

# Los Angeles County Quality and Productivity Commission

## MEETING AGENDA

Date: January 27, 2020  
Time: 10:00 a.m.  
Place: Room 743, Kenneth Hahn Hall of Administration  
500 West Temple Street, Los Angeles, CA 90012

1. Call to Order (1 minute)
2. Approval of the minutes for December 16, 2019, Meeting
3. Presentation of Productivity Investment Fund proposal (for discussion and possible action) and Fund Balance Report, Fiscal Year 2019-20, 2<sup>nd</sup> Quarter .....Commissioner Shawn Landres  
  
**20.12 – Fire, for Heart Heroes on Patrol, \$73,000 Grant (PIB Recommends approval \$73,000 as Grant) Commissioner Harris to present**
4. Presentation on the *OurCounty Sustainability Plan* (45 minutes).....Gary Gero, Chief Sustainability Officer, Chief Executive Office
5. Chair’s Report: Administrative Items, Department Visits, Ad Hoc Committee Status (5 minutes).....Commissioner Jacki Bacharach
6. PMN Chair’s Report: General Meeting and Training (3 minutes).....Arman Depanian
7. Executive Director’s Report: Commission Events Update, Calendar of Events, Deadlines, Administrative Items (3 minutes).....Jackie Guevarra
8. 2021-2025 Strategic Plan Update



### County of Los Angeles Quality and Productivity Commission

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

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

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

#### Chair

Jacki Bacharach

#### First Vice Chair

Claire Peeps

#### Second Vice Chair

Andrés Cuervo

#### Immediate Past Chair

J. Shawn Landres, Ph.D.

#### Chair Emeriti

Rodney C. Gibson, Ph.D.

Edward T. McIntyre

Maxwell Billieon

Viggo Butler

Teresa Dreyfuss

Evelyn Gutierrez

Nancy G. Harris

Nichelle M. Henderson

Huasha Liu

Blaine J. Meek

E. Scott Palmer

Jeffrey Jorge Penichet

Will Wright

#### Executive Director

Jackie T. Guevarra, CPA

#### Program Manager

Laura Perez

#### Program Support

Tammy Johnson



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and caring service”*

9. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes)
10. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes)
11. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda.
12. Public Comment (3 minutes for each speaker)
13. The next full Commission meeting will be held on Monday, March 23, 2020, at 10:00 a.m., Room 743, Kenneth Hahn Hall of Administration, downtown Los Angeles.

**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: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

**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.

**Quality and Productivity Commission Meeting  
Minutes of December 16, 2019**



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

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

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

**Chair**

J. Shawn Landres, Ph.D.

**First Vice Chair**

Jacki Bacharach

**Second Vice Chair**

Huasha Liu

**Immediate Past Chair**

Rodney C. Gibson, Ph.D.

**Chair Emeritus**

Edward T. McIntyre

Maxwell Billieon  
Viggo Butler  
Andrés Cuervo  
Teresa Dreyfuss  
Evelyn Gutierrez  
Nancy G. Harris  
Nichelle M. Henderson  
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E. Scott Palmer  
Claire Peeps  
Jeffrey Jorge Penichet  
Will Wright

**Executive Director**

Jackie T. Guevarra, CPA

**Program Manager**

Laura Perez

**Program Support**

Tammy Johnson



**PRESENT:**

Jacki Bacharach  
Viggo Butler  
Teresa Dreyfuss  
Rod Gibson  
Evelyn Gutierrez  
Nancy Harris  
Shawn Landres

Huasha Liu  
Edward McIntyre  
Blaine Meek  
Claire Peeps  
Jeffrey J. Penichet  
Will Wright

**ABSENT:**

Andrés Cuervo  
Maxwell Billieon  
Nichelle Henderson  
E. Scott Palmer

**PMN**

Jennifer Coultas  
Arman Depanian  
Heidi Oliva  
Stanley Yen

**CALL TO ORDER**

Commissioner Landres called the regular meeting of the Quality and Productivity Commission to order at 10:03 a.m. in Room 743 of the Kenneth Hahn Hall of Administration.

**APPROVAL OF THE MINUTES OF OCTOBER 28, 2019**

On motion by Commissioner McIntyre and seconded by Commissioner Penichet, the minutes of October 28, 2019, as amended, were unanimously approved.

