

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Council District: All

To: The Mayor  
The City Council

From: Miguel A. Santana, City Administrative Officer *RJH*  
*RW*

Reference: 2014-15 Adopted Budget

Subject: **INNOVATION FUND RECOMMENDATIONS**

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### SUMMARY

At its December, January, and February meetings, the Innovation and Performance Commission (Commission) considered and recommended approval of funding from the Innovation Fund (IF) for the following eight ideas: (1) Los Angeles Fire Department (LAFD) Nurse Practitioner Response Unit (NPRU), (2) Bureau of Engineering (BOE) 3D Printed Architectural Model Making, (3) Department of Transportation (DOT) Can I Park Here Now?, (4) City Controller MyPayLA, (5) Personnel Department One Stop Shop for City Workforce Candidates, (6) Department of Water and Power (DWP) Automated Inspection Units, (7) Los Angeles Police Department (LAPD) Online Police Reports, and (8) Bureau of Sanitation Extra Capacity Tag Online Automation. Those ideas, and the recommended funding and implementation steps, are described below. In some cases, departments have offered refinements to the ideas that were considered and approved by the Commission. As departments proceed with implementation, additional refinement is likely to occur.

#### 1. LAFD NPRU - \$147,000

The Fire Department has proposed creating a Nurse Practitioner Response Unit as an alternative and innovative Emergency Medical Services (EMS) response model. As submitted by the Fire Department: the NPRU will initially deploy a single vehicle specially equipped and staffed by a Nurse Practitioner and a Firefighter/Paramedic to respond to non-urgent, low level call requests, and also make scheduled visits to 9-1-1 super-users, who are defined as high-frequency users of the Emergency Medical System. The top 20 "super-users" in the City accounted for 2,049 calls to 9-1-1 last year, which resulted in 1,375 ambulance transports. The Department proposed implementing the NPRU initially as a pilot project in a single battalion over a 12-month period. The battalion to be selected will have a relatively high number of super-users and a headquarters large enough to accommodate the staff and administrative work of the NPRU.

The goal of this pilot program is two-fold: to have a positive impact on the people who represent a disproportionate number of calls to 9-1-1 and to reduce ambulance wait times for low acuity calls. The Department anticipates that a call will come in to 9-1-1, and the nearest available ambulance

will respond and assess the situation. If appropriate, the paramedic response unit will call the NPRU and, upon its arrival, will be released to take its next call. With the support of a contracted, as-needed, Assistant Medical Director who will respond to calls from on-scene during the pilot, the NPRU will then be able to provide timely care for a low acuity patient in a “treat and release” or “treat and refer” mode rather than transporting the patient to a potentially already overcrowded emergency room. The Nurse Practitioner will follow up with the patient either by phone the next day or through a scheduled follow up visit. The Department will use its existing electronic patient care (ePCR) medical data system to capture real-time information. The LAFD Medical Director will be responsible for creating and distributing reports on pilot findings, subject to laws governing patient confidentiality and privacy.

The Fire Department requested total funding of \$245,000 to cover the combined costs of partial funding of a contract for an Assistant Medical Director to assist the NPRU with handling medical control for treat and release cases, annual salary and expenses for a Nurse Practitioner, and medical supplies and equipment. The Commission recommends funding 60 percent of the request to support a six month (not 12 month) pilot that includes partial funding for the contract Assistant Medical Director, medical supplies, and a portion of the Nurse Practitioner salary. The Fire Department is pursuing additional funding sources, including the City budget, to ensure sufficient funds are available on an ongoing basis should the pilot prove to be as successful as expected. Since submitting the idea to the Innovation and Performance Commission, the Department has identified funds that can be used to purchase the needed medical supplies and requests that IF funding for the as-needed Assistant Medical Director contract services (\$25,000) and Nurse Practitioner salary (\$122,000) is provided.

Several steps need to occur for this program to be implemented. This Nurse Practitioner has specialized duties unlike other classifications currently used in the City. Thus, the Civil Service will need to create the classification and allocate the position, and the CAO needs to establish the salary. It is anticipated that this process could take about two to three months. The clinical/safety coordinator services will be provided during the pilot project through an as-needed contract by a qualified physician who would take calls from the NPRU on scene. Concurrent to creating the classification for the Nurse Practitioner, the Department will develop and execute a contract for these services. During the pilot, the Department will work to gain support of local hospitals to expand current paramedic base station services to handle calls for the new treat-and-release model of care. If successful, the contract Assistant Medical Director will be phased out of performing these duties. It must be noted, however, that the Department has requested continuation of the half-time contract Assistant Medical Director beyond the NPRU pilot. That request will be considered as part of the FY 2016-17 Budget process. While it is likely that the pilot project will be ready to be launched close to July 1, 2015 funding is recommended to be transferred at this time. Any unspent funds will revert to the Innovation Fund and can be re-appropriated in 2015-16.

