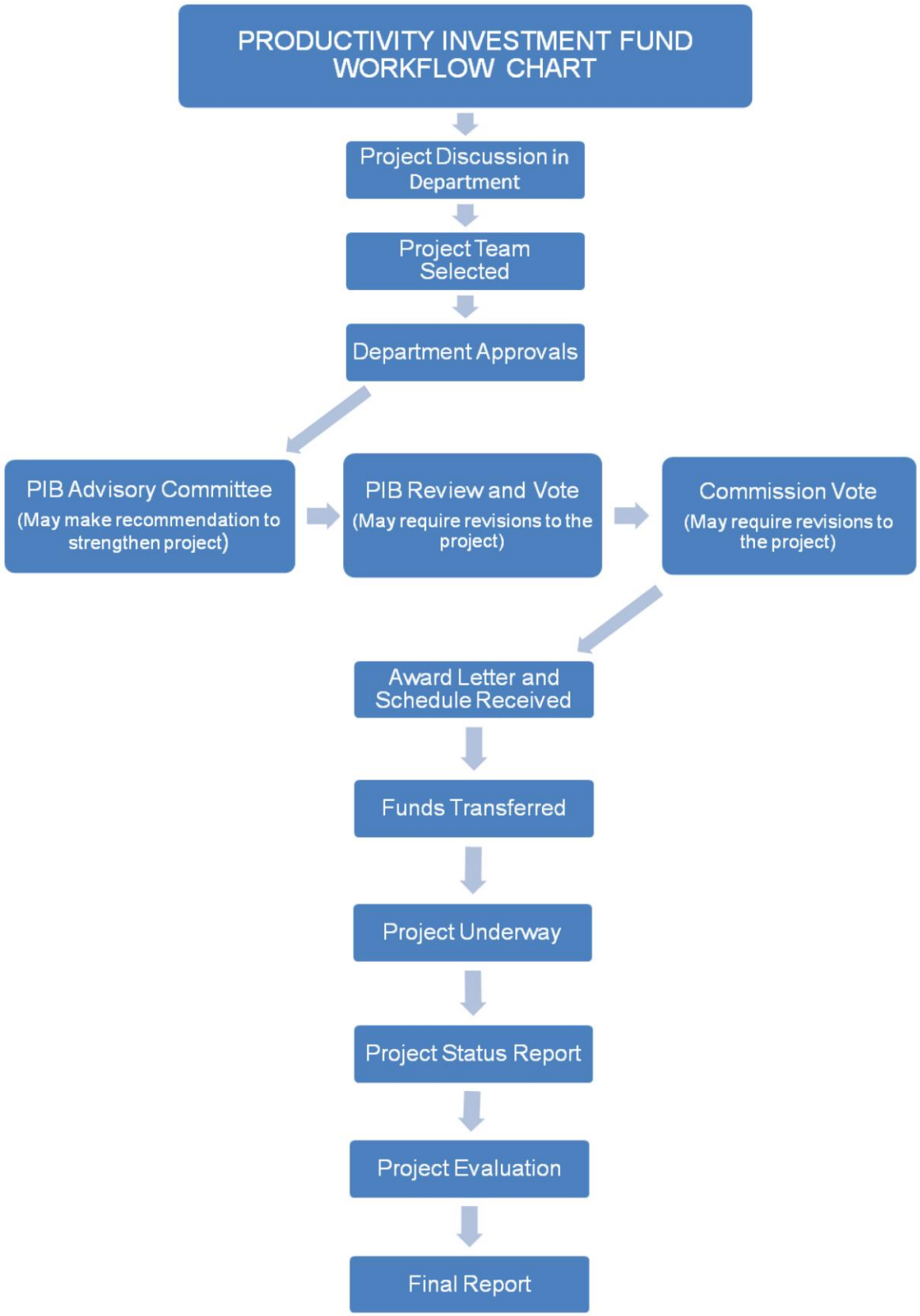
"To enrich lives through effective and caring service"

County of Los Angeles
Quality and Productivity Commission

Productivity Investment Fund Guidelines and Forms

May 2018

County of Los Angeles Quality and Productivity Commission
Productivity Investment Fund
Guidelines and Forms



County of Los Angeles Quality and Productivity Commission
Productivity Investment Fund
Guidelines and Forms

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I. WHAT IS THE PRODUCTIVITY INVESTMENT FUND?

The Los Angeles County Board of Supervisors set up the Productivity Investment Fund (PIF) to nurture and support creative and innovative projects to improve the effectiveness of County service.

Funding awards are available for a project or program that improves productivity and quality, but for which funds are not budgeted or available.

Projects do not need to show cost savings or revenue generation, but may demonstrate an increase in a department's quality of service to the public or increase in productivity.

Funding is not to be used for:

- Budget substitution
- Replacement of equipment
- Maintenance of equipment

PIF projects should not fund staff positions unless the need is temporary, start-up, or short term.

Who is eligible?

One or more departments are eligible to receive PIF funding. Loans and grants, or a combination of both, are available to all departments and other collaborating County government agencies.

County departments may partner with non-county agencies for funding. The County department is always the lead agency in these partnerships and should benefit directly from the project.

The awards are available for individual projects that improve productivity and quality, but for which funds are not available. The Quality and Productivity Commission (Commission), on rare occasion, may access PIF funds for special Commission-sponsored projects.

How did the PIF start?

The Board of Supervisors (Board) established the PIF during fiscal year 1984-85. The Board and the CEO (formerly CAO) provided $500,000 “seed money” to improve the County’s existing productivity efforts. Subsequently, the Commission created a seven-member Productivity Investment Board (PIB) to review and evaluate proposals and make recommendations for funding.

The Productivity Managers Network (PMN), consisting of managers from each County department, is responsible for marketing, coordinating, and advancing proposals to the PIB.

In 1988, a Productivity Managers' PIF Subcommittee formed, with representatives from the Productivity Managers' Network, CEO, Auditor-Controller, Chief Information Office, and Internal Services Departments. This Subcommittee developed guideline revisions which incorporated more flexibility, greater potential benefits, and inclusion of a venture capital approach to fund innovative projects. The PMN became an active participant in the review process. In 2006, the PIF Subcommittee name was changed to the Productivity Investment Board Advisory Committee to better reflect their mission.

II. WHAT TYPES OF FUNDS ARE AVAILABLE?

Conventional Loans (Payback plus Interest)

A Conventional Loan requires payback under conditions and rates determined at the time of loan approval. Projects receiving this type of funding are normally low risk, but viewed as necessary productivity improvement projects for which funds are not budgeted or available. Repayment of loans is typically from "hard dollar" savings, and most often, includes a payback period of 36 months. In some cases, the terms for loan payback can extend beyond 36 months.

Loans or Grants for Information Technology Projects

PIF information technology projects provide an opportunity to partner with the Chief Information Office (CIO) Information Technology Fund (ITF). Information technology infrastructure projects (for example, local area networks), which provide the foundation for technologically advanced information systems, may need higher funding levels, and the benefits may be intangible.

Future savings and other benefits depend on how the system will be used, what improvements follow, and what systems or processes are installed. Departments are encouraged to coordinate this kind of project with the CEO/CIO's Office.

The partnership would use both PIF and ITF funds to focus on valuable technology solutions that improve County services. A proposal for special consideration of PIF and ITF funding will follow the usual PIF process. This partnership is a win-win opportunity for the departments that qualify. **However, the QPC and CEO/CIO partnership does not preclude a department from receiving PIF funding only.**

In consideration of these conditions, the PIB will evaluate loans for information systems infrastructure according to four guidelines:

1. The project is not funded through the normal budget processes.

2. The benefits of the project, not considering future enhancements, are recognizable, although they may be intangible.

3. There is convincing evidence the project will strengthen the infrastructure and ultimately result in quantifiable benefits and meet the enterprise solution.

