

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: Mask Makers: Library Skills Supply the Frontlines

DATE OF IMPLEMENTATION/ADOPTION: MARCH 2020

(Must have been **fully** implemented for a minimum of at least one year - on or before July 1, 2020)

CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE COVID-19 IMPACT AWARD ONLY. (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

PROJECT STATUS: _____ Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? _____ Yes No

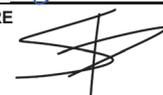
EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 LA County Library staff brought their many skills and talents to the table to provide
 2 much needed personal protective equipment (PPE) to assist frontline and essential
 3 workers in the wake of COVID-19. A group of 48 Library staff volunteered to sew fabric
 4 face masks, either at home or at libraries, to help protect County healthcare workers,
 5 Disaster Service Workers (DSWs), and other personnel on the frontlines. Volunteers
 6 used their own sewing machines or borrowed machines from Library’s MāKMō STEAM
 7 education maker mobiles. Staff repurposed fabric from Library’s sewing programs and
 8 even donated their own supplies, allowing sewing staff to produce 5,844 masks.
 9 Additionally, the Library was invited to partner with the Department of Health Services’
 10 Rancho Los Amigos National Rehabilitation Center to print mask extenders to alleviate
 11 ear pain from elastic bands and headbands for plastic face shields, as well as help
 12 assemble face shields. With a donation of 13 3D printers, the Library’s MāKMō, Adult
 13 Services, and Facilities teams were able to print 7,922 mask extenders and 1,547
 14 headbands at Carson Library and Library Headquarters. These items were then added
 15 to the production line and distributed to healthcare workers in hospitals.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS LA County Library, 7400 E. Imperial Hwy, Downey, CA 90242		TELEPHONE NUMBER (562) 940-8400
PROGRAM MANAGER’S NAME Meredith Levine EMAIL MLevine@library.lacounty.gov		TELEPHONE NUMBER (562) 940-8538
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER’S NAME)</small> Samangi Skinner 		TELEPHONE NUMBER (562) 940-4106 EMAIL sskinner@library.lacounty.gov
DEPARTMENT HEAD’S NAME AND SIGNATURE Skye Patrick 		TELEPHONE NUMBER (562) 940-8400

****ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE****

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project **to the County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success **and specify assessment time frame**. Use Arial 12 point font.

CHALLENGE

When COVID-19 cases began to increase in 2020, in both California and Los Angeles County, it quickly became clear that there would be shortages of personal protective equipment (PPE) needed for frontline workers to protect themselves and those around them. This not only meant medical professionals but also other essential workers and County employees. When masks became mandatory for all County residents, PPE shortages increased and the production of masks and other PPE was needed for essential workers that otherwise could not readily access them. In the beginning of and throughout the COVID-19 pandemic, LA County Library remained dedicated to continuing vital services to customers, while also protecting the health and safety of all County staff working hard to support the communities we collectively serve.

SOLUTION

LA County Library responded quickly to PPE shortages by joining efforts with other County departments and organizations to provide much-needed PPE to assist those on the frontlines. A group of 48 Library staff, organized by the Library’s Adult Services team, volunteered to sew non-surgical face masks to help protect County DSWs and essential workers who were not able to practice physical distancing. This effort involved the use of existing departmental resources, as well as tapping into donations. Sewing staff used their own sewing machines or borrowed machines from the Library’s MākMō program, the Library’s mobile service delivery system which supports makerspaces and promotes STEAM (Science, Technology, Engineering, Arts, and Math) programs. Library staff repurposed fabric from the Library’s sewing programs, as well as donated their own supplies—this included a request to all staff to donate fabric and sewing materials to Library book drops while a majority of staff were working from home during Stay at Home orders. In addition, the LA County Library Foundation acquired a donation of approximately 11 yards of fabric (internally valued at approx. \$2,900 by the Foundation) from two national design firms, CW Stockwell and F. Schumacher & Co. Sewing staff sewed in their own homes or at library locations while maintaining social distancing guidelines. The fabric face masks were created using instructions from the Medical College of Wisconsin to ensure that the fabric and design were medically-sound.

In addition to producing sewn masks, LA County Library partnered with the Los Angeles County Department of Health Services’ Rancho Los Amigos National Rehabilitation Center (RLANRC), an acute care comprehensive rehabilitation facility.

