

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: DATA DASHBOARDS FOR DATA-DRIVEN DECISION MAKING

DATE OF IMPLEMENTATION/ADOPTION: 09/01/2018

(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 To enhance the decision-making ability of the Department of Workforce Development,
 2 Aging and Community Services (WDACS), the Data Management and Analytics (DMA)
 3 unit in conjunction with Workforce Development Branch developed data dashboards for
 4 WDACS-administered workforce development programs. While the aggregation of data
 5 across all dashboards is comprehensive, each dashboard is carefully curated and
 6 designed to serve a specific purpose, including, but not limited to, high-level reporting,
 7 data integrity monitoring, and day-to-day operational management. All dashboards are
 8 created with the end user in mind and allow for specific filtering and visualization options
 9 that provide the clearest and most informative view. As WDACS collaborates with several
 10 different entities to administer its workforce services programs, all parties must be
 11 accounted for in the development and the management process. The dashboards are
 12 created through consensus, and meetings, at all levels, with all entities, have shifted focus
 13 to highlight the data and hold discussions accordingly. The data informs the conversations
 14 and provides direction for all parties to make strategic data-driven decisions on the
 15 direction of our various programs.

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
 Workforce Development, Aging and Community Services
 510 S. Vermont Ave, Los Angeles, CA 90020

TELEPHONE NUMBER
 213-738-2600

PROGRAM MANAGER'S NAME
 Irene Pelayo EMAIL IPelayo@wdacs.lacounty.gov

TELEPHONE NUMBER
 213-905-9520

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE
(PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)
 Stephanie Maxberry 6-22-2021

Stephanie Maxberry

TELEPHONE NUMBER
 213-738-2015

EMAIL
 smaxberry@wdacs.lacounty.gov

DEPARTMENT HEAD'S NAME AND SIGNATURE
 Otto Solórzano *Otto Solórzano*

DATE
 06/25/2021

TELEPHONE NUMBER

****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.

Measuring the efficacy of any program is difficult without complete and accurate data. The problem is further compounded when the data is presented unclearly, which can lead to confusion, misinterpretation, and misguided decisions. The lack of a comprehensive and digestible data reporting structure creates an unnecessary information gap among all stakeholders, which negatively impacts the individuals for whom the programs are designed. Developing the dashboards, and centering the conversations around the information they contain, has established an evidence-based avenue for effective service delivery.

The Data Dashboards are created using Power BI, a business analytics service by Microsoft. It aims to provide interactive visualizations and business intelligence capabilities with an interface simple enough for end users to create their own reports and dashboards, offering accessibility to all interested parties in a much more easily interpreted style. The dashboards have become the focal point of meetings with partners, contractors, and executive leadership. WDACS has collaborated with other County partners such as the Probation Department, the Child Support Services Department, and the Office of Diversion and Reentry. The department has plans to develop additional dashboards in other County collaboration efforts with the Department of Public Social Services and the Los Angeles County Development Authority, among others. Further, the dashboards are featured at every Quarterly Los Angeles County Workforce Development Board commission meeting, around which robust and meaningful discussion occurs. These dashboards have also been shared with the other six (6) Workforce Development Boards in the LA Basin Regional Planning Unit (LABRPU). Thus, the group can make more informed policy decisions and maximize its impact on the region. Additionally, the department is consistently working with the State of California Employment Development Department to ensure the data management system aligns with our needs. The workforce development structure in Los Angeles County is complex, and as such, the appropriate data dashboard must be built accordingly for each audience.

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The data dashboards have been a resounding success with all stakeholders, as many parties have offered feedback regarding effectiveness and integration into their daily work. One primary example of this success is illustrated in our INVEST program, a workforce development program designed to help Adult Probationers find a sustainable career. In collaboration with the Probation Department and the Office of Diversion and Reentry, WDACS displays the data through dashboards as the starting point at bi-weekly leadership meetings. The data shows the lifecycle of a participant, from referral into the program all the way through their exit and captures key data points such as reasons for not enrolling, types of activities completed during the program, and the type of employment the participant has secured following exit. All three parties use this data to make high-level strategic decisions about the direction of the program, and having the information centralized allows for truly aligned decision-making. For instance, showing the reasons for not enrolling highlights the changes that need to be made, whether with messaging prior to referral or in the first contact with the AJCC.

Supported by the dashboards and the data-driven focus at WDACS, the Los Angeles County workforce development system served approximately 30,000 individuals in FY 2019-20 while also placing almost 10,000 in subsidized employment and another 10,000 in unsubsidized employment. Additionally, the dashboards have also supported strategic efforts; following an analysis of the training cost against employment wage data, the department has developed relationships with local community colleges and businesses to develop cohort-based training programs that lead directly into employment.

