

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: August 17, 2021

To: The Mayor
The Council

From: Jon Merritt, President
Innovation and Performance Commission

Subject: **INNOVATION AND PERFORMANCE COMMISSION – 2020-21 ANNUAL REPORT**

At the August 12th, 2021 meeting of the Innovation and Performance Commission (IPC), the Commission approved its 2020-21 Annual Report. This document is now transmitted for further consideration and action.

Attachment

JM:BLS: 11220016h

*cc: Nury Martinez, Council President
Bob Blumenfield, Councilmember, 3rd District
Jeanne Holm, Deputy Mayor, Mayor's Office of Budget and Innovation
Matt Szabo, City Administrative Officer*

WHAT IF THE CITY COULD FUND YOUR* IDEA?

INNOVATION &
PERFORMANCE
COMMISSION



CITY OF L.A.

INNOVATION & PERFORMANCE COMMISSION ANNUAL REPORT TO CITY COUNCIL

2020-21

The Innovation & Performance Commission has prepared this report detailing the progress of the Innovation & Performance Commission and the Innovation Fund during the 2020-21 Fiscal Year.

INNOVATION & PERFORMANCE COMMISSION
ANNUAL REPORT TO CITY COUNCIL

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PERFORMANCE
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*Members of the Innovation and Performance Commission at the conclusion of this annual report period

Message from Commission President Jon Merritt

I am pleased to report a banner year for the Innovation & Performance Commission (IPC). Despite the burdens and delays of COVID-19, the IPC maintained regular monthly virtual meetings, continued our liaison efforts with all eligible City departments and submitters, as well as finalized and adopted our strategic plan. As you will read in this report, the IPC reviewed dozens of Innovation Fund submissions and approved ten new and exciting pilot projects during the 2020-21 Fiscal Year. The IPC placed particular emphasis on the issue of racial justice and equity. Inspired by the Mayor's Executive Directive No. 27, the IPC voted unanimously to create a specific set-aside of our Innovation Fund monies to address this issue.

After testing and customizing a new project submission system, the IPC will be launching the IdeaScale platform, which is more user friendly, reduces IPC staff time, and provides more opportunities for outreach to our qualified submitter community. There was one IPC program that was postponed due to COVID-19 - the Innovation and Performance Awards (IPA). The awards program aims to recognize outstanding innovations and performance management of City employees and also serve as another avenue to publicize the work of the IPC. The IPA was launched just prior to the COVID-19 lockdown, and as a result, will be rescheduled - hopefully in the 2021-22 Fiscal Year.

I want to draw your attention to an aspect of the Innovation Fund that can be overlooked at times. Our mission is to fund pilot projects - pilots that if successful, can be incorporated into the funded department's regular budget. But success isn't always guaranteed, in the traditional sense. For example: this year, the IPC funded a pilot for the Bureau of Sanitation to test a less toxic but still effective method to disinfect streets and sidewalks. Rather than spending hundreds of thousands of dollars on an innovative product and technique, the Innovation Fund provided funding for three phases of side-by-side testing, using the new technology and the current method. When the Bureau shared their results, as all of our pilot funding recipients are required to do, they initially labeled the test as a failure as the new technology was inferior in terms of eliminating contaminants per the rigorous standards set by City and State guidelines. However, the failure highlighted that piloting the new technology saved the Bureau from spending unnecessary dollars on a technique that would not prove useful.

This report will highlight cases similar to this, as well as the numerous pilot successes through the 2020-21 Fiscal Year. The IPC looks forward to another productive year of funding pilot projects that improve innovation, performance, transparency, save money, generate revenue, and improve the quality of life for City staff and residents alike.

On behalf of the nine volunteer members of the Innovation & Performance Commission, I want to thank the Mayor, all members of the City Council, and especially the Public Works Committee, for all of your unwavering support and encouragement. We invite you to attend one of our monthly meetings to see firsthand the exciting work before us.

Jon Merritt

President, Innovation and Performance Commission

Innovation & Performance Commission 2020-21

History and Purpose

The IPC, formerly Quality and Productivity Commission (QPC), of the City of Los Angeles was created in 1985 by ordinance, which was subsequently 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. Formerly consisting of 15 volunteer appointees, the IPC now consists of nine members. The Mayor appoints three of the nine members, with the other six chosen by the City Council President, with nominations submitted by the Chairs of the Budget and Finance Committee, Public Works Committee, and Personnel, Audits, and Animal Welfare Committee of the City Council. The IPC's reports are referred to the Public Works Committee. Currently, all nine IPC seats are filled. The IPC can vote on measures with a quorum of a majority of five members.

In 2014, shortly after the IPC transitioned from the QPC, the Innovation Fund was launched, which was designed to provide one-time funds to City departments to test new ideas that could make the City work better. Since 2015, the IPC has had one full time support staff position, who is employed within the Office of the City Administrative Officer (CAO) as a Project Coordinator but serves the IPC in an Executive Director capacity. This position was brought on to assist the IPC in its day-to-day operations as well as to administer the Innovation Fund.

In order to better manage its workload, the IPC compartmentalized certain responsibilities within its two standing committees, to focus on the main operations of the IPC: a) the Innovation Fund Committee; and, b) the Performance Management Committee. In addition, the IPC adopted a Commission Liaison program in order to better engage with City departments and general managers. Through this liaison program, Commissioners engage with their assigned City departments and elected officials, and discuss current and potential Innovation Fund ideas, performance management, and any departmental processes that the IPC can leverage its expertise to assist with service delivery, employee engagement, cost savings, and revenue generation. Commissioners meet with their assigned departments to establish a regular cadence with each department's general manager. The ultimate goal of this program is to build relationships between the Commission, City departments, and elected officials, in order to better address their needs as well as strengthen communication channels that are imperative to the Innovation Fund process and the City as a whole.

Innovation & Performance Commission 2020-21

COVID-19

In March of 2020, the world paused to grapple with a worldwide pandemic, not seen since 1919. Coronavirus (COVID-19) spread globally, taking the lives of millions of people, crippling the City of Los Angeles, California, and the world as a whole, with stay-at-home orders forcing the world to reevaluate how it will conduct business. Due to this crisis, the IPC was forced to adjust by hosting its public meetings virtually. Through the help of its Executive Director, as well as the diligence of its committed commissioners, the IPC began its flawless transition into the virtual meeting space in June 2020. In addition, the IPC adapted practices that it plans to continue in a “post-COVID-19” world, such as going paperless for meeting materials.

Innovation Fund – Racial Equity

The City of Los Angeles faced two battles in 2020: COVID-19 and Racial Injustice. While the country was adjusting to newly instituted stay-at-home orders to prevent the spread of COVID-19, we all were shaken by the video of the brutal murder of George Floyd at the hands of law enforcement. This tragedy rippled through this nation, particularly its Black population, who were fed up with a pattern of unarmed Black people being killed with impunity by law enforcement. In June 2020, Black Lives Matter protests sprung up in major cities across the globe, leading to policy changes within local, state, and federal government. On June 19, 2020, Mayor Eric Garcetti issued Executive Directive No. 27, which addressed racial equity in City Government.

The IPC was aware of the issues facing the City and country as it relates to racial equity. At its October 2020 meeting, the IPC voted to prioritize the use of \$443,675.88 of unspent Innovation Fund monies, previously awarded to departments who did not expend their full allocation, for Innovation Fund ideas related to racial equity issues outlined in the Mayor’s Executive Directive No. 27. The IPC takes pride in doing what it can to make Los Angeles a better city for ALL its residents.

IPC Strategic Plan

At its May 2021 meeting, the IPC adopted its strategic plan. Through this plan, the IPC identified its vision, mission, core values and objectives, strengths, weaknesses, opportunities, and threats.

Vision: To be a nationally recognized leader in municipal innovation, performance, and productivity initiatives.



Innovation & Performance Commission 2020-21

Mission: To execute innovative, efficient, inclusive, equitable and transparent processes and programs that serve to enhance Los Angeles a world class City.

Understanding its role in promoting and advising on innovation and performance within the City, the IPC defined innovation as:

Innovation: The creation, development, and implementation of a new product, process, and/or service with the aim of improving efficiency, effectiveness, transparency, and a return on investment, which includes time saved, money saved, and making the City work better, wherein the project is either new to the City or a project implemented by other peer cities.

Through its strategic plan, the IPC intends to provide inspiration, along with guidance, for how the City workforce can approach innovation, whether it be through the Innovation Fund or on a smaller scale.

