders craft a program and policy agenda that reflects community needs and preferences. MotherBoard members will be stipended for their time and offered opportunities to take on leadership roles in AAIMM and in the community organizations and County departments that comprise AAIMM leadership. This project is in line with County Board mandates for anti-racism and diversity. It has support of community partners, reflected in attached support letters.

The AAIMM initiative has garnered recognition from the National Association of Counties. The AAIMM Doula Project received this year’s Productivity and Quality Commission Specials Award for Community Inclusion. AAIMM has engaged almost 5,000 county residents in its efforts, and multiple philanthropic partners in support for specific projects. The current proposal seeks to take AAIMM a step further, enriching its awareness of community needs while creating a strong, grassroots base for its program and policy agenda.

Once again, thank you for the Commission’s consistent support during this challenging time as we continue to address the health needs of all residents of Los Angeles County.

Sincerely,  
**“SIGNATURE ON FILE”**  
Barbara Ferrer  
Director  
BF:cm

# EmpowerTHEM Collective

LEADERSHIP ADVOCACY ENTREPRENEURSHIP

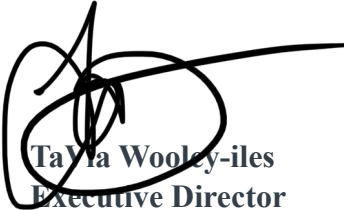
October 6th, 2022

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

Dear Commissioner Henderson:

The EmpowerTHEM Collective is an organization founded with the sole purpose and passion of empowering the community with lived experiences to have the skills necessary to advocate on behalf of their individual needs. As a founder, I desire to ensure that Black Birthing people are always at the table of discussion regarding health equity in the Black community and health partners.

Because of my own complex experience with birth trauma, I educated myself on policy, advocacy, and community leadership, through programs such as the Los Angeles African American Women Public Policy Institute, California Women's Foundation Solis Policy Institute, and as a member of Delta Sigma Theta Sorority Incorporated. I know firsthand what equitable collaboration can do for the community, Black Birthing Mothers specifically. I enthusiastically write this letter to support integrating the Black MotherBoard into the Countywide Policy and Advocacy workgroup. This reimagined approach of an equitable partnership between community and County will reshape the experiences of those who have felt unheard and highlight trust and co-creation of people-centered policies.



**TaYia Woolley-iles**  
**Executive Director**

The EmpowerTHEM Collective



November 8, 2022

Los Angeles County Board of Supervisors

Hilda L. Solis  
First District

Holly J. Mitchell  
Second District

Sheila Kuehl  
Third District

Janice Hahn  
Fourth District

Kathryn Barger  
Fifth District

Christina R. Ghaly, M.D.  
Director

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

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

Elizabeth M. Jacobi, J.D.  
Administrative Deputy

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

RE: LETTER OF SUPPORT

Dear Commissioner Henderson:

The Department of Health Services (DHS) is pleased to extend its highest support for the Department of Public Health's (DPH) Productivity Investment Fund (PIF) proposal request for the Equitable Community Collaboration for Healthy and Joyous Black Births project through its Maternal, Child and Adolescent Health Division, Bureau of Health Promotion in the amount of \$882,000.

The project seeks three-year funding to strengthen the capacity of the Los Angeles County (LA County) African American Infant and Maternal Mortality (AAIMM) Prevention Initiative to address the persistent and tragic inequality between birth outcomes for Black families across LA County and other racial/ethnic groups.

To date, AAIMM has engaged almost 5,000 LA County residents in its efforts. The current proposal seeks to take AAIMM a step further, enriching its understanding of community needs while creating a strong, grassroots base for its program and policy agenda. Funding from this PIF proposal will enhance AAIMM's ability to inform policy at local, state, and federal levels and influence local program design and implementation via development of the Black MotherBoard.

Community residents will be recruited to the MotherBoard countywide, bringing their lived experience to AAIMM's program and policy efforts. Participants will receive training from community-oriented experts on policy analysis and advocacy, community outreach, organizing and leadership skills while helping AAIMM leaders craft a program and policy agenda that reflects community needs and preferences.

This project is in line with LA County Board mandates for anti-racism and diversity and has the support of community partners, reflected in the attached application. Therefore, I am pleased to extend my support and look forward to another opportunity to collaborate with DPH and the Department of Mental Health (DMH) to advance this important initiative.

Sincerely,

Christina R. Ghaly, M.D.  
Director

CRG:ad



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

Last Updated: August 3, 2021

Department: Public Health	Date: November 7, 2022
------------------------------	---------------------------

Project Name: Equitable Community Collaboration for Healthy and Joyous Black Births

**PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.**  
 This project seeks \$882,000 in funding to strengthen an equitable county-community collaboration within the County’s DPH-led African American Infant & Maternal Mortality (AAIMM) Prevention Initiative. The requested funds will support a consultant to oversee the execution of the project.

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

The African American Infant and Maternal Mortality (AAIMM) Prevention Initiative is a coalition among the Departments of Public Health, Health Services and Mental Health, First 5 LA, community organizations, health care providers, funders, and community residents. We were established for one purpose: to address the unacceptably high rates of Black infant and maternal deaths and ensuring healthy and joyous births for Black families across the County.

Building on recent recognition from the National Association of Counties and the Los Angeles County Quality and Productivity Commission’s Productivity and Quality Awards, this project will advance **AAIMM** capacity to achieve systems level change through community engagement. The project will inform ways that centering community in policy and advocacy efforts can positively impact the rate of mortality in Black birthing populations by:

- Nurturing the Black MotherBoard as a group of grassroots leaders, with the organizational skills, mentorship and support required to translate community wisdom to policy and program impact.
- Strengthening AAIMM policy and community engagement efforts by fostering trust and informed care using the expertise of community residents.
- Modeling equitable community participation through the Black MotherBoard, a group of Black mothers with lived experience navigating county and community infant and maternal health organizations and services.
- Power building and information sharing by disseminating best practices to other county/regional programs and initiatives that aim to include Black women in reproductive health and related policy efforts.

Benefits include:

- Supporting LA County’s 5-year plan of reducing birth disparities by implementing effective policy, system and practice changes.
- Expanding AAIMM capacity to influence policy at state, local and institutional levels by supporting a cadre of policy-trained community efforts.
- Advancing the evolution of AAIMM as a County-Community power-sharing partnership.
- Enhancing County-Community relations through promotion of resident trust in and engagement with opportunities to shape other County initiatives.

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

Last Updated: August 3, 2021

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

**Objective 1:** Enhance current AAIMM Countywide Policy and Advocacy leadership by:

- Implementing a collaborative group made up of systems-impacted individuals in partnership with the AAIMM Initiative.
- Recruiting and training 11 consumers per year as Black MotherBoard members.
- Offering personal and professional development and mentorship for systems-impacted grassroots leaders
- “Graduating” 75% Black MotherBoard members per year with certificates of completion.

**Objective Outcomes:**

- a) Increased number of individuals with lived experience shaping AAIMM policy activities and programs based on real world experience of community residents.
- b) Increased AAIMM community organizing and mobilizing capacity.
- c) Increased representation of Black women in systems-based decision making on issues that directly impact their health.

**Objective 2:** Support the creation of policies, program decisions, and services to reflect the social, economic, and cultural community preferences of the Black birthing community.

- Engage the Black Motherboard in selection and implementation of at least two relevant institutional, local or state policy initiatives that will impact birth outcomes. Examples include:
  1. Clinical policies of Department of Health Services Maternal and Infant Health Care
  2. County Guaranteed Basic Income projects
  3. Implementation of the recent statewide Doula Bill
  4. Conduct at least one policy-focused outreach event in each supervisory district.

**Objective Outcomes:**

- a) Development of an annual AAIMM policy agenda.
- b) Development of a toolkit that outlines effective and equitable community partnerships to be used across county initiatives.
- c) Increased trust and participation from CBOs and community stakeholders in AAIMM policy and advocacy efforts.
- d) An infrastructure that uplifts the voices of Black birthing people in key policy or program decisions that support healthy and joyous Black births.

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

Last Updated: August 3, 2021

Is this an Information Technology project? If yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below.

Yes     No     N/A

**Amount Requested:**

<u>Loan</u>	<u>Grant</u>	<u>Total</u>
_____	<b>\$882,000</b>	<b>\$882,000</b>

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

	<u>Implementation Period</u>	<u>Project Year 1</u>	<u>Project Year 2</u>	<u>Project Year 3</u>
A. Annual Cost of Current Process:				
B. Estimated Annual Cost of Proposal:		\$294,000	\$294,000	\$294,200
C. Savings (B minus A)		\$294,000	\$294,000	\$294,000

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

Funding for the project will be managed by a Consultant, chosen for their participation in the countywide group and their commitment to AAIMM Prevention.

Funding will start to flow in March 2023, the end of Q1, year 1. Initial expenditures will reflect the startup tasks of the Consultant. During Q2 payments for policy and advocacy facilitation and training will begin and be ongoing throughout the remainder of the grant period. Funding will even out through the end of year 3.

In Year 3, Q1 and Q2 will reflect ongoing costs. Q3 of that year will have increased costs associated with final reporting and payments for all deliverables. Q4 will include final payments for the named consultant and evaluation.

Quality and Productivity Manager (Print and Sign)

Catherine Mak, MBA  
**“SIGNATURE ON FILE”**

Telephone Number (213) 288-7240  
 E-mail: cmak@ph.lacounty.gov

Project Manager (Print and Sign)

Deborah Allen, ScD  
**“SIGNATURE ON FILE”**

Telephone Number (626) 293-2922  
 E-mail: DAllen@ph.lacounty.gov

Department CIO/IT Manager (Print and Sign)

Telephone Number :  
 E-mail:

Budget/Finance Manager (Print and Sign)

Claudia Valenzuela  
**“SIGNATURE ON FILE”**

Telephone Number: (323) 659-6079  
 E-mail: CValenzuela@ph.lacounty.gov

Department Head (Print and Sign)

Barbara Ferrer, PhD, MEd, MPH

**“SIGNATURE ON FILE”**

E-mail: BFerrer@ph.lacounty.gov

Telephone Number

(213) 288-8117

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

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

**QUESTIONS**

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes \_\_\_\_\_ No  X   
If so, when (date)? N/A
2. Was this proposal included in the department's current budget request?  
Yes \_\_\_\_\_ No  X

If no, why not?

For the current year, DPH prioritized budget requests to address critical funding shortfalls related to overwhelming and prolonged COVID-19 response activities and the subsequent emergence of Monkeypox, both without sufficient and renewed federal funding. In coordination with the CEO, Public Health’s budget planning focused on staff realignment to address structural needs to respond to public health emergencies. Public Health sees this project as an important step to in addressing a Countywide and Departmental priority.

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?

This proposal request funding in the form of a grant.

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?

Most Los Angeles County departments have historically struggled to enroll and retain Black community members in their programs. This project has the potential to foster trust, enhance services, outcomes, and customer satisfaction for the Black birthing community in the county by:

- Increasing engagement in countywide initiatives by centering the needs and perspectives of the customer

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

- Empowering and increasing the network of community advocates with direct lived experience in effectively navigating and advocating for an improved system of care.

By improving the areas mentioned above, this project can reduce wasteful spending on programs that were underutilized because they were neither developed nor monitored through a community-centered lens. Future cost avoidance could come from fewer NICU hospital stays, culturally relevant obstetric interventions, and decreased emergency room visits.