4. Information technology projects will conform to the Countywide Business Automation Plan.

Venture Loans

Venture loans entail a degree of risk with the possibility of a cost benefit. This type of loan may have potential to recover the initial investment and achieve savings or added revenue. Under these circumstances, the Commission may elect to share in the risk and return. The Commission might invest in such a project if it has strong documentation of need and is supported by market research.

A PIF Venture Loan may or may not charge interest. Terms and conditions are negotiated at the time of loan approval. During deliberations, the Commission may negotiate a small percentage of the savings or revenue generated to replenish the PIF. For example, the Commission could request a 2 to 5 percent benefit share on the rate of return.

Grants

PIF grants are funds given to a department to carry out and evaluate an innovative project with the purpose of improving the delivery of services. A grant may be combined with a loan, subject to the standard terms and conditions for repaying the loan portion. The Commission bases approval of grants on one or any combination of the following guidelines:

1. The project is innovative and expected to enhance performance or service, although the results may not be measurable.

2. The project has the potential to generate revenue. The risk of failure of the project is high, but if successful, it will generate revenue. Under this condition, the PIB typically requires revenue-sharing.

3. The grant is matched or more than matched by other sources. If PIF funds are not made available in the form of a grant, the other funds will not be forthcoming and the project will not take place.

4. The grant is to fund a grant writer to help identify outside funding sources.

Mega Grant/Loan

The PIF MEGA Grant/Loan (not to exceed $3 million), represents a large dollar amount which may exceed the resources of the PIF. It may require the guarantee of matching funds from the public or private sector because of the uniqueness of the project and the size of the funding request.

The PIF MEGA Grant/Loan applies to projects that have a high likelihood of providing a significant rate of return. The terms and conditions of this loan are negotiated with the PIB and the submitting department.

III. WHAT DO I NEED TO COMPLETE AN APPLICATION?

Quarterly Solicitations and Review Process

Though applications are welcome throughout the year, the Commission solicits and reviews proposals quarterly. The application form and Guidelines may be found at http://qpc.lacounty.gov.

There is a three-step process for approving PIF projects:

1. **PIB Advisory Committee.** Department representatives present their projects to the PIB Advisory Committee. This Committee makes suggestions on how to strengthen the proposal. Then it recommends the type and amount of funding to the Productivity Investment Board.

2. **Productivity Investment Board (PIB).** Department representatives present their projects to the PIB. The PIB reviews, evaluates, and recommends funding to the full Commission.

3. **Commission.** The full Commission makes the final approval.

Productivity Manager's Role

The Productivity Manager(s) are the coordinators for all PIF proposals within their departments. They are the points of contact for all questions about PIF applications.

STEP I: Complete the application

The PIF application includes five sections:

1. **Summary of Project, Benefits and Measures:** Summarize the project. Signatures are required from the Department Head, Productivity Manager, Project Manager, and Budget/Finance Manager.

2. **Questions:** Answer questions regarding the project.

3. **Implementation Plan**: Provide key milestones, funds needed, and start dates.

4. **Line Item Budget Detail:** Provide budget details of the project. Include Salaries and Employee Benefits; Services and Supplies, including maintenance; other charges such as design and permit; and fixed assets. **(NOTE: Staff will not be funded unless the need is temporary/start-up/short term.)** Work with your budget/finance officer.

STEP II: Prepare a cover letter and submit application

1. The requesting department prepares a cover letter to the Chair of the PIB, signed by the Department Head. The department's Productivity Manager ensures the letter is complete. Any proposal presented without the accompanying letter of request will be returned to the department.

2. The cover letter should clearly summarize the project to be funded and should include information about:
   - What is the amount needed?
   - Why funding is needed? Was the funding discussed at the time of budget preparations and, if so, why was it not included in the budget?
   - What will be achieved and how will it enhance quality or productivity?
   - What outcomes or performance measures will be used to evaluate the success of the goals?
   - Has the project been coordinated with the CEO/CIO if it involves automated information systems or telecommunications?

3. The department e-mails a digital copy of the cover letter, application, and other supporting documents to the Quality and Productivity Office, Laura Perez, lperez@bos.lacounty.gov.

STEP III: Meet with the Productivity Investment Board Advisory Committee

1. The Productivity Investment Board (PIB) Advisory Committee performs a "peer review" of all applications before submission to the PIB. The department Productivity Manager, and other management or project representatives, present the project to the PIB Advisory Committee and answer questions.

2. This Committee reviews the proposal, provides advice, and formulates a suggestion to the PIB. The suggestion includes type of funding, terms and conditions, repayment, etc., as appropriate. The purpose of the peer review is to help the applicant prepare for success at the PIB meeting. The Productivity Manager attends the meeting. After the meeting, the Productivity Manager is notified of the Committee's findings and advised of the date when the proposal will be placed on the PIB agenda.

3. The PIB Advisory Committee suggestions are forwarded to the PIB for review prior to the quarterly PIB meeting.

STEP IV: Meet with the Productivity Investment Board

1. The suggestion(s) of the PIB Advisory Committee and all relevant documents are sent to PIB members (as well as to all Quality and Productivity Commissioners) before the meeting.

   At the meeting, a department subject matter expert makes a brief presentation of the project to the PIB and answers questions. The PIB then recommends approval or disapproval by majority vote, identifies the type and amount of funding, including the terms and conditions.

2. Some PIB evaluation criteria that Commissioners may consider during the review:
   - Major impact of outcomes
   - Specifics of systems design, installation, and implementation for achieving the goal
   - Prospective development of shared services, e-government and e-business
   - Efforts to obtain other funding, especially if the proposal is the result of a County, State or Federal mandate
   - Sustainability
   - Performance measures
   - Savings through increased productivity
   - Added revenue
   - Improved quality and performance of County functions

STEP V: Full Commission approval and ratification

1. All Commissioners receive PIB recommendations before the Commission meeting, including any recommended changes.

2. An assigned PIB member presents each recommended proposal including a summary of the project, an explanation of any changes made, the PIB evaluation including the vote, members in favor and against the project, and members abstaining.

3. At the Commission meeting, a motion is made to approve the proposal (sometimes with adjustments) and to open discussion. A representative from the requesting department must be present to answer questions but does not make a presentation to the Commission.

   If your proposal is not approved at the full Commission meeting
   If the proposal fails to get a majority vote at the full Commission meeting, the department may request that it be scheduled for the next Commission meeting. At that meeting, the department will make a presentation, including revisions, to the Commission. The vote at the second Commission meeting is final. The Executive Director will follow up with the department.

IV. IS THERE A CHECKLIST TO MAKE SURE I INCLUDE EVERYTHING?

√ 1. **Be accurate.** Your numbers should add up. If you refer to a set of numbers in the budget and then refer to it in the actual PIF form, the numbers should be consistent. Remember, you would never receive a business loan from a bank if there are inconsistencies.

√ 2. **Send a cover letter and the forms to the Chair of the Productivity Investment Board.** The letter must be signed by your Department Head. The letter should clearly summarize the project to be funded, the amount requested why funding is necessary, was the project discussed in the budget process, what will be achieved and how will the project lead to enhanced productivity. If the project is information technology based, you must complete the Information Technology Statement.

√ 3. **Use plain language.** It is important that the information you are trying to transfer is clear and understandable. Take a step back! Look at the project as a layperson – someone who does not work in your department and is not familiar with common ideas and jargon in your department. Explain why you are requesting the money and how it will be used.