Innovation and Performance Awards

In 2019, the IPC created an Ad Hoc Innovation and Performance Awards subcommittee, with the aim of continuing the awards program of the predecessor Quality and Productivity Commission. The new awards program aims to recognize and award City employees, Commissions, Neighborhood Councils, and Elected Officials who have contributed toward the goal of advancing the City of Los Angeles by rethinking traditional approaches and delivering smarter, better, and faster services to benefit the City's residents, businesses, and visitors.

Prior to COVID-19, the IPC launched a Citywide outreach campaign, encouraging City employees to make nominations for the Awards event scheduled for May 2020. This campaign ran from February 2020 – March 2020, netting almost 30 nominations. Due to COVID-19, the IPC was forced to postpone the Innovation and Performance Awards indefinitely. The IPC intends to reschedule the awards once it is safe for the public to do so.

Knowledge Transfer Initiative

In 2019, the Performance Management Committee began the process to review how the City retains the knowledge, information, and resources of its staff. The goal of this process was to identify innovative ways to address knowledge sharing so that when a City employee and/or City Commissioner has to leave their position, a structure is in place to seamlessly transfer knowledge from one person to the next. The Performance Management Committee provided \$40,000 to the Personnel Department to launch the

Innovation & Performance Commission 2020-21

Citywide Knowledge Transfer program. Through this program, the Personnel Department a) evaluated the effectiveness of the current knowledge transfer methods utilized by City departments; and, b) developed a toolkit and training materials to disseminate effective knowledge transfer methodologies Citywide. The Personnel Department rolled out its knowledge transfer initiative in October 2020 to great success.

The IPC took this opportunity to reassess its own knowledge transfer procedures. The Performance Management Committee developed IPC knowledge transfer and standard operating procedures, which the IPC adopted at its April 2021 meeting. These items will be included in the new commission onboarding/orientation packet, as well as used to capture valuable information from departing commissioners.

EmpowerLA – Listen4Good Grant

In early 2020, the Department of Neighborhood Empowerment (EmpowerLA) representatives attended several IPC meetings to discuss the work of the Department and the needs of its 99 Neighborhood Councils (NCs). The Department suggested that the COVID-19 Pandemic had severely impacted how the Department held its meetings, outreached to NCs, and performed its operational functions. As a result of these discussions, in August 2020 the IPC nominated EmpowerLA for the Listen4Good (L4G) grant, an initiative of Fund for Shared Insight designed to help organizations build sustainable, high-quality, client-focused feedback loops that lead to meaningful change. L4G offers specially designed tools, including an interactive web application, webinar series, and one-on-one coaching to guide direct-service organizations implementing a simple, yet systematic way to listen, elevate, and respond to client opinions and preferences.

Through this grant, organizations nominated by a funder receive a \$30,000 capacity-building grant over 18 months and unlimited access to a dedicated coach, along with a premium SurveyMonkey account and all of L4G's online tools and resources. Benchmarks, access to an online peer community, and facilitated interaction with co-funders are included. Of the \$30,000 award, \$15,000 are grant funds provided by L4G. The remaining \$15,000 is provided through matching funds provided by the nominator. This \$15,000 Innovation Fund request provided these matching funds. Through L4G, EmpowerLA is able to assist NCs in creating a useful, high-quality feedback loop amongst themselves, to improve their internal operations, as well as stakeholders' participation. Through the tools provided through L4G, NCs have access to online resources to build understanding and proficiency in parliamentary governance, running virtual meetings, and the use of data to improve their recommendations to City Hall. EmpowerLA is entering

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stage three of this program, which includes survey design and distribution. The conclusion of this program is anticipated to be in November 2021.

IdeaScale

In June 2019, the Innovation Fund awarded \$150,000 to the Information Technology Agency (ITA)/EmpowerLA for the City Idea Hub, a pilot aimed to consolidate the City's civic engagement efforts in one platform that will provide a data-driven, metrics-rich approach to collaboration and innovation with City departments and the City's various stakeholders. The pilot included a one-year license with IdeaScale, an innovation management software tool. The post-pilot costs were intended to be shared by the various departments using the platform. Through this pilot, ITA, EmpowerLA, and the Office of Finance successfully engaged its user base to gather beneficial data to use internally to improve and innovate on their day-to-day functions. The IPC also intended to use the platform to better receive, evaluate, and manage Innovation Fund submissions. Unfortunately, the COVID-19 outbreak ushered the City of Los Angeles into a budget crisis, leading to decreases in departmental budgets. Neither of the piloting departments were able to absorb the annual subscription for the IdeaScale service and the contract was terminated.

Despite the setback, the IPC wanted to continue using the IdeaScale platform for the Innovation Fund. At its December 2020 meeting, the IPC voted to approve \$16,000 from its administrative budget to obtain its own subscription for IdeaScale with an anticipated launch in Summer 2021. Through IdeaScale, the IPC can cultivate an ideation community for the Innovation Fund that consists of City employees, elected officials, City commissioners, and Neighborhood Councils. The platform is anticipated to launch in August 2021 and will be included in the IPC's outreach campaign.

IPC Outreach and Engagement

Though COVID-19 created a setback for the production of the Innovation and Performance Awards, its Ad Hoc committee opted to explore the development of IPC branded content to be used not just for the Innovation and Performance Awards, but also for IPC outreach, communications, and stakeholder engagement. The Ad Hoc Committee worked with LA Cityview Channel 35 to produce an outreach video highlighting the work of the IPC and the Innovation Fund. In addition, the IPC is also developing a social media campaign. The IPC anticipates launching its outreach campaign, which will include the outreach video, social media push, and promotion of the Innovation Fund, through IdeaScale.

Innovation & Performance Commission 2020-21

Innovation Fund Status Designation

When an Innovation Fund idea is received, the Innovation Fund Committee is tasked with reviewing the idea and placing the idea in one of the following categories. These categories were previously as follows:

- 1 – No Further Review
- 2 – Potential Funding Opportunity – Request More Information from General Manager (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

Recognizing that many submissions, while not appropriate for the Innovation Fund, could be appropriate for the Performance Management Committee to review and potentially draft a recommendation related to the idea that could be incorporated within City policy, the IPC added a new category for submissions. The new status designation is as follows:

- 6 – Referred to IPC Performance Management Committee

Performance Management Activities and Budget

In 2019, the Innovation Fund's allocation increased by \$100,000 annually, to provide seed monies for projects related to performance management and measurement within the City. These funds are managed by the IPC's Performance Management Committee. To date, the Performance Management Committee has awarded \$119,500 to the following performance management programs:

Innovation and Performance Awards	\$	20,000
Knowledge Transfer Program Evaluation	\$	40,000
DONE - Listen4Good - Matching Grant	\$	15,000
IPC Outreach & Engagement Video Production	\$	44,500

Innovation Fund 2020-21

The IPC's Innovation Fund (IF) was established in November of 2014. The IF is designed to provide one-time funds to ideas which can transform City services, or pilot projects which could be funded on an ongoing basis by City departments. The IF does not provide funds for ongoing departmental operations or to fill budgetary gaps.

The 2014 budget for the IF was set at \$1.1 million, with \$1 million allocated to funding ideas, and \$100,000 allocated to staffing and administrative expenses in the CAO for exclusive support of the IPC and the IF. The IF budget has varied over the past several years, but was approved at \$1.2 million for 2021-22, including \$1 million allocated to funding ideas, \$100,000 for staffing and administrative expenses, and \$100,000 for performance management activities. Any unspent funds at the end of a fiscal year remain in the Fund and are available to fund activities in the subsequent year.

The Innovation Fund Committee, a sub-committee of the IPC, reviews Innovation Fund idea submissions to advance them to the full IPC for a funding recommendation based on whether the ideas fit within the following criteria:

- Innovative and original;
- Support greater efficiencies;
- Emphasize priority outcomes and quality of life; and,
- Are feasible and measurable.

To date, the IPC has received over **600** IF idea submissions. Of those, **57** have received funding across 22 City departments for a grand total of **\$6,188,766**.

Despite operating remotely in 2020-21 during a time of uncertainty, the IPC led the Innovation Fund through its most successful year since its inception. From July 2020 through June 2021, the IF awarded \$1,600,122 for ten Innovation Fund pilots for nine individual departments. The Innovation Fund has remained diverse in award allocations across City departments. The ten grants ranged from \$25,000 to \$378,000, and are detailed in the subsequent pages. The "What IF" sections as listed in the subsequent pages provide the Innovation Fund idea as originally submitted to the IPC and are not edited for content. Additionally, information regarding expenditures, pilot outcomes, the project's return on investment, and lessons learned is detailed based on correspondence with each department.