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 amplifies County best and shared practices related to anti-racism, diversity, equity and inclusion. It positions the Black birthing community to have agency in shaping Countywide efforts to improve community outcomes.

The creation of ARDI – the Anti-racism, Diversity and Inclusion Initiative – reflects the County’s explicit goal of addressing racism as a predictor of health and wellbeing in particular communities. In operationalizing this goal, ARDI identified a reduction in Black-White inequality in birth outcomes as a “North Star” anchor. The process highlighted the fact that surviving infants born at risk face a lifetime of health consequences, shifting the County efforts in this area to an enhanced focus on policy and advocacy.

This project seeks to achieve that enhancement through community engagement. For the AAIMM Prevention Initiative, community voice assures that strategies designed to improve outcomes for Black birthing people authentically integrate and reflect the community’s needs. This engagement is a best practice and leads to a customer-centered system of care. In relation to policy, it ensures that the AAIMM Prevention Initiative can identify policies at national, state, and local levels to address the true concerns of residents and that advocacy efforts to advance those policies include the empowerment of grassroots leaders.

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

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

This is a pilot project that focuses on creating a model for a healthy and equitable community-county collaboration. The structure offers decision-making power to community members and provides support for their overall wellbeing and growth. The AAIMM Prevention Initiative, including its lead County partners the Departments of Public Health, Health Services and Mental Health, is committed to developing internal policies and structures that genuinely engage people with lived experience as a standard of practice. The learnings and outcomes of this project will be used to leverage policy and advocacy efforts, secure sustainable funding and expand engagement to additional county programs and efforts that positively impact the reproductive health and birth outcomes of Black women. Additionally, based on the success of this project, it can serve as one of many lived experience engagement models to be replicated across other county departments and initiatives for other populations.

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

The AAIMM Prevention Initiative was initiated jointly by the DPH Health Promotion Bureau and the Department's Center for Health Equity. It is central to the Center's 2018-2023 action plan to reduce the Black/white infant mortality gap. Since AAIMM's launch in 2018, it has successfully established critical programs and secured passage of the Dignity in Childbirth and Pregnancy Act, and the Momnibus Act.

After the murder of George Floyd on May 25<sup>th</sup>, 2020, the County's CEO established the Anti-Racism, Diversity, and Inclusion department, the Department of Health Services established the Equity, Diversity, Inclusion, and Anti-Racism Initiative, and several other County departments have launched programs to advance equity and address racial disparities. These initiatives all acknowledge that community collaboration is key to improving the quality and effectiveness of care and services for the County's customers, whose health and well-being are adversely impacted by racism and institutional violence.

The proposed Black MotherBoard will drive innovation and quality improvement by integrating the expertise of Black birthing consumers in decision-making processes. This project will leverage data, research, community assets, county resources, and the expertise of systems-impacted individuals to strengthen policymaking and programmatic effectiveness. By providing training, mentorship and personal and professional development coaching, the project not only invests in advisors to County infant and maternal health programs but ultimately creates a pipeline of systems/institutional leaders with lived experience.

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

With investment in the Black MotherBoard, there is an opportunity to enhance the work of AAIMM, promoting innovative and effective solutions focused on racial equity, that can serve as a model for accountable systems of care.

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

The **Equitable Community Collaboration for Healthy and Joyous Black Births** proposal aligns with goal three in the countywide strategic plan - Realize Tomorrow's Government Today. This goal addresses the county's shortcomings in being a transparent and effective partner with local communities. Centering policy and advocacy in AAIMM efforts shines a light on the systems that reinforce inequities, informing an effective approach to reform with the community in mind. The most effective way to respond to the needs and expectations of the Black birthing community is to intentionally consider and evaluate needs from the inside.

Strategy 111.1 of this goal is to - Continually Pursue Development of Our Workforce. By bringing in a consultant to offer training on equity, policy and community engagement, we model diversified and inclusive financial opportunities for systems-impacted individuals. This project also promotes professional development while reinforcing multi-system and cross-agency knowledge sharing.

Strategy III.4 of this goal is to - Engage and Share Information with our Customers. Community inclusion and decision-making power is critical to decentralizing information and power within systems. By embracing the vision and voices of those directly impacted by AAIMM in Countywide initiatives and information sharing, we'll model collaboration through integrated and transparent participation. This will foster public trust and positive relationships across lines of difference to advance the common good.

Ultimately, this proposal seeks to reduce racial and ethnic gaps in birth outcomes. That can be achieved with a vision of tomorrow's government as a system that strategically and authentically considers community in countywide decision-making. By creating space for qualified community leaders to have input on the decisions that affect them, we are able to integrate and evaluate the customer experience.

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

The perception of County agencies in Black communities is deeply rooted in distrust and systemic racism that is reflective of the inequities in access to quality care, quid pro quo services, and other primary functions. While the County has made improvements in its effort to rectify years of inequitable practices, its attempts often garner low engagement because of the lack of trust and program designs that ignore the

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

experience or input of the community. This redesign is an effort to engage the Black community in an equitable partnership to initiate a process of healing and rebuilding the relationship between the Black community and Los Angeles County. In a community that is reliant on word-of-mouth marketing that leads to credibility from its own members, this new structure will support the re-emergence of trust and increased use of services that are designed in partnership with the people.

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

This project is a collaboration among the AAIMM Prevention Initiative's County and Community partners, The Department of Public Health will be home to the project and carry out required contracting. It will, along with other AAIMM participant agencies, providing content support to the training of Black MotherBoard participants. All 3 participating County departments will provide relevant data to inform project policy efforts. Findings and recommendations throughout the project will be shared by these AAIMM partners with the Anti-Racism, Diversity and Inclusion Initiative and Alliance for Health Integration, which both have goals related to reducing birth disparities and community engagement

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

The AAIMM Policy and Advocacy Workgroup identified the need to strengthen the synergy between the community and the County by elevating the voices of Black lived experience advocates and cross-sector leaders AAIMM efforts at local (SPA-based) and countywide efforts. The Policy & Advocacy Workgroup, the AAIMM committee in which this effort will be housed, also understands the importance of providing sustainable infrastructure and for the labor of advancing this vital work. The County will greatly benefit from having access to the AAIMM Black MotherBoard as a way to provide consistent partnership in validating policy opportunities, adding real-time lived experience narratives to data insights, and serving as a bilateral forum for collaborative accountability and continuous improvement. The intent is to establish a process and pathway for proactive community engagement in the development and implementation of programs and initiatives to achieve the County's goal.



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:

**2022-23**

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

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

3<sup>rd</sup> Quarter \$ 63,000

4<sup>th</sup> Quarter \$ 63,000

**2023-24**

1<sup>st</sup> Quarter \$ 63,000

2<sup>nd</sup> Quarter \$ 63,000

3<sup>rd</sup> Quarter \$ 63,000

4<sup>th</sup> Quarter \$ 63,000

**2024-2025**

1<sup>st</sup> Quarter \$ 63,000

2<sup>nd</sup> Quarter \$ 63,000

3<sup>rd</sup> Quarter \$ 63,000

4<sup>th</sup> Quarter \$ 63,000

**2025-2026**

1<sup>st</sup> Quarter \$ 63,000

2<sup>nd</sup> Quarter \$ 63,000

3<sup>rd</sup> Quarter \$ 63,000

4<sup>th</sup> Quarter \$ 63,000

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

**IMPLEMENTATION PLAN**

<b>KEY MILESTONES</b> (Major steps in the project development)	<b>START</b> (Estimated date for each project step)	<b>FUNDS NEEDED</b> (Amount and quarter funds will be needed)	<b>FUNDS</b> (Amount and quarter funds will be repaid)
Consultant Selection and Logistics Planning	12/22	N/A	N/A
Consultant payment for contract deliverables	03/23	\$63,000   Q3 – ‘22/23	
1 <sup>st</sup> cohort of MotherBoard recruitment, application review, interviews & selection	04/23	N/A	
Consultant payment for contract deliverables	05/23	\$63,000   Q4 – ‘ 22/23	
MotherBoard launch – onboarding and first meeting	07/23	N/A	
Consultant payment for contract deliverables	07/23	\$63,000   Q1 – ‘23/24	
Consultant payment for contract deliverables	10/23	\$63,000   Q2 –‘23/24	
Motherboard training and evaluation activities begin	10/23	N/A	

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

Consultant payment for contract deliverables	01/24	\$63,000 I Q3 – '23/24	
2 <sup>nd</sup> MotherBoard cohort recruitment, application review, interviews & selection	03/24	N/A	
Consultant payment for contract deliverables	04/24	\$63,000 I Q4 – '23/24	
Consultant payment for contract deliverables	07/24	\$63,000 I Q1 – '24/25	
2 <sup>nd</sup> MotherBoard cohort launch	07/24	N/A	
Consultant payment for contract deliverables	10/24	\$63,000 I Q2 – '24/25	
Consultant payment for contract deliverables	01/25	\$63,000 Q3 – '24/25	
3 <sup>rd</sup> MotherBoard cohort recruitment, application review, interviews & selection	03/25	N/A	
Consultant payment for contract deliverables	04/25	\$63,000 Q4 – '24/25	
Consultant payment for contract deliverables	07/25	\$63,000 Q1 – '25/26	
3 <sup>rd</sup> MotherBoard Cohort launch	07/25	N/A	
Consultant payment for contract deliverables	10/25	\$63,000 Q2 – '25/26	
Consultant payment for contract deliverables	01/26	\$63,000 Q3 – '25/26	
Final MotherBoard evaluation completed and disseminated	03/26	N/A	
Consultant payment for contract deliverables	04/26	\$63,000 Q4- '25/26	

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 | <b>\$ 882,000.00</b> |
| • Consultant                    |                      |

**Other Charges**

List all other charges here

- |                         |               |
|-------------------------|---------------|
| (b) Total other charges | <b>\$0.00</b> |
|-------------------------|---------------|

**Fixed Assets**

List all equipment and other fixed assets here

- |                        |               |
|------------------------|---------------|
| (c) Total fixed assets | <b>\$0.00</b> |
|------------------------|---------------|

<b>TOTAL COSTS (a+b+c)</b>	<b>\$ 882,000.00</b>
----------------------------	----------------------

## 23.2 – Beaches and Harbors, for Floating Robotic Trash Skimmers



(424) 526-7777 • 13837 Fiji Way, Marina del Rey, CA 90292 • beaches.lacounty.gov

Caring for Our Coast

♦ ♦ ♦  
**Gary Jones**  
Director

**Amy M. Caves**  
Chief Deputy Director

**Carol Baker**  
Deputy Director

October 6, 2022

Commissioner Edward McIntyre  
Chair, Productivity Investment Board  
Quality and Productivity Commission  
565 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Commissioner McIntyre:

### **DEPARTMENT OF BEACHES AND HARBORS – PRODUCTIVITY INVESTMENT FUND – LOAN APPLICATION FOR Q3 FY 2022-23**

The County of Los Angeles Department of Beaches and Harbors (DBH) is submitting a Quality and Productivity Investment Fund (PIF) proposal for our Floating Robotic Trash Skimmers (Skimmers). Specifically, we plan to purchase two Skimmers to use in the Marina del Rey harbor.

One of the current challenges facing DBH operations staff is cleaning trash that accumulates in the narrow or confined spaces within the harbor, such as between docks and the seawall. These areas are not easily accessible from land or by vessel. DBH plans to utilize a novel skimming device from the French company IADYS, called the Jellyfishbot, to efficiently and effectively clear floating debris and oil in hard-to-reach areas in Marina del Rey.

