



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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FESIA A. DAVENPORT  
Chief Executive Officer

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January 26, 2022

To: Supervisor Holly J. Mitchell, Chair  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Fesia A. Davenport  
Chief Executive Officer

## **REPORT BACK ON ACCELERATING EFFORTS TO ENSURE FREE PHONE CALLS AND AT-COST COMMISSARY ITEMS IN LOS ANGELES COUNTY JAILS AND PROBATION FACILITIES (ITEM NO. 4, AGENDA OF OCTOBER 5, 2021)**

On October 5, 2021, the Board directed the Chief Executive Office (CEO), Office of the Inspector General and other relevant departments, working with the Los Angeles Sheriff's Department (LASD), to report back in 60 days on identifying funding sources, other than the Inmate Welfare Fund (IWF), to supplement the costs of programming and services in the jails for people who are incarcerated, as it relates to revenue from phone calls and commissary items.

### **EXECUTIVE SUMMARY**

To better understand the potential financial impacts of the changes to telephone, commissary and vending services offered in the jails, the CEO analyzed the following scenarios in relation to their effects on the IWF:

- **Reduced-Cost Calls:** The financial impact of the October 5, 2021 amendment to the agreement (Agreement) with Public Communications Services Inc. that reduced telephone call costs from .25 cents to .07 cents per minute to comply with Federal Communications Commission and California Public Utilities Commission rules.
- **Short-Term Option:** Estimated financial impact of providing no-cost telephone calls and at-cost commissary and vending services to those in custody.

- Long-Term Option: Expansion of no-cost telephone call options to include electronic, wireless internet-connected devices that can provide video and call services over various platforms.

### Summary of Findings

#### **Reduced-Cost Telephone Calls**

- In Fiscal Year (FY) 2021-22, the implementation of the Agreement will result in the IWF losing an estimated \$8.9 million in revenue, down from approximately \$15.0 million under the previous agreement to approximately \$6.1 million.
- If the Agreement is extended through FY 2022-23, the IWF is projected to lose an additional \$3.0 million, with the combined loss totaling an estimated approximate \$12.0 million.
- LASD plans to mitigate revenue losses and potential layoffs by using one-time reserves/available fund balance from the IWF, as necessary. After one-time reserves/available fund balance have been exhausted, absent the identification and implementation of an alternative funding stream, curtailments to services and programs (including budgeted positions) equivalent to the amount of lost revenue will be necessary.
- Under the Agreement, the reduced service fee continues to fund the cost of telephone calls and no payment from the County is required.

#### **Short-Term Option**

- To implement no-cost telephone calls, LASD will need to negotiate and amend the Agreement with Public Communications Services Inc. to reflect the County is assuming financial responsibility for telephone call operations used by persons in custody, estimated to cost \$12.0 million per year.
- Amending the Agreement as stated above also eliminates the IWF's share of revenue earned from telephone calls made by persons in custody, previously \$15.0 million and reduced to \$6.1 million in FY 2021-22 under the Reduced-Cost Telephone Calls scenario.
- The elimination of LASD's share of commissary and vending revenue results in the approximate loss of \$11.0 million to the IWF.

- The combined \$38.0 million in new expenditures and lost revenue reflects the amount of new funding needed to provide no-cost calls, at-cost commissary and vending services, and to continue IWF-funded programs and services at their current levels.

### **Impact of the Short-Term Option on IWF Programs and Services**

- The implementation of the short-term option eliminates all ongoing revenue that the IWF utilizes to fund programs and services in the jails and adds the cost of telephone call operations. As in the Reduced-Cost Call scenario, LASD plans to mitigate revenue losses as well as potential layoffs by using one-time reserves/available fund balance, as necessary. However, the one-time reserves will be depleted faster under this scenario.
- To account for the revenue lost under the Short-term option, program and service curtailments will be implemented and funding alternatives for the new telephone services assumed by the County will need to be identified.
- Attachment A, Exhibit 1, provides a list of programs and services currently funded by the IWF in FY 2021-22 that will be negatively impacted by the implementation of this scenario.

### **Long-Term Option**

The cost of the proposed expansion of the current justice-involved communications system will be determined by a Request for Proposal solicitation that is currently under development. Details on the Request for Proposal process and timetable will be provided in a separate report.

### **Next Steps**

The CEO will continue to work closely with the affected departments to address funding shortfalls. Potential funding sources to continue services currently funded by IWF include, but are not limited to, backfilling with NCC and AB 109. Given the breadth of the estimated significant impact of the short-term option, CEO recommends that any contemplated actions be considered in concert with the County's FY 2022-23 budget. The Department should prepare a curtailment plan in the event new funding is not identified or approved by the Board.

A detailed analysis of the findings above is provided in Attachment A.

