



**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

William B. Parent

Second Vice Chair

Nancy Harris

Immediate Past Chair

Jacki Bacharach

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Executive Director

Jackie T. Guevarra, CPA

Program Manager

Laura Perez

Program Support

Tammy Johnson

EXECUTIVE OFFICE



**BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES**

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

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

Monday, August 7, 2023, 9:00 a.m.

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

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

Join Zoom Meeting

**[https://bos-lacounty-
gov.zoom.us/j/82228213719?pwd=azYwa2g4YVQvRWY1NjdSTX
EvcDZtUT09](https://bos-lacounty-gov.zoom.us/j/82228213719?pwd=azYwa2g4YVQvRWY1NjdSTXEvcDZtUT09)**

Meeting ID: 822 2821 3719

Passcode: 193808

Call in number: (669) 900-9128

**Written Public Comment may also be submitted to Jackie Guevarra
by Sunday, August 6, 2023 (received by 4:00 p.m.):**

jguevarra@bos.lacounty.gov

****Any information received from the public by Sunday, August 6, 2023,
at 4:00 p.m. will become part of the official meeting record.***

MEETING AGENDA

1. Call to Order.....Commissioner Bacharach
2. Land Acknowledgment*Commissioner Bacharach
3. Assembly Bill 2449.....Commissioner Bacharach
4. Approval of the May 22, 2023, Meeting Minutes
5. Presentation of Productivity Investment Fund (PIF) proposals (for discussion and possible action) and Fund Balance Report, as of Fiscal Year 2023-24, 1st Quarter.....Commissioner Bacharach

- 24.7 – **Human Resources, for County Recruitment Marketing Campaign**, \$468,000 Grant. PIB Advisory Committee recommends \$468,000 Grant.
- 24.1 – **Natural History Museum, for Digital Asset Management System**, \$992,600 Grant. PIB Advisory Committee recommends a \$708,600 grant.

- **24.2 – Medical Examiner, for DMEC Informational Video Project**, \$36,890 Grant. PIB Advisory Committee recommends a \$28,640 grant.
 - **24.4 – Military and Veterans Affairs, for County Veteran Service Officer (CVSO) Solution: Evaluating Effectiveness**, \$294,321 Grant. PIB Advisory Committee recommends \$294,321 Grant.
 - **24.6 – Public Defender, for Civic Center Remote Parking Employee Shuttle Pilot Project**, \$620,000 Grant. PIB Advisory Committee does not recommend.
6. Review proposed changes to the Productivity Investment Fund Application (for discussion and possible action) (10 minutes).....Commissioner Bacharach
 7. Discussion and matters not on the Posted Agenda – to be presented and placed on a future agenda.
 8. Public Comment (3 minutes for each speaker)
 9. Adjournment

LOBBYIST REGISTRATION

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

ACCOMMODATIONS

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

SUPPORTING DOCUMENTATION

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

PUBLIC COMMENT

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

***LAND ACKNOWLEDGEMENT**

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

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



LOS ANGELES COUNTY PRODUCTIVITY INVESTMENT BOARD

MINUTES OF THE MEETING OF

May 22, 2023, at 10:00 a.m.

500 W. Temple Street, Room 374, Los Angeles, CA 90012

County of Los Angeles Quality and Productivity Commission

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

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Yasmine-Imani McMorris

E. Scott Palmer

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Members of the public may also join remotely at:

Call in number: (669) 900-9128

Meeting ID: 848 1445 9344

Passcode: 962531

<https://bos-lacounty->

[gov.zoom.us/j/84814459344?pwd=SFR4L0VHVlUrNWdvTIRYQXM1SGJ0QT09](https://bos-lacounty-gov.zoom.us/j/84814459344?pwd=SFR4L0VHVlUrNWdvTIRYQXM1SGJ0QT09)

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

PRESENT:

Jacki Bacharach, Chair

William R. Wright, Vice Chair

Viggo Butler

Rodney Gibson

Nancy Harris

Huasha Liu (Virtual)

William B. Parent

Jeffrey J. Penichet

PRODUCTIVITY INVESTMENT BOARD ADVISORY COMMITTEE

Arman Depanian, Chair, PIB Advisory Committee was absent.

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

In Attendance: Jacki Bacharach, Viggo Butler, Rodney Gibson, Nancy Harris, Huasha Liu (Virtual), William Parent, Jeffrey Penichet, and William Wright.

ANNOUNCEMENTS

Commissioner Bacharach welcomed everyone to the meeting. She announced that members of the public could send their questions or comments to Jackie Guevarra during the meeting via email at Jguevarra@bos.lacounty.gov or via the chat feature. Please inform Jackie Guevarra via email or the chat feature which item(s) you

have a comment on. Any information received will become part of the official meeting record. Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra, by May 21, 2023, 4:00 p.m. No written comments were received.

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

LAND ACKNOWLEDGEMENT (AGENDA#2)

On November 1, 2022, the Board of Supervisors adopted a formal Land Acknowledgement for the County. Commissioners are to open their public meetings with a Land Acknowledgement, as follows below. Commissioner Bacharach announced that the Commission will start each Brown Act meeting by reading the Land Acknowledgement

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

ASSEMBLY BILL 2449 (AGENDA#3)

Commissioner Bacharach announced the following that allows Commissioners to participate remotely in meetings:

- The Governor ended the COVID-19 State of Emergency on February 28, 2023, thereby withdrawing the exceptions to the teleconference requirements under AB 361. In-person meetings began on March 1, 2023
- AB 2449 became effect on January 1, 2023. Provisions of this bill permit members of a legislative body of a local agency to participate remotely and to not identify their location, but include the following requirements:
 - At least a quorum of Commissioners is present in person from a singular public location and the Commission participating remotely must announce if any person over 18 years old is present at their location
 - The agenda notifies the public of the ways to access the meeting and offer public comment via a call-in or internet-based service option, and in person

- Commissioners must have “just cause” or “emergency circumstances” justifying the remote appearance. The Commission must take an action to approve a request under Emergency Circumstances
- A Commissioner may not participate remotely for more than 2 meetings per year
- Commission staff will track and monitor Commissions’ use of this provision to ensure compliance with the law

Commissioner Bacharach announced that Commissioner Liu will be attending remotely under AB 2449 (emergency circumstances). Commissioner Liu confirmed that no person over 18 years old is present at her location. Jackie Guevarra stated that for the record, a roll call will be taken to approve her participation. The Commission voted to approve the emergency circumstances for Commission Liu and to allow her to participate remotely. The request was unanimously approved by the following vote (taken by roll call):

Nos: None
Yes: Commissioners Bacharach, Butler, Gibson, Harris, Parent, Penichet, Wright
Abstain: None

APPROVAL OF FEBURARY 27, 2023, MINUTES

Commissioner Penichet moved to approve the February 27, 2023, minutes seconded by Commissioner Wright. The minutes were unanimously approved (taken by roll call):

Nos: None
Yes: Commissioners Bacharach, Butler, Gibson, Harris, Liu, Parent, Penichet, and Wright
Abstain: None

PRESENTATION OF PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS (FOR DISCUSSION AND POSSIBLE ACTION) AND FUND BALANCE REPORT, AS OF FISCAL YEAR 2022-2023, 4th QUARTER

Fund Balance Report

Commissioner Bacharach reported there are two proposals before the PIB for the 4th Quarter of Fiscal Year 2022-2023. She reported the Productivity Investment Fund (PIF) fund balance as of March 31, 2023, is \$7,251,515. This includes a return of funds from the Sheriff’s Department for (20.7) Pitchess Detention Center Laundry Water Recycling. The Commission approved a loan for \$1,205,000 on October 28, 2019. Funding would be used to purchase and install a water recycling system for the Pitchess Detention Center laundry operations. However, the project has not advanced past the design and permitting phase. No equipment was purchased and construction has not started. Accordingly, the project is no longer deemed economically or environmentally beneficial. The Sheriff is returning the remaining principal of \$1,085,000 owed on the loan.

Commissioner Bacharach stated the two projects before the PIB total \$515,000. If the two projects are approved, the revised fund balance will be \$6,736,515.

23.9 – Fire, for *Emergency Responder Radio Coverage Systems*, \$350,000 Grant.

Deputy Fire Chief Nicholas Duvally, Acting Deputy Fire Chief Mike Tsao, Fire Captain Mark Tyler, and Heidi Oliva (Productivity Manager) were in attendance to support the proposal. Deputy Fire Chief Nicholas Duvally and Fire Captain Mark Tyler presented and spoke on the project.

The grant would be used for a pilot project to utilize a third-party contractor to provide services for plan review, inspections, and annual testing of in-building Emergency Responder Radio Coverage Systems (ERRCS). A PowerPoint presentation accompanied the Department's remarks.

Laura Perez, Commission Staff, reported on behalf of Arman Depanian, Chair of the PIB Advisory Committee (Committee). She stated that the Committee recommended the Department do the following: 1) mention its limited expertise in the field (building construction related); 2) add a slide to the PowerPoint that visualizes how the new system will work; 3) explain that the pilot is to develop Statement of Work, but will also include the amount collected in fees from businesses (parallel with the pilot); 4) add the fire code referenced in the application and mention this is a requirement for all municipalities; and 5) explain this is for new construction only and provide information on how many new businesses will be covered; and 6) discuss the time saved with using a contractor (vs Department). The Committee recommended a \$350,000 Grant.

Public Comment:

Arnold Sachs made public comment.

After discussion and questions, Commissioner Butler made a motion to approve a \$350,000 grant. The motion was seconded by Commission Gibson. The motion was approved the following votes (taken by roll call):

No:	None
Yes:	Commissioners Bacharach, Butler, Gibson, Harris, Liu, Parent, Penichet, and Wright
Abstain:	None

Commissioner Gibson will present the project at the Quality and Productivity Commission (QPC) meeting on Monday, June 26, 2023.

23.10 – Public Health, for *Better Outcomes through Optimizing Systems Technology (BOOST)*, \$165,000 Grant.

Dr. Deborah Allen, Craig Vincent Jones, and Lonnie Resser (Productivity Manager) were in attendance to support the proposal. Dr. Deborah Allen and Craig Vincent Jones presented and spoke on the project.

The grant would be used to fund Phase II in the development of a Comprehensive Data

Management System for the Child Welfare Public Health Nursing (PHN) Program. The system will improve PHN responsiveness to the needs of children and their families in the child welfare system, better, preserve their safety and well-being, and enhance program effectiveness. A PowerPoint presentation accompanied the Department's remarks.

Laura Perez reported that the Committee recommended the Department do the following: 1) mention that State funding will only cover Phase III (not Phase II) of the project, so the Department needs to identify other funding sources; 2) update the acronyms on the application; 3) answer whether the Department went to the Chief Information Office to apply for Information Technology Funds (ITF). The Committee recommended a \$165,000 grant.

Public Comment:

Arnold Sachs made public comment.

After discussion and questions, Commissioner Butler made a motion to approve a \$165,000 Recoverable Grant, with the understanding that the Department will continue to pursue Information Technology Funds (ITF) through the Chief Executive Office/Chief Information Office. If ITF funds are approved, the Department should pay the PIF back. The motion was seconded by Commission Penichet. The motion was approved by the following votes (taken by roll call):

No:	None
Yes:	Commissioners Bacharach, Butler, Gibson, Harris, Liu, Parent, and Penichet.
Abstain:	None

Commissioner Wright left the meeting and did not vote on this item.

Commissioner Parent will present the project at the Quality and Productivity Commission (QPC) meeting on Monday, June 26, 2023.

REVIEW (FOR DISCUSSION AND POSSIBLE ACTION) OF THE PRODUCTIVITY INVESTMENT FUND APPLICATION

Jackie Guevarra, Executive Director, Quality and Productivity Commission reported that a Productivity Manager asked for clarification on the following questions on the Productivity Investment Fund application:

Question #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 Productivity Manager asked whether "objectives" referred to the County Strategic Plan "strategies" and "goals," which are already referenced in Question #8.