DBH will be the first County Department to implement the Skimmers as a pilot and will share its experiences and provide guidance to Departments interested in incorporating the technology. The use of this technology could be adopted by other Departments who maintain waterways and water bodies. This technology could also be used as a learning tool by the Department's W.A.T.E.R. Program, to educate youth and the public about ocean pollution.

DBH is requesting a total of \$80,000 in PIF loan funding for this project. We will use these funds to purchase the Skimmers. This project was not submitted with our FY 2022-23 budget because it had not been fully analyzed and a vendor had not yet been recommended.



## 23.2 – Beaches and Harbors, for Floating Robotic Trash Skimmers

Commissioner Edward McIntyre  
October 6, 2022  
Page 2

We will definitely experience savings in the time required to clean the trash, which can be allocated to other tasks. At this time, we cannot estimate the time savings because we do not track employee time by task, and trash skimming is done as needed when enough trash accumulates to be visible.

We are asking your Board to help us automate an important aspect of our Department operations and we look forward to presenting our project to both the Productivity Investment Board and the Quality and Productivity Commission.

Very truly yours,

A handwritten signature in black ink, appearing to read "G. Jones", with a stylized flourish at the end.

Gary Jones, Director

GJ:AC:sdp

Enclosure

## 23.2 – Beaches and Harbors, for Floating Robotic Trash Skimmers

County of Los Angeles Quality and Productivity Commission <b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b> (Please submit the proposal with a cover letter signed by the department head)	
Last Updated: August 3, 2021	
Department: Beaches & Harbors	Date: 10/06/2022
Project Name: Floating Robotic Trash Skimmers	
<b><u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</u></b>	
<p>The PIF funding will be used to purchase two Floating Robotic Trash Skimmers (Skimmer/s) and needed accessories to collect trash on the surface and in hard-to-reach areas of Marina del Rey harbor. The Skimmer is a remote-controlled device that collects floating waste and oil in a water body.</p>	
<b><u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u></b>	
<p>One of the current challenges facing the Department of Beaches and Harbors' (DBH) operations staff is cleaning trash that accumulates in the narrow or confined spaces within the harbor, such as between docks and the seawall. These areas are not easily accessible from land or by vessel. DBH plans to utilize a novel Skimmer device to efficiently and effectively clear floating debris and oil in hard-to-reach areas in Marina del Rey.</p> <p>DBH will be the first County Department to implement the Skimmers as a pilot and will share its experiences and provide guidance to Departments interested in incorporating the technology. The use of this technology could be adopted by other Departments who maintain waterways and water bodies. This technology could also be used as a learning tool by the Department's W.A.T.E.R. Program, to educate youth and the public about ocean pollution.</p>	
<b><u>EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.</u></b>	
<p>DBH maintenance staff cannot safely access debris that accumulates against the seawall from the waterside because it lays behind docks and boat slips. Therefore, when debris is reported, staff has two options: Wait until wave action moves the debris to an accessible area or deploy a pool net from the dock or landside. Both options are not ideal because the trash remains floating for longer periods of time.</p> <p>The Skimmer offers remote operated and autonomous settings which provide flexibility for staff use depending on the needs. For example, if while conducting a routine clean-up of the harbor staff are needed to address unforeseen large debris, staff could simultaneously launch the Skimmer in its autonomous setting to continue conducting routine harbor clean-up as staff is removing larger debris.</p> <p>It is difficult to estimate the cost of the current process and cost savings because staff completes these duties within their regular work schedules, and we don't track time spent on various tasks separately. Also, this type of activity is intermittent and occurs only when trash is observed floating in the water.</p>	

## 23.2 – Beaches and Harbors, for Floating Robotic Trash Skimmers

County of Los Angeles Quality and Productivity Commission <b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b> (Please submit the proposal with a cover letter signed by the department head)										
Last Updated: August 3, 2021										
Is this an Information Technology project? If yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below.  <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A	<b>Amount Requested:</b>  <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; width: 33%;"><u>Loan</u></td> <td style="text-align: center; width: 33%;"><u>Grant</u></td> <td style="text-align: center; width: 33%;"><u>Total</u></td> </tr> <tr> <td></td> <td style="text-align: center;"><b><u>\$80,000.00</u></b></td> <td style="text-align: center;">\$80,000.00</td> </tr> </table>				<u>Loan</u>	<u>Grant</u>	<u>Total</u>		<b><u>\$80,000.00</u></b>	\$80,000.00
<u>Loan</u>	<u>Grant</u>	<u>Total</u>								
	<b><u>\$80,000.00</u></b>	\$80,000.00								
Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.										
	<u>Implementation Period</u>	<u>Project Year 1</u>	<u>Project Year 2</u>	<u>Project Year 3</u>						
A. Annual Cost of Current Process:										
B. Estimated Annual Cost of Proposal:	\$80,000									
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00						
<b><u>Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)</u></b> We need the funds in the third quarter of FY 2022-23 to complete the purchase.										
Quality and Productivity Manager (Print and Sign) <b>Stefan Popescu "SIGNATURE ON FILE"</b>  Telephone Number (424) 526-7775  E-mail spopescu@bh.lacounty.gov	Project Manager (Print and Sign) Warren Ontiveros - <b>"SIGNATURE ON FILE"</b>  Telephone Number (424) 526-7745  E-mail wontiveros@bh.lacounty.gov									
Department CIO/IT Manager (Print and Sign) N/A  Telephone Number   E-mail	Budget/Finance Manager (Print and Sign) Penelope Rodriguez - <b>"SIGNATURE ON FILE"</b>  Telephone Number (424) 526-7784  E-mail prodriquez@bh.lacounty.gov									
Department Head (Print and Sign) Gary Jones - <b>"SIGNATURE ON FILE"</b> E-mail gjones@bh.lacounty.gov	Telephone Number (424) 526-7771									

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





## 23.2 – Beaches and Harbors, for Floating Robotic Trash Skimmers

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

The proposal complements existing Marina maintenance practices and advances the listed DBH's strategic plan goals and objectives:

- Meet regulatory mandates with respect to the Marina's water quality
- Share information for improved awareness and understanding across divisions
- Continue to focus on emergency preparedness function and capability
- Employ information technology to help us best achieve our objectives

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

Yes, the proposed project is a pilot and will be used as a case study for DBH and other departments to assess how the technology could be used to clean other waterbodies and waterways.

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

The current method to address debris in hard-to-reach areas is to wait for wave action to move it to a more accessible area or, if the trash is accessible from land, to use a pool net. By implementing the Skimmers, DBH will drive innovation and operational effectiveness as staff will have the technology and resources to promptly and effectively remove trash from the harbor, freeing up staff time to conduct other work. The proposal supports OurCounty, the regional sustainability plan for Los Angeles, by reducing ocean pollution and improving access to beaches, recreational waterways, and public spaces.

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

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

The proposal supports GOAL II. FOSTER VIBRANT AND RESILIENT COMMUNITIES by improving water quality in Marina del Rey.

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

Yes, the trash that accumulates against the seawall is very visible and unsightly, and sometimes generates complaints from the public. Because DBH does not have the tools to safely remove it, staff must wait until the water current pushes the trash to a more accessible area. With the Skimmers, staff will be able to deploy a team to remove the trash shortly after it is observed. This novel device will improve water quality and the public's perception of the County.

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

With the implementation of the proposed Skimmers, DBH will create opportunities for collaboration with other departments that maintain waterbodies and waterways through information sharing. DBH's implementation of a novel technology will serve as a proof of concept to determine if the proposal could be successfully duplicated.

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

DBH has been reviewing multiple static trash skimmer devices for implementation in the harbor for the purpose of reducing pollution and reaching mandated water quality metrics. During this review, the County was approached by the Skimmer vendor,

## 23.2 – Beaches and Harbors, for Floating Robotic Trash Skimmers

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

IADYS. IADYS offered a product demonstration to DBH staff. Staff was impressed with the product’s ease of use and adaptability and requested additional information before determining that Skimmers would be a useful resource to help address pollution in Marina del Rey Harbor.

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

**2019-20**

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

**2021-22**

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

**2022-23**

1<sup>st</sup> Quarter \$ \_\_\_\_\_  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \$80,000  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2023-24**

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

### IMPLEMENTATION PLAN

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Purchase of Products	January 2023	\$80,000	

## 23.2 – Beaches and Harbors, for Floating Robotic Trash Skimmers

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 **\$0**

#### **Other Charges**

List all other charges here

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

#### **Fixed Assets**

List all equipment and other fixed assets here:

Two Jellyfishbots with accessories and consumables (nets, booms, etc.). Includes sales tax and 4-year warranty.

(c) Total fixed assets **\$80,000**

**TOTAL COSTS (a+b+c) **\$80,000****

**23.3 – Board of Supervisors, Executive Office, for Climate Change and Extreme Heat:  
Impacts on LA County Operations and Service Planning Implications**

**EXECUTIVE OFFICE**



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**CELIA ZAVALA  
EXECUTIVE OFFICER**

COUNTY OF LOS ANGELES  
**EXECUTIVE OFFICE**  
BOARD OF SUPERVISORS

KENNETH HAHN HALL OF ADMINISTRATION  
500 WEST TEMPLE STREET, ROOM 383  
LOS ANGELES, CALIFORNIA 90012  
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**MEMBERS OF THE BOARD**

HILDA L. SOLIS

HOLLY J. MITCHELL

SHEILA KUEHL

JANICE HAHN

KATHRYN BARGER

October 7, 2022

Los Angeles County Quality & Productivity Commission  
Kenneth Hahn Hall of Administration  
500 W. Temple Street, Room 565  
Los Angeles, CA 90012

Dear Commissioner McIntyre:

Please accept the attached Productivity Investment Fund Proposal entitled “Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications.” The Board Executive Office requests \$150,000 in grant funding to analyze the impacts of extreme heat conditions on County-provided services and clients.

The insights gained from this research will help the County prepare for more frequent heatwaves due to climate change and develop tailored solutions for mitigating and managing associated costs. This funding was not proposed as part of the Department’s annual budget process because we need to use all of our standard budget allocations for ongoing and other planned projects. The project involves IT systems, and has been reviewed and approved by the Department’s Chief Information Officer.

This project will contribute to the long-term goal of ensuring community well-being and equity in the face of a changing climate. Currently, the County’s only indicator of community well-being during extreme heat is the annual number of heat stress emergency department visits. Our short-term measure of success will be the completion of the project deliverables; the deliverables will help us understand whether there are intermediary indicators that the County should track – using service data that is already available to us – to better understand our progress toward our long-term goal. Thus, the project will directly support effective implementation of the OurCounty Sustainability Plan and the Board-directed priority of Anti-Racism, Diversity, and Inclusion, adopted in 2020.

Sincerely,

A handwritten signature in black ink that reads 'Celia Zavala'.

Celia Zavala  
Executive Officer

**23.3 – Board of Supervisors, Executive Office, for Climate Change and Extreme Heat:  
Impacts on LA County Operations and Service Planning Implications**



**County of Los Angeles  
CHIEF EXECUTIVE OFFICE  
Chief Information Office**

Hall of Records  
320 West Temple Street, 7<sup>th</sup> Floor, Los Angeles, California 90012  
(213) 253-5600

FESIA A. DAVENPORT  
Chief Executive Officer

JULIA OROZCO  
Acting Branch Manager

PETER LOO  
Acting Chief Information Officer

Board of Supervisors  
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Second District

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Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

October 7, 2022

Los Angeles County Quality & Productivity Commission  
Kenneth Hahn Hall of Administration  
500 W. Temple Street, Room 565  
Los Angeles, CA 90012

Dear Commissioners:

I submit this letter as formal support of the Productivity Investment Fund grant application submitted by the Sustainability Office of the Executive Office, Board of Supervisors entitled "Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications." We understand that extreme heat is an increasingly common and dangerous occurrence due to climate change, and we see value in research that will accelerate climate resilience by helping the County of Los Angeles (County) prepare for extreme heat events and prevent deadly impacts.