The IPC has also provided Innovation Fund updates in the appendix for pilots funded during the 2019-20 Fiscal Year.

Innovation Fund 2020-21

Below is an overview of the ten Innovation Fund ideas funded during the 2020-21 Fiscal Year:

Department: Housing and Community Investment Department (HCID)

Pilot Name: Modernizing Housing Development Operations

Funding Amount: \$180,000

Date Funded: September 23, 2020

What IF: What if we could implement a comprehensive, customer-focused and web-based, Citywide central housing development management system/software? HCID used a loan origination and asset management system that divided affordable housing production and management by skill set instead of assigning a single project manager to oversee all aspects of a project. This prior practice resulted in disorganization in handling information pertaining to application, loan underwritings and assumptions, due diligence, construction management and lease-up, project scoring and risk rating, asset management, covenant compliance monitoring, and legal documentation. To address these shortcomings, HCID proposed to pilot the Modernizing Housing Development Operations to Streamline, Expedite, and Increase Affordable Housing Development Project in order to develop a comprehensive, customer-focused and web-based, Citywide central housing development management system.

Expenditures: \$0

Pilot Outcomes (to date): To date, HCID has developed and launched the Affordable and Accessible Housing Registry (AAHR). The AAHR (<http://lahousing.lacity.org/>) contains a comprehensive database of the City's covenanted multi-family affordable housing developments, and allows users to:

- Search for affordable and accessible housing units in the City of Los Angeles;
- Start applications online for new property listings;
- Apply to be placed on waiting lists for accessible housing units;
- Receive notifications when new affordable housing properties added to the registry or when waitlists re-open for applications; and,
- View and learn more about properties, such as how many units with specific features for persons with mobility or hearing/vision disabilities.

HCID has been working on the AAHR for some time as part of accessible housing settlements. While Innovation Fund monies were not used on AAHR, HCID's intention is to utilize the Innovation Fund monies to procure a software vendor to develop a software solution to support and more effectively track the affordable housing development process, including application intake, loan servicing, and compliance monitoring.

Innovation Fund 2020-21

Department: Housing and Community Investment Department (HCID)

Pilot Name: Modernizing Housing Development Operations

Pilot Outcomes (cont.): HCID has brought on a project manager, secured \$670,000 in funding to leverage the Innovation Fund monies, and released a RFP for vendors to develop an affordable housing development system.

Return on Investment: TBD

Lessons Learned: TBD

Total Cost: TBD

Affordable & Accessible Housing Registry Guide (English)

NAVIGATING THE AFFORDABLE & ACCESSIBLE HOUSING REGISTRY

The Housing + Community Investment Department of Los Angeles (HCIDLA) is proud to introduce the Affordable & Accessible Housing Registry (AAHR), where finding affordable and accessible housing in Los Angeles is just a few clicks away. You can search properties, find housing units that meet your needs, become a registered user, and apply! Visit lahousing.lacity.org today!



CREATE AN ACCOUNT

Become A Registered User
You must become a registered user in order to apply for a vacant unit through the AAHR. Set-up only takes a few minutes, and allows you to submit, track, and receive updates on all your applications in real time.



FIND HOUSING

Search For The Unit You Need
Browse through developments that will soon be leasing units, look up details on a property you have in mind, or customize your search with filters that will help you find a unit that meets your needs.



APPLY FOR LOTTERIES

New Development Lease-Up Lotteries

With the AAHR, you can be notified when a new development begins accepting lottery applications. Submit an application to participate by answering a few simple questions.*

APPLY FOR WAIT LISTS

Vacancies Filled By Wait Lists
Submit an application for an affordable and/or accessible unit to be added to a development's waiting list(s).* Developments use waiting lists to fill units as they become vacant.



STAY IN THE KNOW

Get Notified of Upcoming Leasing

As a registered user, you can be notified directly when new development listings are added, when they begin leasing, when conventional wait lists open, and when developments have vacant units available.

ADDITIONAL RESOURCES

HCIDLA Is Here to Help
Find information on current income limits and rental costs, auxiliary aids and services, service centers and agencies, Fair Housing policies, and grievance (complaint) policies and procedures.



*Registry applications are not rental applications. Applicants may be required to complete additional steps to verify their qualifications for a development's particular rental restrictions.

Get started at lahousing.lacity.org today!

For assistance, contact the Affordable & Accessible Housing Registry at (213) 808-8550 | TDD: (213) 473-3231
HCIDLA.ACHP@LACITY.ORG



Innovation Fund 2020-21

Department: Bureau of Sanitation (LASAN)

Pilot Name: Ozone Clean Alternative Study

Funding Amount: \$90,000

Date Funded: September 30, 2020

What IF: LASAN would like to determine the effectiveness of ozone as an alternative disinfectant for cleaning public spaces within the City of LA to maintain a clean and healthy environment for all. With the results from the pilot study, LASAN can improve our existing cleaning methodology and disinfectant chemical to ensure the health and safety of our public spaces (e.g. skid row, illegal dumping sites), while decreasing any pollutant byproduct that may harm the environment or watershed.

Expenditures: \$90,000

Pilot Outcomes (to date): LASAN conducted three phases of testing with Ozone Clean Technologies to determine if the company's ozone application system could be a viable alternative to bleach as a disinfectant for cleanup of bio-hazardous materials. Phase I of testing did not produce conclusive results due to low levels of fecal indicator bacteria (FIB) that were detected in baseline samples. Therefore, LASAN focused on the data from Phase II and Phase III of the study to determine the effectiveness of ozone versus bleach.

The study compared pre-treatment and post-treatment bacteria results for the following three disinfection treatments applied to the cleanup sites: ozone, bleach, and water. Water served as a control treatment (no disinfectant applied). In Phase II, eight replicate events were conducted in July 2020. For E. coli, the control treatment (water) exhibited a 91.4% reduction, the bleach treatment exhibited a 99.8% reduction, and the ozone treatment exhibited a 67.5% reduction. For Enterococcus, water exhibited a 70.5% reduction, bleach exhibited a 99.4% reduction, and ozone exhibited a 16.5% reduction (Figure D). In Phase II, only the post-treatment bleach samples illustrated a reduction that was below the statewide water quality objective for E. coli. As for Enterococcus, the post-treatment bleach nearly achieved the statewide water quality objective. In Phase III, four events were conducted from September to November 2020. For E. coli, water exhibited an 84.6% reduction, bleach exhibited an 87.4% reduction, and ozone exhibited a 55.2% reduction. For Enterococcus, water exhibited a 59.0% reduction, bleach exhibited a 94.5% reduction, and ozone exhibited a 26.9% reduction. Based on the results of this study, LASAN recommends maintaining the current practice of bleach-based field disinfection. As evident in Phase II and Phase III, bleach-based disinfection methods exhibited significantly higher reduction of FIB as compared to ozone-based disinfection methods from Ozone Clean Technologies.

Innovation Fund 2020-21

Department: Bureau of Sanitation (LASAN)

Pilot Name: Ozone Clean Alternative Study

Return on Investment: This study indicated that LASAN's current bleach solution was the more effective and cost-efficient choice and that LASAN is using the correct disinfection method available. LASAN also concluded that this is the easier method to apply, stating that field staff preferred it over the Ozone Method.

Lessons Learned: Based on the data collected, LASAN found that using ozone to disinfect was not more cost-effective than its current method of using bleach. LASAN was grateful to be able to use the Innovation Fund to test this process and feels that it helped prevent unnecessary costs in switching to a new disinfectant. There was a significant difference in cost as well. Using the current method of bleach cost \$378/month whereas using the Ozone treatment would cost \$10,000/month. Through the Innovation Fund, LASAN was able to test the Ozone Treatment technology in the field, instead of simply relying on laboratory testing that indicated the effectiveness of this new technology in killing fecal indicator bacteria. Transitioning operations in the lab to the field adds many environmental factors and complicates operations in the field and possibly the effectiveness of this method, helping to prevent LASAN from spending \$10,000/month for Ozone Clean Technology's equipment rental.

Total Cost: \$90,000

Innovation Fund 2020-21

Department: Office of the City Attorney

Pilot Name: Claims Unit Modernization

Funding Amount: \$25,000

Date Funded: November 25, 2020

What IF: The City has no program or software to analyze data for automobile repairs or medical costs when resolving the 6,000 claims filed annually against the City. We can eliminate waste, reduce time, and raw materials (paper products) while being ecofriendly by purchasing modern equipment, an auto repair estimator program and a computer medical procedure tracking software to aid in the accurate and efficient assessment of claims filed, benefiting both claimants (constituents) and the City.