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

After discussion, the following changes will be made to the application:

On question #7, the following sentence should be deleted, so that it now reads as ~~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 “this” productivity enhancements and/or quality improvements?

On question #8, the question will be changed to the following: Does this proposal relate to a specific Countywide Strategic Plan goals and Board priorities? (To view the County’s strategic plan, click here: <https://ceo.lacounty.gov/strategic-plan-and-goals/>. To view the Board’s priorities, click here: <https://ceo.lacounty.gov/#>).

Commissioner Penichet made a motion to approve the changes. The motion was seconded by Commissioner Liu and unanimously approved by the following vote (taken by roll call):

No:	None
Yes:	Commissioner Bacharach, Butler, Gibson, Harris, Liu, and Penichet.
Abstain:	None

Commissioner Wright left the meeting and did not speak on this item.

Public Comment:

Arnold Sachs signed up to speak public comment. However, he did not speak on this item.

REVIEW OF ANNUAL AND FINAL REPORTS

Commissioner Bacharach reported that the annual and final reports for outstanding PIF projects were included in the meeting packet. She asked if there were any questions or comments on the reports.

Commissioner Bacharach asked for clarification on the following projects:

- 19.25 Chief Executive Office (CEO) – Homeless Initiative Technology Innovation. The vendor can no longer support the website. Why? Since the website will be transitioned to the Homeless Initiative (HI), will HI be able to support it as an external vendor can?
- 22.11 Chief Executive Office (CEO) – Los Angeles County Real Estate Management System – PIF funds will be used to offset the license fees, which would have been collected from County departments. What was the reason for the billing delay? Will the \$1.5 million annual license fee be fully covered with billings to departments?

- 20.17 Medical Examiner-Coroner – Why is there no "go live" date set for Modernizing the DMEC Laboratory Information Systems? Does the Department have an anticipated date? What is the Department's goal to launch?
- 21.7 Parks and Recreation – Regional Parks Automated Vehicle Entry Collection System – The RFP proposal was not responsive? What were some of the deficiencies identified?

The reports were received and filed.

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

None

PUBLIC COMMENT

Arnold Sachs made public comment.

ADJOURNMENT

Commissioner Bacharach moved to adjourn the meeting in memory of former Supervisor Gloria Molina, seconded by Commissioner Parent. The meeting adjourned at 11:55 a.m. The next PIB meeting will be on Monday, August 7, 2023, at 10:00 a.m.



LISA M. GARRETT
DIRECTOR OF PERSONNEL

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, 12TH FLOOR • LOS ANGELES, CALIFORNIA 90020
(213) 866-5846 • FAX (213) 637-0821

July 10, 2023

To: Nichelle M. Henderson, Chair
Productivity Investment Board
Quality and Productivity Commission

From: Lisa M. Garrett
Director of Personnel

PRODUCTIVITY INVESTMENT FUND GRANT PROPOSAL – COUNTY RECRUITMENT MARKETING CAMPAIGN

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

The Department of Human Resources (DHR) is requesting a \$468,000 grant to fund contract services for a County of Los Angeles (County) Recruitment Marketing Campaign that will lead to new and invigorated streams of applicants and provide public awareness of the County as the Best Employer. One of the goals of the marketing campaign will be to reach both interested and passive individuals by attracting candidates to jobs and to an employer that embraces diversity, equity, and inclusion.

Additionally, the outcomes of the proposal will benefit all County departments as the theme of the campaign is to market the County as a career choice employer rather than focusing on a specific department or individualized job classifications.

Many County departments are struggling to hire qualified candidates as the nation experiences a labor shortage. DHR believes the campaign will impact the County's overall success and productivity by reaching, attracting, and eventually hiring a larger pool of the best candidates to reduce overtime, provide better service to our customers, and ensure sustainability in our workforce.

Should you have any questions, please contact me or Lana Ghil, Productivity Manager, at (213) 349-7996 or lghil@hr.lacounty.gov.

LMG:PAM:LF
LG:gc

Attachment

c: Executive Office, Board of Supervisors

S:AS\QPC-PIF-PQA\PIF Proposals\FY 23-24\County Recruitment Marketing Campaign – 07-10-2023

To Enrich Lives Through Effective and Caring Service

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 10, 2023

Department: Human Resources

Date: July 7, 2023

Project Name: County Recruitment Marketing Campaign

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

The Department of Human Resources (DHR) will contract a company with expertise in recruitment marketing to create a strategy that attracts and encourages individuals to join the County of Los Angeles (County) as a career employer by differentiating the County from other employers and branding the County as the Best Employer.

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

DHR desires a timely, efficient, and targeted recruitment marketing plan that will lead to new and invigorated streams of applicants across the County and provide public awareness of the County as the Best Employer. The campaign will be targeted to attract a wide group of diverse audiences and communities with a goal to increase awareness of the County as an employer of choice, showcase our career opportunities, and demystify the process of hiring at the County. The campaign will focus on recruitment marketing both externally and internally.

The central theme will be to market the County as a career choice employer rather than uniquely focusing on each department or individualized jobs. Key messaging will be designed to reinforce the employee value proposition by highlighting the value of public service, the diversity and inclusivity of the County, career pathways, and represent the County's goal of reinventing recruitment outreach using technology platforms such as LinkedIn, Instagram, and other social media.

Deliverables will include an immersion and discovery phase to identify brand themes and profiles; a multimedia campaign concept utilizing various channels; art direction; messaging strategy; digital media strategy; and key campaign measures and expressions.

Benefits from a well-designed strategy and utilizing the right tools are attracting diverse and qualified candidates, decreasing the time to hire, increasing awareness of the County's brand and image through social media platforms, and gaining a competitive advantage over both public and private sector organizations with similar recruiting needs. Additionally, a digital recruitment strategy will help identify the best digital channels to reach job seekers, promote new positions, and attract top applicants.

Finally, assist with optimizing our site for a search engine to make it easy for potential applicants to find information within our website about who we are, our culture, values, work environment, and job opportunities.

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 10, 2023

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

An effective recruitment marketing strategy attracts candidates to jobs ***and attracts candidates to the employer.*** According to the Talent Board, 74% of today's candidates research the employer before applying for any job. Many conduct their research online through social media websites. The goal of the campaign will be to reach both interested and passive candidates. Critical measurements will indicate whether we are reaching all candidates, including those who might not be considering the county as a career option. As attrition at the County averages nearly 16% with some occupations experiencing as much as a 45% vacancy rate, a campaign that reaches new streams of potential employees is vital.

Traditional measures such as the number of candidates that applied; number of candidates that meet the minimum requirements; qualified candidates that applied, number of candidates hired; source of the application; demographics of candidates related to the source; and time to hire, will be measured. Organic measures will also be collected such as careers sites and careers blogs; social careers channels, hashtag followers, and new users; talent networks, new prospects, job alerts, events sign-ups, and opt-ins; and, job board company profiles views and impressions.

Engagement measures such as social channel clicks, reactions, shares, and comments; email opens and clicks; text reads and replies; and web time spent on the site and clicking through to other pages.

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 10, 2023

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

If you answered yes, please check with the Chief Executive Office, Chief Information Office, to see if you are eligible for Information Technology Funds.

Amount Requested:

<u>Loan</u> _____	<u>Grant</u> \$468,000	<u>Total</u> \$468,000
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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:		\$468,000.00		
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00

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

Funds for the recruitment marketing campaign are delineated as follows:

FY23/24

Q3: Strategy formation, discovery phase, campaign creation, set up tracking and testing = \$120,000

Q4: Social media management (ad management, tracking, and optimization) for approximately a 12-month period = \$108,000

Q4: Direct social media advertising expense (digital media, virtual career fairs) for approximately a 12-month period = \$240,000

Quality and Productivity Manager (Print and Sign)
Lana Ghil

Lana Ghil Digitally signed by Lana Ghil
Date: 2023.07.06 07:55:56
-07'00'

Telephone Number
(213) 349-7996

E-mail
LGhil@hr.lacounty.gov

Project Manager (Print and Sign)
Pamela Missett

Pamela Missett Digitally signed by Pamela Missett
Date: 2023.07.06 17:27:57
-07'00'

Telephone Number
(213) 866-2359

E-mail
PMissett@hr.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 10, 2023

Department CIO/IT Manager (Print and Sign)
Roozan Zarifian

Roozan Zarifian

Digitally signed by Roozan
Zarifian
Date: 2023.07.06 13:38:41 -07'00'

Telephone Number
(213) 974-2302

E-mail

RZarifian@hr.lacounty.gov

Budget/Finance Manager (Print and Sign)
Elyson Raudez

Elyson Raudez

Digitally signed by Elyson
Raudez
Date: 2023.07.06 09:29:58
-07'00'

Telephone Number
(213) 349-8015

E-mail

ERaudez@hr.lacounty.gov

Department Head (Print and Sign)
Lisa M. Garrett

E-mail

LGarrett@hr.lacounty.gov

Telephone Number
(213) 974-2406

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

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

QUESTIONS

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

2. Was this proposal included in the department's current budget request?
Yes _____ No X If no, why not?

This proposal was not included in DHR's FY 23-24 Budget Request because it did not align with the County's budget deadlines. Additionally, the outcomes of this proposal will benefit all County departments.

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

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain) N/A - The request is for a PIF Grant, not a loan.

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

This project will not reduce net County cost. However, it will positively impact the County's overall success and productivity by reaching, attracting, and eventually hiring a larger pool of the best candidates and help reduce overall time to hire.

5. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or

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

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?

A small number of county departments have an active recruitment marketing campaign, that involves social media and widespread advertising of their jobs (Linkedin, Instagram, Facebook), in which they are actively marketing the department as a place to work, emphasizing culture and benefits at varying scales. All county departments post their jobs to NEOGOV, which in turn, broadcasts each unique job widely. Currently, there is no active recruitment marketing campaign that promotes the county as a whole employer, that 1) offers the ability for employees to establish and have a career path regardless of the department they begin in, 2) embraces diversity, equity, and inclusion and offers the ability to work with one of the most diverse labor forces in the United States, and 3) embraces innovative thinking and practices in an effort to modernize government. The campaign will be to focus on the benefits of working at the county and to highlight the innovative practices, and the needs of the county in terms of workforce and demystify the hiring process.

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. Further expansion or development will be based on feedback from County Managers and Departments and a review of the performance measures (number of applicants, number of applications accepted, number of candidates hired, ad tracking, etc.).

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

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

Many County departments, as well as other private and public sector entities, are struggling to find qualified candidates as the nation experiences a labor shortage. A concentrated campaign that attracts candidates to the county who might not otherwise apply, who are unaware of the innovative way in the county is approaching public service, or who are unfamiliar with the diversity the county represents in its labor force will in turn will supply the county with an increase in diverse, qualified candidates to fill our vacancies. Filling county vacancies with less lag time reduces overtime, provides better service to our customers, and ensures sustainability in our workforce.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goals and Board priorities? (To view the County's strategic plan, click here: <https://ceo.lacounty.gov/strategic-plan-and-goals/>. To view the Board's priorities, click here: [Chief Executive Office | County of Los Angeles \(lacounty.gov\). C:\Users\le618235\AppData\Local\Microsoft\Windows\NetCache\Content.Outlook\G6BDECVV\Board Priorities](C:\Users\le618235\AppData\Local\Microsoft\Windows\NetCache\Content.Outlook\G6BDECVV\Board Priorities) If yes, please explain.

This proposal directly relates to the Countywide Strategic Plan Goal III "Realize Tomorrow's Government Today." By reaching a wider field of qualified candidates, it would specifically help accomplish Goal III.1.2 "Develop Effective Manager-Leaders." The proposed project would also be in alignment with the Board of Supervisors

Anti-Racism, Diversity & Inclusion Initiative, by promoting the diversity and inclusivity of the County. This project is also related to several Board Motions and initiatives related to hiring, for example: hiring personnel for the Local Emergency for Homelessness and Fair Chance employment.