Each Supervisor  
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Should you have any questions concerning this matter, please contact me or Rene Phillips at (213) 974-1478 or at [RPhillips@ceo.lacounty.gov](mailto:RPhillips@ceo.lacounty.gov).

FAD:JMN:MM:SW  
RP:MI:cc

#### Attachments

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff  
Internal Services  
Office of Inspector General  
Probation

## ATTACHMENT A

### **Report on the Financial Impact of Accelerating Efforts to Ensure Free Phone Calls and At-Cost Commissary Items in Los Angeles County Jails and Probation Facilities**

To better understand the potential financial impacts of the changes to telephone, commissary and vending services offered in the jails, the Chief Executive Office (CEO) analyzed the following scenarios in relation to their effects on the services funded by the Inmate Welfare Fund (IWF).

- **Reduced-Cost Calls:** The financial impact of the October 5, 2021 amendment to the agreement (Agreement) with Public Communications Services Inc. (PCS) that reduced telephone call costs from .25 cents to .07 cents per minute to comply with Federal Communications Commission and California Public Utilities Commission rules.
- **Short-Term Option:** Estimated financial impact of offering no-cost telephone calls and at-cost commissary and vending services to those in custody.
- **Long-Term Option:** Expansion of no-cost telephone call options to include electronic, wireless internet-connected devices that can provide video and call services over various platforms.

### **Immediate Impact of the Reduced-Cost Calls Agreement with PCS**

#### Background

On October 5, 2021, the Board approved the tenth amendment to a contract with PCS for inmate telephone system and services that aligns pay telephone billing rates in accordance with current California Public Utilities Commission and Federal Communications Commission rules. Notable changes in this amendment include:

- The reduction of the cost of calls from .25 cents to .07 cents per minute and the elimination of several fees borne by users of telephones in jails. This reflects a 72 percent reduction to the per minute rate.
- The elimination of approximately \$15.0 million minimum annual guaranteed (MAG) revenue, which was replaced with a percentage-based tiered revenue sharing structure that is based on minutes used.
- Under the tiered revenue sharing structure, PCS will continue to collect revenue from calls and will remit a minimum of 40 percent of that revenue to the IWF. PCS will not charge the Los Angeles Sheriff's Department (LASD) for calls under this agreement.

Demand for telephone services is expected to increase due to the significant reduction in the per-minute call rate and the elimination of ancillary service fees. However, while the increased call volume will generate additional revenue, this revenue is expected to be significantly less than the \$15.0 million MAG.

Immediate Revenue Shortfall in Fiscal Year (FY) 2021-22

Based on these changes, FY 2021-22 estimated revenue from the implementation of reduced-cost calls is projected to fall from the approximate \$15.0 million to approximately \$6.08 million, a loss of an estimated \$8.92 million, as detailed in the table below.

<b>Transitioning from Revenue-Generating to Reduced-Cost Calls</b>			
	<i>a</i>	<i>b</i>	<i>b-a</i>
Fiscal Year	2020-21	2021-22	
Rate Plan Name	Minimum Annual Guarantee	Amendment 10 Oct. 5, 2021	Reduction
Average Cost Per Minute	.25 Cents	.07 Cents	(.18) cents
FY 2020-21 Minutes Used	110,957,152	110,957,152	-
Gross Revenue*			
Collected Revenue	\$27,437,000	\$3,750,000	(\$23,687,000)
Estimated Revenue		\$5,825,000	\$5,825,000
Gross Revenue	\$27,437,000	\$9,575,000	(\$17,862,000)
LESS: PCS Revenue Share			
Minimum Annual Guarantee	(\$12,437,000)		\$12,437,000
Estimated Tiered Revenue (60%)		(\$3,495,000)	(\$3,495,000)
Total to Contractor	(\$12,437,000)	(\$3,495,000)	\$8,942,000
<b>Net Revenue/(Loss) to IWF</b>	<b>\$ 15,000,000</b>	<b>\$ 6,080,000</b>	<b>\$ (8,920,000)</b>

\*In FY 2021-22, 1st quarter revenue was earned under the previous agreement: 25% of the \$15.0 million MAG is \$3.75 million. The 2nd quarter through 4th quarter estimated revenue is projected based on FY 2020-21 call minutes used at .07 cents per minute (per the October 5, 2021 amendment), prorated for 9 months.

Using Reserves to Address the Immediate Revenue Shortfall and Future Curtailments

LASD is expected to utilize, as/if necessary, the IWF's one-time reserves/available fund balance to bridge the revenue lost in FY 2021-22.

As indicated in a report by the Auditor-Controller issued on October 6, 2021, LASD is developing key performance indicators to assess the effectiveness of IWF programs. The key performance indicators data may prove to be useful if LASD considers programs for curtailment based on effectiveness.

