

**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: February 9, 2021

To: The Mayor  
The City Council

From:  Richard H. Llewellyn, Jr., City Administrative Officer

Subject: **INNOVATION FUND RECOMMENDATION – DIGITAL TRAINING AND ADOPTION PROJECT**

### RECOMMENDATIONS

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

1. Establish and appropriate a new appropriation account entitled Los Angeles Fire Department – Digital Training and Adoption Project in the amount of \$125,000 within the Innovation Fund No. 105/10 from the available cash balance of the Innovation Fund.
2. Transfer \$125,000 from the Innovation Fund No. 105/10, Account to be Established, Los Angeles Fire Department – Digital Training and Adoption Project to Fund No. 100/38 as follows:

<u>Fund/Dept.</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
100/38	003040	Contractual Services	\$125,000

3. Instruct the Los Angeles Fire Department 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;
  - b. Report to the Innovation and Performance Commission with an accounting of the funds, the lessons learned, and any obstacles faced; and,
  - c. Report to the Innovation and Performance Commission if, after the receipt of funds, the scope of the funded item differs from the scope approved for funding by the Mayor and the City Council.
4. Authorize the City Administrative Officer to make technical corrections as necessary to those transactions included in this report to implement Mayor and Council intentions.

## SUMMARY

The City Administrative Officer herewith transmits the recommendation of the Innovation and Performance Commission (IPC) to approve funding in the amount of \$125,000 from the Innovation Fund (IF) for the Los Angeles Fire Department (LAFD) - Digital Training and Adoption Project. Please note, as with all IPC recommendations, this report presents the idea as submitted by the Department and approved by the IPC along with the necessary recommendations to implement the idea as presented. If the scope of the Innovation Fund item changes after the Department receives funding, the Department must return to the IPC to present the revised scope to the Commission to determine whether alternative recommendations are required.

LAFD is proposing to implement an online software training system that will decrease the cost and delivery of software training as well as increase user adoption and retention of the new system. According to LAFD, the Department will have to replace four major enterprise software systems over the next two years, which will require training each of its 3500 employees. Through this pilot, LAFD looks to implement a new innovative system that will provide an interactive, 'in-app' training program delivered entirely remote and online. The system will include guided instruction that provides real-time feedback to improve learning, provide "just-in-time" content delivery to improve retention, and adapt to user feedback for reinforcement and remediation. LAFD states that this pilot can potentially eliminate the need for in-person training, increase user adoption, and save nearly \$1 million.

According to LAFD, the cost to deliver two four-hour in-person training sessions, following COVID-19 safety protocols, for 3500 employees would cost \$1,202,240. This estimated cost includes \$777,920 of instructor overtime and \$424,320 of student overtime. Through this pilot, the same training provided online would cost \$210,000, which includes \$125,000 in software and professional services and \$85,000 in instructor overtime. Due to employees attending online trainings while on duty, and not on overtime, LAFD estimates an overall cost-savings of \$992,240.

Success for the pilot would be measured through insights and analytics of user adoption from within the training platform, actual monitoring and analysis of instructor overtime costs, and student feedback and end-user input. LAFD also states that this pilot is COVID-friendly, can increase retention and user adoption by 70 percent, and accelerate the time it takes the users to gain competency in the new systems, ultimately reducing errors and increasing accuracy. If proven successful, LAFD would fund annual recurring software costs using existing training reimbursement programs, invest staff time in platform proficiency to leverage use beyond these initial trainings, identify other programs within LAFD for future training, and work with other agency partners to replicate successes.

The Commission recommends funding of \$125,000 for the Los Angeles Fire Department – Digital Training and Adoption Project. This amount will fund training for two new LAFD software systems going live in 2021, the first year of the annual recurring enterprise software license and support, professional services to develop training programs for the two systems, and include training for LAFD staff to develop future training programs.

## **FISCAL IMPACT STATEMENT**

Approval of these recommendations will allocate \$125,000 of the remaining \$1,111,112 Innovation Fund 2020-21 available balance. The \$125,000 will be transferred to the LAFD to begin implementation of the pilot project that has been approved by the Innovation and Performance Commission. In some cases, departments will incur ongoing costs.

## **FINANCIAL POLICIES STATEMENT**

The recommendations of this report are in compliance with the City's Financial Policies as Innovation Fund monies are being utilized for an eligible project which will improve the quality, efficiency and effectiveness of City service through innovation, productivity, and performance measurement.

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