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

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

The main objective of this proposal is to enhance the County's image and market the County as a career choice employer with a goal of attracting not only the constituents we serve, but to generate as many leads and web traffic to the County's NEOGOV website.

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

Although DHR would lead this project, all County departments would need to be consulted and participate in the project. DHR will collaboratively work with departments to best market their department jobs and how they fit within the County as a best Employer. The benchmark data would be shared with County Departments through various means. Specifically, the metrics related to which sites, social media posts, etc. garnered the most amount of new, qualified candidates would be shared and promoted.

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

Record high rates of turnover and vacancies are putting the County's ability to deliver essential services at risk. The County needs to brand itself as an innovative and inclusive employer to compete with public and private organizations and to attract top talent for our numerous positions.

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

2023-24

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ 120,000

4th Quarter \$ 348,000

2024-25

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

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

2025-26

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2026-27

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

IMPLEMENTATION PLAN

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Strategy formation, discovery phase, campaign creation, set up tracking and testing	FY 23-24: Quarter 3	\$120,000	\$
Social media management (ad management, tracking, and optimization) for approximately a 12-month period	FY 23-24: Quarter 4	\$108,000	
Direct social media advertising expense (digital media, virtual career fairs) for approximately a 12-month period	FY 23-24: Quarter 4	\$240,000	

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:

Full range of Marketing Services (creative strategy development, communications, branding, advertising, and analytics).

(a) Total services and supplies	\$468,000
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Other Charges

List all other charges here:

(b) Total other charges	\$
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Fixed Assets

List all equipments and other fixed assets here:

(c) Total fixed assets	\$
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TOTAL COSTS (a+b+c)	\$468,000
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June 23, 2023

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

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

tel 213.763.3301
fax 213.746.7538
www.nhm.org

Dr. Lori Bettison-Varga
President and Director

Dear Commissioner Bacharach:

On behalf of the staff and trustees of the Natural History Museums of Los Angeles County, we are pleased to submit a proposal requesting \$992,600 in funding to support the Museum's initiative to implement an enterprise Digital Asset Management System (DAMS). The initial establishment of this technology at our institution is complex, necessitating costs that the Museum cannot include in its current operating budget. However, the expenses associated with the continued operation of the system will be included in future years' operating budgets.

A DAMS solution will establish the necessary digital infrastructure to secure and make accessible our valuable digital assets. Some examples of these assets include 3D scans of fossil specimens, videos capturing constituents engaging with our programs, and digitized photographs from our historical archives. This project will enable us to better serve constituents by improving access to our digital resources, gain efficiencies via a centralized internal system for assets, and finally, lay the infrastructure for innovative digital projects. This project has been reviewed and approved by our Chief Digital Officer.

With tremendous appreciation for the Quality and Productivity Commission's past and generous support, the Museum looks forward to implementing this technology to bring visibility to our mission and achieve the County's strategic goals. Should you have any further questions or comments about the enclosed proposal, please do not hesitate to contact Leslie Negritto at (213) 763-3442 or lnegritto@nhm.org.

Thank you for your consideration.

Warmest regards,


Dr. Lori Bettison-Varga
President and Director

Enclosures

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 10, 2023

Department:
Natural History Museums of Los Angeles County

Date:
June 23, 2023

Project Name: Digital Asset Management System

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

NHMLAC requests \$992,600 to implement a Digital Asset Management System (DAMS) over a three-year period. The goal of this DAMS is to establish the necessary digital infrastructure to manage and make accessible our digital assets, enabling us to break down silos and cultivate the interconnectedness of our stories, resources, and communities.

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

NHMLAC requests funding to launch a Digital Asset Management System (DAMS) that will secure our institution's historic, current, and future assets—an estimated 200 terabytes of valuable data at high risk for loss. These assets range from 3D-scans of fossil collections, to historic footage of scientists at excavation sites, to audio interviews with education program participants. The DAMS will organize, preserve, and make accessible these assets that animate the Museum's past, current, and future pursuits as a scientific, historical, and cultural epicenter.

Currently, these digital materials are severely inaccessible to both our staff and constituents. Our existing digital file-management tools—such as external harddrives, computer storage, and Google Drive—are adequate for everyday and short-lived documents, but lack the capabilities necessary to preserve and govern the complexity of valuable digital assets. This prevents staff from locating, sharing, and fully utilizing

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 10, 2023

existing assets. These assets and their accompanying media should be a rich resource to the institution, but are instead inactive due to low visibility and high barriers. A DAMS will remove these barriers by establishing an advanced environment for assets through its components: a customizable application, system integrations, and a secure storage infrastructure. Once our media is entered into this system, many essential capabilities will be available to us, for example: robust metadata, advanced searching, retention policy automation, and interoperable sharing.

Beyond simply gaining these necessary features, by taking an innovative approach to the development of our DAMS, we envision digitally aggregating and linking content that has historically been segregated—images, audio, videos, and information produced throughout our 110 years of history. Digitally linked and integrated, this content can weave together NHMLAC’s interconnected stories, resources, and communities, enabling the future mobilization of these currently invisible stories to all channels of service, propelling visibility of our shared mission: inspiring wonder, discovery, and responsibility for our world.

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

PIF funding will help enable NHMLAC to achieve the following broad outcomes:

1. Implement a trustworthy and accountable digital repository that aims to actively steward its scientific, cultural, and historical resources and data to the public.
2. Establish a single shared internal system for media files that is streamlined, with documented and repeatable workflows across the organization.
3. Lay the infrastructure for future large-scale, innovative, and scalable digital projects

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 10, 2023

In order to achieve these broad goals, we will lay out the desired minimum outcomes for this project at the end of the 3 year period funded through this proposal:

- Set up back-end storage system that is preservation-compliant
- Locating, inventorying, and migrating the Museum's highest-risk assets into a preservation-compliant repository
- Establish and document standardized metadata schemas within the system, apply metadata throughout the three year period and beyond
- Capture digital media copyright and usage metadata to safeguard against legal non-compliance
- Create and map over priority taxonomic systems to produce a controlled vocabulary, ensuring long term clarity over assets
- Institute overall workflows for ingest, management, and delivery
- Design and establish views and interfaces for priority user groups
- Design and initiate staff portals for access
- Define all security parameters, user groups, and permissions within system
- Successful integration with Collections Management System via the most sustainable method (i.e. proxy database, data lake, etc.)
- Initiate staff training

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 10, 2023

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

If you answered yes, please check with the Chief Executive Office, Chief Information Office, to see if you are eligible for Information Technology Funds.

Amount Requested:

<u>Loan</u>	<u>Grant</u>	<u>Total</u>
_____	<u>\$992,600</u>	\$992,600

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:		\$708,600	\$142,000	\$142,000
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00

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

2023-24

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ 187,600

4th Quarter \$ 521,000

2024-25

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ 142,000

4th Quarter \$ _____

2025-26

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ 142,000

4th Quarter \$ _____

2026-27

1st Quarter \$ _____





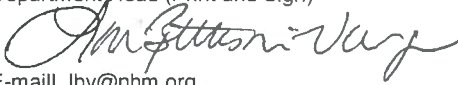
2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

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 10, 2023

Quality and Productivity Manager (Print and Sign) Leslie Negritto  Telephone Number 213-763-3442 E-mail lnegritto@nhm.org	Project Manager (Print and Sign) Stelham -  Telephone Number 213-763-3451 E-mail SAHN@NHM.ORG
Department CIO/IT Manager (Print and Sign) ROSHANNA SABARATNAM  Telephone Number 213-763-3462 E-mail RSABARATNAM@NHM.ORG	Budget/Finance Manager (Print and Sign) Leslie Negritto  Telephone Number 213-763-3442 E-mail lnegritto@nhm.org
Department Head (Print and Sign)  E-mail Llbv@nhm.org	
Telephone Number: 213-763-3301	

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

QUESTIONS

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

If so, when (date)?

2. Was this proposal included in the department's current budget request?
Yes _____ No X _____ If no, why not?

The initial establishment of this technology at our institution is complex, necessitating costs that the Museum cannot include in its current operating budget due to the tremendous financial demands of operation and two large capital projects. In addition, a considerable portion of this project is laying down a digital infrastructure that is not immediately outwardly visible, and will instead boast long term benefits *after* a prolonged period of development. Due to this characteristic, it has proven difficult to garner enough interest from our pool of fundraising activities. However, the expenses associated with the continued operation of the system will be included in future years' operating budgets.

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

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

NHM is requesting a grant, and not a loan, due to the tremendous financial demands on the institution's operating budget and those associated with two large capital projects.

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

This project holds long-term potential for revenue increase and service enhancement across each area of the Museum's activities through the activation and revitalization of our unique digital assets.

By safeguarding and providing new types of access to our Research and Collections digital assets via the DAMS, we anticipate an increase in grant funds awarded to the institution in support of our digitization efforts. Many grants are awarded on the stipulation that the Museum commits to proper digital stewardship of the resulting digital resources, however we have found our efforts to raise funds in support of the 35 million objects and specimens in our care are hindered by the lack of a capable DAMS. The infrastructure provided by a DAMS will be compelling to grant committees and aid in the stream of funding for active collections stewardship and active research.

As a whole, a DAMS will enhance our service as a place-based educational resource for county constituents, raise our profile in and outside of Los Angeles, and contribute to increased revenues through admission sales and fundraising efforts. Visually and conceptually impactful storytelling in our digital and print marketing campaigns that activate the wide scope of our digital assets will attract more members and patrons to transact with our organization, generating additional revenues through retail and cafe purchases and providing a wider base for member acquisition. By increasing the availability of assets, we will enrich efforts in visually communicating the value of our work and the knowledge we create via all channels of service, including permanent and temporary museum exhibitions. Together, these efforts will aid in attracting new audiences and demonstrate the impact of our work to repeat visitors, donors, funders, grant committees and community partners.

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?

A Digital Asset Management System is the current best practice for stewarding a museum's unique and valuable digital media files county-wide and beyond. A DAMS paves the way to providing the public with intellectual access to museums and their digital resources in a secure manner, while preserving a historical organization's most valuable digital materials. Most major Los Angeles-based museums currently feature a centralized DAMS in their digital ecosystem, including LACMA, The Getty Center, The Broad, The Academy Museum of Motion Pictures, and The Huntington.

Our specific vision for a DAMS solution envisions building an innovative digital infrastructure by dismantling silos and aggregating our digital resources. This rich, linked content can then be activated, analyzed, and strategically employed for educational, community-based, and revenue generating campaigns, enabling us to continuously deliver our mission in technologically creative ways.

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

This is not a pilot, rather it is an essential forward-looking initiative to which the institution is committed.

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

Through the implementation of a DAMS, NHMLAC can more efficiently steward the County's historical and scientific collections by digitally increasing public and community access to our collections via centralizing service processes for both physical objects and specimens and their associated digital materials.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goals and Board priorities? (To view the County's strategic plan, click here: <https://ceo.lacounty.gov/strategic-plan-and-goals/>. To view the Board's priorities, click here: [\(Chief Executive Office | County of Los Angeles \(lacounty.gov\)\)](#). If yes, please explain.

Strategic Goal: Realize Tomorrow's Government Today

- *III.2.2 Leverage Technology to Increase Visibility of and Access to Services: Ensure that each department maximizes the use of technology to raise awareness of available programs and services.*
- *III.2.3 Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency: Support implementation of technological enhancements and acquisitions that increase efficiency (e.g. infrastructure, software, hardware, applications) including replacement of legacy systems.*

111.2.2 -Visibility of and access to services will be maximized by expanding the reach of our collections and the discoveries they inspire beyond our physical building. A DAMS will illuminate the interconnectedness of the Museum's active research, contributions to scientific discovery, community initiatives, educational programs, and exhibitions, opening access to our comprehensive collection of media on a single platform. We will be able to efficiently and accurately fulfill research requests from the science and research communities, to deepen the digital resources in and around our educational and community programs, to aggregate and actively share our research and processes with other County organizations, and to advance our exhibitions in meaningful ways for all constituents. This removal of barriers to internal media will create the conditions for the Museum to effectively broadcast the stories and services offered by this institution.

