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TO  
The City Council

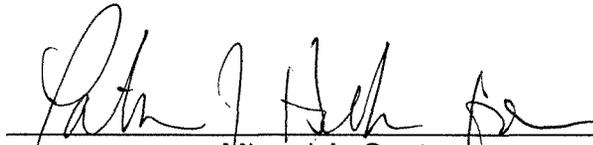
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FROM  
The City Administrative Officer

COUNCIL DISTRICT

Innovation and Performance Commission Midyear Report to City Council  
transmitted for your consideration at the request of the Commission.

  
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Miguel A. Santana  
City Administrative Officer

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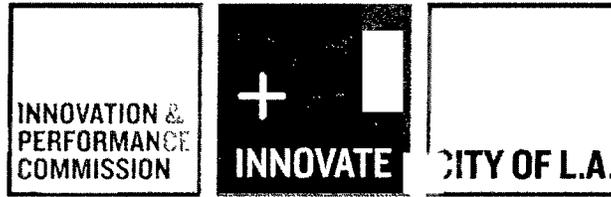
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Los Angeles, CA 90012-4190

# Innovation & Performance Commission Midyear Report to City Council

February 2016



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## **Executive Summary**

The Innovation and Performance Commission (IPC) is pleased to report on its progress to the Mayor and City Council. This report and accompanying presentation serves as the 2016 midyear progress update. Questions on the contents should be directed to President Todd Sargent, Vice President Joe DiMento, and/or Vice President Catherine Geanuracos (contact information in Appendix).

The members of the IPC are honored to serve the City of Los Angeles in this time of dramatic change in how the City provides services to constituents. The dedication, creativity, and insight of city employees and General Managers across City departments have inspired the IPC to rise to the challenge of addressing critical needs. The IPC commissioners are dedicated to providing guidance in the areas of civic innovation and performance on behalf of the City Council and Mayor.

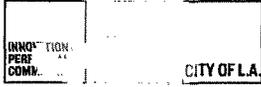
The IPC has focused on evaluating how the City delivers its services, and providing an outlet for City employees and Departments to provide input on how to improve the quality, efficiency, and effectiveness of service delivery within the City. It has been primarily focused on the management of the Innovation Fund, a \$1.1 million fund which seeds pilot projects generated by City employees' ideas that improve the way City departments deliver services, drive cost savings, or generate new revenue streams.

The IPC has received and reviewed close to four hundred submissions. Sixteen concepts have been funded through Council and are currently being implemented across multiple City departments. Though many of the Innovation Fund submission are not funded, it does not mean they are not valuable. The IPC has been able to recognize themes that showcase where innovation can be utilized City-wide. These themes have spawned numerous Commission recommendations from impacting how the City manages its technology needs to succession planning for City employees.

The first annual Innovation Summit, hosted by the IPC in October 2015 during the Los Angeles County Innovation Week, provided an opportunity for City Employees to learn about civic innovation and how to apply it within their job functions, departments, and day-to-day lives. The response to the Summit was overwhelmingly positive, and the IPC is currently planning its 2016 Innovation Summit.

Through trial and error, the IPC has learned the intricacies of facilitating the Innovation Fund, while simultaneously using performance measurement tools to look for opportunities as to how the City can enhance and achieve its service delivery priorities. The IPC created subcommittees to address these needs in real time. In the process of supporting innovation throughout the City, the IPC has also innovated how it can provide that support. Key examples:

- Worked with the **Information Technology Agency** on a new website that will not only change the way the public views the City, but also will serve as a hub for all things “innovation” within the City of Los Angeles.



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- Worked with **El Pueblo de Los Angeles Historical Monument Authority** General Manager Chris Espinoza to establish the first innovation-sponsored loan, which will be used to modernize parking facility operations.
- Worked with the **Personnel Department** to identify quick wins and systematic changes to make Los Angeles an “employer of choice” and create the “workforce of the future.”
- Worked with multiple City departments to guide the **Gender Equity Initiative** and goals associated with departmental planning.

Over the last year, the IPC has begun to make valuable contributions to the City and hopes to continue to receive the support of the Mayor, City Council, City Departments, and the public to transform Los Angeles into the most innovative, forward-thinking city in the world.



## **IPC Overview & History**

The IPC, formerly Quality and Productivity Commission, of the City of Los Angeles was created in 1985 by ordinance, which was amended in 1989 and 1998. The goal of the IPC is to provide the Mayor and the City Council with the benefit of additional private and public sector experience, expertise, information, and recommendations related to productivity and work measurement within City government. The Mayor appoints six of the 15 IPC members, with the other nine chosen by the City Council President, with nominations submitted by the Chairs of the Budget and Finance Committee, Audits Committee, and Personnel and Animal Welfare Committee of the City Council. Nonetheless, the City Council is considering a change to this arrangement, with nominations to be submitted by the Chairs of the three Council committees that oversee the budget, personnel, and innovation functions, respectively. The IPC sits underneath the Innovation, Grants, Trade, Commerce, and Technology (IGTCT) Committee. Currently, the IPC has 13 of 15 seats filled, with two open seats awaiting nomination by the Chair of the Budget and Finance Committee. The IPC requires a quorum of eight members.

### *Support Activities*

The IPC has received considerable attention and administrative support as of late, which has been helpful in enabling the launch of the Innovation Fund. We hired a full-time Project Coordinator to support the Commission. The Commission appreciates that the Mayor's Office of Budget and Innovation (MOBI) and the City Controller have allocated part-time, intern resources to the IPC to assist with Commission activities.



## **Innovation Fund**

### *Innovation Fund Background*

Formerly known as the Productivity Incentive Revolving Fund (PIRF), the IPC's Innovation Fund (IF) was established in November 2014. The PIRF was a loan program designed to encourage and fund departmental process improvement projects that would then improve municipal service delivery and increase the City's general fund revenues by at least twice the value of the loan over a three year period. In 2014, Mayor Eric Garcetti's budget proposed restructuring and renaming the PIRF, transforming it into the IF. The goal of the IF is to expediently and transparently fund and/or seed qualified innovative initiatives, proposals, competitions, and/or micro-projects that develop during the fiscal year which will tangibly and cost-effectively transform and improve the provision of services by the City of Los Angeles. The budget for the IF was set at \$1,100,000; with \$1,000,000 allocated to IF project ideas, and \$100,000 allocated to staff support for the City Administrative Officer (CAO) for exclusive use by the IPC and the IF.

Ideas submitted to the IF are recommended for funding by the IPC if they meet the following criteria:

- Is the idea innovative and original?
- Does the idea support greater efficiencies?
- Does the idea emphasize priority outcomes and quality of life?
- Is the idea feasible and measureable?

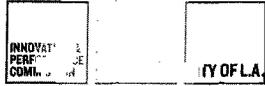
The IF is designed to provide one-time funding for ideas that can transform city services, or pilot projects that could be funded on an ongoing basis by city departments. IF does not provide funds for ongoing departmental operations or to fill budgetary gaps.

### *IF Process Overview*

Ideas are submitted directly by employees, via a website ([innovate.lacity.org](http://innovate.lacity.org)), a mailed postcard, or an email ([innovate@lacity.org](mailto:innovate@lacity.org)) and are given a first-pass review by the Innovation Fund Committee. At its July 2015 meeting, the IPC voted on and formed the Innovation Fund Committee, a standing committee that would drive the initial review of IF submissions and places them in the following categories:

- 1 – No Further Review
- 2 – Potential Funding Opportunity – Request More Information from GM
- 3 – Ready for Full Commission Review and Scoring
- 4 – Not Appropriate for Review but Will Include Idea in Notes for GM for Further Ideation
- 5 – Incorporated into Other Proposal

After IF Committee review, IPC staff works with the relevant department's General Manager and CAO budget analyst to determine cost, implementation, and feasibility and prepares submissions ready for full Commission review. At the next IPC meeting, the full Commission analyzes and votes on whether to recommend the idea for funding. If the idea is recommended for



funding, it is transmitted to the Innovation, Grants, Technology, Commerce, and Trade Committee, and then to the City Council.

The goal of the IPC is to review ideas expeditiously and on a rolling basis; as such there is no deadline for IF submissions, but rather ideas are reviewed on a first-come, first-served basis. Additionally, the IPC strives to consider even those ideas which may not have all elements of a proposal in place, and has purposely designed a flexible application form to encourage more submissions rather than throttle the innovative ideas coming from submitters.

*IF Progress to Date*

Between its launch on November 6, 2014 and January 31, 2016, the IF has received 393 submissions; 298 via the innovate.lacity.org website directly, 55 via email, and 50 via postcard. The number of ideas submitted by City employees has been overwhelming. We mean this both literally and figuratively: we are impressed by the sheer number of ideas submitted, many with extensive documentation and backup research. Now that the IPC has dedicated staff, and in conjunction with the formation of the Innovation Fund Committee, all submitted ideas have been reviewed and categorized. The submitters are currently being updated on the status of their idea submission.

Of these 393 submissions, 157 have been recommended for “no further review.” This designation is reserved for ideas that are clearly infeasible as proposed, do not have sufficient information to be considered (and do not contain the contact information of the submitter), or are not appropriate for consideration (for example, complaints masquerading as ideas). Currently, 74 ideas are being fleshed out in coordination with the relevant city departments. We should note that this work requires a great deal of administrative support from the IPC and other CAO staff. A total of 130 ideas are recommendations for changes which are not “Innovation Fund” type needs but which have been or are being forwarded to the relevant departments for further consideration. The IPC has recommended 22 ideas for funding, of which 17 have received City Council approval and five are in cue. Thus far, the IF has awarded \$1,116,584 in funding to City departments.

***List of Innovation Fund Ideas Approved by Council*** - The full texts as submitted are available in the Appendix.

- Los Angeles Fire Department – Nurse Practitioner Response Unit (NPRU) \$245,000
- Bureau of Engineering - 3D Printer \$ 10,000
- Department of Transportation - Can I Park Here Now? \$ 60,000
- Office of City Controller - My PayLA \$ 35,000
- Personnel Department - One Stop Shop - Candidates \$ 35,000
- Department of Water and Power - Automated Inspection Units \$ 5,000
- Los Angeles Police Department – Digital Online Reports \$ 60,000
- Office of the Mayor - Digital Services Unit \$150,000
- Bureau of Street Services – Smartphones for Pothole Dispatch Trucks \$ 90,000
- Los Angeles Fire Department -- Rapid Response Vehicle \$ 82,856
- Board of Public Works - Median Design Competition \$ 35,000
- Los Angeles Police Department - Identifying Super-users for Services via Outreach (I.S.S.O.) \$150,000
- Los Angeles Fire Department - Brush Inspection Module \$ 50,000
- Department of Neighborhood Empowerment - Technology for Neighborhood Councils \$ 54,228
- Office of the Mayor/Information Technology Agency - CHX Leadership Training Pilot \$ 35,000
- El Pueblo - Parking Automation \$350,000
- Mayor’s Office of Budget and Innovation – Prototype and Design Sessions \$ 25,000



### *IF Themes*

Several themes emerged from the many IF suggestions, which are briefly summarized below. A full list of ideas meriting further review is available in the Appendix.

**Next Generation Workforce Enablement** – These ideas propose using technology to increase efficiency, either by reducing worker hours, increasing the ease with which city employees commute to work, or reducing administrative burdens associated with working for the City of Los Angeles. A subset of these ideas we’ll call “**Fewer Paper Forms**” which are specifically concerned with replacing paper forms with electronic tablets or digital forms. Examples include allowing e-books to be used for technical resources instead of paper books; telecommuting to be available for workers who wish to work from home; enabling videoconferencing so employees in disparate locations do not need to travel to one another; and enabling paystubs to be viewable electronically rather than printed out.

**Enabling Bicycle Infrastructure** – These ideas would make it easier for City of LA employees to commute by bicycle. Examples include: creating a bike sharing system; installing showers in City Hall so cycling employees can shower upon arrival; painting bike lanes reflectively to avoid accidents after dark.

**Energy Efficiency / Environmental Awareness** – Many ideas promote greater energy efficiency, with the goal of reducing the City’s dependency on fossil fuels while simultaneously saving money. Examples include: making the LAX shuttle entirely electric; installing motion detectors on escalators so they do not operate when not in use; installing solar panels at public pools; and recycling used paper towels from city bathrooms.

**Discover LA** – A handful of ideas are concerned with making Los Angeles’ many amenities and sights more accessible to citizens. Examples include: digital services to direct downtown LA visitors to historical sites; creating websites for each city park; creating a database of all artists residing within the city of LA; and a dashboard to provide up-to-date availability on public amenities like parks and basketball courts.

**Clean LA** – These ideas are concerned with cleaning up LA’s streets of refuse. Examples include: a marketing campaign designed to eliminate bulky item litter; coordinating trash pickup and street sweeping; and requiring private homes which undergo retrofits to include accompanying trash bins to reduce associated garbage.

**Los Angeles River** – These ideas focus on revitalizing the Los Angeles River, making it a destination hub for residents and visitors alike. Many of these ideas focus on creating recreational, educational, and business opportunities for the public to engage with the river on a more intimate level. Ideas for the LA River include: a glow-in-the-dark bike path along the river; repurposed shipping containers for educational, research, or artistic use; a nursery network along the river that would help regenerate the river’s native flora; and a program that would allow third parties to assess the land to determine potential land-use development opportunities.



The Innovation Fund subcommittee of the IPC is working closely with the relevant departments to address these broader themes, as well as move forward on determining the feasibility of the specific individual ideas that we have received and evaluated.

## **Innovation Summit**

The IPC hosted its 1<sup>st</sup> annual Innovation Summit during Innovation Week in October 2015. This event was held at the California Community Foundation. The event was open to all city employees and focused on what civic innovation should look like, how civic innovation is measured, and how Angelenos can feel the impact of civic innovation. The event also provided an opportunity for the IPC to acknowledge Innovation Fund awardees for their funded Innovation Fund ideas. Over 70 City employees attended and represented departments across the city family. The Summit showcased a variety of guest speakers, including City Controller Ron Galperin.

## **General Manager / IPC Partnership**

Part of the goal of the IPC is to develop a deep partnership with the General Managers (GMs) of the City and to regularly meet with the GMs to elicit feedback, disseminate ideas, and report on best practices gleaned from other departments and the Commissioners' private sector experiences. The IPC adopted a Commission Liaison program. The purpose of this program is for Commissioners to engage with their designated departments and discuss the IF, performance management, and any departmental processes for which the IPC can offer its expertise that may assist with service delivery, employee engagement, cost savings, and revenue generation. Commissioners are working to meet with every department and intend on establishing a regular cadence with all GMs.

The IPC Commissioner biographies in the appendix include information on which Commissioners liaise with which Departments. To date, the commission members have had meetings with 27 of the City's departments.

## **Performance Management Committee**

The Commission determined that the Performance Management Committee should become a standing committee, designed to promote performance in City Departments through continuous review of City performance management programs and the dissemination of best practices across city departments. The Committee works in concert with MOBI to help encourage the adoption of Compstat measures by City Departments, and to monitor the reporting of performance objectives, goals, and accomplishments. A longer-term goal of the Committee is to assist in the development of a multi-year, citywide performance plan, including the recommendation of annual goals for implementing performance improvement and measurement within the city.



