



INFORMATION STUDIES RESEARCH LAB
102 GRADUATE SCHOOL OF EDUCATION &
INFORMATION STUDIES BUILDING
BOX 951520
LOS ANGELES, CALIFORNIA 90095-1520

June 3, 2019

Battalion Chief David Perez
Captain Cecco Secci
Los Angeles Fire Department
david.perez@lacity.org
cecco.secci@lacity.org

Dear Battalion Chief Perez and Captain Secci,

Thank you for bringing us to Station 37 to learn more about your vision for the Los Angeles Fire Department (LAFD) library recordkeeping system. It was very helpful to see some of the materials and to explore the current workflow for making both paper and digital records accessible through your wiki-based content management system. We were fascinated by the diversity of information sources and the mission-critical problem you face managing an accessible, authoritative, reliable, and secure knowledge base for the 3,600 members of the LAFD organization in its 106 fire stations and 50 additional civilian offices within the City of Los Angeles.

We agree that there's an opportunity for the UCLA Department of Information Studies (UCLA IS) and LAFD to work together on a project to update the LAFD document library. Not only will our collaboration increase efficiency, ease access to key information, and reconcile standards and policies from multiple sources, but also it will enable LAFD to assume a position of leadership in achieving key strategic objectives of the City of Los Angeles. Our preliminary proposal for next steps in this collaboration follows for your consideration.

The Problem

LAFD currently maintains a document library that combines standard operating procedures with material from a variety of other sources, some of which may supplement, contradict, update, or expand on official LAFD policies and procedures. The wiki system recently adopted has helped significantly in the effort to provide a centralized, authoritative version of the LAFD's operational guidelines; however, it does not meet all the department's current needs for efficient access to the universe of information that personnel may require. In addition, we anticipate needs arising in the future (i.e., the need for the document library to accommodate non-traditional forms of recordkeeping, such as sound and video files, incident footage recorded by in-vehicle or body-worn cameras, and interactive modules for training and teaching), which the current information management system cannot support easily.

The Proposal

Our proposal comprises two parts: a recommended plan of action and a series of projects, to be supported by LAFD project management coupled with ongoing UCLA IS internships.

Plan of action

We propose that LAFD hire a principal librarian (see Appendix A for an example job description from the City of Los Angeles) to conduct a comprehensive assessment of the records, systems, stakeholders, and information practices of the existing document library. We have identified candidates with experience in the management of public service records who are eligible to oversee interns in our Master of Library & Information Studies (MLIS) program. It is imperative that the Principal Librarian hired to develop your project roadmap and implement the rollout of the resulting recordkeeping system have the following qualifications:

1. MLIS degree from a top school with membership in the iSchool Consortium
2. Experience working with large, distributed public-sector agencies
3. Familiarity with enterprise content management systems
4. Appreciation for and sensitivity to legal and social privacy concerns
5. Grant-funded project experience
6. Demonstrated success in the management of intern teams for long-term projects

On completion of the assessment, the Principal Librarian will produce a report that will include a roadmap for implementing an information system, taxonomy, and procedures that maximize information access and efficiency. The Principal Librarian will oversee between one and four UCLA MLIS graduate student interns to produce the report in the first six months. We envision this report will:

1. Review and optimize points of information access to produce an updated, comprehensive taxonomy for the LAFD's new knowledge management system
 - Document the previous system of numbered volumes
 - Assess the existing wiki navigation structure,
 - Determine the ways in which other agencies and related entities organize the information they contribute to the system
 - Conduct research on the organic classification of information in relevant communities of practice
 - Observe and interview current LAFD library users; develop user personas and use cases
2. Summarize needs and functionality parameters for an updated knowledge management system that supports:
 - Timely updates to policies and procedures
 - Clarity regarding official policy, in order to minimize risk and variations in practice
 - Efficient discovery of "further reading" on related topics, policies, and procedures
 - Identification of overlapping or contradictory policies from different sources
 - Procedure to reconcile conflicting information
 - Investigate the systems and best practices employed by other public service organizations nationwide
3. Document workflows for users at all functional levels to contribute:
 - Content revisions and updates
 - Timely alerts and bulletins
 - Subject-matter expertise and enhanced content, including multimedia
4. Identify funding sources for additional staffing, infrastructure, and information technology needs
 - Research funding sources, write grants; assess tech options and match to needs

We have developed a preliminary budget for the project as conceived. (See Appendix B.) We consider this a draft, open to revision.

In the subsequent phases of the project, the Principal Librarian will oversee UCLA MLIS interns (number to be determined) to implement the selected system and train stakeholders in its efficient use. When appropriate, experts in information architecture, data governance, quality control, and technology integration will serve as consultants on the project.

The justification

A well-designed system reduces risk. With a state-of-the-art library, all LAFD personnel will be consulting the same current and authoritative versions of library material. This will significantly reduce confusion about compliance, and will enable staff to identify potential conflicts with information from different sources, resolving them quickly and in consultation with relevant stakeholders.