### Future Revenue Shortfalls

If this agreement continues throughout FY 2022-23, the estimated annual revenue loss increases from an estimated \$8.92 million to an estimated \$11.89 million, an increase of approximately \$2.97 million. Just \$3.11 million is projected to be earned under the new tiered revenue sharing structure, down from the approximate \$15.0 million MAG. Further financial analysis is required to determine if sufficient one-time reserves will be available in FY 2022-23 to prevent curtailments in services and mitigate potential layoffs from the elimination of budgeted positions that are supported by the IWF.

### **Short-Term Option Analysis: Negative Financial Impact on the IWF to Provide No-Cost Calls and At-Cost Commissary Services**

To implement no-cost telephone calls, LASD will need to negotiate and amend the Agreement with PCS to reflect the County assuming financial responsibility for telephone call operations used by persons in custody.

Call volume is expected to increase significantly due to the elimination of costs and the new overall cost to LASD is expected to be significant. As reported in the August 18, 2021 report, call volume in the City and County of San Francisco increased by approximately 50 percent after it transitioned to a free-telephone call system. The Probation Department (Probation) will continue to use existing funding to absorb the cost of calls made by its users.

### Projected Negative Fiscal Impact of Implementing No-Cost Calls

On November 3, 2021, LASD responded to directive number one of the motion and reported on prior-year call volume and revenue earned from FY 2018-19 to FY 2020-21.

Using the total 110,957,152 minutes used in FY 2020-21 as the baseline for a comparable usage analysis, if LASD had been responsible for those minutes at the .07 cents per minute rate included in the October 5, 2021 amendment, the estimated yearly cost would have been \$7.77 million. Additionally, based on a 50 percent increase call volume (as experienced in the City and County of San Francisco) or 55,478,576 minutes, \$3.88 million in additional costs would be added to the \$7.77 million, for a total of \$11.65 million in new telephone call costs.

Additionally, the transition to no-cost telephone calls for individuals in custody eliminates all revenue earned under the previous agreements with PCS, resulting in unmitigated shortfalls of \$15.0 million in the IWF and \$59,000 in Probation from their FY 2021-22 budgets.

Overall, when combining the \$11.65 million in new telephone call charges with the loss of \$15.0 million in MAG revenue, the total impact is \$26.65 million as detailed below:

Event	Revenue Loss	Cost Increase	Net Impact
Elimination of MAG	(\$15,000,000)		(\$15,000,000)
Cost of Calls			
.07 cents x 110,957,152 minutes		\$7,767,000	(\$7,767,000)
Call Volume Growth: 50% increase			
.07 cents x 55,478,576 minutes		\$3,884,000	(\$3,884,000)
IWF Funding Shortfall	(\$15,000,000)	\$11,651,000	(\$26,651,000)

#### Negotiation Process of Future PCS Agreement Amendments

The LASD report back (Attachment B) on this motion’s directive number four, provides recommendations for contractual and/or solicitation next steps for short-term and long-term operations, to ensure free in-custody telephone calls for those in custody in Los Angeles County jails and maintain free phone calls in Probation camps and halls.

#### Projected Negative Fiscal Impact of Implementing At-Cost Commissary and Vending Services

Offering at-cost items from the commissary and vending machines will eliminate the County’s share of the net revenue earned. Prior-year net revenue earnings are as follows:

Fiscal Year	Gross Revenue	LESS: Cost of Goods and Operations	Net Revenue
2017-18	\$20,697,773	(\$10,345,479)	\$10,352,294
2018-19	\$19,888,587	(\$11,082,482)	\$8,806,105
2019-20	\$21,200,931	(\$11,373,814)	\$9,827,118
2020-21	\$30,254,229	(\$15,710,996)	\$14,543,232
Average	\$23,010,000	(\$12,128,000)	\$10,882,000

Compensating for an anomalous, COVID-19-impacted FY 2020-21, the presumed impact of offering commissary and vending items at the vendor’s cost is the loss of \$10.88 million in IWF revenue.

Overall Financial Impact of Simultaneously Implementing No-Cost Calls and At-Cost Commissary and Vending Services

Combining the estimates above, the loss of the \$15.0 million in MAG revenue, the baseline estimated cost of offering no-cost calls of \$7.77 million, the \$3.88 million associated with a projected 50 percent increase in call volume, and the loss of \$10.88 million in commissary and vending services results in an approximate \$37.53 million funding gap as itemized below.

