Los Angeles County
Quality and Productivity Commission
NOTICE OF REGULAR MEETING

Monday, June 27, 2022, 10:00 a.m.

Members of the public may participate or listen to the meeting via telephone at:
Call in Number: (669) 900-9128
Meeting ID: 827 6978 9647
Passcode: 022742
Join Zoom Meeting
https://us02web.zoom.us/j/82769789647?pwd=NUJocHN1NmNMZEtiOUdGRW0ycEwzdz09

Written Public Comment may also be submitted to Jackie Guevarra by Sunday, June 26, 2022 (received by 4:00 p.m.):
jguevarra@bos.lacounty.gov

*Any information received from the public by Sunday, June 26, 2022 at 4:00 p.m. will become part of the official meeting record.

MEETING AGENDA

1. Call to Order…………………………………...Commissioner Henderson

2. Assembly Bill 361 Statement…………………Commissioner Henderson

3. Approval of the April 25, 2022 meeting minutes

4. Presentation of Productivity Investment Fund (PIF) proposals (for discussion and possible action) and Fund Balance Report, Fiscal Year 2021-22, 4th Quarter……………………………..Commissioner McIntyre

   • 22.13 – Public Health, for DPH Disease Defense Force, $267,250 Grant. PIB recommends $162,250 Grant. Commissioner Billieon to present.

   • 22.14 – Human Resources, for Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection, $100,000 Grant. PIB recommends $100,000 Grant. Commissioner Parent to present.

   • 22.15 – Los Angeles County Museum of Art (LACMA), for West Campus Lighting Control System Upgrade, $500,000 Grant. PIB recommends $500,000 Grant. Commissioner Butler to present.

   • 22.11 - Chief Executive Office (Return to the PIB), Los Angeles County Real Estate Management System (LACREMS), $750,000 Grant. PIB recommends $750,000 Grant. Commissioner Wright to present.
5. Chair’s Report: Administrative Items, Department Visits, Ad Hoc Committee Status (5 minutes)………………………………………………………………………Commissioner Henderson

6. Productivity Managers’ Network Chair’s Report: General Meeting and Training (2 minutes)………………………………………………………………….Arman Depanian

7. Executive Director’s Report: Commission Events Update, Calendar of Events, Deadlines, Administrative Items (2 minutes)…………………………………………….Jackie Guevarra

8. Leadership Conference Ad Hoc Committee Update (2 minutes)….Commissioner Parent

9. Department Visits Report (Receive and File) (2 minutes) ……….Commissioner Palmer
   - Los Angeles County Development Authority (LACDA) – May 11, 2022
   - Department of Consumer and Business Affairs (DCBA) – May 26, 2022
   - Fire Department – June 6, 2022

10. Procurement Ad Hoc Committee Report (2 minutes)…………………Commissioner Butler

11. Roadmap to Economic Recovery Board Motion (April 28, 2020, Agenda No. 20) – Prosper LA (https://prosperla.lacounty.gov/) Update (1 minute)……….Commissioner Henderson

12. Countywide Criminal Justice Coordination Committee (CCJCC) Update (2 minutes)……………………………………………………………………...Commissioner Henderson

13. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – For Discussion Only

14. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – For Discussion Only

15. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda. – For Discussion Only

16. Public Comment (3 minutes for each speaker)

17. The next full Commission meeting will be held on Monday, July 25, 2022, at 10:00 a.m.
**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.
Los Angeles County
QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF
April 25, 2022, at 10:00 a.m.

Virtual Meeting
Join Zoom Meeting
https://us02web.zoom.us/j/86199566718?pwd=TG53ejNxaXc0Z0pUY1BZUGhuZhdYUT09
Meeting ID: 861 9956 6718
Passcode: 490177
Call in Number: (669) 900-9128

******************************************************************************

CALL TO ORDER
Nicelle Henderson, Chair, called the meeting of the Quality and Productivity Commission to order at 10:03 a.m.

To ensure there is a quorum for today’s meeting, she asked Jackie Guevarra, Executive Director, for a roll call.

THE FOLLOWING COMMISSIONERS WERE PRESENT (TAKEN BY ROLL CALL):
Jacki Bacharach  Huasha Liu
Maxwell Billieon  Edward McIntyre
Viggo Butler  Yasmine-Imani McMorrin
Teresa Dreyfuss  William Parent
Rodney Gibson  Jeffrey Penichet
Nichelle Henderson  Dion Rambo
Shawn Landres  William Wright

ABSENT
Commissioner Nancy Harris
Commissioner E. Scott Palmer

PRODUCTIVITY MANAGERS’ NETWORK (PMN)
Arman Depanian, Chair

ASSEMBLY BILL (AB) 361 DECLARATION BY THE CHAIR
Before beginning today’s meeting, Commissioner Henderson made the following statement regarding AB 361. As previously reported, the State legislature passed AB 361 to continue to allow broader access through teleconferencing options, consistent with the Governor's executive orders, permitting expanded use of teleconferencing during the COVID-19 pandemic. The Governor signed AB 361 into law on September 16, 2021, which took effect immediately.
On September 28, 2021, the Board of Supervisors (Board) reported that the Board and commissions, task forces, committees, etc., which were either created by the Board, or were created at the Board's direction, and are subject to the Brown Act, will continue to meet via teleconferencing, in compliance with AB 361, while we are under a state of emergency, and while state and local officials continue to recommend measures to promote social distancing. On January 11, 2022, the Board elected to continue meeting under AB 361.

The Board will reconsider the circumstances of the state of emergency to determine whether teleconferencing should continue every 30 days, as required by the law. As such, the Commission will continue “to meet via teleconferencing” in compliance with AB 361 until such time as deemed otherwise by the Board. The Board will take action at their next meeting on April 26, 2022.

OPENING REMARKS
Commissioner Henderson welcomed everyone to the April 25, 2022, meeting and noted the meeting is being recorded. 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. She also announced that the opportunity to speak and vote on the agenda items will be taken by roll call.

Members of the public were also given the opportunity to send their comments and questions to Executive Director, Jackie Guevarra, by April 24, 2022, 4:00 p.m. No written comments were received. However, members of the public could continue to send public comment to Jackie Guevarra during the meeting. Any information received will become part of the official meeting record.

Commissioner Landres inquired if the Commission will further discuss the continuation of AB 361 should the Board elect to not to do so. Further discussion will be undertaken under Agenda #9: Return to In-Person Meetings Discussion.

APPROVAL OF THE MARCH 14, 2022, MINUTES
Commissioner McIntyre moved to approve the minutes of March 14, 2022, seconded by Commissioner Liu. The minutes were approved by the following vote (taken by roll call):

Yes: Commissioners Billieon, Butler, Dreyfuss, Gibson, Henderson, Landres, Liu, McIntyre, McMorrin, Parent, Penichet, Rambo, and Wright
No: None
Abstain: Commissioner Bacharach

PRESENTATION AND UPDATE BY THE INTERNAL SERVICES DEPARTMENT (ISD) ON COUNTY’S PROCUREMENT TRANSFORMATION EFFORTS (AGENDA #4)
Commissioner Henderson introduced and welcomed Lawrence Gann, General Manager, Purchasing & Contracts Services and Michael Owh, Chief Deputy, Internal Services Department. Mr. Gann and Mr. Owh made a presentation on the County’s Procurement Transformation efforts and provided an update on the procurement process. Mr. Gann stated the efforts are ongoing and his presentation will provide an update on the functionalities of an end-to-end procurement system. Mr. Gann and Mr. Owh briefed Commissioners on the following topics (a PowerPoint accompanied his presentation):

- e-Procurement functions on vendor management, sourcing, requisitions, contracts, invoicing, and payment
- e-Procurement functions on the State of the County on vendor Management, sourcing, requisitions, contracts, invoicing and payment
- e-Procurement functions on County spending segmentation
- e-Procurement status overview on the implementation partner, e-Procurement System year one, and e-Procurement System on-going
- e-Procurement next steps on system selection, future state design, roadmap development, system configuration, testing and development, go live support, and training
- e-Procurement value proposition on efficiency, quality, governance, and spend management

PRESENTATION AND OVERVIEW BY THE CHIEF EXECUTIVE OFFICE (CEO) BUDGET AND OPERATION MANAGEMENT BRANCH ON THE COUNTY’S BUDGET PROCESS (AGENDA #5)

Commissioner Henderson introduced and welcomed Sheila Williams, Senior Manager, CEO. Ms. Williams made a presentation on the County’s budget process. Ms. Williams stated the information will provide Commissioners with a better understanding of the challenges and processes that County departments go through annually for budget approval. Ms. Williams briefed Commissioners on the following topics (a PowerPoint accompanied his presentation):

- County’s budget cycle including the recommended budget
- Final changes, budget deliberations, and supplemental changes
- Sources of funding (i.e., State, federal, locally generated revenues)
- Expenditures by function (e.g., health and sanitation, public protection, public assistance, etc.)
- Net County cost and unmet needs

CHAIR’S REPORT: ADMINISTRATIVE ITEMS, DEPARTMENT VISITS, AD HOC COMMITTEE (AGENDA #6)

Commissioner Henderson reported the following:

- The next regular Commission meeting will be on Monday, June 27, 2022
- The next Productivity Investment Board meeting will be on Monday, May 23, 2022
- Commissioner Blaine Meek’s retirement was effective on April 2, 2022. The Commission is working with the LA Federation of Labor on his replacement
• The County announced the retirements of the following Department Heads: Antonia Jimenez, Director of Public Social Services (set to retire in May), and Dr. Jonathan Sherin, Director of Mental Health (set to retire in July)

PMN CHAIR’S REPORT: GENERAL MEETING AND TRAINING (AGENDA #7)
Arman Depanian, Chair, reported the following:
• The PMN Executive Committee met on April 6, 2022. This meeting included the Chair of the Productivity and Quality Awards (PQA) Ad Hoc Committee and the PMN Executive team to kickoff the 2022 PQA Season. The Executive Committee also planned the May 4, 2022 PMN General Meeting and Training. Discussions included:
  o Review of the Productivity and Quality Awards Program. The following was discussed:
    ▪ Format – This year’s PQA will be held in-person at the Music Center
    ▪ Theme – The theme selected for this year is “Adapt, Create, Achieve”
    ▪ Award Categories – the COVID-19 Impact Award has been removed from the award categories.
    ▪ Additional wording changes to the announcement memo
    ▪ Duplicate applications will be returned to the departments for revision/resubmission
    ▪ Departments will be asked to check a box off in the application if it is a COVID-19 related project (this will assist Commissioners to identify potential projects that may warrant an award under the Commissioner’s Legacy Award)
    ▪ The evaluation will be held in-person in Marina del Rey as in previous years. The evaluation is scheduled for August 3, 2022, beginning at 8:30 a.m. Breakfast and lunch will be served. Commissioners are invited to attend and participate
    ▪ Due to rising costs/inflation, the cost of the luncheon will increase to $70 per person
  • The May 4, 2022, PMN General Meeting and Training will be held virtually. The agenda includes:
    o A presentation by Inna Sarac and Michelle Jiang on the PQA program
    o Planned speakers are from the Los Angeles County Employment Retirement Association (LACERA) and will provide a presentation on the Power of Attorney
  • PIF proposals for the FY 2021-22 4th Quarter were due on April 1, 2022. Three proposals were received. The PIB Advisory Committee met on April 13, 2022 to review and discuss the proposals with department representatives. The projects will now head to the Productivity Investment Board on May 23, 2022.

EXECUTIVE DIRECTOR’S REPORT: COMMISSION EVENTS UPDATE, CALENDAR OF EVENTS, DEADLINES, ADMINISTRATIVE ITEMS (AGENDA#8)
Jackie T. Guevarra, Executive Director, reported on the following:
• Commissions will continue to allow community members to participate remotely in their meetings by calling in or online as they have been during the pandemic. The Executive Office has partnered with the Los Angeles County Library to provide locations where Commissioners/members may also opt to continue remote
participation in commission meetings that are posted on their agendas in accordance with the Brown Act. Two primary libraries per Supervisorial District have been identified where Commissions may reserve a conference room at the posted location, subject to availability.

