



RONALD L. BROWN
PUBLIC DEFENDER

LAW OFFICES
LOS ANGELES COUNTY PUBLIC DEFENDER
19-513 CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER
210 WEST TEMPLE ST, 19TH FLOOR
LOS ANGELES, CALIFORNIA 90012
(213) 974-2811
TDD # (800) 801-5551

December 20, 2016

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:

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

50 December 20, 2016

LORI GLASGOW
EXECUTIVE OFFICER

APPROVAL OF AMENDMENT NO. 3 TO AGREEMENT NO. PCG073014 WITH PUBLIC CONSULTING GROUP (PCG) FOR CASE MANAGEMENT SYSTEM CONSULTING SERVICES (ALL DISTRICTS) (3 VOTES)

**CIO RECOMMENDATION: APPROVE (X) APPROVE WITH MODIFICATION ()
DISAPPROVE ()**

SUBJECT

The Los Angeles County Public Defender (Public Defender) is requesting approval of Amendment No. 3 to exercise a contract extension with Public Consulting Group (PCG) Technology Consulting for Case Management System (CMS) consulting services for six (6) additional months, beginning January 1, 2017 and ending June 30, 2017, to assist in the acquisition, development, and implementation of an integrated Case Management System.

IT IS RECOMMENDED THAT THE BOARD:

Approve and authorize Amendment No. 3 with PCG Technology Consulting for consulting services substantially similar to the attached Statement of Work (Attachment II) to extend Phase II, originally approved from July 1, 2016 to December 31, 2016, to end on June 30, 2017, thus completing the second of three possible one-year extensions.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The purpose of the Amendment is to provide the Public Defender with CMS consulting services to assist the Department with CMS Bidding and Acquisition. The original Phase II scope of work incorporated developing a comprehensive Request for Proposals (RFP) for a CMS and providing selection and contract negotiations assistance.

On October 11, 2016, the Board of Supervisors approved a motion instructing the Public Defender and APD to implement a new integrated Case Management System on a common case platform for the juvenile indigent defense population, within eighteen months of Board approval of the selected vendor (Attachment III). The extension of Phase II, from January 1, 2017 through June 30, 2017, is to provide the Public Defender with consulting services, including contract negotiations support and the incorporation of Alternate Public Defender and Los Angeles County Bar Association (Bar Panel) requirements, pursuant to the Board motion.

Implementation of Strategic Plan Goals

The proposed Amendment between the Public Defender and PCG Technology Consulting supports Strategic Plan Goals No. 1, Operational Effectiveness, Goal No. 2, Fiscal Responsibility, and Goal No. 3, Integrated Service Delivery, by providing expert advice to the Public Defender for the purpose of developing a CMS that will result in responsive, efficient, and high quality indigent legal criminal defense services. The CMS will also facilitate data exchanges between the Public Defender and all of the justice partners.

FISCAL IMPACT/FINANCING

There is no new fiscal impact as the Phase II extension costs are included in the Public Defender's Fiscal Year (FY) 2016-17 Operating Budget. The maximum cost for the Phase II extension, from January 1, 2017 through June 30, 2017, of the CMS consulting services Amendment is \$200,000 and is included in the Public Defender's Fiscal Year (FY) 2016-17 Operating Budget. The estimated cost of the Phase II extension, from January 1, 2017 through June 30, 2017 is \$200,000: \$47,800 to complete a readiness assessment (including project management, security compliance, integration, definition of roles and responsibilities, bandwidth assessment, user access assessment, and service management and agreement assessment); \$55,800 to complete CMS negotiations support (including contract language negotiation, completion of the Statement of Work, the incorporation of performance criteria, revisiting the proposed combination of products from the recommended vendor, product and network testing, and the confirmation of County implementation priorities); \$18,800 to incorporate and validate Alternate Public Defender requirements, a Public Defender-estimated \$24,480 to incorporate and validate Bar Panel requirements; and \$53,120 to address contingencies. The Public Defender will work with PCG to evaluate and confirm Bar Panel requirements and costs.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

This is not a Proposition "A" Contract since approval of this Agreement will not displace County employees, and the services offered under this Contract currently cannot be performed by the individual County departments due to the need for specialized skills.

The Contract contains all of the latest Board required and policy driven provisions, such as

Consideration of GAIN/GROW Program Participants for Employment, Compliance with Jury Service Program, Safely Surrendered Baby Law, Assignment and Delegation, and Budget Reductions.

Further, the Public Defender will not require PCG Technology Consulting to perform services in excess of the Board approved Contract sum, scope of work, and/or Contract dates. PCG Technology Consulting has accepted all the terms and conditions included in the proposed Amendment to the Contract.