Event	Revenue Loss	Cost Increase	Net Impact
No-Cost Calls: Reflects the full loss of MAG revenue	(\$15,000,000)		(\$15,000,000)
No-Cost Calls: Reflects the cost of calls assumed by IWF under a No-Cost telephone agreement. .07 cents x 110,957,152 minutes		\$7,767,000	(\$7,767,000)
No-Cost Calls: Reflects the cost of a 50% call volume increase. .07 cents x 55,478,576 minutes		\$3,884,000	(\$3,884,000)
Elimination of Commissary Revenue	(\$10,882,000)		(\$10,882,000)
<b>IWF Funding Shortfall</b>	<b>(\$25,882,000)</b>	<b>\$11,651,000</b>	<b>(\$37,533,000)</b>

Financial Impact on IWF-Funded Operations and Services

IWF historical and FY 2021-22 budget information is as follows, summarized by operation and associated staff.

Operation	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Budget*
Programs for Persons in Jail	\$ 20,571,377	\$ 16,833,575	\$ 16,909,535	\$ 20,030,000
Program Staff (87.0 Positions)	\$ 9,618,470	\$ 9,762,656	\$ 9,297,861	\$ 9,880,000
Facilities Services	\$ 3,515,425	\$ 3,427,138	\$ 4,509,348	\$ 10,544,000
Facilities Maintenance Staff (Shared)	\$ 7,523,643	\$ 1,191,642	\$ 1,221,660	\$ 4,053,000
<b>Total</b>	<b>\$ 41,228,915</b>	<b>\$ 31,215,011</b>	<b>\$ 31,938,404</b>	<b>\$ 44,507,000</b>
FY 2021-22 Reserve				\$ 13,192,000

\*Please see Exhibit 1 for detailed program and facilities maintenance budgets.

The implementation of the short-term option eliminates all ongoing revenue that the IWF utilizes to fund programs and services in the jails and adds the cost of telephone call operations. The combined impact of these changes can be minimally mitigated using the one-time reserve and fund balance in FY 2021-22 and FY 2022-23, as needed.

To account for the revenue lost under the short-term option, program and service curtailments will be implemented, and funding alternatives for the new telephone services assumed by the County will need to be identified.

With the elimination of ongoing funding and upon the exhaustion of one-time funding reserves, the IWF will cease to be necessary and should be closed.

**Long-Term Option Analysis: Expansion of the Inmate Communication System to Include Internet-Based Video and Calling Services via Tablets and Computers**

The cost of an expansion of the current Inmate Communications System will be determined by a Request for Proposal solicitation that is currently under development. Details on the Request for Proposal process and timetable will be provided in a separate report.

**Conclusion**

The CEO will continue to work closely with the affected departments to address funding shortfalls. Given the breadth of the estimated negative fiscal impact of the short-term option, CEO recommends that any contemplated actions be considered in concert with the County's FY 2022-23 budget.

<b>Inmate Welfare Fund FY 2021-22</b>		
Ln	Line Item Program Plan	Final Adopted Budget
1	<b>Services &amp; Supplies</b>	
2	<b>PROGRAM SERVICES:</b>	
3	Transfer of Funds to General Fund for Fees, Computer Baseline and more	\$ 10,000
3	ISD fees for processing purchase orders	25,000
4	Business Operations (Service for various costs as needed for Inmates programs)	300,000
5	Newspaper _ Inmates News papers	370,000
6	Cable TV / Internet - Inmate's TV programs	160,000
7	Metropolitan Transit Authority (MTA )	35,000
8	Portable Toilets	-
9	Hygiene Admission Kits (Service cost for Inmate's hygiene kits)	500,000
10	Movie Videos for Inmates	-
11	Clippers for Inmates' Hair Cuts (Service cost for Inmates hair cuts)	7,000
12	Health Right 360 Gender-Responsive Rehabilitation Program for Female Offenders Contract	800,000
13	Five Keys Charter Schools- Education & Life Skills Courses for Inmates Contract	-
14	PCS Contract #77655 # MC411S PRO-Per Inmates	40,000
15	Travel & Training PO #MC111S	11,000
16	Audit of the Inmate Welfare Fund	73,000
17	Inmate's Birth Certificates Program	100,000
18	Tattoo Comprehensive Service Agreement	30,000
19	Inmate Date Network (DN), iPad deployment & anticipated contingencies	655,000
20	Moral Reconciliation Therapy (MRT program)	8,000
21	Men's Central Jail TV's	3,000
22	Replace Current CISCO Unified Contact Center	91,000
23	Gender Response Rehabilitation Program (EBI&RFP)	800,000
24	Service Contract Just Detention International, Inc. For Prison Rape Elimination ACT (JDI PREA) Education	92,000
25	Overtime for Tattoo Removal Machine for Nurses and Custody Assistance	155,000
26	First Class Vending Contract #77438 for IWF	2,000,000
27	Keefe Commissary Contract #76191 for IWF	14,000,000
28	Unallocated for IWF	978,000
29	<b>FACILITIES SERVICES:</b>	-
30	Installation and Implementation of JIMS System (SYSCON - Contract)	300,000
31	Union Hall Benefits	2,300,000
32	ISD fees for processing purchase orders	50,000
33	ISD - Elevator Support Services	190,000
34	As needed S&S Repairs and Maintenance	5,500,000
35	PDC North Glass Replacement in Dorms	-
36	TTCF - HVAC Control System	-
37	<b>TOTAL Services &amp; Supplies</b>	<b>\$ 29,583,000</b>