The Office of the Chief Information Officer hosts the Information Hub (InfoHub) and the Analytics Center of Excellence in support of two strategic goals: improving the delivery of County services through data integration and sharing; and supporting data-driven decision making and increased information maturity through analysis, research, and platforms. This proposed research project would advance both goals by taking advantage of the integrated data within the InfoHub to produce insights about the impacts of extreme heat on cross-departmental services and clients, and to generate creative solutions for effectively mitigating and responding to extreme heat impacts.

My office will support the project by offering guidance on research design and analyses based on County data, facilitating access to and utilization of the InfoHub data in accordance with County protocols and guidelines, and helping to interpret and operationalize research findings for service planning and decision-making. We are looking forward to learning from this project and helping the County become better prepared for growing climate risks in the future.

Should you have any questions concerning this matter, please contact me at (213) 253-5627 or [ploo@cio.lacounty.gov](mailto:ploo@cio.lacounty.gov).

Sincerely,

A handwritten signature in blue ink that reads "Peter Loo".

Peter Loo, Acting CIO  
Office of the Chief Information Officer

23.3 – Board of Supervisors, Executive Office, for Climate Change and Extreme Heat:  
Impacts on LA County Operations and Service Planning Implications



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

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

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

**LIZA FRIAS, REHS**  
Director of Environmental Health

5050 Commerce Drive  
Baldwin Park, California 91706  
TEL (626) 430-5374 • FAX (626) 813-3000

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

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Fourth District

**Kathryn Barger**  
Fifth District

October 6, 2022

Los Angeles County Quality & Productivity Commission  
Kenneth Hahn Hall of Administration  
500 W. Temple Street, Room 565  
Los Angeles, CA 90012

Dear Commissioners,

As the Program Director for Climate Change at the Los Angeles County Department of Public Health (DPH), I am pleased to provide this letter of support for the Productivity Investment Fund grant application submitted by the Board Executive Office entitled “Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications.” This project is a cutting-edge use of “big data” to understand the impact of climate-driven extreme heat on utilization of County services. Cost estimates for excess service utilization during heatwaves will help the County reduce future health services costs by implementing cost-effective health protective interventions that reduce healthcare utilization.

The DPH Climate Change Program works with other agencies, stakeholders, and communities to protect residents from the health impacts of extreme heat and other climate-related impacts. We have collaborated closely with the County Chief Sustainability Office (CSO) on such projects as the OurCounty Sustainability Plan, and the recently-released County Climate Vulnerability Assessment, which paints an alarming picture of how climate crisis affects our county, with rising average temperatures, more frequent and severe heat waves, and other climate impacts that are already being felt.

The findings of the project will inform interventions that protect health and reduce costs associated with extreme heat events, and DPH looks forward to collaborating with the CSO if this proposal is selected for award. Should you have any questions regarding our department’s support of this project proposal, please contact me at 213-760-9470 or via email at [erhoades@ph.lacounty.gov](mailto:erhoades@ph.lacounty.gov).

Sincerely,

A handwritten signature in cursive script that reads "Elizabeth Rhoades".

Elizabeth Rhoades  
Program Director, Climate Change Program



**23.3 – Board of Supervisors, Executive Office, for Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications**

<p>County of Los Angeles Quality and Productivity Commission <b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b> (Please submit the proposal with a cover letter signed by the department head)</p> <p>Last Updated: May 1, 2019</p>	
Department: Board Executive Office	Date: October 7, 2022
Project Name: Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications	
<p><b><u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</u></b></p> <p>The Chief Sustainability Office (CSO) and the Chief Information Office (CIO) will hire a consultant to analyze the impact of extreme heat conditions on county-provided services and clients. Identifying which services and clients are most affected by extreme heat, and how so, will help the County prepare for climate change.</p>	
<p><b><u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u></b></p> <p>This project aims to help departments that provide public-facing services understand how their services and clients are impacted by extreme heat, using data fed into the CIO Infohub from multiple departments.</p> <p>As noted in the Countywide Climate Vulnerability Assessment, extensive research shows that extreme heat causes and exacerbates a wide range of physical and mental health problems. Yet when departments completed an internal survey about extreme heat impacts and costs in order to fulfill a 2021-22 MAPP Goal, almost none of them were able to quantify or even identify the full range of impacts to clients or the demand on their services. Doing so requires statistical analysis for which the departments do not currently have capacity.</p> <p>We will hire a research consultant to:</p> <ol style="list-style-type: none"><li>1) Develop step-by-step plans for analyzing extreme heat impacts on County services, breaking down the effects by geography and population characteristics, using standard statistical methods and data available through Infohub</li><li>2) Pilot the analysis for DHS and at least one other department</li><li>3) Develop cost estimates for excess service utilization during heatwaves</li><li>4) Identify any interactions between DHS’s data and another department’s data (e.g., the same clients or communities having heat-related needs, or heat-related social needs predicting heat-related health needs)</li><li>5) Develop a software package and guide that will enable the County to run a select number of the above analyses in future years without outside support</li></ol> <p>While the research consultant conducts this work, CSO will coordinate with CIO and relevant departments, including Health Services and Public Health, to interpret findings and generate creative solutions for effectively mitigating and responding to extreme heat impacts through service and operation changes.</p>	

**23.3 – Board of Supervisors, Executive Office, for Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications**

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

Last Updated: May 1, 2019

Quantifying extreme heat impacts on County services will improve the County’s ability to develop tailored solutions for mitigating and managing associated costs. For example, we may be able to reduce future health services costs by providing less costly social services that prevent healthcare utilization, such as connecting eligible at-risk clients to utility assistance or weatherization programs that enable them to stay cool during heatwaves. Our project is an innovative use of “Big Data” that advances cross-cutting collaboration.

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

This project will contribute to the long-term goal of ensuring community well-being and equity in the face of a changing climate. Currently, the County’s only indicator of community well-being during extreme heat is the annual number of heat stress emergency department visits. Without new and better extreme heat interventions, these visits are likely to **increase** due to more frequent heatwaves caused by climate change, rather than decrease.

Completion of the project deliverables (data analysis and software development) will help us understand whether there are intermediary indicators that the County should track – using service data that is already available to us – to understand our progress toward our long-term goal. This project will also help us develop cost-effective strategies for achieving our long-term goal, as well as shorter-term performance metrics that track incremental progress toward that goal. Strategies for meeting our long-term goal may include development of interventions that improve resident wellbeing (such as home weatherization support for at-risk clients) and/or cross-departmental collaboration that strengthens existing services (such as referral of a DHS client to another department’s program). Performance metrics may include data on communications or services provided to at-risk individuals.

In future years, we can use the software package to re-run select analyses as needed; this will enable us to monitor any newly-identified indicators of long-term progress, and possibly track the success of any interventions that may be developed.

Immediate Outcomes	Intermediate Outcomes	Long-Term Goal
<ul style="list-style-type: none"> <li>• Analysis of service impacts and costs completed for at least two departments</li> <li>• Software package developed</li> </ul>	<ul style="list-style-type: none"> <li>• Additional analyses completed</li> <li>• Improvement of existing and development of new cost-effective strategies, with performance metrics, to achieve long-term goal</li> </ul>	Ensure community well-being in the face of a changing climate (especially more extreme heat)

**23.3 – Board of Supervisors, Executive Office, for Climate Change and Extreme Heat:  
Impacts on LA County Operations and Service Planning Implications**

County of Los Angeles Quality and Productivity Commission <b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b> (Please submit the proposal with a cover letter signed by the department head)														
Last Updated: May 1, 2019														
Is this an Information Technology project? If yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below.  <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	<b>Amount Requested:</b>  <table style="width:100%; border-collapse: collapse;"> <tr> <td style="text-align: center; border-bottom: 1px solid black; width: 20%;">Loan</td> <td style="width: 20%;"></td> <td style="text-align: center; border-bottom: 1px solid black; width: 20%;">Grant</td> <td style="width: 20%;"></td> <td style="text-align: center; border-bottom: 1px solid black; width: 20%;">Total</td> </tr> <tr> <td style="border-top: 1px solid black;"></td> <td></td> <td style="border-top: 1px solid black; text-align: center;"><b>\$150,000</b></td> <td></td> <td style="border-top: 1px solid black; text-align: center;">\$150,000.00</td> </tr> </table>				Loan		Grant		Total			<b>\$150,000</b>		\$150,000.00
Loan		Grant		Total										
		<b>\$150,000</b>		\$150,000.00										
Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.														
	Implementation Period	Project Year 1	Project Year 2	Project Year 3										
A. Annual Cost of Current Process:														
B. Estimated Annual Cost of Proposal:	\$70,000	\$80,000												
C. Savings (B minus A)	\$70,000	\$80,000	\$0.00	\$0.00										
<b>Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)</b>														
<b><u>2022-23</u></b> 3 <sup>rd</sup> Quarter: \$20,000 4 <sup>th</sup> Quarter: \$50,000  <b><u>2023-24</u></b> 1 <sup>st</sup> Quarter: \$40,000 2 <sup>nd</sup> Quarter: \$40,000														
Quality and Productivity Manager (Print and Sign) Brenda Duran <i>Brenda Duran</i> Telephone Number (213) 974-1433  E-mail BDuran@bos.lacounty.gov	Project Manager (Print and Sign) Alison Frazzini <i>Alison Frazzini</i>  Telephone Number 213-304-7856  E-mail afrazzini@cso.lacounty.gov													
Department CIO/IT Manager (Print and Sign) Amin Almuhabab <i>Amin Almuhabab</i> Telephone Number 213-379-0161  E-mail AAlmuhabab@BOS.LACounty.GOV	Budget/Finance Manager (Print and Sign) Angel Ortega <i>Angel Ortega</i> Telephone Number (213) 974-2787  E-mail aortega@bos.lacounty.gov													
Department Head (Print and Sign) Celia Zavala <i>Celia Zavala</i> E-mail czavala@bos.lacounty.gov	Telephone Number (213) 974-1401													

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

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

**QUESTIONS**

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

If so, when (date)?

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

Yes \_\_\_\_\_ No  X

If no, why not? We need to allocate our entire budget to projects that are already planned

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 – we are seeking a grant

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? Not immediately, but it will help us identify cost avoidance strategies for the future

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

This proposed research project would take advantage of the integrated data within our County Information Hub (InfoHub) to produce insights about the impacts of extreme heat on cross-departmental services and clients, and to generate creative solutions for effectively mitigating and responding to extreme heat impacts.

Electronic health records (EHR) that capture detailed health information are now widely implemented, yet estimates for population health continue to be based on surveys and are published with multi-year lags at the national or state level. There

**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

are technological, organizational, and legal hurdles to analyzing electronic health records for purposes other than clinical care. This project overcomes this hurdle and develops a solution to provide population health information closer to real time, and provide better geographic and demographic resolution than anything currently available. It will leverage data generated in the health care system that feeds into InfoHub to inform public health and benefit the broader society.