**REPORT ON PRODUCTIVITY INVESTMENT FUND PROPOSALS, FISCAL YEAR 2019-20, 2ND QUARTER**

Commissioner Bacharach reported that as of the end of the 1<sup>st</sup> quarter, there is a fund balance in the amount of \$5,114,249. In addition, the Commission was allocated \$4 million for Fiscal Year 2019-20.

**STRATEGIC PLAN 2016-2020 REVIEW OF PROGRESS TO DATE**

Commissioner Landres gave an update on the Commission's progress with respect to the 2016-2020 Strategic Plan Goals and Objectives. Highlights included the following:

- Design and publication of the Strategic Learning Report

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*"To enrich lives through*

- Distribution of the Shared Practices Report, which are used by Productivity Managers for new ideas
- Contributed to the County's Open Data Initiative via the PIF Challenge
- Started a website redesign. Will continue to work with the Executive Office for further changes.
- Revised the Department Visit forms to align with the Commission's mission and goals. Next is to incorporate the County's Sustainability Plan and Strategic Plan
- Although only one special meeting of the PIB to review the technical progress of PIF projects took place, Commissioners receive a packet of project status reports annually, and they can be placed as an agenda item for discussion at a Commission meeting. Commission Officers recommend that the PIB agendaize all progress reports as an information item at the May meeting to allow a regular opportunity for formal review and discussion.

Commissioner discussion followed the status report. Commissioner Meek indicated that the Commission should emphasize the need for departments to share project ideas and results with other departments. Commissioner Gutierrez impressed the need to communicate Commission activities with the County workforce. Commissioner Landres shared that the Executive Office has a social media presence, which the Commission can tap into to promote events and activities; he noted that this may be a preferred alternative to establishing the Commission's own social media channels. Commissioner Peeps expressed the need to streamline Commission applications and information requested, as well as potentially to rebrand the Commission. Commissioner Wright emphasized that, while continuing its commitment and values, the 2021-2025 should not mirror the current Strategic Plan. Commissioner Penichet observed that artificial intelligence will have a significant impact on the County within the next 10 years. He suggested that the Strategic Plan take that into consideration.

The Strategic Plan retreat is scheduled for May 14, 2020, at the Burton Chase Park Boathouse.

### **CHAIR'S REPORT**

Commissioner Landres made the following report:

- The Commission made the final 2019 Department Visits to Health Services (October 30) and Regional Planning (November 7)
- The final quarterly meeting with the Chief Executive Officer and Chief Operating Officer was delayed to January 2020. Due to the transition of the Commission Chairs, as well changes at the CEO, both Commissioner Landres and Commissioner Bacharach will attend the meeting
- The 2019 PQA Ad Hoc Committee met on October 28, 2019, the discussion included the following positive comments:
  - Luncheon was coordinated well and appealing
  - Vegetarian option was delicious
  - Flowers were beautiful, but need to be lower in height

- Addition of a riser worked well, the photo process went much smoother, especially for projects with multiple collaborators

- Banners were great

Areas for improvement included:

- Program length

- Audio/Video need better speakers for the corner and outer areas

- Patina/caterer: the salad presentation, coffee service, overall food service

- The pilot of the PQA Top 10 Information Table was a very good idea and there will be better coordination with the winners next year

Web-streaming stats:

- 524 online viewers (13-Mexico, 10-North Carolina, 2-Ohio, 3-Texas)

- Welcomed Teresa Dreyfuss as the newest Commissioner. She served as Grand Marshall of the Whittier Christmas Parade, and the immediate past Superintendent and President of Rio Hondo College for six years. She retired on June 30, 2019. She holds an MBA from the University of LaVerne and a Bachelor's degree from the University of Chinese Culture, Taipei, Taiwan. She worked as a part-time instructor at both Rio Hondo College and Los Angeles City College, teaching accounting and business classes for ten years, and as the Director of Business at Riverside Community College. She serves on several Boards, and too many other Commissions to list. She joins Commissioner Penichet as one of two appointees by the First Supervisorial District.
- CCJCC – The November meeting was cancelled, the next meeting will be held on Wednesday, December 18, 2019. Beginning January 2020, the meetings will be held on the second Wednesday of each month at 12:00 p.m., instead of the third Wednesday.
- Attended the Durfee Foundation Awards with Commissioner Peeps, who serves as the Executive Director of the Foundation. Among Durfee's 2020 Stanton Fellows is Skye Patrick, Director, LA County Library.
- Retirements – Leaving County service are Sachi A. Hamai, Chief Executive Officer (March 2020); Scott Minnix, Director, Internal Services (December 2019); Steven Golightly, Director, Child Support Services Department (February 2020); Monique King-Viehland, Director, Los Angeles County Development Agency (December 2019); and Peter Lynn, Director, Los Angeles Homeless Services Authority (December 2019).
- Recapped his last three years as Chair. Thanked Commissioners for their energy and dedication. Highlights included the transition to the Executive Office, ordinance change on appointments, and reorganization to the Commission's policies.
- Thanked Jennifer Coultas for her service as PMN Chair. Jennifer was presented with a Certificate of Commendation, in recognition of her dedicated service and outstanding contributions as PMN Chair for seven years.
- Thanked fellow Officers, Commissioner Liu and Commissioner Bacharach, who served the past two years, and Commissioner Gutierrez and Commissioner