38	<b>Capital Assets</b>		
39	As needed capital assets for maintain and repair to custody facilities	\$	500,000
40	TTCF Water System upgrade to Plumbing		255,000
41	PDC Intercom Access control upgrade		-
42	MCJ toilet and pipe renovation		-
43	Unallocated for IWF		236,000
45	<b>TOTAL Capital Assets</b>	<b>\$</b>	<b>991,000</b>
46	<b>Other Financing Uses</b>		
47	<b>PROGRAM SERVICES:</b>		
48	Education-Based Incarceration #16209 S&EB for 25 Employees		2,500,000
49	Positions working in Inmate Services Unit #55630 S&EB for 25 Employees		3,200,000
50	Population Management / CTU #16406 S&EB for 28 Employees		3,300,000
51	Overtime for Tattoo Removal Machine for Nurses and Custody Assista		-
52	Jail Enterprises Unit #16955 - S&EB for 2 employees		225,000
53	Special Funds Accounting #55630 - S&EB for 5 employees		300,000
54	Full-Time information Technology Specialist #15708 - S&EB for one employee		355,000
55	<b>FACILITIES SERVICES:</b>		
56	S&EB for Facilities Personnel		4,053,000
57	<b>TOTAL Other Financing Uses</b>	<b>\$</b>	<b>13,933,000</b>
57	<b>Appropriation for Contingencies</b>		
58	Appropriation for Contingencies		13,192,000
59	<b>TOTAL Appropriation for Contingencies</b>	<b>\$</b>	<b>13,192,000</b>
60			
61	<b>TOTAL FINANCING USES</b>	<b>\$</b>	<b>57,699,000</b>



# OFFICE OF THE SHERIFF

COUNTY OF LOS ANGELES

HALL OF JUSTICE

ALEX VILLANUEVA, SHERIFF



January 5, 2022

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**REPORT BACK ON ACCELERATING EFFORTS TO ENSURE FREE PHONE CALLS  
AND AT-COST COMMISSARY ITEMS IN LOS ANGELES COUNTY JAILS AND  
PROBATION FACILITIES (ITEM NO. 4, AGENDA OF OCTOBER 5, 2021)**

On October 5, 2021, the Los Angeles County Board of Supervisors (Board) adopted a motion requesting further information to ensure that the Board proceeds with the most appropriate option to assist those in custody within Los Angeles County jails and the Probation Department's camps and halls and their loved ones. The motion contained several directives, including: requesting quantitative data and a breakdown of current telephone call services provided to those in custody; providing funding estimates required to update the wired and/or wireless infrastructure in Los Angeles County jails and Probation camps and halls; and identifying funding sources, other than the Inmate Welfare Fund, to supplement the costs of programming and services in the jails for people who are incarcerated.

The October 5, 2021, motion was a follow-up to the Board's May 18, 2021, motion which directed ISD, in collaboration with the LASD, CEO, OIG, and other relevant Departments, to submit a report on the fiscal impact of making telephone calls from Los Angeles County jails and Probation camps and halls at no-cost to people in custody, other no-cost options, and other related items. That report was submitted on August 18, 2021.

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This report addresses directive four of the October 5, 2021, motion, which states as follows:

“4. Request that the Los Angeles Sheriff’s Department, and direct the CEO, County Counsel, and Chief Probation Officer to report back in 90 days on recommendations for contractual and/or solicitation next steps for short-term and long-term options to ensure free in-custody telephone calls for those in custody in Los Angeles County jails and maintain free phone calls in the Probation Department’s camps and halls. The options should include contract provisions to be negotiated and timelines for implementation.

- a. This directive incorporates and supersedes directive #3 from the Board’s May 18, 2021 motion. The workgroup from directive #3 should continue their work and incorporate it into the report required in this directive.”

As directed, the County’s interdepartmental workgroup (consisting of representatives from ISD, LASD, CEO, County Counsel, and Probation) from the May 18, 2021, motion reconvened and met regularly to guide the response to this directive.

Directives one, two, three, and five will be reported back to the Board separately by the responsible departments.

