

Quality and Productivity Commission
33rd Annual Productivity and Quality Awards Program
"Empowering Innovative Solutions"

2019 APPLICATION

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

NAME OF PROJECT: ASSESSOR'S DIGITALLY ENHANCED LEARNING ENVIRONMENT

DATE OF IMPLEMENTATION/ADOPTION: PROGRAM IMPLEMENTED IN 2015, FOLLOWED BY UPGRADES

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2018)

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 Appraisers undergo an extensive certification process approved by the State of
 2 California's Board of Equalization that requires continuing education credits (CE credits)
 3 to maintain a valid appraiser license. The Assessor's Office is unique in that they offer
 4 in-house classes approved by the Board of Equalization that are taught by expert
 5 Assessor employees. The problem the Office faced, was employees using an
 6 expedient amount of time travelling from five district offices to headquarters for CE
 7 credits: With over 1400 employees, travel time impacted the volume of work produced
 8 to complete the annual "assessment roll." Another issue was the outdated method used
 9 to track over 600 appraisers' ongoing CE credits. Wanting to alleviate stress for
 10 employees and save resources, Assessor Jeff Prang began to explore digital training
 11 options. By consulting the Internal Technology and Training Department, Assessor
 12 Prang combined their recommendations to enhance service learning and create a
 13 Distant Learning Program. The program includes three main components; the
 14 development of the online Assessor Training Library, Train Tracks, and video
 15 conferencing.

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
\$	\$198,000	\$	\$ 198,000	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS

Los Angeles County Office of the Assessor
 500 West Temple Street, Suite 320
 Los Angeles, CA 90012

TELEPHONE NUMBER

213-974-3101

PROGRAM MANAGER'S NAME

Jacqueline Irvin
 Principal Appraiser, Training

TELEPHONE NUMBER

213-974-3169

EMAIL

JIrvin@assessor.lacounty.gov

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE

(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)

Dara Smith, Administrative Deputy

DATE

06/26/2019

TELEPHONE NUMBER

213-974-3101

EMAIL

DSmith@assessor.lacounty.gov

DEPARTMENT HEAD'S NAME AND SIGNATURE

Jeffrey Prang, Assessor

DATE

06/26/2019

TELEPHONE NUMBER

213-974-3101

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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: Appraisers undergo an extensive certification process approved by the State of California’s Board of Equalization (BOE) that requires continuing education credits (CE credits). The Los Angeles County Office of the Assessor is unique in that they offer in-house classes approved by the BOE that are taught by practitioners, who are also expert Assessor employees. The problem the Office encountered, was a substantial amount of time used by employees travelling from five district offices to headquarters for training required to keep a valid appraiser license. With over 1400 employees, travel time also cut into the volume of work produced to complete the “assessment roll.” Additionally, an outdated method was used to track over 600 appraisers’ ongoing CE credits. The Training Department still relied on paper records, which was time burdensome and if calculated incorrectly, jeopardized appraiser’s accreditation.

SOLUTION: Los Angeles County Assessor Jeff Prang assumed office in December 2014 and immediately began exploring cost effective strategies to reduce travel time for employees while maintaining their access to training and CE credits. Wanting to alleviate stress for employees and save resources, Assessor Prang began to explore digital training options. By consulting the Assessor’s Internal Technology Department (ITD) and Training Department, Assessor Prang was able to combine their ideas to enhance service learning and ultimately create a Distant Learning program. Together, ITD and the Training Department implemented three innovative methods.

- The first was implementing *video conferencing*, allowing employees to complete their mandatory trainings through web conferencing or by video at their work desktop using Cisco WebEX and Cisco Jabber applications.
- The second strategy was creating a digital *Assessor Training Library* that contains a repository of training courses that were filmed in-house using Creston and Camtasia equipment for filming, editing, and rendering videos.
- The third was the implementation of *Train Tracks*, an online system created by ITD to track employee’s training hours and provide regular electronic reminders of upcoming deadlines.

The Training Department continues to improve their methods through digital upgrades. With the support of Assessor Prang and IT, they are able to utilize the latest technology methods in order to focus on training the next generation of appraisers.

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Use Arial 12 point font.

BENEFITS: The Distant Learning Program demonstrates creativity and innovative spirit as the initial ideas were suggested by staff and eventually presented to the Assessor’s executive management team. The Assessor’s Office welcomes ideas generated by employees and fosters a learning environment. The implementation of the Distant Learning Program is an example of teamwork and collaboration that benefits the entire Office of the Assessor. Additionally, the components that make up the Distance Learning Program are easily replicable by other county departments, especially to those that require regular training and CE credit requirements to remain certified in respective trades.

QUALITY AND/OR PRODUCTIVITY-RELATED OUTCOME(S): Although, the Distant Learning Program was initially implemented in 2015, Train Tracks was introduced in 2018 to 30 employees. In just one year a total of 634 employees utilize Train Tracks to record training hours, resulting in almost 1,280 hours saved a year, translating to approximately \$65,000 in annual cost savings. Prior to Train Tracks, ITD staff often dedicated time reconciling discrepancies with appraiser’s annual training records. The estimated time savings in technical support and software teams is 80 hours a month, resulting in almost \$5,000 annual cost savings. Total costs savings is almost \$70,000 annually from ITD and the Training Department combined. Additionally, from 2018-2019 a total of 58 training courses have been filmed in-house by the Training Department and are accessible on the digital Assessor Training Library. The training courses translate to 234 classroom hours, 7,538 of CE credit hours, and have been viewed over 2,400 times. Lastly, the use of video conferencing saves the Assessor’s Office as much as \$27,000 on travel time per one day of training, which includes driving reimbursement expenses. Based on 250 attendees from headquarters and district offices the following represents savings for one day of training (travel time based on round trip travel between district offices to headquarters in July 2015). The total cost savings of the Distant Learning Program is approximately \$198,000.

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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.

The Assessor’s digitally enhanced learning environment addresses Goal III of the County’s Strategic Plan which is, “Realize Tomorrow’s Government Today.” Components of the Distant Learning Program embrace digital government for the benefit of internal customers and enhance business operations, specifically fulfilling III.2.3.

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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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ANNUAL= 12 MONTHS ONLY

Train Tracks

1,280 (annual hours) x \$50.80 (average hourly salary staff) = \$65,000
 80 (annual hours) x \$48.00 (average hourly salary IT) = approx. \$5,000

Assessor Training Library

1 day of travel expenses based off 250 employees from headquarters to district offices
 Parking: 250 x \$18.00 = \$4,500
 Mileage: 250 x 40 miles roundtrip average x 0.54 per mile = \$5,400
 Salaries: 250 x \$35.00 x 2 average wage away from production = \$17,500
 \$4,500 + \$5,400 + 17,500 = \$27,400

1,186 (annual classes completed) / 250 employees = 4.74
 4.74 x \$27,000 = \$128,088

4.74 classes is the average number of classes that would have been completed by appraisers who needed to travel from District Offices to the HOA to attend training sessions (SBE Courses, in-service training, and Legal and Legislative Training).

Calculated from 1,186 annual classes completed by 250 appraiser employees (1,186 ÷ 250 = 4.74) from the Districts who needed to travel to HOA to attend training sessions.

\$70,000 + \$128,088 = \$198,088 total savings