Wright, who served during his first year as Chair. Also thanked Commissioner Gibson and Commissioner McIntyre for their mentorship and support.

### **PRODUCTIVITY MANAGERS' NETWORK (PMN) CHAIR'S REPORT**

Jennifer Coultas made the following report:

- The PMN held its final meeting of the year on Wednesday, November 6, 2019 at LAC+USC Medical Center. More than 30 managers attended, including Commissioner Palmer. Arman Depanian gave a presentation on the Productivity Investment Fund (PIF) process, including the changes made to the PIF guidelines and application in May 2019. Jackie Guevarra provided a presentation on the Department Visit process to assist managers in the coming year.
- On November 6, 2019, the PMN elected its 2020 Officers. The PMN Executive Committee was introduced at the PMN Holiday Reception on December 12, 2019. The PMN Executive Committee for 2020 are as follows:
  - Arman Depanian, Chair
  - Heidi Oliva, First Vice Chair
  - Stanley Yen, Second Vice Chair
  - Jennifer Coultas, Training & Education Co-Chair
  - Keisha Belmaster and Inna Sarac, PQA Co-Chairs
  - Susan Linschoten, Chair, and Arman Depanian, Co-Chair, of the PIB Advisory Committee
  - Stephanie Maxberry and Elizabeth Mendez, Executive Advisors
- A New Managers' Orientation was held on November 20, 2019. Eight new Managers attended.
- The PMN Executive Committee will meet on January 16, 2020 to plan the first PMN General Meeting of 2020, tentatively scheduled for Wednesday, February 19, 2020, at 9:30 a.m.
- Thanked everyone from the Commission who attended the PMN Holiday party on December 12, 2019.
- Thanked the Commission for the opportunity to serve as PMN Chair and interact with the Commission for the last seven years.

### **EXECUTIVE DIRECTOR'S REPORT**

Jackie Guevarra, Executive Director, made the following report:

- Working on 2020 committee assignments.
- Commissioners can sign out loaner laptops to complete mandatory training.
- The Procurement Ad Hoc Committee members (Commissioners Butler, Wright, Bacharach, McIntyre and Landres) met with Michael Owh, General Manager, Internal Services Department (ISD) Purchasing and Contracts Services and Department of Health Services (DHS) staff for an update. DHS will be considered for a possible pilot project by ISD. The Commission asked ISD to submit a proposal for PIF funding as early as Fiscal Year 2019-20, 3<sup>rd</sup> quarter.
- Working with County Counsel on revisions to the meeting agenda, as required by the Brown Act.

- Thanked all Commissioners who attended the PMN Holiday meeting. Celia Zavala, Executive Officer of the Board, gave welcome remarks.
- Working on the 2020 calendar. All Commission meetings have been scheduled. Waiting for all Department Visits to be scheduled for 2020.
- The 2020 Leadership Conference theme is “Many Healthy Returns: Sustaining Collaboration and Innovation Countywide.” The ad hoc Committee is working on identifying speakers.
- The Fiscal Year 2019-20 3<sup>rd</sup> Quarter PIF proposals deadline is January 10, 2020.
- The PIB Advisory Committee will meet January 22, 2020 for the first level of review.
- The weekly Board meetings will continue at the Hall of Administration during the renovation, and not be relocated as previously reported.
- The 2018 Annual Report is with the printer and the staff are already working on the 2019 Annual Report.