This project aligns with LAFD's strategic plan 2018-2020. Specifically, we see this as serving Strategic Goal 1: Provide exceptional public safety and emergency service (Strategies 1-6, 9, 10, and 15); and Strategic Goal 2: Implement and capitalize in advanced technologies (Strategies 1-4).

*This is an exciting new way for LAFD to lead—*By creating solutions to problems that are shared by first responders at agencies nationwide; by partnering with the academic community at UCLA, who can help share the practical deliverables and lessons learned through LAFD's innovated practice in knowledge management; and by contributing to the educational mission of one of California's leading public institutions through high-quality internships and experiential education.

LAFD's success in this effort will be supported by UCLA IS in the form of strategic expertise, continuity, and ongoing access to people with the right skills at the right time. Such a collaboration would help connect LAFD with a seasoned expert to plan and implement a custom recordkeeping system that meets immediate needs and accommodates long-term growth. It would also furnish LAFD with a steady stream of interns who are qualified and trained specifically to manage the unique materials that comprise the LAFD information environment.

Attached please find Appendixes A and B, as well as a Powerpoint presentation for your review and use. We look forward to hearing your thoughts on our proposal.

Best,

A handwritten signature in black ink, appearing to read "Diana Ascher". The signature is fluid and cursive, with the first name "Diana" being more prominent than the last name "Ascher".

Diana Ascher, PhD, MBA
Director, Information Studies Research Lab



CITY OF LOS ANGELES
invites applications for the position of:
PRINCIPAL LIBRARIAN
6155

An Equal Opportunity Employer

APPLICANT FILING STATUS: Exam Open to All, including Current City Employees

SALARY:

Annually
\$83,938.00 - \$142,569.00

OPENING DATE: 03/24/17 **CLOSING DATE:** 04/20/17 11:59 PM

DUTIES:

ANNUAL SALARY

\$83,938 to \$119,413 and \$100,203 to \$142,569

NOTE:

1. The current salary range is subject to change. You may confirm the starting salary with the hiring department before accepting a job offer.
2. Candidates from the eligible list normally are appointed to vacancies in the lower pay grade positions.

DUTIES

A Principal Librarian plans, organizes, directs, and supervises the work of library personnel at regional and neighborhood branch libraries, a Central Library department, or system-wide level, including Engagement and Learning, Emerging Technologies and Collections, or in a specialized library administrative function; ensures strategic goals and objectives are accomplished; represents and advocates for the library at community events and among diverse constituencies; may represent the Library Department and speak before elected officials, potential donors, and other public and private organizations; may interact with community based organizations and support groups, other city departments, vendors and contractors; plans, implements and reviews budgetary expenditures; applies sound supervisory principles and techniques in building and maintaining an effective work force; and fulfills equal employment opportunity responsibilities.

REQUIREMENT(S)/MINIMUM QUALIFICATION(S):

1. Two years of full-time paid professional experience as a Senior Librarian with the City of Los Angeles; **or**
2. A master's degree in Library Science or Library and Information Science from a school accredited by the American Library Association **and** two years of full-time paid professional librarian experience at the level of Senior Librarian with the City of Los Angeles, directly supervising a group of professional library employees providing public

service, technical services, or a staff specializing in adult, young adult, or children's library work.

PROCESS NOTES

1. **In addition to the regular City application, all applicants must complete the Principal Librarian Qualifications Questionnaire at the time of filing. The Principal Librarian Qualifications Questionnaire is located within the Supplemental Questions section of the City application. Applicants who fail to complete the Qualifications Questionnaire will not be considered further in this examination, and their application will not be processed.**
2. Applicants who lack six months or less of the required experience may file for this examination. However, they cannot be appointed until the full experience requirement is met.
3. Some positions may require a valid California driver's license. Candidates may not be eligible for appointment to these positions if their record within the last 36 months reflects three or more moving violations and/or at-fault accidents, or a conviction of a major moving violation (such as DUI).
4. In Requirement #2, the term "professional librarian experience" applies to positions that require possession of a master's degree in Library Science or Library and Information Science from a school accredited by the American Library Association in order to obtain that position. Therefore, to be considered "professional", qualifying experience must be gained in positions after obtaining such a degree.
5. Please note that qualifying education must be from a college or university accredited by the American Library Association. A list of approved institutions can be found at <http://www.ala.org/accreditedprograms/directory/alphalist>.
6. Candidates completing the exam process will be contacted by the Personnel Department to provide required proof of qualifying degree.
7. **Every candidate that is scheduled for a civil service interview will be required to complete their interview on an electronic device (i.e., computer, mobile device, tablet, etc.) using the video messaging program Skype. In order to use Skype you must have the following program and equipment prior to your scheduled interview date and time: an up-to-date electronic device that meets the minimum system requirements to run Skype, the latest version of Skype downloaded on your device (please go to <http://www.skype.com/en/> and click the download Skype icon), internet connection (a high-speed broadband connection is recommended), a built-in or external webcam (high-quality or HD webcam is recommended), and a microphone and speakers (built-in or external). Please visit**

<https://support.skype.com/en/faq/FA10328/what-are-the-system-requirements-for-skype> in order to view the system requirements for running Skype on different operating systems. You may also visit <https://support.skype.com/en/faq/FA597/what-do-i-need-to-make-a-video-call> for more details on what you will need in order to make a video call, for information about call and video quality, and to determine if your computer meets the hardware requirements. If you need any additional help using Skype please visit <https://support.skype.com/en/>. On the support webpage some helpful links can be found under the headings: Video calling and Skype for devices.

