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— PAGE 11 —

ALIVE! FEATURE

Citywide

It's All About Quality



Quality, Productivity Commission honors teams for innovation, cost savings.

Story and photos courtesy Quality and Productivity Commission

City quality and smarts came through loud and clear in an annual awards ceremony.

The City's Quality and Productivity Commission held its annual recognition ceremony Nov. 7 to honor selected City Departments and workers that have demonstrated superior quality, productivity and efficiency in their operations and programs. The focus was on projects that addressed quality of life issues and improved customer service initiatives, as well as those that saved money and demonstrated how to do more with less.

The event and reception honoring took place in the Tom Bradley Room high atop City Hall.

Commission President Hogan Lee, along with fellow Commissioners, presented certificates of recognition to 2013's most notable and award-winning projects – and to their employee team members. Some 21 projects involving 16 City Departments, Bureaus and Divisions were highlighted by the Commission for collectively resulting in millions of dollars in savings.

To reward and encourage innovation and efficiency, the Commission hosts its annual awards ceremony recognizing and honoring employee teams whose outstanding projects and innovations improve the productivity and efficiency of the City. Many of these projects are self-initiated by front-line employees who sometimes spend years developing an idea into reality. Projects this year include utility- and maintenance-saving initiatives, consolidations, administrative cost-cutting measures, and waste-to-energy pilots.

The selection process consisted of the Commission's review of dozens of applications from departments Citywide. The Commissioners then conducted site visits of the semi-finalists, followed by

the final selection of the projects that saved the City money, leveraged existing resources and/or enhanced customer service.

The Quality and Productivity Commission is a 15-member volunteer commission dedicated to improving the responsiveness, efficiency, and quality of services delivered by the City to the public. For more information visit: www.quality.lacity.org.

Special thanks go to Freddy A. Carrillo, CAO, for all the assistance!

Congratulations to the winners!

Award-Winning Departments:

- Aging
- Animal Services
- Controller
- DWP
- Emergency Preparedness
- General Services/ Engineering
- General Services/ Fleet Services
- Harbor
- ITA
- LAFD
- LAPD
- Library
- Personnel
- Public Works/ Contract Administration
- Public Works/ Engineering
- Public Works/ Sanitation
- Zoo



At the Quality and Productivity Awards ceremony Nov. 7.



Public Works/Sanitation

Out of Rehab, Into Revenue

Tucked away on Terminal Island in the middle of the LA Harbor is the Advanced Water Purification Facility (AWPF) at the Terminal Island Water Reclamation Plant (TIWRP). TIWRP's chief task is to provide clean reclaimed water.

Providing clean reclaimed water pays \$852 per acre foot for as many acre feet as TIWRP can make.

After 10 years of use, AWPF was operating at 75 percent of its designed capacity. Filters needed cleaning three times more often, and more energy and more labor were needed to keep things maintained. It was time for rehab.

The team at TIWRP had a bigger, better vision for its future. Bigger meant adding extra skids of microfilters so some could be cleaned while the rest were being worked. And better meant new filter membranes that gave 20 percent more capacity than TIWRP was ever designed to have.

The extra capacity is generating an extra \$2.2 million per year for the City of Los Angeles.



Out of Rehab, Into Revenue



General Services/Engineering

A New Road to Jobs

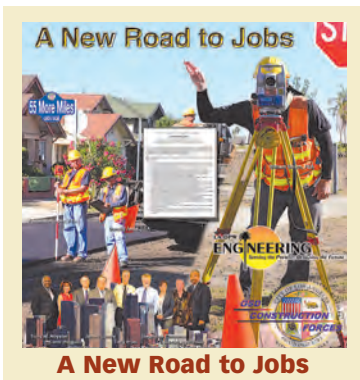
A new street resurfacing program, including a new way to resurface streets, meant that surveying would need to ramp up to service that program. Surveyors were needed, yet staffing at the Bureau of Engineering Survey Division had been cut 20 percent.

The standard approach would be to rely on contractors. But the cost would be about twice the available budget. And much of that cost would be for administrative overhead. Plus, there would be the administrative burden on the division in dealing with the contractors and their contracts.

General Services/Construction Forces Division has decades of experience with, as needed, skilled workers through their use of union hiring halls. Instead of the Bureau of Engineering Survey Division paying a premium for overhead to contractors, General Services stepped in, set up a hiring hall and provided surveyors.

By paying for surveying, not overhead, the work was done within budget and with an extra 55 miles repaved. And it's saving more than \$500,000 each year versus paying contractors. General Services had the talent and experience to ramp things up right away, and they were also responsive and skilled with the employees. The speed and skill of General Services meant paving could proceed unimpeded, meeting the needs of the Survey Division and the City.

Taking a step back, looking afresh, and matching talent with need have paved a new direction.



A New Road to Jobs



Quality

Aging

Body and Soul

Three out of four seniors have at least two chronic conditions, and two out of three deaths each year are due to chronic illness. Moreover, about half of seniors have no specific goals for managing their health. The costs for dealing with this problem are born by society and by seniors themselves.