## **RECOMMENDATIONS**

### **Short-Term Option**

Based on the feedback and collaboration from the County’s interdepartmental workgroup, the following short-term option is recommended:

*Engage the provider of the current telephone system and services agreement to determine a method for providing telephone calls at no cost to the justice-involved population within Los Angeles County jails, Probation camps and halls, and patrol station and courthouse detention areas, including implementing a new billing method and other processes. This option would result in an amendment of the current Inmate Telephone System and Services Agreement to provide telephone calls at no cost to the justice-involved population. If this method results in new costs to the County, the CEO will be consulted prior to the execution of the amendment to address the fiscal impact.*

The County has contracted with Public Communications Services, Inc. (PCS), a wholly owned subsidiary of Global Tel\*Link, since November 2010 for telephone services for justice-involved population within Los Angeles County jail facilities and Probation juvenile halls and camps. On October 5, 2021, LASD received delegated authority approval from the Board to execute an amendment to extend the current term of the

agreement for six months through April 30, 2022, plus a six-month option period, exercisable in any increment, through October 31, 2022. Additionally, effective October 7, 2021, the amendment reduced the inmate telephone billing rates for all domestic calls to \$0.07 per minute and reduced or eliminated certain ancillary service charges in accordance with recent rule changes made by the California Public Utilities Commission and the Federal Communications Commission. The amendment also eliminated the Minimum Annual Guarantee (\$15,000,000 to LASD and \$59,000 to Probation), modified the County revenue sharing structure to make permanent a weekly five-minute, free telephone call initially provided to each inmate during the coronavirus pandemic. Probation moved to free telephone calls for youth as reductions in family visiting were necessarily implemented due to the emergence of the coronavirus pandemic. Probation's experience since then supports their conclusion and current practice that all youth calls will remain free.

The estimated annual cost for the County to assume financial responsibility for providing telephone services to the justice-involved population and to supplant the foregone revenue to sustain programs and services for the same population is contained in the separate response to directive five of the Board Motion dated October 5, 2021. If the County determines that it is able to assume financial responsibility for providing telephone services at no cost to the justice-involved population, LASD will convene a meeting with PCS to negotiate an amendment to the current agreement, including an amended price schedule, PCS billing the County for telephone services, and other contract provisions (see Attachment I). LASD will consult with the CEO prior to agreeing to any presently unforeseeable financial issues and other significant terms and/or conditions. A draft timeline, outlining these efforts, is attached (see Attachment II).

### **Long-Term Option**

Consistent with the Board's October 5, 2021, motion, the recommended long-term option is as follows:

*Develop and publish a Request for Proposal (RFP) that solicits: (1) technological improvements to replace the existing hard-wired, land-line, telephone system currently serving the justice-involved population and (2) provides an option to update the current system with a new communication system possessing modern features such as voice over internet protocol (VoIP) calls or Internet-based video and calling services, using wireless handheld electronic tablets and/or notebook computers. This option would result in award and execution of a successor contract for the Justice-Involved Communication System and related Services.*

LASD is developing an RFP and corresponding Statement of Work (SOW) to solicit a successor contract for justice-involved telephone services. On October 5, 2021, LASD

January 5, 2022

also received delegated authority approval from the Board to execute an amendment to extend the current contract term to provide uninterrupted telephone services while continuing to incorporate into the RFP any further instruction from the Board regarding specific terms to be contained within a successor contract. LASD will identify specific contract provisions to incorporate into the revised draft SOW and RFP for the successor contract that are in alignment with the outcome of the Board's directives. A draft solicitation timeline for awarding the new contract is attached (see Attachment III). The dates shown presume all other contract requirements remain as written, including the replacement of hard-wired, land-line, telephones only on existing infrastructure. The pursuit of VoIP or any implementation of tablets and wireless infrastructure will increase these time frames and increase cost as contained in the separate response to directive two of the Board Motion dated October 5, 2021.

Also included is a second solicitation timeline for award of the new contract that includes additional requirements previously identified by the Board (see Attachment IV). The Long-Term Option 2 timeline is not all-inclusive and will be finalized once the Board clarifies all additional requirements for the replacement contract.

### **CONCLUSION**

LASD will continue to work with the Board, CEO, and ISD to determine the feasibility of implementing the short-term and long-term options.

If you have any questions, please contact Director Rick Cavataio of Fiscal Administration Bureau at (213) 229-3281.