111.2.3 - A DAMS implementation is a priority due to our critical need for a centralized, secure, accessible, cloud-based solution to organize and provide service through our digital assets. In our current state, media assets and associated data are managed separately by individuals on disparate storage formats via incongruent processes. Staff have low confidence locating, sharing, and fully utilizing these files, spending unnecessary work time manually tracking assets. A DAMS will provide staff with the digital environment and the tools to effectively manage media assets and the opportunity to automate redundant processes. The DAMS will eventually replace legacy procedures and one-off solutions that have existed, such as outdated software or on-premise server file shares.

The launch of a DAMS will enable us to build a firm digital infrastructure and repeatable data governance standards, processes, and procedures. Prioritizing preservation, accessibility, and innovation, we can leverage our assets and empower staff to utilize digital media and data in workflows that touch every department.

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

NHMLAC's reimagination of the La Brea Tar Pits and Hancock Park site will require proper digital infrastructure for our digital resources. The lack of such infrastructure has been identified as both problematic and urgent. While the Tar Pits Master Plan aims to utilize the site's complete *physical* transformation to attract expanded, deeper, and conceptually aligned engagement with our constituents, the *digital* infrastructure needed to support this monumental endeavor and the digital activities surrounding its realization should be heavily developed and accelerated to align with the physical. A DAMS will allow for the full impact of this capital project to be felt by all County constituents by capturing and preserving all digital assets in association with the project, making

content immediately accessible for active use and re-use in strategic campaigning, engagement, and activation of the new site.

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

This project aims to share data and program design openly with County partners, including our information system colleagues at LACMA. Documenting and open-sourcing our research, processes, and outcomes are high-priority components of this project. In the same way that DAMS aims to leverage resources to share knowledge with the public, we recognize that guidance through the implementation project itself can serve as a valuable resource for other cultural organizations and county departments. This guidance can include governance policy changes, data management strategies, data integration strategies, analytics on digital media use and consumption, system integration strategies, and change management procedures. Through our documentation of DAMS program design, architecture, and the governance established by them, we will produce useful roadmaps to aid others navigate a complex technology implementation.

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

This project originated in the Research and Collections division resulting from staff concerns about the institution's stewardship and preservation of precious, unique digital resources and media assets. Upon interviewing staff across the institution, it was determined that many have a need to produce and mobilize digital media assets in an increasingly digital world. However, a majority of staff expressed frustration regarding the lack of infrastructure in place to support the management, publishing, and preservation of complex digital objects. Deeper assessment determined that a large risk

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

existed of data loss and integrity loss. Not only are many assets stored on outdated storage formats without backup, but a bulk of media was discovered to have no metadata or the accompanying contextual information that would allow the Museum to reap the benefits of its existence into the future, rendering them obsolete. Without a DAMS, these obstacles will only continue to worsen.

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

2023-24

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ 187,600

4th Quarter \$ 521,000

2024-25

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ 142,000

4th Quarter \$ _____

2025-26

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ 142,000

4th Quarter \$ _____

2026-27

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

IMPLEMENTATION PLAN

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Discovery and Planning	July 2022	\$0	
RFD / RFP	September 2023 - January 2024	\$0	

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

Vendor Selection -System Implementation Fee + Software Year 1 Fee	January 2024 - March 2024	\$187,600	
Initiate and Plan -Hire Consultant	April 2024 - August 2024	\$185,000	
Contract necessary services for <ul style="list-style-type: none"> • custom integrations • custom configurations • data optimization and generation 	June 2024	\$336,000	
Design, Configure, Phase 1 migrations	August 2024 - December 2024	\$0	
DAMS Live - Year 2 Software + storage Year 2 Fee Testing and QA Phase 2 and 3 migrations	January 2025	\$142,000	
Deployment	April 2025	\$0	
Product MVP Launch	July 2025	\$0	
DAMS Live - Year 3 Software + storage Year 3 Fee Phase 4 migrations	January 2026	\$142,000	

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

Digital Asset Management System one-time implementation (Professional Services): Discovery/Analysis, Development, Configuration, QA, and Training	\$55,600
DAMS Software as a Service fees (\$7,500/month for 3 years + \$3,500/month for storage and hosting + \$10,000/year for integration and technical support in year 2 and beyond) <ul style="list-style-type: none"> • Base license • Fees for users • Technical support • System maintenance • Software upgrades • Integration support and maintenance • Troubleshooting • Cloud Storage and Hosting <ul style="list-style-type: none"> • Hosting: shared server configuration for all environments (Primary, Backup, and Test) • S3, Glacier, and Deep Archive tiered storage 	\$416,000
Custom System Integrations, Configurations, and Specialized data services <ul style="list-style-type: none"> • Specialized data services and generation • Custom integrations, including data sync or pipelines with Collections Management System, Drupal and custom system configurations 	\$336,000
Consultant <ul style="list-style-type: none"> • Implementation partner for launching a new DAM system • Permissions and security design • DAM operations design (staffing, governance, policy) • Data migration • System integration 	\$185,000

(a) Total services and supplies

\$ 992,600

Other Charges

List all other charges here

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

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

Fixed Assets

List all equipments and other fixed assets here

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

TOTAL COSTS (a+b+c) \$ 992,600



"Enriching Lives"

**COUNTY OF LOS ANGELES
DEPARTMENT OF MEDICAL EXAMINER**

1104 N. MISSION RD, LOS ANGELES, CALIFORNIA 90033



Odey C. Ukpo, M.D., M.S.
Chief Medical Examiner

July 31, 2023

Commissioner Jacki Bacharach, Chair
Productivity Investment Board
Quality and Productivity Commission
500 West Temple Street, Room 565
Los Angeles, California 90012

Re: PIF Grant Submission

Dear Commissioner Bacharach,

The Department of Medical Examiner (DME) is requesting a Productivity Investment Fund grant for the DME Informational Video Project to produce quality, informational videos for grieving families. The total cost is expected to be \$36,890 with the funding to cover the translations and video creation of essential DME information for families into the County's top seven languages and American Sign Language.

DME manages an annual caseload of over 13,000 cases and is one of the largest agencies of its kind in the nation. Many of the cases involve unexpected deaths. DME works with decedents' families to notify them of the death and to provide resources so that they can learn more about the role of the department in the death investigation. With emotions running high, communication challenges are compounded when there are language and literacy barriers. Providing multilingual, multi-media information will enhance DME's ability to communicate with these grieving families during a difficult time and will create greater access to information. The project will also help to bridge the digital divide by furnishing the materials to watch on a tablet while interacting with DME.

By implementing this multilingual, multimedia approach, DME will solidify itself as one of the premier medical examiner's offices in the nation, at-the-ready to communicate information to the many communities we serve.

The grant will be used within County purchasing guidelines. Please let us know if you need any additional information and thank you for your consideration.

Sincerely,

"SIGNATURE ON FILE"

Odey C. Ukpo M.D., M.S.
Chief Medical Examiner

OCU:kv

cc: Wendy Myring
Akiko Tagawa
Kelly Vail
Attachments

Accreditations:

National Association of Medical Examiners (Provisional)
California Medical Association-Continuing Medical Education
Accreditation Council for Graduate Medical Education

ANAB ISO/IEC 17025:2017 Forensic Science Testing Laboratories
Peace Officer Standards and Training Certified

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 10, 2023

Department: Department of Medical Examiner (DME)

Date: 7/31/2023

Project Name: DME Informational Videos Project

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

We are asking for \$36,890 to:

- Translate the DME Information Sheet to Spanish, Chinese (traditional and Mandarin), Tagalog, Vietnamese, Korean, Armenian
- Create nine videos (~5 minutes) in English, Spanish, Chinese (traditional and Mandarin), Tagalog, Vietnamese, Korean, Armenian, and American Sign Language
- Purchase Apple iPads for DME staff to use out in the field or at the office, in the privacy of the new Grief Rooms, to show the videos to families
 - This will allow our investigators to continue their work while families watch the videos; distracting the family from the intense nature surrounding the body and scene investigation and provides immediate information on next steps.
 - It also helps to bridge the digital divide by bringing technology to those that may not have access to it.
 - Provides immediate access to information for the next steps in the

To support grieving families to navigate the DME processes of death investigation while they mourn the sudden deaths of their loved ones through funding video and written resources in their native languages of Spanish, Chinese (Traditional and Mandarin), Tagalog, Vietnamese, Korean, Armenian, and American Sign Language.

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

The project aims to provide a cross-cultural service delivery model through a multilingual, multimedia approach that supports the County's ongoing Anti-Racism, Diversity, & Inclusion (ARDI) efforts to promote equity and anti-racism in the County.

Managing an annual caseload of over 13,000 cases, the DME is one of the largest agencies of its kind in the nation. The cases are usually unexpected and notifying the next-of-kin of the death of their loved one can be an extremely challenging process. During the response to the Monterey Park Shooting in January 2023, the communication challenge was compounded with a multilingual coordination effort that included the CEO Office of Protocol, US State Department, the Consulates of China, Taiwan, Vietnam, and the Philippines, and families (next of kins) living overseas.

As you know, LA County is extremely diverse – an estimated 224 different languages are spoken here, with Spanish, Chinese (traditional and Mandarin), Tagalog, Vietnamese, Korean and Armenian being the top languages, other than English, which can provide language barriers for our staff who speak with families.

In addition to language barriers, the US literacy rate is 85.25%. Of those who have low English literacy, 23% are black, 34% are Hispanic (24% of whom are born outside the US), and 34% are non-US-born adults. California has one of the nation's lowest literacy rates at 76.9%, and when we look at literacy rates for the deaf members of our community, roughly 33% of students graduate high school with no more than a 4th grade reading level, indicating the need to have video versions of our information to accommodate those family members with low literacy.

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 10, 2023

Here is a breakdown of our case demographics by race in 2021: Black (19%), Asian (7%), and LatinX (38%) make up a majority of our cases, which further emphasizes the need for these videos in multiple languages and why we are requesting funding for those specific languages.

Because the DME is a 24-hour, seven days a week operation, translation services are often needed at all hours. DME Investigators have struggled to find translation services after traditional business hours, with calls going unanswered while trying to communicate with family.

The investigators in our Operations Division report that:

- Roughly 60 hours a month is spent by coworkers translating information to families, taking away from their regular duties;
- Roughly 15 hours a month are spent using translation services – conversations that should take 10-15 minutes take 45 minutes while using this service and investigators report that translators have hung up on them because they don't want to translate information related to death; and
- Roughly 32 hours a month are spent waiting for law enforcement or neighbors to arrive to the scene to provide translation.

Providing a multilingual, multi-media approach will improve and enhance the Department's ability to communicate with the constituents and families served throughout the County. With growing ARDI-related initiatives, the improved service delivery to families will help the DME support the Countywide initiative and provide a more equitable service model to all constituents, including those with hearing or visual impairments.

The goal is to translate the Department's frequently asked questions into the County's top seven languages; i.e., Spanish, Chinese [Traditional and Mandarin], Tagalog, Vietnamese, Korean, and Armenian, plus American Sign Language. The question-and-answer translations will be offered in writing/print and as informational videos, with both versions added to the DME website. The videos would also be available to show the families on tablets in the field or when they visit DME, making the information available for those families who do not have access to computers or the internet.

The improved communication and service will benefit all grieving, vulnerable people who interact with our office by demystifying the process after a loved one dies. Families will now be able to watch and review the information in their native tongue, in person, and online. Interaction with the DME will be more seamless, build Department trust and confidence in the community, and will undoubtedly make more details readily available to all.