## City Department Recommendations

In addition to the formal processes and committees described earlier, the IPC also provides recommendations to the City Council as needed on topics that it deems require attention or further investigation. These are topics that do not necessarily fall within the purview of the Innovation Fund or other formal IPC processes, but which could benefit from additional innovation or optimization.

To date, IPC has issued the following eight recommendations:

- 1. Employee Job Classification Review:** Personnel Department is recommended to study, audit, and revise the City “Administrative Job Classifications” and associated career ladders. The Personnel Department is also encouraged to look beyond these classifications to determine if any others require additional review.  
**Status:** Pending
- 2. Email Upgrade – City Employees:** ITA is recommended to work with all appropriate city resources to identify a solution that will provide at least one communication tool for all city employees, including potentially moving all employees to a single email system.  
**Status:** Pending
- 3. Create a Learning and Career Development Strategy for City Employees:** The Personnel and Animal Welfare Committee is recommended to work with the Personnel Department to review the concept of a Learning and Career Development Strategy for all city employees.  
**Status:** Incorporated into Personnel Cornerstone Request. Passed by Council on 2/3/2016
- 4. Create a Citywide Technology Refresh Policy and Implementation Strategy:** The Innovation, Grants, Technology, Commerce, and Trade Committee (formerly Trade Commerce and Technology Committee) is recommended to support the concept of a Citywide Technology Refresh Policy and Implementation Strategy, inclusive of both hardware and software, to request that the Information Technology Agency (ITA) author this policy and implementation strategy on behalf of the city family, and ITA work with the IPC for feedback on the policy and implementation strategy as it is developed.  
**Status:** Developed by ITA and passed by Council on 2/9/16
- 5. Create a Government Operations Commission:** The Innovation, Grants, Technology, Commerce, and Trade Committee (formerly Trade Commerce and Technology Committee) is recommended to review the concept of a Government Operations Commission – or similar entity or entities that achieve the same goal of oversight.  
**Status:** Referred to IGTCT Committee on 12/7/2015
- 6. City Departments to Utilize Employee Recognition Program:** The Personnel and Animal Welfare Committee is recommended to request all city department managers to advertise and encourage appropriate participation in the Employee Recognition Program, as administered by the Personnel Department. Alternatively, the Office of the Mayor may issue a direct action to all General Managers with the same goal.



**Status:** PAW Committee requested report back on how recognition program would be implemented at its meeting on 2/3/2016

- 7. City Departments to participate in Employee Engagement Survey Program:** The Personnel and Animal Welfare Committee is recommended to require all city department managers to participate in the Employee Engagement Survey for all city employees, as administered by the Personnel Department. Alternatively, the Office of the Mayor may issue a direct action to all General Managers with the same goal.

**Status:** Recommendation to note and file by PAW Committee on 2/03/16

- 8. Fair Chance Hiring in City Departments:** City Attorney is recommended to prepare and present an ordinance to require City contractors and private employers with 10 or more employees to remove questions relating to criminal history from job applications and to require any questions related to criminal history be made after a conditional offer of employment has been made. City Attorney is also recommended to instruct the Bureau of Contract Administration to report on an enforcement strategy including monitoring, compliance, and penalty structure.

**Status:** Pending

The full texts as submitted are available in the Appendix.



## **Opportunities and Future Planning**

The IPC has been inspired by the number and quality of good ideas we have received from City employees and City departments. Now that the Commission has some experience with the Innovation Fund process, we see several opportunities to support our mission.

### **Pro-Active Planning:**

Through the process of reviewing the submissions received to date, we've identified key themes to focus on. We'd like to increase our ability to be proactive and respond to important needs within the City by utilizing more data to help plan the focus of our submissions. On the most basic level, we continue to reach out to departments from which we've received few or no submissions to encourage them to examine their needs and develop potential projects. We are also seeking to work with City open data (via ControlPanelLA and the new city GIS portal) to determine if there are particular areas of focus where we should encourage innovation - e.g. places where fines or fees are being under collected, or where large amounts of funds are being spent on printing paper forms. We would welcome closer collaboration with the City Council and Mayor's Office in this type of priority-setting so that we could work together to support important priorities for the City overall.

### **Program Evaluation**

Now that several Innovation Fund projects have been implemented by City Departments, we have begun to receive report-backs to our commission on how the process is going. We are beginning the process of developing a more formal evaluation procedure, where we will work with each funded Department to receive periodic updates that allow us to evaluate whether our funded projects have achieved their stated goals of saving the City time/ money and improving the constituent experience.

### **IPC Website**

We have been collaborating closely with ITA to move the IPC website to the City's preferred Drupal platform, and anticipate switching the site over shortly. Once that process is complete, we anticipate the IPC website will become the online home for innovation-focused content from across the City, including updates on funded projects, news, and resources for employees on innovation-related topics, and updates from the Council and Departments on innovations and performance improvements. Along with this process, we hope to soon open an RFP so that we can improve the technology system through which we receive, evaluate, and manage IF applications. This new system will also increase our ability to provide real-time updates on the Innovation Fund to applicants and stakeholders. We anticipate that this transition will be completed during the first half of 2016.



## Appendix

IPC Commissioner Biographies

List of Innovation Fund Ideas Approved for Funding

Detailed City Department recommendations



## **IPC Commissioner Bios**

### **Todd Sargent, Commission President**

Commission Liaison: City Administrative Officer, Los Angeles World Airports, Office of the City Clerk, Public Works Bureau of Contract Administration, Department of Disability, Personnel Department

Bio: Todd Sargent leads cross-industry management consulting solutions in transformative strategic collaboration, change enablement, organization design and strategy, talent management, performance management, quality assurance and process improvement as a Practice Area Lead for Slalom Consulting, a global consulting firm. Todd has worked to shape and engage global organizations, improve collaboration and build internal change capabilities, particularly in information technology and operations.

Through professional experience with clients that have included some of the largest employers in the county: DIRECTV, Raytheon, Toyota Motor Sales USA, Sony Pictures Entertainment, Walt Disney Company, AT&T and others, he can translate that skill set to help improve the responsiveness, efficiency, and quality of services delivered by the City of Los Angeles to the public.

He attended the University of California, Los Angeles, where he continues to be involved as an alumni leader through the UCLA Alumni Association. He is active in the community as a member of the Northeast Democratic Club, Stonewall Democrats, and Democrats for Neighborhood Action (DNA). He was a member of the National Finance Committee for the 2012 Obama/Biden campaign, where he also served as a National Co-Chair of Young Professionals for Obama. He is a member of the LGBT Victory Fund Campaign Board and has previously been the Chair of the Change LA Committee for Liberty Hill Foundation. He has previously served as an appointee to the Industrial Development Authority (IDA) for the City of Los Angeles.

### **Joe DiMento, Commission Vice President**

Commission Liaison: Los Angeles Fire Department, Department of General Services, Los Angeles Public Library, Zoo Department

Bio: Joe DiMento is the Vice President of Business Development at Legendary Entertainment. Prior to this, he managed the professional services group of Tubular Labs, an online video analytics company, and was a Case Team Leader at Bain & Company, where he worked with Fortune 500 companies on issues including corporate strategy, organizational design, and performance improvement. Prior to joining Bain Joe was a Relationship Manager in the Online Sales and Operations division of Google, where he worked with mid-size companies to develop marketing and advertising strategies. While at Google he also helped redefine the cross-functional support model of the sales division in Gurgaon and Hyderabad, India.

Joe earned his MBA from Stanford University. While at Stanford he served on the board of Child Advocates of Silicon Valley, was a member of the business school's Academic Committee, and was a lead in the annual musical. Joe holds an A.B. with high honors in History and Literature from



Harvard. He also serves on the Associates Board of the Los Angeles chapter of Teach for America. Joe lives in CD 4 with his wife Emily and daughter June.

**Catherine Geanuracos, Commission Vice President**

Commission Liaison: ITA, Aging, Bureau of Engineering, Recreations and Parks, Department of Water and Power

Bio: Catherine Geanuracos leverages technology and media to create movements that respond to the most urgent social, medical, environmental and political issues of our time.

In 2010, she founded New Economy Campaigns, a full-service digital agency that drives business and social impact through multi-platform campaigns. New Economy has successfully incubated civic and cause marketing initiatives including Hack for LA, WeHoX, Power Rangers emPOWER, Splunk4Good, and Swim Silver Lake. Clients have included Millennium Hollywood, IMAX, the City of West Hollywood, and Saban Brands. She currently advises WePost, CicLAvia, LA 2050, Los Angeles City College Foundation, Isidore Electronics Recycling, The Electronic Music Alliance, and Compiler.LA.

During 2015 Catherine served as the Chief Marketing Officer for Science 37, where she built a comprehensive digital patient recruitment strategy to support the company's distributed clinical research operations. As part of the founding corporate team, she helped the firm obtain its Series A funding, secure pharmaceutical industry and biotech clients, launch its first clinical trials, and obtain significant national media coverage.

Prior to New Economy, Catherine oversaw multiple components of Live Earth during three years as its General Manager. From 2004-2006, she helped to shape innovative programs for MoveOn.org, using technology to expand opportunities for political engagement. While in San Francisco, she managed an HIV prevention research study at the University of California, San Francisco and served as the Co-Chair of the San Francisco HIV Health Services Planning Council. She was the founding CTO of MomsRising.org.

She completed her B.A. at Columbia College in New York City, and her Master's Degree in social welfare from the University of California, Berkeley. She lives in Silver Lake in Los Angeles.

**Enrique Aragon, Commissioner**

Commission Liaison: Public Works Bureau of Street Lighting, Fire and Police Pensions

Bio: Enrique Aragon is a Program Manager at UCLA Extension's Department of Business, Management, & Legal Programs where he is extensively involved in professional and community outreach, particularly in the areas of emergency management & homeland security and enterprise risk management. Prior to UCLA Extension, he served for four years as Community Liaison and Assistant to the Consul General of Nicaragua in Los Angeles.

As an advocate of community involvement, Enrique founded Urban Diversity, a grassroots organization focused on community participation in the civic process, founded the Victory Park Neighborhood Association in Van Nuys and organized the core-founding group for the West Van Nuys Lake Balboa Neighborhood Council.



He is a member of InfraGard, a partnership between the private sector and the FBI focused on domestic infrastructure protection, a former graduate of the FBI's Citizens Academy, and an active member of the Encino Chamber Disaster Preparation Committee.

**Freddy Carrillo, Commissioner**

Commission Liaison: Animal Services Department

Bio: Born, raised and educated in the City of Los Angeles, Freddy Alberto Carrillo has been active in his community for many years. He was appointed by Councilmember Dennis P. Zine to serve on the Quality and Productivity Commission on May 23, 2011.

Commissioner Carrillo's involvement in his community includes numerous organizations over the years. At the age of 26, he became the president of the Canoga Park Neighborhood Council (CPNC) and served in that capacity for over two years. His tenure on the CPNC was marked by an expansion of the CPNC's diversity and community outreach, which included the publication and distribution of the first CPNC newsletter. He also worked towards streamlining the process in which the CPNC approves funding for such worthy charities and events as Topanga Police Boosters, Catholic Charities, Dia de los Muertos Street Festival and the Memorial Day Parade.

In addition to his work on the CPNC, Commissioner Carrillo is a member of the Warner Center Specific Plan Citizens' Advisory Committee, the Orange Line Extension Arts Advisory Committee and the Main Street Canoga Park Design Committee. His previous involvement includes an internship for the West Valley Regional Administrator of the Community Redevelopment Agency of the City of Los Angeles, the largest redevelopment agency in the State of California. He also is a member of the American Planning Association (APA) and the California State University, Department of Urban Studies Alumni Council.

All while being involved in his community; Commissioner Carrillo was achieving his academic ambitions at California State University, Northridge. In 2006, he received his Bachelor of Arts in Urban Studies and Planning, specializing in community services and administration, and is currently pursuing his Master's in Public Administration with an emphasis on public sector management and leadership. He hopes to utilize his education to not only benefit his career but also the community in which he is so active with

Commissioner Carrillo works for the City of Moorpark's Community Development Department as an assistant planner.

**Thom Davis, Commissioner**

Bio: Info pending

**Vincent Jones, Commissioner**

Commission Liaison: Employee Relations Board, Employees Retirement System

Bio: Vincent Jones is CEO + Chief Strategist of Reinvent Communications, a social impact agency that leverages communications to harness the power of relationships to advance change. He is an innovative connector with a passion for finding creative solutions. His career spans the worlds of



## II INNOVATION AND PERFORMANCE COMMISSION

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philanthropy, non-profits, politics, and new media. Most recently, as Deputy Director of Campaigns and Senior Program Officer at the Liberty Hill Foundation, he built a regional donor mobilization initiative, developed innovative grant making programs, raised over \$2,000,000, and advised high net worth individuals in the leveraging of their giving through donor-advised accounts and giving circles.

Working with The California Endowment, Vincent co-created and led a groundbreaking campaign to improve outcomes for boys and men of color in California. He was executive director of the Center for Health Justice and led a youth civic engagement project for California Common Cause. He was the LA County Field Representative for U.S. Senator Barbara Boxer and worked in senior positions in her 2004 and 2010 campaigns as well as those of other statewide, federal, and local campaigns.

Currently, Jones serves on the national Board of Lambda Legal, is a founding Board Member of the African-American Board Leadership Institute, and is Treasurer of the Los Angeles Gay and Lesbian Chamber of Commerce. He is a Co-Chair of Southern California Blacks in Philanthropy. He is actively engaged with Funders for LGBTQ Issues as well as Grantmakers for Children, Youth & Families, who honored him with their first ever "Emerging Leader in Philanthropy" award.

Vincent is a native Californian who enjoys international travel and organizing outings to taste the great wine produced in the Golden State. Jones has a B.A. in history from Swarthmore College, where he was a Eugene M. Lang Scholar and a Public Policy & International Affairs Fellow. He was also awarded a Dean's Award for his contributions to the campus community. Vincent lives in Los Angeles and would be grateful if you followed him on Twitter and Instagram where he is @citizenjones76.

### **Andrew Kzirian, Commissioner**

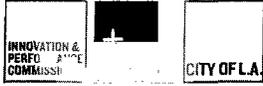
Commission Liaison:

Bio: Andrew Kzirian is a Regulatory Officer at Western Asset Management, a Fixed Income Asset Manager, where he helps coordinate federal financial industry related legal and compliance matters. Prior to joining Western Asset, Andrew worked with Resolve Inc. as a Regulatory-Compliance Associate, assisting the firm with various legal, regulatory and compliance matters associated with hedge funds, private equity firms, family offices and related alternative investment vehicles. Andrew has also served as Executive Director of the Armenian National Committee - Western Region, where he coordinated grassroots education efforts to raise awareness of human rights issues throughout California.

Andrew earned a Masters in International Finance from Columbia, and holds a Law degree from Villanova. He studied International Relations at the University of Pennsylvania (B.A.). Andrew lives in CD 7 with his wife Lianna.

### **Jerry Levey, Commissioner**

Commission Liaison: Office of the City Controller, Convention Center, Cultural Affairs, Port of Los Angeles, Public Works Bureau of Street Services, Los Angeles Police Department



Bio: Jerry Levey is the President of JL Levey Associates, a healthcare and political consulting firm specializing in strategic planning.

Mr. Levey was the Senior Vice President of Barbanell Associates until the formation of JL Levey Associates in 1992. He attended the University of California at Los Angeles, majoring in medicine and business administration. He has been a member of the Group Health Association of America; the International Foundation of Employee Benefit Plans; Healthcare Association of Southern California; local committees of the Los Angeles, Western Regional and Beverly Hills Chambers of Commerce; American Health Planning Association and a lay member on committees of both the California State Bar and the Los Angeles County Bar Associations.