- Effective March 21, 2022, masks are no longer required for County employees and members of the public. However, employees and the public are strongly encouraged, to wear appropriate masks or face coverings in County buildings, except where masks or face coverings are required by applicable law, regulation, or order (e.g., public transportation, health care settings, etc.).

- Statement of Economic Interests Form 700 were due on April 1, 2022, if you have not submitted your form, electronically or hard copy, please do so immediately, as there are financial penalties to the County for each day you are late.

- The Anti-Racism, Diversity, and Inclusion (ARDI) Initiative and the LA County Racial Equity Strategic Plan Listening Session collaborated with Supervisor, Janice Hahn, Fourth District, and Supervisor Holly Mitchell, Second District. The listening sessions take place on Saturday, April 23, from 10:00a-12:00p, and Tuesday, April 26, from 5:00-7:00p, respectively. On Friday, April 22, a flyer with registration links to both events were sent to all Commissioners.

- LACMA extended invitations to the Commission on two exhibits: Black American Portraits at LACMA and Family Album at Charles White Elementary, Commissioners Henderson, McMorrin, Rambo and Jackie Guevara, Executive Director, attended a special tour of the Black American Portraits exhibit on Wednesday, April 6, 2022 from 2:00 p.m. – 4:00 p.m.

- Commission staff sent out the Spring Quarterly Newsletter on April 4, 2022 and the Shared Practices on April 20, 2022. The Shared Practices Report is a compilation of PQA Top Ten and Commission Special winners and completed PIF projects. Staff are also working on the 2021 Annual Report.

- Commissioner Henderson and Jackie Guevarra held a new Commissioner’s orientation with Commissioners McMorrin and Rambo on April 4, 2022.

- If any Commissioners are experiencing any access issues to any trainings, please let Commission staff know. It appears, training is only accessible with a County email. You may not need to the take the training. The Human Resources Division is looking into the matter. Commissioners asked that they be notified when the problem is fixed.

RETURN TO IN-PERSON MEETINGS DISCUSSION (AGENDA#9)

Commissioner Nichelle Henderson, Chair, reported the following:

- On April 19, 2022, Jackie Guevarra shared a memo from the Executive Officer of the Board to all County Department Heads (dated April 8, 2022), which discusses the return to in-person meetings. Specifically, the memo states that “when the Board no longer holds meetings virtually, Commissions created by or at the direction of the Board will also need to consider resuming in-person meetings. However, Commissions can continue to meet virtually, under AB361, if there is a unique circumstance that presents imminent risk to the health and safety of attendees.
Commissioners discussed the reasons why the Commission should follow the lead of the Board when it returns to in-person meetings or to continue to teleconference under AB 361 (e.g., ongoing health concerns, vaccinations for children under 6 years old, etc.)

County Counsel has advised Jackie Guevarra to table any votes until after the next Board meeting on Tuesday, April 26, 2022, when the Board will determine whether to continue meeting under AB 361 or return to in-person meetings.

After discussion and questions, the Commissioners decided to follow County Counsel’s guidance and table a vote until the next full Commission meeting on Monday, June 27, 2022.

LEADERSHIP CONFERENCE AD HOC COMMITTEE UPDATE (AGENDA#10)
Commissioner Henderson offered her congratulations to Commissioner Parent as the new Chair of the Leadership Conference ad hoc Committee, due to Commissioner Meek’s retirement on April 1, 2022. Commissioner Parent gave the following report:

- The Conference is scheduled for Wednesday, June 1, 2022, from 9:00 a.m. – 11:30 a.m., at the Music Center. It will be an in-person meeting.
- The Theme is: People First: Expanding Possibilities.
- Objective: To envision, reimagine, and share ideas and approaches that empower the County workforce to thrive.
- Supervisor Holly J. Mitchell and Fesia Davenport, CEO, are confirmed to attend. Keynote speaker William Eggers, Executive Director Center for Government Insights, Deloitte Services LP, and guest speaker Hugo Romero, Los Angeles County Federation of Labor are also confirmed. The County panel speakers include Lisa Garrett, Director of Human Resources (moderator), Erika Anzoategui, Alternate Public Defender, Dr. Jonathan Sherin, Director, Department of Mental Health, and Norma Garcia-Gonzales, Director, Department of Parks and Recreation.

DEPARTMENT VISITS AD HOC COMMITTEE UPDATE (AGENDA#11)
Commissioner Henderson reported on behalf of Commissioner Palmer and received and filed the Department Visit Report for the Internal Services Department.

PROCUREMENT AD HOC COMMITTEE REPORT UPDATE (AGENDA#12)
Commissioner Butler, Chair, Procurement ad hoc Committee, reported the following:

- The ad hoc Committee met with Alexander Van Dyck from Cook County, Illinois, Office of the Chief Procurement Officers, on April 18, 2022, for a presentation on the County’s new procurement system.
- The ad hoc Committee is working on a draft Board motion by the 5th District.

STRATEGIC LEARNING REPORT AD HOC COMMITTEE UPDATE (AGENDA#13)
Commissioner Gibson reported on behalf of Commissioner Harris, Chair, Strategic Learning Report ad hoc Committee:

- Thanked the ad hoc Committee members for their input, feedback, and contribution to the 2021 report. Commissioners Harris (Chair and 2022 Report Lead),
Henderson, Liu, and Productivity Managers Heidi Oliva (Fire) and Gail Bristo (Public Defender). The ad hoc Committee met on March 8, 2022, to finalize the 2021 trends:

- **Mature**: Collaboration among County departments and community agencies, enhance services and increase productivity and operational efficiencies
- **Current**: Remote Work and Anti Racism, Diversity, Equity, and Inclusion play pivotal roles in County government and workplace environment
- **Emerging**: Digitization transforms how information and documents are accessed and shared and enhances service delivery and increases efficiency

**DIGITIZATION AD HOC COMMITTEE UPDATE (AGENDA#14)**

Commissioner Henderson made the following report:

- The digitization survey ad hoc Committee members met on Monday, April 18, 2022.
- Based on their review of the 500+ paper-based projects received from 18 departments, the ad hoc Committee will group the projects by category and identify relevant departments and possible leads to address common manual systems.

**COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC) (AGENDA#15)**

Commissioner McIntyre made the following report:

- The CCJCC met via Teams on April 13, 2022, at noon. Two presentations were made. The first presentation was from the Commission on Human Relations who provided an overview of L.A. vs. Hate, the County’s community-driven approach to unite against, report, and resist hate. They also led a discussion of collaboration opportunities with local law enforcement partners.
- The second presentation was from Economic & Workforce Development who gave an overview of workforce development services and ongoing efforts to connect justice-involved populations with employment opportunities.

**COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA#16) – FOR DISCUSSION ONLY**

Commissioner Wright stated that the AIA-Los Angeles Chapter is hosting a series of candid discussions with the leading Mayoral Candidates for the City of Los Angeles. The forums are free, and all are welcome to attend. He provided the following link to Commissioners to register: https://www.aialosangeles.org/roundtables-and-forums/

Commissioner McMorrin stated that the Culver City community is hosting a screening and discussion of “WHO WE ARE: A Chronicle of Racism in America.” Interweaving lecture, personal anecdotes, interviews, and shocking revelations, in WHO WE ARE – A Chronicle of Racism in America, criminal defense/civil rights lawyer Jeffrey Robinson draws a stark timeline of anti-Black racism in the United States, from slavery to the modern myth of a post-racial America. She provided the following link to the screening: https://www.showtix4u.com/event-details/64364
COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS, AND/OR DIRECTION OF THE COMMISSION (AGENDA #17) – FOR DISCUSSION ONLY
Commissioner Gibson asked for a follow up on PIF 19-25 – CEO Homeless Initiative Technology Innovation project. While the Commission receives project updates in the PIF Annual and Final Reports, it would be good to invite the CEO Homeless Initiative team to come back and give an in-depth discussion on where they are and what they are doing on the homeless effort. Executive Director, Jackie Guevarra, will check to see if the CEO can present at a future meeting.

MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACE ON A FUTURE AGENDA (AGENDA #18) – FOR DISCUSSION ONLY
None

PUBLIC COMMENT (AGENDA #19)
None

ADJOURNMENT
Commissioner Gibson moved to adjourn the meeting, seconded by Commission Billieon. The meeting adjourned at 12:51 p.m. The next full Commission meeting will be on Monday, June 27, 2022.
COUNTY OF LOS ANGELES
Public Health

BARRBEAE FERRR, Ph.D., M.P.H., M.Ed.
Director

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

MEGAE McCCLAIRE, M.S.P.H.
Chief Deputy Director

313 North Figueroa Street, Suite 806
Los Angeles, CA 90012
TEL (213) 288-8117 • FAX (213) 975-1273

www.publichealth.lacounty.gov

May 23, 2022

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

Dear Commissioner Henderson:

I am pleased to submit a Productivity Investment Fund (PIF) Grant Proposal for DPH Disease Defense Force from the Disease Control Bureau in the amount of $267,250. This grant proposal project is to fund the implementation and maintenance of a software application that captures employee health information.

The Department of Public Health (DPH) Employee Health Services (EHS) is responsible for providing health screening services to comply with federal health and safety standards. DPH currently uses paper-based employee health records that are documented in a privately-owned software system that does not interface with other information systems. EHS does not have access to the Countywide Timekeeping and Payroll Personnel System (CW-TAPPS) which provides employment status for each County employee and aligns the employee with his/her current supervisor. As a result, EHS must contact each supervisor to verify employment status, discuss compliance issues, and to inform the supervisor when the employee has been cleared to be deployed for field investigations duties.

This software upgrade is being implemented at the Department of Health Services and implementation of the software in DPH will guarantee that DPH remains in full compliance with California Occupational Safety and Health Administration (Cal-OSHA) and Centers for Disease Control and Prevention (CDC) standards for healthcare workers. Upgrading EHS’ current system is an important objective for DPH. The COVID 19 pandemic brings to the forefront the importance of having the most up to date vaccine and health information for every DPH employee so that each disaster service worker can be deployed immediately.

DPH is deeply appreciative of the Commission’s steadfast support for our PIF Grant proposal requests during this pandemic. Please let me know if you have any questions regarding this grant proposal. I look forward to further discuss this project with you.

Sincerely,

Barbara Ferrer

BF: cm
enclosure
April 5, 2022

TO: Commissioner Nichelle Henderson, Chair
    Quality and Productivity Commission

FROM: Christina R. Ghaly, M.D.
    Director

SUBJECT: LETTER OF SUPPORT FOR DPH
    PRODUCTIVITY INVESTMENT FUND PROPOSAL

The Department of Health Services (DHS) is pleased to offer its support for the Productivity Investment Fund (PIF) grant proposal submitted by the Department of Public Health (DPH) entitled DPH Disease Defense Force. This project will upgrade and improve the employee health services provided to DPH employees.

In 2018, DHS assisted DPH in joining onto the Online Real-Time Computerized Health Information Database (ORCHID) to modernize the health information infrastructure and to improve the quality of care provided to Los Angeles County (LA County) patients. DHS has recently identified a new software that integrates DHS’ Employee Health Services (EHS) with the Countywide Timekeeping and Payroll Personnel System (CW-TAPPS), the California Immunization Registry (CAIR2), Port-A-Count Fit-Testing, and provides an employee portal to facilitate EHS services to LA County employees. This software appears to be a good fit for DPH and will increase the productivity of services provided to its employees. DHS is pleased to continue our collaboration with our sister departments.

This proposal outlines the ease with which LA County employees can seamlessly transfer from DPH to DHS and vice versa. When DPH subscribes to the same software, the need to re-evaluate each employee’s health compliance and vaccination record will be eliminated, thus freeing our employees to work on other meaningful duties. This software meets LA County’s strategic goal Strategy III.2 “Embrace digital government for the benefit of our internal customers and communities.” Therefore, we fully support this DPH PIF grant proposal.

Thank you for the opportunity to provide input. Please let us know if you have any questions.