Expenditures: Approximately \$25,000. The City Attorney ordered estimating software, eight tablets, seven laptops, three printers, eight cameras, two camcorders, seven roll meters, and seven pocket rods.

Pilot Outcomes (to date): The City Attorney has ordered the materials but has not received them due to COVID-19 delays. The projected receipt date is late October 2021.

Return on Investment: TBD

Lessons Learned: TBD

Total Cost: TBD

Innovation Fund 2020-21

Department: Los Angeles Police Department (LAPD)
Pilot Name: Call direction to Ensure Suicide Safety (CRESS)
Funding Amount: \$378,522
Date Funded: December 8, 2020

What IF: To divert persons in a mental health crisis from the criminal justice system, by creating a 9-1-1 call diversion program titled, "Call direction to Ensure Suicide Safety (CRESS), utilizing a warm hand-off of identified mental health calls to the Didi Hirsch Suicide Prevention Center.

Expenditures: \$157,717.50

Pilot Outcomes (to date): The early success of the program and the public attention it received led to a commitment of the Mayor and City Council to provide enough funding to expand the pilot to 24/7 effective July 1. Moving from eight hours per day to 24/7 allows for smoother systems and improved quality, ensuring that all LAPD dispatchers and all Didi Hirsch's Suicide Prevention Center (SPC) crisis counselors have increased familiarity with the program.

Pilot Outcomes represents data obtained by Didi Hirsch's SPC from February 2021 through June 2021.

They are as follows:

- 498 calls diverted to SPC
- 99.6 calls diverted on average per month
- Demographic of Diverted Callers:
 - 63% Male, 36% Female
 - 40% Hispanic, 25% White, 23% Black, 10% Other, 2% Asian, 1% Native American
 - 35% 25-34 years old, 20% 15-24 years old, 9% 55-64 years old, 7% 45-54 years old, 4% 65-74 years old, 3% 5-14 years old, 1% 75-84 years old
- 28 Facilitated Rescues (SPC counselors helped connect callers to emergency responders)
- 74 Non-facilitated Rescues (Caller decides to go to an emergency facility or service on their own or with help from third party)
- 124 callers accepted follow-up
 - 66% were successfully reached
 - 31% were linked to appropriate services

Note: 24-hour services did not start until July 2021 and so data reflects only eight-hour shifts from February through June 2021.

Innovation Fund 2020-21

Department: Los Angeles Police Department (LAPD)

Pilot Name: Call direction to Ensure Suicide Safety (CRESS)

Return on Investment: For a savings estimate, LAPD reviewed estimated (officer response) hours saved, and provided a rough estimate of cost per response.

- Hours ROI: During the planning phase, it was estimated that the average radio call involving a suicidal individual takes 2.5 hours to complete. Using this estimate, the 498 diverted calls represent a time savings of 1245 hours.
- ROI = [(Financial Value – Project Cost) / Project Cost] * 100%
 - Financial Value
 - ((498 calls diverted - 11 redirects - (102 rescues)*0.38) * \$500 average cost of 911 in-person response
 - Financial Value = \$224,120
 - Project Cost = \$157,717.50
 - Net Benefits = \$66,402.50
 - ROI = [(\$224,120 – \$157,717.50) / \$157,717.50] * 100% = 42.1%

For every Innovation Fund dollar spent, the 911 Diversion program saved an additional 42 cents in 911 operating costs, generating \$66,402.50 in savings.

Not included in the return on investment are the potential savings from an assumed reduction in unneeded patrol unit dispatches, “suicide by cop” incidents, the cost difference between mental health specialist vs criminal justice system, and the potential reduction in suicide attempts due to appropriate de-escalation and resource linkages. Furthermore, the potential number of lives saved due to the connection of a person-in-crisis (and their loved ones) to a resource (the crisis line and crisis line provided referrals through follow-up care) they were previously unfamiliar with, is impossible to estimate but undoubtedly substantial.

Lessons Learned: The success of the program is very much dependent on a thorough understanding of each of the partners’ operations. The pilot included planned cross-cultural trainings and site visits; however, these items were unable to be implemented as planned due to the pandemic. This resulted in a lower than expected number of diverted calls. Another lesson was that the learning curve for dispatchers and counselors was steeper than anticipated due to shift rotations and the eight-hour structure.

Detailed reviews of the diverted calls and debriefs between the partners have been successful (and are essential on an ongoing basis) to resolve issues and make adjustments and improvements.

Total Cost: \$157,717.50

Innovation Fund 2020-21

Department: Los Angeles Zoo

Pilot Name: Solar-Powered Mobile Charging Stations

Funding Amount: \$31,600

Date Funded: January 20, 2021

What IF: The Zoo proposes the installation of five solar-powered cell phone charging stations that would provide complimentary cell phone charging capability for Zoo visitors.

Expenditures: \$30,860.13

Pilot Outcomes (to date): Five solar-powered mobile charging stations were delivered to the Zoo. There was a delay in shipping due to COVID-19. The Zoo is determining the best locations to place the stations for maximum efficiency and is anticipating installation in September 2021. Each station has been branded with the Zoo's logo, the IPC's logo, and conservation information.

Return on Investment: TBD

Lessons Learned: TBD

Total Cost: \$30,860.13



Innovation Fund 2020-21

Department: Los Angeles Fire Department (LAFD)

Pilot Name: Digital Training and Adoption Project

Funding Amount: \$125,000

Date Funded: April 1, 2021

What IF: What if the LAFD could dramatically cut the cost of software training in half AND deliver it in less time, in a "COVID friendly environment", all while increasing user adoption and retention of our new systems? Using innovative tools, the LAFD could completely transform how software training is delivered, making it much better for the end-user, faster to deliver and a lot less expensive!

Expenditures: \$0

Pilot Outcomes (to date): A contract went before the Board of Fire Commissioners on August 3, 2021 and is expected to be in place for a projected start date of September 1, 2021.

Return on Investment: TBD

Lessons Learned: TBD

Total Cost: TBD

Innovation Fund 2020-21

Department: Office of the City Attorney
Pilot Name: Connecting Neighborhood Justice Program
Funding Amount: \$170,000
Date Funded: April 1, 2021

What IF: Improving communication through technology to advance social justice issues.

Expenditures: \$0. The Office of the City Attorney requested the funds be transferred on July 1, 2021 to allow time to procure a vendor and put out a contract.

Pilot Outcomes (to date): This pilot is still in the planning stage.

Return on Investment: The return on investment is to be determined as the pilot is still in its planning stage. The Office intends to use the Information Technology Agency to help procure a developer from its bench contracts. Additional savings are projected through streamlining processes with the new platform so the Neighborhood Justice Program team can spend their time and energy in other operational aspects of their program. Also, aside from being a more effective means of communications, the time spent by their program participants and community volunteers (200+) will also be streamlined on the new platform.

Lessons Learned: City standard contracts can be a hurdle in creating good work with outside partner agencies, but having a bench contract for specific trades/experts are key to saving time. It was very helpful to request the money to be disbursed in the next fiscal year, otherwise the Office would have only a few months to develop and implement this project.

Total Cost: TBD

Innovation Fund 2020-21

Department: Los Angeles Department of Transportation (LADOT)

Pilot Name: Digital Platform

Funding Amount: \$100,000

Date Funded: April 1, 2021

What IF: What if everyone in Los Angeles had access to safe and reliable transportation choices? To make that happen, my idea is to update the primary Los Angeles Department of Transportation (LADOT) website (ladot.lacity.org) to improve communication and transit services within the City.

Expenditures: \$0. LADOT is currently seeking an update from the Information Technology Agency regarding how invoicing or payments will occur.

Pilot Outcomes (to date): Currently, the framework for the more than 30 types of service requests are in progress with the consultant. LADOT went through dozens of revisions for the task at hand, while dealing with stark personnel shortages and changes as well as continuing the work remotely during the pandemic. LADOT is looking to launch in October 2021.

Return on Investment: To be determined. Conceptually, the process of the service requests being streamlined through the transfer of the over 13 LADOT web platforms to 311 will work to help City residents find out about services, as well as complete service requests in one location. This will work to reduce the time, stress, and improve accessibility for the user. As for LADOT, this will improve accountability, transparency, and better data collection for future use in any studies or analysis. Through this 311 process, LADOT has found that assigning these service requests to specific individuals or sections within the department will be very simple and all information is collected from the initiation of the service request to the completion. Since data will be collected for every request, the Department hopes that this can provide for a faster response time and better efficiency. In addition, this process will ideally work to highlight any gaps in the system, and LADOT hopes that this consolidation in 311 will eventually lead to cost savings for the City and better data gathering ability to justify staffing or material needs. LADOT is hopeful that this will improve communication between City residents and the Department but also between the satellite field offices and its main headquarters in downtown Los Angeles.