#### **PROCUREMENT AD HOC COMMITTEE UPDATE**

Commissioner Butler provided an update on the Procurement ad hoc Committee meeting with the Internal Services Department (ISD). As a result of these meetings, a previous request by Parks and Recreation for a QPC-funded mobile vehicle was reduced from nine months to two weeks. Also, the Department of Health Services has been included in these meetings, as a result of information gathered at their Department Visit on October 30, 2019. ISD will continue to review current practices, protocols, and policies, and look for efficiencies.

Commissioner Butler reminded Commissioners of the ordinance governing the Commission, which acknowledges the expertise and knowledge of individuals appointed to the Commission. Using that expertise, he encourages all Commissioners to bring ideas (e.g., hire consultants to study an issue) that offer potential solutions to various County matters.

#### **DEPARTMENT VISIT**

Commissioner Liu, Chair, Department Visit ad hoc Committee, presented the Department Visit reports for the Department of Health Services and Regional Planning. There being no discussion or questions, the Commission received and filed the reports.

#### **AD HOC NOMINATING COMMITTEE REPORT AND ELECTION OF COMMISSION OFFICERS FOR 2020**

Commissioner Liu introduced Commissioner Gibson and Commissioner McIntyre as members of the Nominating ad hoc Committee, and provided the following report:

- She contacted Commissioners for their interest in serving as Chair, First Vice Chair, and Second Vice Chair in 2020
- The ad hoc Committee recommends the following candidates:
  - Chair – Jacki Bacharach
  - First Vice-Chair – Claire Peeps
  - Second Vice-Chair - Andrés Cuervo

Commissioner Landres opened the floor for discussion and additional nominations. No other nominations were received. Commissioners elected to approve the slate, rather than by individual office. A motion to approve the slate of officers as presented by the Ad hoc Nominating Committee was made by Commissioner Harris and seconded by Commissioner Dreyfuss. The motion was unanimously approved, without further discussion.

#### **COMMISSIONER ANNOUNCEMENTS**

- Commissioner Bacharach thanked Commissioner Landres for his three years as Chair. Commissioner Landres will also be acknowledged for his services at the December 17, 2019. Board of Supervisors meeting.
- Commissioner Wright announced that Third Supervisorial District Deputies have joined the American Institute of Architects (AIA). Commissioner Wright is the Director of Government and Public Affairs for AIA Los Angeles.

#### **MATTERS NOT POSTED ON THE AGENDA**

Commissioner Gibson inquired about the Chief Executive Office's *Homeless Initiative Technology Innovation RFP* PIF project in the amount of \$750,000. The Commission will request an update from the Homeless Initiative Team. Discussion items related to this matter will be posted on a future agenda.

#### **PUBLIC COMMENT**

Victoria Pipkin-Lane provided public comment.

#### **ADJOURNMENT**

The meeting adjourned at 11:38 a.m.

#### **NEXT MEETING**

The next full Commission meeting will be on January 27, 2020 at 10:00 a.m., in Room 743, Kenneth Hahn Hall of Administration.



**COUNTY OF LOS ANGELES  
FIRE DEPARTMENT**

1320 NORTH EASTERN AVENUE  
LOS ANGELES, CALIFORNIA 90063-3294  
(323) 881-2401  
www.fire.lacounty.gov

*"Proud Protectors of Life, Property, and the Environment"*

**BOARD OF SUPERVISORS**

HILDA L. SOLIS  
FIRST DISTRICT

MARK RIDLEY-THOMAS  
SECOND DISTRICT

SHEILA KUEHL  
THIRD DISTRICT

JANICE HAHN  
FOURTH DISTRICT

KATHRYN BARGER  
FIFTH DISTRICT

DARYL L. OSBY  
FIRE CHIEF  
FORESTER & FIRE WARDEN

October 3, 2019

Commissioner J. Shawn Landres, Chair  
Quality and Productivity Commission  
Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 565  
Los Angeles, CA 90012

Dear Commissioner Landres:

The Los Angeles County Fire Department (Fire Department) is pleased to submit the enclosed Productivity Investment Fund (PIF) proposal to secure \$73,000 in grant funding for the *Heart Heroes on Patrol* pilot project.

The goal of the *Heart Heroes on Patrol* pilot project is to bring the Los Angeles County Sheriff's Department into the Heart Heroes collaborative partnership by equipping Lakewood Station patrol deputies with Automated External Defibrillators (AED) for their patrol vehicles. The mortality from out-of-hospital cardiac arrest in Los Angeles County (County) is nearly 90 percent. This is due, in large part, to low rates of bystander cardio pulmonary resuscitation (CPR) and the difficulty in getting an AED on scene due to the sprawling geography of the County.