CG:cm
May 17, 2022

Commissioner Nichelle Henderson, Chair
Quality and Productivity Commission
Kenneth Hahn Hall of Administration
500 W. Temple Street, Room 565
Los Angeles, CA 90012

Dear Commissioner Henderson:

**SUPPORT OF DPH PIF GRANT PROPOSAL**

On behalf of the Department of Human Resources (DHR), I am pleased to provide our support for the Productivity Investment Fund (PIF) grant proposal submitted by the Department of Public Health (DPH). The DPH Disease Defense Force project will significantly improve the quality and efficiency of the health services provided to DPH employees by DPH Employee Health Services (EHS).

The requested new software will continuously update compliance for each DPH employee with mandated communicable disease health safeguards set by the California Occupational Safety and Health Administration (Cal-OSHA) and the Centers for Disease Control and Prevention (CDC). I understand that other renowned government entities are using the new software at both the federal and state levels, as well as private organizations and the County of Los Angeles Department of Health Services (DHS).

During the COVID pandemic, DHR has dedicated its efforts to accommodate the needs of County workers by expanding work policies that placed top priority and value on the health, mental well-being, and safety of our employees. We are pleased to join forces with DPH to upgrade its DPH EHS software and facilitate the process of ensuring that its workforce is in full compliance with Cal-OSHA and CDC. Further, the knowledge that safeguards are in place to eliminate possible disease transmission within our workforce and to the public we serve demonstrates that the County has the best interest of its residents at all DPH and community locations.

The new software will ensure that DPH is prepared to deploy its employees to control the spread of infectious diseases expeditiously.

*To Enrich Lives Through Effective and Caring Service*
Thank you for the opportunity to provide input. Should you have any questions, please contact me or Molly Gonzalez, Principal Analyst, at (213) 974-1528 or mgonzalez@hr.lacounty.gov.

Sincerely,

LISA M. GARRETT  
Director of Personnel
### 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)

<table>
<thead>
<tr>
<th>Department:</th>
<th>DEPARTMENT OF PUBLIC HEALTH (DPH)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>May 23, 2022</td>
</tr>
</tbody>
</table>

**Project Name:** DPH DISEASE DEFENSE FORCE

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

This request is for $267,250 to fund the implementation and maintenance of software that captures required health information on 7,000 DPH employees. This system will ensure that DPH remains in compliance with California Occupational Safety and Health Administration (Cal-OSHA) and Centers for Disease Control and Prevention (CDC) mandated health standards.

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

DPH Employee Health Services (EHS) is responsible for providing health screening services to meet health standards set by Cal-OSHA and the CDC to all its 7,000 employees. These standards were set to ensure that DPH employees are free of diseases that could be transmitted to others and to ensure that employees are immune to vaccine preventable diseases. EHS currently uses paper-based employee health records that are then documented in a privately-owned software system that does not interface with other information systems. EHS does not have access to Countywide Timekeeping and Payroll Personnel System (CW-TAPPS), now known as "eHR". "eHR" maintains a current file of each County employee's name, supervisor, and employment status. Without access to eHR, EHS must contact each supervisor to verify employment status, discuss compliance issues, and to inform the supervisor that the employee is cleared for field duties.

EHS is also responsible for ensuring that employees who need to be rapidly deployed to control outbreaks are properly fitted for respiratory protective equipment (N95 masks). The fit-testing equipment used to determine the correct N95 mask is not currently integrated with the electronic health record. Currently, fit-testing records, vaccine records, and EHS appointments must be retrieved individually. The proposed software will interface with each of these systems and provide summary reports that will track the health services provided by EHS and evaluate the compliance of all DPH employees.

The benefits of the proposed project will include:

- Linkages to CW-TAPPS/eHR – Contains information on Active/Inactive status of DPH employees
- Integration with the quantitative fit-testing equipment
- Interface with the California Immunization Registry (CAIR2) – Vaccine Records
- Access Compliance and Measure Performance of EHS – Auditing and Summary Reports
- Interface with Online Real-Time Computerized Health Information Database (ORCHID) and Public Health Laboratory
- Access to Employee Portal – DPH employees can request EHS services
EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.

The proposed software will improve quality and productivity in DPH with the following Performance Measures:

- Linkage to CW-TAPPS/eHR will permit EHS to accurately count, track, and record the supervision for all DPH employees. Summary reports on compliance, auditing, and quality can be readily produced from the information contained in the proposed software.

- Interface to Occupational Health Program (OHP) for clearance of new DPH employees – The OHP physician will provide online clearance for evaluation and fit-testing to EHS, in lieu of the current paper-based clearance process. This online clearance will reduce the time required to begin the evaluation process for new DPH employees. This online process will improve the overall productivity of onboarding new DPH employees.

- Functional interface between the proposed software to ORCHID and the Public Health Laboratory – will markedly reduce the personnel costs required for the completion of paper-based lab reports and reduce the time associated with uploading these records into the current electronic health record.

- Interface with California Immunization Registry (CAIR2) will allow EHS to track vaccines administered to DPH employees by EHS and other providers, eliminating the necessity for employees to present paper-based records which are subject to inaccuracy.

- Linkage to quantitative fit-testing for EHS to rapidly assess which employees have been fit-tested for the correct N95 masks and are cleared for field investigative assignments.

- Data migration from the current private-owned software to the proposed software will occur seamlessly through an upload of all employee health records. This migration will mean that inefficient manual processes will be eliminated.

- Employee Portal will provide DPH employees with access to EHS records. Employees will be able to review their EHS records and schedule EHS appointments online.
### County of Los Angeles Quality and Productivity Commission

**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

*(Please submit the proposal with a cover letter signed by the department head)*

Last Updated: August 3, 2023

<table>
<thead>
<tr>
<th>Amount Requested:</th>
<th>Loan</th>
<th>Grant</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$267,250</td>
<td></td>
<td>$267,250</td>
</tr>
</tbody>
</table>

### Cost Analysis Summary

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

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Project Period</th>
<th>Project Year 1</th>
<th>Project Year 2</th>
<th>Project Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Annual Cost of Current Process:</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>B. Estimated Annual Cost of Proposal:</td>
<td>$109,750</td>
<td>$52,500</td>
<td>$52,500</td>
<td>$52,500</td>
</tr>
<tr>
<td>C. Savings (B minus A)</td>
<td>$109,750</td>
<td>$52,500</td>
<td>$52,500</td>
<td>$52,500</td>
</tr>
</tbody>
</table>

### Funds Flow Summary

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

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Quarter</th>
<th>Date</th>
<th>Amount</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022/23</td>
<td>1st</td>
<td>September 1, 2022</td>
<td>$109,750</td>
<td>Contract &amp; Initiation Fees</td>
</tr>
<tr>
<td>2023/24</td>
<td>1st</td>
<td>July 1, 2023</td>
<td>$52,500</td>
<td>Maintenance Fees</td>
</tr>
<tr>
<td>2024/25</td>
<td>1st</td>
<td>July 1, 2024</td>
<td>$52,500</td>
<td>Maintenance Fees</td>
</tr>
<tr>
<td>2025/26</td>
<td>1st</td>
<td>July 1, 2025</td>
<td>$52,500</td>
<td>Maintenance Fees</td>
</tr>
</tbody>
</table>

Quality and Productivity Manager (Print and Sign)
Catherine Mak, MBA

[Signature]

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

Project Manager (Print and Sign)
Maxine E. Liggins, MD, MPH

[Signature]

Telephone Number
(213) 458-3867
E-mail
Miggins@ph.lacounty.gov

Department CIO/IT Manager (Print and Sign)
Robert Ota, Acting CIO

[Signature]

Telephone Number
(323) 659-6507
E-mail
ROta@ph.lacounty.gov

Budget/Finance Manager (Print and Sign)
Claudia Valenzuela

[Signature]

Telephone Number
(323) 914-7658
E-mail
CValenzuela@ph.lacounty.gov

Department Head (Print and Sign)
Barbara Ferrer, PhD, MPH, MEd

[Signature]

E-mail
BFerrer@ph.lacounty.gov

**Original Signatures Required**
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 costs associated with the DPH-COVID response have constrained non-COVID funding requests. This proposed software is an infrastructure project that is not consistent with the commitment to fund community projects. An RFP process would not be appropriate for a competitive bidding process to solicit bids when we have already conducted an exhaustive search for a software solution that meets our EHS needs.

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, this is a request for a Productivity Investment Fund Grant.

   Hard Dollar Savings  Cost Avoidance  X
   Revenue Generation  Other (please explain)

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

   The proposed project will substantially reduce potential liability and costs to the County by decreasing and/or eliminating the disease transmission risks posed by non-compliant DPH employees. The system will notify DPH EHS that new employees have been hired, when Occupational Health Program has cleared these employees for DPH EHS evaluation and fit-testing, and that an EHS appointment can be scheduled. The proposed system will automatically send a notification to the employee and the corresponding supervisor that an
EHS visit is mandated. The system will also notify the supervisor when the employee has been cleared to perform field investigations. Similarly, the system advises EHS when employees no longer require evaluations, have transferred or retired, and when they are non-compliant. The state of overall readiness of the DPH workforce would be continually updated with an accurate count and work status for all DPH staff members.

A notable feature of the proposed software is that manufacturer's notifications contained in the system may potentially reduce liability for the County for employee injuries from N95 masks that have been recalled or discontinued. Reports generated in the system will alert EHS which users have been fit-tested to N95 masks that have been recalled for safety reasons. The users of these recalled masks will immediately be fit-tested for new masks. The warehouse will also be informed that the recalled masks should be returned for a reimbursement to the County. With the current paper-based system, a chart review of all EHS records is required to determine which masks have been fitted to each employee before EHS can notify these employees that their masks have been recalled. The automated search for specific mask users can be completed in minutes as opposed to a hand count that would require many hours of EHS employees’ time.

4. (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 proposed web-based software interfaces with existing technologies to improve the productivity of DPH by combining four existing systems into one database that will house all employee health records. The new software provides a portal for communication between employees and EHS staff. EHS staff will be able to quickly provide information to employees (lab results and Release of Information Requests) with the aim of improving health outcomes for DPH employees. Finally, EHS staff will no longer be required to complete such time-consuming tasks as uploading documents into the existing electronic health record software and placing copies of lab reports from ORCHID into medical charts and thus, improving the overall efficiency of EHS services. The time
savings from eliminating these tasks will improve productivity and will decrease associated personnel costs to perform these tasks.

The proposed project establishes an interface with the California Immunization Registry (CAIR2) for DPH EHS. Access to CAIR2 allows EHS nurses to verify that DPH employees have received these vaccines through a quick review of the information contained in CAIR2 while eliminating the need to have our employees bring their paper vaccine records. Since the employee portal can be accessed at work or home, employees will always have access to their EHS charts. Electronic access to health information is a health equity issue for workers who might not have computers at home, or who would potentially require proof of vaccination for purposes of participating in other non-work activities or school attendance. This software serves to decrease the information divide that exists between high and low wage health care workers. And lastly, the software will also contain a checklist for EHS employees to ensure that requests from DPH employees are logged, tracked, and resolved in a timely and organized manner which improves EHS productivity.

5. (150 words) Is the proposal a pilot project? If so, what are the conditions for further expansion or development?

This is not a pilot project, but rather an upgrade and modernization to existing County systems. This software would replace the current paper-based system that no longer meets the needs of DPH EHS. The proposed software is a recognized employee health software that is currently used by other large private and public healthcare organizations in California and nationally. The same software is currently being implemented in the Los Angeles County Department of Health Services (DHS) as the preferred EHS database. The advantage to using the same software is that a seamless database of employee health records will be created for both departments. It is common for employees to begin working in DPH or DHS and then to transfer between departments. The use of this proposed system would reduce the costs of initial screening exams for employees who transfer between departments and eliminate duplicate vaccine administrations to employees.

6. (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 is consistent with the objective of Los Angeles County is to “realize tomorrow’s government today”. This software will improve access to EHS services for all DPH employees and will enhance EHS services with consistent and transparent electronic health record standards that facilitate input from employees and supervisors. Both supervisors and employees would be empowered with access to information on EHS health evaluation status and compliance.