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

Several achievements are expected by providing DMEC materials in multiple languages across several mediums:

1. Improves interactions between grieving families and our investigators and doctors. Interactions can be met with anger and frustration because of the unexpectedness of the death, the misconception associated with DME services, and language barriers.
2. Improves service delivery toward constituents who may not be able to physically come to the office, have aversions to socializing, or are digitally skilled, and can be empowered to find information on the DME website.
3. Improves efficiencies for the investigators, doctors, and other DME employees who can share prepared materials.
4. Reduces costs associated with employee time spent attempting to communicate with language barriers, diverting time to find a translator, and associated translation service costs.
5. Supports the County's initiative of ARDI that ultimately supports the community we serve. **Bridges the digital divide in the County by providing access to information online when visiting DME or when Investigators are out in the field.**

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 10, 2023

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

If you answered yes, please check with the Chief Executive Office, Chief Information Office, to see if you are eligible for Information Technology Funds.

Amount Requested:

<u>Loan</u>	<u>Grant</u>	<u>Total</u>
_____	<u>\$36,890</u>	\$36,890

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:	\$36,890			
B. Estimated Annual Cost of Proposal:	\$36,890			
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00

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

All funds needed during Implementation Period, as follows:

FY 23-24, 4th Qtr = \$1,945
FY 24-25, 1st Qtr = \$10,195
FY 24-25, 2nd Qtr = \$24,750

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

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

QUESTIONS

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

If so, when (date)?

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

Yes _____ No X If no, why not?

The Department is currently prioritizing the restoration of previously curtailed, mission-critical positions and funding.

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

Hard Dollar Savings
Revenue Generation

Cost Avoidance
Other (please explain)

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

This project will not reduce net County costs.

There is service enhancement and possible future cost avoidance, though. By having this information in multiple languages, there is an anticipated cost avoidance for using interpretation services.

Miscommunications can and do arise from an emotionally charged conversation. When compounded by language barriers, it can lead to litigation. Efforts to bridge the language barrier will show the Department's good faith efforts. Offering critical information to mourning families in varying formats (i.e., written, audio, visual, and online) will allow grieving families to review the information in their own language

later and after they have had time to calm down. Knowledge is power, and empowering grieving families with vital information will allow them to confidently take the next steps in the process.

The DME expects this to also allow our employees (e.g., investigators and doctors) to be more effective in their conversations with the families and reduce the time and cost used for translation of these materials and information for families.

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

The Department would like to join fellow departments like Registrar-Recorder/County Clerk, Public Health, Mental Health, and Library which already offer multi-lingual support services in multiple languages, but also enhance upon this concept by improving support services to the hearing impaired and those experiencing challenges with literacy or social avoidance.

With the funding from this grant, DME will make important information available to more people in their native language, enabling them to understand the next steps in the especially emotional process after losing a loved one. These constituents are grieving when DME has contact with them. The documents and videos will help DME to better serve families during this vulnerable time, making it easier for them to understand what the next steps are and the grief resources that are available to them to help them get through this difficult time.

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

By providing the information in multiple languages using written, audio, visual, and online formats, DME aims to meet the needs of the grieving families in a configuration and language that works best for them. Families who visit DME, and our website, will be able to view these translated videos, providing another avenue for information exchange for those who may not have digital access at home.

Adding these service options will benefit the grieving families by empowering them with the information needed to make decisions in a format and language they understand. It also benefits DME by providing avenues to have better communication with constituents, building trust in the community, and saving staff time from having to contact translation services, especially after normal business hours when it can be difficult to find translation services.

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

Yes. We are piloting this program for the top seven languages to gauge the response and success of it. Languages were chosen based on race/ethnicity data of our decedents. If the Department sees an improvement in the communications with families, we will expand the library of information and videos to include more languages to better serve more constituents.

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

Currently, when a non-English speaking person comes to our office to handle decedent matters, DME staff must call a hotline to find a translator to effectively communicate to them about next steps, while they wait in the lobby to be connected to a translator.

By investing in multilingual and multimedia translations, DME will be able to provide paramount information to grieving families instantaneously, saving constituent and staff time. DME staff will set families up with an iPad in a private room upon arrival

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

where they will watch one of the informational videos in their native language. Our deputy medical examiners and staff will be able to meet with the families wherever they are and have access to the informational videos and specific case information in our case management system by using the iPads we will purchase with this grant.

It will build trust and integrity within the community as constituents will have immediate access to relevant information, in a language and format they are most comfortable with and will improve customer service by instantly being able to provide information to the families who visit DME. It also helps to bridge the digital divide by bringing technology to those that may not have access to it.

DME will also implement cost savings by reducing the number of calls to translator services because the information will already be available in video and paper formats. This will allow our investigators to continue their work while families watch the videos; distracting the family from the intense nature surrounding the body and scene investigation and provides immediate information on next steps.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goals and Board priorities? (To view the County's strategic plan, click here: <https://ceo.lacounty.gov/strategic-plan-and-goals/>. To view the Board's priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#)..[./AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/ZU08AWDO/Board Priorities](#)) If yes, please explain.

The proposal is related to LA County's Strategic Goal #2: Enhance Delivery of Comprehensive Interventions by delivering comprehensive and seamless services to those seeking assistance from the County.

Furthermore, the issue statement for the Goal #2 continues, "The County's most vulnerable populations require more targeted and integrated interventions to measurably address their comprehensive needs."

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

By providing extensive and all-inclusive DME material in written and video formats for clients when interacting with DME, the Department is fulfilling the County's objective of equity and inclusion for LA County's diverse constituents. This project would also help to bridge the digital divide by supplying DME staff with iPads to bring to meetings with families who may not have access to internet services.

This multilingual and multimedia format for DME information also follows the County's ARDI Initiative. California has one of the nation's lowest literacy rates at 76.9%. Nationally, the literacy rate is 85.25%. Of those who have low English literacy, 23% are black, 34% are Hispanic with (24% of whom are born outside the US), and 34% are non-US-born adults. In 2021, 38% of DME cases involved LatinX decedents, followed by Caucasian/Other (36%), Black (19%) and Asian (7%). This further emphasizes the need for these videos in multiple languages.

Aside from literacy rates, studies have shown the average viewer retains 95% of the message if it is in video form, making videos a preferred communication tool. Ninety percent of information transmitted to the brain is visual and is processed 60,000 times faster in the brain than text. That's why these videos are so important to the DME and the need for the iPads is part of this ask as it will allow DME staff to bring the videos to the families, some of whom may not be able to access this information outside of visiting with DME staff.

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

Yes, the proposal enhances the County's image and improves relationships with the County's constituents. Los Angeles County is one of the most ethnically and racially diverse areas in the United States. By supplying materials in a person's first or native language, the Department is acknowledging the communities they serve by providing information that doesn't require translation by a family member, friend, or phone application.

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

It will build trust and integrity within the community as constituents will have immediate access to relevant information, in a language and format they are most comfortable with and will improve customer service by instantly being able to provide information to the families who visit DME. Staff will set up families in one of our new Grief Rooms and use the iPad to play the informational video in the preferred language.

Investigators will also be able to utilize the iPads out in the field, allowing them to continue to work on the death investigation while the family watches the video, distracting the family from the intense nature surrounding the body and scene investigation and provides immediate information on next steps.

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

Many DME decedents die at Los Angeles County hospitals run by the Department of Health Services (DHS). By having materials in different languages to provide DHS, it would greatly assist their staff when communicating with families in providing a warm hand-off to our office.

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

Former DME Public Information Officer Sarah Ardalani

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

2023-24

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$1,945 _____

2024-25

1st Quarter \$10,195 _____

2nd Quarter \$24,750 _____

3rd Quarter \$ _____

4th Quarter \$ _____

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

2025-26

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2026-27

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

IMPLEMENTATION PLAN

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Submit request to translate DME Information Sheet	10-01-23 to 10-31-23	\$	\$
Submit request to develop 9 animated videos from DME	10-01-23 to 10-31-23		
Complete first draft translation of DME	11-01-23 to 11-30-23		
Develop 9 animated videos from DME Information Sheet	11-01-23 to 11-30-23		
Review translations/reverse translations	12-01-23 to 12-31-23	\$1,945	
Finalize translations	12-1-23 to 12-31-23	\$ 1,945	
Purchase iPads and keyboards	01-01-24 to 01-31-24	\$8,250	
Review animation videos	03-01-24 to 03-31-24		
Finalize animation videos	04-01-24 to 04-30-24	\$ 24,750	

LINE ITEM BUDGET DETAIL

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

(Work with your Budget Analyst)

Services and Supplies

List all services and supplies here

(a) Total services and supplies **\$ 36,890**

Translation of DMEC information sheet to 7 languages (\$1,945)

Reverse translation of information sheet to confirm language

(\$1,945) Development of 9 animation videos (\$2,750 x 9 =
\$24,750)

Purchase of Apple iPad Pros with keyboards (\$1,650 x 5 = \$8,250)

Total Services = \$36,890

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) **\$ 36,890**



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



Jim Zenner
Director

July 7, 2023

TO: JACKI BACHARACH, CHAIR
PRODUCTIVITY INVESTMENT BOARD

FROM: JIM ZENNER, DIRECTOR
MILITARY AND VETERANS AFFAIRS

PRODUCTIVITY INVESTMENT FUND REQUEST – CVSO SOLUTION: EVALUATING EFFECTIVENESS

This memo is to request consideration to fund a project that aims to examine the efficacy and cost-savings impact of the County Veteran Service Officers (CVSOs) on veterans in Los Angeles County. This study will be conducted through the University of Southern California, and its purpose is to demonstrate the need for additional state funding for veteran services.

CVSOs play a vital role in supporting veterans, their dependents, and survivors by providing counseling, advocacy, and guidance on federal and state benefits. They assist veterans throughout the benefits process and offer service referrals to address challenges related to substance use and mental health issues. By connecting veterans to benefits, the CVSOs contribute to a reduced risk of negative outcomes such as financial insecurity, health challenges, homelessness, legal issues, and unemployment.

However, while the State of California sets statutory requirements for the CVSO program, the compensation and expenses of county veterans service offices are primarily the responsibility of the county. There is a potential for proposed legislation to increase funding for CVSOs, but it requires data supporting the need, which is why we propose conducting a comprehensive longitudinal study.

The primary objectives of this study are threefold. First, we aim to assess the effectiveness of the CVSOs in connecting veterans to benefits. Second, we seek to explore the impact of benefit connection on the well-being of veterans over an extended period of time. Lastly, we intend to calculate the financial impact of the CVSO program. Through surveys administered to veterans who have utilized CVSO services at multiple time points, we will gather data that can inform policy decisions, enhance support for veterans, and optimize resource allocation in Los Angeles County. We believe this research is crucial in demonstrating the significance of the CVSO program and justifying the need for increased state funding to benefit veterans across the county.

We are confident that the outcomes of this study will have a positive and lasting impact on the lives of veterans in Los Angeles County.

Thank you for your consideration. Should you have any questions or need additional information, please contact me, or your staff may contact the Department's Quality and Productivity Manager Kristine Papazyan at kpapazyan@mva.lacounty.gov.

JZ:SS:ZS:kp

Attachments

c: Guevarra
Perez

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 10, 2023

Department: Military and Veterans Affairs

Date:
July 7, 2023

Project Name: County Veteran Service Officer (CVSO) Solution: Evaluating Effectiveness

PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.
@52

Funding provided by this Productivity and Investment Fund will be used to fund a longitudinal study through a qualified vendor to examine the efficacy and cost-savings impact of the County Veteran Service Officers (CVSOs) in Los Angeles County to prove the need for the state to identify additional funding for veteran services.

SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation. @339

CVSOs counsel veterans, their dependents, and survivors regarding federal and state benefits. They advocate for, advise and support veterans through the benefits process. CVSOs also provide service referrals for veterans experiencing challenges such as substance use and mental health issues. Benefit-connected-veterans have reduced risk of negative outcomes such as financial insecurity, health challenges, homelessness, legal issues, and unemployment.