The Dept. on Aging has had a vision for improving this situation for more than a decade, but only until certain technologies emerged was it possible to do something that could be affordable enough to scale.

Microsoft's Kinect video console allows players to interact through body movements and voice commands. And Microsoft offers HealthVault, a personal healthcare database and monitoring application. Microsoft's financial support and these two technologies were used by Aging to create ExerGamers. Aging was already using Evidenced Based Health Programs as part of its wellness efforts. But ExerGaming provides a Fun Factor that arouses curiosity, encourages participation, and sustains interest that other health and wellness programs often lack.

ExerGamers have formed video game bowling leagues and have competed nationally. Along with the consoles, Microsoft provided the off-the-shelf blood pressure, glucose, and other monitors that plug into HealthVault. Partners in Care Foundation and St. Barnabus Senior Center also contributed and helped. ExerGaming in combination with HealthVault has given seniors tools to better take charge of their health. And lives and health have improved.

With off-the-shelf technology, the ExerGamer concept is in position to scale. Aging is working with the County Department of Public Health on how to expand the program in our area. And ExerGaming has been mentioned in the *Wall Street Journal*, *Bloomberg News*, and *LA Business Journal*, along with YouTube videos, Twitter chatter, and an innovation award first prize from Microsoft, and it was featured in an article in *The Journal of Active Aging*.

With the recognition that seniors are sometimes neglected during the holidays, and that Department of Aging employees are in the office and have limited contact with those they serve, they decided in 2004 to adopt 35 seniors

during the holidays. By 2006 the LA Foundation on Aging and City employees had joined the effort they called Project CARE. Headed by the Chief Elf Organizer, who dedicates herself to this effort in memory of her own parents, and joined by her City employee volunteer Helpers, they recruit other employees to be sponsors and give.

Project CARE does more than connect with seniors and help people express their generosity and holiday spirit. Project CARE selects seniors based on need and finds out what they need and puts it on the senior's holiday wish list. Sponsors then have a range of items they can give that will make a real difference in a needy seniors life.



Body and Soul

In 2011, Project CARE expanded to help 200 homeless seniors living in a shelter and plans to help at others. Not only has the mission enlarged but the scale has grown tremendously. In 2012, 1,400 City employees were matched to seniors and 7,557 seniors have received gifts of much needed items. The generosity has totaled more than \$560,000.

The positive soulfulness of Project CARE has encouraged VONS employees to donate \$5,000 in grocery gift cards. And an employee at Toyota recruited 200 others to participate last year and now Toyota headquarters has organized a committee to participate.

Department of Aging's Project CARE won a 2012 National Association of Area Agencies on Aging Innovation Award.



— continued on page 26 —

ALIVE! FEATURE

Quality and Productivity Awards – continued

Public Works/Sanitation

Nothing Gets in Its Way

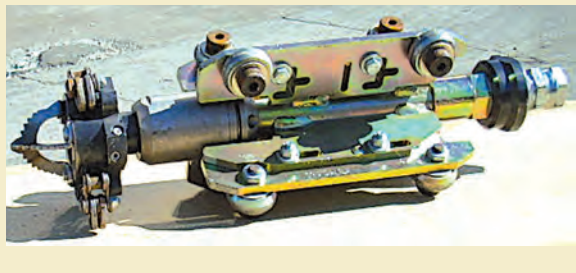
The City's sewer system is a huge network, marked from manhole to manhole along our streets. Contractors, plumbers, even homeowners sometimes tap into that network and the sewer's pipes to build new projects, renovate or make repairs. They don't always do a good job and can leave sewer lines obstructed. Since these obstructions are tapped into the side of the sewer pipe, when they become an obstruction, they are called protruding laterals. Obstructions from protruding laterals or other problems can often be hard to reach and require digging up a section of pipe, making the repair, burying the pipe, and then repaving the street. This means considerable time and money for the City, as well as disruption for the neighborhood.

Recognizing the need for a better way, Wastewater Collection Systems Division launched a pilot program in 2005 for a new solution. The grinding power of milling tools is commonly used to clear pipes, but there was nothing available for hard obstructions like protruding laterals. Wastewater Collection Systems Division piloted a modified milling tool

they developed in-house.

Experimentation and modification of the tool took time. But it proved so effective with protruding laterals that its scope of use was expanded to include mineral deposits, construction materials, and other hard to remove obstructions, which necessitated further modifications and experimentation.

Nothing Gets in Its Way



Today a truck with a remote controlled video camera positions itself over the manhole of the inflow end of an obstructed section of sewer pipe while the milling tool truck positions itself over the outflow end manhole. The cameraman and the milling crew are in constant contact as they narrow in on and attack the obstruction. Their coordinated effort removes obstructions quickly and the video adds to their knowledge base. Along with the savings in time and disruption, the City saves a quarter to a half-million dollars a year.