√ 4. **Submit a budget with your proposal.** Make sure things add up! Make sure the numbers in the budget can relate to what you put in the letter or on the forms. Also, if the proposal includes buying items such as a $5,000 PC, expect to be questioned about why it costs so much. Be prepared to support your numbers. Additionally, identify any project cost savings, cost avoidance, or revenue generation.

√ 5. **Read the proposal one last time to make sure it is complete and is submitted by the deadline.**

√ 6. **Obtain appropriate signatures on the forms.** Do not just type in the names. The Department Head or designees must sign the proposal.

√ 7. **Ensure the Project Manager and other necessary staff attends the formal PIF and PIB presentations.** If basic questions cannot be answered about the proposal, it will generally be evaluated as incomplete.

√ 8. **At each interval, you may be required to make changes to the proposal.** The PIB Advisory Committee, PIB, or full Commission may recommend or require revisions to the project.

√ 9. **QPC staff is always available to answer questions.** Please contact QPC at (213) 974-1361 or (213) 974-1390 if you have any questions.

V. WHAT HAPPENS AFTER FUNDING IS APPROVED?

Award Letter, Agreement for Acceptance of Funds, and Schedule

The Commission e-mails an award letter, approved Schedule of Withdrawals and Payments, and Agreement for Acceptance of Funds to the department showing Commission approval of the loan/grant and the terms and conditions. The Schedule of Withdrawals and Payment is based on information in the application.

To be sure that all involved parties know of the Agreement and Schedule, the Department Head, Productivity Manager, Project Manager, and Finance or Budget Officer are required to sign the forms. As soon as all your department representatives sign, please send the signed copy to the Productivity Office. Then your account will be activated and withdrawals can take place as scheduled.

Key Players

Every project has several key players that must oversee the progress of the project until it is completed: the Project Manager, the Productivity Manager, and the departmental finance or budget person. If any of these key players transfer out of that role, it is that person's responsibility to train their replacement about the project and funding requirements.

Loan Interest Rates

The annual rate of interest is the County's treasury pool at the time of the loan, plus 50 basis points or 0.5 percent. It remains fixed for the life of the loan.

The projected outstanding loan balance on the Schedule of Withdrawals and Payments is the basis for interest charged by quarter. Quarterly interest amounts are calculated based on the outstanding scheduled loan balance on the Schedule of Withdrawals and Payments at the end of the previous quarter.

Interest due for the prior year is paid annually during the second quarter of the following year. However, the final payment on principal includes all interest scheduled and not yet paid.

Monitoring the Project

Some projects, especially large loans or grants, will be monitored to make sure that the money is spent for the project as approved. Commissioners may request to make site visits to track programs. If it does not appear the money is being used for the purpose as approved, the department may be asked to return the loan or grant. ***Money cannot be used to meet other department needs.***

Site visits may be scheduled at any given time. The Productivity Investment Board or the Commission may ask for a progress report or presentation at any time on any funded projects.

VI. HOW DO I WITHDRAW FUNDS OR MAKE PAYMENTS?

Board Authorization for Budget Adjustments

The 1992-93 Budget Resolution adopted by the Board of Supervisors authorizes the Auditor-Controller, on approval of the CEO, to make an appropriation action budget adjustment (BA) to all departmental budgets for projects approved by the Commission. Therefore, departments are to incur costs for approved projects out of their operating budget, offset by an action BA, either before or after spending the funds, at the discretion of the department. However, any appropriation adjustment funds received must be spent or committed by fiscal year-end.

Work with your Budget Office and CEO Budget Analyst

To eliminate the need for a BA each fiscal year, your departmental budget office should include in its Budget Request each fiscal year any scheduled PIF withdrawals or PIF payments.

- Scheduled withdrawals are budgeted as **"Operating Transfers In" Account #9911.**
- Scheduled PIF payments as **"Operating Transfers Out" Account #6100, Object Code 6102.**

The CEO budget analyst for your department should also be notified and kept informed about any PIF loans and grants and their status so your PIF needs are included in the Proposed Budget.

Before the end of each fiscal year, the project and financial staff should confer to compare the planned versus actual expenditures for the fiscal year. If you have withdrawn money and will not be spending the entire amount during the same fiscal year, you must encumber the funds and carry them over as a commitment to the next fiscal year. Ask your department fiscal staff for the best way to carry out what is needed.

Withdrawals

1. The department prepares an action BA according to the Schedule of Withdrawals and Payments and submits it to the Auditor-Controller.

2. Once the BA has cleared the Auditor-Controller's Office, the department sends an e-mail request for funds to the Executive Office of the Board of Supervisors Fiscal Services, Accounting Section (BOS Accounting). The request should include:

   - Confirmation the BA has cleared the Auditor-Controller's Office
   - The amount to be withdrawn
   - The department's unit number
   - The account number which will receive the funds

3. BOS Accounting corroborates the project for budget monitoring purposes with the Quality and Productivity Office.

4. BOS Accounting creates a journal voucher (JV) in eCAPS to complete the transaction.

   The contact number at BOS Accounting Services is (213) 974-3174.

Payments

1. The typical and preferred practice is to schedule payments on the principal during the second quarter of the fiscal year. However, payments may be made during any quarter.

2. During the second quarter of each fiscal year, the BOS Accounting will set up the JV for your annual scheduled payment. The scheduled payment includes the *prior year's interest* plus any *principal* that is due. Interest is due each year, even if you are not yet scheduled to start making payment on the principal.

3. A BA is required if you do not have the Operating Transfers Out appropriation budgeted.

4. Annual payments on principal may be proposed in any amount over the length of the loan, including the option of paying the entire amount during the last year of the loan.

   The contact number at BOS Accounting Services is (213) 974-3174.

Requisitions

Requisitions about PIF projects are processed by the Board of Supervisors to alert ISD/Purchasing and Central Services (ISD/PCS) staff of their priority. Equipment or supply orders attached to a PIF-funded project may receive priority processing by ISD/PCS. To trigger the priority processing, all PIF requisition documents must be sent by applicants to the Board of Supervisors Fiscal Services, Procurement Section with a cover memo which clearly states urgency dictated by terms of the PIF loan and by project requirements.

VII. WHAT ARE THE ANNUAL AND FINAL REPORTS?

Annual Status Report

The Quality and Productivity Commission requires an annual project status report for each PIF project. Reports are due by January 31. Future funding may be at risk if reports are not filed.

Final Report

Departments must submit a Final Report after the funds have been completely withdrawn and loan paid, and/or your evaluation measures are complete. The report must include:

- Description of the program implementation
- Program cost
- Cost benefits and outcomes

All funds must be used only for the purposes stated in the application. All expenditures must be documented and retained in the department. The PIB requires immediate notification of any unspent funds and funds must be returned to the Productivity Investment Fund.

Commissioners receive copies of annual and final reports.

VIII. HOW DO I MAKE CHANGES TO THE WITHDRAWAL OR PAYMENT SCHEDULE?

Changes in the terms and conditions for your loan or grant are possible, but require a written request to the Commission. Some changes can be done administratively, while others need approval by the PIB. If you have any questions, call the Productivity Office at (213) 974-1361 or (213) 974-1390 for clarification.

Changes to the Schedule of Withdrawals and Payments

1. A Department initiates a change in the timing or the amounts of withdrawals and payments by sending a letter or e-mail to the Commission Office, lperez@bos.lacounty.gov, including an explanation of the change. Also send a Revised Implementation Plan which reflects the changes being requested. If further information is required, the department will be asked to appear before the PIB. Changes to the line item budget detail are possible, but require a written request to the PIB Chair.