For every minute that passes without CPR and defibrillation, the patient's mortality increases by ten percent. By providing patrol deputies with AEDs, we believe that we can get CPR and defibrillation started sooner and save more lives.

Thank you for your consideration of this PIF grant proposal. The Fire Department greatly appreciates the support of the Quality and Productivity Commission.

If you have any questions regarding our proposal, please contact Roxanne Benavides, Quality and Productivity Manager, at (323) 881-2327 or Heidi Oliva, Alternate Quality and Productivity Manager, at (323) 881-6109.

Very truly yours,

DARYL L. OSBY, FIRE CHIEF

DLO: heo

Enclosure

SERVING THE UNINCORPORATED AREAS OF LOS ANGELES COUNTY AND THE CITIES OF:

AGOURA HILLS  
ARTESIA  
AZUSA  
BALDWIN PARK  
BELL  
BELL GARDENS  
BELLFLOWER  
BRADBURY

CALABASAS  
CARSON  
CERRITOS  
CLAREMONT  
COMMERCE  
COVINA  
CUDAHY  
DIAMOND BAR  
DUARTE

EL MONTE  
GARDENA  
GLENDORA  
HAWAIIAN GARDENS  
HAWTHORNE  
HERMOSA BEACH  
HIDDEN HILLS  
HUNTINGTON PARK

INDUSTRY  
INGLEWOOD  
IRWINDALE  
LA CANADA-FLINTRIDGE  
LA HABRA  
LA MIRADA  
LA PUENTE  
LAKEWOOD  
LANCASTER

LAWDALE  
LOMITA  
LYNWOOD  
MALIBU  
MAYWOOD  
NORWALK  
PALMDALE  
PALOS VERDES ESTATES

PARAMOUNT  
PICO RIVERA  
POMONA  
RANCHO PALOS VERDES  
ROLLING HILLS  
ROLLING HILLS ESTATES  
ROSEMEAD  
SAN DIMAS  
SANTA CLARITA

SIGNAL HILL  
SOUTH EL MONTE  
SOUTH GATE  
TEMPLE CITY  
WALNUT  
WEST HOLLYWOOD  
WESTLAKE VILLAGE  
WHITTIER

# OFFICE OF THE SHERIFF



COUNTY OF LOS ANGELES

HALL OF JUSTICE

ALEX VILLANUEVA, SHERIFF



September 10, 2019

Los Angeles County  
Productivity Investment Board  
500 West Temple Street  
Los Angeles, California 90012

Dear Productivity Investment Board:

The Los Angeles County Sheriff's Department (LASD) is excited to partner with the Los Angeles County Fire Department (LACoFD) on the Heart Heroes on Patrol Pilot Project. Our deputies are committed to public safety and saving lives, and already co-respond with LACoFD for patients in cardiac arrest. This project, and the training associated with it, will allow our deputies to provide a lifesaving intervention to patients in desperate need before handing their care over to LACoFD. Together, we believe that the Heart Heroes on Patrol Pilot Project will allow us to save more lives in the tragic setting of sudden cardiac arrest, and it can serve as a model of care across Los Angeles County.

If you have any questions please contact me at (562) 623-3600.

Sincerely,

ALEX VILLANUEVA, SHERIFF

David J. Sprengel, Captain  
Lakewood Sheriff's Station

211 WEST TEMPLE STREET, LOS ANGELES, CALIFORNIA 90012

*A Tradition of Service*  
— Since 1850 —

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

Last Updated: May 1, 2019

Department: Los Angeles County Fire Department (LACoFD) and Los Angeles County Sheriff's Department (LASD)

Date: 09/16/19

Project Name: Heart Heroes on Patrol

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

The PIF grant funding will be utilized to procure 30 Automated External Defibrillators (AED) for patrol vehicles assigned to the LASD Lakewood Station.

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

The mortality from out-of-hospital cardiac arrest in Los Angeles County is nearly 90 percent. This is due, in large part, to low rates of bystander cardio pulmonary resuscitation (CPR) and the difficulty in getting an AED on scene due to the sprawling geography of Los Angeles County. For every minute that passes without CPR and defibrillation, the patient's mortality increases by 10 percent. This year, the Heart Heroes collaborative project (Department of Public Health [DPH], Department of Health Services [DHS], LACoFD, and the Los Angeles Fire Department [LAFD]) is seeking to train 100,000 people in Hands-only CPR; LASD deputies are already CPR trained and on patrol. By equipping the patrol deputies with AEDs and providing additional CPR training (training will be provided by on-duty LACoFD personnel), we believe that we can get CPR and defibrillation started sooner and save more lives. The LACoFD Emergency Medical Services (EMS) Bureau will work with the LASD Lakewood Station to train their patrol deputies. Additionally, the AEDs will be compatible with LACoFD's equipment so the transition of care from the deputies to the firefighter/paramedics will be smooth.