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

Yes, this is a pilot project that we can revise or replicate in future years using the software package to be developed. We can also expand it to include more departments. Infohub contains Aging Department data on services for older adults and LAHSA data on services for people experiencing homelessness. Both of these populations are very high-risk for extreme heat impacts. Heat events may also be related to increases in violent behaviors, affecting emergency, law enforcement, and child/family services. Quantification of the impact of extreme heat on services/cost of service delivery for these populations and identification of interactions between these services and health outcomes in the respective populations will further support the development of new cross-departmental strategies to achieve our long-term goal.

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

This research project directly supports effective implementation of the OurCounty Sustainability Plan and the Board-Directed Priority of Sustainability, both adopted by the Board in 2019, as well as the Board-Directed Priority of Anti-Racism, Diversity, & Inclusion, adopted in 2020. Resilience to climate change is a key theme in the Sustainability Plan, and elimination of racial health inequities is a major goal for both Sustainability and ARDI. Communities of color and people of color are disproportionately affected by extreme heat, due to a combination of factors including streetscapes that trap heat at ground level and limited household resources for cooling; this research will help us understand how to support more climate resilience among disproportionately burdened communities and thereby reduce racial health inequities.

More specifically: the OurCounty plan sets a goal of reducing the number of annual heat stress emergency department visits and outlines several commitments which will drive progress toward that goal, including an increase in green surfaces, shade structures, and other public amenities. The County already implements several services aimed at helping communities stay safe during heatwaves, such as cooling

**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

centers and outreach to vulnerable individuals, and has recently launched new initiatives which will further promote community resilience to heat, such as the Urban Forest Management Plan. This research project will help us identify ways to improve our existing services and make the best use of any additional public dollars that we allocate toward these commitments by generating new insights about who within burdened communities is at greatest risk, why they're at risk, and how effectively our County services are responding to the risk and impacts.

Additionally, this project will inform the Board-directed Climate Resilience Initiative of the Chief Sustainability Office, charged with developing and coordinating innovative, collaborative, and cross-departmental climate resilience solutions. Project findings will also inform the work of DPH's Climate Change Program as they inform and engage the public about the health dangers of climate change and promote policies and programs that reduce health impacts related to climate-driven extreme heat.

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

Yes: the project relates to several goals in the 2016-2021 Strategic Plan:

- *II.2.3 Prioritize Environmental Health Oversight and Monitoring: Strengthen the County's capacity to effectively prevent, prepare for and respond to emergent environmental and natural hazards and reduce impacts to disproportionately affected communities:*
- *II.3.3 Address the serious threat of global climate change.*

Secondary side benefits stem from the cross-departmental effort to use different county data sources. These relate to:

- *III.2.3 Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency*
- *III.2.1 Enhance Information Technology Platforms to Securely Share and Exchange Data*
- and
- *III.3.8 Develop an Early Warning Tool: Develop and test a tool that can help assess the likelihood that a department will experience severe operational and/or administrative challenges negatively impacting service delivery or substantially impeding the Department's ability to meet its mission.*

This project will also support fulfillment of goals in the 2023-27 Countywide Strategic Plan. The current draft of that plan, still under development, includes a goal to keep LA County communities protected from climate and other environmental risks, and a strategy to provide communications, services, and infrastructure that keep people safe.

## 23.3 – Board of Supervisors, Executive Office, for Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications

County of Los Angeles Quality and Productivity Commission

### PRODUCTIVITY INVESTMENT FUND PROPOSAL

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

Yes: In the past two years, there has been a myriad of high-profile media coverage about extreme heat and the need for innovative and cross-sector strategies to address its impacts, including an award-winning investigative series by the LA Times. This project will directly inform the development of such strategies within LA County government, and is therefore likely to generate positive media attention. Additionally, to the extent that it generates improvements to County services and investments that support health and well-being, this project will foster better relationships with the clients and communities served.

[Record-setting, long-duration heat wave is roasting Western US](#) (The Washington Post, 2022)

[It's Too Hot: Los Angeles Melts Under Its Worst Heatwave of the Year](#) (The Guardian, 2022)

[Even during record heat, surprisingly few people go to L.A. cooling centers. Why?](#) (LA Times, 2022)

[The LA Times Investigation Into Extreme Heat's Deadly Toll](#) (LA Times, 2021)

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

This project focuses on interdepartmental collaboration: Data collected in one department (Health Services) could inform the substantive area of another department (Board Executive Office/Chief Sustainability Office). Tremendous amounts of data are collected across LA County departments and could be beneficial to inform decision-making across areas. LA County is already far ahead other counties by having a centralized data depository (Info-Hub). However, data are rarely used for purposes outside the originating departments.

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

This project is a direct outgrowth of the County's Climate Vulnerability Assessment and the subsequent 2021-22 Countywide Sustainability Management Appraisal and Performance Plan Goal to quantify the impact of extreme heat on departmental services and budgets. As noted above, most departments were unable to quantify impacts at all; some departments were able to quantify select direct impacts, but none of the departments examined indirect impacts. This project is an attempt to quantify more of the direct and indirect impacts. Doing so will support the improvement and/or development of specific County actions to prevent or manage impacts in the future.

**23.3 – Board of Supervisors, Executive Office, for Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications**

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

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

**2019-20**

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

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

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

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

**2021-22**

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

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

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

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

**2022-23**

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

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

3<sup>rd</sup> Quarter \$20,000 \_\_\_\_\_

4<sup>th</sup> Quarter \$50,000 \_\_\_\_\_

**2023-24**

1<sup>st</sup> Quarter \$40,000 \_\_\_\_\_

2<sup>nd</sup> Quarter \$40,000 \_\_\_\_\_

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

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

**IMPLEMENTATION PLAN**

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
On-board vendor	1/9/23	N/A	N/A
Obtain data governance approvals	2/1/23	N/A	N/A
In consultation with relevant departments, develop detailed plans for analytical methodology	2/1/23	\$20,000	N/A
Submit Application to Human Subjects Protection Committee	3/1/23	N/A	N/A
Pilot the analysis of County service impacts using data from DHS and one other department	4/1/23	\$50,000	N/A
Develop cost estimates for excess service utilization	8/1/23	\$20,000	N/A



**23.3 – Board of Supervisors, Executive Office, for Climate Change and Extreme Heat: Impacts on LA County Operations and Service Planning Implications**

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Identify interactions between services/client populations in relation to extreme heat	9/1/23	\$20,000	N/A
Work with departments to interpret findings and identify operational implications	9/1/23	N/A	N/A
Develop a software package and guide for additional / future County analyses	10/1/23	\$30,000	N/A
Final report on findings and recommended next steps	11/1/23	\$10,000	N/A

**LINE ITEM BUDGET DETAIL**

(Work with your Budget Analyst)

**Services and Supplies**

List all services and supplies here

(a) None \$

**Other Charges**

List all other charges here

(b) Consultant Fees **\$150,000**

<b>Anticipated Consultant Contribution</b>	<b>Labor (hours)</b>
Economic analysis	240
Policy & data analysis	480
Software programming	160
Communications	16

**Fixed Assets**

List all equipments and other fixed assets here

(c) None \$

**TOTAL COSTS (a+b+c) **\$150,000****



# COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

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

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

**LISA M. GARRETT**  
DIRECTOR OF PERSONNEL

October 7, 2022

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

From: Lisa M. Garrett  
Director of Personnel

## PRODUCTIVITY INVESTMENT FUND GRANT PROPOSAL – BOARD LEADERSHIP TRAINING PROGRAM

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

The Department of Human Resources (DHR) is requesting a \$100,000 grant to develop a training program to educate, prepare, and motivate Los Angeles County (County) managers and employees to serve in leadership positions on boards, commissions, or committees in their communities in an effort to promote increased diversity, equity, and inclusion.

This training program is a collaborative project of the Directors of the Departments of Arts and Culture, Animal Care and Control, the Executive Office of the Board of Supervisors, and DHR, to expand diversity and inclusion for nonprofit boards and commissions that provide support for County residents and families while providing training for County employees interested in service. The ability to dispatch trained County leaders to serve on boards will further help those boards meet their objectives and missions with board members who can provide technical expertise and support.

This training program will provide direct benefits and outcomes:

Quality and/or Productivity Outcome	Measured by:
Operational	<ul style="list-style-type: none"> <li>Survey to assess if trained participants are serving on a nonprofit board, commission, or committee within the County communities.</li> </ul>

Edward T. McIntyre, Chair

October 7, 2022

Page 2

Membership	<ul style="list-style-type: none"><li>• The number of participants who volunteer and support non-profits which after involvement leads to board participation.</li></ul>
Readiness	<ul style="list-style-type: none"><li>• Participant and community board/commission feedback and assessment of the level of readiness to serve post-program participation.</li></ul>
Non-profits Served	<ul style="list-style-type: none"><li>• Survey non-profits being served by program participants.</li></ul>

This program will facilitate County employees using their lived experiences and diverse perspectives to advocate for positive change in their respective communities and develop board and commission membership pools that are more representative of the communities they serve.

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

LMG:PAM

LF:gc

c: Executive Office, Board of Supervisors

<p>County of Los Angeles Quality and Productivity Commission  <b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b>                  (Please submit the proposal with a cover letter signed by the department head)</p>	
<p>Last Updated: August 3, 2021</p>	
<p>Department: Human Resources</p>	<p>Date: October 7, 2022</p>
<p>Project Name: Board Leadership Training Program</p>	
<p><b><u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</u></b></p> <p>Funding will support a collaborative effort to develop a training program to educate, prepare, and motivate Los Angeles County (County) managers and employees to serve in leadership positions on boards, commissions, or committees in their communities in an effort to promote increased diversity, equity, and inclusion.</p>	
<p><b><u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u></b></p> <p>The Board Leadership Training Program (Program) is a collaborative project of the Directors from the Departments of Arts and Culture, Animal Care and Control, the Executive Office of the Board of Supervisors, and Department of Human Resources (DHR), to expand diversity and inclusion on nonprofit boards, commissions, and committees that provide support for County residents and families. The Program will identify, educate, prepare, and motivate 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 work to rebuild after COVID-19, this as a pivotal time to encourage public service and further the Board of Supervisors Anti-Racism and Diversity Initiative goals. The Program will train County employees interested in service and assist them with Board placement.</p> <p>A vendor will be identified to assist with developing and facilitating portions of the Program. A workgroup has focused on developing this idea for about a year. A Request for Information was released and 10 submissions were received. Costs range from approximately \$1,250 per participant to \$45,000 for every 50 participants which supports the \$100,000 request. The pilot will focus on two cohorts of approximately 40 – 50 County executives and employees. Training will cover topics that include, but are not limited to:</p> <ul style="list-style-type: none"> <li>▪ Essential competencies of nonprofit governance/board development</li> <li>▪ Diversity, equity, and inclusion</li> <li>▪ Conflict resolution in relation to diversity and inclusion (handling such discussions)</li> <li>▪ Fiscal/Fiduciary responsibilities</li> <li>▪ Robert’s Rules of Order and the Brown Act</li> <li>▪ Importance and Impact of Public Service</li> <li>▪ Managing conflicts of interest</li> </ul>	

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

Last Updated: August 3, 2021

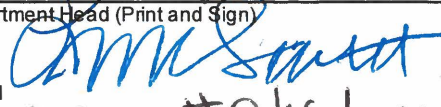
**Project benefits:**

This Program will provide the County an opportunity to promote increased diversity, equity, and inclusion on boards and commissions, as well as it being a tool to advance the County's goals of promoting public service, gender equity, and antiracism within and across the County.