2. A reduction in the total amount of the grant-loan is to be divided proportionately between the grant and loan amounts. Loan funds must be withdrawn in the same proportion to grant funds. The entire grant portion may not be withdrawn before the loan portion is withdrawn.

3. A Revised Schedule of Withdrawals and Payments may be submitted during any quarter. Changes to the Schedule of Withdrawals and Payments may not be made retroactively.

4. Lengthy delay in withdrawals:

   Withdrawals of grants and loans must be made during the scheduled quarter, or the department should request a delay in the schedule according to the rules set above. ***If your department does not withdraw funds as scheduled and does not notify the PIB within four quarters of the scheduled transaction, the loan or grant will be closed. Any payments made to that point will be kept in the Productivity Investment Fund.***

Changes which may be handled administratively without PIB approval

Although the PIB has the right at all times of disapproving a submitted revision to the Schedule of Withdrawals and Payments, a Department may request and receive a revised schedule without PIB approval for the changes noted below:

- A decrease in the previously approved amount to be withdrawn in any quarter, including a decrease in the total amount of the grant or loan;
- A decision to delay withdrawing an approved amount to a later quarter;
- A decision to make a payment that is greater or paid earlier than the previously approved schedule; and
- A slippage in the schedule whereby all withdrawals and payments are delayed equally from the original schedule.

Changes requiring PIB approval

The following changes need a revision to the Schedule of Withdrawals and Payments and approval by the PIB before being implemented:

- An increase in the amount to be withdrawn in any quarter over the previously approved amount or an earlier withdrawal than previously scheduled;
- A payment to be made later than scheduled or in a lesser amount than previously approved; and
- A change in the scope of the project.

A revised schedule will be sent to the Department

When the above requirements have been met, Commission staff will send the revised schedule to the department with the new withdrawal and payment dates.

Failure to send a request for a revised schedule

1. Interest is based on the scheduled balance at the end of the quarter. Failure to send a New Schedule of Withdrawals and Payments for the changes noted above will result in no reduction of the interest charged.

2. Failure to make a scheduled payment fully or partially, without a PIB approved revision to the Schedule of Withdrawals and Payments, will cause the unpaid scheduled amount to be added immediately to the final payment due and interest to be increased accordingly. In this situation, the Department will provide an explanation at a PIB meeting.

County of Los Angeles Quality and Productivity Commission
Productivity Investment Fund
Guidelines and Forms

The sections of the form are expandable.

These forms can be found online at:
http://qpc.lacounty.gov/Commission-Programs/Productivity-Investment-Fund

County of Los Angeles Quality and Productivity Commission

PRODUCTIVITY INVESTMENT FUND APPLICATION

Last Updated: May 3, 2017

Department:	Date:

Project Name:

SUMMARY DESCRIPTION OF PROJECT (150 Words). Describe the project, for example, new or replacement equipment or additional staff needed. NOTE: PIF projects should not fund staff unless the need is temporary/start-up/short term.

SUMMARY OF BENEFITS TO BE ACHIEVED (300 Words). Describe benefits and potential multi-departmental or countywide adaptation. If applicable, please discuss potential for revenue increase, service enhancement, future cost avoidance, and cost savings, whether as a whole or on a per unit basis, e.g., per capita, per transaction, per case, etc.

EVALUATION/PERFORMANCE MEASURES (300 Words). Describe what outcomes specifically are to be achieved and how will the project lead to enhanced quality and/or productivity. What performance measures will be used to evaluate the outcomes and process improvements? It this is a pilot, what are the conditions for further scaling?

Is this an Information Technology project? If yes, answer question 14 on page 5 below.

☐ Yes ☐ No ☐ N/A

Amount Requested:

Loan	Grant	Total
____	____	$0.00

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

	Implementation Period	Project Year 1	Project Year 2	Project Year 3
A. Annual Cost Of Current Process:				
B. Estimated Annual Cost Of Proposal:				
C. Savings (B minus A)		$0.00	$0.00	$0.00

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

Productivity Manager (Print and Sign) Telephone Number E-mail	Project Manager (Print and Sign) Telephone Number E-mail
Department Head (Print and Sign) Telephone Number E-mail	Budget/Finance Manager (Print and Sign) Telephone Number E-mail

QUESTIONS

1. Has this proposal been submitted before for a Productivity Investment Fund loan or Innovation Grant? Yes_____ No_____

   If so, when (date)?

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

   Yes_____ No_____ If not, why not?

3. How much of this proposal is for a loan and how much for grant funding?

   Loan $ _____ Grant $ _____ Total $ 0

4. How many years will it take for the loan to be paid back (3 years maximum without special approval)?

5. When will the funds be needed? Please indicate dollar amount, the fiscal year and quarter:

Fiscal Year 2018-19		**Fiscal Year 2019-20**	
1st Quarter	$_____	1st Quarter	$_____
2nd Quarter	$_____	2nd Quarter	$_____
3rd Quarter	$_____	3rd Quarter	$_____
4th Quarter	$_____	4th Quarter	$_____

Fiscal Year 2020-21		**Fiscal Year 2021-22**	
1st Quarter	$_____	1st Quarter	$_____
2nd Quarter	$_____	2nd Quarter	$_____
3rd Quarter	$_____	3rd Quarter	$_____
4th Quarter	$_____	4th Quarter	$_____

6. Where will the funds come from to repay the loan?

   Hard dollar savings Cost Avoidance

   Revenue generation Other (please explain below):

The sections of the form are expandable.

7. If this is a grant, does it reduce net County cost?
8. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices)? If the proposal is a pilot or has gone through a pilot, please explain.
9. (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 enhancement and/or quality improvements?
10. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goal? If yes, please explain.
11. (300 words) Does this proposal enhance the County image and/or improve relationships with the County's constituents. Please explain?
12. (150 words) How might his proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?
13. (150 words) Where did the original idea for this project come from?
14. (300 words) 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 sections of the form are expandable.

IMPLEMENTATION PLAN

KEY MILESTONES	START DATE	FUNDS NEEDED
(Major steps in the project development)	(Estimated date for each project step)	(Amount and which quarter funds will be needed)
		$

LINE ITEM BUDGET DETAIL

(Work with your departmental budget analyst to complete this form)

Salaries and Employee Benefits (Note: PIF projects should not fund staff unless need is temporary/start-up/short term)

Salaries/Wages

Employee Benefits

(a) Total Salaries and Employee Benefits	**$**	**0**

Services and Supplies

Contractor Services	**$**	**0**
List all other services and supplies here		
(b) Total Services and Supplies	**$**	**0**

Other Charges

List all other charges here

(c) Total Other Charges	**$**	**0**

Fixed Assets

List all equipments and other fixed assets here

(d) Total Fixed Assets	**$**	**0**
TOTAL COSTS	**$**	**0**

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The sections of the form are expandable

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

ANNUAL STATUS REPORT

Date		Grant/Loan Number
Department		
Project Name		
Brief Description of Project [ ] Revenue-Generating [ ] Service Enhancement		
Funding Status Total Grant Amount:_____	Total Loan Amount:_____	Total Withdrawn to Date:_____ Total Principal Repaid to Date:_____ Total Interest Repaid to Date:_____
Expenditures Total Estimated Expenditures:_____ Expenditures to Date:_____	Savings Total Estimated Savings:_____ Savings to Date:_____	Revenue Total Estimated Revenue:_____ Revenue to Date:_____
Brief description of project's status, major problems, significant accomplishments and other comments:		

_____ _____
Productivity Manager Date

_____ _____
Department Head Date

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The sections of the form are expandable

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

FINAL REPORT

(To be submitted one year after the project is fully implemented)