Sincerely,

ALEX VILLANUEVA, SHERIFF



TIMOTHY MURAKAMI  
UNDERSHERIFF

**Attachment I**  
**Short Term Option - Agreement Provisions**  
**Report Back on Revised October 5, 2021 Board Motion**  
**Agenda Item #4**

ITEM #	REFERENCE	TITLE	NOTES/COMMENTS
1	AGREEMENT - 9.0	Payment Amount and Telephone Billing Rates	Review and amend language on Downtime Credits & Liquidated Damages, IWF Revenue Share, Inmate Telephone Billing Rates, Third Party Financial Transaction Fee, Taxes and Regulatory Fees.  - To be negotiated with contractor
2	AGREEMENT - 9.0	Invoices and Payments	Add language on Invoices and Payments and Default Method of Payment  -Include any other mandated language updates
3	AGREEMENT	Other; to be determined (TBD)	Review and amend other sections of the Agreement once final requirements are negotiated.
4	EXHIBIT B - STATEMENT OF WORK	Other; TBD	Review and amend other sections of the Statement of Work once final requirements are negotiated.
5	EXHIBIT B - STATEMENT OF WORK - 2.3	Class of Service	Review and amend language on Collect or Pre-Paid Prompt, Collect Call Set-Up, Pre-Call Services, Pre-Recording Branding Announcements, Call Acceptance, Debit Phone Account (Cardless and Pre-Paid Account Status), Speed Dial, No Cost calls to Inmates and Sheriff's Department, and Booking Calls.
6	EXHIBIT B - STATEMENT OF WORK - 3.0	System Administration	Review and amend language on Downtime Credits
7	EXHIBIT C	Telephone Payment and Payment Schedule	Review and amend Exhibit C in its entirety
8	EXHIBIT O	LASD Pre-Recorded Call Branding Announcements	Review and amend Exhibit O in its entirety
9	IMPLEMENTATION/PCS		To be provided by PCS and finalized once the amendment to the Agreement is negotiated.

Attachment II  
Short Term Option Timeline  
Report Back on Revised October 5, 2021 Board Motion  
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**CURRENT AGREEMENT WITH NO TABLETS OR ADDITIONAL REQUIREMENTS**

MILESTONE	DESCRIPTION	TARGET COMPLETION	NOTES/COMMENTS
1	Direction from BOS	4 Weeks	Response from BOS - review and identify language from the Agreement that will require changes/negotiations.
2	Negotiations with PCS, Inc. (GTEL) items identified in Milestone 1	4-8 Weeks	Following Milestone 1
3	Preparation and approval for Amendment: -Unit -Supervisor -Manager -Assistant Director -County Counsel -Contractor	6-8 Weeks	Can be done simultaneously with Milestone 4
4	Preparation and approval for Board letter: -Unit -Supervisor -Manager -Assistant Director -County Counsel	3-5 Weeks	Can be done simultaneously with Milestone 3
5	Submit documents to Board liaison team to be scheduled for CAR and BOS: - Provide BOS liaison team final Board letter and final signed contract documents -Pre-meet for CAR meeting	3 Days	Following Milestone 4
6	CAR Meeting	4 Weeks	Following Milestone 5
7	BOS Approval	2 Weeks	Following Milestone 6
8	Implementation	3-5 Weeks	Following Milestone 7, and dependent on PCS implementation plan.
<b>Timeline Projection Totals</b>		<b>23-31 Weeks</b>	

Attachment III  
 Long Term Option 1 Timeline  
 Report Back on Revised October 5, 2021 Board Motion  
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**RFP AS WRITTEN, WITH EXISTING INFRASTRUCTURE; SAME REQUIREMENTS**

MILESTONE	DESCRIPTION	TARGET COMPLETION	NOTES/COMMENTS
1	Project continuation kick-off	6-8 Weeks	After direction from BOS, discussions to review Board direction and identify all potential revisions.
2	Revise RFP package Including: -Funding Source -POC, IDN/VDN, tablet features and subscriptions	8 Weeks	Including the Minimum Mandatory Qualifications, Evaluation Criteria, SOW, and Business Functional/Technical Requirements.
3	Submit RFP changes for initial review: Business Unit (Executives, SME's) OTP/CIO Analyst Supervisor Manager	6 Weeks	Following Milestone 2
4	Revise Solicitation Package	3 Weeks	Can overlap with Milestone 2. Includes edits from initial review.
5	Revise and finalize Evaluation Documents	6-8 Weeks	Cannot start until completion of Milestone 3.
6	Solicitation Package Final Review: Supervisor Manager Business Unit Assistant Director OTP/CIO CEO Risk Management County Counsel/IT Counsel Solicitation Posting	12 Weeks	
7	Submissions/Responses Due	1 Week	
8	Evaluation Period	8 - 12 Weeks	Includes mandatory conference, facility site visits and questions/answers.
9	Debriefings	14-18 Weeks	
10	Negotiations of Contract -Counsel Review -CIO/OTP Review -Contractor Review	2-3 Weeks	Following Milestone 9 Concurrent with Milestone 11 Debriefing for Non-Select Concurrent with Milestone 10 Negotiations and Final Contract
11	Protest Process	8-10 Weeks	
12		12 Weeks	Following Milestone 10 If intent to Request a Proposed Contractor Selection Review is submitted if a Contractor's Selection Review is submitted more time may be required.