WHERE TO APPLY & APPLICATION DEADLINE:

Applications will only be accepted on-line. **When you are viewing the on-line job bulletin of your choice, simply scroll to the top of the page and select the "Apply" icon.** On-line job bulletins are also available at <http://agency.governmentjobs.com/lacity/default.cfm> for Open Competitive Examinations and at <http://agency.governmentjobs.com/lacity/default.cfm?promotionaljobs=1> for Promotional Examinations.

NOTES:

1. Applicants are urged to apply early to ensure you have time to resolve any technical issues you may encounter.
2. All application materials must be complete at the time of filing for you to be considered a candidate in this examination.

APPLICATION DEADLINE

Applications must be received by THURSDAY, APRIL 20, 2017.

In accordance with Civil Service Rule 4.2, all applicants who apply may not be tested in this examination. To meet anticipated hiring needs, only a limited number of qualified applicants will be invited to participate in the interview in the following order: 1) Los Angeles City Promotional applicants who meet the minimum requirements. You must have received a regular appointment to a City position or be on a reserve list to apply for this examination as a promotional candidate; 2) Applicants currently employed by the City of Los Angeles on a part-time or exempt basis who meet the minimum requirements; 3) Remaining applicants who meet the minimum requirements in sufficient numbers to meet hiring needs in the order that applications were received. Applications submitted during the filing period will be kept on file for two years from March 24, 2017 in the event that additional applicants need to be tested to meet hiring needs.

QUALIFICATIONS REVIEW

Should a large number of qualified candidates file for this

examination, each candidate's qualifications for the position of Principal Librarian may be evaluated based on the candidate's responses to the Qualifications Questionnaire. Those candidates considered possessing the greatest likelihood of successfully performing the duties of a Principal Librarian based solely on the information submitted for qualifications review will continue in the selection process.

SELECTION PROCESS:

After meeting minimum qualifications, and in accordance with Rule 4.2 as stated above, candidates will be scheduled for the following:

Examination Weight: Interview - 100%

The examination will consist entirely of an evaluation of professional and personal qualifications by interview. In the interview, emphasis will be placed on the candidate's experience and training as it relates to the knowledge of: local and national trends and issues such as new technology and best practices in library services in order to recommend new and improved library services; the variety of published materials and formats appropriate to reference and circulating public library collections such as books, periodicals, microforms, audio-visual and digital services; the ability to: analyze and evaluate information from a wide variety of sources in order to make decisions regarding matters affecting the agency or department and to establish agency goals and service standards; read, analyze and comprehend complicated and detailed reports and information from a variety of sources; analyze statistical reports on circulation, registration, and reference usage to discern trends from the data and set departmental goals; supervise first and second-level supervisors in order to evaluate their performance and advise them on how to manage their staff; lead a team in planning, execution, and evaluation of projects and initiatives to enhance library services; communicate on a one-to-one basis and one-to-group basis within the context of personal conferences, committee meetings, and formal presentations; chair a meeting; write sufficiently using principles of proper English usage, punctuation, spelling, and grammar in order to prepare complicated and detailed reports and various communications and responses in the form of letters, emails and memoranda; develop a good rapport with subordinate staff, peers, and administration in order to freely exchange information and opinions about what is needed on the job; deal tactfully and effectively with individuals and organizations such as library patrons, friends of the library and support groups, businesses, community and service organizations, governmental agencies, and other libraries in order to resolve any complaints and offer information or advice; and other necessary skills, knowledge, and abilities.

Additionally, the interview board will consider the information in the candidate's Qualifications Questionnaire in their overall evaluation of the candidates' qualifications. Candidates may expect the interview panel members to discuss this information during the interview. Qualifications Questionnaires submitted by candidates on the day of the interview will not be accepted for

presentation to the interview board.

Candidates will be notified later by e-mail of the date and time of the interview. All candidates that are scheduled for an interview will be required to complete the interview on an electronic device (i.e., computer, mobile device, tablet, etc.) using the video messaging program Skype. It is anticipated that the interviews will begin during the period of **MAY 29, 2017 to JUNE 9, 2017.**

NOTES:

1. This examination is based on a validation study.
2. As a covered entity under the Fair Employment and Housing Act and Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and upon request, will provide reasonable accommodations to ensure equal access to its programs, services, and activities. To request a disability accommodation, please complete the Disability Accommodation Form within 14 calendar days of the submittal of the City application. The Disability Accommodation Form can be obtained at http://per.lacity.org/exams/verify_disability.pdf.
3. Applications are accepted subject to review to ensure that minimum qualifications are met. Candidates may be disqualified at any time if it is determined that they do not possess the minimum qualifications stated on this bulletin.
4. A final average score of 70% is required to be placed on the eligible list.
5. Appointees may be subject to weekend and evening work assignments.
6. You must have received a regular appointment to a City position or be on a reserve list to file on a promotional basis.
7. In conjunction with Civil Service Rules, applicants who are current eligible City employees or are on a reserve list will be considered Promotional candidates while all other applicants will be considered Open candidates.
8. The promotional list will ordinarily be used ahead of the open competitive list. However, if open competitive candidates receive a higher score, without military credits, than the highest available promotional candidate, after adding 0.25 of a point seniority credit for each year of service, the Civil Service Commission, upon request of the appointing authority, may approve certification of such open competitive candidates ahead of the promotional candidates.
9. In accordance with Civil Service Rule, Sec. 4.24, review periods may be combined. Candidates in the examination process may file protests as provided in Sec. 4.20, 4.22, 4.23 as applicable and within the required time frame; however, the Personnel Department may respond to and resolve protests prior to the establishment of the eligible list.

Notice:

If you receive and accept an offer of employment to a regular position with the City of Los Angeles, your employee benefit coverage (including health and dental coverage as well as life insurance) will commence approximately six weeks after your original regular appointment. Not all positions in the City receive benefit coverage; you should inquire regarding the availability of employee benefits prior to accepting a position.

**THIS EXAMINATION IS TO BE GIVEN BOTH ON AN
INTERDEPARTMENTAL PROMOTIONAL AND AN OPEN
COMPETITIVE BASIS**

The City of Los Angeles does not discriminate on the basis of race, religion, national origin, sex, age, marital status, sexual orientation, gender identity, gender expression, disability, creed, color, ancestry, medical condition (cancer), or Acquired Immune Deficiency Syndrome.

An Equal Opportunity Employer

Job #6155 OP 2017/03/24
PRINCIPAL LIBRARIAN 6155
CP

PRINCIPAL LIBRARIAN 6155 Supplemental Questionnaire

- * 1. To be PROPERLY AND PROMPTLY notified of the status of my application, I UNDERSTAND that I MUST provide on my City application, the following information: -Working E-mail address -Telephone Number -Official social security number I UNDERSTAND that I MUST provide a working email address on my application where I will receive notifications regarding the status of my application and the selection process. I UNDERSTAND that important information regarding the status of my application and the selection process will only be sent via E-MAIL to the email address I provided. I UNDERSTAND that it is MY RESPONSIBILITY to ensure that the email address I provided is a working email and that I will check my email regularly to ensure I receive any communication as it relates to the examination promptly. I UNDERSTAND that the City of Los Angeles Personnel Department is NOT RESPONSIBLE for any lost or redirected emails and that it is MY RESPONSIBILITY to add info@governmentjobs.com to my email contact list to avoid email notifications related to this examination from being classified as "spam" or "junk" mail.
☐ I have read these statements to their fullest and will provide a working e-mail address on my application in order to receive status of my application regarding this examination.
- * 2. I UNDERSTAND that I am required to describe, IN DETAIL, my appropriate qualifying experience in the Work Experience Section of my application. I UNDERSTAND that, if qualifying with my City experience, that I MUST indicate my appropriate job classification in my work history and NOT ANY WORKING TITLE that I believe is designated to me. I UNDERSTAND that if I attach a resume and/or cover letter IN LIEU of completing the Work Experience Section, my application is INCOMPLETE and WILL NOT be considered for this examination, and my application WILL NOT be further processed. In addition to including my qualifying experience, I UNDERSTAND that I should list ALL jobs, STARTING WITH THE JOBS THAT WILL QUALIFY ME FOR THIS EXAMINATION regardless of duration, including part-time jobs, military service and any periods of unemployment during my entire work history.
☐ I have read these statements to their entirety and understand them completely and to their fullest.
- * 3. I am currently:

- ☐ A City of Los Angeles employee having received a regular appointment.
 - ☐ An exempt City of Los Angeles employee, but have civil service status.
 - ☐ An exempt City of Los Angeles employee without receiving civil service status.
 - ☐ A City of Los Angeles employee in a temporary training position.
 - ☐ A City of Los Angeles employee on a part-time basis.
 - ☐ On a regular reserve list for the City of Los Angeles.
 - ☐ Not employed with the City of Los Angeles.
- * 4. I have full-time paid professional experience as a Senior Librarian with the City of Los Angeles.
- ☐ This statement does not apply to me.
 - ☐ Between 0 and 11 months
 - ☐ Between 12 and 17 months
 - ☐ Between 18 and 23 months
 - ☐ 24 months or more
- * 5. I have a master's degree in Library Science or Library and Information Science from a school accredited by the American Library Association. NOTE: This education MUST also be listed in the Education section of your application. Make sure to include the dates you attended and the degree earned. Failure to do so will result in disqualification from this examination.
- ☐ Yes
 - ☐ No
- * 6. Please note that qualifying education must be from a college or university accredited by the American Library Association. A list of approved institutions can be found at: <http://www.ala.org/accreditedprograms/directory/alphalist> NOTE: You MUST include your education in the Education section of your application, including the dates you attended and the degree earned. Failure to do so will result in disqualification from this examination.
- ☐ I understand these statements completely and to their fullest.
- * 7. I have full-time paid professional librarian experience at the level of Senior Librarian with the City of Los Angeles, directly supervising a group of professional library employees providing public service, technical services, or a staff specializing in adult, young adult, or children's library work.
- ☐ This statement does not apply to me.
 - ☐ Between 0 and 11 months
 - ☐ Between 12 and 17 months
 - ☐ Between 18 and 23 months
 - ☐ 24 months or more
- * 8. If you are qualifying for this examination under Requirement #2, indicate your experience directly supervising a group of professional library employees providing public service, technical services, or a staff specializing in adult, young adult, or children's library work in the text box below. Please include the position, location in which you gained this experience, and the number of people you supervised. FOR EXAMPLE: Senior Librarian, Burbank Public Library, supervising 5 lower-division librarians. NOTE: This experience must correspond to the experience listed in the Work Experience section of your application. Failure to include this experience both here and in the Work Experience section of your application will result in disqualification from this examination. If this does not apply to you, write N/A below.
- * 9. City of Los Angeles Personnel Department PRINCIPAL LIBRARIAN QUALIFICATIONS QUESTIONNAIRE - 2017 The examination bulletin for Principal Librarian states that all applicants must complete and submit a City of Los Angeles Employment Application and a Principal Librarian Qualifications Questionnaire. Should a large number of qualified candidates file for this examination, an expert review committee may be assembled to

evaluate each candidate's qualifications for the position of Principal Librarian. In this evaluation, the expert review committee will assess each candidate's training and experience based upon the information in the candidate's City employment application and Qualifications Questionnaire. Those candidates considered by the expert review committee as possessing the greatest likelihood of successfully performing the duties of a Principal Librarian, based solely on the information presented to the committee, will be invited to participate in the interview. The interview board will also consider the applications and Qualification Questionnaires for all candidates selected to participate in the interview in their overall evaluation of the candidate's qualifications for the job of Principal Librarian. Candidates may expect the raters to discuss this material with them during the interview. You must respond to each question on the Qualifications Questionnaire. You must respond to all questions to be considered a candidate. Leaving any answer blank or not answering the question asked is considered an incomplete answer. In preparing your response, you should seek to demonstrate that your training and experience are the type likely to provide the skills, knowledge, and abilities needed to effectively perform the duties assigned to a Principal Librarian. Before preparing your response, read all the information requested and consider what information you would like to present. Try to avoid repeating information. Write in a narrative form using complete sentences and limit your responses to a maximum of two (2) pages per question. No attachments or additional documents will be considered for submission to the expert review panel. It is recommended that you use MS Word or equivalent to create your answers, then cut and paste your response to the questionnaire. All examination materials are the property of the City of Los Angeles Personnel Department. You may keep a copy of your response if you so desire. You will not be able to obtain a copy from the Personnel Department. You must submit your Qualification Questionnaire online only. Hard copies of this form will not be accepted. Candidates must submit both their City application and Qualification Questionnaire at the time of filing, to be considered further in the examination process.

☐ I understand these instructions entirely and to their fullest.

- * 10. CERTIFICATION STATEMENT Please read the following statements and indicate that you have done so below. I understand that my Qualifications Questionnaire must be completed and submitted online at the time of filing for me to be considered a candidate in this examination. I certify that the Principal Librarian Qualifications Questionnaire and all of the responses to the questions are true and complete, and were authored, written, and prepared in their entirety solely by me. I understand that false, misleading, or incomplete information shall be sufficient cause for disqualification in this examination or dismissal and other penalties as may be prescribed by law.

☐ I have read the Certification Statement and I understand it entirely and to its fullest.

- * 11. Question #1 Describe a library related project or assignment for which you had primary responsibility. Describe how your leadership and management abilities enabled your team to successfully complete project objectives. Include in your response: • A brief description of the project or assignment. • What was your specific role in the project or assignment? • What specific actions did you take to motivate your team? • Discuss any issues that may have arisen during the course of the project or assignment and how they were addressed. • What specific steps did you take to execute the project? • How did you monitor progress and evaluate success? • What were the results? Include any assumptions you may have. Please limit your response to a maximum of two (2) pages. Two pages are approximately 1000 words.
- * 12. Question #2 Describe a specific presentation that you conducted regarding library department initiatives and/or policies. Include in your response: • What was the subject and purpose of the presentation? • Who was the audience for the presentation? • How large was the audience? • How did you prepare for the presentation? • What methods, tools, and/or visual aids did you use to present your information? • How was your presentation received

by the audience? Include any assumptions you may have. Please limit your response to a maximum of two (2) pages. Two pages are approximately 1000 words.

- * 13. THIS COMPLETES THE QUALIFICATIONS QUESTIONNAIRE FOR PRINCIPAL LIBRARIAN
Review your responses to ensure you have included all required information.

☐ I understand this information entirely and to its fullest.