Date	Grant/Loan Number
Department	
Project Name	
Date Started:: Date Completed:	
DESCRIPTION OF ACTUAL PROGRAM IMPLEMENTATION:	
RESULTS OF THE PROJECT (Programmatic and cost-savings/cost avoidance or revenue generated)	
DESCRIPTION OF SERVICE ENHANCEMENT (How has this project improved core services)	
ACCOUNTING OF FUND EXPENDITURES (Based upon the budget submitted when the project was approved)	

Total Grant Amount:_____	Total Loan Amount:_____	Total Withdrawn to Date:_____ Total Principal Repaid to Date:_____ Total Interest Repaid to Date:_____
Program Cost (Salaries and benefits; Services and Supplies; Fixed Assets; Other Charges) Total Program Cost:_____	Cost Benefits: Total Estimated • Savings:_____ • Cost Avoidance:_____ • Revenue:_____	

_____ _____
Productivity Manager Date

_____ _____
Department Head Date

Addendum 1

Suggestions to Applicants for Evaluating Projects

Develop an evaluation plan for the project:

- Identify the project's contribution to the County Strategic Plan.
- Describe the project's purpose and list objectives.
- Describe the manner in which each objective will be met in measurable terms with standards or indicators.
- Identify the stakeholders for the evaluation.
- Identify challenges for the evaluation, e.g. financial, old data not available, etc.
- Design the approach to data collection (quantitative, qualitative).
- Consider using a professional evaluator.

Collect Data:

- Obtain data from as many valid sources as reasonable.
- Make sure samples are complete and unbiased.
- Identify and protect any security, privacy or sensitive challenges with the data.

Analyze Data:

- Conduct the analysis according to the evaluation plan.
- Integrate and synthesize the findings.

Prepare your report:

- Know the stakeholders who will receive the report:
  - Make sure the methodology is sound and analysis is balanced.
  - Decision-makers favor quantitative data; they use it to make funding decisions and go/no go decisions.
- Demonstrate cost/benefit or cost avoidance for project over a relevant period of time.
- Schedule your report date.

Addendum 2

Quality and Productivity Office (QPC) Operating Procedures

Fund Transactions (BOS Fiscal Services, Accounting Section)

- All Productivity Investment Fund transactions are processed by the Board of Supervisors' Executive Office, Fiscal Services, Accounting Section (BOS Accounting).
    - **Withdrawals**
        - Departments initiate withdrawals by preparing a BA and JV and sending the information to BOS Fiscal Services, Accounting Section.
        - BOS Accounting corroborates withdrawal schedule with the Productivity Office.
        - Do not submit JVs directly to the Auditor-Controller.
    - **Payments**
        - The Productivity Office notifies BOS Accounting of all pending payments.
        - BOS Accounting initiates billing for all loan payments due during the second quarter of the fiscal year.

Fund Tracking (BOS Budget Services)

- All fund transactions made by BOS Accounting are tracked in an Access database maintained by BOS Fiscal Services.

Fund Balance Projection (BOS Budget Services)

- The current and projected fund balance is prepared by BOS Budget Services. It includes:
    - Withdrawals
    - Payments
    - Interest
    - Fund supplements
    - Miscellaneous income
    - Projected balance for current and future fiscal years

Monitoring Fund Activity (QPC Staff)

- QPC runs quarterly reports to identify all pending payments and withdrawals
- QPC works with BOS Accounting and departments to ensure that all withdrawals and payments are made
- QPC sends a second quarter notice to Department Heads and Productivity Managers, including:
    - Reminder of annual status report is due in January, and
    - All pending withdrawals and payments.

Addendum 3

Transferring the Project and Funds to a Different Department

In the rare event the Commission receives a request from the Chief Executive Officer to transfer the project and funds from the original department(s) to a central coordinating department, the following process will be in place:

- The Productivity Investment Board will hear the matter and vote on a recommendation to the full Commission.
- The full Commission will vote to approve or deny the request.
- QPC staff will obtain all appropriate signatures on the transfer documents. The Department Head and the Budget/Finance Officer of each involved department must sign.
- QPC staff will notify the Executive Office of the Board of the transfer after receipt of all signed documents.

TO BE SIGNED BY TRANSFERRING DEPARTMENT(S)

NAME OF PROJECT
PIF Number: ##
AGREEMENT TO RETURN/RELEASE FUNDS

The NAME OF TRANSFERRING DEPARMENT agrees to return/release the Productivity Investment Fund monies set aside for the NAME OF PROJECT in the amount of $00,000 to the NAME OF RECEIVING DEPARTMENT to use for the purpose of consolidating funds, facilitating vendor payments, and completing the project.

_____ _____
Budget/Finance Manager Date

_____ _____
Department Head Date

Addendum 3

TO BE SIGNED BY RECEIVING DEPARTMENT

NAME OF RECEIVING DEPARTMENT accepts $00,000 from the Productivity Investment Fund for the NAME OF PROJECT.

USE OF FUNDS:

We agree to use the funds *only* for the purposes stated in the project proposal (or other document as appropriate). If circumstances change, and the funded project does not proceed or is delivered for less than the grant/loan amount, the unspent funds will be released or returned to the Productivity Investment Fund. The amount to be released or returned to the Productivity Investment Fund will be calculated by pro-rating the contribution of each party.

REPORTING REQUIREMENTS:

We understand that we are to provide the Quality and Productivity Commission copies of the NAME OF PROJECT reports to the Board of Supervisors while the project is in progress. We will also send a completion report with an accounting of expenditures and a post-project evaluation of the programmatic success of the project and estimated cost savings or cost avoidance. It is further understood that we may be asked to report in person at future Productivity Investment Board meetings.

RECOGNITION REQUIREMENTS:
We understand that Commission sponsorship will be appropriately acknowledged in any written materials that are created in implementing or reporting on the project.

_____ _____
Budget/Finance Manager Date

_____ _____
Department Head Date

Addendum 4

SAMPLE
SCHEDULE OF WITHDRAWALS AND PAYMENTS

Schedule of Withdrawals and Payments

Department: Beaches & Harbors
Project: Metal Sand Fencing
Loan No: 02.19 Approval Date: 05/20/2002

Loan Amount: $135,000
Interest Rate: 3.34%
Grant Amount: $135,000

Revision Date:
Revision No:
Loan Term: 3.5

Status: Active

	LOAN SCHEDULE					LOAN ACTUAL					GRANT	
FY/Quarter	Scheduled Withdrawal	Principal Payment	Principal Balance	Interest	Scheduled Payment	Actual Withdrawal	Actual Payment	BA#/Date	JV#/Date	Balance Due	Scheduled Withdrawal	Actual Withdrawal
2002-03.1	$135,000	$0	$135,000	$0	$0	$0	$0			$0	$135,000	$0
2002-03.2	$0	$0	$135,000	$1,127	$0	$135,000	$0		JV03-434 03/10/03	$136,127	$0	$0
2002-03.3	$0	$0	$135,000	$1,127	$0	$0	$0		JV03-434 03/10/03	$137,254	$0	$135,000
2002-03.4	$0	$0	$135,000	$1,127	$0	$0	$0			$138,381	$0	$0
2003-04.1	$0	$0	$135,000	$1,127	$0	$0	$0			$139,508	$0	$0
2003-04.2	$0	$45,000	$90,000	$1,127	$48,381	$0	$0			$140,635	$0	$0
2003-04.3	$0	$0	$90,000	$752	$0	$0	$48,381		JV02-093 02/04/04	$93,006	$0	$0
2003-04.4	$0	$0	$90,000	$752	$0	$0	$0			$93,758	$0	$0
2004-05.1	$0	$0	$90,000	$752	$0	$0	$0			$94,510	$0	$0
2004-05.2	$0	$45,000	$45,000	$752	$48,758	$0	$0			$95,262	$0	$0
2004-05.3	$0	$0	$45,000	$376	$0	$0	$0			$95,638	$0	$0
2004-05.4	$0	$0	$45,000	$376	$0	$0	$0			$96,014	$0	$0
2005-06.1	$0	$0	$45,000	$376	$0	$0	$0			$96,390	$0	$0
2005-06.2	$0	$45,000	$0	$376	$48,008	$0	$0			$96,766	$0	$0
Totals:	$135,000	$135,000		$10,147	$145,147	$135,000	$48,381				$135,000	$135,000

SAMPLE

Addendum 4

SAMPLE
AGREEMENT FOR ACCEPTANCE OF FUNDS

We accept $ Amount of award *from the Productivity Investment Fund for the* ***"NAME OF PROJECT."***

Use of Funds:

We agree to use the funds *only* for the purposes stated in the application and to withdraw funds only as needed in the quarter. If circumstances change, and the funded project does not proceed or is delivered for less than the amount, the unspent funds will be returned to the Productivity Investment Fund.