The project is innovative in that it maximizes, integrates and streamlines existing systems to improve the overall quality of services delivered in EHS. The need to generate summary data on the vaccine status for all DPH health care staff members who may be deployed in the event of an outbreak has been an organizational challenge that calls for an innovative solution. This specific software generates summary data that will permit DPH to rapidly deploy its staff to immediately conduct field investigations. The ability to rapidly deploy the DPH workforce is forward-thinking and consistent with realizing “tomorrow’s government today”.

Another County objective is to “make investments that transform lives.” The investment in this software will transform DPH EHS into an efficient and nimble health service that will serve as a model for other EHS departments throughout California. The elimination of slow and time-consuming paper-based record systems in EHS will improve the productivity and on-boarding of new and existing DPH employees. Improvements in EHS software systems stand to transform the data quality and expand the capacity of DPH to respond to emergencies with a well-prepared and healthy workforce. Improving the quality of DPH data collection on employee health will ultimately improve the reputation of DPH among its employees, in the community, and with other health care partners.

7. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goal? If yes, please explain.
Yes, this project relates to Goal III.23 of the Countywide Strategic Plan "to prioritize and implement technology initiatives that enhance service delivery and increase efficiency," as the proposed software will improve the overall quality and efficiency of the EHS services provided to DPH employees. It will guarantee that technology is used to automate, expedite, and ensure accountability for all DPH employees and for the staff in DPH EHS.

The technology that is currently in use does not provide information in a timely manner when new employees require EHS evaluations. The risk associated with the failure to notify DPH EHS that new employees require evaluation is that DPH will not be able to readily investigate and control the spread of communicable diseases in Los Angeles County and that DPH will miss opportunities to prevent and control communicable diseases.

The continual use of inefficient technologies that fail to detect non-compliance affects the morale of the DPH workforce and weakens the trust among dedicated employees. The trust of DPH employees and the public is strengthened when DPH adopts state of the art technology that replaces inefficient systems with systems that improve overall quality. The proposed upgraded software would expedite service and reduce gaps in service delivery.

8. (150 words) Does this proposal enhance the County image and/or improve relationships with the County’s constituents? Please explain.

This software proposal would improve the County's image in that it would allow the County to account for the vaccine status of all DPH employees. Accounting for the vaccine status of all departmental employees would ensure that our employees are held to the same high standards that DPH and the State of California have set for other health providers. This system would improve the transparency of DPH and set an example for other health care employers. Implementation and maintenance of the proposed system would also mean that DHS and DPH would be using the same system, and this cost savings also improves the image of the County as a fiscally responsible entity.

9. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?
The Los Angeles County Department of Health Services (DHS) has recently purchased the same software and is in the process of implementing this software. DHS has indicated that this software would meet the needs of the DPH EHS and that it would interface with eHR, CAIR2, quantitative fit-testing equipment, and contains a web-based employee portal for DPH employees to complete EHS activities. This software would facilitate the transfer of information between departments, minimize the need for employees to travel to the EHS office, and further enhance interdepartmental collaboration.

DPH stands to benefit from DHS's experience in testing the feasibility of the new software. DPH has the added confidence that DPH and DHS will be working in sync for employees transferring from one department to the other. In addition, DPH will leverage the experience of DHS in implementing this software within Los Angeles County.

10. (150 words) Where did the original idea for this project come from?

The original idea for the project came when both DHS and DPH were searching for a software to improve the productivity, efficiency, and readiness of both departmental EHS units in preparation for large numbers of field investigations and emergencies evaluations. The paper-based records did not allow each department to respond quickly when information was needed on vaccine, fit-testing status, and health data on large number of employees. DPH and DHS have previously worked together to implement the Online Real-Time Computerized Health Information Database (ORCHID) as the patient electronic health record for patient care services in DPH (2018) and in EHS. Since 2018, both departments have searched for an optimal EHS software system. It is our shared belief that it is advantageous for both departments to use the same software for EHS services to create uniformity in the future.

11. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:
### PRODUCTIVITY INVESTMENT FUND PROPOSAL

#### 2022-23

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Funds Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>$109,750</td>
</tr>
<tr>
<td>2nd</td>
<td>$</td>
</tr>
<tr>
<td>3rd</td>
<td>$</td>
</tr>
<tr>
<td>4th</td>
<td>$</td>
</tr>
</tbody>
</table>

#### 2023-24

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Funds Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>$52,500</td>
</tr>
<tr>
<td>2nd</td>
<td>$</td>
</tr>
<tr>
<td>3rd</td>
<td>$</td>
</tr>
<tr>
<td>4th</td>
<td>$</td>
</tr>
</tbody>
</table>

#### 2024-25

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Funds Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>$52,500</td>
</tr>
<tr>
<td>2nd</td>
<td>$</td>
</tr>
<tr>
<td>3rd</td>
<td>$</td>
</tr>
<tr>
<td>4th</td>
<td>$</td>
</tr>
</tbody>
</table>

#### 2025-26

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Funds Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>$52,500</td>
</tr>
<tr>
<td>2nd</td>
<td>$</td>
</tr>
<tr>
<td>3rd</td>
<td>$</td>
</tr>
<tr>
<td>4th</td>
<td>$</td>
</tr>
</tbody>
</table>

### IMPLEMENTATION PLAN

<table>
<thead>
<tr>
<th>KEY MILESTONES</th>
<th>START DATE</th>
<th>FUNDS NEEDED</th>
<th>FUNDS REPAYED</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Major steps in the project development)</td>
<td>(Estimated date for each project step)</td>
<td>(Amount and quarter funds will be needed)</td>
<td>(Amount and quarter funds will be repaid)</td>
</tr>
<tr>
<td>Complete contract and initiation fee</td>
<td>September 1, 2022</td>
<td>$109,750</td>
<td>N/A</td>
</tr>
<tr>
<td>Build &amp; Link DPH EHS Software</td>
<td>December 1, 2022</td>
<td>$0</td>
<td>N/A</td>
</tr>
<tr>
<td>Implementation &amp; Testing of DPH EHS</td>
<td>January 1, 2023</td>
<td>$0</td>
<td>N/A</td>
</tr>
<tr>
<td>Go Live</td>
<td>February 1, 2023</td>
<td>$0</td>
<td>N/A</td>
</tr>
<tr>
<td>Annual Subscription Fees</td>
<td>July 1, 2023</td>
<td>$52,500</td>
<td>N/A</td>
</tr>
<tr>
<td>Annual Subscription Fees</td>
<td>July 1, 2024</td>
<td>$52,500</td>
<td>N/A</td>
</tr>
<tr>
<td>Annual Subscription Fees</td>
<td>July 1, 2025</td>
<td>$52,500</td>
<td>N/A</td>
</tr>
</tbody>
</table>
## County of Los Angeles Quality and Productivity Commission
### PRODUCTIVITY INVESTMENT FUND PROPOSAL

**LINE ITEM BUDGET DETAIL**  
(Work with your Budget Analyst)

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Services and Supplies</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>List all services and supplies</td>
</tr>
<tr>
<td>(a) Total services and supplies</td>
<td>$ 267,250</td>
</tr>
<tr>
<td><strong>Other Charges</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>List all other charges here</td>
</tr>
<tr>
<td>(b) Total other charges</td>
<td>$ 0</td>
</tr>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>List all equipment’s and other fixed assets here</td>
</tr>
<tr>
<td>(c) Total fixed assets</td>
<td>$ 0</td>
</tr>
<tr>
<td><strong>TOTAL COSTS</strong></td>
<td>$ 267,250</td>
</tr>
</tbody>
</table>

---

22.13 – Public Health, for DPH Disease Defense Force
May 16, 2022

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

From: Lisa M. Garrett  
Director of Personnel

PRODUCTIVITY INVESTMENT FUND GRANT PROPOSAL – BUILDING COMPETENCIES IN LGBTQ+ AWARENESS AND SOGIE DATA COLLECTION

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

The Department of Human Resources (DHR) is requesting a $100,000 grant to develop curriculums and provide training and resources to build County employee Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ+) awareness and improve methodologies for collecting Sexual Orientation, Gender Identity and Expression (SOGIE) data. The SOGIE data movement has proven successful for various Federal agencies and local government entities who have found collecting such information difficult.

When collecting SOGIE information from LGBTQ+ individuals, many fear reprisal and methodologies used. They also assume lack of acceptance from County employees and departments. Changing these concerns requires competency training with data collection methodologies that emphasize confidentiality.

Many employees and departments lack awareness and expertise on how to properly implement SOGIE data collection procedures and protocols. This project will teach employees how to respectfully ask survey questions from LGBTQ+ individuals and ascertain data that shows greater granularity to better understand issues confronting LGBTQ+ individuals.

DHR is committed to building a County workforce that is enabled and empowered to conduct itself with the highest degree of professionalism and competence. Although these trainings are for County employees and departments, they will ultimately benefit Los Angeles County residents.

To Enrich Lives Through Effective and Caring Service
This proposal was included in DHR’s 2022-23 budget request.

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

Sincerely,

“SIGNATURE ON FILE”

LISA M. GARRETT
Director of Personnel

LMG:PAM
RC:MG:tc

c: Executive Office (Jackie T. Guevarra, Laura 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: August 3, 2021

Department: Department of Human Resources (DHR)  Date: April 1, 2022

Project Name: Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection
(LGBTQ = Lesbian, Gay, Bisexual, Transgender, Queer/Questioning); (SOGIE = Sexual Orientation and Gender Identity and Gender Expression)

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

Funding will support DHR’s ability to develop curriculums and provide training and resources to build County employee LGBTQ+ awareness and improve methodologies for collecting SOGIE data. Improved methodologies will vary based on population served providing a better understanding of the needs of LGBTQ+ individuals for more inclusive decision making.

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

Reporting SOGIE information is difficult. LGBTQ+ individuals fear reprisal and methodologies used and assume lack of acceptance from County employees and departments. Changing these concerns requires competency training with data collection methodologies that emphasize confidentiality. Currently, these types of trainings are not supported countywide. DHR needs to develop LGBTQ+ awareness and competency training in SOGIE data collection methods that ensure sensitivity and privacy of employees, clients, and constituents’ information.

Phase 1: Curriculum Development: DHR will retain SOGIE data collection experts and consult with County departments to establish critical and foundational knowledge and skills needed. The insight gained will form the basis of training content and instructional materials.

Phase 2: Training: There will be 24 trainings to cohorts over 12 months in FY 2022-23. Two courses will be offered: LGBTQ+ awareness and SOGIE data collection competency. Departments will be trained quarterly. A cohort for trainers will assist centralized and departmental trainers to deliver future trainings.

Phase 3: Website Content Development: DHR will develop a repository of resources on LGBTQ+ awareness and SOGIE data collection.

Project benefits:

- **Better data quality for the County**: Development and collection of data to help with setting priorities and funding decisions.

- **Improved service delivery**: Training staff to understand and listen to the LGBTQ+ community will yield better programs and services. The Human Rights Campaign Foundation noted, “failure to include sexual orientation and gender identity in surveys that collect demographic data brings about very real and dire consequences for LGBTQ Americans. LGBTQ Americans remain largely invisible to … officials who make decisions that directly affect their health, safety, and wellbeing.”
• **Promotion of inclusion**: Trainings will move the County towards promoting a culture aware and inclusive of all identities.

• **Available in-house expertise**: Departments will be equipped with trainings on an ongoing basis to ensure continuous capacity building.

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

The following evaluation/performance measures will be used:

**Level 1**: Participant Feedback – assessment of the conduct of the training, content, materials used, and applicability of knowledge gained. A post-course evaluation will be administered to assess knowledge gained by participants.

**Level 2**: Operational Impact – a year after training implementation, a survey or focus group discussions will be conducted across departments to evaluate any changes in two business practices (SOGIE data collection and utilization) resulting from competencies developed under the training program. The survey or focus group discussions will look at modifications in data collection and utilization, adjustments made to programs and/or delivery of client services, etc.