The State of California sets statutory requirements related to the CVSO program in the Military and Veterans Code. The Code language establishes the CVSO program, stating that county veterans service offices' compensation and expenses are the responsibility of the county. However, the Department of Veterans Affairs can provide financial support from state funds based on their determined amount. The Legislature recognized in 2013, that \$11 million covered roughly half of the program's costs statewide and considered it a reasonable use of state funds to increase the annual budget for county veterans service officers up to \$11 million if it benefited veterans and justified the expenditure.

To best address the Legislature's concerns, we are proposing to conduct a longitudinal study to examine the efficacy and cost-savings impact of the CVSO program in the County of Los Angeles.

The study will assess the effectiveness of CVSOs in connecting veterans to benefits, explore the impact of benefit connection on veteran well-being over time, and calculate the financial impact of the CVSO program. By conducting a longitudinal study involving surveys of veterans who have utilized CVSO services, the study will provide insights that can inform policy decisions, enhance support for veterans, and optimize resource allocation in Los Angeles County.

The study will involve participant recruitment from our client pool (approx. 1000 participants),

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 10, 2023

data collection through surveys administered at multiple time points, data analysis using statistical methods, and reporting of findings with recommendations for improving the delivery of CVSO services and optimizing resource allocation.

The study will provide valuable insights into the effectiveness and cost-savings impact of the CVSO program, which can inform decision-making, enhance support for veterans, and improve the allocation of resources in Los Angeles County.

EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity. @266

To assess the effectiveness of CVSOs in connecting veterans to benefits, the project will analyze data on the number of veterans served by CVSOs, the types of benefits accessed, and the success rates of benefit applications. By evaluating the outcomes of the CVSO program, the project will identify areas of improvement and recommend strategies to enhance the efficiency of benefit connection.

Furthermore, the project aims to explore the impact of benefit connection on veteran well-being over time. This will involve collecting data on veterans' mental health, physical health, social support, and overall life satisfaction before and after utilizing the CVSO program. By examining the long-term effects of benefit connection, the study will provide insights into the importance of CVSOs in improving veteran well-being.

In addition to the impact on veterans' well-being, the project will also calculate the financial impact of the CVSO program. This will involve analyzing the cost savings generated by connecting veterans to benefits and comparing it to the cost of running the CVSO program. By quantifying the financial impact, decision-makers can make informed choices regarding the allocation of resources and the expansion or modification of the CVSO program.

This project will enhance the quality and productivity of the CVSO program in Los Angeles County. By evaluating the efficacy of CVSOs in connecting veterans to benefits, exploring the impact on veteran well-being, and calculating the financial impact, the study will provide valuable insights and recommendations to improve the efficiency, effectiveness, and cost-effectiveness of the CVSO program. This will ultimately contribute to better outcomes for veterans, ensuring they receive the support they need and deserve.

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 10, 2023

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

If you answered yes, please check with the Chief Executive Office, Chief Information Office, to see if you are eligible for Information Technology Funds.

Amount Requested:

<u>Loan</u> _____	<u>Grant</u> <u>\$294,321</u>	<u>Total</u> \$294,321
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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:	0	0		
B. Estimated Annual Cost of Proposal:	\$139,973	\$154,348		
C. Savings (B minus A)	\$(139,973)	\$(154,348)	\$0.00	\$0.00

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

<u>FY 2023-24 Q2</u> \$ 54,816	<u>FY 2023-24 Q3</u> \$ 85,157
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**** Electronic, Original, or Scanned Signatures Are Accepted ****

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

QUESTIONS

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

2. Was this proposal included in the department's current budget request?
Yes_____ No x_____ If no, why not?

The Department has limited funding and is continuously seeking innovative solutions to improve services to our client base. As we discover new ways to do this, we analyze these solutions and leverage this platform to bring light to such innovations and quality improvements for our services.

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?

Not Applicable.

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

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

The Department generates funding through the subvention of state claims for each client that receives veteran services. However, the Department continues to champion state and federal support through new legislation that aims to streamline funding for expand our services. The data collected via the surveys will provide valuable insights into the effectiveness and cost-savings impact of the CVSO program, which can inform decision-making, enhance support for veterans, and improve the allocation of resources in Los Angeles County and ultimately reducing Net County Cost.

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

5. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices, and equity impact – whom does this benefit and/or burden); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives? @282

The study will employ a longitudinal research design, tracking and analyzing data over an extended period, to provide comprehensive insights into the efficacy of CVSOs. By examining the outcomes of CVSO interventions over time, the study will assess their effectiveness in supporting and serving veterans in Los Angeles County. It will examine various metrics, such as successful veteran benefit claims, mental health support, employment outcomes, and overall well-being of veterans.

To extend and amplify existing practices, the department will share study results to collaborate with other counties and organizations to identify and share best practices in serving veterans. It will foster collaboration and knowledge exchange to improve the effectiveness and efficiency of CVSOs across the region. This cross-county approach will ensure that the study benefits from shared expertise and experiences, ultimately leading to more impactful outcomes.

Furthermore, the study will explore the innovative use of technology to enhance the delivery of services by CVSOs. This may include the development of online platforms or mobile applications that streamline and expedite the application and processing of veteran benefits. By leveraging technology, CVSOs can potentially reach a larger population of veterans and provide them with timely and accessible services. This innovative use of technology aligns with the Department's strategic goals of improving service delivery, efficiency, and accessibility.

Additionally, the study will consider the equity impact of CVSOs and their services. It will assess who benefits from these services and identify any potential disparities or burdens faced by specific groups of veterans, such as those from marginalized communities or with unique needs. By understanding and addressing these equity considerations, the

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

study can help ensure that CVSOs provide equitable support to all veterans in Los Angeles County.

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

This project is not a pilot, once the study is concluded the results will be utilized to establish best practices and inform decision-making, enhance support for veterans, and improve the allocation of resources in Los Angeles County.

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

@281

This project is considered a study to examine the efficacy and cost-savings impact of the County Veteran Service Officers (CVSOs) in Los Angeles County, therefore, no operations will be eliminated. The study will assess the effectiveness in supporting and serving veterans in Los Angeles County. It will examine various metrics, such as successful veteran benefit claims, mental health support, employment outcomes, and overall well-being of veterans. This project will enhance the quality and productivity of the CVSO program in Los Angeles County. By evaluating the efficacy of CVSOs in connecting veterans to benefits, exploring the impact on veteran well-being, and calculating the financial impact, the study will provide valuable insights and recommendations to improve the efficiency, effectiveness, and cost-effectiveness of the CVSO program. Below are some examples of how the study will streamline processes and improve quality:

- **Veteran Benefits Processing:** The study will assess the efficiency and effectiveness of CVSOs in processing and assisting veterans with their benefit claims, ensuring that the process is streamlined, reducing bureaucratic hurdles, and minimizing delays.
- **Outreach and Education:** CVSOs play a crucial role in educating veterans and their families about available benefits and services. The study will evaluate the effectiveness of their outreach programs and identify opportunities for improvement to ensure that veterans receive comprehensive information regarding their entitlements.

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

- Collaboration with Partner Agencies: CVSOs often collaborate with various federal, state, and local agencies to support veterans. The study will examine the coordination and effectiveness of these collaborations, identifying ways to enhance interagency communication and streamline processes.
- Cost-effectiveness and Resource Allocation: The study could evaluate the cost-effectiveness of CVSO operations, analyzing resource allocation and identifying potential areas for cost savings without compromising the quality of services delivered.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goals and Board priorities? (To view the County's strategic plan, click here: <https://ceo.lacounty.gov/strategic-plan-and-goals/>. To view the Board's priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#)). If yes, please explain. @227

This goal aligns with the County's Strategic 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.

The study aims to identify early preventive measures through evaluating the effectiveness of CVSOs, ultimately reducing long-term reliance on social safety net programs. Efficient resource allocation is emphasized by examining the cost-savings impact of CVSOs. If these officers effectively connect veterans with necessary services and benefits, it can result in cost savings by preventing expensive interventions or long-term support.

The study promotes evidence-based practices by evaluating the outcomes and effectiveness of CVSO interventions. This approach encourages decision-making based on solid evidence and supports the implementation of practices that have proven to be effective. The focus on CVSOs aligns with the goal of increasing self-sufficiency among residents. By providing support and guidance, CVSOs help veterans access benefits and services that enhance their self-sufficiency, reducing their reliance on long-term support from the County's social safety net.

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

The study contributes to the County's strategic goals focused on prevention initiatives and evidence-based practices by evaluating the effectiveness of CVSOs in promoting veterans' self-sufficiency. This aligns with the broader goal of reducing long-term reliance on the County's social safety net.

9. (150 words) Does this proposal enhance the County image and/or improve relationships with the County's constituents? Please explain. @156

The study is designed to track veterans over an extended period, typically several years, to understand the long-term effects of benefit connection facilitated by CVSOs. It will determine whether veterans who are connected to benefits experience improved well-being indicators compared to those who are not connected. These indicators may include factors such as physical and mental health, financial stability, access to healthcare, educational opportunities, housing stability, and overall quality of life.

The study will also determine the cost savings or economic benefits that result from veterans accessing benefits. This evaluation helps quantify the program's effectiveness and fiscal outcomes. By conducting this study, we can enhance the County's image and improve relationships with its residents. The findings can be used to showcase the County's commitment to supporting veterans and their well-being. Demonstrating the positive impact of the CVSO program on veterans' lives and the financial benefits it generates can help build trust and credibility among County constituents.

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? @125

To promote interdepartmental cooperation, the study will help to extend and amplify existing practices, the department will share study data to collaborate with other County departments, counties, and organizations to identify and share best practices in serving veterans. It will foster collaboration and knowledge exchange to improve the effectiveness and efficiency of CVSOs across the region. This data-driven approach empowers decision-makers to make informed choices and drive positive outcomes.

Interdepartmental cooperation is essential for a comprehensive service delivery system. By facilitating data sharing and promoting collaboration among departments, other counties, and organizations, the County can break down silos and foster a holistic approach to problem-solving. This collaborative approach will ensure that the study benefits from shared expertise and experiences, ultimately leading to more impactful outcomes.

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

CVSOs assist the veteran community in applying for and maintaining available benefits and entitlements for which they may be eligible. The State of California sets statutory requirements related to the CVSO program. The Department receives funding through state subvention for benefit claims. In 2013 the Legislature recognized in that \$11 million covered roughly half of the program's costs statewide and is considering new legislation to increase funding for veteran services. However, for such legislation to move forward, it require services to be analyzed to determine effectiveness of the CVSOs in connecting veterans to benefits, impact on veteran well-being, and overall financial impact of the CVSO program. Therefore, a study is being proposed to address such factors. The study will provide valuable insights into the effectiveness and cost-savings impact of the CVSO program, which can

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

inform decision-making, enhance support for veterans, and improve the allocation of resources in Los Angeles County.