Please note that funds not withdrawn within 4 quarters upon the time of withdrawal will automatically return back to the Productivity Investment Fund and project will be considered closed.

Reporting Requirements:

We understand that we are to provide annual reports while the project is in progress and a completion report with an accounting expenditures and a post-project evaluation report on the programmatic success of the project and estimated cost savings or avoidance. It is further understood that we may be asked to report in person at future Productivity Investment Board meetings, or to conduct a site visit for Commissioners during or after implementation of the project.

Recognition Requirements:

We understand that Commission sponsorship will be appropriately acknowledged in any written materials that are created in implementing or reporting on the project.

Signature: _____	_____	Signature: _____	_____
Department Head	Date	Quality and Productivity Manager	Date
Signature: _____	_____	Signature: _____	_____
Project Manager	Date	Budget/Finance Manager	Date

Addendum 4

SAMPLE
REQUEST FOR APPROPRIATION ADJUSTMENT
(ACTION B.A.)

PINK (1)

BA FORM 0808

SAMPLE: REQUEST FOR APPROPRIATION ADJUSTMENT
ACTION BA

BOARD OF SUPERVISORS OFFICIAL COPY

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPT'S. NO. [DEPT NO]

DEPARTMENT OF [DEPARTMENT NAME]

[MONTH DD, YYYY]

AUDITOR-CONTROLLER:
THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. PLEASE CONFIRM THE ACCOUNTING ENTRIES AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF EXECUTIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFOR

FY

ACTION

SOURCES	USES
Board of Supervisors A01 - BS - 96 - 9911 - 10010 Operating Transfer In - $1,000 Increase Revenue	Board of Supervisors A01 - BS - 2000 - 10010 Services & Supplies - $1,000 Increase Appropriation
SOURCES TOTAL: $ 1,000	USES TOTAL: $ 1,000

JUSTIFICATION

AUTHORIZED SIGNATURE (NAME)

BOARD OF SUPERVISOR'S APPROVAL (AS REQUESTED/REVISED)

REFERRED TO THE CHIEF EXECUTIVE OFFICER FOR ---

☐ ACTION

☐ RECOMMENDATION

☐ APPROVED AS REQUESTED

☐ APPROVED AS REVISED

AUDITOR-CONTROLLER BY

CHIEF EXECUTIVE OFFICER BY

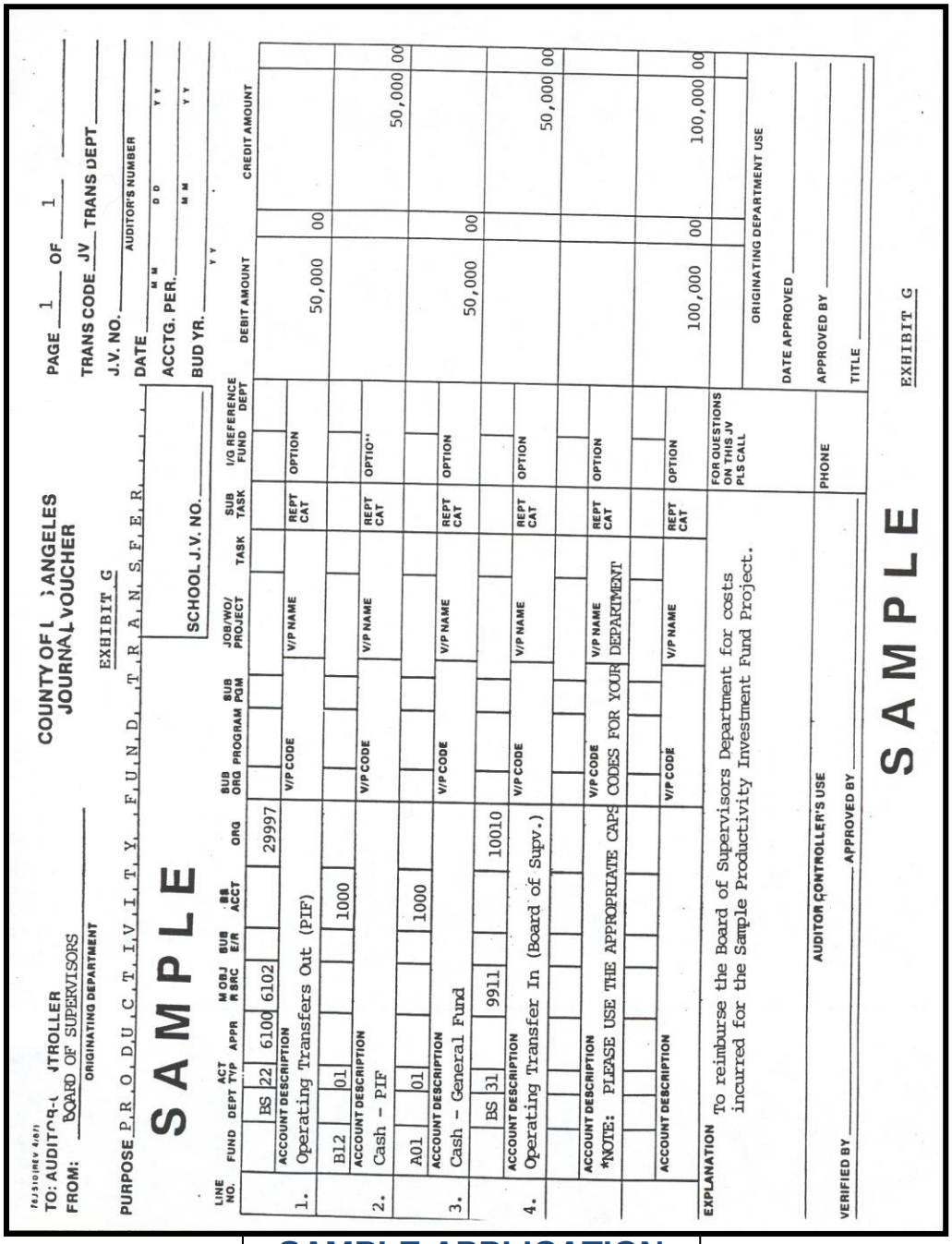
B.A. NO. 20

20

SEND 6 COPIES TO THE AUDITOR-CONTROLLER

Addendum 4

SAMPLE
JOURNAL VOUCHER



TO: AUDITOR-CONTROLLER
FROM: BOARD OF SUPERVISORS
ORIGINATING DEPARTMENT

COUNTY OF LOS ANGELES
JOURNAL VOUCHER

EXHIBIT G

PAGE 1 OF 1
TRANS CODE JV TRANS DEPT
J.V. NO.
DATE
ACCTG. PER.
BUD YR.
AUDITOR'S NUMBER

PURPOSE PRODUCTIVITY FUND TRANSFER

SAMPLE

SCHOOL J.V. NO.