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RLANRC spearheaded a project to produce face shields for their facilities and others in the Department of Health Services. In late March 2020, RLANRC began a partnership with students from the ArtCenter College of Design to research, refine the design, and develop a scalable model for meeting the PPE requirements appropriate for hospitals. RLANRC provided the Library with the design and supplies for assembling the face shields. The Library had originally owned a handful of 3D printers in-house as part of its MākMō program, which were going unused at the time since public programs were suspended due to COVID-19. In April 2020, the Library Foundation was able to acquire a donation of an additional 13 MP Delta Pro 3D printers (internally valued at approx. \$15,200 by the Foundation) from consumer electronics retailer, Monoprice. With this added inventory, the Library was able to join RLANRC and the ArtCenter College of Design’s efforts, becoming a critical part of the production chain, helping print mask extenders to alleviate ear pain from elastic bands, and headbands for plastic face shields, as well as helping to assemble face shields. With the collaborative efforts of the Library’s MākMō, Adult Services, and Facilities teams, an efficient PPE production hub was built inside of Carson Library to create mask extenders and headbands that were added to the project’s production line and, upon completion, distributed by RLANRC to healthcare workers in County hospitals.

BENEFITS

By utilizing on-hand resources, the diverse talents of Library staff, and collaborative partnerships, the Library was able to respond quickly and efficiently to the dire need for PPE, and enable thousands of essential workers to aid communities in need. Library staff exhibited their creativity, adaptability, and maker skills by sewing 5,844 non-surgical face masks so County employees could continue their work safely. Through the partnership with RLANRC, the staff refined the internal workflow to be able to print 30 – 40 headbands and 100 extenders per day, making a total of 1,547 headbands for PPE face shields, and 7,922 mask extenders to alleviate ear pain. During the 7-month duration that the Library contributed to these PPE efforts, Library staff also continued with their other duties to provide traditional library services to communities. In addition to being able to add to the PPE supply during that urgent time, the donation of 3D printers will be useful for the future, and available for programming to the public, enhancing existing STEAM programming for County residents. By seeing new potential for in-house resources, and creating strong partnerships, the Library created a low-to-no-cost solution for an urgent community need, that also is an investment into future program delivery.

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12-point font.

GOAL II: FOSTER VIBRANT AND RESILIENT COMMUNITIES

Strategy II.1.1 – Support 21st Century Innovative and Socially Responsible Industries in Los Angeles County

The Library has always been a champion of STEAM education. The real-world application of art, design, technology, and community well-being that RLANRC and the ArtCenter College of Design initiated was aligned with the Library’s mission. Supporting their work to provide much needed PPE to County employees and medical professionals not only helped to speed up and grow the work for this single project, but also reinforced the Library’s commitment to growing collaborative partnerships between creative industries and other sectors to produce innovative solutions.

Strategy II.2.3 – Prioritize Environmental Health Oversight & Monitoring

LA County Library’s swift response to the PPE shortage ensured safer environments for medical professionals and other County residents during the pandemic. The Library has always supported its communities with holistic programs and services, where education and literacy are intertwined with other aspects of residents’ lives like health and safety. Making PPE in-house increased the capacity of the RLANRC’s shield production, and the number of masks available to County employees so they could continue providing essential services. By adapting skills and technology, the Library has created a model that can be used to respond more quickly to future hazards and emergency situations.

GOAL III: REALIZE TOMORROW’S GOVERNMENT TODAY

Strategy III.1.1 – Develop Staff Through High Quality Multi-Disciplinary Approaches to Training

Ensuring safe and effective PPE equipment was being made by Library staff required specialized research, coordination with outside partners and departments, and training. Creating projects in this sector is not typical for Library staff, and so this project helped to develop new ways of thinking and adapting roles to meet the ever-evolving needs of communities. With this new experience, staff can now develop new opportunities and programming that otherwise may not have been explored, as well as grow these kinds of innovative partnerships with other sectors.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS	
Health Services Rancho Los Amigos National Rehabilitation Center, 7601 E Imperial Hwy, Downey, CA 90242	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
Bobbi Jean Tanberg-Mitchell <i>BJT-Mitchell</i> EMAIL: btanberg@dhs.lacounty.gov	Christina R. Ghaly, M.D. <i>Chaly</i> EMAIL: CGhaly@dhs.lacounty.gov
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____