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

The following evaluation/performance measures will be used:

- Participant Feedback – assessment of the Program content, materials used, board networking and/or membership opportunities provided, and applicability of knowledge gained.
- Operational Impact – six-months and again one year after training completion participants will be surveyed to assess whether they are serving on a nonprofit board, commission, or committee within the County communities. The follow-up survey will also solicit Program feasibility from participants and/or boards, commissions, and committees that the participants joined to assess the level of readiness to serve post-program participation.
- Success will also be measured by the number of participants who volunteer and support non-profits. Often, board seats come after involvement and participation with non-profits occur. We will also measure this level of participation.
- Survey Non-Profits being served by Program Participants.

County of Los Angeles Quality and Productivity Commission <b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b> (Please submit the proposal with a cover letter signed by the department head) Last Updated: August 3, 2021										
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_____	<u>\$100,000.00</u>	<u>\$100,000.00</u>								
Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.										
	<u>Implementation</u>	<u>Project</u>	<u>Project</u>	<u>Project</u>						
	<u>Period</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>						
A. Annual Cost of Current Process:										
B. Estimated Annual Cost of Proposal:		\$50,000.00	\$50,000.00							
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00						
<b>Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)</b>  Funds will be needed in FY 2022-2023, Quarter 4 and in FY 2023-2024, Quarter 1.										
Quality and Productivity Manager (Print and Sign) Leslie Foxvog, Administrative Deputy  Leslie Foxvog <small>Digitally signed by Leslie Foxvog Date: 2022.10.06 16:16:08 +0700</small>  Telephone Number (213) 974-2515  E-mail: LFoxvog@hr.lacounty.gov	Project Manager (Print and Sign) Rodney Collins, Assistant Director  Rodney Collins <small>Digitally signed by Rodney Collins Date: 2022.10.06 12:26:34 -0700</small>  Telephone Number (213) 974-2449  E-mail: RCollins@hr.lacounty.gov									
Department CIO/IT Manager (Print and Sign)  Telephone Number  E-mail:  Lisa M. Garrett	Budget/Finance Manager (Print and Sign) Elyson Raudez <small>Digitally signed by Elyson Raudez Date: 2022.10.06 14:53:02 -0700</small>  Elyson Raudez Telephone Number (213) 893-7817  E-mail: ERaudez@hr.lacounty.gov									
Department Head (Print and Sign)  E-mail Lgarrett@hr.lacounty.gov	Telephone Number (213) 974-2406									

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

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

**QUESTIONS**

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

2. Was this proposal included in the department's current budget request?  
Yes \_\_\_\_\_ No  \_\_\_\_\_ If no, why not?  
It's a multi-department collaborative effort initiative. While not in current year budget did request funding through American Recovery Act Funds

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 Program would fall under the service enhancement category. Recognizing the need to deploy supportive services through an equity lens to jumpstart recovery for lower socio and economic individuals and other marginalized communities within the County, the Program will facilitate County employees using their lived experiences and diverse perspectives to advocate for positive change in their respective communities within the County. Our County executives will be able to play a role in developing strategies and guiding the directions of nonprofits. This Program will train County managers and employees to increase the effectiveness of boards and commissions working to advance racial, social, and economic equity by helping to develop board and commission membership pools that are more representative of the communities they serve, are racially and ethnically diverse, and are culturally inclusive.

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

County of Los Angeles Quality and Productivity Commission

**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

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

The proposed Program will strengthen and enhance the County's commitment to meeting the strategic goals of making investments that transform lives and fostering vibrant and resilient communities, in addition to meeting our mission of establishing superior services through inter-departmental and cross-sector collaborations that measurably improve the quality of life for the people and communities of the County. As previously stated, the Program is a collaborative project of the Directors of the Departments of Arts and Culture, Animal Care and Control, the Executive Office of the Board of Supervisors, and DHR, to expand diversity and inclusion for nonprofit boards, commissions, and committees that provide support for County residents and families while providing training for County employees interested in service. Additionally, the Program will complement the efforts and work being done across the County with the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative.

The Program will directly benefit County employees and managers seeking leadership roles and opportunities to serve within their respective communities, and will also strongly benefit the boards, commissions, and various communities served by the nonprofit boards and commissions.

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

Yes, the first training cohort offering will be conducted as a pilot project.

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

The County is focused on developing and creating an Anti-Racist Los Angeles Community and County. This Program will leverage resources from various departments that will help with supporting the participants. Besides the partnering departments, others have also pledged support for this effort. Departments that have committed support include County Counsel and Auditor-Controller. These departments may provide support for developing and providing assistance with training topics covering legal and fiscal matters as needed.



County of Los Angeles Quality and Productivity Commission

**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

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

If yes, please explain.

Yes. This proposal most aligns with Goal II - Foster Vibrant and Resilient Communities. By helping nonprofits, boards, and commissions to identify trained professionals who are motivated, we will ensure that the work of those agencies is supported and helped to succeed in making a meaningful and positive impact in the various communities served across the County.

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

Yes. Nonprofits serve the greater community and provide a safety net for many County residents from youth to the homeless. Dispatching County Executives to serve on boards will further help those boards meet their objectives and mission with trained board members or supporters who can provide technical expertise and support.

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

The Program was developed and designed with interdepartmental cooperation in mind by various County entities and departments including: Animal Care and Control, Arts and Culture, DHR, and the Executive Office of the Board of Supervisors. Program participants will be from a cross-section of County departments. Curriculum development and facilitation will be a collaborative effort of selected contracted vendors, Auditor-Controller, County Counsel, and DHR.

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

While DHR has taken a lead role on the project, this idea was born during a Department Head Meeting wherein Kristin Sakoda, Department Head of the Department of Arts and Culture, and Marcia Mayeda, Director of the Department of Animal Care and Control were having a discussion about the ARDI initiative and came up with this idea. Lisa Garrett, Director of Personnel, pledged her support and the Executive Office of the Board of Supervisors has partnered to develop and further this idea.

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

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

**2019-20**

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

**2021-22**

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

**2022-23**

1<sup>st</sup> Quarter \$ \_\_\_\_\_  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \_\_\_\_\_  
 4<sup>th</sup> Quarter \$50,000\_\_

**2023-24**

1<sup>st</sup> Quarter \$50,000\_\_  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**IMPLEMENTATION PLAN**

<b><u>KEY MILESTONES</u></b>	<b><u>START DATE</u></b>	<b><u>FUNDS NEEDED</u></b>	<b><u>FUNDS REPAID</u></b>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Formal Vendor Solicitation Released	February 2023		\$
Training Implementation Cohort 1	April 2023 – June 2023	\$50,000 4 <sup>th</sup> Quarter 22-23	
Training Implementation Cohort 2	Sept 2023 – Nov 2023	\$50,000 1 <sup>st</sup> Quarter FY 23-24	

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:

1. Curriculum development
2. Training facilitation through cohorts
3. Resource website for Program participants

(a) Total services and supplies **\$100,000**

**Other Charges**

List all other charges here:

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

**Fixed Assets**

List all equipments and other fixed assets here:

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

**TOTAL COSTS (a+b+c) **\$100,000****

## 23.5 – Public Defender, Expedited Evaluations for Mental Health Diversion Pilot Project



Law Offices of Los Angeles County  
**PUBLIC DEFENDER**

210 West Temple St.  
19<sup>th</sup> Floor  
Los Angeles, CA 90012  
213-974-2801  
[Rgarcia@pubdef.lacounty.gov](mailto:Rgarcia@pubdef.lacounty.gov)



**ALTERNATE PUBLIC DEFENDER**

210 West Temple St.  
Suite 18-709  
Los Angeles, CA 90012  
213-974-6626  
[EAnzoategui@apd.lacounty.gov](mailto:EAnzoategui@apd.lacounty.gov)

October 7, 2022

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

Dear Ms. Henderson,

The Office of the Public Defender (PD) respectfully requests a Productivity Investment Fund grant in the amount of \$763,600 to create and implement our *Expedited Evaluations for Mental Health Diversion* pilot project which engages a dedicated team of forensic psychiatric fellows to expediate court-ordered mental health evaluations of incarcerated individuals eligible for diversion and treatment in the community. The project's goal is to dramatically reduce the lengthy system delays which adversely impact incarcerated individuals seeking mental health treatment. Research shows that this population is disproportionately comprised of people of color.

In 2018, California enacted mental health diversion (MHD) legislation which authorizes criminal courts to offer treatment alternatives to incarceration providing there is a nexus between the illness and the conduct which gives rise to the filing. The traditional process of securing an appropriate expert, governed by Evidence Code 730, has become so slow-moving that currently, eligible inmates languish in jail for several weeks, sometimes months, while awaiting the appointment of a qualified mental health professional to provide the requisite opinion.

To streamline and expedite this process, we aim to utilize a dedicated team of forensic psychiatric fellows to evaluate approximately 32 PD and APD clients per month within all five Supervisorial districts to produce MHD eligibility reports within 14 days of appointment, saving significant attorney hours. Including a case manager and navigator to the team will enable rapid linkage to treatment, reducing costly days of incarceration. A warm hand-off to follow-up care will be established with community behavioral health. Creating this pilot with nationally recognized consultants, the Countywide Criminal Justice Coordination Committee, Departments of Mental Health and Health Services, the Courts, District Attorney and Sheriff, can allow for countywide adaptation. Efforts to reduce clients' jail time and support safe return to the community produces significant savings to the County.

## 23.5 – Public Defender, Expedited Evaluations for Mental Health Diversion Pilot Project

Henderson  
October 7, 2022  
Page 2

According to a 2020 Rand report<sup>1</sup>, an estimated 61 percent of our County's jail mental health population are appropriate candidates for diversion. However, a significant portion cannot be serviced by the Office of Diversion and Re-entry or the Rapid Diversion Program, either due to charge classifications, acute treatment needs, lack of available treatment beds or funding.

Early intervention has been cited as one of the most cost-effective ways to prevent homelessness, evictions, family separations, employment loss, and a myriad of other issues that immediately create cost burdens on the County's social service and health programs. Treating drug users and persons with mental illness as worthy of care is the very definition of harm reduction.

This proposal delivers crucial mental health services directly to our departments' clients, thereby enhancing service delivery. The goal is to increase the number of successful interventions and thereby decrease failures, creating cost savings for the County.

This pilot will address multifaceted and interconnected issues, such as:

- **Health-** Mental Health and Substance Use Disorder Treatment Support: acute needs that if coordinated properly, divert people away from jail.
- **Benefits-** Jail often severs benefits. Enrollment in Social Security, Medicare, and Medicaid is daunting for many clients. A case manager will make the process accessible for clients and efficient for county workers.
- **Family, Children & Youth-** Reducing jail time and creating support systems to keep families together improves outcomes for both parents and children.

I respectfully submit our *Expedited Evaluations for Mental Health Diversion* pilot project proposal to the Productivity Investment Board for your consideration. If you have any questions or need additional information, please do not hesitate to contact me.

Respectfully submitted,



Ricardo D. Garcia  
Public Defender

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<sup>1</sup> Holliday, Stephanie Brooks, Nicholas M. Pace, Neil Gowensmith, Ira Packer, Daniel Murrie, Alicia Virani, Bing Han, and Sarah B. Hunter, Estimating the Size of the Los Angeles County Jail Mental Health Population Appropriate for Release into Community Services. Santa Monica, CA: RAND Corporation, 2020.  
[https://www.rand.org/pubs/research\\_reports/RR4328.html](https://www.rand.org/pubs/research_reports/RR4328.html).