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

2023-24

1st Quarter \$ _____
 2nd Quarter \$ 54,816
 3rd Quarter \$ 85,157
 4th Quarter \$ _____

2024-25

1st Quarter \$ 33,685
 2nd Quarter \$ 33,415
 3rd Quarter \$ 33,310
 4th Quarter \$ 27,477

2025-26

1st Quarter \$ 26,461
 2nd Quarter \$ _____
 3rd Quarter \$ _____
 4th Quarter \$ _____

2026-27

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

IMPLEMENTATION PLAN

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Development and refinement of survey instrument	October 2023	\$54,816	\$
Develop mechanism for monitoring study procedures	February 2024	\$39,278	
Data collection Baseline survey	March 2024	\$27,440	
Qualitative data collection protocol development	March 2024	\$18,439	

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

Data collection five-month survey and analysis	August 2024	\$33,685	
Qualitative data collection and analysis	October 2024	\$33,415	
Data collection ten-month survey and analysis	January 2025	\$33,310	
Data collection fifteen-month survey and analysis	June 2025	\$27,477	
Final Report and presentation of findings	September 2025	\$26,461	

LINE ITEM BUDGET DETAIL
 (Work with your Budget Analyst)

Services and Supplies

List all services and supplies here

(a) Total services and supplies **\$ 294,321**

Other Charges

List all other charges here

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

Fixed Assets

List all equipments and other fixed assets here

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

TOTAL COSTS (a+b+c) \$294,321



RICARDO D. GARCÍA
Public Defender

LOS ANGELES COUNTY PUBLIC DEFENDER
CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER

210 WEST TEMPLE STREET, 19th FLOOR
LOS ANGELES, CA 90012
(213) 974-2811/Fax (213) 625-5031
<http://pubdef.lacounty.gov>



EXECUTIVE OFFICE

Justine M. Esack
Chief Deputy

Ruben Marquez
Chief of Staff

July 7, 2023

Ms. Jacki Bacharach, Chair
Productivity Investment Board
County of Los Angeles, Quality and Productivity Commission
565 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Re: "Civic Center Remote Parking Employee Shuttle Pilot Project"
Public Defender's PIF Application

Dear Ms. Bacharach,

The Office of the Public Defender respectfully requests a Productivity Investment Fund grant in the amount of \$620,000 to create and implement an Employee Shuttle Pilot Project.

This proposal provides a contracted shuttle system vendor to transport county employees who park in remote parking lots to several drop off points in the Civic Center.

Several County Departments located in the Civic Center are supportive of the one-year pilot and are scheduled to fully participate in a monthly Work Group to assist in the design and implementation of the project; notify their staff regarding the shuttle service; promote usage; and collect ridership survey data among other relevant performance measures to evaluate the success of the pilot's goals.

Funding of the pilot was not discussed at the time of budget preparations as the departments recently met to develop solutions to increasing concerns for employees' safety in the Civic Center. Through meeting, it was discovered that parking in remote lots impacts employee retention and recruitment.

The Office of the District Attorney had begun the process of soliciting bids from shuttle service vendors and determined the cost to be a significant financial burden that they could not bear alone. Departments will collect data to determine whether this service will be included in future budget requests so all participating departments can share the ongoing cost.

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

- **Employee Safety**--Some employees have encountered hostile run-ins with individuals near homeless encampments leaving employees in fear for their safety;
- **Employee Retention and Recruitment**--Since most central Civic Center parking lots are at capacity, many employees park at distant peripheral parking lots, which is inconvenient and undesirable. As a result, employees leave the department (or County service) to pursue employment opportunities offering convenient and safe parking. This is also true for prospective employees who decline job offers due to the distant parking and unsafe conditions.
- **Employee Wellness**- Staff wellness is an issue for those who must walk to and from the remote parking lots. "Extreme heat" and "oppressive humidity"¹ can and do negatively impact an employee's health, particularly those living with an autoimmune disease or other medical condition.

Participating departments will collect ridership data and feedback from employees regarding the impact of the shuttle service via survey before and after the pilot. If the data suggests a successful pilot, one or all of the partnering departments will seek ongoing funding to continue providing the service.

Working together to help ensure the safety and wellness of employees and to successfully recruit and retain staff speaks directly to the County's mission to enhance both quality and productivity.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Ricardo D. Garcia', is written over a large, stylized, and somewhat abstract scribble or flourish.

Ricardo D. Garcia
Public Defender

¹<https://weatherspark.com/h/y/1705/2022/Historical-Weather-during-2022-in-Los-Angeles-California-United-States>



County of Los Angeles
INTERNAL SERVICES DEPARTMENT

1100 North Eastern Avenue
Los Angeles, California 90063

SELWYN HOLLINS
Director

"Trusted Partner and Provider of Choice"

Telephone: (323) 267-2101
FAX: (323) 264-7135

June 30, 2023

Ms. Jacki Bacharach, Chair
Productivity Investment Board
County of Los Angeles, Quality and Productivity Commission
Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

PIF Application – Civic Center Remote Parking Employee Shuttle Pilot Project

Dear Ms. Bacharach,

On behalf of the Los Angeles County Internal Services Department, please accept this letter of support for the Los Angeles County Public Defender's grant application to the Productivity Investment Board for the creation and implementation of an Employee Shuttle Pilot Project for the county's Civic Center-based employees.

We are committed to participating in the one-year pilot and will dedicate a senior level manager to the Work Group to assist in the design and implementation of the project. We will also notify and encourage our staff to utilize this shuttle service and distribute ridership surveys that will include performance measures so we may evaluate the success of the pilot's goals.

Data collection to address a myriad of issues impacting our staff and department due to remote parking will help us determine whether a shuttle service will be of benefit and should be included in our Fiscal Year 2024-25 and future budget requests. Employee safety and wellness along with employee retention and recruitment are key matters that we believe this shuttle service will assist in improving.

We are committed to supporting the Public Defender in its efforts and hope you will give their grant proposal strong consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Selwyn Hollins", written over a light blue horizontal line.

Selwyn Hollins
Director

June 30, 2023

Ms. Jacki Bacharach, Chair
Productivity Investment Board
County of Los Angeles, Quality and Productivity Commission
565 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

**Re: "Civic Center Remote Parking Employee Shuttle Pilot Project" –
Public Defender's PIF Application**

Dear Ms. Bacharach,
On behalf of the Los Angeles County Department of Regional Planning, please accept this letter of support for the Los Angeles County Public Defender's grant application to the Productivity Investment Board for the creation and implementation of an Employee Shuttle Pilot Project for the county's Civic Center-based employees.

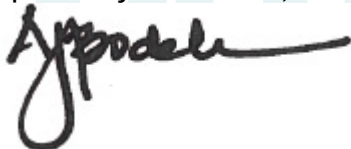
We are interested in participating in the pilot project once our staff returns to our headquarters in the Hall of Records, which is anticipated to be early 2024 when our headquarters renovation project is complete. At that time, we would notify and encourage Regional Planning staff to utilize this shuttle service and will distribute ridership surveys that will include performance measures so we may contribute to the success of the pilot's goals.

Data collection to address myriad issues potentially impacting our staff and department due to remote parking will help determine whether a shuttle service will be of long-term benefit and be included in our FY2024-25 and future budget requests. Employee safety and wellness, employee retention and recruitment are key matters that we believe this shuttle service will assist in improving.

We are committed to supporting the PD in its efforts and hope you will give their grant proposal strong consideration.

Please do not hesitate to contact me at abodek@planning.lacounty.gov, or Dennis Slavin, Chief Deputy, at dslavin@planning.lacounty.gov for additional information.

Respectfully submitted,




AMY J. BODEK, AICP
Director of Regional Planning



GEORGE GASCÓN
LOS ANGELES COUNTY DISTRICT ATTORNEY

HALL OF JUSTICE
211 WEST TEMPLE STREET LOS ANGELES, CA 90012 (213) 974-3500

TO: JACKI BACHARACH, Chair
Productive Investment Board
Quality and Productivity Commission

FROM: GEORGE GASCÓN 
District Attorney

SUBJECT: CIVIC CENTER REMOTE PARKING EMPLOYEE SHUTTLE PILOT
PROGRAM PUBLIC DEFENDER'S PIF APPLICATION

DATE: JULY 3, 2023

On behalf of the Los Angeles County District Attorney's Office, please accept this letter of support for the Los Angeles County Public Defender's (PD) grant application to the Productivity Investment Board for the creation and implementation of an Employee Shuttle Pilot Project for the county's Civic Center-based employees.

We are committed to participating in the one-year pilot program and will dedicate an executive member of our staff to the Work Group to assist in the design and implementation of the project. We will also notify and encourage staff to utilize this shuttle service and distribute ridership surveys that will include performance measures so we may evaluate the success of the pilot's goals.

Data collection to address a myriad of issues impacting our staff and department due to remote parking will help us determine whether a shuttle service will be beneficial and should be included in our Fiscal Year 2024-25 and future budget requests. Employee wellness, along with employee retention and recruitment, are primary matters that we believe this shuttle service will assist in improving.

We are committed to supporting the PD in its efforts and hope you will give their grant proposal strong consideration.

If you have any questions, please contact Shaun Gipson, Special Assistant, at (213) 257-2777 or via email at SGipson@da.lacounty.gov

nk

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 10, 2023

Department: Public Defender

Date: July 7, 2023
(Updated July 11, 2023)

Project Name: Civic Center Remote Parking Employee Shuttle Pilot Project

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

This proposal requests \$620,000 to create a multi-departmental remote-parking shuttle pilot program for the County's Civic Center-based employees to ensure their safety and wellness and improve departments' retention and recruitment efforts. Staff will be transported by contracted vans and drivers to several convenient locations in the Civic Center.

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

Problem

County employees, particularly new hires, assigned to a Civic Center¹ (Center) workplace have limited parking options.² Options that are nearby are expensive and/or at capacity. (The PD, e.g., has 97 employees on the wait list for Hall of Records (lot 10) and nine for La Plaza (Lot 98).) Those that are less expensive are remote, less safe and, depending on the season, a sweltering or after-dark walk from the Center. Wellness is an issue for those who must walk from and to the remote parking lots during the annual average of 22 days of "extreme heat" and 15 of "oppressive humidity."³ Some employees have encountered hostile run-ins with members of the public during their walk to and from the Center, leaving employees in fear for their safety. As a result, employees leave the department (or even County service) to pursue employment opportunities offering convenient and safe parking. This is also true for prospective employees who decline job offers due to the distant parking and unsafe conditions.

Solution

Providing a shuttle from remote lots to the intersections of Broadway/Temple Street and Spring/Temple, will result in employees who are safer, less stressed, and more productive all day. Offering this service would raise morale and positively impact employee retention and recruitment by reducing the inconvenience and undesirability of parking at distant parking lots.

Shuttles would run on weekdays every 10 to 15 minutes, from 6:00 a.m. to 10:00 a.m. and 4:00 p.m. to 7:00 p.m.

Five County departments with staff located in the Center will participate in the one-year pilot.

If there are other County locations with such remote parking, the shuttle pilot could be adapted for them.

¹ "Civic Center" is the area bounded by Fremont Avenue, 1st Street, Spring Street, and the 101 Freeway, per the Civic Center Parking Plan, http://lacounty-ca.elaws.us/code/coor_title5_ch5.42

² Employees may opt to receive parking in a County lot, upon availability within the department's parking space allocation.

³ <https://weatherspark.com/h/y/1705/2022/Historical-Weather-during-2022-in-Los-Angeles-California-United-States>

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 10, 2023

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

Careers with the County mean working *in service* to approximately ten million residents, whether behind the scenes or directly assisting constituents. Employees' well-being and health are affected by the demands of their workplace; in turn, their well-being impacts their work and the constituents they care for. With this in mind, the District Attorney's (DA) office launched its Employee Secure Transport and Escort Program (E-STEP) in March of this year after several reported safety incidents.

After just three months of operation, 84 survey respondents overwhelmingly praised the transport service with a 4.71 out of 5 rating. Participants shared:

- "Appreciate all the people who are providing this for us. Convenient, safe, and very comfortable. An awesome experience;"
- "I love it and need this. Especially as a woman of color in fear of safety;" and
- "I'm very thankful that this is offered for those of us who cannot afford to park closer to HOJ."

One of the goals of this pilot is to obtain the same positive responses and achieve an equal or higher rating. Before, during and after the pilot, ridership data and feedback regarding the impact of the shuttle service will be collated. The PIF grant will enable interested departments to participate in the pilot and engage Center-based employees with surveys about their parking and safety needs. The surveys will measure before and after levels of stress, productivity, morale, recruitment and retention.

If the data suggests a successful pilot, some or all of those departments will seek ongoing funding to continue providing the service.

Expected specific outcomes include:

- increased levels of comfort and security while commuting from and to remote parking locations;
- fewer reported incidents of hostile encounters with members of the public; and
- more employment offers, and transfers, being accepted.