LAPD

Enhanced DNA

Like other jurisdictions, the City had a backlog of untested DNA including more than 6,000 Sexual Assault Evidence Kits, with each SAEK consisting of 10 to 11 samples. The attention to the problem brought City and Federal dollars to the LAPD Detective/Scientific Investigation Division to help eliminate the backlog. Private labs were hired to process much of the backlog. Their performance was closely monitored by the Detective/Scientific Investigation Division so that the sample results could be placed in the national DNA profile database named CODIS. Along with those efforts the division was also increasing its ongoing capacity by increasing its staff of technicians from 24 to 90 and purchasing automated lab equipment using federal grant money.

By the beginning of 2012, the Detective/Scientific Investigation Division was able to process the monthly work load of 100 SAEKS within six months.

Detective/Scientific Investigation Division came up with a strategy to improve their throughput even more. By January 2013 they could do the work within 90 days of request.

Processing DNA for analysis involves many steps. The overwhelming majority of DNA sought is male. The standard approach is for technicians to first determine if samples have male DNA. They use microscopes and play a tedious, time-consuming kind of *Where's Waldo* to find male DNA in the samples. Once identified, the samples are then sent on for further processing, including a couple steps later when the DNA is replicated to provide enough material for thorough analysis and typing.

Detective/Scientific Investigation Division knew that once they had enough material they could type the DNA as male quite readily. Figuring the cost of reagents and other materials, the cost of labor, and the capacities provided by batch processing, they inverted their process.

Now they skip *Where's Waldo* and go straight to growing DNA on more samples from the kit. They ID the ones with male DNA, and pick the best one for further processing, while now knowing all the other good ones, just in case. Changing up the process frees up technician time while it uses more supplies, about \$9,000 per month, but the salary savings is close to \$60,000.



Enhanced DNA



Productivity

Public Works/Contract Administration

Justice Prevails

Contractors who do not comply with Prevailing Wage laws not only cheat their workers, they gain an unfair advantage over all the law-abiding contractors while undermining the goals of the laws.

With multiple jurisdictions and agencies

in the greater LA area, unscrupulous contractors can feign ignorance, beg forgiveness, and make shortchanging employees into a business model.

The City's award winning Office of Contract Compliance may have the talent and resources

to enforce the laws and spot many of the scoff-law tricks, but there are agencies like school boards, and even other cities, that don't.

Recognizing and leveraging the City's uniqueness, the Office of Contract Compliance has added a new dimension to its

prior outreach and education efforts by spearheading the creation of the 35-agency Labor Compliance Officers Coalition.

The quarterly coalition meetings give members lists of contractors to watch, legislative updates, and information on the law. Relationships developed in the coalition enabled the Office of Contract Compliance to

have a search warrant served against a particularly egregious offender. More fines have been collected. And by working in coalition, the City has been able to encourage the state to do a better job to list and track violators.



Justice Prevails



Public Works/Engineering • Public Works/Sanitation

Quality Water Creates Quality of Life

Water entering the Los Angeles River during dry times or at the beginning of large storms is the most polluted and dangerous to health and the environment. Public Works/Sanitation's Watershed Protection Division and the Bureau of Engineering Stormwater Group have worked together and in a coalition to build two projects to improve the quality of runoff water. And they also improved the quality of life for the surrounding areas.

Replacing concrete storm drains with more natural alternatives naturally makes sense. Treating waste closer to the source, using vegetation as a filter, adding greenery and water to cool the area unlike heat radiating concrete, are just some of the obvious benefits. But the Watershed Protection Division and the Stormwater Group also saw and realized less obvious opportunities.

The Humboldt Greenway Project is located on Humboldt Street between 18th and 19th Streets. It is an industrialized area on an old petroleum field adjacent to a rail line and the LA River. It was a city block lined with concrete. There are now bike and walk paths,

a bike stop, drinking fountains, an irrigation system, and solar powered lights, along with a more natural beauty.

The Manchester Neighborhood Greenway Project is being built to deal with runoff from the adjacent 110 Freeway between Manchester and 87th. Along with the problem of runoff, the area has been a problem for the neighborhood. It has been used as an illegal dump, as a homeless camp, and a magnet for illicit activities. The Council Office, the LAPD, and Caltrans, that owns some property in the area, all shared a desire to improve the quality of life for the area. And water quality was the financing vehicle.

Water quality also proved the easier objective. Creative and collaborative thinking were needed to find ways to keep the area from sinking into its prior misuse. And relationships within the City and with Caltrans proved essential in keeping the project moving. The walkways, lighting, and trees will improve the neighborhood. And the lessons learned in working with stakeholders will improve future projects.



Quality

Public Works/Sanitation

Taking It All In

The City used to pay Street Services \$3 million to service the white wire litter baskets throughout the City, but policymakers decided to consolidate the collection of the 1,500 street side baskets into the Bureau of Sanitation.