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

The LASD Lakewood Station serves the cities of Lakewood, Bellflower, Artesia, Hawaiian Gardens, and Paramount; these cities are also served by the LACoFD. The LACoFD EMS Bureau, in partnership with LASD, will track the outcomes of patients in whom CPR and defibrillation were performed prior to the paramedics' arrival. We will be able to compare cardiac arrest survival outcomes to the same communities prior to the project (historical control), as well as surrounding communities (in parallel). The outcome to be measured will be patients who achieve return of spontaneous circulation (ROSC).

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

Last Updated: May 1, 2019

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

Yes     No     N/A

**Amount Requested:**

<u>Loan</u>	<u>Grant</u>	<u>Total</u>
_____	<b>\$73,000</b>	<b>\$73,000</b>

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

	<u>Implementation Period</u>	<u>Project Year 1</u>	<u>Project Year 2</u>	<u>Project Year 3</u>
A. Annual Cost of Current Process:				
B. Estimated Annual Cost of Proposal:	\$73,000	\$73,000		
C. Savings (B minus A)		-\$73,000	\$0.00	\$0.00

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

The LACoFD and LASD are requesting \$73,000 to purchase 30 AEDs, which carry an eight-year warranty and would not require replacement during the specified time period. The only expense anticipated in subsequent years is the cost of replacement defibrillator pads. The defibrillator pads are currently being placed on the patient by the LACoFD paramedics and are compatible with the LACoFD defibrillators. If the paramedics supply the sheriff deputies with a replacement set of defibrillator pads, then this would be cost neutral to both Departments (all funds would be used in year one).

**Fiscal Year 2019-2020**

Quarter 1: \$0  
Quarter 2: \$0  
Quarter 3: \$73,000  
Quarter 4: \$0

Total: \$73,000

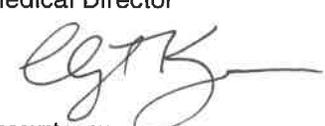
Quality and Productivity Manager (Print and Sign)  
Roxanne Benavides

Telephone Number  
(323) 881-2327  
E-mail  
Roxanne.Benavides@fire.lacounty.gov



Project Manager (Print and Sign)  
Clayton Kazan, Medical Director

Telephone Number  
(323) 267-7153  
E-mail  
Clayton.Kazan@fire.lacounty.gov

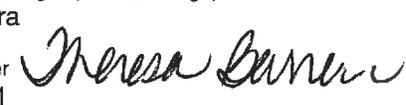


Department CIO/IT Manager (Print and Sign)

Telephone Number  
E-mail

Budget/Finance Manager (Print and Sign)  
Theresa Barrera

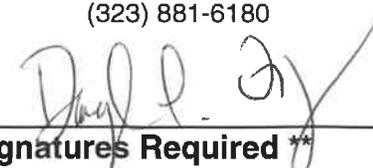
Telephone Number  
(323) 838-2301  
E-mail  
Theresa.Barrera@fire.lacounty.gov



Department Head (Print and Sign)  
Fire Chief Daryl L. Osby

E-mail  
Daryl.Osby@fire.lacounty.gov

Telephone Number  
(323) 881-6180



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

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

**QUESTIONS**

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

If so, when (date)?

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

Yes \_\_\_\_\_ No X \_\_\_\_\_ If no, why not?

This is a joint pilot project proposed by the LACoFD to be deployed by the LASD. As such, it was not included in the LASD budget request for Fiscal Year 2019-20. If successful, scaling the model up would require future budget requests. We believe that the potential for lives saved justifies a grant request to launch this project prior to the next budget cycle.

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

N/A

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

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

This is a service enhancement by increasing the survival from out-of-hospital cardiac arrest. There is no opportunity for cost recovery from this program.