Mr. Levey has been an advisor to the California Medical Assistance Commission, appointed by the Chairman, Dr. Sol Lizerbram through Governor Jerry Brown during his first term; a member of the California Department of Insurance Health Care Advisory Task Force; a former Chairman of the International Foundation of Employee Benefit Plans' (IFEBP) Health Care Service Committee; Chairman of Maxicare Health Plans' Advisory Council; Board member of the Home Health Care Agency of Southern California and member of the Board of Directors of CANCER 411.

Mr. Levey is also a Board member of the Jewish Public Affairs Committee of California and Vice President of the Jewish Labor Committee, Western Region.

### **Jon Merritt, Commissioner**

Commission Liaison: Public Works Bureau of Sanitation, City Attorney, Department of Transportation

Commission Alternate Liaison: Personnel Department

Bio: Jon Merritt is currently a Senior Vice President at Wells Fargo Advisors. He began his financial services career as a Financial Consultant with Smith Barney in Beverly Hills in 1996. Earning several successive promotions, by 2008 he had achieved the title of Vice President-Investments. In 2012, Smith Barney was absorbed by Morgan Stanley, and in 2014, he moved his financial practice to Wells Fargo Advisors in Century City.

In his prior career as a television producer, he received an EMMY® award for Best Educational Television Series in 1994. As a video producer for the cities of West Hollywood and Los Angeles, among many other projects, he created an award-nominated documentary early in the AIDS crisis, and two award-nominated documentaries on the restoration of the beloved Angels Flight funicular railway.

Committed to helping his communities prosper, he is active with a number of volunteer organizations. If you asked him, he'd say that his most gratifying experience was traveling with a 44-person group of volunteers to Gulfport, Mississippi, rebuilding homes that were damaged by hurricane Katrina.

Jon, a Los Angeles native, lives in West Los Angeles (Council District 5) with his wife and three children.



**Heather Rosenberg, Commissioner**

Commission Liaison: Emergency Management, Housing and Community Investment Department, Board of Public Works, Department of Building and Safety

Bio: Heather Rosenberg was awarded the USGBC Ginsberg Sustainability Fellowship for 2014-2015 to provide thought leadership on issues of social equity in the built environment. She is currently spearheading the effort with USGBC-LA to develop the Los Angeles Resilience Initiative, a process-based framework for implementing an integrated approach to resilience that addresses built, natural, social and economic systems in existing buildings and new construction.

Trained in both ecology and community development, she has worked on the leading edge of sustainability for more than a decade. She has helped shape policy at the city, state and national level, including work on strategic plans, Climate Action Plans, and the analytical framework for LEED. As a Principal at CTG Energetics, Ms. Rosenberg led dozens of green building projects and established that company's community and land use practice. In particular, she focused on urban agriculture, affordable housing, transit-oriented development, brownfield redevelopment, and community outreach, as well as implementation of an integrated design process.

In addition, she managed the development of multiple analytic tools, including the CTG Sustainable Communities Model, the USGBC's Green Building Information Gateway, and the GSA's Sustainable Facilities Tool. She is co-author of the USGBC report "Social Equity in the Built Environment," co-authored the core curriculum for USGBC's Green Building and LEED Core Concepts Guide, and writes and blogs extensively on issues of social equity and resilience. Ms. Rosenberg is a trained facilitator and a certified permaculture designer. She serves on the City of Los Angeles Innovation and Performance Commission and the USGBC Task Forces on Social Equity and Resilience.

**Liz Saldivar, Commissioner**

Commission Liaison: El Pueblo de Los Angeles, Economic and Workforce Development Department, City Planning Department

Bio: Liz Saldivar possesses a wealth of experience in both the public and private sector developing and managing strategic government and community outreach programs. Currently, Liz serves as district director to a member of Congress and is responsible for managing the operations of the district office. Liz also assists in developing external communications including press releases, social media postings and bilingual materials for district wide dissemination. As a public affairs manager at Cerrell Associates Inc. (CAI), Liz served as a local government advocate to non-profits and corporate clients such as Los Angeles Universal Preschool, Motion Picture Association of America and Athens Services. In addition, Liz devised strategic plans and implemented bilingual outreach programs for BP America's A+ for Energy Program, Medicare outreach and large scale land use projects to engage communities and opinion leaders to build consensus. Liz also developed and coordinated comprehensive multi-cultural effective outreach campaigns for Nielsen Media Research, California State Parks Foundation and the Pharmaceutical Research and Manufacturers of America (PhRMA). Prior to joining CAI, Liz was a principal at Public Strategies Inc. where she advised national and international clients on public policy matters in California. In addition, Liz developed political and communication strategies for corporate clients in response to legislative



issues, crisis management, coalition building and grassroots advocacy. As well as drafting a monthly on-line newsletter on behalf of one of the nation's largest homebuilders. Previously, Liz worked for three different Los Angeles City councilmembers, most recently as a legislative deputy. Liz oversaw legislative initiatives, developed recommendations and strategies on state and federal grants, coordinated special events and advised on major capital improvement projects. Liz was also a senior account executive at Rogers & Associates where she implemented a multifaceted statewide communications outreach plan on student aid; helped launch a healthcare product targeted at Latinos; and co-managed the production of a weekly Spanish-language news segment focused on early child development issues. A native of Los Angeles, Liz earned her bachelor's degree in political science at the University of California at Los Angeles.

**Dr. John Walker, Commissioner**

Commission Liaison: Office of Finance

Bio: Dr. John T. Walker is an Award winner in the film and television industry as both a Production Designer and Producer. He has worked for all of the major Studios in both mediums. He created a book-keeping/accounting system when first employed at Universal Studios for tracking lumber which is still being used today.

He received his Ph.D. in Clinical Psychology specializing in learning disabilities. His thesis "Predictors and Frequency of Family Pediatric Cancer Diagnosis" has been used as a teaching method in Universities all across the Country.

John has volunteered at the Hollywood Youth Center and has been active in local government for many years. He has served on several Commissions in the City, the most recent being the appointment from the previous Mayor that helped pick the new Rate-payer Advocate for DWP representing the Stakeholders of Los Angeles. He is currently the President of the Studio City Neighborhood Council. Dr. Walker was recently appointed as the Executive Director of the Studio City Business District.

**Cynthia Weichelt, Commissioner**

Commission Liaison: Department of Neighborhood Empowerment, Project Restore, Office of Public Accountability, Ethics Commission

Bio: Cynthia Weichelt is an attorney practicing law in the San Fernando Valley. She is also deeply committed to her community. Since 2010 she has served as an elected community representative on the board of the Lake Balboa Neighborhood Council.

After graduating from UC Berkeley with a degree in psychology, Cynthia spent several years in New York working for Sony Studios. She was happy to transfer back to LA a few years later. In 1997, she went out on her own and founded a post-production facility specializing in film and tape technologies. Ten years as a business owner and employer servicing a wide range of feature filmmakers and commercial producers afforded Cynthia a comprehensive education on the issues facing entertainment businesses in Los Angeles. This perspective informed her decision to change gears and pursue the law.



## **INNOVATION A | PERFORMANCE COMMISSION**

City of L.A.  
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Cynthia graduated from Southwestern Law School in Los Angeles in 2011. By that time she was very involved in community quality of life issues as the president of the Lake Balboa Neighborhood Council. She also worked with Public Council and Neighborhood Legal Services supporting community members who have been functionally deprived of legal access by financial stress. She continues to work to strengthen community voices and foster local access to government and legal processes.

Cynthia lives in CD 6 with her husband and three children.



**List of Innovation Fund Ideas Approved for Funding**

Innovation Fund Idea Submission – Adopted by Council 04/16/2015

<b>Name of your project idea:</b>	Nurse Practitioner Response Unit								
<b>City Department</b>	LAFD								
<b>Recommended Allocation</b>	\$245,000								
<b>My "What IF" idea is:</b>	What if Angelenos who call 911 with low-acuity complaints could be safely evaluated, treated, and released without ever having to step foot in an emergency room? By placing the most innovative, compact, and portable technology in the hands of a Nurse Practitioner who responds on a specially designated Los Angeles Fire Department ambulance, we would have the potential to transform how healthcare is provided to the citizens of Los Angeles. Through this pioneering approach the “emergency room is brought to the patient” to provide convenient yet comprehensive care, including linkage to close medical follow-up and community resources.								
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	In 2013 the Los Angeles Fire Department (LAFD) responded to 350,000 medical incidents and transported over 210,000 patients, making the department busier than any hospital in the region. At its core the Emergency Medical Service (EMS) system was developed to assist those with a life- or limb-threatening emergency. It is a precious resource that must be available to all citizens of Los Angeles during life-threatening situations. However, over the past decade, the meaning of “emergency” has become blurred. People access the 911-system for varying reasons. Beyond true emergencies, the EMS system has also become a costly taxi service for the most vulnerable and at the expense of tax-payer dollars. And like other institutions providing emergency care, LAFD’s ability to respond to truly time-critical medical emergencies is strained by the growing number of calls made by frequent users and patients with low-acuity and non-life-threatening primary care complaints.								
<b>Please provide any available cost information below.</b>	<table> <tr> <td>Clinical/safety coordinator (0.15 FTE):</td> <td>\$ 25,000.00</td> </tr> <tr> <td>Nurse Practitioner (1.0 FTE):</td> <td>\$150,000.00</td> </tr> <tr> <td>Medical Equipment</td> <td>\$ 73,595.00</td> </tr> <tr> <td><b>TOTAL:</b></td> <td><b>\$248,595.00</b></td> </tr> </table>	Clinical/safety coordinator (0.15 FTE):	\$ 25,000.00	Nurse Practitioner (1.0 FTE):	\$150,000.00	Medical Equipment	\$ 73,595.00	<b>TOTAL:</b>	<b>\$248,595.00</b>
Clinical/safety coordinator (0.15 FTE):	\$ 25,000.00								
Nurse Practitioner (1.0 FTE):	\$150,000.00								
Medical Equipment	\$ 73,595.00								
<b>TOTAL:</b>	<b>\$248,595.00</b>								
<b>How would you measure the success of your idea?</b>	<ol style="list-style-type: none"> <li>1. Patient centered metrics             <ol style="list-style-type: none"> <li>a. Rate of successful patient follow-up</li> <li>b. Establishment of a medical home</li> <li>c. Rate of adverse events</li> <li>d. Patients satisfaction regarding quality of care, confidence in self-care ability, and quality of life immediately after encounter as well as 1, 7 and 30 days after.</li> <li>e. ED utilization by individual patients pre- versus post-NPRU deployment</li> </ol> </li> <li>2. System metrics             <ol style="list-style-type: none"> <li>a. # of NPRU responses</li> <li>b. # of NPRU patients needing transport to hospital</li> <li>c. Number of NPRU patients discharged on scene</li> <li>d. Number of NPRU patients treated and referred</li> <li>e. Rates of 911 system utilization by top 40 frequent users compared to historical controls</li> <li>f. Decreased number of LAFD ambulance transports</li> <li>g. Decreased turnaround time for LAFD resources when the patient is evaluated on scene by the NPRU</li> <li>h. Decreased ED waiting time (“wall time”)</li> <li>i. Decreased response times</li> <li>j. Improved provider morale as evinced by qualitative and quantitative surveys</li> </ol> </li> </ol>								



# INNOVATION AND PERFORMANCE COMMISSION

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**Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?**

The totality and impact of this program will be profound on multiple departments. This program will interface with several city departments, allowing them to reduce healthcare expenditures. Social services, LAFD, LAPD, Housing Authority, Department of Aging, Emergency Management, and the numerous private community resources scattered throughout the city will be positively impacted.

**Is there anything else you would like us to know?**

The LAFD Nurse Practitioner Response Unit (NPRU) is an innovative response model that will deploy an ambulance utilizing an NP with primary and emergency care experience together with an EMS captain with extensive prehospital experience to respond to non-urgent, low-level 911-calls. The NPRU Program will allow low acuity patients to be treated on scene with proper referrals and avoid unnecessary and costly ED transport, which will allow LAFD resources to respond to true medical emergencies. This program will transcend how the City of Los Angeles provides healthcare and will place the LAFD on the cutting edge of prehospital care.

**Project status:**

A new classification, EMS Nurse Practitioner Supervisor, was created, medical protocols were developed, equipment purchased, and a press conference was held. The roll out of the NPRU occurred January 4, 2016. The NPRU will be stationed out of Fire Station 64 in South Los Angeles. The Department is soliciting funding from non-governmental organizations for different aspects of the program. Data from the pilot will be carefully collected and analyzed.



# INNOVATION AND PERFORMANCE COMMISSION

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Innovation Fund Idea Submission – Adopted by Council 04/16/2015

<b>Name of your project idea:</b>	3D Printer
<b>City Department</b>	Public Works – Engineering
<b>Recommended Allocation</b>	\$10,000
<b>My "What IF" idea is:</b>	<p>For the Bureau of Engineering’s Architectural Division staff to utilize three dimensional (3D) printing technology to build architectural and engineering scaled physical models of conceptual design projects and for presentations to client Departments, oversight Commissions, and the general public. Engineering staff currently uses Autodesk AutoCAD and Revit for project conceptual design and construction document production. Autodesk is currently soliciting beta testing partners for its Ember 3D printer and its Spark 3D printing open source software platform. Engineering staff should be early adopters of Autodesk’s 3D program to be a leader in 3D architectural model making. Engineering’s Vision is to “To lead the transformation of Los Angeles into the world’s most livable city” Our vision statement is aligned with Mayor Garcetti’s Priority Outcomes and 3D printing will help us to achieve these goals.</p>
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	<p>Architects have traditionally made models by hand assembling cardboard, wood, and foam materials. This traditional process is resource and time consuming, has caused worker injuries, and constrains staff creativity. Today, architectural designers utilize Building Information Modeling (BIM) software such as Autodesk Revit to develop digital 3D renderings. With the advent of 3D printing technology staff should now be able to efficiently printout 3D physical models of their renderings. However, commercially available 3D printers, such as fused deposition modeling, have technical limitations and high print failure rates. I brought my own 3D printer to the office but have not been able to produce professional quality 3D prints. It is not efficient for my co-workers to print models using this limited technology. Autodesk is proposing superior stereolithography 3D printing combined with their open source Spark 3D software that they claim will streamline the 3D printing process.</p>
<b>Please provide any available cost information below.</b>	<p>Assuming that Autodesk grants the City’s Engineering an “Access Pass” to their Ember Explorer program, the cost for the package will be approximately \$5995.00 which includes an “early build SLA DLP-based Ember printer, Ember Explorer supplies, Ember Explorer finishing kit, exclusive access to dedicated technical support, information and events, and the option to provide direct feedback and impact the final production of the Ember printer.” We are requesting an additional \$4000.00 to provide staff training from Autodesk certified trainers and to acquire related hardware, such as a 3D image capturing device, for a total request of \$9995.00. Nominal future costs to procure supplies and upgrade software may be requested in future fiscal years through the City’s traditional budget approval process.</p>
<b>How would you measure the success of your idea?</b>	<p>During Fiscal Year 2015-16 1) the Architectural Division should be able to produce a least one professional presentation quality 3D printed model utilizing the Autodesk Ember Explorer program; 2) At least 10 Engineering design employees will have received training and/or obtained experience using the 3D printer and software to build 3D models using their projects’ Revit 3D renderings; and 3) Engineering staff should be able to provide constructive feedback to Autodesk in order for the company to improve their products and services for future City architectural production work.</p>
<b>Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?</b>	<p>In addition to Engineering, City Departments that provide engineering, architectural, urban planning, and infrastructure services such as Building and Safety, City Planning, Transportation, Public Works, Recreation and Parks, LADWP, Harbor and Airports can use 3D printers. This technology will help departments work together. For example, Engineering can present 3D models to client Departments for charrettes and make presentations to the Cultural Affairs Commission for design approvals.</p>
<b>Is there anything else you would like us to know?</b>	<p>The following are links to the Autodesk Ember Explorer Program <a href="http://spark.autodesk.com/ember-explorer">http://spark.autodesk.com/ember-explorer</a></p>



<http://spark.autodesk.com/ember>

Below are links for additional information on 3D printing involving architecture and civil engineering:

<http://www.3dprinter.net/category/architecture>

<http://www.archdaily.com/tag/3d-printing/>

**Project status:**

The Bureau hit a roadblock when it found out the 3D printer it planned on purchasing is being targeted for consumer markets. The Bureau had to assess alternate printers to find one that best met its needs. A vendor was selected and the 3D printer was received in February 2016. It is currently being calibrated to meet the needs of the Department. The Commission will continue to monitor its progress.