Lessons Learned: The changes and shortage in staff LADOT experienced during this challenging project was exacerbated by the pandemic. The project would have benefited from an increase in staffing. The delay in the work is due to staffing issues but also due to the vast amounts of service requests LADOT handles.

Innovation Fund 2020-21

Department: Los Angeles Department of Transportation (LADOT)

Pilot Name: Digital Platform

Lessons Learned (cont): As work progressed, staff quickly realized that this was a highly technical project and would not have been made possible without the help of the Principal Engineer and Engineering Associate assigned to support the project. Employees with historical and technical knowledge of the Department would have made the work more efficient but due to staff shortages, LADOT had to manage with what was available. It would also have been helpful to have more than one person involved in the beginning stages so that the legacy of the project is understood, as well as any pending reports and funding related to the project.

Total Cost: TBD

Innovation Fund 2020-21

Department: Personnel Department

Pilot Name: Citywide Anti-Bias and Inclusion Program

Funding Amount: \$250,000

Date Funded: April 20, 2021

What IF: What if the City had a culture that promoted Equity and Inclusion across all departments, and all employees had the knowledge and tools to increase inclusion in workplace interactions and equity in service delivery?

Expenditures: TBD

Pilot Outcomes (to date): The Department is focused on developing the Request for Proposals (RFP) “mini-bid” Scope of Work and corresponding documents for the Citywide Culture and Climate Survey plan. The Department has coordinated with data experts, Diversity, Equity, and Inclusion (DEI) Professionals, and the City Attorney’s Office to develop a comprehensive Scope of Work and intends to send out the RFP “mini-bid” by mid August. The Department is also creating an RFP for an “equity-in-action” plan. While the Department plans to send the RFP to those organizations with whom it is requesting proposals for the Culture and Climate Survey, it intends to extend the request beyond the scope of local Universities to a broader swath of potential vendors. The Department expects to release both RFPs simultaneously. The Department also intends to select a university partner with whom to contract for the Culture and Climate Survey.

Return on Investment: The pilot is still in its early stages. However, varied returns on investment are anticipated. In the short term, the Department expects the Culture and Climate Survey will create a wealth of data about working conditions in the City, allowing the Department to identify and target areas of concern. The ultimate goal of these interventions will be to elevate the working conditions of all City employees, with a broader plan to elevate working conditions by creating a workforce that proactively builds considerations of equity into all City functions and operations and encouraging widespread use of incident reporting functions. In the longer term, the anticipated ROI will be the costs saved on avoided litigation. A byproduct of such a goal may also include a reduction of employment-related complaints faced by the City. Ultimately, the Department also hopes to reduce the City’s annual employment litigation payouts.

Lessons Learned: TBD

Total Cost: To be determined, however, the Department anticipates spending the entire allocated amount of \$250,000.

Innovation Fund 2020-21

Department: Office of the Mayor

Pilot Name: Targeted Procurement Outreach Program Pilot

Funding Amount: \$250,000

Date Funded: May 3, 2021

What IF: The creation of a digitized targeted outreach program that can yield a higher number of bidders than previous efforts (proof of concept showed 25x number of bidders), promote equitable contracting, and increase the number of small, local, disadvantaged, minority-owned, and women-owned businesses that participate in the City's procurement opportunities.

Expenditures: \$0

Pilot Outcomes (to date): The project is in the planning and development stage.

Return on Investment: TBD

Lessons Learned: TBD

Total Cost: TBD

Innovation Fund 2020-21

Total Number of Innovation Fund Ideas Received and Funded from Inception – By Department

Department	Number of Submissions Received	Number of Submissions Funded
Aging	1	0
Animal Services	1	0
Building and Safety	6	0
City Administrative Officer	21	1
City Attorney	11	3
City Clerk	4	1
Controller	13	1
City Council District 2	3	0
City Council District 11	1	0
Cultural Affairs	10	1
Department on Disability	1	0
Economic and Workforce Development	3	0
El Pueblo	1	1
Emergency Management	8	1
Finance	5	1
Fire	20	8
General Services	40	0
Housing and Community Investment	7	1
Information Technology Agency	33	5
Library	5	0
Mayor	12	6
Neighborhood Empowerment	3	1
Personnel	36	5
Planning	7	0
Police	26	7
Public Works – Board	6	3
Public Works - Contract Administration	10	0
Public Works – Engineering	11	2
Public Works – Sanitation	27	1
Public Works - Street Lighting	3	0
Public Works - Street Services	8	1
Recreation and Parks	18	1
Transportation	25	4
Zoo	7	1
Airports	7	0
Water and Power	14	1
Unidentified	191	0
Total	644	57

Innovation Fund – Funded Pilots

No.	Date	Department	Name	Amount
1.	4/16/2015	Los Angeles Fire Department (LAFD)	NPRU	\$245,000
2.	4/16/2015	Bureau of Engineering	3D Printer	\$10,000
3.	4/16/2015	Department of Transportation (DOT)	Can I Park Here Now	\$60,000
4.	4/16/2015	Office of the City Controller	MyPayLA	\$35,000
5.	4/16/2015	Department of Water and Power (DWP)	Inspection Drones	\$5,000
6.	4/16/2015	Personnel Department	One Stop Shop for City Workforce	\$35,000
7.	4/16/2015	Los Angeles Police Department (LAPD)	LAPFD Online Reports	
8.	6/30/2015	Office of the Mayor	Digital Services Unit	\$150,000
9.	6/30/2015	LAFD	Rapid Response Vehicle	\$82,856
10.	6/30/2015	Board of Public Works	Median Design Competition	\$35,000
11.	9/16/2015	LAPD	Identifying Super-users for Services via Outreach (I.S.S.O.)	\$150,000
12.	9/16/2015	LAFD	Brush Inspection Module	\$50,000
13.	9/16/2015	Information Technology Agency (ITA)	CHX Training Pilot	\$29,500
14.	10/9/2015	Office of the Mayor	Prototype and Design Sessions	\$25,000
15.	11/10/2015	Bureau of Street Services (BSS)	Smartphones for Pothole Dispatch Trucks	\$90,000
16.	12/9/2019	El Pueblo	El Pueblo Parking Automation	\$350,000*
17.	12/9/2019	Department of Neighborhood Empowerment (DONE)	Technology for Neighborhood Councils	\$54,228
18.	4/6/2016	Personnel Department	Electronic Statement of Personal History "eSoph" Electronic Background Investigation Software	\$121,000
19.	4/6/2016	Personnel Department	Electronic Digital X-Ray Production	\$37,018
20.	4/6/2016	DOT	Popup Bikeways	\$100,000
21.	4/20/2016	Board of Public Works	Clean LA Contest	\$35,000
22.	6/7/2016	LAFD	SOBER Unit	\$331,521
23.	8/3/2016	ITA	Google Innovation Lab	\$160,000

24.	8/3/2016	Board of Public Works	Green University	\$120,000
25.	2/22/2017	Office of the Mayor	Predictive Modeling for Additional Seismic Resilience	\$70,000
26.	3/11/2017	LAFD	Nurse Practitioner at Dispatch	\$234,000
27.	4/4/2017	Department of Cultural Affairs/Department on Disability	Virtual Reality at Hollyhock	\$133,000
28.	6/21/2017	LAPD	Using Behavioral Science To Improve Police Recruitment And Hiring For The LAPD	\$81,453
29.	6/21/2017	Office of Finance	Making Los Angeles Business-Friendly With Behavioral Insights	\$69,990
30.	7/1/2017	ITA	Mobile Work Plan	\$100,000
31.	7/1/2017	Personnel Department	Anytime, Anywhere Testing	\$70,000
32.	9/11/2017	LAPD/Personnel Department	Virtual Officer Experience	\$50,000
33.	9/11/2017	LAPD/Personnel Department	Improving Public Safety with a Virtual Mentor	\$250,000
34.	12/5/2018	LAFD	Early Intervention Treatment	\$350,000
35.	12/5/2018	DOT	Clean Streets Parking Notification System	\$148,000
36.	1/22/2019	Office of the City Clerk	Legislative Management System	\$100,000
37.	3/19/2019	ITA	Emergency Executive Mesh	\$94,200
38.	6/25/2019	Department of Recreation and Parks (RAP)	Solar and Battery Storage Resiliency Program	\$200,000
39.	6/28/2019	ITA/DONE	City Idea Hub	\$150,000
40.	9/13/2019	Office of the Chief Administrative Officer	Capital Projects Data Integration Pilot	\$75,000
41.	10/4/2019	Office of the Mayor	VolunteerLA Hub	\$105,000
42.	10/11/2019	Emergency Management Department	Solar Emergency WiFi	\$200,000
43.	12/10/2019	LAPD	Project Sanitary Stations	\$40,000
44.	3/6/2020	Office of the Mayor	Zen City Pilot	\$78,000
45.	4/29/2020	Bureau of Engineering	NAVLAAR (Navigate LA Augmented Reality)	\$25,000
46.	4/29/2020	LAFD	Fire Investigation Software	\$47,000
47.	4/29/2020	Office of the City Attorney	HEART Connection	\$67,000