The volume of additional work was certainly a challenge for Sanitation. But so was the nature of the work. The additional volume required additional stops, and three drivers were hired to help with some of that. But there was also the difference in how quickly some baskets became filled and then overfilled, which led to complaints and blight. Realizing this, Sanitation was able to better monitor and service the receptacles and reduced over full complaints by 80 percent.

Sanitation is also looking at ways to increase efficiency. Sanitation is testing and working with vendors on Automated Litter Bins like BigBelly that is solar powered, compacts the trash, and notifies electronically when it's full.

Sanitation was able to take in the extra work and get the job done better. It monitored and managed the work, and is continuing that proactive approach by exploring improvement through emerging technologies.



Public Works/Sanitation

Win Win Win

In better days, the Wastewater Engineering Services Division conducted college recruitment outreach for workforce development, but with cutbacks and hiring freezes those sorts of efforts seemed a thing of the past, though the relationships remained.

With such cutbacks, the Division's focus is on core services and efficiency. But there remains a need to deal with smaller problematic projects, ones that aren't as efficient a use of manpower as other priorities.

Bureau of Sanitation created a Volunteer Engineer Program to leverage the relationships built through its prior college recruitment efforts to meet those needs. The participants are truly volunteers and earn no pay. Obviously that is a win for the City. But it has also been a win for the volunteers.

As the volunteers will attest, they have been given meaningful work that has given them practical experience that some have turned into paid employment. And the success of the first few volunteers has opened up opportunities in other departments within Engineering, broadening the range of experience open to the volunteers.

And the Volunteer Engineer Program has been a win for the public. Having volunteers has meant that instead of having to wait 48 hours to get a response on a septic spill they get someone that day.

It would normally cost the City more than \$100 an hour for the services delivered by each of these volunteers. The average 12 hours per week for the 19 volunteers serving the City easily adds up to great savings, while the volunteers garner real experience and opportunity. And the public gets a level of service not normally possible during these hard-put times.



ALIVE! FEATURE

Quality and Productivity Awards – **continued**

Public Works/Sanitation • Zoo

Food for the Soul

The future of the LA Zoo has been uncertain, and great effort has been made to keep it, perhaps with the belief and the thought that the Zoo represents something if not at the core of City services then something somewhere near its soul.

The Bureau of Sanitation's Hyperion Treatment Plant has found a way to help feed that soul. In partnership with the LA Zoo, alfalfa and Sudan hay are now being grown at the City's Green Acres Farm in Bakersfield. The crops grown underwent and passed a nutritional analysis and are now being fed to Gerenuks and Bongos at the Zoo.

The feed feeds many types of animals, and the first load delivered was more than 20 tons. Sanitation makes around \$17,000 a year in profit by providing feed to Grevy zebras and other animals. And that effort nourishes the Zoo by saving it \$9,000 each year to help continue its mission.



Food for the Soul

Animal Services • General Services/Fleet Services

Taking Stock

Animal Services had seven old reliable animal collection vehicles that had turned into clunkers. Normally they would just be replaced, but the replacement budget could now afford only four and still there would be the time and effort to try to keep the other three in service. This challenge presented the opportunity to take stock of what Animal Services needed and what they had.

A vehicle inventory audit was conducted including photographs and analysis of the condition of the vehicles and how often and how they were used. This resulted in reassigning and exchanging a number of vehicles among units. The Wildlife Team got a 4x4 pickup in trade as an example.

As Animal Services asked fundamental questions about their resources and needs, they engaged with General Services/Fleet Services. With Animal Services able to detail their needs, Fleet Services was able to apply their expertise and inventory to servicing those needs.

Fleet Services' help resulted in Animal Services now having a large UPS-like van instead of a pickup truck for its Specialized Mobile Animal Rescue Team and "cherry-pickers" and other equipment they can borrow. And knowing Animal Services' needs, Fleet Services found a Mobile Lab Vehicle with generators, stabilizers and other capabilities that could support a team in a remote or disaster situation.

Redeploying, reassigning, and re-balancing the fleet affected employees in direct, everyday ways. By communicating and explaining what was happening and why, a unified vision developed that employees could share and embrace.

Taking stock and asking fundamental questions allowed for better utilization and better uses for resources. And having the answers to those fundamental questions allowed their vendor, Fleet Services, to serve them better and in a more meaningful way.

And Animal Services saved \$270,000 and will probably save twice that amount over the next three to five years.



Taking Stock



Quality

ITA

The City in the Palm of Your Hand

With an iPhone or an Android, or even a desktop, Angelenos can use myLA 311 to get City services, whether to report a pothole, request tree trimming, or even pay a DWP bill. And they can also send pictures and locations of the problems, and track what's been reported.

All of this was accomplished inexpensively and extremely quickly because of the preparation and planning of the Information Technology Administration. In MyLA 311, ITA has consolidated the top 11 requested services into one simple online form. Keeping it simple, prioritized, and clean, are hallmarks of ITA's new mobile apps.