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); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?**

Currently in Los Angeles County, only 29 percent of patients suffering out-of-hospital cardiac arrest receive any bystander CPR. Fewer received defibrillation. Unfortunately, the survival rate drops 10 percent for every minute without CPR and/or defibrillation. To improve our outcomes, the County launched the Heart Heroes collaborative. The DPH, DHS, LACoFD, and LAFD have come together to train 100,000 people in hands-only CPR this year. The Heart Heroes on Patrol Pilot Project will bring the LASD into the partnership by leveraging the CPR-training that deputies have with their location on patrol in the community to reduce the response time in cardiac arrest. The LACoFD EMS Bureau will work to train the deputies in the LASD Lakewood Station in hands-only CPR techniques, operation of the Zoll AED-3, and CPR quality improvement. Together, many of the health and safety departments of the County will be working together to save lives in our communities.

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

Yes, this is a pilot project. If this project shows improvement in cardiac arrest survival, we are hopeful that the LASD will expand the initiative to other stations, and the LACoFD will present the data to other law enforcement departments in the communities we serve.

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

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

This project serves the County's Strategic Goal I, Making Investments that Transform Lives along with the values of compassion and customer orientation. There is no better way to transform lives than to save those that are currently being lost. No current County processes will be eliminated by this project. This project will streamline current resuscitation practices by ensuring that sheriff deputies and firefighters are practicing the same standards of CPR. In addition, by equipping the deputies with the same AED as the firefighters, the pads can simply be unplugged from one device and plugged in to another.

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

This project relates to the County-wide Heart Heroes Campaign to improve bystander CPR and improve cardiac arrest survival. Additionally, this project relates to the County's Strategic Goal I, Make Investments that Transform Lives, as we seek "...to be a highly responsive organization capable of responding to complex societal problems – one person at a time," by increasing the survival from out-of-hospital cardiac arrest. Additionally, the Heart Heroes on Patrol project relates to the LACoFDs Strategic Goal 1, Emergency Operations, as we collaborate with the LASD to "enhance the lives of County residents by addressing societal challenges through countywide initiatives and partnerships."

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

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

This project will enhance the County image by improving the rates of survival from out-of-hospital cardiac arrest. Currently, cities like Seattle and Minneapolis have been innovators in improving survival, while Los Angeles County has lagged behind. The sprawl of Los Angeles County and the larger population size represent significant challenges to cardiac arrest outcome improvements. Implementing the best practices from other cities on the scale of Los Angeles County is monumental but possible if we remain focused and committed.

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

This project will promote further interdepartmental cooperation by bringing the LASD into the Heart Heroes collaborative. In the past 20 years, law enforcement has taken on a greater role in the immediate medical care of patients through tactical medicine, Stop the Bleed, and naloxone for overdose treatment. Police officers and sheriff deputies have become partners in the management of critical patients. This project will train deputies to follow the same, evidence-based CPR and defibrillation guidelines currently practiced by LACoFD, so that, together, we can improve cardiac arrest survival in the communities we serve.

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

The idea for this project originated from the LACoFD Working to Enhance Cardiac Arrest Resuscitation Effectiveness (WE CARE) project. As part of the WE CARE project, the LACoFD has been looking at the management of cardiac arrest from beginning to end; from the time the patient goes down all the way until hospital discharge. The major weakness in the Los Angeles County system is the low rates of bystander CPR and defibrillation. The reasons for this are multifactorial, but the LACoFD is engaged with several initiatives, including the Heart Heroes collaborative, aimed at improving bystander involvement. Additionally, other communities around the country have demonstrated that equipping and training law enforcement officers can significantly improve the time-to-CPR, time-to-defibrillation, and patient survival.

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

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

**2019-20**

1<sup>st</sup> Quarter \$ \_\_\_\_\_  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ 73,000  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2021-22**

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

**2022-23**

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

**2023-24**

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

\*All funds (73K) needed by 3rd Quarter of FY 2019-20

**IMPLEMENTATION PLAN**

<b><u>KEY MILESTONES</u></b>	<b><u>START DATE</u></b>	<b><u>FUNDS NEEDED</u></b>	<b><u>FUNDS REPAID</u></b>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Purchase and Receive AED's	January 2020	\$73,000	\$0
LACoFD personnel train LASD Deputies- Lakewood Station	February - March 2020 (One-month duration)		
LACoFD personnel will periodically provide refresher training to ensure skill retention and provide training to incoming deputies to the Lakewood Station	Ongoing		

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 **AEDs** \$ **73,000**

**TOTAL COSTS (a+b+c) \$ 73,000**