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
**Innovation Fund**

Innovation Fund Idea Submission – Adopted by Council 04/16/2015

**Name of your project idea:** Can I Park Here Now

**City Department:** DOT

**Recommended Allocation:** \$60,000

**My "What IF" idea is:** Revolutionize the parking experience in the City of Los Angeles by creating new, clear and innovative parking signs that make it easy for the public to understand. We can potentially incorporate technology such a number to text, or display a red/green light to let the public know whether or not they can park there.

**Please tell us what problem your idea is trying to solve, or what opportunity you see.** The parking sign program is aimed at improving the public's quality of life by reducing the frustration and confusion associated with deciphering multiple parking restrictions when there are complex parking policies requiring four or more parking signs on one post. There is an opportunity to take an innovative approach to parking sign design and make it easier to know if you can park at your destination, thereby improving the parking experience and perception of parking in LA.

**Please provide any available cost information below.** Design/Labor/Materials: \$30,000  
Public Education (Handouts, Web/Mobile App Design, etc.): \$20,000  
Project Evaluation (Focus Groups, Surveys, Reporting): \$10,000

Total Cost: \$60,000

**How would you measure the success of your idea?** Implement the new signage along street segments in two demonstration areas (Downtown LA and Hollywood) and measure the public's acceptance with surveys, the number of specific types of parking citations, and the difference in meter revenue.

**Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?** The initial impact would primarily be to the Department of Transportation, the public and key stakeholders in the demonstration areas such as the business improvement districts and business owners. Assuming the idea is successful, it could have a national impact.

**Is there anything else you would like us to know?** In Dec. 2013, DOT's Parking Meter Div. took the initiative to design new parking sign concepts that have never been implemented in the US. As part of the creative process, we found opportunities to transform parking signs by integrating technology via text messages, red/green lights or mobile apps. If awarded Innovation Funds, this will allow our team the resources to implement the program on a trial basis and, if successful, apply the concept to across the city.

In the past, our division has achieved major success by taking chances; first with a small company that developed credit card and coin meters. Meter revenue has since doubled. Next, we experimented with a demand based parking pricing program in Downtown entitled LA Express Park. This program now receives international recognition and is expanding across the city. We have a chance once again for LA to set the trend by revolutionizing parking signs that will have other cities across the nation following our lead.

**Project status:** The pilot has experienced a few setbacks due to the loss of staff which caused delays in completing the design of signs for Phase One of the pilot. Phase Two of the pilot is the portion funded through the Innovation Fund. The Department has been meeting with the Mayor's Chief Technology Officer, Peter Marx, to look at the texting capabilities for Phase Two. The new signs will have a number listed that will allow drivers to text to see if parking is allowed at a specific location and time. The Department anticipates a prototype being completed by May 2016.



# INNOVATION AND PERFORMANCE COMMISSION

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Innovation Fund Idea Submission – Adopted by Council 04/16/2015

**Name of your project idea:**

MyPayLA

**City Department**

Office of the City Controller

**Recommended Allocation**

\$35,000

**My "What IF" idea is:**

Payroll Information at Your Fingertips. The City should develop a mobile payroll viewing app "MyPayLA". A mobile app will be simpler to use and provide easy access to key information, such as: • Gross and net pay • Deductions • Leave balances Additionally, copies of current and prior paystubs as well as W-2's will also become available for future reference, printing and email. Unlike the limitations faced when viewing pay stubs on City computers, a payroll app offers the flexibility to access information anytime and from anywhere in a much more user-friendly interface, offering greater convenience for the users. The paycheck information will be available on Friday prior to payday therefore it is anticipated that many employees will view their paycheck information over the weekend using MyPayLA, thus reducing the need to access it at work. Even if employees use MyPayLA at work, its simplicity and ease of use compared to the current process will reduce the time it takes to access pay information. It is anticipated that MyPayLA will not only save paper and printing costs but will also create significant value for the City and its team members by improving efficiency of the current process and eliminating unnecessary waste of scarce human talent and energy.

**Please tell us what problem your idea is trying to solve, or what opportunity you see.**

City employees are paid biweekly, 90% of whom receive their pay via direct deposit into their bank accounts. However, they can only view their paycheck stubs or earning statements on a city computer while at work. Annually about 28,000 City employees access their paycheck stubs a total of 900,000 times to view pay information, such as gross and net pay, deductions and leave balances. It is estimated that an employee spends 3-5 minutes during each access period on viewing, printing and/or saving and emailing a PDF. Employees are also inconvenienced when they require paystubs for loans or credit applications and have to go to their City computers to get this information. This process is further limited because employees in the field do not have ready access to City computers and cannot view or obtain their pay stubs. Additionally, the City prints and distributes approximately 225,000 paper remittance advices annually. It is estimated that a significant amount of the City's most valuable resource, human talent is wasted due to the current cumbersome and inefficient process.

**Please provide any available cost information below.**

The cost of hosting the payroll mobile app is \$35,000 annually (does not include cost of staff time for development of app). Popularity of mobile devices and their use as source for easy access to important information combined with MyPayLA's simplicity, ease of use and access is likely to result in significant participation by employees in a short period of time. While exact benefits of MyPayLA for both City and its employees will depend on participation level, a conservative 50% employee participation estimate could result in following annual benefits: Hard Cost Savings: 1. \$30,000-35,000 in costs associated with paper and printing of pay stubs or remittance advices by employees as well as costs associated with printing and distribution of remittance advices by the City. Value Creation 2. \$600,000-\$700,000 in annual value by preserving and rechanneling scarce human talent. Additional Benefits: 1. Elimination of inefficient or unnecessary tasks creating a positive impact on performance citywide. 2. Ability and convenience to access information any time and from anywhere is beneficial for employees and a potential morale booster. 3. Exemplifies the City's commitment to stay ahead of the times rather than behind and reflects the City's emergence into the technological mainstream by becoming one of the very few large cities to venture into this arena. 4. Reduction in paper and printing will help the environment and promote greater awareness, consciousness and support for additional paperless initiatives 5. Encourages further public private partnerships and collaboration with both internal and external partners to implement leadership's vision of establishing the City as the best-run big City in America 6. Provides a very high return on investment in a short period of time 7. Will create a platform for future enhancements and development of other interactive applications to deliver additional efficiencies and cost saving opportunities



## INNOVATION AND PERFORMANCE COMMISSION

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in the future as payroll constitutes the largest expenditure in City budget. 8. Facilitate implementation of options for effective communication and connectivity with City employees especially in case of emergencies and disasters.

**How would you measure the success of your idea?**

By witnessing a declining trend of users using D-Time on City computers to check pay stubs and an increasing trend of MyPayLA users.

**Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?**

Yes: All City departments and employees except DWP will benefit. Even part-time and off-site employees will have easy access to their pay information.

**Is there anything else you would like us to know?**

Controller's vision and enthusiasm to promote innovation as a tool to improve efficiency of current processes and implement new ones to create value for the City resonates with and motivates his team. As a result Controller's team will implement this project within 120 days of receiving funding.

**Project status:**

The MyPayLA pilot was launched in the 4<sup>th</sup> quarter of 2015. The Commission is working with the Department to receive data on the success of the pilot.



# INNOVATION AND PERFORMANCE COMMISSION

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Innovation Fund Idea Submission – Adopted by Council 04/16/2015

<b>Name of your project idea:</b>	One Stop for City Workforce Candidates
<b>City Department</b>	Personnel
<b>Recommended Allocation</b>	\$35,000
<b>My "What IF" idea is:</b>	What if all city commission, volunteer, internship and apprenticeship positions were also shared and managed via the central City Personnel ( <a href="http://per.lacity.org">http://per.lacity.org</a> ) website? This would create a "one stop shop" for all who are looking for affiliation with the city.
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	<p>Today, exempt and non-exempt city positions are posted on the Personnel site. However, other types of formal affiliation opportunities within the city (i.e., interns, volunteers, apprentices, commissioners) are tribal to identify and apply for. Volunteers need to go to departmental websites to see what is available (and it's not always current). There is no centralized internship or apprenticeship portal for the city, which makes so much sense. Open commission seats are very difficult to identify for public outreach. This creates a transparent, easy-to-access site to address all of these issues.</p> <p>This would centralize all of those engagement touchpoints and place the Personnel Department central to the solution.</p>
<b>Please provide any available cost information below.</b>	The edits to the public site to accommodate new categories (i.e., interns, volunteers, apprentices, commissioners) should cost no more than \$10,000 of ITA or contractor time. The effort to gather information and establish an ongoing information flow with Personnel should be a one-time resource need of \$25,000 (approx. 300 resource hours).
<b>How would you measure the success of your idea?</b>	<p>Total submission estimate: \$35,000.</p> <p>All known city workforce needs (exempt, non-exempt, interns, volunteers, apprentices, commissioners, etc.) are easily identified and tracked via the existing Personnel site. We should also see an uptick in interest for these types of roles that had been previously more difficult to find.</p>
<b>Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?</b>	Yes, this is a city-wide initiative.
<b>Is there anything else you would like us to know?</b>	N/A
<b>Project status:</b>	<p>IT staff is scheduling a demo of their working version for the Personnel Department's internal staff next week.</p> <p>The application will allow City agencies (Mayor's Office, Council, departments) to post job openings such as part-time, temporary jobs, volunteer opportunities and so on.</p> <p>The job posting will include the following information:</p> <ul style="list-style-type: none"> <li>- Employer (Hiring Department)</li> <li>- Dept. address</li> <li>- Contact information</li> <li>- Job description</li> </ul>



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The application will have a search function by type of job and employer. In addition, the posting department will be able to provide a url address if the positions are advertised on a particular website and can specify the effective date and end date of a particular post and will be able extend the job post if necessary.

After the demo, the Personnel Department should be able to identify any bugs and will most likely have additional requests to make the application as user friendly as possible. These revisions will be followed up with additional testing. The Department is projecting six to eight weeks to open up City wide.



# INNOVATION AND PERFORMANCE COMMISSION

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Innovation Fund Idea Submission – Adopted by Council 04/16/2015

<b>Name of your project idea:</b>	Automated Inspection Units (pilot)
<b>City Department</b>	DWP
<b>Recommended Allocation</b>	\$5,000
<b>My "What IF" idea is:</b>	The use of drones to inspect penstocks and insulators on power poles. It will cut the cost of man power and increase safety.
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	To increase safety. Right now it takes 5-7 people 3 -4 hours to do a penstock walk at Castaic Power Plant. With a drone, the time to do the inspection can be cut in half or better with a video recording of the inspections. The drone can be on a preprogrammed course to inspect whatever the engineer needs to assess any damage of erosion. This eliminates the danger for plant personal increasing safety. You would only have to go out if a problem was found.
<b>Please provide any available cost information below.</b>	Try out cost is approximately \$1,500.00. Future cost for commercial drones would be higher depending on equipment. Cost would have to be determined.
<b>How would you measure the success of your idea?</b>	I have already done some preliminary testing using my personal drone with very good success. I programmed 4 wye points into the drone and it followed them perfectly.
<b>Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?</b>	It could impact every department. for safety of employees and cost cutting. The technology could be integrated across departments.
<b>Is there anything else you would like us to know?</b>	I do have a video of the test flight. Penstock walks at Castaic Power Plant are very dangerous due the steepness of the grade and rattlesnakes. This would help elevate the problem plus produce a permanent record.
<b>Project status:</b>	The Commission and CAO staff have made repeated attempts to obtain an update on the status on this pilot. The Commission will continue to reach out to the Department in an attempt to get a pilot status update.



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
Innovation Fund

Innovation Fund Idea Submission – Adopted by Council 04/16/2015

<b>Name of your project idea:</b>	Online Police Reports
<b>City Department</b>	LAPD
<b>Recommended Allocation</b>	\$60,000
<b>My "What IF" idea is:</b>	What if we implement a system so people could file lost/stolen property reports online? This is currently being done by LASD. The LASD website allows people to file reports for Lost or stolen items, Vandalism or theft (not to exceed a certain valued amount). We could also look into adding other crimes where the individual doesn't want to press charges, but wants it documented for insurance purposes.
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	This would reduce the number of officers responding to non-workable or no-follow-up reports and allow them to continue patrol. This may also improve their response time.
<b>Please provide any available cost information below.</b>	N/A
<b>How would you measure the success of your idea?</b>	Improved response time, number of online reports etc.
<b>Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?</b>	Not sure if this would be handled by LAPD and ITA. Or if they would contract outside with a Vendor.
<b>Is there anything else you would like us to know?</b>	The Los Angeles County Sheriff's Department just rolled out this online system.  <a href="http://shq.lasdnews.net/shq/SORTS/sorts_intro.aspx">http://shq.lasdnews.net/shq/SORTS/sorts_intro.aspx</a>
<b>Project status:</b>	This pilot is expected to go live in April of 2016. Nexus Lexus Bot Cop service is the online program that will be used. An app is not required. Online police reporting can be used for four services: <ul style="list-style-type: none"> <li>• Harassing Calls</li> <li>• Vandalism</li> <li>• Illegal Dumping</li> <li>• Lost Property</li> </ul> <p>The program will be integrated into the documentum system. The Commission will continue to monitor the status of this pilot.</p>



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
Innovation Fund

Innovation Fund Idea Submission – Adopted by Council 06/30/2015

<b>Name of your project idea:</b>	Digital Services Unit
<b>City Department</b>	Mayor
<b>Recommended Allocation</b>	\$150,000
<b>My "What IF" idea is:</b>	Creating online/digital mechanisms for citizens to utilize city services that typically require in-person interactions -- that is, taking processes such as registering for a new business or paying a business tax and making them fully digital. This would save the city costs in terms of management and operations and greatly improve the citizen experience.
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see. Please provide any available cost information below.</b>	Currently, most of the interactions citizens have with their government require in-person interactions: coming to the office, etc. In the private sector, however, most interactions can happen digitally: paying bills, purchasing goods, etc. The city should have a full suite of digital tools and applications that enable citizens to engage with their government online. Pilot: \$150K. Two developers and one designer for 4 months to build out 8-10 digital services.
<b>How would you measure the success of your idea?</b>	<ul style="list-style-type: none"> <li>- # of services made digital</li> <li>- # of users using the digital services</li> <li>- Cost saved by using digital services instead of in-person</li> </ul>
<b>Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?</b>	The digital services team would work with various departments, based on the popularity of their services and the opportunity for a digital interface. Currently opportunities are already identified around immigration information, parks facilities reservations, and city facility issue submission. The team would take a rigorous process of understanding where opportunities are, following the model from the UK Digital team, which based on research identified the top 25 services to transform digitally.
<b>Is there anything else you would like us to know?</b>	N/A
<b>Project status:</b>	It was determined early on that the four-month timeline proposed to complete this pilot was a bit aggressive and it will take longer to research, build out, and test the services. The team has been working closely with ITA. Data has been gathered to determine which services should be digitized. Those data sets include what services the City offers, who uses those services, how these services are accessed, which services are not digitized, website visitor demographics, website search stats, and best practices from other cities. This data will be used to identify gaps in service delivery and prioritize which services would be best utilized if offered digitally. The Digital Services Unit is working with the Commission to access the probability of digitizing services submitted through the Innovation Fund. The Digital Services Unit is working with ITA on digitizing maps for Griffith Park. Through this pilot, the team has realized that its services can be used for both City services as well as Innovation Fund submissions.



