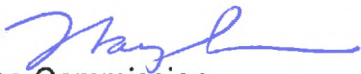


CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: February 19, 2015

To: The Mayor
The Council

From: Todd Sargent, President 
Innovation and Performance Commission

Subject: **INNOVATION FUND RECOMMENDATIONS**

The Mayor and City Council have tasked our Commission with facilitating the award of Innovation Fund monies in response to innovative ideas submitted by City employees, departments, or commissioners. The Innovation Fund (IF) is intended to create a culture of continuous improvement within the City through innovation, productivity, and performance measurement. The fundamental purpose of the Fund is to create change that tangibly and cost effectively transforms and improves City services. The idea for that change can come from anyone at any level in any department, bureau, commission, or office of the City. Thus, opportunities have been made available for every City employee to share his or her "What IF" ideas. Such opportunities may include testing an idea for which an outcome may not be certain - or even fail. We will learn from these pilots and continue to improve the process and outcomes. It is anticipated that selected ideas will not be limited solely to technology proposals, but should cover all aspects of the City's operations and will result in improved customer service for the people of Los Angeles.

After an extensive and successful outreach effort, the Commission has received more than 250 ideas submitted via the Commission website, innovate.lacity.org, the Commission email account, innovate@lacity.org, and the return of postcards mailed to all City employees. Every City employee was asked: "What IF the City could fund your idea?" Employees were further asked to share: (1) what problem their idea is trying to solve, or what opportunity they see; (2) any available cost information; (3) how the success of the idea might be measured; and (4) whether the idea would have an impact on more than one department and whether it would help departments work together. Ideas continue to be submitted almost every day.

While the level of participation and number of submitted ideas have exceeded our initial expectations, many ideas require additional information. At the outset, our initial concern was about the quality, clarity, and depth of information submitted with each idea, and how long it would take to review them and make recommendations. Not surprisingly, it has been taking longer than anticipated.

The Commission established a system of categorizing the ideas as follows:

Category: 1 - no further review/ nonresponsive submission;

- 2 - potential funding opportunity, request more information from the submitter and (or) General Manager;
- 3 - ready for full review and scoring; and
- 4 - not appropriate for funding but may be valuable for General Manager to consider

Those ideas that fell into Category 3 were then assessed against this criteria: Ideas recommended for funding should (1) be innovative and original, demonstrating creativity and opportunities to keep Los Angeles "ahead of the curve;" (2) support greater efficiencies, improving a process, saving time, increasing interdepartmental collaboration, providing the potential for long-term or ongoing benefits, or generating revenue or quantifiable cost savings; (3) emphasize priority outcomes and quality of life, helping to create a prosperous City, a livable and sustainable City, a safe City, and/or a well-run government; and (4) be feasible and measurable. Strong projects are able to be executed and measured within six to 12 months of being funded. Priority was given to ideas that can be developed with clearly defined one-time startup costs, provided that the funds would not be used for on-going departmental operations or to fill budgetary gaps. A one-time award from the Innovation Fund should be sufficient for idea implementation. Priority was also given to projects that clearly demonstrate the potential for successful results. Prior to award, each project should have clear metrics for evaluating the impact of the idea. In some cases, the Commission is working with the department to develop appropriate metrics.

At this time, the Commission is recommending that the Mayor and Council approve funding of the following ideas:

1. **Los Angeles Fire Department (LAFD) Nurse Practitioner Response Unit (NPRU) - \$147,000**

The LAFD Nurse Practitioner (NP) Response Unit is an innovative response model that will deploy an ambulance utilizing a NP with primary and emergency care experience together with a department paramedic with extensive prehospital experience to respond to non-urgent, low-level 9-1-1 calls. The NPRU Program will allow low acuity patients to be treated on scene with proper referrals and avoid unnecessary and costly transport to the local emergency room, 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.

Funds were requested for the following:

Personnel: MD Coordinator and Nurse Practitioner \$175,000/yr.

New Equipment: \$50,000

Other cost, disposables: \$20,000

The Commission opted to fund 60 percent of the request to support a six month (not 12 month) pilot that includes funding for the coordinator, medical equipment, and a portion of the Nurse Practitioner salary.

IF Recommended Funding: \$147,000

2. **Bureau of Engineering 3D Printed Architectural Model Making - \$10,000**

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 print out 3D physical models of their renderings.