MyLA 311 means City Hall is always open and the City is always within reach. The site is dynamically and automatically updated in response to how users use the site and what their needs are. And it constantly updates to provide the latest City news as well as YouTube, Twitter, and Facebook feeds.

Also the ease of use, clean interface, and tool-based architecture of the MyLA 311 mobile site shaped the redesign of the City's main Website, LACity.org.

LACity.org is smart, with information tailored to small business, job seekers and tourists, among others. It is open with listings of upcoming meetings, on-demand videos with text searching, job and business listings, and links to other services. And the site is social with a page footer that is a launch pad for not only the social media feeds but also to a City contact information directory.

LACity.org's clean, well organized, smart, open and social Website was a finalist nationwide for city website portals. And the portability and power of MyLA 311 is a real winner for Angelenos.



The City in the Palm of Your Hand



The MyLA 311 Team



The LACity.org Team



Controller • ITA

By the Books

The City's financial books had been stored across three different computer systems for more than a generation. The disparate and antiquated systems kept processes manual and the true financial picture murky. And the old mainframes were as expensive to maintain as they were outdated. The budgetary crises made clear that a modern and unified solution to manage the City's finances was needed and the Controllers Office and the Information Technology Administration were tasked to get it done.

The goal was a Financial Management System with AR, AP, Cost Accounting, and General Ledger that would serve as a platform for future enhancements and modules. Along with work flow automation improvements the system needed to be able to record special kinds of expenses like grants, programs, and special events like the LA Marathon, and to keep track of many different sources of revenue.

The team followed the book of good project management with a multi-team organization and an empowered and effective oversight steering committee. They found a good vendor with whom they worked in partnership. And starting early in the project they communicated with and trained people at all levels of their roles and what to expect.

The project began with an envision stage of analysis, prototyping and implementation plan-

ning. The build stage was marked by design, development, testing, modification and more than 100 training classes. And achieve was achieved when the data was moved and things went live.

There is now one single financial version of the truth for the City of Los Angeles. And it can be downloaded and analyzed. Accounts Receivable can more effectively be sent to collection, vendors who don't pay their taxes can have payments garnished, vendors can be paid electronically, and receivables can now be viewed as one picture.

The enhanced management capabilities and unified platform are ready to be augmented by modules for performance-based budgeting; procurement and vendor self-service; and a financial transparency portal to further open the City's books.



Productivity

Personnel

Skillfully Done

Policymakers decided to consolidate and centralize the Human Resource functions of 23 different departments and bureaus into just one. And doing so was its own Human Resources challenge.

It made sense to consolidate not just because of the budget but also to ensure uniform, skilled, and quality service for departments and employees. Recognizing the needs of their mission, the Personnel Department developed 30 Best Practices to cover all HR functions.

But it was the human part of Human Resources that was of course the biggest challenge. There were 100 people that had new bosses during a time of turmoil and change. This was unknown territory for all. Personnel followed the good practices of inclusion and communication. By communicating early and often, the unknown territory was discovered together, thereby increasing trust and smoothing transition.

The consolidation has created economies of scale. Personnel has added an Advocacy Unit to better represent the City. And the Personnel Department has acquired and launched a Learning Management System that offers low-bandwidth, high-quality video employee training courses.

The training is part of the effort by Personnel to develop and standardize the skills of the City's workforce. Courses include Supervision, Customer Service and HR topics like sexual harassment. The courses are accompanied with software that maintains an online student database to better manage training. The training effort is not limited to job skills but includes community service, too. The new system has provided 25,000 City employees with disaster service worker training. Now if their community needs them during a disaster they have skills they can offer.



Skillfully Done



Harbor

Trading Up

With the nation's largest and one of the world's busiest ports, Los Angeles has risen with the increase in international trade. And the Port of Los Angeles Business and Trade Development Division is trying to lift that trade even more.

The Business and Trade Development Division has been conducting introductory workshops on how to export for a few years. They have held 53 workshops and had 4,366 people attend. Surveys showed that attendees wanted an even more in-depth understanding of exporting.

However, no curriculum could be found within the industry, so in collaboration with subject matter experts, one was developed, and a series of in-depth workshops called Trade Connect was launched. Each workshop consists of three-hour sessions held every other week over three months. Taught for free by subject matter experts, the

workshops include Export Readiness; Finding and Entering New Export Markets; International Business Culture; Internet Export Marketing; Legal Do's and Don'ts for Exporters; Export Trade Finance and Insurance; and Export Plans and Counseling. Four series have been conducted.

This one-of-a-kind offering has further distinguished itself by winning the 2013 President's "E-Star" Award for Export Service, the nation's highest honor for promoting trade.

The Redondo Beach Chamber and the Santa Clarita Small Business Development Center helped sponsor and host the first two workshop sessions. Sustaining the effort takes infrastructure to do the administrative and coordination tasks, build an outreach database, and do all the follow up to ensure participants have the tools they need.