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
**Innovation Fund**

Innovation Fund Idea Submission – Adopted by Council 11/17/2015

<b>Name of your project idea:</b>	Smartphone Dispatch of Pothole Trucks
<b>City Department</b>	Public Works – Street Services
<b>Recommended Allocation</b>	\$90,000
<b>My "What IF" idea is:</b>	Use GPS enabled-smartphones to efficiently dispatch pothole trucks and tree emergency crews, while providing timely notifications to constituents of completed service requests.
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	<p>Mayor Garcetti has challenged us to reduce turnaround time for pothole and tree emergency service requests.</p> <p>Currently BSS uses paper forms to dispatch inspections and repairs; field notes must be hand keyed into our database.</p>
<b>Please provide any available cost information below.</b>	<p>Via our mobile vendor AT&amp;T, BSS can access the Actsoft mobile worker platform, which is used by hundreds of organizations for rapid, location-based dispatch of field crews. Actsoft's server-based system uses an efficient and paperless workflow.</p> <p>Our plan is to equip each supervisor and crew with a smartphone running Actsoft. From a dual-screen PC, our dispatcher will be able to assign service requests to the nearest crew, and instantly receive from the field smartphone-based inspection reports, maintenance reports, and photos.</p> <p>We plan to build an automated data exchange between Actsoft and upcoming Citywide Customer Relationship Management system, enabling us to provide SMS or email notifications of completed work to constituents.</p> <p>Our idea is scalable and could eventually be used by all customer response staff. There are startup costs and ongoing subscription costs. An initial deployment for asphalt repair and tree emergency functions could cost \$200,000-\$300,000 for the first year.</p> <p>We are seeking a grant of \$90,000 to to prove the Actsoft system's effectiveness and attract additional funding through the city's budget process.</p>
<b>How would you measure the success of your idea?</b>	<p>We intend to use the \$90,000 in three categories of approximately equal dollar value:</p> <ol style="list-style-type: none"> <li>1) Acquisition of equipment (smartphones, servers, computers, monitors, and accessories)</li> <li>2) Custom programming within Actsoft, and creation of an automated data interchange between Actsoft and the Citywide CRM.</li> <li>3) Subscription charges for monthly data plan and Actsoft user fees to support a limited base of initial users for a trial period of 6-9 months.</li> </ol> <p>We would measure success by the average elapsed time between receipt of a service request and completion of that request. We are especially interested in driving down the turnaround time during periods of peak volume, because our current, paper-based dispatch system is less able to respond to a surge in customer requests than a real-time dispatch system based on the GPS location of our inspectors and crews.</p> <p>We would also develop metrics to measure how well Actsoft maximizes the new customer service functions of the Citywide CRM, such as opt-in notifications.</p>



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<p><b>Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?</b></p>	<p>The interchange between Actsoft and the Citywide CRM would significantly improve coordination between our agency and ITA, who manages 311 and the MyLA311 app.</p> <p>Actsoft could potentially be a solution for other city departments who use field staff to respond to customer requests.</p>
<p><b>Is there anything else you would like us to know?</b></p>	<p>N/A</p>
<p><b>Project status:</b></p>	<p>The Department has placed Samsung tablets in the field with the Street Maintenance Division inspectors (24 tablets deployed in November) and with the inspectors and crew leaders for Urban Forestry Division (30 tablets deployed in Dec/Jan). It has also provided large screen Galaxy Note smartphones to the area superintendents in both divisions.</p> <p>The Department has been using the tablets and smartphones to interact directly with the new Customer Relationship Management System, (CRM) that deployed in August, 2015. The Department found that the CRM is mobile-friendly, and it can get information in and out of the CRM without needing middle-ware such as Actsoft. By avoiding middle-ware, we are eliminating (i) monthly user fees, (ii) data exchange programming costs, and (iii) the risk of errors in data exchange between CRM and a mobile-facing database such as Actsoft.</p> <p>An early operational improvement we are realizing from the tablets is that inspectors are running a query in the CRM each time they arrive at a new location, looking for additional nearby inspections that can be performed. As a result, in January, 443 of the 1,335 Street Pothole service requests received by the public were inspected on the same day. Same-day inspections of street pothole requests give the department an opportunity to dispatch a pothole truck the next day, resulting in one-day turnaround times for some of these potholes.</p>



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
**Innovation Fund**

Innovation Fund Idea Submission – Adopted by Council 06/30/2015

**Name of your project idea:** Rapid Response Vehicle

**City Department:** LAFD

**Recommended Allocation:** \$82,856

**My "What IF" idea is:** What if the LAFD had a fast, mobile, paramedic-staffed advanced life support unit that could quickly respond to critical 911 EMS calls to provide rapid patient assessment and initiate time-critical medical care? This unit would operate in a given battalion and would provide a first line of information / "defense" to help cases of EMS calls and relay needed information to battalion HQ.

**Please tell us what problem your idea is trying to solve, or what opportunity you see.** The Problem: The Los Angeles Fire Department is the second busiest EMS provider in the United States, responding to 350,000 incidents per year, with a typical annual increase in volume of 2%. With a steadily growing population and increasing utilization of the 911 system for all types of medical emergencies, LAFD resources have been exceedingly busy. In addition to the increasing EMS call load, emergency department overcrowding has resulted in prolonged turnaround times for LAFD ambulances in area hospitals. A majority of EMS calls involve the dispatch of a fire company (engine or truck) along with an ambulance (either EMT or paramedic). Often the first ambulance on scene cancels the fire company, or the fire company on scene downgrades the dispatched paramedic ambulance to an EMT ambulance. At periods of peak call load (typically weekday afternoon and evenings), response times for paramedic ambulances may be prolonged, potentially compromising patient care.

The Opportunity: The Rapid Response Vehicle (RRV) will be an extension of our existing fleet of resources, comprised of our new brush patrol rig and staffed by two FF/Paramedics. The RRV will be staffed to work 12 hour shifts, from 0800-2000 hours, Monday through Wednesday, which is the period of time of maximal EMS call load. The RRV will be assigned to a very busy neighborhood of the City to help decrease response times to medical emergencies and also free up both fire resources and ambulances in this area. The RRV will respond to both structure fires and EMS calls throughout their 12 hour shift. This resource would be classified as an ALS assessment resource, since they would carry an Advanced Life Support assessment package of equipment and medications. They would be a highly mobile triage, assessment, and treatment resource.

The objectives of the Rapid Response Vehicle are the following:

1. Decrease response times. Since the Rapid Response Vehicle will be roving within a battalion and will not be responding from quarters, they will be able to decrease response times to calls within the first-in district where they are located since there will be no "turnout time".
2. Perform on-scene triage. When the Rapid Response Vehicle arrives on scene prior to the dispatched resources they will then be able to cancel resources, cancel fire companies, upgrade/downgrade ALS/BLS ambulances, or add resources as indicated. It is anticipated that they will frequently cancel fire companies on high level ALS calls and downgrade many ALS calls from a paramedic ambulance to an EMT ambulance.
3. Provide rapid treatment for patients who require time-critical interventions. The Rapid Response Vehicle will enable both BLS and ALS rapid assessment and treatment for high acuity patients, since they will be functioning as a mobile ALS assessment resource staffed by one EMT and one paramedic.
4. Handle AMA's (against medical advice). AMAs require the dispatch of an ALS resource, so they currently tie up assessment engines, assessment light forces, or paramedic ambulances. These AMAs would be handled by the Rapid Response Vehicle.



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6. Provide additional manpower for an EMS incident. An EMT or paramedic ambulance dispatched alone at times requests an engine for additional staffing needs on scene. The Rapid Response Vehicle would handle this task and cancel the dispatch of a fire company on these calls.
7. Respond to structure fires. The Rapid Response Vehicle can respond to structure fires as a brush patrol rig and assist as requested by the Incident Commander. They will be released as soon as possible and not remain on scene for any overhauls.

### Pilot program

The RRV pilot program will run from May 1, 2015 through October 30, 2015. It will be based in Battalion 13 out of FS 64, which serves the Watts neighborhood. Battalion 13 is our busiest battalion, it has the highest acuity patients, and its ambulances encounter the highest number of NAV hours waiting at hospitals to transfer care. FS 64 in Watts is one of our busiest first-in districts, which is located in an underserved area with a vulnerable patient population. FS 64 is a new, regional fire station which has sufficient room to house the RRV.

The RRV will operate from Monday through Thursday, 0800 – 2000 hours. The RRV will attach themselves to incidents within Battalion 13. Their radio designation will be RRV1. Whenever a fire company is dispatched on an EMS incident within the first-in district where the RRV happens to be located, the RRV is expected to request to be added to the incident through MFC and cancel a fire company if one is already dispatched, and respond emergency to the incident. (The following exceptions apply to canceling the fire company: shootings, stabbings, incidents on freeways, reported violent/combatative patients, or reported cardiac arrests.) The RRV is expected to be available (AVI) on the radio within Battalion 13 for the duration of their shift, excluding necessary breaks/meals, etc.

Once on scene, the RRV will perform a patient assessment and initiate patient care as appropriate. The RRV can upgrade or downgrade the responding BLS/ALS ambulance as indicated. The RRV will complete an ePCR on every EMS incident to which they are attached and for each patient that they assess.

Yes

2 FF/PMs\*: \$58.50/hr., 960 hrs., at a total cost of \$56,160  
 ALS assessment supplies: \$22,196.50/unit, 1 unit, total cost \$22,196.50  
 Mobile Touch Device: \$4,500/unit, 1 unit, total cost \$4,500  
 GRAND TOTAL: \$82,856

\*2 position @ \$58.50/hr. x 12 hrs./day x 40 days = 960 V hours

#### A. Patient Centered Outcomes:

1. # of incidents where the RRV performs an Advanced Life Support assessment prior to the arrival of the first dispatched ALS resource
2. Decreased response time of the RRV (RRV on scene time compared to on-scene time to first resource and first ALS resource)
3. # and type of ALS interventions by the RRV
4. # of incidents where the RRV performs time-critical, life-saving interventions prior to the arrival of the first fire company or ambulance

#### B. System-Level Outcomes

1. # of incidents where the RRV is first on-scene
2. # of RRV responses per day
3. # of incidents where a fire company is canceled by the RRV
4. # of incidents where a paramedic ambulance is canceled by the RRV
5. # of incidents where the RRV upgrades a BLS RA to an ALS RA
6. # of incidents where the RRV handles an AMA
7. # of structure fire responses by the RRV

Please provide any available cost information below.

How would you measure the success of your idea?



**Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?**

No. This program will only involve the LAFD.

**Is there anything else you would like us to know?**

A. How it keeps Los Angeles ahead of the curve and the creativity that is the hallmark of our City?

The Rapid Response Vehicle (RRV) Pilot is a cutting edge, innovative program which will improve the delivery of EMS to the citizens of Los Angeles.

B. Does the idea improve a process, save time, increase collaboration among departments, provide the potential for long-term benefits, or generate revenue and/or cost savings?

The RRV will decrease response times to EMS calls in the affected area; provide faster patient care; allow rapid triage and treatment on scene; free up fire companies and ambulances to become available for other emergencies; increase the availability of other emergency EMS and fire resources; improve the efficiency of the LAFD and 911 response system; and improve morale among our firefighters and paramedics. Once shown to be effective, this concept can be expanded to place additional RRV's into service in the busiest neighborhoods of Los Angeles. The RRV will eventually realize cost savings for the City since it is much less expensive to add a RRV to the field to deal with the increasing EMS volume than to add additional fire engines or ambulances. Since the RRV does not transport patients, it will be able to respond to a much higher volume of calls than a paramedic ambulance.

C. Does the idea help create a prosperous City, a livable and sustainable City, a safe City, and/or a well-run government?

Yes. The RRV will help make Los Angeles a safer and more efficiently run city. The greatest responsibility of government is to provide for the safety and well-being of its citizens. The RRV will enhance the City of Los Angeles provide faster, more timely, and more efficient emergency medical care.

D. Can the idea be executed and measured within six to 12 months of being funded? Does the idea need funding year after year or only one time? A one-time award from the Innovation Fund should be sufficient to implement your great idea. Prior to award, each project should have clear metrics for evaluating the impact of the idea, and the Commission and staff can help develop those metrics.

Yes. The RRV Pilot Program is designed to run for six months. At the completion of this time period, the LAFD Medical Director will analyze all of the data and metrics delineated above.

Once the effectiveness and efficiency of this program is demonstrated, additional RRVs can be incorporated into the Fire Department's budget to expand its emergency services in an innovative and cost-effective manner to better serve the City of Los Angeles.

The pilot was launched on September 1, 2015. The vehicle is stationed in Downtown Los Angeles and Echo Park. The unit currently sees one response per hour. For every RRV response, a fire unit is cancelled, which allows that fire unit to be available to respond to the next call. The average time saved on response times is 70 seconds. The only challenge the department faces is the exhaustion of funds. Due to a reported accounting error, the funds for the pilot will be exhausted on December 31, 2015. The original pilot was to run until March 31, 2016. A request for additional funding for \$107,868 to continue running the pilot until March 2016 was submitted through the Innovation Fund web form. The Department has opted not to pursue the additional funding through the Innovation Fund and will absorb the cost.