---

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

<table>
<thead>
<tr>
<th>Amount Requested:</th>
<th>Loan</th>
<th>Grant</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$100,000.00</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Implementation Period</th>
<th>Project Year 1</th>
<th>Project Year 2</th>
<th>Project Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Annual Cost of Current Process:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Estimated Annual Cost of Proposal:</td>
<td>$100,000.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Savings (B minus A)</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

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

Funds will be needed in FY 2022-2023, Quarter 1.
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)

<table>
<thead>
<tr>
<th>Last Updated: August 3, 2021</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Quality and Productivity Manager (Print and Sign)</th>
<th>Project Manager (Print and Sign)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Molly Gonzalez</td>
<td>Tina Curry</td>
</tr>
<tr>
<td>Principal Analyst</td>
<td>Principal Analyst</td>
</tr>
<tr>
<td>Telephone Number</td>
<td>Telephone Number</td>
</tr>
<tr>
<td>(213) 974-1528</td>
<td>(213) 738-2374</td>
</tr>
<tr>
<td>E-mail   <a href="mailto:mgonzalez@hr.lacounty.gov">mgonzalez@hr.lacounty.gov</a></td>
<td>E-mail</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:tcurry@hr.lacounty.gov">tcurry@hr.lacounty.gov</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department CIO/IT Manager (Print and Sign)</th>
<th>Budget/Finance Manager (Print and Sign)</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>Elyson Raudez</td>
</tr>
<tr>
<td>Telephone Number</td>
<td>Telephone Number</td>
</tr>
<tr>
<td>(213) 893-7817</td>
<td>(213) 974-2406</td>
</tr>
<tr>
<td>E-mail   <a href="mailto:garrett@hr.lacounty.gov">garrett@hr.lacounty.gov</a></td>
<td>E-mail</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:elraudez@hr.lacounty.gov">elraudez@hr.lacounty.gov</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department Head (Print and Sign)</th>
<th>Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lisa M. Garrett</td>
<td>(213) 974-2406</td>
</tr>
<tr>
<td>Director of Personnel</td>
<td>E-mail</td>
</tr>
<tr>
<td>E-mail   <a href="mailto:garrett@hr.lacounty.gov">garrett@hr.lacounty.gov</a></td>
<td></td>
</tr>
</tbody>
</table>

**Original Signatures Required**

22.14 – Human Resources, for Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection
QUESTIONS

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes____ No____ X
   If so, when (date)? N/A

2. Was this proposal included in the department's current budget request?
   Yes____ X____ 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? N/A
   Hard Dollar Savings
   Cost Avoidance
   Revenue Generation
   Other (please explain)

4. Discuss potential for revenue increase, service enhancement, future cost avoidance and/or cost savings. Does it reduce net County cost?
   The Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection project will enhance County services. The current lack of SOGIE data and information has delayed how the Board of Supervisors, and many constituent facing departments, have been able to provide necessary customized policies, programs, and services to those individuals with specific needs. Training employees to collect SOGIE data and advancing the data the County can collect, will provide greater understanding of our current services and reach. It will also help the County better identify our service impacts and gaps. There will be no impact to 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?
   The proposed training program strengthens the County's commitment to maintaining a diverse, equitable, inclusive and respectful work environment; advances the County's goal to make investments that transform lives; and directly exemplifies the County mission to establish superior
services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County. Additionally, it complements efforts currently being undertaken by the Anti-Racism, Diversity, and Inclusion Initiative (ARDI) under the CEO.

The training will benefit employees and departments that provide direct services to County constituents, e.g., the Departments of Children and Family Services (DCFS), Health Services, Mental Health, Probation, Public Health, Public Social Services, and Workforce Development, Aging, and Community Services. These departments provide services to broader populations that are inclusive of the LGBTQ+ community and LGBTQ+ youth. While some of these departments routinely gather SOGIE information, DCFS is the only Department to offer SOGIE data collection training to its employees. DCFS’ LGBTQ+ Toolkit Training is offered in-person to departmental employees who have undergone the Los Angeles LGBT Center’s RISE training. This training, however, is very specific to DCFS’ line of work. Other departments do not have in-house expertise in gathering and managing SOGIE information.

Although the training will benefit County employees and departments, it will strongly benefit Los Angeles County constituents, the communities and individuals served by County programs through the increased data employees will be able to gather.

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

The proposed project is not a pilot; however, it is the first time OHR and many other departments are attempting to implement the advancement of SOGIE data collection. Since legislation and new policies around this work have been implemented, there are many employees and departments that lack awareness and expertise on how to properly implement SOGIE data collection procedures and protocols.

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 proposed training aims to push/drive the County’s equity and inclusion agenda deeper into all aspects of County work, e.g., in how we communicate with each other, how we provide our services to clients, how we harness our resources to benefit our communities, etc. Improving competencies on LGBTQ+ issues and SOGIE data collection will lead us to rethink some of the ways we do our business. If we can learn how to respectfully ask survey questions from LGBTQ+ individuals, if we
can drill into data that shows greater granularity when we look into our diversity. If we can be made more aware of the issues confronting minority/marginalized groups, we would be in a better position to design and deliver programs to all individuals that we have committed to serving and in the way they are in need of our service. DHR envisions to keep on building a County workforce that is enabled and empowered to conduct itself with the highest degree of professionalism and competence, and we believe the best way to do that is to know, truly know, the individuals being served and their needs.

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

The proposal advances the County’s goal (I) to make investments that transform lives. This proposed training is an investment into our County’s workforce, our employees, and our departments’ services. This investment can be transformative for both employees and constituents. As mentioned in responses above, the proposed training program strengthens the County’s commitment to maintaining a diverse and respectful workforce; and directly exemplifies the County mission to establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County. Additionally, it complements efforts currently being undertaken by the Anti-Racism, Diversity, and Inclusion Initiative (ARDI) under the CEO.

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

The proposal will enhance the County’s image and improve relationships with County constituents. Being able to provide trainings, build in-house expertise, and potentially tailor County programs to meet the needs of our community offer positive impacts and a substantially great opportunity to improve the county’s image. Regarding our constituents, the county will be able to better serve our constituents with any tailored policies, programs, or initiatives that come forward from better understanding the demographic breakdowns of those individuals currently utilizing County services.

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

This proposal will promote interdepartmental cooperation. It will allow departments, or give departments a chance, to learn from each other. Having cohorts that train together will allow information sharing, impact sharing, and the ability to share problems or gaps that various departments have already identified in doing this work. Many county departments are at different決定.
stages when it comes to SOGIE data collection implementation and LGBTQ+ understanding. DHR will try to combine the cohorts with departments that are at different stages in their implementation processes. This will create opportunities for departments to learn from one another during the training process, during the implementation process, and during the building of any protocols they'd like to put in place.

11. (150 words) Where did the original idea for this project come from?
This idea originally came from DHR’s research while developing a feasibility report for a board motion. The board motion was developed after new legislation was put in place by the state of California in 2020. In all the research conducted by DHR, best practice to accomplish greater results in SOGIE data collection has been shown to come from employees being very knowledgeable about why this data is so important, being confident and discreet in its collection, and having tools to properly request this data from the constituents they serve without being offensive.

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

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>1st Quarter</th>
<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>4th Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019-20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021-22</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022-23</td>
<td>$100,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2023-24</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### IMPLEMENTATION PLAN

<table>
<thead>
<tr>
<th>KEY MILESTONES</th>
<th>START DATE</th>
<th>FUNDS NEEDED</th>
<th>FUNDS REPAID</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Major steps in the project development)</td>
<td>(Estimated date for each project step)</td>
<td>(Amount and quarter funds will be needed)</td>
<td>(Amount and quarter funds will be repaid)</td>
</tr>
<tr>
<td>Procurement Agreement in Place.</td>
<td>July 2022</td>
<td>$100,000 – FY 22-23, Q1</td>
<td></td>
</tr>
<tr>
<td>SOGIE Data Collection Resource Website – Go Live</td>
<td>August 2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training implementation</td>
<td>August – October 2022</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

22.14 – Human Resources, for Building Competencies in LGBTQ+ Awareness and SOGIE Data Collection
## Services and Supplies

List all services and supplies here:

1. Curriculum Development

2. Training Facilitation - Training facilitation includes a total of 24 trainings over 12-month period covering two separate topics (SOGIE data collection and LGBTQ+ content).

3. Website Content Development

   (a) Total services and supplies $100,000

## 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) $100,000
March 31, 2022

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

Dear Ms. Henderson,

I am writing on behalf of the staff and Board of Trustees of the Los Angeles County Museum of Art (LACMA) to respectfully request a $500,000 grant from the Productivity Investment Fund to support the upgrade of the Lighting Control System (LCS) for the museum's entire west campus. Over the past few years, core components of the current LCS have become obsolete and the system is no longer supported by the vendor. Thus, our staff has developed very inefficient workflows to execute and manage the complex lighting plans required by our exhibitions, events, and programs. While this affects staff productivity, it also impacts the visitor experience as we are no longer able to titrate lighting conditions as specifically as our exhibitions require. Perhaps most importantly, this has long-term effects on the care of LACMA's collection, one of the County's most valuable resources. Certain types of artwork, such as photographs and works on paper, require very specific lighting levels. Our current LCS is no longer flexible enough to provide these varying lighting conditions in a single gallery.

Though LACMA has budgeted for a smaller-scale upgrade of the current system, costs have escalated substantially, and we now recognize the need to make a more significant longer-term investment. The proposed LCS would seamlessly integrate the needs of specialty lighting, including gallery lighting for exhibition and design programs, time-based media, live performance, and special events, while also providing a robust and user-friendly architectural control of facility lighting. With this proposed system, now the industry standard, LACMA would join other museums and performing arts venues in using a system that utilizes innovative technology and provides flexibility and scalability as the needs of the museum evolve. It will also help us to attract top talent as most lighting designers and technicians are now well-versed in this newer technology.
While lighting is a behind-the-scenes element of our exhibition design and experience, it is also one of the most important and has the ability to dramatically change the way visitors see the artworks on view. This project would bring LACMA in line with best practices in museum design and collections care while also promoting energy efficiency and sustainability. We remain grateful for the Commission’s support of some of LACMA’s most important endeavors, and would welcome the opportunity to work with the QPC again to make a much-needed upgrade to our campus. I look forward to discussing this project further, but please do not hesitate to reach out if you have any questions.

Sincerely,

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

LACMA requests a $500,000 grant to upgrade the Lighting Control System (LCS) for the museum’s west campus. To increase efficiencies at the museum and better serve County constituents, a PIF grant would enable LACMA to replace the components essential for systems management with state-of-the-art products that better support the lighting needs of exhibitions, programs, and campus facilities.

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

LACMA requests the QPC’s partnership to replace the existing lighting control server, processors, and stations responsible for the west side of the museum’s 20-acre campus, including the Broad Contemporary Art Museum (BCAM) and the Lynda and Stewart Resnick Exhibition Pavilion, both typically used for temporary exhibitions, as well as outdoor architectural lighting and the Pritzker Parking Garage. The current west campus lighting system is outdated, inefficient, and receives limited vendor support. By upgrading to a state-of-the-art system, LACMA can better preserve and protect its diverse, 147,000-object collection, one of the County’s greatest cultural assets, improve the viewing experience for its audience, and create efficiencies for staff. The future LCS will provide innovative lighting control capabilities for our galleries, architecture, and facilities while helping to meet the light level requirements for art conservation and achieve our energy reduction goals.

Through the project, we have the opportunity to work with a preferred vendor – now the industry standard for entertainment lighting controls utilized across museums, event spaces, and performing arts venues across the world – to build the proposed lighting system from the ground up. To that end, LACMA will deploy an LCS that seamlessly integrates the needs of gallery lighting for exhibitions, time-based media (including video, slide, film, audio, or computer technologies), live performance, and special events. The advancements made possible by the upgrade will benefit staff across the museum as well as L.A. County residents, which represent over 60% of the museum’s visitors. Additionally, developing a more efficient LCS will serve as a model for others seeking expertise and best practices from this project, notably the Natural History Museum, as it moves forward with the NHM Commons project and the redesigned La Brea Tar Pits and Museum.
EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.