48.	9/23/2020	Housing and Community Investment Department	Modernizing Housing Development Operations	\$180,000
49.	9/30/2020	Bureau of Sanitation	Ozone Clean Alternative Study	\$90,000
50.	11/25/2020	Office of the City Attorney	Claims Unit Modernization	\$25,000
51.	12/8/2020	LAPD	Call direction to Ensure Suicide Safety (CRESS)	\$378,522
52.	1/20/2021	Los Angeles Zoo	Solar Powered Mobile Charging Stations	\$31,600
53.	4/1/2021	LAFD	Digital Training and Adoption Project	\$125,000
54.	4/1/2021	Office of the City Attorney	Connecting Neighborhood Justice Programs	\$170,000
55.	4/1/2021	LADOT	Digital Platform	\$100,000
56.	4/20/2021	Personnel Department	Citywide Anti-Bias and Inclusion Program	\$250,000
57.	5/3/2021	Office of the Mayor	Targeted Procurement Outreach Pilot Program	\$250,000

* In 2015 the IPC also had an opportunity to pilot a loan program within the Innovation Fund. A total of \$500,000 in Special Revenue Parking Funds (SPRF) were allocated to the Innovation Fund to be loaned out for any idea that relates to parking. The IPC received one submission that qualified, El Pueblo – Parking Automation. The IPC, through the SPRF Innovation Fund allotment, recommended \$350,000 for this pilot. Funds were to be repaid to the Innovation Fund in \$50,000 increments over seven years, after its operational costs had been accounted for. To date, El Pueblo has made two payments of \$50,000 and has a remaining loan balance of \$250,000.

Innovation Fund – Outreach Video

Below is a link to the IPC’s Channel 35 produced outreach video, highlighting the work of the IPC and the Innovation Fund. In it, you will hear testimonies from various City departments, Councilmembers, and the Mayor speaking on the positive impact the Innovation Fund has made within each respective City department and the City as a whole.



<https://youtu.be/87-EE64vlqk>

IPC Recommendations 2020-21

In addition to the formal processes and committees described earlier, the IPC also provides recommendations, through its Performance Management Committee, to the City Council 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.

IPC did not issue any recommendations during the 2020-21 Fiscal Year.

IPC Opportunities and Future Planning

Executive Board

The IPC began setting regular monthly Executive Board meetings, consisting of its president, its two vice presidents, and its Executive Director, to review upcoming IPC business and strategize on focus areas and implementation. These meetings take place a week prior to the IPC's regular meetings, allowing the Executive Board to synergize regarding the direction of the IPC.

Public-Private Partnerships

At its April 2021 meeting, the IPC voted to propose an amendment to the Los Angeles Administrative Code section regarding the IPC to allow it to accept donations and gifts in-kind to underwrite pilot programs of two years or less. The proposal included donor recognition, and the potential for partnerships with a Commission-approved, IRS certified 501c(3) non-profit organization to accept and disperse donations, including, but not limited to, the Mayor's Fund for Los Angeles and its successor organizations. The IPC put forth a motion to request that the City Attorney work with the IPC and CAO to draft an Ordinance to amend Los Angeles Administrative Code Sections 5.149 and/or 8.230 et al to provide the means for the IPC to accept grants, bequests, gifts, and donations of cash and in-kind services and equipment and to disburse those funds, services, and equipment to City departments for projects that improve the quality, efficiency, and effectiveness of City service. This item is anticipated to go before the Public Works Committee in August 2021.

IPC Branding and Social Media Presence

As the IPC developed its outreach campaign, it recognized an opportunity to rebrand the IPC and the Innovation Fund, so that it could stand out as the innovation hub within the City of Los Angeles. The IPC's Executive Board, and its Executive Director, discussed the development of a social media plan that would increase the visibility of the IPC and the Innovation Fund as well as increase engagement with City employees and the public as a whole. This effort also included IPC logo changes which changed the colors to royal blue, the color of innovation, and replaced the + symbol with a light bulb.

Trainings and Workshops

The Innovation and Performance Commission, if time, staffing, and budget allows, would like to host trainings and workshops for City employees to nurture and foster an innovative work environment. In addition, the Commission would like to host Innovation Fund sessions with individual City departments to familiarize employees with the Innovation Fund process and provide insight on how to develop ideas related and/or unrelated to their departments. The IPC's Executive Director and the Commission liaison for that department would facilitate these workshops. The goal is to motivate and encourage more employees to utilize the Innovation Fund.

IPC Opportunities and Future Planning

Innovation Fund Expansion to the Public at Large

When the IF was created in 2014, the IPC intended to roll it out in three phases. Phase one allowed all City employees to submit ideas. The second phase, launched in 2017, opened the IF to Neighborhood Councils, understanding that Neighborhood Councils are a great resource for ideas that can help innovate City service delivery. The IPC delayed expanding the Innovation Fund to the public because it lacked an ideation management tool that would simplify the submission management process as well as potential limitations of staff time. Now that the IPC is launching the IdeaScale platform, it can reassess its goals of opening the Innovation Fund to members of the public.

APPENDIX

Innovation Fund 2019-20

Below is an overview of the eight Innovation Fund ideas funded during the 2019-20 Fiscal Year:

Department: Office of the Chief Administrative Officer (CAO)

Pilot Name: Capital Projects Data Integration Pilot Project

Funding Amount: \$75,000

Date Funded: September 13, 2019

What IF: To improve project delivery by consolidating our existing applications to streamline processes. The Capital Projects Data Integration Pilot Project proposed to integrate essential financial data from the City's Financial Management System (FMS) alongside programmatic information into the City's Grants Management System (GMS), eCivis, so that both financial and program information could be viewed together under a single platform to facilitate the management of large, complex capital projects under a department's purview more accurately and efficiently.

Expenditures: \$75,000

Pilot Outcomes (to date): The Pilot was successful in integrating essential financial data for nine selected capital projects from FMS into the eCivis Grants Management System.

The uploaded financial data was incorporated into eCivis based on the assigned capital project and specific funding source, displayed in a summary and detailed format. The data could be shared universally among the team members from the partnering City departments. The Office of the (CAO) initially launched the Pilot in mid-December 2019. Participating staff included the Bureau of Engineering Recreational and Cultural Facilities Unit, CAO Municipal Facilities Group, and the Recreation and Parks Capital Projects Group along with the Controller's Office Financial Management System unit, accounting, and information technology personnel to provide technical assistance. The CAO's grants oversight unit coordinated Pilot activities.

The eCivis project manager facilitated the launch and regular progress meetings from January to June 2020, provided technical assistance to guide the process of developing a data crosswalk to map the migration of financial data from FMS to eCivis relevant fields, set up data transfer protocols, and worked with technology and Controller staff to develop, run and validate scripts to retrieve and transfer data from FMS financial records to eCivis GMS on an automated basis. The Pilot went live on June 10, 2020.

Multiple eCivis training sessions on pre-award and post-award activities were conducted via Zoom during the months of June and July. A total of 15 to 20 staff completed the training sessions. The CAO grants

Innovation Fund 2019-20

Department: Office of the Chief Administrative Officer (CAO)

Pilot Name: Capital Projects Data Integration Pilot Project

Pilot Outcomes (cont.): oversight unit staff evaluated the integrated data between the FMS and eCivis systems on an on-going basis and generated validation and other reports.

Some setbacks or challenges to the Pilot were the result of COVID-19 impacts on City operations including staff reassignment to disaster service workers (DSWs), staff adjustment to teleworking, and staffing reductions that left remaining staff juggling competing priorities. All of these challenges served to slow down progress and full implementation of the Pilot.

The Pilot concluded in December 2020. Any continuation of FMS integration into the eCivis GMS required an additional allocation of funds. Since the City was faced with COVID-19 health and economic impacts including strict fiscal restrictions brought on by revenue losses, staff turnover and reductions, and other competing priorities resulted in a pause for consideration of expansion of FMS integration for all City departments.