**Project status:**



Innovation Fund Idea Submission – Adopted by Council 06/30/2015

<b>Name of your project idea:</b>	Median Design Competition
<b>City Department</b>	Public Works – Board
<b>Recommended Allocation</b>	\$35,000
<b>My "What IF" idea is:</b>	Creating a "Kit of Parts" for median projects that include streamlined permitting and little to no irrigation to address the drought conditions and the blue prints for communities wishing to overhaul their community medians
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	<p>Many city medians are in disrepair and/or poorly maintained due to budget constraints, broken irrigation systems and lack of vision/design.</p> <p>The idea would be to launch a competition to enlist the participation landscape architects that can (with in collaboration with approved native plants) help construct pre-approved "kit of parts" to provide some options for communities to consider as a community amenity/improvement.</p> <p>The outcome would produce approved plans that could simply be adopted and funded by neighborhood councils or other community groups to implement.</p> <p>This collaboration would leverage City expertise (BOE/Street Services) eliminate use of irrigated medians which are unsustainable and a huge burden to maintain, and provide vision and solutions for communities unable to afford the cost of individually retaining the services of a landscape architect.</p>
<b>Please provide any available cost information below.</b>	\$35,000 for prize money and pilot
<b>How would you measure the success of your idea?</b>	We adopt a usable set of plans that could be utilized by communities throughout the city. We could measure in the water savings, the beautification and elimination of blighted medians.
<b>Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?</b>	Yes, Public Works, Cultural Affairs, DOT
<b>Is there anything else you would like us to know?</b>	
<b>Project status:</b>	A working group consisting of multiple City departments has been meeting bi-weekly since June to develop the contest and determine which medians will be rehabbed through the competition. A Request for Design was released to universities and colleges on October 30 <sup>th</sup> . Contestants needed to be a current college student to apply. The contest period will followed that and gave each contestant until the end of their semester to submit their entry. The working group started with 100 Adopt-A-Median medians, sent crews to photograph and document their current conditions, and used that information to whittle down the selection to seven medians. Of those seven, five were chosen, one from each region of Los Angeles (North, West, South, East, and Central). After the designs were submitted, the working group evaluated the



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designs and chose the winners. This process was completed at the end of January, and the awards will be handed out in February. The development of the kit of parts will follow and take approximately 90 days to develop. Median implementation will take place between April and June of 2016 with the pilot's completion date anticipated by June 30, 2016.



# INNOVATION AND PERFORMANCE COMMISSION

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Innovation Fund Idea Submission – Adopted by Council 6/16/2015

<b>Name of your project idea:</b>	I.S.S.O: Identifying Super-Users for Services via Outreach
<b>City Department</b>	LAPD
<b>Recommended Allocation</b>	\$150,000
<b>My "What IF" idea is:</b>	What if you could use LAPD data to target outreach and services to the most frequent users of the city's law enforcement services in Skid Row, when 2 out of 3 homeless adults suffer from mental illness, substance abuse, and/or has a physical disability?
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	In 2013, 36 people required LAPD to call the Mental Evaluation Unit for a total of 1,138 radio calls for service, of which 33% came from Central division where Skid Row is located. In addition to the costs for the LAPD's time in responding to these calls, the City and County also incur costs for ER transports, for holding people (jails or in hospitals), for City and District Attorney time in addressing these cases, and for medical care after violent crimes. Our project wants to use the most recent LAPD and City Attorney's Office data available about "Super-Users" to target the 10 largest super-users in Skid Row with outreach that can link them to proper services. By successfully housing 10 Super-Users, costs of more than \$500,000 can be avoided. The project will also build on the City's Operation Healthy Streets initiative, by leveraging outreach workers and County service providers who are involved in that program to more quickly address the needs of these Super-Users.
<b>Please provide any available cost information below.</b>	\$100,000 will be used over a 12-month period to assist with the costs acquired for LAPD officers to do footbeat, for LAHSA outreach staff, and for an analyst in the LAPD to help analyze the data to identify the Super-Users.
<b>How would you measure the success of your idea?</b>	<ol style="list-style-type: none"> <li>1. How many Super-Users begin to use services</li> <li>2. How many Super-Users are housed (if homeless)</li> <li>3. The amount of Super-Users in 1 &amp; 2 will have a direct affect in the money saved by each individual accepting services (e.g. 1 Super-User = roughly \$50,000 in city savings)</li> <li>4. A reduction in calls for service from these Super-Users</li> <li>5. A reduction in crimes related to these Super-Users, either as suspects or victims</li> </ol>
<b>Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?</b>	<ul style="list-style-type: none"> <li>• City Attorney's Office (decreases in case processing times)</li> <li>• LAHSA</li> <li>• LAPD</li> <li>• All departments involved in Operation Healthy Streets</li> </ul>
<b>Is there anything else you would like us to know?</b>	Research on both ER super-users and the chronically homeless has shown that providing services and housing proactively to these populations can save governments significant amounts of money. For example, a study in LA County found that public systems invest roughly \$875 million each year in homelessness, with \$650 million consumed by just a fourth of the homeless population – largely those who are chronically homeless. Research has also shown that it is far cheaper to provide housing and services proactively to these super-users: just \$13,000 per year vs. \$65,000 for those on the streets.
<b>Project status:</b>	The project requires two teams made up of two LAPD officers and one LAHSA outreach worker each, who will provide 7 days a week of coverage in Skid Row to target these "super-users." The teams will report to the head of the Safer Cities Initiative Taskforce. Update pending.



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
Innovation Fund

Innovation Fund Idea Submission – Adopted by Council 9/16/2015

<b>Name of your project idea:</b>	Brush Inspection Module
<b>City Department</b>	LAFD
<b>Recommended Allocation</b>	\$50,000
<b>My "What IF" idea is:</b>	Integration of Brush Module with existing SituationAnalyst(SA) geospatial platform already owned and installed within LAFD. The Brush Module would enable the Fire Prevention Bureau to integrate the new city parcel database, perform field inspections for brush hazards on mobile devices, print/email reports to landowners in real-time, and link to the existing Vegetation Management System currently in use for accounting, tracking, and legal actions on non-compliant parcels. The module would be either cloud-hosted or installed on internal systems within LAFD similar to the existing Hydrant Inspection Module built a few years ago.
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see. Please provide any available cost information below.</b>	N/A  Brush Module estimated to cost \$50,000. This price includes the cost for software modification of Situation Analyst, Pilot Build and deployment to LAFD servers, database integration with 2 LA databases (parcel and VMS), testing guidance during the field texts, Final Build and install to LAFD servers, and written training materials for users.
<b>How would you measure the success of your idea?</b>	N/A
<b>Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?</b>	N/A
<b>Is there anything else you would like us to know?</b>	N/A
<b>Project status:</b>	.A company called 3DI is working with the department to build out the system. The module, which will be built out next week, has been broken down into three components: LAFD, Contractor, and Property Owner. While the notice must be sent by paper, because of ordinance requirements, the module allows for the compliance bidding process compliance to be digitized. Contractors can submit bids on line based on data made available in module. If the property is cleared, which 90 percent of properties are, there is no citation. For the other 10 percent not in compliance, City ordinance allows LAFD to put clearance of that property up for bid so that a contractor can reach out to a property owner to engage them regarding brush clearance. There is an opt-out program which allows for self-inspection. The department aims to build relationships with property owners and improve information distribution. Councilmembers also have access to the information made available in the module. The module creates a tiered system, which reduces the workload on the inspector allowing them to focus on areas with hazards. The system is anticipated to be live by May 1.



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City of L.A.  
Innovation Fund

Innovation Fund Idea Submission – Adopted by Council 12/17/2015

<b>Name of your project idea:</b>	Technology for Neighborhood Councils
<b>City Department</b>	Department of Neighborhood Empowerment (DONE)
<b>Recommended Allocation</b>	\$54,228
<b>My "What IF" idea is:</b>	<p>The Department of Neighborhood Empowerment proposes to create a QuickBooks Online application that would provide all 96 Neighborhood Councils the opportunity to conduct their funding business online using a QuickBooks Online account that is linked to the Department's account and QuickBase application. The Department would be able to track, in real time, all transactions, all account balances, and all reports so that the lag in account information is eliminated, and the time spent managing the accounts is reduced dramatically. This information would be available to the public on the Department's website where stakeholders could view all transactions.</p> <p>The Department further proposes to create a QuickBase opportunity for Neighborhood Councils to submit their supporting documents, including monthly expense reports, receipts, request for funding, event approval requests, and other funding requirements online. The Department would be able to verify all QuickBooks transactions with supporting documents immediately, and the Neighborhood Councils would no longer have to move paper from their hands through the Department's process.</p>
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	<p>The Department supports 96 Neighborhood Councils, each of which receive \$37,000 per year currently in public funds to conduct their business. The Department administers those funds in a paper-based process that is time consuming for both the Neighborhood Councils and the Department. For the past year, the Department has been building out a web based case management system on QuickBase, a versatile software system created by Intuit. QuickBase currently tracks Department staff's work with Neighborhood Councils via case numbers. Neighborhood Council and other community members are sent via email their case numbers when cases are opened and are also emailed when cases are closed. Currently, only staff interact with QuickBase via data input. The intent of this case management system was ultimately to create a portal for Neighborhood Councils board members to submit and track all funding documents and any other documents requiring approvals, e.g. bylaws, contracts, etc. completely online thereby streamlining the approval and submission processes while reducing the likelihood of lost documents.</p>
<b>Please provide any available cost information below.</b>	<p>Implementation of the QuickBase/QuickBooks application would result in a significant and immediate savings to the Neighborhood Councils, reducing a 10 hour per month account oversight responsibility (per Neighborhood Council) to 4 hours in accounting activity to manage their account transactions. That would result in a monthly savings of 576 hours of volunteer time per month, a 60% savings in volunteer time and effort.</p> <p>The Department would also experience a reduction in the time-intensive process of managing Neighborhood Council funds, resulting in a reduction from 825 hours per month in funding oversight and administration to 619 hours per month, resulting in a savings of 206 hours of staff time per month, a 25% savings that translates into \$48K per year.</p> <p><b>Costs</b></p> <p>There are 7 elements to the QuickBase/QuickBooks Online Funding Platform, which have the total cost:</p> <ul style="list-style-type: none"> <li>• \$54,228 first year (licenses, implementation, build out, training) - this is the adjusted amount requested from the Innovation Fund</li> </ul>



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
**Innovation Fund**

• \$12,528 years 2+ (licenses, maintenance, recurring training)- this amount is for the Commission information only and will be incorporated into the Department's yearly budget

**How would you measure the success of your idea?**

- Reduction of time for paperwork required of Neighborhood Councils
- Improved flow of information from NCs to respective city departments
- Reduction of city staff labor associated with manual efforts in current process
- Transactions are digitized and easily auditable

**Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?**

The Department has started to meet with the app vendor to define the scope of work to finalize the invoice. It has also started looking for the staff to oversee the database build out. As there is some discussion that City Clerk will be assisting in Neighborhood Council support.

**Project status:**

Update pending.



## II. INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
Innovation Fund

Innovation Fund Idea Submission – Adopted by Council 09/16/2015

<b>Name of your project idea:</b>	CHX Leadership Training Pilot
<b>City Department</b>	MOBI
<b>Recommended Allocation</b>	\$29,500
<b>My "What IF" idea is:</b>	<p>This pilot program will test the waters for a larger implementation of leadership training, with the end goal of establishing a model where Los Angeles pioneers a new standard for empowering city government workers. The pilot program will take place within the Information Technology Agency (ITA).</p> <p>The idea of creating a leadership program was formed at the first session of City Hall X, a monthly series I launched to create community for women in the Garcetti administration. That session took place in January, 2015. Subsequently, I have been researching potential curriculum with a wide range of individuals and organizations who offer leadership programs, including:</p> <ul style="list-style-type: none"> <li>● Viacom</li> <li>● GovLoop</li> <li>● Omydiar</li> <li>● National Center for Women and Technology</li> <li>● Organizing For Action</li> <li>● Coro</li> <li>● Google</li> <li>● EDGE</li> <li>● Cambridge Leadership Group</li> </ul> <p>Cambridge Leadership’s curriculum resonates most strongly with the agenda for this project since their approach is steeped in academic research and data-driven results. Started by Harvard and Columbia University academics, the company draws on over 20 years of research and work with 25,000 leaders. I have third-party verification of their efficacy via Viacom, who works closely with Cambridge in providing leadership training for Viacom’s extensive workforce. Further, one of the founders worked for Mayor Giuliani in the technology group and thus understands both technology and government. For more information about Cambridge’s methodology, please visit <a href="http://cambridgeleadership.com/">http://cambridgeleadership.com/</a></p> <p>Since a leadership training program is a new paradigm for our workforce, it makes sense to start with a pilot effort. In order to make sure that participants are well-supported and their respective managers are equally informed, a training session for managers will be included in the pilot.</p> <p>In addition to the academic curriculum, I believe there are other aspects of personal development essential to cultivating a confident, effective leader. Therefore, the program should include 3 supplemental 2-hour seminars</p> <ul style="list-style-type: none"> <li>- Mindful Meditation</li> <li>- Finance</li> <li>- Personal Presentation</li> </ul>
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	<p>Instituting leadership training provides a solution to a critical aspect of the impending retirement wave. Nearly 46% of the City's Workforce is eligible for regular or early retirement by June 30, 2017; and approximately 48% of ITA employees will be eligible for retirement by 2017, specifically 232 of the department's 477 employees. This results in a huge competency gap for ITA, one that must be filled through a variety of strategies including formal leadership training. Leadership capabilities are needed to supervise, manage, and lead the changes required of this critically important department. Most innovation and process improvement needed within the City is dependent upon information technology solutions, the success of which depends on the leadership of the ITA.</p>



By utilizing Cambridge's curriculum, we have an opportunity to truly empower our workforce and shift the mindset of how we do business and run our government:

**Pre-Work: Engage**

- Leaders co-own their learning by selecting their own challenges
- Leaders write & document personal cross-boundary challenges
- Master coaches selected and developed
- Leadership quotient assessment

**2 Day Real Work Session: Empower**

- Mindset & behavior breakthroughs
- Learn Cambridge meta-skills
- Immediate practice & application to leader's real challenges
- Hands-on feedback & coaching
- Consulting & solution building
- Action plans built

**The Next 90 Days & Beyond: Execute & Embed**

- Action plans enacted
- c. 100 Leadership challenges tackled after each session
- Follow-up coaching & consulting
- Leadership capability and business impact captured
- Executive briefings and actionable insights
- Master coaches certified & deployed
- Post-program assessment

**Leadership Training: \$25,000\***

- Two-day workshop for 24 participants\*
- Online support
- Check-in at 6 weeks with individual coaching sessions
- Assessments & outcomes
- Half-day workshop for managers

\*We may be able to accommodate all 40 eligible managers in ITA if the managers' union provides funds set aside for leadership training, \$1500 per member (12-15 ITA managers are members of the applicable union).

**3 Supplemental Workshops: \$1500/ea.**

**Total Budget: \$29,500**

Successful leadership training is good for the participants, their co-workers and the citizens they may impact. Self-confidence results in smarter decisions and improved management skills result in greater efficiencies. Altogether, our leadership training will support career ambitions, as well as provide the tools for greater work/life balance.

Success would be measured by employee evaluation surveys, pre & post training. The surveys would be developed collaboratively with Personnel & ITA. Success would also be measured by the main priority outcome supported by this pilot: a well-run government.

**Please provide any available cost information below.**

**How would you measure the success of your idea?**

**Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?**

**Is there anything else you would like us to know?**

Yes, this idea would impact more than one department and, in fact, potentially impact all departments. In particular, this leadership training is executed in the context of tackling real world problems, therefore empowering participants with both knowledge and action. Furthermore, participants will be trained in best communication practices, making listening, learning and feedback the norm. This leads to a more powerful & practical way to build trust, relationships and collaboration.