LACMA expects that the proposed LCS will help the museum achieve the following outcomes:

- Enhanced control of collection’s exposure to light
- Increased dimming options to permit more finely-tuned light levels for sensitive artworks while maintaining or improving visual clarity for LACMA audiences
- Greater capacity for staff to monitor and record accurate light exposure for works of art
- Improved efficiency and accuracy through automation and remote control of lighting changes
- Enhanced efficiency by customizing lighting programming in-house
- Increased internal capacity to troubleshoot equipment and software needs
- Lifetime vendor support and an assurance that products will not become obsolete
- Flexibility and expandability as needs change

LACMA will use the following performance measures to evaluate the project’s impact on quality and productivity:

- Tracking energy usage
- System error reports
- Visitor and staff surveys
- Tracking event revenue

As the museum embarks on this next step in its evolution, an investment from the Commission would have long-term impacts and significantly improve the museum’s efficiency and effectiveness in serving L.A. County constituents.
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.

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>✓</td>
<td>☐</td>
</tr>
</tbody>
</table>

**Amount Requested:**
- **Loan**
- **Grant**
- **Total**

<table>
<thead>
<tr>
<th></th>
<th>Loan</th>
<th>Grant</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$500,000</td>
<td></td>
<td>$500,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Implementation Period</th>
<th>Project Year 1</th>
<th>Project Year 2</th>
<th>Project Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Annual Cost of Current Process:</td>
<td>$0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Estimated Annual Cost of Proposal:</td>
<td>$0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Savings (B minus A)</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

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

- Fiscal Year 2022–23, Q1: $163,548
- Fiscal Year 2022–23, Q2: $336,452

---

**Quality and Productivity Manager (Print and Sign):**
Ann Rowland, Chief Financial Officer
SIGNATURE ON FILE

Telephone Number: 323.857.6142
E-mail: arowland@lacma.org

**Project Manager (Print and Sign):**
Jean-Pascal (JP) Coutelen, Assistant VP of Facilities
SIGNATURE ON FILE

Telephone Number: 323.857.4725
E-mail: jpcoutelen@lacma.org

**Department CIO/IT Manager (Print and Sign):**
LJ Hartman, VP of Facilities & Security Operations
SIGNATURE ON FILE

Telephone Number: 323.857.6568
E-mail: ljhartman@lacma.org

**Budget/Finance Manager (Print and Sign):**
Ann Rowland, Chief Financial Officer
SIGNATURE ON FILE

Telephone Number: 323.857.6142
E-mail: arowland@lacma.org

**Department Head (Print and Sign):**
Michael Govan, CEO and Wallis Annenberg Director
SIGNATURE ON FILE

Telephone Number: 323.857.6000
E-mail: mgovan@lacma.org

**Original Signatures Required**
QUESTIONS

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes __________ No [☑] ______ If so, when (date)? N/A

2. Was this proposal included in the department's current budget request? Yes ______ No [☑] ______ If no, why not? The museum’s County allocation is fixed by a contract between the County and Museum Associates; this project is not included in that contract.

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

While this project does not reduce net County costs or increase revenue directly, an investment in the LCS upgrade would potentially result in long-term cost savings. While the current LCS requires an annual service agreement at approximately $19,000 per year, the vendor for the new LCS components provides lifetime support and does not deem its products obsolete. Furthermore, the enhanced LCS could indirectly create cost savings because it allows LACMA to customize the user interface in-house, making programming more efficient and accurate for all users, thereby reducing overall staff time dedicated to programming. Additional potential indirect cost savings includes a decreased need for renting lighting to support a range of programs and events. Also, LACMA requires that Gallery Lighting Technicians have at least three years of professional experience using systems aligned to the proposed solution. Hiring Technicians with experience on this type of LCS may reduce training time for new users and result in increased productivity.

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?

While the current LCS is now primarily used in residential and commercial/corporate lighting applications, the proposed, upgraded system utilizes innovative lighting technologies used by leading museums, performing arts venues, multi-purpose arenas, and stadiums across the world, including the Academy Museum of Motion Pictures (Los Angeles) and the National Museum of African American History and
Culture (Washington, DC), to offer dynamic control of lighting. LACMA will work with the preferred vendor to build the new LSC from the ground up and to deploy the system in the most sophisticated way possible with performance, reliability, ease of use, and long-term sustainability in mind. The proposed LCS is capable of fine-tuned control to govern lighting in the galleries as well as cohesive control of the west campus facilities. With all lighting needs controlled through an easy-to-navigate and customizable interface, the improved LSC will make programming lighting design less time consuming and more accurate. As exhibitions, programming, and events change, museum staff can readily adjust the lighting schematic as needed. For each exhibition gallery walls may move, be added or removed, requiring different lighting zones to be activated. Ultimately, the proposed project will enable the museum to better care for its collection, offer the greatest capacity for creativity and flexibility in gallery and lighting design, and share exhibitions with its audience in the most dynamic capacity.

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

The proposed grant will not support a pilot project.

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

The grant would support building an improved LCS that will create operational efficiencies and will help LACMA reflect L.A.’s elevation as a global capital of arts and culture. The proposed project will drive innovation while advancing the County’s objective to foster a cleaner, more efficient, and more resilient energy system. Toward this goal, LACMA will develop intelligent approaches to sustainability through increased energy efficiency in its facilities and programming. Additionally, the upgraded LCS will enable LACMA's Gallery Lighting and Facilities teams to be more self-sufficient and efficient, requiring less support from the Information Systems department to troubleshoot equipment and software.

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

The proposed project supports the Countywide strategic plan goals to foster vibrant and resilient communities and realize tomorrow’s government today through the County objectives described above. The proposal improves environmental sustainability by incorporating energy monitoring and logging, historical reporting, and power cost calculations. In addition, the LCS upgrade will enhance LACMA’s ability to attract top talent in the field. As it has become the industry standard,
Gallery Lighting Technicians and Designers being recruited by LACMA have years of professional experience with the proposed LCS interface.

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

Conserving art as an expression of humanity and a record of our cultural history is crucially important, and partnering with LACMA to invest in modern technologies that preserve these vital resources would enhance the County's reputation as a forward-thinking leader driving sustainability across its departments. This investment would benefit an array of exhibitions and programs that reflect the region's incredible diversity and demonstrate the County's commitment to making LACMA an even more dynamic public space for current and future constituents. By underwriting sustainable lighting improvements that increase efficiency and productivity for the museum, thereby making our exhibitions, outdoor events, and educational programs more impactful, the project will support vibrant communities.

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

The LCS upgrade could potentially benefit the Natural History Museum and the Department of Arts and Culture, among other County departments charged with stewarding our cultural heritage and advancing arts, culture, and creativity throughout L.A. County. To that end, LACMA will share the project methodology, implementation, and results with cultural heritage institutions and the museum field as opportunities arise.

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

LACMA remains committed to developing initiatives that affirm sustainability as one of the museum's fundamental values. As core components of the current LCS became more obsolete, no longer supported by the vendor, and required inefficient workflows from our staff, it became apparent that we needed to upgrade to the latest lighting technology in order to optimize the visitor experience and create a suitable and energy-efficient environment for the care of the collection. A cross-departmental team at LACMA began exploring the need to improve the current LCS with the proposed solution that affords increased flexibility, scalability, and sustainability and will benefit the museum's operations and visitor experience for years to come. With the necessary support, LACMA looks forward to being a leader in developing sustainable practices for the museum field, creating a model for museums nationwide.
12. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

**2019-20**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter</td>
<td></td>
</tr>
<tr>
<td>2nd Quarter</td>
<td></td>
</tr>
<tr>
<td>3rd Quarter</td>
<td></td>
</tr>
<tr>
<td>4th Quarter</td>
<td></td>
</tr>
</tbody>
</table>

**2020-21**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter</td>
<td></td>
</tr>
<tr>
<td>2nd Quarter</td>
<td></td>
</tr>
<tr>
<td>3rd Quarter</td>
<td></td>
</tr>
<tr>
<td>4th Quarter</td>
<td></td>
</tr>
</tbody>
</table>

**2021-22**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter</td>
<td></td>
</tr>
<tr>
<td>2nd Quarter</td>
<td></td>
</tr>
<tr>
<td>3rd Quarter</td>
<td></td>
</tr>
<tr>
<td>4th Quarter</td>
<td></td>
</tr>
</tbody>
</table>

**2022-23**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter</td>
<td>$163,548</td>
</tr>
<tr>
<td>2nd Quarter</td>
<td>$336,452</td>
</tr>
<tr>
<td>3rd Quarter</td>
<td></td>
</tr>
<tr>
<td>4th Quarter</td>
<td></td>
</tr>
</tbody>
</table>

**2023-24**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter</td>
<td></td>
</tr>
<tr>
<td>2nd Quarter</td>
<td></td>
</tr>
<tr>
<td>3rd Quarter</td>
<td></td>
</tr>
<tr>
<td>4th Quarter</td>
<td></td>
</tr>
</tbody>
</table>

**IMPLEMENTATION PLAN**

<table>
<thead>
<tr>
<th>KEY MILESTONES</th>
<th>START DATE</th>
<th>FUNDS NEEDED</th>
<th>FUNDS REPaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Building/Dimmer Rack/Room/Circuit/Digital Multiplex (DMX) address schedule documentation</td>
<td>8/1/2022</td>
<td>$163,548</td>
<td>2022–23: 1st Quarter</td>
</tr>
<tr>
<td>Investigate existing control device conduit pathways</td>
<td>9/12/2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generate the package for review and approval.</td>
<td>10/10/2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop and program all control parameters for the new control server, processors, and touch screen devices off-site</td>
<td>10/24/2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Installation of the new control racks in BCAM/Pritzker Parking Garage and Resnick</td>
<td>11/14/2022</td>
<td>$336,452</td>
<td>2022–23: 2nd Quarter</td>
</tr>
<tr>
<td>Procurement and installation of system interfaces for dimmer racks control interfaces</td>
<td>12/5/2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remove existing control devices and pull new control cables for the new system devices. Install and terminate new control devices</td>
<td>12/5/2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Commissioning</td>
<td>5/1/2023</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## LINE ITEM BUDGET DETAIL
(Work with your Budget Analyst)

### Services and Supplies
List all services and supplies here
- Construction and Installation: $177,969
- Design Fee: $60,000
- Lighting Consultant: $30,000

(a) Total services and supplies: $267,969

### Other Charges
List all other charges here
(b) Total other charges: $0

### Fixed Assets
List all equipment and other fixed assets here
- Central Control Server: $10,275
- Control Interface & Stations: $16,439
- DMX Processors: $147,228
- Racks and Panels: $143,841
- Touchscreen Stations: $34,933
- Taxes: $33,508

(c) Total fixed assets: $386,224

**TOTAL COSTS** (a+b+c): $654,193
### West Campus Lighting Control System Upgrade | Budget

<table>
<thead>
<tr>
<th></th>
<th>LACMA Contribution</th>
<th>PIF Grant Request</th>
<th>Total Project Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Services and Supplies</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction and Installation</td>
<td>$0</td>
<td>$177,969</td>
<td>$177,969</td>
</tr>
<tr>
<td>Design Fee</td>
<td>$0</td>
<td>$60,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>Lighting Consultant</td>
<td>$0</td>
<td>$30,000</td>
<td>$30,000</td>
</tr>
<tr>
<td><strong>Subtotal Services and Supplies</strong></td>
<td>$0</td>
<td>$267,969</td>
<td>$267,969</td>
</tr>
<tr>
<td><strong>Other Charges</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Subtotal Other Charges</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Control Server</td>
<td>$3,500</td>
<td>$6,775</td>
<td>$10,275</td>
</tr>
<tr>
<td>Control Interface &amp; Stations</td>
<td>$5,185</td>
<td>$11,254</td>
<td>$16,439</td>
</tr>
<tr>
<td>DMX Processors</td>
<td>$50,000</td>
<td>$97,228</td>
<td>$147,228</td>
</tr>
<tr>
<td>Racks and Panels</td>
<td>$50,000</td>
<td>$93,841</td>
<td>$143,841</td>
</tr>
<tr>
<td>Touchscreen Stations</td>
<td>$12,000</td>
<td>$22,933</td>
<td>$34,933</td>
</tr>
<tr>
<td>Taxes</td>
<td>$33,508</td>
<td>$0</td>
<td>$33,508</td>
</tr>
<tr>
<td><strong>Subtotal Fixed Assets</strong></td>
<td>$154,193</td>
<td>$232,031</td>
<td>$386,224</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$154,193</td>
<td>$500,000</td>
<td>$654,193</td>
</tr>
</tbody>
</table>
January 5, 2022

To: Jacki Bacharach, Chair
Quality and Productivity Commission

From: Fesia A. Davenport
Chief Executive Officer

PRODUCTIVITY INVESTMENT FUND GRANT PROPOSAL – LOS ANGELES COUNTY REAL ESTATE MANAGEMENT SYSTEM

The Chief Executive Office (CEO) is pleased to submit the attached Productivity Investment Fund (PIF) proposal to secure $750,000 in grant funding for the successful implementation of the Los Angeles County Real Estate Management System (LACREMS).