- * 14. Every candidate that meets the minimum bulletin requirements and is scheduled for a civil service interview will be required to complete their interview on an electronic device (i.e., computer, mobile device, tablet, etc.) using the video messaging program Skype. In order to use Skype you must have the following program and equipment prior to your scheduled interview date and time: an up-to-date electronic device that meets the minimum system requirements to run Skype, the latest version of Skype downloaded on your device (please go to <http://www.skype.com/en/> and click the download Skype icon), internet connection (a high-speed broadband connection is recommended), a built-in or external webcam (high-quality or HD webcam is recommended), and a microphone and speakers (built-in or external). Please visit <https://support.skype.com/en/faq/FA10328/what-are-the-system-requirements-for-skype> in order to view the system requirements for running Skype on different operating systems. You may also visit <https://support.skype.com/en/faq/FA597/what-do-i-need-to-make-a-video-call> for more details on what you will need in order to make a video call, for information about call and video quality, and to determine if your computer meets the hardware requirements. If you need any additional help using Skype please visit <https://support.skype.com/en/>. On the support webpage some helpful links can be found under the headings: Video calling and Skype for devices.

☐ I understand these statements entirely and to their fullest.

- * Required Question

Appendix B: Project Budget

Draft Budget for LAFD Library Overhaul Project

Summary

TOTAL FUNDING

\$240,000

AVERAGE MONTHLY EXPENSES

\$11,074

TOTAL PROJECT COST (21 MOS)

\$232,560

Funding

ITEM	AMOUNT
Funding Source 1	\$ 40,000
Funding Source 2	\$ 100,000
Funding Source 3	\$ 100,000
	\$ 240,000

Salary Expense

ITEM	START DATE	START PHASE	END PHASE	MONTHLY COST	ANNUAL COST
Principal Librarian	8/1/19	1	5	\$ 7,500	\$ 90,000
Intern 1	8/1/19	1	2	\$ 960	\$ 11,520
Intern 2	8/1/19	1	2	\$ 960	\$ 11,520
Intern 3	10/1/19	2	3	\$ 960	\$ 11,520
Intern 4	10/1/19	2	3	\$ 960	\$ 11,520
Intern 5	11/1/19	3	4	\$ 960	\$ 11,520
Intern 6	11/1/19	3	4	\$ 960	\$ 11,520
Consultant 1	3/1/20	3	4	\$ 3,000	\$ 36,000
Consultant 2	3/1/20	3	4	\$ 3,000	\$ 36,000
Consultant 3	3/1/20	3	4	\$ 3,000	\$ 36,000
Consultant 4	3/1/20	3	4	\$ 3,000	\$ 36,000
Intern 7	3/1/20	3	3	\$ 960	\$ 11,520
Intern 8	3/1/20	3	3	\$ 960	\$ 11,520
Intern 9	6/1/20	3	4	\$ 960	\$ 11,520
Intern 10	6/1/20	4	5	\$ 960	\$ 11,520

Phase Cost Estimates

PHASE	FOCUS	START DATE	END DATE	AMOUNT
Phase 1	Assessment	8/1/19	9/30/19	\$ 18,840.00
Phase 2	Research & Grant f	###	2/28/20	\$ 56,700.00
Phase 3	Implementation	3/1/20	7/31/20	\$ 73,500.00
Phase 4	Phased Launch	8/1/20	9/30/20	\$ 32,760.00
Phase 5	Training & Mainten	###	ongoing (6 months estim	\$ 50,760.00

Funding
ITEM

AMOUNT

Salary Expense
ITEM

START DATE

START PHASE

END PHASE

MONTHLY COST

ANNUAL COST

\$ 232,560.00

\$ 11,074.29

	Rate	Months	Total		Rate	Months	Total
Phase 1	\$ 7,500	2	\$ 15,000				
	\$ 960	2	\$ 1,920	Phase 3	\$ 7,500	5	\$ 37,500
	\$ 960	2	\$ 1,920		\$ 960	5	\$ 4,800
					\$ 960	5	\$ 4,800
			\$ 18,840		\$ 960	5	\$ 4,800
					\$ 960	5	\$ 4,800
Phase 2	\$ 7,500	5	\$ 37,500		\$ 960	5	\$ 4,800
	\$ 960	5	\$ 4,800		\$ 3,000	1	\$ 3,000
	\$ 960	5	\$ 4,800		\$ 3,000	1	\$ 3,000
	\$ 960	5	\$ 4,800		\$ 3,000	1	\$ 3,000
	\$ 960	5	\$ 4,800		\$ 3,000	1	\$ 3,000
	\$ 960	5	\$ 4,800		\$ 3,000	1	\$ 3,000
			\$ 56,700				\$ 73,500

	Rate	Months	Total		Rate	Months	Total
Phase 4	\$ 7,500	2	\$ 15,000	Phase 5	\$ 7,500	6	\$ 45,000
	\$ 960	2	\$ 1,920		\$ 960	6	\$ 5,760
	\$ 960	2	\$ 1,920				
	\$ 3,000	1	\$ 3,000				
	\$ 3,000	1	\$ 3,000				
	\$ 3,000	1	\$ 3,000				
	\$ 3,000	1	\$ 3,000				
	\$ 960	1	\$ 960				
	\$ 960	1	\$ 960				
			\$ 32,760				\$ 50,760