LINE NO.	FUND	DEPT TYP	ACT APPR	M OBJ R SRC	SUB E/R	BS ACCT	ORG	SUB ORG	PROGRAM	SUB PGM	JOB/WO/ PROJECT	TASK	SUB TASK	I/O REFERENCE FUND	I/O REFERENCE DEPT	DEBIT AMOUNT	CREDIT AMOUNT
		BS	22	6100	6102		29997										
1.	ACCOUNT DESCRIPTION: Operating Transfers Out (PIF)							V/P CODE			V/P NAME		REPT CAT	OPTION		50,000 00	
	B12	01				1000											
2.	ACCOUNT DESCRIPTION: Cash - PIF							V/P CODE			V/P NAME		REPT CAT	OPTION			50,000 00
	A01	01				1000											
3.	ACCOUNT DESCRIPTION: Cash - General Fund							V/P CODE			V/P NAME		REPT CAT	OPTION		50,000 00	
		BS	31	9911			10010										
4.	ACCOUNT DESCRIPTION: Operating Transfer In (Board of Supv.)							V/P CODE			V/P NAME		REPT CAT	OPTION			50,000 00
	ACCOUNT DESCRIPTION: *NOTE: PLEASE USE THE APPROPRIATE CAPS CODES FOR YOUR DEPARTMENT							V/P CODE			V/P NAME		REPT CAT	OPTION			
	ACCOUNT DESCRIPTION							V/P CODE			V/P NAME		REPT CAT	OPTION		100,000 00	100,000 00

EXPLANATION: To reimburse the Board of Supervisors Department for costs incurred for the Sample Productivity Investment Fund Project.

FOR QUESTIONS ON THIS JV PLS CALL

ORIGINATING DEPARTMENT USE
DATE APPROVED
APPROVED BY
TITLE

AUDITOR CONTROLLER'S USE
VERIFIED BY
APPROVED BY
PHONE

SAMPLE

EXHIBIT G

SAMPLE APPLICATION

***Note**: Salary is temporary/start-up.*

SAMPLE APPLICATION

(kg)

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)

Department: Department of Health Services/Emergency Medical Services Agency	Date: 03/27/2017

Project Name: Color Code Drug Doses: LA County Kids Application

SUMMARY DESCRIPTION OF PROJECT (150 words) (Describe the project for example, new or replacement equipment or additional staff needed. NOTE: PIF projects should not fund staff unless the need is temporary/start-up/short term.)

The Los Angeles (LA) County Emergency Medical Services (EMS) Agency, under the direction of the Medical Director, developed a standardized formulary and associated Color-Coded drug dosing for children based on kilogram (kg) body weight (attached) to be used during the emergency care of pediatric patients (ages 0-14 years). This system which utilizes a color-coded length-based resuscitation tape to determine weight in kg and then the standardized formulary to pre-calculate doses in milliliters (mLs) was recently updated to reflect current best practice. This project will create an "Application" (App) that is hosted by the developer that rapidly delivers this critical information. Color Code Drug Doses: LA County Kids (LA County Kids) App will allow over 6000 Base Hospital personnel to order and the almost 4,000 paramedics to confidently and *safely* administer the *correct* does of life saving medication to the pediatric patient suffering a medical emergency without having to calculate drug doses during a stressful pediatric emergency call.

SUMMARY OF BENEFITS (300 words) Describe benefits and potential multi-departmental or countywide adaptation. If applicable, please discuss potential for revenue increase, service enhancement, future cost avoidance, cost savings, whether as a whole or on a per unit basis, e.g., per capita, per transaction, per case, etc.)

All paramedics operating within the 9-1-1 system carry Smart Phones and/or computer tablets where the Color-Code Drug Dose: LA County Kids App can be downloaded. Having an App makes this information readily available during a medical emergency and will streamline the process to identify the appropriate drug and/or equipment for immediate administration in children. Drug errors in children can range from 2% to 2000% of the correct dose due to calculation errors and use of pre-calculated dosing programs such as LA County Kids has been shown to reduce drug dosing errors in children by 90%. In 2015, paramedics responded to 37,817 pediatric emergencies, which resulted in 28,504 transports to hospitals. Because infants and children require different care which change with growth and development, and medication is dosed per kilogram (kg) body weight, paramedics report an increased level of anxiety during their assessment and treatment of children. The benefit of the LA County Kids App includes significant decreases in medication errors, increase in the paramedics' confidence and decrease in the stress of treating a child during a medical or traumatic emergency. The App will allow for rapid access to information by personnel at the 21 Base Hospitals and the 32 paramedic provider agencies within LA County. This will enhance the care of children and improve patient outcomes for infants and children within the 88 cities within LA County served by fire department paramedics from agencies such as, LA County, LA City, Pasadena, Long Beach, Beverly Hills, West Covina Fire Departments, and Torrance, to name a few. In addition, the EMS Agency Medical Director has been approached by Medical Directors throughout the State with requests to utilize the LA County Kids for their systems and this may be adopted throughout the State of California. The App and the enhanced safety program it promulgates has far reaching implications for the safety of children within LA County and the State.

Page 1

SAMPLE APPLICATION

(kg)

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)

EVALUATION/PERFORMANCE MEASURES (300 words) Describe what outcomes specifically are to be achieved and how will the project lead to enhanced quality and/or productivity. What performance measures will be used to evaluate the outcomes and process improvements? If this is a pilot, what are the conditions for further scaling?)

The LA County Kids App will assist in the reduction in medication errors (i.e., with the wrong dose of drug administered to pediatric patients). The scope of the problem is not completely known because errors are unrecognized or unreported, however the literature reports drug errors in children can range from 2% to 2000% of the correct dose due in a large majority of cases to calculation errors. We have submitted an Institutional Review Board application entitled: "Effect of standardized drug formulation and pre-calculated dosing charts on paramedic confidence and accuracy in dosing pediatric patients: A mixed methods study". We are proposing to perform a quantitative and qualitative analysis on the effect of this best practice change to our system. We will compare before the policy implementation change and afterwards. The integration of the LA County Kids App will also be evaluated both in looking at metrics for usage of the App over time and in a focus group of paramedics to evaluate their confidence level in caring for children after the policy and App implementation.

Is this is an Information Technology project? If yes, is the IT form attached?

☒ Yes ☐ No ☐ N/A

Amount Requested: Loan	Grant	Total
____	$12,000	$12,000

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

	Implementation Period	Project Year 1	Project Year 2	Project Year 3
A. Annual Cost of Current Process:	0	0	0	0
B. Estimated Annual Cost of Proposal:	10,000	1000	500	500
C. Savings (B minus A)	0	$0.00	$0.00	$0.00

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

The cost of the development of the Application is estimated at $10,000. The development is estimated to take six (6) months. Beta testing of the application will be three (3) months with one provider agency serving as the testing site. The goal is to begin the roll out the use of the App to all provider agencies by April 2018 and this roll out is estimated to take one-two months with full implementation beginning in June 2018. The $10,000 for the development of the App would be expended in FY 17-18 first and second quarter, with these fees covering the roll out of the system. In FY 18-19 the user fee is estimated to be $1,000 and for FY 19-20 and 20-21 the annual fee is estimated to be $500.