In addition to the academic curriculum, I believe there are other aspects of personal development essential to cultivating a confident, effective leader. Therefore, we would include 3 supplemental 2-hour seminars. The following is a list of suggested facilitators to lead the seminars:

**1. Mindful Meditation (MM)**

a. **What:** Mindfulness is paying attention to our present moment experiences with openness and curiosity.

b. **Why:** MM has scientific support as a means to reduce stress, improve attention, boost the immune system, reduce emotional reactivity, and promote a general sense of health and well-being. In other words, MM promotes less reactive responses and more thoughtful decision-making.

c. **Who:** Proposed to be led by Diana Winston, the Director of Mindfulness Education at UCLA Semel Institute's Mindful Awareness Research Center [www.marc.ucla.edu](http://www.marc.ucla.edu) since 2006. Diana is the co-author (with Susan Smalley, Ph.D.) of *Fully Present: The Science, Art, and Practice of Mindfulness* and the CD, "Mindful Meditations" (2008). She has been teaching mindfulness nationally and internationally since 1993 and has brought mindful awareness into schools, hospitals, businesses, and nonprofits, as well as to leaders, educators, and health professionals in the US and Asia. Her work has been mentioned in the *New York Times*, *Newsweek*, *O Magazine*, *Women's Health Magazine*, CBS and ABC News, and the *LA Times*, among others. She has been called by the *LA Times*: "one of the nation's leading mindfulness teachers."

**2. Financial Savvy & Independence**

a. **What:** A clear understanding of, and plan for, financial independence.

b. **Why:** Understanding and taking more control of one's finances provides benefits that translate directly into business - a sense of accomplishment, improved self-confidence and better decision-making.

c. **Who:** Proposed to be led by Becky Savell, a Financial Advisor since 2006 and previously an executive in Online, Advertising, Music and Entertainment industries domestically and abroad with expertise in business development and marketing. Becky helps Women, Entrepreneurs, and Professionals achieve their personal and professional financial goals. She has an ongoing speaker series for women called Super Savvy Woman focusing on professional development and education and regularly gives financial seminars to groups of professionals. Becky Savell is the President of the Rotary Club of Simi Valley where she has been a member for 10 years. She is a Board member of the Coalition for Family Harmony, a non-profit that helps victims of domestic violence and has a Teen Dating Violence educational program, Board member of the Cultural Arts Center of Simi Valley Foundation, Advisory Board for the Photography Program at Moorpark College, and Advisor to the Young Entrepreneur Association of California.

**3. Personal Presentation & Communication Skills**

a. **What:** Defining how best to present yourself in business, via appearance and communication.

b. **Why:** Research shows that our appearance strongly influences other people's perception of our business success, authority, trustworthiness and intelligence. Research has also found that when we combine our appearance with communication skills, not only are others' perception of us affected, but their behavior toward us is also influenced.

c. **Who:** TBD

**Project status:**

ITA partnered with Cambridge Leadership Group to develop a curriculum that focused on Leadership and Communication. The program was offered to the department's 16 Division Managers and 11 Assistant Division Managers plus Michael Gold of the Personnel Department, and Nancy Perlman of the Mayor's Office and Director of the Elevate Project. Of these 29, three were unable to attend due to conferences and on the days of the training, two managers were out sick, so the participant composition was 14 females and 10 males.

The participants informally queried immediately after the training thought it was valuable, that the trainer was engaging, and said that they felt valued being invited to participate in this kind of a session with their peers. In a follow up survey, participants rated the training an 8.8 on a scale of

10 for relevance to their job and an 8.3 in terms of their ability to apply the concepts after the course.

The most telling score was the 7.8 rating that attendees gave in response to the question rating their ability to apply the principles today, nearly 2 months after the training, as it was a relatively small falloff from the score immediately after the training of 8.3.

Although the funding proposal originally included follow up coaching by Cambridge, the cost for that element exceeded the budget, as it would have been an additional \$20,000. Some survey respondents commented that a follow up or refresh would be helpful to reinforce the skills, especially since the training took place near the holidays. The examples of using the training focused on not avoiding conflicts, and remaining calm and listening to the people you are communicating with.

The review of the pre-work and the two-day training cost \$22,000 and that has been paid. ITA is working on scheduling the next three sessions focusing on presentation and communication, mindfulness, and financial planning and will report back when those sessions are complete.



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
**Innovation Fund**

Innovation Fund Idea Submission – Adopted by Council 12/9/2015

<b>Name of your project idea:</b>	El Pueblo Parking Automation
<b>City Department</b>	El Pueblo/GSD
<b>Recommended Allocation</b>	\$350,000
<b>My "What IF" idea is:</b>	To greatly improve revenue generation, customer service, and extend operating hours by automating El Pueblo parking lots. El Pueblo wishes to apply a phased in approach to help modernize operations at the five parking lots surrounding the City's birthplace.
<b>Please tell us what problem your idea is trying to solve, or what opportunity you see.</b>	- El Pueblo partners with the General Services Department in operating five public parking lots. The operation relies heavily on cash transactions, manual paperwork, and redundant staffing to ensure cash handling is being managed properly. The existing parking lots are not customer friendly. Management must keep mindful to approve overtime for parking staff for evening events as the lots close at 9 pm. The current operation hampers evening business activity in and around Olvera Street since visitors must either pay in advance or leave the premises before closing. Can you imagine running back to your car while eating dinner at La Golondrina restaurant ? Finally, the current operation misses the opportunity to capture additional revenue for after-hours parking customers whether they are coming to Olvera Street, Chinatown, or other downtown location.
<b>Please provide any available cost information below. How would you measure the success of your idea?</b>	The total estimated cost to automate El Pueblo Parking Lot 1 and Lot 2 is \$350,000. El Pueblo has been working extensively with the General Services Department - Parking Service Division. We have quotes and analysis on the implementation of the service. Measure annual revenue over the next five years (and compare against existing data). 2. Measure operating costs over the next five years (and compare against existing data). 3. Implement customer survey questionnaires.
<b>Would this idea have an impact on more than one department? If yes, which ones? Would it help departments work together?</b>	Yes. The Department of General Services - Parking Services Division. They handle the existing operation in partnership with El Pueblo. LA Tourism. This effort will improve the conditions to explore downtown Los Angeles, including Little Tokyo, Chinatown, Union Station connectivity, and El Pueblo.
<b>Is there anything else you would like us to know?</b>	We have spent approximately two years in preparing background analysis and documentation so that this effort will roll out smoothly. El Pueblo generates all its own revenue to support approximately 70 full and part-time staff (including pensions and health care). Parking revenue is the largest revenue source, generating approximately \$2.2 million annually. El Pueblo parking fees support history! All fees go back into the park's operation and support cleanliness, special events, and our museums.
<b>Review status:</b>	As part of the 2015-16 budget, the Mayor and City Council approved a loan of \$350,000 from the Special Parking Revenue Fund (SPRF) to El Pueblo to pilot a parking automation program, with repayment to be made directly to the Innovation Fund line-item in the SPRF. The Board of Commissioners - El Pueblo de Los Angeles Historical Monument Authority and the IPC have approved the loan repayment terms developed by El Pueblo. According to El Pueblo, the implementation of this pilot could generate additional revenue and improve customer service.  Due to a staffing shortage in El Pueblo's accounting staff and subsequent confusion with the Controller , the pilot implementation has been delayed. The Commission will continue to follow up on the status of the funding transfer and pilot status.



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
**Innovation Fund**

Innovation & Performance Commission  
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c/o City Administrative Officer (CAO)  
200 North Main Street  
Room 1500, City Hall East  
Los Angeles, CA 90012-4190

## IPC Motion of Authorization



**Authorize Expense of \$25,000 for the Innovation Team to design and prototype initiatives that support inclusive neighborhood revitalization, in partnership with Los Angeles Innovation Week and IDEO, a global leader in user centered design and solution development.**

**President**

Todd Sargent

**Vice Presidents**

Joe DiMento

Liz Saldivar

**Commissioners**

Enrique Aragon

Freddy A. Carrillo

Thom Davis

Catherine Geanuracos

Vincent Jones

Jerry Levey

Jon Merritt

Heather Rosenberg

Dr. John T. Walker

Cynthia Weichelt

\*OPEN (Krekorian)

\*OPEN (Krekorian)

**SPONSOR:**

**CO-SPONSOR:**

**ISSUE:** The Mayor’s Innovation Team, housed within the Mayor’s Office of Budget and Innovation, is a six-member team focused on deploying a collaborative, user-centered, outcomes- and metrics-driven approach toward addressing some of the city’s key challenges. Their first challenge the team has been asked to focus on is developing and implementing projects, in close partnership with relevant city agencies and other entities in the community, that support inclusive neighborhood revitalization. **The team aims to provide supportive solutions or tools for residents and businesses that may be facing displacement pressure, while also highlighting local cultural assets and ensuring that long-term residents maintain a sense of empowerment and agency within a changing neighborhood.** The Innovation Team is on an accelerated timetable to research the issues, develop a list of high impact initiatives and related targets and ready them for implementation starting in January 2016.

The Innovation Team has developed a long list of potential initiatives that would support these goals. Their next area of focus is to prioritize and select initiatives based on their feasibility and potential to be high impact. In order to do so, **the Innovation Team seeks to design, prototype and test some of the most promising initiatives so that they can better understand the challenges, rewards and implementation requirements inherent in each of them.** This is a critical step to ensuring that the Innovation Team can identify projects that will be well received and well used, and help ensure the success of the planning and implementation phases of work. It also creates an important opportunity to engage leaders from around the city in shaping these prototypes and providing important

feedback. These sessions will be collaborative and create a forum for discussion, creativity and solutions. They will be focused on driving solutions to drive outcomes.

**IDEO is a firm globally known for providing design solutions that are responsive to user needs (“human-centered design”).** The Innovation Team has contacted IDEO because of their expertise in the area of design and prototyping innovative government solutions, including a recent engagement with Los Angeles County to redesign their voter system. IDEO’s portfolio of work also includes clients as varied as IKEA and Lufthansa to the TSA and the City of Chicago, where they helped to design their popular bike share system, ‘the Divvy.’ **Due to IDEO’s relationship with and support of Bloomberg Philanthropies and Innovation Teams, they have agreed to provide deeply discounted services to support an engagement with the Innovation Team to:**

- Plan, facilitate and conduct an internal workshop with key city staff to design and prototype potential solutions that the Innovation Team may help to implement within the city. For example, a marketing campaign focused on Rent Stabilization Ordinance outreach and education that is user friendly and would increase utility, access and readability for residents.
- Plan, facilitate and conduct a **public workshop to design, prototype and elicit meaningful feedback on potential solutions that the Innovation Team may help to implement within the city. This workshop will be conducted in partnership with the Los Angeles Innovation Week in October**, which includes a series of events dedicated to highlighting and growing the innovation ecosystem within the region. This is an exciting opportunity for the City of Los Angeles to showcase its iterative design and outcomes-oriented approach towards problem solving and highlight the work being done in this important topic area of inclusive neighborhood revitalization.
- In addition to helping the Innovation Team design and test potential solutions, these sessions will also help to **embed this critical skill set of user-centered design with the team’s Departmental partners and staff.**

**Allocated funds will be paid to IDEO.** The outcomes from this work will include a set of tools or projects that have been preliminarily designed and tested for further development, adaptation and evaluation, with the potential for them to be rolled out across the city beginning in January 2016. **If we receive funding, we would anticipate moving forward with these sessions during the week of October 12<sup>th</sup>, 2015. A partnership between IDEO and the LA Innovation Delivery Team is a great opportunity for the City to work with the leading organization focused on solution based design.**

Additional Detail:

- General IDEO Overview – <http://www.ideo.org>
- Sample IDEO Work - [http://www.ideo.com/work/#work\\_items](http://www.ideo.com/work/#work_items)
- Public Sector Overview - <http://www.ideo.com/expertise/public-sector/>



## INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
Innovation Fund

- Follow the i-Team and @LAinnovates to learn more about the work the team is conducting and would be supported by IDEO.

**RECOMMENDATION:** Allocate \$25,000 in order to bring IDEO, a global leader in user centered design and solution development, to Los Angeles to work with the Los Angeles Innovation Delivery Team and selected employees of the City, non-profits and the public through a series of three half-day design sessions to develop and prototype design solutions that will support inclusive neighborhood revitalization. One session would be conducted in partnership with Los Angeles Innovation Week. Two sessions would be conducted with City and non-profit partners.

**Project Update:** The Innovation Team hosted four sessions: (1) Improve the customer service experience with the Office of Finance, (2) Develop a technical assistance program to support small businesses, (3) Raise awareness of the Rent Stabilization Ordinance, and (4) Engage and communicate with residents about the civic issues that matter to them. The sessions resulted in numerous action items. The iTeam will spend the next six to nine months rolling out several projects based on those initiatives, including:

- Raising awareness of the Rent Stabilization Ordinance by analyzing current outreach efforts and using data to discover the best locations and method for effective outreach; and
- Developing a Small Business Portal technical assistance program to support small businesses.



**Detailed City Department Recommendations**

Innovation & Performance Commission  
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c/o City Administrative Officer (CAO)  
200 North Main Street  
Room 1500, City Hall East  
Los Angeles, CA 90012-4190

**IPC Recommendation**

**Employee Job Classification Review**



Where reviews of the present status of City programs and objectives result in the identification of City operations where innovation, productivity measures and/or improvements may be applied effectively and efficiently, the IPC may issue recommendations.

**President**  
Todd Sargent

**Vice Presidents**  
Joe DiMento  
Liz Saldivar

**SPONSOR:** Commissioner Sargent

**CO-SPONSOR:** Commissioner TBD

**Commissioners**  
Enrique Aragon  
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**ISSUE:** The management analyst, personnel analyst, procurement analyst, administrative analyst job class descriptions have not been audited by a third party for content, updated skill sets and integration of formal education, professional credentials (certifications) in decades. These job classes earn the top pay for administrative functions and the City should consider a third party evaluation of the skill sets codified by Personnel Department and Civil Service Commission. Part of the assessment would review existing job class foundation documents and study promotional testing, interview practices and basic hiring for these job classifications. A secondary goal would be to study the level of integration of degrees and certificates within the formal job class description. The City is paying for undergraduate, graduate degrees and professional certifications, but does not mention them in these job descriptions. Nor is there a standardized weighting system applied during promotional interviews for any of these professional credentials.

**RECOMMENDATION:** Personnel Department is recommended to study, audit and revise all the City "Administrative Job Classifications" and associated career ladders. The Personnel Department is also encouraged to look beyond these classifications to determine if any others require additional review.

**IPC INVOLVEMENT:** One of the core IPC goals is to identify and advocate for performance management, which this directly addresses for a large population of city employees.

**DISTRIBUTION:** Personnel Department General Manager Wendy Macy; Mayor Eric Garcetti; Deputy Mayor Rick Cole; City Administrative Officer Miguel Santana; City Council President Herb Wesson; Personnel and Animal Welfare Committee Chair Councilmember Paul Koretz



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
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c/o City Administrative Officer (CAO)  
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## IPC Recommendation

### Email Upgrade – City Employees



Where reviews of the present status of City programs and objectives result in the identification of City operations where innovation, productivity measures and/or improvements may be applied effectively and efficiently, the IPC may issue recommendations.

SPONSOR: Commissioner Sargent

CO-SPONSOR: Commissioner DiMento

**President**

Todd Sargent

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\*OPEN (Krekorian)

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ISSUE: City of Los Angeles employees have no single email communication tool to transmit important messages to all employees quickly and easily, making it extremely difficult to communicate city-wide. This has resulted in a non-optimized set of email tools and a lack of standardization of communication to city employees. Today, if a message needs to go out to all city workers, it is forwarded through a series of departmental-specific filters and processes. In some cases, city employees don't have an email address or access to a computer. To be the best run city in America, we should have a way to communicate with all city employees efficiently. This will help drive a sense of community within the city family, as well as allow key messages to be sent effectively and without filter.