As part of that follow up effort, on

Dec. 5 all prior attendees were invited to meet with trade specialists, insurers, logisticians, forwarding agents, credit insurers, financiers and other trade resources to add even more value to the training they've received and to help lift our trade up even more.



Trading Up

ALIVE! FEATURE

Quality and Productivity Awards – continued

A Different Reality

Today, 1 child in 88 is born with Autism Spectrum Disorder. It is said that if you have met one child with autism, then you have met one child with autism – the reality for each child is different. Dealing with that reality poses challenges for the LAPD.

Policing in the City of Los Angeles in recent years has changed, as evidenced by the decreased tensions and increased trust in neighborhoods throughout the City. One of the reasons for that has been increased outreach and an increased understanding within the LAPD of the many parts and people that comprise our community.

One such effort started in April 2011 when Police Training and Education worked with community partners to develop autism awareness training for officers and public safety awareness training for the autism community as part of National Autism Awareness month. LAPD partnered with the Autism Society of Los Angeles, LAUSD, and LAPD's own Autism Support Group. Fifty officers participated and as many community members. Interestingly, members of the public were surprised that LAPD families also had members with autism. The recognition of that reality further helped bridge the gap between the police and the public and to increase understanding and empathy.

In 2012, officer participation doubled to 100, and the experience was enriched. There

was a hands-on simulation of some of the social, communication, cognitive, and motor skill challenges and features of autism. Officers donned an Awareness-In-A-Box helmet-like device that altered their experience into one more closely resembling autism helping the officer to connect that experience with work out in the field. LAPD was helped in this larger effort by partners including Ralphs, Starbucks, the LA Dodgers, The City Employees Club, LA County Fire, the Parker Foundation, and then-Councilwoman Jan Perry's office.

There was also a student component with 100 officers and many high school-age LAUSD students

and many high school-age LAUSD students with ASD interacting, often one on one. That person-to-person interaction created a new reality for all. Officers learned to better perceive behavior as not being uncooperative or combative and students learned how to be more comfortable with the police. After getting to know the officers including at lunch the students participated in activities simulating interactions



with the police like asking for help or being in a police car.

And while students and officers spent time together, parents, advocates, and experts participated in a training session by LAPD and the Autism Society of Los Angeles about the procedures, expectations, and tactical requirements of officers for when they respond to calls for service. The knowledge gained helped participants understand the challenges faced by officers and what they can do proactively to more safely interact with police.

In October 2012, Police Training and Education applied for grants through the Police Foundation to continue their efforts. LAPD received a grant from Motorola for \$87,000 to conduct a training day in four parts of the City furthering the effort of outreach and understanding.

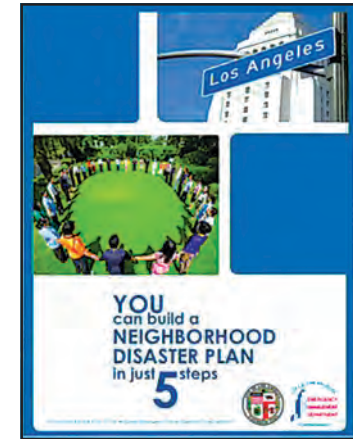


LAPD

Aging
• Emergency Preparedness

Ready Able

If there were a major disaster, emergency personnel would be stretched thin, dealing with only the highest priority concerns. Our neighborhoods and our people would most likely be on their own. The Emergency Management Department has devised a tool that can help.



The Community Emergency Management Division developed the Disaster Planning Toolkit with the aid of a State Homeland Security Grant and Constant and Associates. Disaster planning has typically been focused on individuals. But the Community Emergency Management Division understands that more people can be protected if the effort is coordinated on a neighborhood level. When Community Emergency Management Division leveraged the grant money and their contractor to develop the toolkit they looked at best practices and templates from other cities but decided to tailor their tool to Los Angeles. They picked a pilot community, the Arroyo Seco Neighborhood Association, that typified many of the issues facing neighborhoods in LA.

Many neighborhood meetings, planning sessions, and evaluations took place to create an emergency plan for the neighborhood that was then extensively exercised and tested. The results are five steps: Define the Area, Recruit Leaders, Scout the Area, Build the Team, and Plan the Approach; and a toolkit that includes all the things needed to carry them out including meeting reminder flyers, emergency door hangers, and a training DVD.

The simplicity yet comprehensiveness of the five steps in the Neighborhood Disaster Plan Toolkit allows them to be used as benchmarks for determining the readiness of a neighborhood, of the City. By having a tool that also serves as a benchmark and a standard, emergency preparedness is better prepared to scale to meet the challenge.

The seniors in our neighborhoods face additional challenges during a disaster. Recognizing this, the Department of Aging, assisted by Emergency Management, partnered with UCLA and County Public Health to create Go-Kits for seniors. The Go-Kits have seven-day pillboxes, File of Life packets, solar blankets and other things that might be needed during a disaster or evacuation. The Go-Kits are not giveaway items. Department of Aging makes use of a train the trainer model and one on one contact to help ensure that the Go-Kits given out will actually be prepped and be ready to use by the senior. 1,275 kits have been distributed so far.