## **2. BOE 3D Printed Architectural Model Making - \$10,000**

Currently, the Architectural Division of the Bureau of Engineering creates models by hand, using traditional craft materials, such as cardboard, wood, and foam. In the past 10 years, the

Division's architectural design staff have produced more than 50 architectural models: four employees have each made more than 11 models, while two employees made five models in that time. According to Division staff, the average time to make a model is about 16 hours, with an individual model taking from less than eight hours to more than 25 hours to complete. The average total duration to complete a model is about one work week. Models are used for internal design reviews, presentations to client agencies, public/community meetings, and presentations before approving commissions.

The Commission recommends funding of \$10,000 to the Bureau of Engineering to purchase a 3D printer, also known as "additive manufacturing," and training for staff in the use of the printer and associated software. The 3D printer will allow the Architectural Division to make physical architectural models from a three-dimensional digital model. Such printers can typically "print" in a variety of materials, such as plastic, metal, nylon, and more. The Bureau has requested that funds be transferred to the Engineering Special Services Fund No. 682, Department 50, to a new account to be entitled "Engineering Innovation Fund 3D Printer."

### **3. DOT Can I Park Here Now? - \$60,000**

According to the idea submitted by DOT, in December 2013, the Parking Meter Division took the initiative to design new parking sign concepts that have never been implemented in the United States and found opportunities to transform parking signs by integrating technology via text messages, red/green lights, or mobile apps. The Commission recommends approval of funding in the amount of \$60,000 to implement new signage on a trial basis in two demonstration areas in downtown and Hollywood. Further, since DOT proposes to measure public acceptance with surveys, a review of the number and types of parking citations, and the difference in meter revenue, half of the recommended funding would be used for public education and project evaluation. The Department requests that the allocation of \$60,000 be transferred into a new account within the Special Parking Revenue Fund No. 363, Department 94, to be entitled "DOT Innovation Fund Parking Meter Signage Pilot."

### **4. City Controller MyPayLA - \$35,000**

The Controller has proposed using Innovation Fund monies to develop a mobile application that will enable City employees to view their paychecks anyplace and any time. This application will be developed through an in-kind contribution by the Information Technology Agency (ITA) and the City's payroll development contractor, Hess and Associates. The \$35,000 in IF funding will be transferred to ITA to pay the initial annual hosting and license fee. Ongoing annual payments of \$35,000 will be required to be funded in the budget.

### **5. Personnel Department One Stop Shop for City Workforce Candidates - \$35,000**

This idea would add to the current Personnel Department website formal opportunities with the City that are not currently listed in any one place such as internships, volunteerism, apprenticeships, and information on Commissions. Because there is no centralized City website to advertise the full range of opportunities available in the City, those opportunities can be difficult

to identify. As such, the Commission proposes to provide funding to the Personnel Department to add additional features to its current website that would host and advertise all of these opportunities in one place. The process for applying for each of these opportunities would remain with the individual City department.

The Personnel Department proposes to use contract programmers to update the Personnel Department website to accommodate new categories such as internships, volunteer opportunities, apprenticeships, and Commissioner information. The programming will occur in conjunction with a staff effort to collect applicable information from City departments and to establish procedures for updating the website on a regular basis with the most current opportunities.

#### **6. DWP Automated Inspection Units - \$5,000**

This idea proposes to use quadcopters or drones to inspect penstocks and insulators on power poles and ultimately increase safety at DWP. The drone can operate along a pre-programmed course and produce video that can reduce inspection times. The Commission recommends funding of \$5,000 to rent or purchase up to three experimental units, subject to DWP confirmation of scope and costs. It should also be noted that on February 15, 2015, the Federal Aviation Administration and federal Department of Transportation proposed new rules for small unmanned aircraft systems.

DWP has indicated that it has been evaluating drone use for a while. The Controller has proposed and the Department has concurred that it would be most feasible to reimburse DWP for applicable expenditures once they have been made.