LACREMS is a new innovative, comprehensive, and productivity-enhancing real estate management system with enhanced security features, robust reporting, data analytics, and the capability of interfacing directly with the electronic Countywide Accounting and Purchasing System (eCAPS).

LACREMS will bring a wide variety of solution, including but not limited to:

- Enhanced tracking of County-owned and leased space;
- Increased transparency as departmental representatives will have system access including the ability to generate self-service reports relative to their portfolios;
- Integrated contract and payment documents in a single system;
- Dashboards of various workflow processes;
- Increased accountability with customizable system audit trails
- Automatic lessor and lessee notifications of important dates;
- Automated real estate processes, including routine monthly payments and adjustments;
- An integrated single system that will increase efficiency, improve decision making, improve reporting and act as a central financial repository for all lease data; and
- A direct interface with eCAPS.

"To Enrich Lives Through Effective And Caring Service"
Funding through FY 2021-22 has been secured and the CEO is seeking assistance for anticipated costs in FY 2022-23. FY 2022-23 costs are projected at $1,940,039 and the CEO is seeking a grant of $750,000 to help offset these costs.

Project costs after January 2023 will come from a combination of redirected internal funds and user billings. The Auditor-Controller has reviewed the vendor contract and determined that these costs are fully billable.

Thank you for your consideration of this PIF grant proposal which will allow us to successfully implement LACREMS that will provide access to all County departments with leased space to improve and streamline operations and facilitate communication with County and external stakeholders.

If you have any questions regarding our proposal, please contact Erlinda Bernardo, Quality and Productivity Manager at (213) 974-1758 or Melissa Tarver, Alternate Quality and Productivity Manager at (213) 974-3338.

FAD:jac

Attachment
c: Executive Office, Board of Supervisors (Jackie T. Guevarra, Laura 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 1, 2019

Department: CEO Real Estate Dept (CEO RED)                      Date: Revised 4/6/2022

Project Name: Los Angeles County Real Estate Management System (LACREMS)

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

Funds will be used to implement the rollout portion of Phase II of the LACREMS project in FY 2022/23. In Phase II, all County Departments will be able to access LACREMS and pilot the workflows/reports designed to improve and streamline operations and provide feedback to finetune the system before Phase III.

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

CEO and Department of Beaches and Harbors (DBH), as two of the County’s largest users of real estate management software, have identified an immediate need to acquire a comprehensive, innovative, and productivity-enhancing real estate management system with the capability of interfacing directly with eCAPS. CEO Real Estate and DBH currently use different processes with some overlapping functions to manage real estate issues, while the Auditor-Controller uses a series of Microsoft Access databases to help facilitate payments for the CEO. Existing processes do not interface with eCAPS.

All County leased and owned assets should be maintained within the same system to allow for streamlining of costs and operational efficiencies. A shared platform across all departments allows the County to leverage economies of scale to reduce costs associated with acquisition, licensing, and training; as well as eliminating the costs of system and security upgrades, which will be borne by the vendor.

The Project will consist of three phases:

Phase I
- Identify system needs
- Select vendor
- Data migration
- Design workflows and reports

Phase II
- Pilot implementation of LACREMS, user tests, and collect feedback
- Rollout and training to all County departments
- Evaluate and implement improvements necessary

Phase III
- Go live with integrated system
- Continuous assessment and evaluation of LACREMS
- Recommendation of renewal or termination of contract
EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.

Outcomes

- All County leased and owned assets will be maintained in one enterprise system to streamline costs and create operational efficiencies.
- All County departments will have system access to assist them with managing their space. Sharing the same platform produces economies of scale, creates efficiencies, reduces costs (security, system upgrades, eliminates overlapping systems, etc.), and will eliminate the need for individual departmental systems.
- Enhanced controls and separation of duties
- With SaaS, the provider upgrades the solution. The costs and effort associated with upgrades and new releases are borne by the vendor as opposed to buying an upgrade package and installing it.
- Costs associated with system enhancements for future functionality and data conversion issues are all expected to be reduced with multiple departments utilizing the same system.
- Scalability: Easily scale a solution to accommodate changing needs.

LACREMS will enhance quality and productivity of departmental facility management teams by doing the following:

- Enhancing the tracking of County-owned and leased space.
- Integrating contract and payment documents in a single system.
- Creating dashboards of various workflow processes.
- Automating specific lessor and lessee notifications.
- Automating some real estate processes, including routine monthly payments and CPI calculations related adjustments.
- Integrating a single system that will increase efficiency and improve decision making.
- Interfacing directly with eCAPS which will reduce workload, improve accuracy, and enhance reporting.
**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**

<table>
<thead>
<tr>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amount Requested:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan</td>
</tr>
<tr>
<td>0</td>
</tr>
</tbody>
</table>

**Cost Analysis Summary: Attach detail for A and B, including staff, equipment, supplies, etc.** *(PLEASE SEE ATTACHED)*

<table>
<thead>
<tr>
<th>Implementation Period</th>
<th>Project Year 1</th>
<th>Project Year 2</th>
<th>Project Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Cost of Current Process: System Cost</td>
<td>$1,940,039</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Estimated Annual Cost of Proposal:</td>
<td>$ 750,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Savings (B minus A)</td>
<td>($1,190,039)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>2020-2021 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
</tr>
<tr>
<td>Q2</td>
</tr>
<tr>
<td>Q3</td>
</tr>
<tr>
<td>Q4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2021-2022 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
</tr>
<tr>
<td>Q2</td>
</tr>
<tr>
<td>Q3</td>
</tr>
<tr>
<td>Q4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2022-2023 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
</tr>
<tr>
<td>Q2</td>
</tr>
<tr>
<td>Q3</td>
</tr>
<tr>
<td>Q4</td>
</tr>
</tbody>
</table>

---

**Quality and Productivity Manager (Print and Sign)**
Erlinda Bernardo
 SIGNATURE ON FILE

Telephone Number 213.974.1758

E-mail ebernardo@ceo.lacounty.gov

Project Manager (Print and Sign)
Dean Aardema
 SIGNATURE ON FILE

Telephone Number 213.893.2471

E-mail daardema@ceo.lacaounty.gov

**Department CIO/IT Manager (Print and Sign)**
Kiet Huynh
 SIGNATURE ON FILE

Telephone Number 213.974.2648

Budget/Finance Manager (Print and Sign)
John Cooke
 SIGNATURE ON FILE

Telephone Number 213.893.2477

---

SIGNS ON FILE
<table>
<thead>
<tr>
<th>County of Los Angeles Quality and Productivity Commission</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRODUCTIVITY INVESTMENT FUND PROPOSAL</td>
</tr>
<tr>
<td>(Please submit the proposal with a cover letter signed by the department head)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E-mail</th>
<th>Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="mailto:KHuynh@ceo.lacounty.gov">KHuynh@ceo.lacounty.gov</a></td>
<td>213.974.1101</td>
</tr>
<tr>
<td>J <a href="mailto:Cooke@ceo.lacounty.gov">Cooke@ceo.lacounty.gov</a></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department Head (Print and Sign)</th>
<th>SIGNATURE ON FILE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fesia Davenport</td>
<td></td>
</tr>
</tbody>
</table>

**Original Signatures Required**
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?

Funding for Phase I was secured per the project Board Letter. Phase II is the testing/training phase and Departmental billings would begin in Phase III. Fiscal Year 2022-23 expenses are projected to be 1,940,039 and the CEO is seeking a grant of 750,000 to help ensure the success of Phase II and the larger LACREMS project. With the successful completion of Phase II LACREMS will become a state-of-the-art Real Estate System used by all County departments and landlords to create and follow various processes, maintenance issues while also providing a single reportable database including all lease related costs.

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 – This is a grant application
   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 system will automate real estate processes, including monthly payments, annual Consumer Price Index (CPI) adjustments and routine lessor/lessee notifications. LACREMS will also directly interface with eCAPS, which eliminates many of the manual processes currently in place to process payments and capture data for reporting purposes. These improvements will not only increase accuracy, transparency, accountability, and reporting, but will also allow personnel to devote additional time to address various lease-related backlogs. Services will be enhanced with a new online permitting system and the creation of a vendor portal that will allow landlords and County staff (including select departmental staff) the ability to communicate with each other to resolve site issues and/or track payments. Automating annual lessor CPI
adjustments will increase revenue. However, any staff-related savings will not be known until the system is fully functioning.

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?

All County leased and owned assets should be maintained within the same system to allow for streamlining of costs, operational efficiencies, and separation of duties. Sharing the same enterprise platform across multiple departments allows the County to leverage economies of scale to reduce costs associated with acquisition, licensing, and training.

CEO Real Estate and DBH, have an immediate need to acquire a comprehensive real estate system due to an issue where a former employee circumvented controls to commit fraud. The vendor is a market leader in this industry. The SaaS solution requires the vendor to purchase, maintain and replace the equipment necessary for hosting the platform and eliminating the cost of system and security upgrades.

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

No, this is not a pilot project. Vendor's SaaS solution will enhance and streamline processes and provide departments access to manage their real estate portfolios.

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?

CEO Real Estate and DBH employ different real estate process with some overlapping functions while the Auditor-Controller uses a series of Microsoft Access databases to help facilitate payments for the CEO.

LACREMS will improve the ability to manage leases and other real estate functions as it includes enhanced space tracking capabilities, increased transparency as all
departments will have access to view, analyze and create reports on their space. It will also automate some notifications, calculations, and transaction posts to eCAPS.

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

Yes, the system and services provided under the proposed agreement support the County's Strategic Plan Goal III - Realize Tomorrow's Government Today, by providing vital real estate management services through an independent contractor to improve the efficiency and effectiveness of Countywide owned and leased property management activities.

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

Yes, LACREMS will be used by all County departments to access their building inventory, including the ability to run reports and project costs, and use the vendor portal to communicate with the CEO and landlords to address lease-related issues and track payments. The solution includes enhanced tracking of County-owned and leased space, integrated contract and payment documents within a single system, dashboards of various workflow processes, automatic lessor and lessee notifications of important dates, automated real estate processes, and a direct interface with eCAPS. The single integrated system will increase efficiency and transparency, improve decision making and reporting, and act as a central financial repository for all lease data.

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

The system, used by all departments, integrates real estate processes into a single enterprise-level system and facilitates the sharing of information and workflows. Departments will have access to their lease inventory, including the ability to run reports and project costs. Departments will also use the vendor portal to communicate with the CEO and landlords to address lease-related issues. Landlords will use the landlord portal to communicate with the CEO and submit and track invoices. The single system will increase transparency and provide departments, including the CEO, the ability to better analyze and strategize about their portfolios.
11. (150 words) Where did the original idea for this project come from?

The CEO was notified of a Real Estate Fraud in 2016. Subsequent reviews indicate a prior employee colluded with third parties to take advantage of the disparate real estate systems/processes to circumvent controls and direct business to a group.

The resulting fraud emphasized the need for internal changes as well as the need for a comprehensive property management / accounting system with increased security and internal controls.