Quality and Productivity Manager (Print and Sign) Gerardo Pinedo Telephone Number 213-240-8104 E-mail gpinedo@dhs.lacounty.gov	Project Manager (Print and Sign) Marianne Gausche-Hill Telephone Number 562-347-1600 E-mail mgauschehill@dhs.lacounty.gov
Department Head (Print and Sign) Mitchell H. Katz M.D. Telephone Number 213-240-8101 E-mail mkatz@dhs.lacounty.gov	Budget/Finance Manager (Print and Sign) Allan Wecker Telephone Number 213-240-7882 E-mail awecker@dhs.lacounty.gov

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SAMPLE APPLICATION

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

QUESTIONS

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

2. Was this proposal included in the department's current budget request?
   Yes ☐ No ☒ If not, why not? **A paper format for the Color Code Drug Dosages Medical Control Guideline (Ref. No. 1309) was released in February 2017 but carrying the guidelines as multiple pieces of paper with EMS providers is not practical or efficient. We want the ability for on-the-job, "real-time" decision support for the care of children and that is why the idea for the development of a smart device Application is presented for consideration. This concept was developed after the budget process and therefore was not included in our department budget.**

3. How much of this proposal is for a loan and how much for grant funding?
   Loan $ _____ Grant $ 12,000 Total $ 12,000

4. How many years will it take for the loan to be paid back (3 year maximum without special approval)? Not applicable

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

2016-17	2017-18
1st Quarter $_____	1st Quarter $ 10,000
2nd Quarter $_____	2nd Quarter $_____
3rd Quarter $_____	3rd Quarter $_____
4th Quarter $_____	4th Quarter $_____

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SAMPLE APPLICATION

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

2018-19	**2019-20**
1st Quarter $ 1,000	1st Quarter $ 500
2nd Quarter $_____	2nd Quarter $_____
3rd Quarter $_____	3rd Quarter $_____
4th Quarter $_____	4th Quarter $ 500

6. Where will the funds come from to repay the loan? Not applicable

Hard dollar savings	Cost Avoidance
Revenue generation	Other (please explain):

7. If this is a grant, does it reduce net County cost? No

8. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices)? If the proposal is a pilot or has gone through a pilot, please explain. **The LA County Kids program which includes the standardizing of the formulary, determining weight in kilograms (kgs), and provided pre-calculated drug dosing in milliliters (mLs) are considered best practice for reduction of dosing errors by numerous organizations including the American College of Emergency Physicians, the American Academy of Pediatrics, the Emergency Nurses Association and the National Quality Forum. The LA County EMS Agency rolled out this policy in February 2017 and the development of the LA County Kids App will facilitate availability of this information at the point of care. We plan to pilot the App after its development, but we will have had at**

SAMPLE APPLICATION

least six (6) months of experience with the policy to inform us if changes need to be made.

9. (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 development of a smart device App is an example of an innovation using current technology to improve the operational effectiveness of the EMS system and improve patient safety. These activities are consistent with the County's objective to embrace digital government for the benefit or our customers and communities. It will also allow for instant updates to the App for critical medications when there are drug shortages or when changes in the drug formulary need to be made.**

10. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goal? If yes, please explain. **Yes. This project maximizes effectiveness of the County processes related to pediatric patient care during a medical or traumatic emergency by improving communication with the paramedics, hospitals and medical team. All team members will know exactly what medication (mgs) and how much to give (mLs) and how much has been given. Medication will be drawn up accurately and delivered in a more timely and safe manner.**

SAMPLE APPLICATION

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

11. (300 words) Does this proposal enhance the County image and/or improve relationships with the County's constituents? Please explain.

Yes. This project extends to all cities and the Fire District in the County. It will decrease the risk from incorrect medication administration, reducing liability associated with medication errors as well as improve paramedic confidence in caring for pediatric patients. The cities, fire departments, ambulance companies, paramedics, EMTs, nurses, physicians and most importantly the pediatric patients will benefit from this App. In addition, this App will be made available to all local EMS agencies in the State and most likely will be identified and presented as a best practice at the national EMS level through the National Association of EMS Physicians. This App will be a free download to ensure easy availability of this technology and ensure updates to the Color Code Drug Doses: LA County Kids can be made rapidly and instantly disseminated.

12. (150 words) How might this proposal promote interdepartmental cooperation?

The LA County Kids App will be used by the entire EMS system that provides emergency medical services to the entire population of Los Angeles County, it is not limited to the County. While Los Angeles County Fire District will benefit from this App when responding to pediatric 9-1-1 calls, the App will be utilized by all of the 32 paramedic provider agencies, 37 private ambulance companies, and the 73 hospitals that provide emergency services.

SAMPLE APPLICATION

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

13. (150 words) Where did the original idea for this project come from?

Marianne Gausche-Hill, MD, the EMS Agency Medical Director had the original idea for developing Applications for EMS resource materials. Having resources readily available in an Application environment is part of today's culture. With most people having smart devices, developing an Application for the Color Code Drug Doses: LA County Kids ensures that the correct dose and correct amount of any prehospital drug can easily be looked up just makes sense for patient safety. There is no need for paramedics or base personnel to calculate small dosages for children under the stressful situation of the emergency call. We have taken the stress and the potential for inaccuracy out of the equation through the development of these resources.

14. (300 words) Describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes.

The desired business outcome is to provide a mechanism for prehospital care personnel to easily access the Color Code Drug Doses thereby enhancing patient safety in the pediatric population, while reducing the liability for EMS providers associated with medication errors. Using technology solutions, such as the LA County Kids App is innovative and has not been implemented in LA County or the State to date. We have reached out to several outside vendors of medical Apps and believe the cost outlined in this proposal is feasible and achievable.

15. (300 words) Describe how the proposed solution supports the County and/or Department strategic goals and objectives.

SAMPLE APPLICATION

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

Developing a smart device Application for Color Code Drug Doses, supports the County of Los Angeles' Strategic Plan Goal III: *Realize Tomorrow's Government Today*, Strategy 2.3: *Prioritize and Implement Technology Initiatives that Enhance Service Delivery*. This App with provide ready access to the Color Code Drug Doses for use by prehospital care personnel and enhance their ability to provide efficient safe patient care. The App can be easily updated by EMS staff which will allow for immediate availability of updates to the Color Code Dose policy. In our current practice there is a delay at disseminating changes to policies, but with this App, changes can be made and disseminated to the entire EMS system instantly.

Page 8

SAMPLE APPLICATION

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

IMPLEMENTATION PLAN

KEY MILESTONES	START DATE	FUNDS NEEDED	FUNDS REPAID
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Procurement process to issue Purchase Order to selected vendor	July 1, 2017	$10,000	$N/A
Smart Device Application Development	July 15, 2017	Included above	
Vendor Meetings with Subject Matter Experts	On-going throughout development. Beginning July 15, 2017	Included above	
Beta Testing of Application	January 3, 2018	Included above	
Roll out Application to all EMS Providers	April 1, 2018		
Application utilization by all EMS providers	July 1, 2018	$1,000	
Initiate Quantitative/Qualitative Study	July 1, 2018		
Report Metrics Findings related to Application Utilization	July 2019		
Report Study Findings	July 2019		

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SAMPLE APPLICATION

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

LINE ITEM BUDGET DETAIL
(Work with your Budget Analyst)

Salaries and Employee Benefits

Salaries/Wages
(Note: PIF projects should not fund staff unless the need is temporary/start-up/short term.)

Employee Benefits

(a) Total Salaries and Employee Benefits	$ 0

Services and Supplies

List all services and supplies here

(b) Total services and supplies	$12,000

Other Charges

List all other charges here

(c) Total other charges	$

Fixed Assets

List all equipment and other fixed assets here

(d) Total fixed assets	$

TOTAL COSTS (a+b+c+d)	**$12,000**

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