#### **7. LAPD Online Police Reports - \$50,000**

The Los Angeles Sheriff's Department and several cities throughout the County have implemented a system that allows people to file a specific type of crime or incident report through a department or jurisdiction website. Once the report is reviewed and accepted, the filer receives a free copy of the approved report emailed for their records. This system is particularly useful for obtaining reports required to support insurance claims. In response to an idea for implementation of a similar system by LAPD, the Commission recommends funding of \$50,000 to support implementation of the new system.

LAPD released a Request For Proposals last year, selected a vendor, and is in the process of submitting the contract to the Police Commission for approval. Once the Commission has approved it, the contract will be transmitted for City Council approval. It is anticipated that the new LAPD system will not only allow people to file reports online but also to access those reports online. Given the timing of the approval and system implementation, LAPD would need Contractual Services funding in 2015-16. The difference between the \$60,000 cost of the contract and the \$50,000 available from the Innovation Fund would be made up through the 2015-16 budget.

**8. Bureau of Sanitation Extra Capacity Tag Online Automation - \$25,000**

As noted in the Bureau of Sanitation website: City residents who occasionally generate extra trash or yard trimmings can order Extra Capacity Tags for \$2.00 each. They are sold in multiples of five only and limited to 25 tags per household per calendar year. These tags are non-refundable. Residents just attach the tag to each extra trash bag (30 lbs weight), bundle (brush/yard trimming) and container (30-gallon, non-City issued) for Sanitation drivers to collect. Currently, tags may be purchased by mail (allow two to three weeks) or by visiting the closest district yard or District Offices, from Monday through Friday, between 10:00 a.m. and 2:00 p.m.

This idea would enable City residents to purchase extra capacity waste tags online through the City's website or the Bureau's website. The resident or business can then print out the tag at their convenience. The Bureau will cover the initial cost of implementation from the Solid Waste Resources Revenue Fund (SWRRF) No. 508 and requests reimbursement accordingly.

**RECOMMENDATIONS**

That the Council, subject to the approval of the Mayor:

1. Create the following accounts in the following amounts within the Innovation Fund No. 105/10:

Los Angeles Fire Department Nurse Practitioner Response Unit	\$147,000
Bureau of Engineering 3D Printed Architectural Model Making	10,000
Department of Transportation Can I Park Here Now?	60,000
City Controller MyPayLA	35,000
Personnel Department One Stop Shop for City Workforce Candidates	35,000
Department of Water and Power Automated Inspection Units	5,000
Los Angeles Police Department (LAPD) Online Police Reports	50,000
Bureau of Sanitation Extra Capacity Tag Online Automation	25,000

2. Create new accounts within Funds as follows:

<b>Fund No.</b>	<b>Fund Title</b>	<b>Account No.</b>	<b>Title</b>
682/50	Engineering Special Service	TBD	Engineering Innovation Fund 3D Printer
363/94	Special Parking Revenue	TBD	DOT Innovation Fund Parking Meter Signage Pilot

3. Transfer \$312,000 between accounts within various departments and funds as specified in Attachment 1.

4. Instruct the General Manager, Personnel Department, or designee, to establish a new classification of EMS Nurse Practitioner Supervisor, subject to the approval of the Civil Service Commission.
5. Instruct the City Administrative Officer (CAO) to establish the salary for the new classification of EMS Nurse Practitioner Supervisor if the Civil Service Commission approves the new classification.
6. Authorize by resolution employment authority for one EMS Nurse Practitioner Supervisor, in the Fire Department, through June 30, 2016, subject to establishment of the new classification.
7. Instruct Departments receiving Innovation Fund monies to:
  - a. separately track all encumbrances and expenditures of Innovation Fund monies so that unspent funds can be returned to the Innovation Fund at the end of the fiscal year; and
  - b. report to the Innovation and Performance Commission with an accounting of the funds, the lessons learned, and any obstacles faced.
8. Instruct the Innovation and Performance Commission to report to Council on a quarterly basis starting in June 2015 with an update on the status of the program, lessons learned, and recommendations for changes to the structure of the pilot program.
9. Authorize the CAO to make technical corrections as necessary to those transactions included in this report to implement Mayor and Council intentions.

## **FISCAL IMPACT STATEMENT**

Approval of these recommendations will allocate \$367,000 of the \$1 million budgeted in the Innovation Fund in 2014-15. Of this \$367,000 total, \$312,000 will be transferred to departments to begin implementation of ideas that have been submitted to the Innovation and Performance Commission. The remaining \$55,000 is expected to be transferred next fiscal year. In some cases, departments will incur ongoing costs.

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*Attachment*