**Attachment III  
Long Term Option 1 Timeline  
Report Back on Revised October 5, 2021 Board Motion  
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13	Submit documents to Board liaison team to be scheduled for CAR and BOS: -Provide BOS liaison team final Board letter and final signed contract documents -Pre-meet for CAR meeting	3 Days	Following Milestone 12 - OR following Milestone 11 if an intent to Request a Proposed Contractor Selection Review is not filed.  Complete final contract documents and Board letter for filing.
14	CAR Meeting	4 Weeks	
15	BOS Approval	2 Weeks	
16	Contract Implementation	10-12 Weeks  24 Weeks	Following Milestone 15  Transition Period (New Contractor) Phase 1 - Replace existing phones *The current contract will terminate upon completion of this Phase 1. Phase 2 - Add additional phones Phase 3 - Tablet Proof of Concept  This milestone is dependent on the final contract requirements.
<b>Timeline Projection Totals</b>		<b>121-137 Weeks</b>	

**\*Note: Dates illustrated assume all other requirements remain as written including the replacement of phones only on a similar to existing infrastructure. The pursuit of VoIP or the inclusion of full implementation of tablets will increase these timelines.**

Attachment IV  
 Long Term Option 2 Timeline  
 Report Back on Revised October 5, 2021 Board Motion  
 Agenda Item #4

**ADDITIONAL TIME WILL BE REQUIRED FOR ANY ADDITIONAL BOARD REQUIREMENTS AND CHANGES TO INFRASTRUCTURE**

MILESTONE	DESCRIPTION	TARGET COMPLETION	NOTES/COMMENTS
1	Project continuation kick-off	10-12 Weeks	Subsequent to instruction received from BOS, discussion with workgroup to review Board direction to identify all potential revisions such as:  -VoIP -Full Tablet Implementation -Application Calling Services through Tablets -Video Conference Service Platforms.
2	Revise RFP package: (Minimum Mandatory Qualifications, Evaluation Criteria and any Other Areas), SOW, and Business Functionals/Technical Requirements to include all Milestone 1 additions.  Revisions to: -Funding Source -POC, IDN/VDN, tablet features and subscriptions	TBD	This milestone is dependent upon the decision concerning items #2 and #3 of the Board motion. Timeline is unknown.  Includes the Minimum Mandatory Qualifications, Evaluation Criteria and any Other Areas, SOW, and Business Functional/Technical Requirements to include for all Milestone 1 additions.
3	Submit RFP for initial review: Business Unit (Executives, SME's) OTP/CIO Analyst Supervisor Manager	6 Weeks	Following Milestone 2
4	Revise Solicitation Package	3 Weeks	Can overlap with Milestone 2. Includes edits from initial review.
5	Revise and Finalize Evaluation Documents	6-8 Weeks	Cannot start until completion of Milestone 3.
6	Solicitation Package Final Review: Supervisor Manager Business Unit Assistant Director OTP/CIO CEO Risk Management County Counsel/IT Counsel	12 Weeks	
7	Solicitation Posting	1 Week	
8	Submissions/Responses Due	8 - 12 Weeks	Includes mandatory conference, facility site visits and questions/answers.
9	Evaluation Period	18-20 Weeks	
10	Debriefings	2-3 Weeks	Following Milestone 9 Concurrent with Milestone 11  Debriefing for Non-Select

**Attachment IV  
Long Term Option 2 Timeline  
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11	Negotiations of Contract -Counsel Review -CIO/OTP Review -Contractor Review	8-10 Weeks	Concurrent with Milestone 10 Negotiations and Final Contract
12	Protest Process	12 Weeks	Following Milestone 10 If intent to Request a Proposed Contractor Selection Review is submitted if a Contractor's Selection Review is submitted more time may be required.
13	Submit documents to Board liaison team to be scheduled for CAR and BOS: -Provide BOS liaison team final Board letter and final signed contract documents -Pre-meet for CAR meeting	3 Days	Following Milestone 12 OR following Milestone 11- If an intent to Request a Proposed Contractor's Selection Review is submitted more time may be required. Complete final contract documents and Board letter for filing.
14	CAR Meeting	4 Weeks	
15	BOS Approval	2 Weeks	
16	Contract Implementation	10-12 Weeks  24 Weeks	Transition Period (New Contractor) Phase 1 - Replace existing phones *The current contract will terminate upon completion of this Phase 1 Phase 2 - Add additional phones Phase 3 - Add and implement additional Board required features Phase 4 - Modify County Facilities infrastructure
<b>Timeline Projection Totals</b>		<b>124-138 Weeks</b>	Milestone 2 - TBD, and Milestone 15 may need additional time.