The data dashboards are at the core of the data-driven culture at WDACS. The aesthetically pleasing, informative nature of the dashboards has established a new level of data literacy among staff members and stakeholders. Developing the comfort level with data among all parties will be important in the further progression of the data dashboards, and will allow the department to take an analytical, evidence-based approach to all its programs. In doing so, the population can be more effectively served.

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ARS INVEST Summary

Select Referral Fiscal Year
 All

3,901
 Referrals Submitted

404
 Referrals in Progress

1,625
 Enrolled in INVEST

1,927
 Not Enrolled

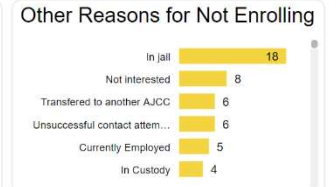
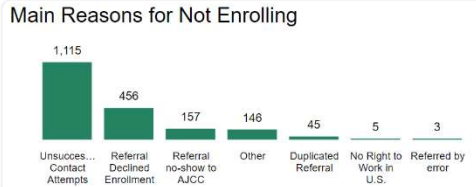
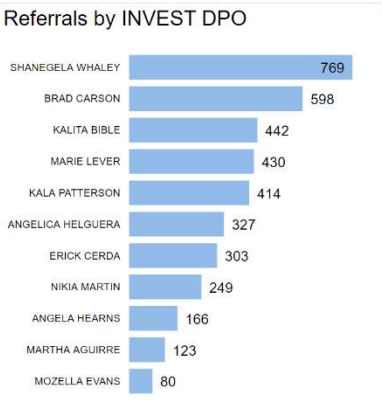
42%
 % of Referrals Enrolled in INVEST

Referral Source

All

Referrals by AJCC FY 2020-2021

Site Name	July	August	September	October	November	December	January	February	March	April	May	June	Total
Referrals Assigned												3	3
Antelope Valley Comprehensive AJCC	1	2	5	2	2	3			6		3		24
East LA/West San Gabriel Valley Comprehensive AJCC	17	13	5	7	7	8	26	14	13	14	6	9	139
Inglewood One-Stop	7	1	2	5	4	2	6	9	13	18	14	2	83
Northeast San Fernando Valley AJCC	15	5	10	18	20	18	4	9	16	18	18	4	155
Pacific Gateway							9	14	8	5	5	3	44
Palmdale AJCC	3	1	13	14	1	5	11	1	4	7	7	5	72
Total	109	60	71	102	77	78	98	98	147	123	112	47	1,122



Training Cost vs Median Hourly Wage

Fiscal Year
 All

Agency
 All

692
 Participants Employed

406
 Participants Trained

Training Cost vs Median Hourly Wage by Training Provider

Training Program	# of Participants
05203 - American Aerospace	81
Technical Academy	2
Accounting Clerk/Bookkeeper	1
Administrative Secretary	1
Advanced Drone Operator /	1
Total	406
Training Provider	# of Participants
Workforce Technician Education Center	8
Whole Systems Learning	1
Whittier Adult School	3
West Los Angeles College	8
Welding Certification Center	1
Total	406
Employment Sector	# of Participants
Utilities	2
Trade and Logistics	143
Selected Manufacturing	21
Retail Trade	88
Public Administration	6
Professional and Business Services	225
Total	692
Employer Name	# of Participants
zixta enterprises inc.	1
zixta enterprises inc.	1
YPI	1
WTA Management Corporation	1
WTA Management Corp	1
Total	692

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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.

This project addresses **Strategy II.1.3 *Coordinate Workforce Development***. Not only do the dashboards provide a through view of workforce programming, from high-level to ground-level, but the data affords WDACS the opportunity to centralize information among different County partners. Because the County offers workforce development programming through multiple avenues, at multiple departments, the dashboards have strengthened relationships and aligned different entities in decision making. In doing so, the party that benefits the most is the service recipient – the County resident.

Further, as many of our programs target high-needs, priority populations, the data creates a continuous feedback loop to better deploy service and implement changes. These tactics can take effect almost immediately because of the constant updating of the dashboards. The effort has engrained an evidence-based approach with WDACS and its partners and these dashboards and reports often serve as the central component to conversations surrounding workforce development in the County.

Finally, the aesthetics and the responsiveness of the dashboards have attracted new partners. As WDACS has a dedicated data team, many partners have been amenable to beginning or expanding their relationship with WDACS. This is evidenced across different areas, including expanded partnerships with County departments such as the Probation Department, as well as newer partnerships with educational institutions like East Los Angeles College. The forward-thinking, data-driven decision-making culture at WDACS has established the department’s place as a leader in the coordination of all workforce development efforts.

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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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