## 23.5 – Public Defender, Expedited Evaluations for Mental Health Diversion Pilot Project

County of Los Angeles Quality and Productivity Commission <b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b> (Please submit the proposal with a cover letter signed by the department head)	
Last Updated: May 1, 2019	
Department: Public Defender	Date: November 7, 2022
Project Name: Expedited Evaluations for Mental Health Diversion Pilot Project	
<b><u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will used.</u></b>  This proposal requests \$763,600 to create a dedicated team of community-based medical and social work professionals to expedite court-ordered mental health evaluations of diversion eligible pre-trial detainees to reduce lengthy court processes, provide linkage to treatment in the community, decrease the jail mental health population and to ensure public safety.	
<b><u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u></b>  <b><u>Problem</u></b> According to a 2020 RAND report, an estimated 61 percent of our County’s jail mental health population are appropriate candidates for diversion. However, a significant portion cannot be serviced by the Office of Diversion and Re-entry or the Rapid Diversion Program, either due to charge classifications, acute treatment needs, lack of available treatment beds or funding.  To qualify for Mental Health Diversion (MHD), a bench officer must rely on an expert’s opinion that a “defendant suffers from a mental health disorder,” “this condition was a significant factor in the commission of the charged offense,” and the “symptoms of the mental disorder motivating the criminal behavior would respond to mental health treatment.”  The court process currently takes weeks or even months as it requires defense counsel to take several time-consuming steps: finding an available expert, writing a motion pursuant to Evidence Code Section 730, which allows for the appointment of an expert to conduct a mental health evaluation, writing a letter to the expert outlining the legalities of MHD, waiting several weeks for the expert’s report, and then litigating eligibility. This process has been further exacerbated by the backlog of cases due to COVID-19 delays.  <b><u>Solution</u></b> To streamline and expedite this process, we aim to utilize a dedicated team of forensic psychiatric fellows to evaluate approximately 32 Public Defender and Alternate Public Defender clients per month within all five Supervisorial districts to produce MHD eligibility reports within 14 days of appointment, saving significant attorney hours. Including a case manager and navigator will enable rapid linkage to treatment, reducing costly days of incarceration. Creating this pilot with nationally recognized consultants, the Countywide Criminal Justice Coordination Committee, Departments of Mental Health and Health Services, the Courts, District Attorney and Sheriff, can allow for countywide adaptation and save costs without compromising public safety.	

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

Last Updated: May 1, 2019

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

We will engage a nationally recognized criminal justice reform consultant and the Countywide Criminal Justice Coordination Committee in various capacities on this pilot project, including program design and development of strategic metrics. We will utilize tools developed by our County's Anti-Racism, Diversity, and Inclusion initiative during the creation of this pilot to address racial disparities for detained individuals who are disproportionately people of color.

We will establish a workgroup to integrate multisystem collaboration and meet monthly to conduct a gap analysis of systemic barriers to the goals of reduced re-arrests, reduced costly incarcerations and reduced negative health outcomes. Investigation of these gaps through developing data sharing systems and regular analysis will allow us to focus on additional capacity building activities.

A Supervising Forensic Psychiatrist and Academic Supervising Psychologist will develop a consistent and reliable approach to evaluating individuals for mental health and/or substance use disorder (MH/SUD) diversion. Developing a methodology that can be utilized and implemented by fellows to expedite evaluations to be relied upon by bench officers in determining diversion eligibility is paramount. This will reduce the litigation process and reduce incarceration time for people awaiting 730 evaluations. This project will enhance PD and APD attorney productivity by reducing significant hours spent on finding available and knowledgeable mental health experts to evaluate potential diversion-eligible clients. Attorneys often find themselves reinventing the wheel in the current 730 process, preparing motions to varying experts and having to explain and re-explain the legalities of MHD. Having a dedicated clinical team trained specifically to produce eligibility reports within 14 days of appointment will enhance an individual's journey throughout the continuum of our County's criminal-legal and healthcare systems. Reducing the waiting period for a mental health evaluation, a waiting period in which patients frequently decompensate, will substantially increase their odds of successful treatment.

**23.5 – Public Defender, Expedited Evaluations for Mental Health Diversion Pilot Project**

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

Last Updated: May 1, 2019

Is this an Information Technology project? If yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below.  <input type="checkbox"/> Yes <input checked="" type="checkbox"/> <b>No</b> <input type="checkbox"/> N/A	<p style="text-align: center;"><b>Amount Requested: \$763,600</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; width: 33%;"><u>Loan</u></td> <td style="text-align: center; width: 33%;"><u>Grant</u></td> <td style="text-align: center; width: 33%;"><u>Total</u></td> </tr> <tr> <td style="text-align: center;">N/A</td> <td style="text-align: center;"><b>\$763,600</b></td> <td style="text-align: center;"><b>\$763,600</b></td> </tr> </table>	<u>Loan</u>	<u>Grant</u>	<u>Total</u>	N/A	<b>\$763,600</b>	<b>\$763,600</b>
<u>Loan</u>	<u>Grant</u>	<u>Total</u>					
N/A	<b>\$763,600</b>	<b>\$763,600</b>					

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

	<u>Implementation Period</u>	<u>Project Year 1</u>	<u>Project Year 2</u>
A. Annual Cost of Current Process:	\$	\$	\$
B. Estimated Annual Cost of Proposal:	\$763,600	\$399,600	\$364,300
C. Savings (B minus A)	\$763,600	\$399,600	\$364,300

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

The total amount of grant funds requested is \$. Funding will be to secure the services of vendors that will provide services to attorneys and their clients.

\$399,600 for year 1 (FY 2023-24) and \$364,300 for year 2 (FY 2024-25)

FY 2023-24	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	\$399,600	\$	\$	\$
FY 2024-25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	\$364,300	\$	\$	\$

**ALL SIGNATURES ON FILE.**

Quality and Productivity Manager (Print and Sign) Thomas Moore  Telephone Number (213) 974- 3098  E-mail TMoore@pubdef.lacounty.gov	Project Manager (Print and Sign) Marcus Huntley  <p style="text-align: center;"><b>"SIGNATURE ON FILE"</b></p> Telephone Number (213)) 974-3019  E-mail MHuntley@pubdef.lacounty.gov
Department CIO/IT Manager (Print and Sign)  This is not an Information Technology project.  Telephone Number  E-mail	Budget/Finance Manager (Print and Sign) Jon Trochez  <p style="text-align: center;"><b>"SIGNATURE ON FILE"</b></p> Telephone Number (213) 974-2807  E-mail JTrochez@pubdef.lacounty.gov



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

Last Updated: May 1, 2019

Department Heads (Print and Sign)  
Ricardo Garcia, Public Defender

Telephone Number  
(213) 974-2801

**Signature on File.**

E-mail  
RGarcia@pubdef.lacounty.gov

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



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

This proposal will help accomplish the *Care First, Jails Last* goal of the Alternatives to Incarceration Work Group, unanimously established by the Los Angeles County Board of Supervisors on February 12, 2019. The group was charged with drafting a plan to build a more effective justice system. With collaboration and leadership from community stakeholders, the Work Group put forward a comprehensive report that included five overarching strategies, twenty-six foundational recommendations, and 114 overall recommendations. On March 10, 2020, the Board adopted the five strategies, directed the creation of the Los Angeles County Alternatives to Incarceration (ATI) office, and directed that a strategic plan to implement the *Care First, Jails Last* approach in Los Angeles County be developed.

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

To amplify and complement the tremendous work already in motion with the *Care First, Jails Last* initiative, best and shared practices will be employed in every step of the development and implementation of this pilot project to ensure incarcerated individuals awaiting trial are not detained any longer than necessary.

This pilot encompasses a substantial portion of defendants for whom MH/SUD diversion is unavailable, either due to charge classifications or acute treatment needs. Individuals with MH/SUD are at higher risk of negative health consequences, which are worsened by incarceration. The disparity in incarceration of minorities has been well documented as a certain contributor to structural inequities. A contributing factor to poor outcomes and the revolving door of re-arrests and healthcare utilization is lack of access to treatment for these health conditions while incarcerated and after release. Our goals are to reduce delays in care because of incarceration, to reduce incarceration days caused by delays in evaluation and care, and to maintain the services to address mental healthcare needs. Addressing the significant delay waiting for mental health evaluations directly supports these goals. Identifying the best providers and services for diversion from incarceration will provide the necessary transition to address gaps in care.

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

This project will make the criminal pretrial process fairer and more effective by addressing racial disparities for detained individuals with MH/SUD illness who are disproportionately people of color, supporting our County’s Anti-Racism, Diversity, and Inclusion (ARDI) initiative.

This proposal is also aligned with the priorities and goals set forth by CCJCC’s Public Safety Realignment Team, specifically, goal #3: Reduce the mental health population in the County jail system. This proposal will also help PD’s Mission to, “by 2025, measurably reduce incarceration and the collateral consequences of contact with the criminal justice system in Los Angeles County.”

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

Yes, this proposal is a pilot project.

The conditions for expanding this pilot project are dependent upon several factors that require full engagement and collaboration by all court-involved stakeholders, including the Courts, DA, Sheriff, DMH, DHS and both Public Defender agencies. Since this is the first time these agencies have collaborated in this capacity, we anticipate challenges with regards to data sharing amongst systems. However, we have established the importance and need to share data and assess meaningful outcomes within agencies and to the greater public. Additionally, we have experts that have previously managed similar challenges and are prepared to overcome this anticipated barrier. Examples of effective practices to navigate data challenges have been to institute a memorandum of understanding and sharing key aggregate data.

Future expansion would necessitate a considerable financial investment by the County and/or securing external funds via grant opportunities and/or philanthropic support.

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

This proposed project will continue to drive transformative change within the criminal legal system, will meet specific Countywide Strategic Plan goals and strategies, will support ARDI and is also

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

aligned with the priorities and objectives set forth by CCJCC's Public Safety Realignment Team. This project will also maximize and leverage resources provided by ARDI, CCJCC, ATI, and DMH.

We will refer individuals with diagnosed MH/SUD to diversion programs without a months-long wait for evaluation. A warm hand-off to follow-up care will be established with community behavioral health. This effort would leverage existing mechanisms for linkage to services such as the Rapid Diversion Program (pre-plea mental health program), Whole Person Care, prosecutor-led diversion, and the Office of Diversion and Reentry's treatment services.

Expected direct outcomes of the project:

Establish a process to divert individuals with unmet behavioral health needs from incarceration into treatment programs:

1. Increase the connectivity into treatment programs for individuals with MH/SUD;
2. Reduce litigation process;
3. Reduce incarceration time for people awaiting 730 evaluations; and
4. Reduce re-arrests among people placed in community care.

Social support for persons with mental health and/or substance use disorder is low-tech and high touch and relies on individualized care plans. Such carefully designed treatment plans are well-nigh impossible in the LAC carceral setting. However, everyone who enters a LAC jail will eventually be released, and the intent of this pilot is to make it possible for that release to occur with social support systems in place, thereby lowering the barriers to continued care.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goal? If yes, please explain. Yes, this program supports two goals and four strategies:

1. **Goal I: Make Investments That Transform Lives**

**Strategy I.1:** "Increase Our Focus on Prevention Initiatives. Implement evidence-based practices to increase our residents' self-sufficiency, prevent long-term reliance on the County's social safety net, and prevent involvement with the County's foster, juvenile justice, and adult justice systems." By approaching drug users and persons experiencing mental illness with unconditional positive regard, rather than scorn and prejudice, we humanize them. When we humanize people, we chip away at the stigmas that they may be burdened by: repulsion, disdain, disrespect. As stigma is replaced with compassion and care, self-sufficiency is more likely. With increased self-sufficiency, we can expect decreased reliance on the County's social safety net.