The Department of Aging also was concerned about how they, as a department, would respond during a disaster. They decided to be proactive. They obtained CPR and First Aid training for 20 of their staff, they created an Employee Emergency Response Guide with policies, procedures, and other information employees need to know. And had an 800 number rededicated that is now used for emergency updates for staff. Employees have their own supplemented Go-Kits, and department vehicles have emergency, first aid, and disaster response materials. They did their own form of Scout the Area at their offices and participated in 2009's Great Shakeout. The Department of Aging understands that caregivers need to be taken care of first.

LAFD

Airlift

The LAFD Air Operations Section not only provides water drops to suppress fires, it also assists in emergency rescues over swift water, open water, and difficult or mountainous terrain. To maintain the high level of preparedness required, the Air Operations Section manages its operations by recording all the activities associated with their flights including pilot and crew actions during a response. But they must also manage other information such as maintenance and certification data. They had been using an old and antiquated set of systems to manage these operations. The systems were shaped by the business processes but their shortcomings also shaped them. The Air Operations Section saw an opportunity change this.

They brought in Management Information Systems Division to do a baseline analysis of both the manual processes and the automated systems used by the Air Operations Section. That analysis showed the gap was just too great between what AOS had and what they needed.

More than automation, a change meant a change in daily operations of the Air Operations Section.

To improve the likelihood of a successful project, it was managed according to the European Foundation for Quality Management's model. One of the model's features is a mainstay of any successful project, committed leadership. Air Operations Section leadership was committed to the project and to whatever changes were needed in day-to-day operations to better manage its operations.

The project did not have a firm deadline, but it also had no budget. MISD could only provide time. The same was also true for AOS. The initial analysis showed the possibility of integrating what was needed into a different existent system, the Critical Incident Application. This provided MISD with a shorter path to development, but it also allowed them to develop an application designed such that the end user can modify and adapt the application to new business rules.

One of the keys to the success of the project along with good, open communication, was the time taken both by MISD to really understand the business and for Air Operations

Section to interact with the system while it was being developed. Time was also taken early on by Air Operations Section to investigate and communicate industry best practices. And there was time taken to fully deliberate and vet the ideas, modifications, and final product.

Now instead of an antiquated set of systems with little security, multiple single points of failure, and inefficient and duplicate processes, Air Operations Section has a modifiable system that that they can use to better document, analyze and manage their operations.





Productivity

Public Works/Sanitation
• Public Works/Engineering

DWP

Keeping Things Moving

Beneath our City is a huge network of pipes moving our wastewater. From every house and building, plumbing merges into the network of our sewer system, taking up capacity by adding to the flow.

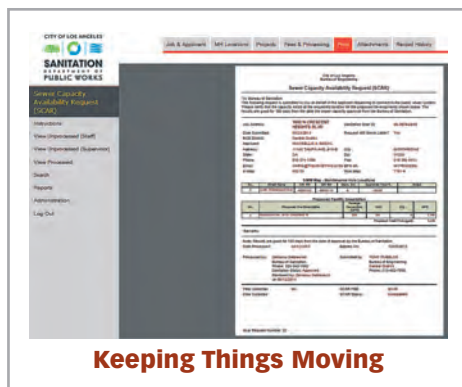
It is a managed network, managed by Sanitation's Wastewater Engineering Services Division. The network is monitored and modeled. For more than 10 years, that model has been the core of a custom-built, mapping-based software program called the Sewer Flow Estimation Model (SFEM). The model and SFEM worked well. The problem was that the mapping software that SFEM depends on, changes, as software tends to do. This has meant hiring specialized and expensive consultants to bridge the gap between the 10-year-old SFEM and the changes to the mapping software.

Instead of continuing to move down that path, Wastewater Engineering Services Division found a different solution. It formed a Public Private Partnership with a commercial off the shelf software company to modify one of its products to incorporate the SFEM model. This means that SFEM can move with the times, and at a significant cost savings. Wastewater Engineering Services Division was used to spending \$300,000 every one to two years for software in addition to paying consultants \$100,000 to \$150,000 each time. With this solution, Wastewater Engineering Services Division paid a one-time cost that was \$100,000 less than what they normally would have paid and now only have to pay \$10,000 each year for software maintenance.

Wastewater Engineering Services Division has also rethought their Sewer Capacity Availability Review (SCAR) process.

When the Bureau of Engineering needs to know if there is enough sewer capacity for a new development or a renovation, they rely on the Wastewater Engineering Services Division to perform a SCAR.

Wastewater Engineering Services Division updated its process. It got rid of its old fax-based system, automated things, and now provides better service, both to Engineering and to the public. Online access, workflow tracking and email notifications have made service more transparent accountable and efficient.