LAFD – UCLA IS

Library Overhaul Proposal

LAFD official knowledgebase



Announcements & bulletins



Educational materials



Human resources documentation



Policies & procedures



Rules & regulations

Formats over time



Paper in binders located in all 106 fire stations & ~50 administrative / civilian offices

Updates via printed goldenrod notices & material to replace existing documents in the binders



Digital versions of the paper documents distributed via an online wiki

Updates by a small team of personnel who make changes to the wiki

Wiki success



Access to digital versions of the knowledgebase

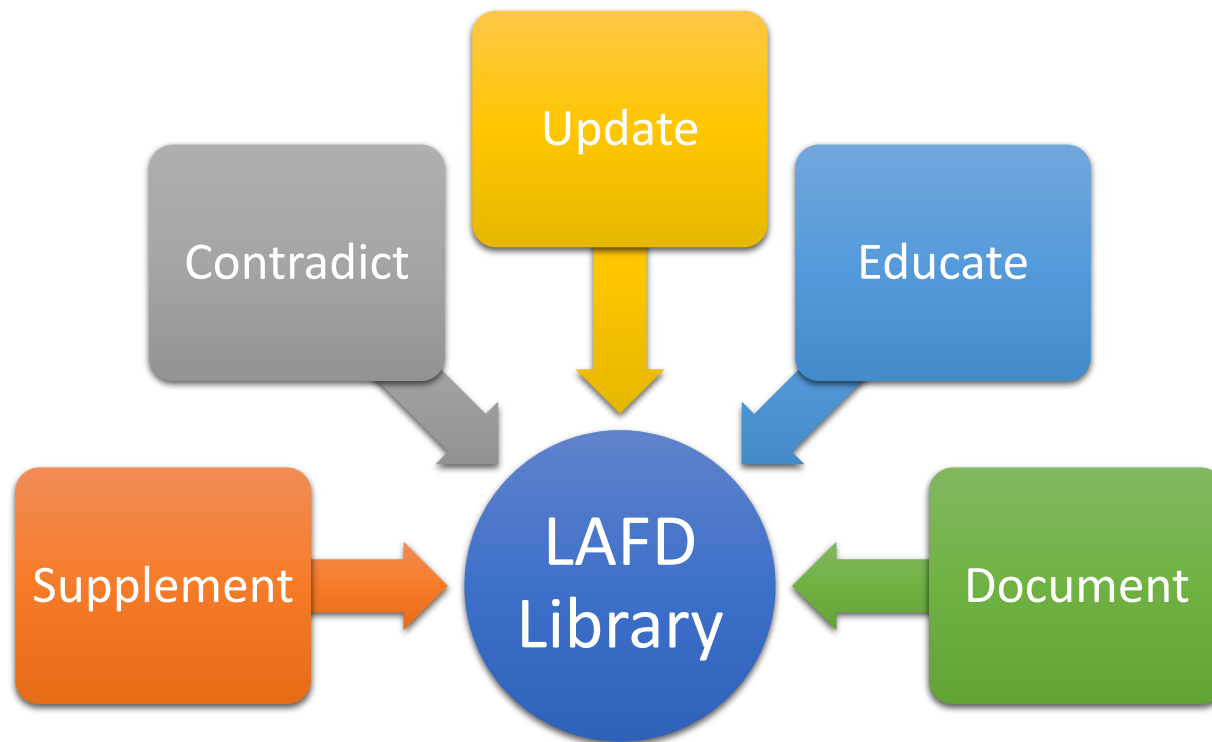


Centralized updating



Established authoritative version of the LAFD's operational guidelines

The Problem



Knowledgebase evolution to improve efficiency & ease of access



Links to recommended / related documents, forms, & resources

Browsing / serendipity



Access to historical context

Improved decision making



Synchronized update routines

Authoritative record



Interoperability with other systems used by LAFD stakeholders

Inter-agency efficiency



Dedicated operational accountability for the knowledgebase

Consistency
Comprehensive perspective



Advanced functionality

Mobile capabilities
Non-traditional information formats
User-generated resources & taxonomy

Justification

Risk mitigation

Alignment with LAFD Strategic Plan 2018-2020

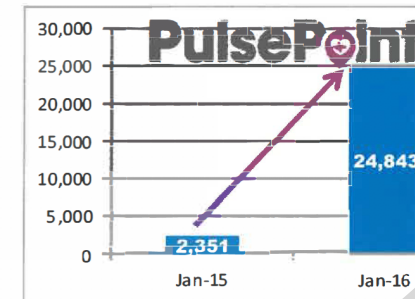
Opportunity for LAFD to lead

Implement and Capitalize on **Advanced Technology**

Full implementation of the Tiered Dispatch System (TDS) has resulted in a 25.3% reduction in call processing time for the most critical EMS call types with the ability to continually refine and modify as needed.

- Established a process for consistent electronic library updates and dissemination of pertinent information.
- An interactive dashboard tool for supervisors has been developed for each of the response categories and other key performance indicators.
- Developed an 18-month, online training calendar that incorporates mandatory and voluntary training for all sworn members.
- In one year we have increased the number of PulsePoint users by more than **1000%**.