Return on Investment: The Pilot demonstrated a Citywide solution for integrating essential financial and programmatic information under a centralized platform to streamline and facilitate critical decision making for managing complex capital projects. FMS data integration replaces a time-consuming manual reconciliation of financial data from multiple databases and applications. This Pilot reduced staff time and effort as well as provided more timely and accurate assessment of project status, financial details, deadlines and compliance requirements. Additionally, all participating staff can access the centralized programmatic and financial activities, key documentation, and generate reports based on standardized and centralized available data. Moreover, eCivis provides remote access to programmatic and financial data on capital/grants projects.

Lessons Learned: If possible, avoid implementing a pilot during a pandemic, but when faced with unusual circumstances, be flexible in adjusting to those circumstances such as switching from in-person meetings to meeting via Google or Zoom. All eCivis training was successfully conducted on Zoom.

Innovation Fund 2019-20

Department: Office of the Chief Administrative Officer (CAO)

Pilot Name: Capital Projects Data Integration Pilot Project

Lessons Learned (cont.): The Pilot pulled historical financial data for the nine capital projects from FMS dating back to 2013. It was determined from this process that it is not always necessary to migrate historical financial data in order to implement and manage current projects or grant programs. Migrating historical financial data resulted in unmatched records that required additional staff time and resources to research and manually reconcile the data. While this demonstrated system capabilities, it may not have been necessary for the overall Pilot outcomes. A more effective use of staff time and resources would be to concentrate on new or existing projects or grant programs and their associated financial data.

As federal grant programs become both more and complex, it is necessary for the City to continue to make investments to modernize systems to maximize efforts in the successful pursuit, acquisition, management (including tracking and reporting), and closeout of grants.

Total Cost: \$75,000

Innovation Fund 2019-20

Department: Office of the Mayor

Pilot Name: VolunteerLA Hub

Funding Amount: \$105,000

Date Funded: October 4, 2019

What IF: What if, instead of all City department volunteer programs being siloed, on outdated or nonexistent management platforms, and hard to find, they were all housed on a central hub with a universal process and back end system that saved staff time, made reporting more efficient, and facilitated greater volunteerism?!

Expenditures: TBD

Pilot Outcomes (to date): The Nonprofit Directory launched in 2020 and is open to agencies throughout Los Angeles County to list their organization, if they need volunteers. The Nonprofit Directory has more than 300 organizations listed as of this report and several hundred 'ways to help.' The Directory allows users to search by location, issue area, availability, and other personalized fields. The Directory shares 'Impact Stories' and also highlights which UN Sustainable Development Goal is most applicable to each organization to put the opportunities into a more global perspective.

Although the City portal has been delayed due to the pandemic, VolunteerLA was able to work with a nonprofit partner, Inspiring Service, to get the nonprofit directory component of the plan in place and launched quickly in the early months of COVID-19. This resource, which is one aspect in the Innovation Fund grant, creates an online [directory](#) of nonprofits in Los Angeles that need volunteers. The nonprofit directory has hundreds of agencies listed so far.

Anticipated outcomes of the City volunteer management platform include:

- Easier process to identify City volunteer opportunities as a member of the public;
- Basic standardized application and enrollment processes across departments, benefiting prospective volunteers and City personnel;
- Accurate volunteer data tracking for consistent reporting and transparency;
- Improved workflow and elimination of silos between departmental programs;
- Clarity of policies and practices for prospective volunteers and staff; and,
- Ability to access information from anywhere with internet access.

Innovation Fund 2019-20

Department: Office of the Mayor

Pilot Name: VolunteerLA Hub

Return on Investment: Anticipated ROI once launched include:

- Time saved by staff in onboarding, recruiting, and managing volunteers and related data;
- Greater visibility of work being done by the City and volunteer to improve Los Angeles and support its residents leading to increased support;
- Staff from different departments all working with the same program, creating more universal and transferable skills within the City;
- Technology that is modern and secure;
- Reduction in duplicative processes (saving time and money) for staff and volunteers; and,
- Reduction in paper-based processes through electronic documentation, processes, and storage.

Lessons Learned: The foremost lesson learned, thus far, has been that the project has a much wider and more complex scope than initially anticipated. After several months of working on a contract with the City Attorney's Office for a vendor identified through a competitive expedited process, the project team was advised to pause and start fresh because the scope of the project, and therefore the anticipated expense, had grown significantly since being awarded Innovation Fund monies. The project team was about to begin a formal Request for Proposals (RFP) process and more in-depth project scoping and outlining when COVID-19 struck. At that time, focus of the VolunteerLA team shifted to support pandemic response efforts and the project was paused. The project team anticipates that work towards this project will resume in Fall 2021 and should begin by first seeking expert advice from the purchasing teams and contracting teams to guide the timeline and workflow of the RFP process. The project team will also get input from staff supporting existing departmental volunteer programs, the Information Technology Agency, and other relevant stakeholders.

Total Cost: TBD

Innovation Fund 2019-20

Department: Los Angeles Fire Department (LAFD)/Emergency Management Department (EMD)

Pilot Name: Solar Emergency WiFi

Funding Amount: \$200,000

Date Funded: October 11, 2019

What IF: Solar-powered emergency wifi network for the City of Los Angeles.

Expenditures: \$44,345.86.

Pilot Outcomes (to date): This project was originally approved through EMD. Due to COVID-19 and staffing shortages, EMD did not have the capacity to continue with the pilot. Understanding the importance of continuation, the IPC and LAFD worked with EMD to allow LAFD to take over the pilot. LAFD went before the IPC to inform them that the scope of the pilot would continue as approved by Council and the funds for the pilot were transferred from EMD to LAFD. To date, LAFD has developed a Solar WiFi Working Group Site with dedicated email address (lafd.solarwifiwg@lacity.org).

LAFD has also completed the following:

- Established a project working group consisting of Fire Communication Dispatch Support Section, City ITA and ACS;
- Identified and completed site surveys of network backbone system locations;
- Coordinated with ITA's Frequency Coordinator to determine radio-frequency selection for backbone system network nodes on co-located city radio sites;
- Completed network design of backbone system;
- Initial procurement and requisition of radios, antennas, hardware, tools and materials for backbone system; and,
- Researched the integration of existing LAFD (Everbridge) notification system into the pilot project.

Return on Investment: TBD

Lessons Learned: TBD

Total Cost: TBD

Innovation Fund 2019-20

Department: Los Angeles Police Department (LAPD)

Pilot Name: Project Sanitary Stations

Funding Amount: \$40,000

Date Funded: December 10, 2019

What IF: What if we were able to significantly reduce the number of pathogens brought into LAPD Divisional stations throughout the city. The main contributor of pathogens entering a facility is on the soles of our shoes. Recently, the LAPPL has purchased the only UV Shoe Sanitizer on the market for Central Division. What if we could add this incredible machine to divisions across the city and significantly reduce the chances of officers contracting viruses and diseases while trying to do their job?

Expenditures: \$28,924.43, as follows:

Five Healthy Sole Plus Unit shoe sanitizers, \$4,995 per unit	\$24,975.00
Five Healthy Sole Plus replacement lamps, \$192 per unit	\$ 960.00
Five 12 Pack Dust Shields, \$96 per unit	\$ 480.00
SalesTax (9.0%)	\$ 2,509.43

Pilot Outcomes (to date): TBD

Return on Investment: The boot sanitizers were used to provide an ultraviolet germicidal cleaning that reduces contamination and infectious organisms on the soles of an employee's shoes with virtually no workflow interruption, additional staff or monetary cost to operate. The Los Angeles Police Foundation funded the purchase of an additional 30 devices, the Los Angeles Police Protective League funded the purchase of one device and the Devonshire and Topanga Area boosters funded the purchase two and one, respectively, devices. Devices were placed in all LAPD geographical areas, in all four bureaus and in each of the three regional area jail sections.

Lessons Learned: The pandemic illustrated the need to have safety equipment such as the boot sanitizers available for use by officers to ensure an additional step to prevent the spread of contagions in the workplace.

Total Cost: \$28,924.43

Innovation Fund 2019-20

Department: Office of the Mayor

Pilot Name: Zencity

Funding Amount: \$78,000

Date Funded: March 6, 2020

What IF: What if the City could quickly and easily understand the issues that LA residents care most about and are passively discussing on social media? This could be done by leveraging a social listening tool called ZenCity, which would allow the City to be an innovator in understanding and responding to residents. It would also ensure that new solutions, policies, and programs are responsive to the more passive, silent majority in LA instead of the more vocal minority.