Funding of \$10,000 is recommended to purchase a 3D printer (\$6,000) and associated training (\$4,000).

Total Cost: \$10,000

3. **Department of Transportation Can I Park Here Now? - \$60,000**

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.

Funding of \$60,000 is recommended as follows:

Design/Labor/Materials: \$30,000

Public Education (Handouts, Web/Mobile App Design, and so on): \$20,000

Project Evaluation (Focus Groups, Surveys, Reporting): \$10,000

Total Cost: \$60,000

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

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.

Funding of \$35,000 will pay for the cost of licensing and hosting the app for the first year and does not include the cost of staff time for the development of the app, which will be absorbed by the Information Technology Agency and the City's payroll development contractor, Hess and Associates.

Total Cost: \$35,000

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

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 inconsistent 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. Open commission seats are difficult to identify for public outreach. This project creates a transparent, easy-to-access site to address all of these issues, by adapting the current platform to make it easy to indicate interest in multiple opportunities simultaneously. Each job's specific application process will remain, but this would centralize all of those engagement touchpoints and place the Personnel Department central to the solution.

Funding of \$35,000 includes \$10,000 of resource time to edit to the public Personnel site to accommodate new categories (i.e., interns, volunteers, apprentices, commissioners). The effort to gather workforce opportunity information from across the City family and establish an ongoing information flow with Personnel should be a one-time resource need of \$25,000 (~300 resource hours).

Total Cost: \$35,000

6. **Department of Water and Power Automated Inspection Units** - \$5,000

Allocation would purchase or rent automated units to inspect penstocks and insulators on power poles. It should cut the cost of resource time and increase safety. This pilot would test that theory. It currently takes five to seven people three to four hours to do a penstock walk at Castaic Power Plant. With an automated inspection unit, the time to do the inspection can be cut in half or better with a video recording of the inspections. The unit can be on a preprogrammed course to inspect whatever the engineer needs to assess any damage of erosion. This eliminates the danger and increases safety for plant personnel. They would only have to go the inspection site if a problem was found via the automated inspection unit.

Funding of \$5,000 for a pilot of up to three experimental units.

Total Cost: \$5,000

7. Los Angeles Police Department (LAPD) Online Police Reports - \$50,000

Allocation will implement a system so the public can file lost/stolen property reports online. This is currently being done by the Los Angeles Sheriff's Department (LASD), which we would mimic. The LASD system allows someone to file a specific type of crime or incident report through a website. Once the report is reviewed and accepted, they receive a free copy of the approved report emailed for their records. All cases filed within this system will be reviewed. Department policy will dictate the level of investigation needed for the incident reported. A Deputy Officer may need to follow-up by email, telephone, or in person, if the incident requires further investigation.

Funding of \$50,000 covers contract services for website development and implementation.

Total Cost: \$50,000

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

Allocation will make extra capacity waste tags available to purchase online on the City's website or the Bureau's website. The resident or business can print out the tag at their home or business, similar to printing out an airplane boarding pass. By providing extra capacity tags online, it will be more convenient for residents and businesses and may boost participation in tag use. This may also result in less waste material being discarded inappropriately, as well as potentially increase revenue for the program. Savings will include reduced staff needed to manage the program, improved record keeping by automating the tracking of sales, and reduced printing costs since the tags would not be printed by the City but purchasers themselves.

Funding of \$25,000 includes website development for the ability to purchase and print tags online.

Total Cost: \$25,000

Specific implementation and funding recommendations are contained in the corresponding report from the City Administrative Officer. As with any new program, it is critically important to ensure adequate time to further develop and nurture good ideas, implement, and evaluate success. Accordingly, the Commission will be reporting in about six months with an update on the implementation, any results, and associated status of these projects.

The implementation of these ideas - including complying with regulatory/legal issues and City purchasing rules - are the responsibility of the Department receiving funds. If the Departments find that the idea cannot be implemented for whatever reason, the IPC looks forward to hearing from these Departments on the obstacles they have faced and lessons they have learned. This information can be used to improve both the Innovation Fund program and the City. If a project cannot be implemented, the allocations will be reverted to the Innovation Fund for IPC to recommend for allocation to new ideas in the queue.

Attachment