CITYWIDE RESPONSE METRICS					
Call Processing	Turnout Time*		Travel Time**		
	Non - EMS	EMS	Non - EMS	EMS	
1:17	1:12	1:15	4:06	4:01	
1:15	1:13	1:14	4:11	4:05	
1:11	1:11	1:12	4:11	4:11	
1:07	1:07	1:08	4:10	4:16	



Processing Time

of the emergency by the responding unit personnel, and the beginning of the emergency incident, and ends when the response is completed.

The Job.

LAFD Principal Librarian



Assess

Develop a strategy for identifying resources to support and enhance IS Department curricula and research

Engage stakeholders in the assessment and prioritization of goals



Integrate

Cultivate the use of selected resources through consultation, training, and support

Establish the IS Lab as a hub of activity for the IS community



Train

Provide different means of observing and understanding the context and dynamics of research questions and professional development challenges

Leverage internal and external resources to expand the IS Lab's capabilities and reach



Measure

Solicit quantifiable feedback on the effects of resource use on outcomes

Conduct data analysis and research to inform strategic decision making



Report

Publicize the ways in which these investments are leveraged by students, faculty, and staff

Facilitate research publication and stakeholder participation in activities that raise the profile of the department

Draft Budget

Summary

TOTAL FUNDING

\$240,000

AVERAGE MONTHLY EXPENSES

\$11,074

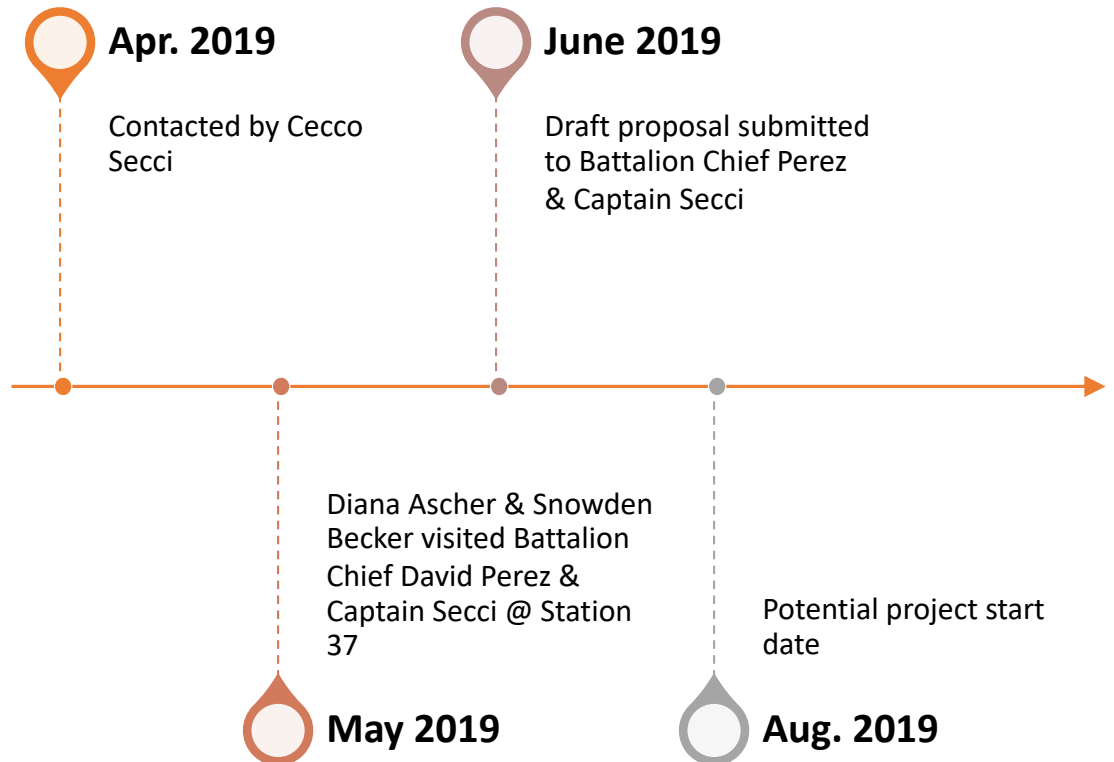
TOTAL PROJECT COST (21 MOS)

\$232,560

Phase Cost Estimates

PHASE	FOCUS	START DATE	END DATE	AMOUNT
Phase 1	Assessment	8/1/19	9/30/19	\$ 18,840.00
Phase 2	Research & Grant I	10/1/19	2/28/20	\$ 56,700.00
Phase 3	Implementation	3/1/20	7/31/20	\$ 73,500.00
Phase 4	Phased Launch	8/1/20	9/30/20	\$ 32,760.00
Phase 5	Training & Mainten	10/1/20	ongoing (6	\$ 50,760.00
				\$ 232,560.00

Timeline



Next Steps

Approve

- Review & finalize project plan

Schedule

- Set timeline

Fund

- Allocate resources

Hire

- Recruit Principal Librarian

Thank you

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