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 10, 2023

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

If you answered yes, please check with the Chief Executive Office, Chief Information Office, to see if you are eligible for Information Technology Funds.

Amount Requested:

Loan	Grant	Total
N/A	\$620,000	\$620,000

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

	<u>Implementation Period</u>	<u>Project Year 1</u>
A. Annual Cost of Current Process:	N/A	N/A
B. Estimated Annual Cost of Proposal:	\$620,000	\$620,000
C. Savings (B minus A)	\$620,000	\$620,000

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 \$620,000. Funding will be used to secure a vendor that will provide shuttle services to County Civic Center-based employees from and to remote parking sites to Civic Center locations.

2023-24: 1st Quarter \$0 2nd Quarter \$155,000 3rd Quarter \$155,000 4th Quarter \$155,000
2024-25: 1st Quarter: \$155,000

Quality and Productivity Manager (Print and Sign)
Marcus Huntley
"SIGNATURE ON FILE"

Telephone Number
(310) 727-6233

E-mail
MHuntley@pubdef.lacounty.gov

Project Manager (Print and Sign)
Jon Trochez
"SIGNATURE ON FILE"

Telephone Number
(213) 974-2807

E-mail
JTrochez@pubdef.lacounty.gov

Department CIO/IT Manager (Print and Sign)
N/A

Telephone Number

E-mail

Budget/Finance Manager (Print and Sign)
Sung Lee
"SIGNATURE ON FILE"

Telephone Number
(213) 654-3052

E-mail
SLee2@pubdef.lacounty.gov

Department Head (Print and Sign)
Ricardo Garcia
"SIGNATURE ON FILE"

E-mail
RGarcia@pubdef.lacounty.gov

Telephone Number
(213) 974-2801

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

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

QUESTIONS

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

If so, when (date)?

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

Yes _____ No X _____ If no, why not?

The idea was only recently conceived and the associated costs were not contemplated in the current budget request.

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—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?

This proposal creates a benefit for employees parking in remote lots by providing a shuttle service to ferry staff to the Center.

While not presently quantifiable due to lack of data, this proposal directly impacts the real-life costs that stress and fear produce. If employees are mentally and/or physically harmed due to the issues connected with remote parking, they may go out on leave or quit. Additionally, the County is currently struggling with replenishing its workforce. There is a direct savings due to reduced turnover rates and costs of hiring and training new employees.

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

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

This proposal impacts socio-economic equity since employees with lower salaries are more likely to park in the outlying lots. Under the current County Parking Plan,⁴ a Traffic Mitigation Allowance of \$70 is provided to each employee wishing to participate in the Plan. Staff must pay \$50 per month in addition to the Traffic Mitigation Allowance to park in a “preferred lot,” costing an employee \$600 annually. Parking in a “general lot” will cost an employee \$20 per month above the Traffic Mitigation Allowance, amounting to \$240 annually. The remote lots in Chinatown are the only two County-operated parking locations in which an employee won’t incur an additional fee above the Allowance to park. For many staff, any amount is a burden and thus creates an inequity.

Employees who have been relegated to outlying lots due to the financial burden, or because of the unavailability of preferred or general lots in the Center, will benefit from this pilot program.

This proposal aligns with the following Public Defender (PD) strategies and objective:

Strategy IV: Healthy People, Healthy Environment. Our work depends greatly on the willingness of our employees to provide zealous, inspired, and long-term service to our clients – to go a step beyond. We will support our staff by developing a set of organizational and workplace programs and practices that enhance their overall well-being.

Strategy IV.2: Employee Well-Being. Initiate education and training programs, professional services, and individual opportunities to contribute to employees’ overall health.

⁴ http://lacounty-ca.elaws.us/code/coor_title5_ch5.42

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

Objective IV.4.2: Support Personnel Resources – By 6/2025, design and implement an internal plan for reducing identified gaps through internal shifts and/or as part of the human resource hiring plan.

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

Yes, it is a pilot project. Expansion or development will depend on ridership data and survey-measured impacts on the reduction in stress and increases in productivity and morale. In addition, the outcome of the Board-initiated Civic Center Parking Study (CCPS) directly impacts whether this pilot will be further developed or expanded. In the CCPS, departments' parking allocations will be reassessed. Some departments participating in this pilot may see increases to their allocations and no longer need to relegate staff to remote parking. However, some staff may choose to continue parking in remote lots due to the cost of parking in nearby locations. Other departments' allocations may remain the same and their employees, especially new hires and transferees, will continue to be assigned to remote parking lots.

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

N/A

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

Our proposal is timely and relates to the Board's "Civic Center Parking Study (CCPS)."⁵ In line with the Board's strategic goal of managing and maximizing County assets, a consultant will begin to examine a premium asset—parking in the Center.

During the COVID-19 pandemic, County departments implemented varying telework schedules to protect its staff and the public. Some departments were able to maintain telework policies and reduced office space within the Center, leaving prime parking spaces sitting empty. Adhering to the commercial real estate industry standard, County departments are allocated parking spaces in direct relation to the square footage of their leased office spaces. It is anticipated some departments will gain parking spaces to provide their employees while others may lose spots.

⁵ Motion authored by Supervisor Hilda Solis and passed unanimously on March 7, 2023.

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

The goal of the study, the first since 1990, is to determine how to maximize parking for both employees and the public. In addition to reassessing parking ratios, the consultant will analyze a range of issues such as employee parking usage, monthly and daily parking fees, and the monthly Traffic Mitigation Allowance, which is currently \$70. It is anticipated that the consultant will complete work by the end of 2023 but, due to the scale of the project, it is highly likely that a report with recommendations will be submitted to the Board by Spring of 2024 or later.

Our proposal will complement the CCPS as it seeks to study factors that are not within the scope of work of the consultant, such as the impacts that remote parking has on the safety, wellness, retention and recruitment of employees.

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

This proposal will enhance the County's image as an employer by sending a message that the County is proactive in meeting the needs of its employees, as evidenced by survey results:

- "We now feel greatly appreciated and taken care of;"
- "I would like to thank everyone who made E-STEP service possible;"
- "Everyone should have a safe, healthy work environment and live with dignity. This shuttle does exactly that;"
- This service is amazing! I was especially impressed with my driver. He was professional, witty and made me feel safe. I'd even work on weekends if he would take me there.
- Convenient, safe and very comfortable. An awesome experience.

Caring for the well-being of employees naturally improves relationships between County staff and its constituents. Happy employees find their work more rewarding and treat their clients and the public with the care they deserve.

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

This proposal will promote interdepartmental cooperation as senior level managers will convene a monthly core Shuttle Work Group to continue designing the program to safeguard employees' well-being during their walks from and to remote locations. The Work Group will develop ridership metrics

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via surveys to ascertain how the shuttle service is impacting riders' health and will also create a survey directed at Human Resource divisions to collect data on how remote parking impacts retention and recruitment efforts. Representatives from the PD, DA, Alternate Public Defender, Regional Planning, Internal Services Division, as well as the transportation vendor, will also advance strategic metrics that will determine whether adding additional pick-up and drop-off locations will meet the needs of employees and allow for the expansion to include other County departments in the Center.

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

The idea for this project germinated when the DA's *Employee Secure Transport and Escort Program* made national news⁶ in mid-March of 2023, with leadership and line staff across the Center taking notice and asking their departments for the same. E-STEP had been launched due to continued security-related events involving aggressive confrontations and attacks initiated by members of the public towards staff during their walks to and from their cars and Union Station to the Center. To safeguard against future harm to their employees, DA investigators were quickly tasked to temporarily transport staff safely. A solicitation to provide vans and drivers was issued; however, the associated costs are prohibitive and not sustainable by any single department. In response, the CEO's office convened a work group of County departments to explore providing a similar transport service to more Center-based employees.

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

2023-24

1st Quarter \$ N/A

2nd Quarter \$ 155,000

3rd Quarter \$ 155,000

4th Quarter \$ 155,000

2024-25

1st Quarter \$ 155,000

2nd Quarter \$ N/A

3rd Quarter \$ N/A

4th Quarter \$ N/A

⁶ <https://www.latimes.com/california/story/2023-03-18/l-a-county-d-a-offers-staffers-a-free-shuttle-to-avoid>;
<https://nypost.com/2023/03/17/los-angeles-da-george-gascon-offering-free-shuttle-service-so-staff-can-get-to-work-safely/>;
<https://www.foxnews.com/us/progressive-los-angeles-da-offering-free-shuttle-service-staff-can-get-work-safely>

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PRODUCTIVITY INVESTMENT FUND PROPOSAL

IMPLEMENTATION PLAN

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
Convene Core Work Group & Meet on a Quarterly Basis	September 8, 2023 – Continue Quarterly		
Release Shuttle Service RFP Solicitation	September 15, 2023		
Award Contract to a Shuttle Service Vendor	November 15, 2023		
Departments to Promote Shuttle Service to Employees	December 1, 2023 - Continuously		
Issue Payments to Shuttle Service Provider – Monthly/Quarterly	By December 15, 2023	<ul style="list-style-type: none"> • Q2 FY 23-24 \$155,000 • Q3 FY 23-24 \$155,000 • Q4 FY 23-24 \$155,000 • Q1 FY 24-25 \$155,000 	
Shuttle Service Begins	By Dec 31, 2023		
Disseminate Employee Surveys	April 1, 2024 October 1, 2024 June 30, 2024		
Rider Data and Survey Responses Fully Collated and Analyzed	October 1, 2024		
Evaluation and Performance Report Completed	October 15, 2024		

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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 **\$620,000**

Other Charges

List all other charges here

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

Fixed Assets

List all equipment and other fixed assets here

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

TOTAL COSTS (a+b+c) **\$620,000**

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PRODUCTIVITY INVESTMENT FUND PROPOSAL
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: May 10, 2023

Department:

Date:

Project Name:

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

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

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

PIF APPLICATION

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

Last Updated: May 10, 2023

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

If you answered yes, please check with the Chief Executive Office, Chief Information Office, to see if you are eligible for Information Technology Funds.

Amount Requested:

<u>Loan</u>	<u>Grant</u>	<u>Total</u>
_____	_____	\$0.00

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

	<u>Implementation Period</u>	<u>Project Year 1</u>	<u>Project Year 2</u>	<u>Project Year 3</u>
A. Annual Cost of Current Process:				
B. Estimated Annual Cost of Proposal:				
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00

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

Quality and Productivity Manager (Print and Sign)

Telephone Number

E-mail

Project Manager (Print and Sign)

Telephone Number

E-mail

Department CIO/IT Manager (Print and Sign)

Telephone Number

E-mail

Budget/Finance Manager (Print and Sign)

Telephone Number

E-mail

Department Head (Print and Sign)

Telephone Number

E-mail

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

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

QUESTIONS

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes_____ No_____
- If so, when (date)?

2. Was this proposal included in the department's current budget request?
- Yes_____ No_____ If no, why not?

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

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

4. Discuss potential for revenue increase, service enhancement, future cost avoidance and/or cost savings. Does it reduce net County cost?
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?
6. (150 words) Is the proposal a pilot project? If so, what are the conditions for further expansion or development?
7. (300 words) What current County processes or functions will be eliminated or streamlined via this productivity enhancement(s) and/or quality improvement(s)?

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 goals and Board priorities? (To view the County's strategic plan, click here: <https://ceo.lacounty.gov/strategic-plan-and-goals/>. To view the Board's priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#)). If yes, please explain.
9. (150 words) Does this proposal enhance the County image and/or improve relationships with the County's constituents? Please explain.
10. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?
11. (150 words) Where did the original idea for this project come from?
12. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

2023-24

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2024-25

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2025-26

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2026-27

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

County of Los Angeles Quality and Productivity Commission

PRODUCTIVITY INVESTMENT FUND PROPOSAL

IMPLEMENTATION PLAN

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

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 \$

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) \$