**RECOMMENDATION: ITA is recommended to work with all appropriate city resources to identify a solution that will provide at least one communication tool for all city employees, including potentially moving all employees to a single email system.**

IPC INVOLVEMENT: No single entity is responsible within the City of Los Angeles to address this foundational communication issue, therefore an enterprise solution has been very difficult to achieve. One of the core IPC goals is to identify and advocate for enterprise solutions.

DISTRIBUTION: ITA General Manager Steve Reneker; Mayor Eric Garcetti; Deputy Mayor Rick Cole; City Administrative Officer Miguel Santana; City Council President Herb Wesson; ITGA Committee Chair Councilmember Bob Blumenfield



# INNOVATION AND PERFORMANCE COMMISSION

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c/o City Administrative Officer (CAO)  
200 North Main Street  
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## IPC Motion of Action

### Recommendation to Create a Learning and Career Development Strategy for City Employees

SPONSOR: Commissioner Sargent

CO-SPONSOR: Commissioner Rosenberg

ISSUE: Learning and career development opportunities for city employees are vital to the long-term success of the City.

Public workers are our city's single largest expenditure and our most defining asset, but higher performance is not as simple as multiplying headcount times hours. We must improve how we plan, source, attract, engage, develop, reward and mobilize our employees so that they achieve their full potential.

Public workers are integral to the City's performance and improved training can improve service delivery. While some individual roles have statutory or regulatory compliance rules around ongoing training, the vast majority of positions do not have clearly articulated strategies for career development or specific performance goals which should be integrated into the strategy in order to result in higher performance.

The Mayor's Budget in FY14-15 reversed the common trend of first cutting training and development, to provide modest funding to train, equip, and empower public servants who deliver vital services.

In order to become "America's Best Run City", Los Angeles needs to consider employees as valued assets with individual career goals that can be met within the city. The city needs a robust, long-term learning and career development strategy that will enable these goals over time. This strategy should include targeted and diverse development programming opportunities (e.g., instructor-led, experiential learning, coaching, mentoring) to build on employee strengths and address development gaps.

#### RECOMMENDATION:

1. Request the Personnel and Animal Welfare Committee of the City Council to work with the Personnel Department to review the concept of a Learning and Career Development Strategy for all city employees.



#### President

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#### Vice Presidents

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# INNOVATION PERFORMANCE COMMISSION

City of L.A.  
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DISTRIBUTION: Mayor Eric Garcetti; Deputy Mayor Matt Szabo; General Manager of Personnel Wendy Macy; City Administrative Officer Miguel Santana; City Council President Herb Wesson; Personnel and Animal Welfare Chairperson Councilmember Paul Koretz; and additional parties as deemed necessary



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
**Innovation Fund**

Innovation & Performance Commission  
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c/o City Administrative Officer (CAO)  
200 North Main Street  
Room 1500, City Hall East  
Los Angeles, CA 90012-4190

## IPC Motion of Action

### Recommendation to Create a Citywide Technology Refresh Policy and Implementation Strategy



SPONSOR: Commissioner Sargent

CO-SPONSOR: Commissioner Geanuracos

**President**

Todd Sargent

**Vice Presidents**

Joe DiMento

Liz Saldivar

**Commissioners**

Enrique Aragon

Freddy A. Carrillo

Thom Davis

Catherine Geanuracos

Vincent Jones

Jerry Levey

Jon Merritt

Heather Rosenberg

Dr. John T. Walker

Cynthia Weichelt

\*OPEN (Krekorian)

\*OPEN (Krekorian)

ISSUE: The Innovation Fund has seen a number of submissions that are related to new technologies - smart phones, tablets, etc. - to enable new technologies for city services.

In the past, the city has had targets for technology replacement, including all desktops being targeted for replacement every four years. Financial challenges in recent years caused these targets to lapse. Currently, individual city departments try to set and maintain a refresh period, but it is highly reliant on funding. If a city department starts falling far behind refresh targets, a special budget package is usually introduced. The city also tries to stagger the refresh (e.g., desktops get replaced in one year, laptops in the next). Desk phones are typically replaced when broken. Cell phone replacements are decided by each department individually.

Technology is an increasingly integral part of delivering quality city services. It is a complex challenge for the city to increase the ability to rapidly respond to new technology needs while continuing to manage costs. A technology (hardware and software) refresh policy drives decisions on annual capital spending and operating expense. An effective refresh policy will guide Information Technology Agency (ITA) and city accounting personnel through the analyses needed to balance the trade-offs between capital spending, operating efficiency, and risk mitigation.

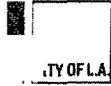
Waiting for each city department to decide whether they can/should upgrade technology is not the best policy if we want to innovate on city services. The city needs a holistic technology refresh policy, as well as an agreed strategy to implement that policy. Aged equipment should be on a standard, predictable refresh rotation and depreciated on a rationalized Generally Accepted Accounting Principles (GAPP) calendar that takes unnecessary spending in some areas and unplanned risk of failure in others into account.

The City of Los Angeles requires a systematic approach to an optimized technology refresh policy in a way that drives savings in capital, labor, and operating costs.

**RECOMMENDATION:**

1. Request the Trade, Commerce, and Technology (TCT) Committee of the City Council to support the concept of a Citywide Technology Refresh Policy and Implementation Strategy, inclusive of both hardware and software,
2. TCT to request that the Information Technology Agency (ITA) author this policy and implementation strategy on behalf of the city family, and
3. ITA work with the IPC for feedback on the policy and implementation strategy as it is developed.

**DISTRIBUTION:** Mayor Eric Garcetti; Deputy Mayor Matt Szabo; Chief Technology Officer Peter Marx; General Manager of ITA Ted Ross; City Administrative Officer Miguel Santana; City Council President Herb Wesson; TCT Chairperson Councilmember Bob Blumenfield; and additional parties as deemed necessary



**INNOVATION AND PERFORMANCE**

**COMMISSION**

**City of L.A.  
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## IPC Motion of Action

### Recommendation to Create a Government Operations Commission

SPONSOR: Commissioner Sargent

CO-SPONSOR: Commissioner Levey

ISSUE: Civilian oversight of City department performance is critical to effective government.

The Ralph M. Brown Act (1953) states that ““The people of this State do not yield their sovereignty to the agencies which serve them. The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is not good for them to know. The people insist on remaining informed so that they may retain control over the instruments they have created.”

As an example, The Los Angeles Fire Department, a charter department, is overseen by a five-person civilian board appointed by the Mayor and affirmed by the City Council. Pursuant to the City Charter, this diverse and qualified group establishes goals and provides direction to the Department through the Fire Chief.

Ordinance-created departments are not required to have a commission. By ordinance, the council can determine whether the department will be managed by a commission or by a general manager.

Currently, there is no city commission focused on the following government operational departments:

City Department	Annual Budget (FY15-16)
City Clerk	\$10,020,755
Finance	\$37,710,580
General Services Department (GSD)	\$241,504,530
Information Technology Agency (ITA)	\$91,501,382
Personnel	\$56,704,686

The people of Los Angeles should retain control over these departments, ensuring they are focused on performance to deliver superior city services.



# INNOVATION AND PERFORMANCE COMMISSION

City of L.A.  
**Innovation Fund**

## RECOMMENDATION:

1. Request the Trade, Commerce, and Technology (TCT) Committee of the City Council to review the concept of a Government Operations Commission – or similar entity or entities that achieve the same goal of oversight.

DISTRIBUTION: Mayor Eric Garcetti; Deputy Mayor Matt Szabo; General Manager of the Personnel Department Wendy Macy; City Administrative Officer Miguel Santana; City Council President Herb Wesson; TCT Chairperson Councilmember Bob Blumenfield; and additional parties as deemed necessary



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### IPC Motion of Action

#### Recommendation for City Departments to Utilize Employee Recognition Program

SPONSOR: Commissioner Sargent

CO-SPONSOR: Commissioner Merritt

ISSUE: The City of Los Angeles Personnel Department, Employee Development Section, has been working with the Innovation and Performance Commission (IPC) to establish an Employee Development Plan that incorporates four key programs: onboarding, learning, performance, and succession planning. A key component of this plan is employee recognition.

The Personnel Department has introduced an Employee Recognition Program where high quality employee performance in the areas of customer service, innovation, and fiscal responsibility is recognized. Supervisors can recognize employees by completing an online form and printing a certificate. Honorees are tracked in a database. Department heads will be provided the data from their departments on an annual basis and can choose to further recognize top employees.

This recognition process is now available for all departments. The city will greatly benefit as managers of city employees participate in the program, which will provide rich data across the city family around efforts to recognize great work and further engage our employees.

The IPC would like to encourage participation in this important program.

**RECOMMENDATION:**

1. Request the Personnel and Animal Welfare Committee of the City Council to request all city department managers to advertise and encourage appropriate participation in the Employee Recognition Program, as administered by the Personnel Department.
2. Alternatively, the Office of the Mayor may issue a direct action to all General Managers with the same goal.

DISTRIBUTION: Mayor Eric Garcetti; Deputy Mayor Matt Szabo; Personnel Department General Manager Wendy Macy; City Administrative Officer Miguel Santana; City Council President Herb Wesson; Personnel and Animal Welfare Chairperson Councilmember Paul Koretz; and additional parties as deemed necessary



**President**

Todd Sargent

**Vice Presidents**

Joe DiMento  
Catherine Geanuracos

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## IPC Motion of Action

### Recommendation for City Departments to Participate in Employee Engagement Survey Program



SPONSOR: Commissioner Sargent

**President**  
Todd Sargent

CO-SPONSOR: Commissioner DiMento

**Vice Presidents**  
Joe DiMento  
Catherine Geanuracos

ISSUE: The City of Los Angeles Personnel Department, Employee Development Section, has been working with the Innovation and Performance Commission (IPC) to establish an Employee Development Plan that incorporates four key programs: onboarding, learning, performance, and succession planning. A key component of this plan is employee engagement.

**Commissioners**  
Enrique Aragon  
Freddy A. Carrillo  
Thom Davis  
Vincent Jones  
Jerry Levey  
Jon Merritt  
Heather Rosenberg  
Liz Saldivar  
Dr. John T. Walker  
Cynthia Weichelt  
\*OPEN (Krekorian)  
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Engaged employees are more productive, provide better customer service and stay with the organization longer. The Employee Development Section has implemented a program in increase employee engagement by first measuring it via survey, assessing the nature of employee engagement in the City and then providing departments with improvement recommendations.

This engagement survey process is now voluntary for all departments. The city will greatly benefit if all city departments participate in the survey program, which will provide comparative data to analyze across the city family and enable data-based, innovative solutions to improve metrics.

While some departments have expressed concern in a survey of this nature, the IPC believes that the resulting data will be of great value to the city to address turnover and performance.

#### **RECOMMENDATION:**

1. Request the Personnel and Animal Welfare Committee of the City Council to require all city department managers to participate in the Employee Engagement Survey for all city employees, as administered by the Personnel Department.
2. Alternatively, the Office of the Mayor may issue a direct action to all General Managers with the same goal.

DISTRIBUTION: Mayor Eric Garcetti; Deputy Mayor Matt Szabo; Personnel Department General Manager Wendy Macy; City Administrative Officer Miguel Santana; City Council



# **INNOVATION AND PERFORMANCE COMMISSION**

City of L.A.  
**Innovation Fund**

President Herb Wesson; Personnel and Animal Welfare Chairperson Councilmember Paul Koretz; and additional parties as deemed necessary



# INNOVATION AND PERFORMANCE COMMISSION

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## IPC Motion of Action

### Recommendation for Fair Chance Hiring in City Departments



SPONSOR: Commissioner Sargent

CO-SPONSOR: Commissioner Geanuracos / Commissioner DiMento

**President**  
Todd Sargent

ISSUE: The Fair Chance Initiative (or Ban the Box Policy) has captured the imagination of criminal justice reformers across the political spectrum. By reducing bias in the hiring process, fair chance hiring reforms embody the fundamental shift in policy in response to the collateral damage caused by decades of over-criminalization and mass incarceration.

**Vice Presidents**  
Joe DiMento  
Catherine Geanuracos

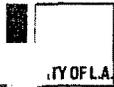
Pursuant to the enactment of AB 218, the City Personnel Department issued a letter dated April 14, 2014 to City departments informing them of the requirement to delay questions regarding criminal history until it has been determined that the job applicant has met the minimum employment qualifications. At this time, review of job applicant criminal history is made after an examination has been completed and an eligible list prepared.

**Commissioners**  
Enrique Aragon  
Freddy A. Carrillo  
Thom Davis  
Vincent Jones  
Andrew Kzirian  
Jerry Levey  
Jon Merritt  
Heather Rosenberg  
Liz Saldivar  
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Cynthia Weichelt  
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According to the Policies of the Personnel Department for the City of the Los Angeles (Section 1.3.b), it is the policy of the City to employ rehabilitated offenders for jobs that would not be in conflict with their conviction records. An applicant's records are evaluated on the basis of the following factors:

- Whether the law proscribes employment in the affected class or position
  - Worker's Compensation fraud will result in disqualification.
- Nature, seriousness and the circumstances under which the conviction occurred.
- Age of the person at the time of conviction and time elapsed since conviction.
- Number of convictions.
- Relationship of conviction to the affected position.
- Evidence of rehabilitation and maturing.
- Truthfulness in admitting the previous records.
- Any other factor relevant to the individual's suitability.

The City's Ban the Box policy does not apply to contractors or private employers.



On November 25, 2015, the Los Angeles City Council adopted the report of the Economic Development Committee relative to this Initiative (*Motion by Price – Koretz – Wesson; File No. 14-0746*), in which the following was moved:

1. Request the City Attorney to prepare and present an ordinance to require City contractors and private employers with 10 or more employees to remove questions relating to criminal history from job applications and to require any questions related to criminal history be made after a conditional offer of employment has been made.
2. Instruct the Bureau of Contract Administration, with assistance of City Attorney, to report on an enforcement strategy including monitoring, compliance, and penalty structure.

While Fair Chance laws do not prevent employers from considering an individual’s criminal history, they require that such questions be delayed until later in the hiring process. Additionally, all Fair Chance policies include exemptions for positions related to law enforcement and children, and positions where federal or state law require a criminal history background investigation.

Based on the societal value of this Initiative, as well as the direction the City Council is taking around the Fair Chance Initiative, the IPC recommends that the City of Los Angeles implement an innovative program to encourage qualified job applicants with a criminal record to apply for jobs within the City of Los Angeles.

**RECOMMENDATION:**

1. Request the Personnel and Animal Welfare Committee of the City Council to recommend a city program administered by the Personnel Department to market and encourage qualified job applicants with a criminal record to apply for jobs within the City of Los Angeles.
2. If this program is adopted by the City Council, the IPC will consider necessary funding to implement this program via the Innovation Fund.

**DISTRIBUTION:** Mayor Eric Garcetti; Deputy Mayor Matt Szabo; Personnel Department General Manager Wendy Macy; City Administrative Officer Miguel Santana; City Council President Herb Wesson; Personnel and Animal Welfare Chairperson Councilmember Paul Koretz; and additional parties as deemed necessary