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

<table>
<thead>
<tr>
<th></th>
<th>2020-21</th>
<th>2021-22</th>
<th>2022-23</th>
<th>2023-24</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter</td>
<td>$0</td>
<td>$0</td>
<td>$149,200</td>
<td>$0</td>
</tr>
<tr>
<td>2nd Quarter</td>
<td>$0</td>
<td>$0</td>
<td>$600,800</td>
<td>$0</td>
</tr>
<tr>
<td>3rd Quarter</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>4th Quarter</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

LINE ITEM BUDGET DETAIL
(Work with your Budget Analyst)
Services and Supplies
List all services and supplies here

(a) Software as a Service (SaaS) for an advanced real estate system $0
(b) Implementation Support $750,000
(c) Training $0

Other Charges
List all other charges here

Fixed Assets
List all equipments and other fixed assets here

(c) Total fixed assets $0

TOTAL COSTS (a+b+c) $750,000
May 25, 2022

Mr. Emilio Salas  
Executive Director  
Los Angeles County Development Authority (LACDA)  
700 W. Main Avenue  
Alhambra, California 91801

Dear Mr. Salas:

Thank you for a very informative update received at the Quality and Productivity Commission’s Department Visit on May 11, 2022. Commissioners commend the Department’s efforts to enhance services to residents during the COVID-19 pandemic by moving towards a paperless system, offering iPads and technical assistance, expanding broadband access, bridging the digital divide, and partnering with the Department of Public Health to offer over 1,700 COVID-19 vaccines and boosters across thirteen housing sites.

Commissioners appreciated the update on the Rental Subsidy Program. The Department distributed over 25,000 Section 8 Housing Choice Vouchers and provided 3,229 public and affordable units at 68 sites throughout the County. The Department also provides tenant protections through the Rent Stabilization Ordinance and Mobile Home Ordinance, ensuring to collaborate with various County departments to make housing more affordable for all residents.

Commissioners commend the Department’s efforts to administer the largest Urban County Community Development Block Grant Program in the nation. The Department’s ability to assess local needs and identify funding priorities with 48 participating cities, five supervisorial districts, and County departments to improve community centers, senior centers, park facilities, streets, and public spaces accessible to persons with disabilities, as well as managing and working to complete projects (valued at over $100 million), is praiseworthy.

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including the following areas:

- Collaborating with the Los Angeles Homeless Services Authority by administering rental assistance on 31 Continuum of Care (CoC) grants. The Department partners with nineteen community-based organizations that provide ongoing supportive services on the CoC program, including the Departments of Mental Health, Health Services, and Military and Veterans Affairs.
- Partnering with the Department of Mental Health (DMH) to provide onsite mental wellness support and case management at all thirteen senior public housing sites throughout Los Angeles County. DMH continues to provide case management, crisis support, referrals...
for activities for daily living, and life skill workshops through the pandemic as well as staff support on how to better serve vulnerable seniors and families by facilitating monthly phone consultations for staff on challenging cases with the goal of preventing eviction and helping families succeed

- Aligning resources and policies to bring a regional approach to dealing with homelessness. Providing housing and lifting a family out of homelessness requires partnerships with multiple County agencies each providing a specialized service tailored to the population being served. The collaborative approach has led to executive Memorandums of Understanding with various departments to better assist families experiencing homelessness

We look forward to working with you as you address challenges that may require other operational enhancements, including:

- Addressing the County’s housing needs. Although a record number of the County’s homeless are finding homes and an unprecedented number of affordable and supportive units are in construction and being funded, the inflow of people to homelessness, due to a myriad of institutional and systemic issues, racial and social class disparities, and lack of economic growth and mobility still occurs. Solving this crisis requires a multi-system approach that includes intersections within and outside of the homeless delivery system

- Creating a forward-thinking organization and acknowledging the electronic wave of today and future work environments. While the Department’s print shop provides necessary service to consumers, especially property owners and tenants participating in rental assistance programs, the agency has been moving toward conducting its primary business electronically

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, Elisa Vasquez. Please contact Jackie Guevarra, Executive Director, at jguevarra@bos.lacounty.gov for additional information.

Sincerely,

NICHELLE M. HENDERSON
Chair

NMH:JTG:LP

c: Fesia Davenport, Chief Executive Officer
Joseph Nicchitta, Chief Deputy, Chief Executive Office
Celia Zavala, Executive Officer, Board of Supervisors
Jeffrey Levinson, Chief Deputy, Executive Office, Board of Supervisors
Commissioner Huasha Liu
Commissioner Edward McIntyre
Commissioner William B. Parent
Commissioner Dion Rambo
Arman Depanian, Network Chair
Elisa Vasquez, Productivity Manager
June 6, 2022

Rafael Carbajal  
Director  
Department of Consumer and Business Affairs  
320 West Temple Street, Room G-10  
Los Angeles, CA 90012

Dear Mr. Carbajal:

Thank you for a very informative update received at the Quality and Productivity Commission’s Department Visit on May 26, 2022. Commissioners commend the Department’s role and response during the COVID-19 pandemic including fighting price gouging, managing a disaster help center, providing online dispute resolution, keeping people housed (e.g., tenant protection), and ensuring consumer and worker protection (e.g., hero pay). Through small business recovery efforts, the Department also awarded over $100 million in grants to small businesses and nonprofits to help them navigate the impact of COVID-19. The Department’s motto of protect, shelter, and empower were keystones throughout the pandemic.

Commissioners applaud the Department’s efforts to combat homelessness. The Stay Housed LA program was established with various community-based organizations to address homelessness and provide tenant households with legal services and short-term rental assistance.

Commissioners also appreciated the update on Board-directed initiatives such as the Office of Labor Equity, Office of Immigrant Affairs and Office of Cannabis Management. Each program is collaborating with internal and external stakeholders to create a one-stop shop for worker protections, launch immigration legal services, and establish a cannabis licensing system, respectively.

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including in the following areas:

- Transitioning an antiquated system to Amazon Web Services (AWS) Cloud Based Call Center that included Artificial Intelligence (AI), remote accessibility, and the ability to evolve with new technologies
- Implementing a new appointment and walk-in system to be more flexible to assist the public at the time most convenient for them
- Establishing the Disaster Help Center at the onset of the pandemic to connect the public to resources and respond to pandemic related inquires
• Establishing the Disaster Help Center at the onset of the pandemic to connect the public to resources and respond to pandemic related inquiries
• Developing the price gouging application (App) which allowed constituents to easily report occurrences of irregular/unfair pricing
• Creating a Technology and Data Division with the sole responsibility of reviewing and analyzing data necessary for departmental decision making

We look forward to working with you as you address challenges that may require other operational enhancements, including:
• Bringing mobile offices into hard-to-reach communities to “meet the residents where they are”
• Continuing to reimagine access to justice for immigrants and through new pilots like “Represent LA”
• Expanding the one-stop-shop data sharing to allow access to data by other departments
• Establishing a base system whereby software that apply to most County departments are adopted at a Countywide level

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Ericka Vayas, David Diaz, Michelle Jiang. Please contact Jackie Guevarra, Executive Director, at jguevarra@bos.lacounty.gov for additional information.

Sincerely,

NICHELLE M. HENDERSON
Chair

NMH:JTG

c: Fesia Davenport, Chief Executive Officer
   Joseph Nicchitta, Chief Deputy, Chief Executive Office
   Celia Zavala, Executive Officer, Board of Supervisors
   Jeffrey Levinson, Chief Deputy, Executive Office, Board of Supervisors
   Commissioner Viggo Butler
   Commissioner Shawn Landres
   Commissioner Huasha Liu
   Commissioner Edward McIntyre
   Commissioner Scott Palmer
   Commissioner William B. Parent
   Commissioner William R. Wright
   Arman Depanian, Network Chair
   Ericka Vayas, Productivity Manager
   David Diaz, Productivity Manager (Alternate)
   Michelle Jiang, Productivity Manager (Alternate)
June 20, 2022

Daryl L. Osby
Fire Chief
Los Angeles County Fire Department
1320 North Eastern Avenue
Los Angeles, CA  90063

Dear Chief Osby:

Thank you for a very informative update received at the Quality and Productivity Commission’s Department Visit on June 6, 2022. Commissioners commend the Department’s role and response during the COVID-19 pandemic including procuring, housing, and distributing personal protective equipment (PPE), standing up and staffing mega-testing and vaccination sites, vaccinating 3,000+ personnel, assisting with quarantine and isolation shelters, supporting Project Roomkey, expanding the Department’s Health Programs Office, and handling an increased call volume over 400,000 in one year. Furthermore, all fires stations remained open to serve the public during the pandemic.

Commissioners appreciated the update on the Department’s public education programs, including the Sirens of Silence program, which promotes awareness, education, and inclusion of individuals with autism spectrum disorder (ASD) and other special needs. Another program is the Family Instructions for Rapid Escape (F.I.R.E.) guide and coloring book, which helps families safely escape a fire emergency.

Commissioners also applaud the Department’s efforts to lead and support Countywide collaborative initiatives including, but not limited to, alternatives to incarceration; County sustainability plan; homeless and mental health initiatives; IT priorities; Women and Girls’ Initiative; multi-dimensional disaster preparedness emergency management and incident command enhancements; addressing racism, diversity, and inclusion (ARDI); leveraging hyperlocal and ethnic media outlets; and supporting local small business enterprising.

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including in the following areas:

- Leasing a Chinook helitanker, capable of releasing 3,000 gallons of water day and night to battle fires—the helicopter is the first to drop foam at night and was featured in 60 Minutes
• Implementing the Advanced Provider Response Unit (APRU) telemedicine pilot program—funded by the Productivity Investment Fund—the APRU is a mobile response vehicle that connects with the medical director during emergency calls in response to low acuity 9-1-1 calls; these interventions in the field prevent the need to transport the patient to the hospital, which reduce the burden on the County's critical safety net Emergency Room and EMS resources.

• Designing and constructing all new fire stations utilizing standards set forth by the Green Building Rating System Leadership in Energy and Environmental Design (LEED) to reduce environmental impacts through lowering energy and operating costs—the last 12 new fire station projects have met or exceeded the LEED Silver certification.

We look forward to working with you as you address challenges that may require other operational enhancements, including:

• Bringing aging infrastructure, some of which date back to 1928, in line with sustainability efforts by pursuing available funding (e.g., federal Infrastructure Bill, Southern California Edison grant).

• Creating wellness programs to address the increase in post-traumatic stress, mental health crises, and suicide attempts by first responders (e.g., 988 hotline for mental health emergencies).

• Identifying alternate methods and/or automation of early fire detection (e.g., infrared technology, overhead observation by balloon or from space).

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Heidi Oliva and Julia Kim (Alternate). Please contact Jackie Guevarra, Executive Director, at jguevarra@bos.lacounty.gov for additional information.

Sincerely,

NICHELLE M. HENDERSON
Chair

NMH:JTG

c:  Fesia Davenport, Chief Executive Officer
    Joseph Nicchitta, Chief Deputy, Chief Executive Office
    Celia Zavala, Executive Officer, Board of Supervisors
    Jeffrey Levinson, Chief Deputy, Executive Office, Board of Supervisors
    Commissioner Viggo Butler
    Commissioner Teresa Dreyfuss
    Commissioner Rodney Gibson
    Commissioner Edward McIntyre
    Commissioner William B. Parent
    Commissioner Dion Rambo
    Commissioner William R. Wright
    Arman Depanian, Network Chair
    Heidi Oliva, Productivity Manager
    Julia Kim, Productivity Manager (Alternate)
County of Los Angeles Procurement Modernization and Transformation

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

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

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

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

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

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

1. Complete a review and analysis of the current state of the County’s procurement systems, process, and practices with the goal to modernize and transform the County’s purchasing and contracting system.

2. Delegate authority to the Executive Officer of the Board of Supervisors to execute consultant service agreement(s) with subject matter experts to assist in this endeavor.

3. Based on the completed analysis, provide recommendations using emerging technical and business process improvements and innovations to make the County’s procurement of all goods and services more efficient, effective, and equitable across all departments. The recommendations should include a standardized process that ensures transparency and accountability for all County procurement efforts.

#          #          #

KB:mvs