Keeping Things Moving



Water Wisdom

Water wrote much of the history of early Los Angeles. And while we use just the same amount as in 1970, water is still central to the City and will help form our future. The ranchers, leaseholders and residents of the Eastern Sierra know that history and are often skeptical of the City's intentions.

With the wisdom of recognizing the perspective of the stakeholders in the Eastern Sierra and how conservation has kept usage down for Los Angeles, the Department of Water and Power embarked on an effort to improve irrigation operations in the Eastern Sierra. The annual savings is 17,000 acre feet equivalent to \$10 million per year. And more is on its way.

Wisely knowing that conservation efforts work best when there is buy-in from the consumer, and relying on relationships of trust and building more, DWP managers listened to and absorbed what the ranchers and other leaseholders had to say. They reached out to aqueduct and reservoir personnel, hydrographers, and even other agencies, in addition to the leaseholders. That broad outreach created both perspective and confidence for the parties. Real time water usage monitoring and reporting gave ranchers and other lessees control over their water usage instead of feeling controlled by demands placed by Los Angeles. As a result water use was reduced by 17,000 acre-feet a year, and that figure is anticipated to increase greatly, increasing yearly savings from \$10 million to more than \$15 million per year.

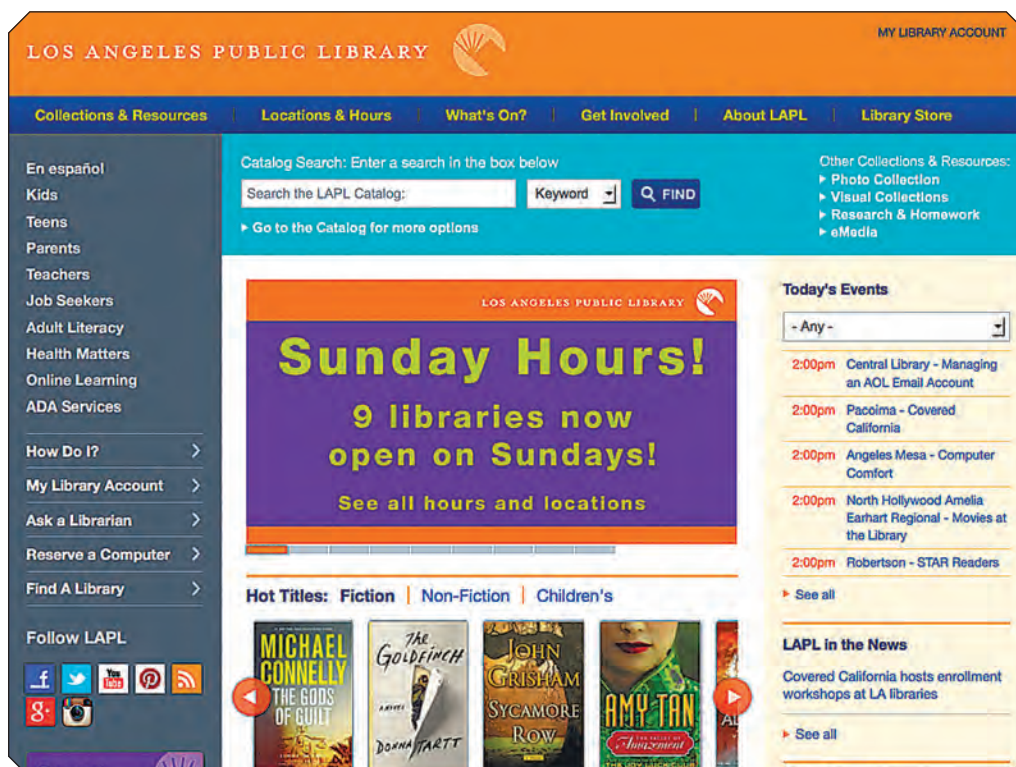


Example of inefficient irrigation.

Water Wisdom

Unauthorized irrigation.

Library



Always Open

Budget constraints have limited library branch hours, thereby limiting library access. Things have improved, but there are too many hours when the library is closed. That is changing.

The library is changing what it means to be a library with their Digital Enhancement Initiative.

Access to the Library is now 24/7 with an offering of 76,000 downloadable books. The digital collection is not limited to books. It also contains research databases, free mp3s, and the Library's own digital library of photos, maps and manuscripts. And the Library is providing access to the insights and advice of the City's librarians with LAPL Reads. Librarians blog about books and suggest reading lists. There are more than 18,000 subscribers to the digital library so far and the library saved \$250,000 in the effort because it partnered with the County in acquiring their collection.

The Library is increasing access in another way, too. The Library is opening up access to education by offering e-learning resources, including instructor-led courses. The courses include those for business and clerical skills, ESL grammar and writing, introductory career training, and even computer programming and a certification in Project Management. The courses are free for City employees and the public. More than 1,100 people took courses in just the first six months.