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

**Strategy I.2:** “Enhance Our Delivery of Comprehensive Interventions. Deliver comprehensive and seamless services to those seeking assistance from the County. The County’s most vulnerable populations require more targeted and integrated interventions to measurably address their comprehensive needs.” This proposed *Expedited 730 Pilot Project* is the embodiment of this goal and strategy as it aims to close an existing service gap by delivering accelerated MH/SUD evaluations to reduce days behind bars along with providing an individualized treatment plan.

**Strategy I.3.1:** “Increase the number of justice-involved juveniles and adults linked to appropriate health, mental health and substance use disorder services.” Connecting clients to supportive health programs is a core focus of this proposed pilot.

2. **Goal III. Realize Tomorrow’s Government Today**

**Strategy I.1:** “Develop Staff Through High Quality Multi-Disciplinary Approaches to Training.” Public defenders will receive training and technical assistance on mental health and all aspects of holistic defense in a cross-range of disciplines.

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

Over the past few decades, LAC, like much of the United States, has seen steady increases in the arrest and incarceration of individuals with serious mental health issues, a phenomenon also known as the “criminalization of mental illness.”<sup>1</sup> This proposal will enhance the County image and improve relationships with County constituents by answering the question, “What are you (County) doing about this problem?”

*“This...shift happening across the nation—from a criminal justice response to a public health approach to trauma, poverty and behavioral health crisis, where care and services are provided first, and jail is a last resort. The ATI Work Group believes that LA County can and should lead the way in building this reimagined system of care and justice—where we reinvest in our neighborhoods, reduce costs and make all of our communities healthy and safe.”*

Alternative to Incarceration’s Executive Director, Songhai Armstead, Judge, ret.

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<sup>1</sup> See A brief history of the criminalization of mental illness by Dvoskin JA, Knoll JL, and Silva M.; <https://www.cambridge.org/core/journals/cns-spectrums/article/abs/brief-history-of-the-criminalization-of-mental-illness/E96F8DAA54CC7D9B3A07AEEB1064E13E>

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

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

This proposal will promote interdepartmental cooperation between the PD, APD, DA, Sheriff, DMH and DHS as the first primary goal will be to establish a workgroup to integrate multisystem collaboration. Stakeholders will consist of representatives from the above-mentioned departments as well as behavioral healthcare professions, academicians, and community-based treatment programs. We will engage a nationally recognized criminal justice reform consultant and the Countywide Criminal Justice Coordination Committee in various capacities on this pilot project, including program design and development of strategic metrics.

Stakeholders will meet monthly to address the priority of conducting a gap analysis of systemic barriers to the goals of reduced re-arrests, reduced costly incarcerations and reduced negative health outcomes. Investigation of these gaps through developing data sharing systems and regular analysis will allow us to focus on additional capacity-building activities prior to implementation of direct services.

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

In 2019, our departments developed the Rapid Diversion Program (RDP), which has since diverted individuals with behavioral health diagnoses out of the carceral system and into treatment and services. RDP was designed to quickly identify and link to services misdemeanor *and* felony defendants who are eligible and suitable for mental health diversion pursuant to Penal Code section 1001.36.

The original idea for this project germinated when it became abundantly clear that a significant portion of defendants with MH/SUD needs could not be serviced by RDP or the Office of Diversion and Re-entry, either due to charge classifications, acute treatment needs, available treatment beds or funding. This pilot project, if successful, will close this existing gap and service a population of pre-trial detainees that are currently lingering in our County jails much longer than humanely necessary.

A similar successful pilot project in Queens, NY, also serves as a model: <https://www.nychealthandhospitals.org/pressrelease/health-system-streamlines-psychiatric-evaluations/>

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

This pilot project will be fiscally managed by the Public Defender's Office.

## 23.5 – Public Defender, Expedited Evaluations for Mental Health Diversion Pilot Project

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

In fiscal year 22-23, this project will be in the design and development process with all stakeholders, CCJCC and a consultant. Direct service implementation will begin July 1, 2023. In fiscal year 2023-2024, we will need \$399,300 and in fiscal year 2024-25, we will need \$364,300.

<u><b>2022-23</b></u>	<u><b>2023-24</b></u>	<u><b>2024-25</b></u>
1 <sup>st</sup> Quarter \$0	1 <sup>st</sup> Quarter \$ 339,300	1 <sup>st</sup> Quarter \$ 364,300
2 <sup>nd</sup> Quarter \$0	2 <sup>nd</sup> Quarter \$	2 <sup>nd</sup> Quarter \$
3 <sup>rd</sup> Quarter \$0	3 <sup>rd</sup> Quarter \$	3 <sup>rd</sup> Quarter \$
4 <sup>th</sup> Quarter \$0	4 <sup>th</sup> Quarter \$	4 <sup>th</sup> Quarter \$

### IMPLEMENTATION PLAN

<u><b>KEY MILESTONES</b></u>	<u><b>START DATE</b></u>	<u><b>FUNDS NEEDED</b></u>	<u><b>FUNDS REPAID</b></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)
Convene stakeholders, set up implementation plan and mtg schedule	January 2023	\$0	n/a
Conduct needs and resources assessment	January 2023- ongoing prior to service providers implementation date of July 1, 2023	\$0	n/a
Develop inclusion criteria and prioritization scheme for individuals to be assessed	January 2023	\$0	n/a
Develop transitions of care plan to connect expedited review to community care	January 2023	\$0	n/a
Develop agreement with PD/APD offices and Superior Court for expedited mental health evaluations	January 2023	\$0	n/a



## 23.5 – Public Defender, Expedited Evaluations for Mental Health Diversion Pilot Project

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

Develop job descriptions for psychiatrist/psychologist, fellows, social worker/case manager, navigator, data analyst	January 2023	\$0	n/a
Develop agreement with LASD for expediting 730 process	January 2023	\$0	n/a
Submit proposal to DMH to augment existing contractual agreements with service providers	January 2023	\$0	n/a
Contract with DMH and DMH service providers	March 2023	\$0	n/a
Engage Consultant	April 2023	\$0	n/a
Commence Services – Year 1	July 1, 2023	\$399,600	n/a
Commence Services – Year 2	July 1, 2024	\$364,300	n/a

### LINE ITEM BUDGET DETAIL

(Work with your Budget Analyst)

#### **Services and Supplies**

Supervising Forensic Psychiatrist: The service will be provided, at no cost, by the Department of Mental Health.

Academic Supervision: \$189,000 x 50% = \$94,500 per year, \$189,000 total.

Forensic Psychiatry Fellows: 3.0 positions equivalent to 1.0 full time:

\$107,000 per year, \$214,000 total.

Case Manager: \$70,200 per year, \$140,400 total.

Navigator: \$70,200, per year, \$140,400 total.

Consultant: \$35,000 (First year)

(a) Total services and supplies

**\$ 718,800**

#### **Other Charges**

List all other charges here:

Auto Expenses: Gas and Mileage to transport participants and staff, as needed.

\$200 per month, \$2,400 per year

## 23.5 – Public Defender, Expedited Evaluations for Mental Health Diversion Pilot Project

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

Client Support Services: Flex funds to fulfill urgent, one-off client needs, such as clothing, food, and shelter, so that client can continue in program. Up to \$2,000 per month, not exceeding \$20,000 per year.

(b) Total other charges **\$ 44,800**

### **Fixed Assets**

List all equipment and other fixed assets here

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

**TOTAL COSTS (a+b+c) \$ 763,600**

MOTION BY SUPERVISORS KATHRYN BARGER  
AND JANICE HAHN

June 14, 2022

**County of Los Angeles Procurement Modernization and Transformation**

The County of Los Angeles spends approximately \$6-8 billion annually for many different types of goods and services. Approximately fifteen percent (15%) are commodities or low-dollar services purchased via the Internal Services Department’s (ISD) Purchasing Agent authority, in which County departments determine their needs and ISD centrally manages the sourcing and purchase order process. The vast majority of the County’s total procurement expenditure, eighty-five percent (85%), is for services contracted by and through County departments. Each department determines the services that it needs and, in many cases, manages the entire procurement process from solicitation to contract execution.

The Los Angeles County Quality and Productivity Commission (Commission) was formed to provide the Board, the Chief Executive Officer and County departments with advice, information and recommendations relating to productivity, work measurements and quality of services in the County [County Ordinance 3.51]. The core mission of the Commission is to increase productivity and improve the efficiency of County operations, programs, and public services for the more than 10 million residents and businesses who make their home in Los Angeles County. As such, the Commission has identified procurement modernization and transparency as a goal in its efforts to best serve the County.

On September 29, 2020, the Board of Supervisors (Board) adopted a motion that directed the County to review and provide recommendations on several digital and streamlined contracting and auditing activities. On November 25, 2020, ISD submitted a report with a number of recommendations, most of which are in progress or have been implemented. Among the most impactful long-term recommendations in the report was to implement an end-to-end e-Procurement technology solution and to develop procurement process standardization across the whole County. The benefits of an end-to-end procurement solution include greater transparency and visibility, improved speed and efficiency, enhanced modern user experience, increased participation of local, small and diverse businesses, and cost savings. The goal is to modernize and transform the County’s existing purchasing and contracting processes to streamline cycle times, move to a paperless system, and implement a strategic, equitable, accessible, and transparent online procurement process.

- - - MORE - - -

MOTION

SOLIS \_\_\_\_\_

KUEHL \_\_\_\_\_

HAHN \_\_\_\_\_

BARGER \_\_\_\_\_

MITCHELL \_\_\_\_\_

In support of the Board and the Commission's goals related to procurement modernization and transparency, ISD issued a request for proposals (RFP) for a new end-to-end e-Procurement technology solution in 2021 and is currently evaluating proposals from various vendors.

The Commission cites the City of New York's Blueprint for Procurement Transformation and Cook County (Illinois) as examples of governments who successfully underwent a procurement transformation and implemented the use of modern technological systems. The support of procurement technology and process experts and consultants is necessary to identify best practices and review, analyze, and consider similar cases that would modernize and transform Los Angeles County's purchasing and contracting system, process, and practices, to be efficient, effective, and equitable, and to be transparent, auditable, and standardized across all County departments.

**WE, THEREFORE, MOVE** that the Board of Supervisors direct the Quality and Productivity Commission, in consultation with the Internal Services Department (ISD), Chief Executive Office, Auditor-Controller, and any related County departments, take the following actions (in full coordination and collaboration with the County's end to end e-Procurement solution) and report back in writing to the Board of Supervisors in 180 days.

1. Complete a review and analysis of the current state of the County's procurement systems, process, and practices with the goal to modernize and transform the County's purchasing and contracting system.
2. Delegate authority to the Executive Officer of the Board of Supervisors to execute consultant service agreement(s) with subject matter experts to assist in this endeavor.
3. Based on the completed analysis, provide recommendations using emerging technical and business process improvements and innovations to make the County's procurement of all goods and services more efficient, effective, and equitable across all departments. The recommendations should include a standardized process that ensures transparency and accountability for all County procurement efforts.

# # #

KB:mvs