Expenditures: This program is now out of its pilot stage. Funds to cover another annual subscription were placed into the Information Technology Agency's budget for 2021-22.

Pilot Outcomes (to date): Zencity was instrumental in helping the City navigate its ongoing response to the COVID-19 pandemic.

Return on Investment: The City received access to Zencity right as COVID-19 was spreading across the globe. It became an essential tool for the Mayor's Office and eight City Departments (Information Technology Agency, Public Works Bureau of Street Services, Public Works Bureau of Sanitation, Los Angeles World Airports, Civil and Human Rights and Equity, Personnel, Convention and Tourism Development, and Department of Cultural Affairs) to navigate communications in this complex and evolving public health crisis.

During the first year, 52 users across the City used the platform more than 2,200 times to better understand trends and sentiment across the City. To support City users, Zencity provided 25 hours of onboarding training, as well as 18 30-minute training sessions. In addition to access to the platform, during the first year, Zencity provided over 50 weekly insight reports that helped the City better understand sentiment trends and adjust messaging as appropriate.

Other cities have used Los Angeles' experience with the platform as a reference, such as Philadelphia and Anchorage.

Innovation Fund 2019-20

Department: Office of the Mayor

Pilot Name: Zencity

Lessons Learned:

Case Study (internal): Former Digital Director for Mayor Garcetti's Communications team:

The day before the Mayor was set to announce the conversion of Dodgers stadium into a vaccination site, the story broke in the news. "Often the news breaks faster than we can post on social media. For example, with the Dodgers stadium vaccination site announcement, the news had stuff out before we even had social posts together. But, it gives us an opportunity to reflect and see, how Angelenos are responding to the news? And then what can we learn from their response to tailor our messaging for when we do post on social."

Staff was asked to gather information and see how the public was reacting to the news. Using Zencity, staff were able to review news stories and assess the positive and negative responses from the community. This helped the team not only understand public sentiment about the announcement but also guide messaging to be responsive to the public's already emerging concerns.

Total Cost: \$78,000

Innovation Fund 2019-20

Department: Bureau of Engineering (BOE)
Pilot Name: Navigate LA Augmented Reality (NAVLAAR)
Funding Amount: \$25,000
Date Funded: April 29, 2020

What IF: Combine Augmented Reality (AR) technology with the Bureau of Engineering's (BOE) Navigate LA GIS database utilizing Microsoft HoloLens & vGIS software to reduce utility identification time, excavation damages and increase efficiency within the Department of Public Works, Bureau of Engineering. The combined technology will provide Engineers and Contractors an unprecedented data rich digital environment and "x-ray vision" in the field when completing infrastructure maintenance and repairs.

Expenditures: \$23,972

Pilot Outcomes (to date): The pilot sought to test the ability of vGIS to improve the following elements of locating City assets: Asset Location Accuracy, Field-Office Collaboration, Utility Awareness, Design Reviews, Stakeholder Reviews, On-Site Inspection, Field Measuring, Reporting Inaccurate Data, and Ergonomics and Safety. Design Reviews, Stakeholder Reviews, and On-Site Inspections were not able to be tested due to COVID-19. All other elements were successfully tested and found to enhance the existing tools available. The software's Field Measuring tools were limited and did not enhance current Field Measuring tools in use.

Return on Investment: This technology improves an on-going need of the City to be able to locate and maintain its assets. The technology is not completely deployed across BOE. However, the pilot has demonstrated that the software can reduce the time needed to locate assets, increase the ability and speed to report inaccurate data, and provide an overall enhanced utility awareness to help engineers and designers minimize construction conflicts during design. One utility conflict avoided provides sufficient cost savings to fund the technology investment.

vGIS also continues to update its software and there are several additional tools that have been added since starting the pilot. These additional tools include Reality Capture and Data Collection, which BOE will continue to test and incorporate into existing workflows.

Innovation Fund 2019-20

Department: Bureau of Engineering (BOE)
Pilot Name: Navigate LA Augmented Reality (NAVLAAR)

Lessons Learned (cont.): City's dataset was extremely large and required significant filtering and creation of teams to make displaying data manageable. In addition, the City dataset included errors inherent in the data. The ability to report and correct inaccurate data became critical.

GPS built into typical tablet and phone devices was inadequate for the needs of the engineers due to inaccuracy in excess of one foot. It was necessary to purchase devices that could utilize the Global Navigation Satellite System (GNSS) to improve accuracy to less than an inch.

Protocols for sanitary group sharing of hardware are necessary. Custom carrying devices had to be 3D printed, using the 3D printer purchased through the Innovation Fund in 2015, in order to ergonomically carry equipment.

Total Cost: \$23,972 for implementation plus an annual fee of \$1785

Innovation Fund 2019-20

Department: Los Angeles Fire Department (LAFD)

Pilot Name: Fire Investigation Software

Funding Amount: \$47,000

Date Funded: April 29, 2020

What IF: Purchase state of the art computer software to assist the Los Angeles Fire Department in solving fire investigations.

Expenditures: \$47,250.24, including the purchase of three laptop computers, one desktop computer, three subscriptions to DVR Examiner Software, and one subscription to Input Ace Software.

Pilot Outcomes (to date): The DVR Examiner software and associated hardware has allowed fire investigators to recover and download surveillance video from hard drives and Digital Video Recorders that was previously unobtainable. This includes from devices where the password is unknown or the DVR device itself was burned, melted, or soaked in water to the point where the device will not function.

Return on Investment: The Input Ace software has allowed fire investigators to view and edit video that was previously unviewable due to software issues. This software plays most video formats without the need to download additional software including file formats that are unrecognizable by other software. Additionally, this software has allowed investigators to extract more crisp screen shots of video which has helped produce clearer crime alerts that are distributed to police officers in order to identify and locate arsonists. This software has been successful in multiple cases. The image below demonstrates the difference in the details of the suspect's hat and shoes. Small details such as these assist law enforcement officers identify the appropriate individuals responsible for crimes.

Lessons Learned: There is a need for additional hardware and licenses of the Input Ace software. The time consumed by reviewing videos of crimes is immense and two additional stations would assist investigators with the volume of videos and ultimately provide a better service with less delays.

Total Cost: \$47,250.24

Photo clarity before and after Input Ace



Innovation Fund 2019-20

Department: Office of the City Attorney

Pilot Name: HEART Connection

Funding Amount: \$67,000

Date Funded: April 29, 2020

What IF: Create an online tool to allow service providers, city agencies, and county agencies to submit case referrals to the City Attorney's Office electronically to connect individuals experiencing homelessness or at-risk of homelessness to social services and criminal record clearing resources.

Expenditures: \$30,376.66

Pilot Outcomes (to date): HEART built a referral form that can be accessed online from a laptop, desktop, tablet, or smart phone by credentialed service providers, City partners, and County agencies. Additionally, HEART built a database to review and process the referrals. Finally, HEART built a software interface that links HEART's database to the Court's database so that criminal information can automatically populate into the system, streamlining the workflow for achieving case dismissals. HEART is poised to launch a public website, which will increase HEART's ability to reach new providers and those individuals who need assistance clearing citations. HEART will create videos featuring City and County leaders that will discuss program requirements, making the information more accessible for those constituents who have trouble reading. HEART is exploring other enhancements to the public facing website to increase participation, and additional features to the database that will streamline the workflow for the remaining \$36,623.34 in currently unspent Innovation Fund monies.

Return on Investment: HEART cannot overemphasize the importance of these technological developments. Without these new features, HEART could not have operated during the pandemic. This online form launched in December of 2019. Prior to the launch, HEART was wholly a paper-based system. Staff would do intakes with unhoused individuals on paper at large outreach events. Unfortunately, COVID-19 completely changed HEART's workflow, shutting down large events and shifting service provider engagement to small one-on-one settings. Because of the IPC grant, HEART was prepared with an online system that enabled the team to shift to a virtual intake process, accommodating service providers in the field. Despite lockdowns, social distancing, and other health and safety measures, HEART enrolled 629 individuals struggling with homelessness and resolved 1,138 criminal cases in Fiscal Year 2020-21

Innovation Fund 2019-20

Department: Office of the City Attorney

Pilot Name: HEART Connection

Lessons Learned: HEART learned that it is important to dream big and have a global vision, enabling a team to pivot after hitting a roadblock. For example, HEART's partners in the City and County technology departments determined it was easier to complete the work in-house rather than go through the work of contracting with an outside party. This freed up funds to enhance those developments and make a better product.

Total Cost: \$67,000