The Chief Information Office (CIO) reviewed the Amendment and recommends approval. The Office of the CIO has prepared an Analysis (Attachment I).

County Counsel has reviewed and approved this Contract as to form.

CONTRACTING PROCESS

On August 2, 2013, the County released an RFP for Public Defender CMS consulting services. Notice of the RFP was posted on the County's website <http://www.lacounty.gov>.

Six proposals were received by the closing date of October 2, 2013. The proposals were evaluated, and PCG Technology Consulting received the highest score and selected for the following reasons: (1) Presented the most detailed and comprehensive solution for Phases I and II, as well as Optional Services in Phases III and IV; (2) The consulting team proposed by PCG Technology Consulting was the most experienced in CMS' for criminal defense and justice community partner collaborations; and (3) The hourly rate for PCG Technology Consulting was the second lowest rate of all vendor proposals. The combination of these factors represents the best value and greatest opportunity for project success. The Public Defender interviewed PCG Technology Consulting staff on December 16, 2013.

There were three instances where proposers requested debriefings regarding their proposals and those debriefings were conducted. One proposer submitted a Notice of Intent to seek contractor selection review. The relevant information was provided to the proposer and it took no further action within the specified deadline. PCG Technology Consulting submitted a comprehensive and flexible consulting services plan. None of the other vendors, including those who requested debriefings, had as much subject matter expertise and project management skills sought by the RFP and proposed by PCG Technology Consulting.

On July 30, 2014, Agreement Number PCG073014 was executed by the Public Defender as approved by the Board to implement Phase I of the Contract. Effective July 1, 2015, Amendment 1 was executed to implement Phase II of the Contract to extend the term of the Agreement for one year, which was the first of three one-year options to extend the Contract, through June 30, 2016. Effective July 1, 2016, Amendment 2 was executed to extend Phase II of the Contract to extend the term of the Agreement for an additional six months, through December 30, 2016. Based on the October 11, 2016 Board motion instructing the Public Defender to incorporate the APD and the Bar Panel into the Case Management System project, the Public Defender is seeking to extend Phase II of the Contract from January 1, 2017 through June 30, 2017, thus completing the second of three possible one-year extensions.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

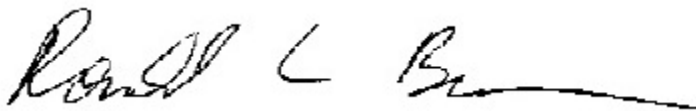
The implementation of this Amendment will continue to provide the basis for the development and implementation of a joint Public Defender and APD CMS, pursuant to the October 11, 2016 Board motion.

CONCLUSION

The Public Defender will seek future Board approval for Phases III and IV.

Upon your Board's approval, it is requested that the Executive Officer, Clerk of the Board of Supervisors, return two (2) adopted stamped copies of the Board letter to: Public Defender, Attention Kelly Emling, Chief Deputy, 210 West Temple Street, 19th Floor, Los Angeles, California 90012.

Respectfully submitted,



RONALD L. BROWN
Public Defender

Reviewed by:



PETER LOO
Acting Chief Information Officer

RLB:KGE:SAW:bh

Enclosures

- c: Chief Executive Office
- Executive Office, Board of Supervisors
- Alternate Public Defender
- Auditor Controller
- County Counsel



PETER LOO
ACTING CHIEF INFORMATION OFFICER

Office of the CIO
CIO Analysis

NUMBER:

CA 16-21

DATE:

11/29/2016

SUBJECT:

**APPROVAL OF AMENDMENT NO. 3 TO AGREEMENT NO. PCG073014
WITH PCG TECHNOLOGY CONSULTING FOR CASE MANAGEMENT
SYSTEM CONSULTING SERVICES**

RECOMMENDATION:

Approve Approve with Modification Disapprove

CONTRACT TYPE:

New Contract Sole Source
 Amendment 3 to Contract #: PCG073014 Other:

CONTRACT COMPONENTS:

Software Hardware
 Telecommunications Professional Services

SUMMARY:

Department Executive Sponsor: Ronald L. Brown, Public Defender

Description: Contract extension with PCG Technology Consulting (PCG) from January 1, 2017 to June 30, 2017, to provide the County of Los Angeles Public Defender (Public Defender) with Case Management System (CMS) consulting services to assist in contract negotiations support.

Contract Amount: \$200,000

Funding Source: Public Defender Fiscal Year (FY)
2016-17 Operating Budget

Legislative or Regulatory Mandate Subvened/Grant Funded: N/A

**Strategic and
Business Analysis**



PROJECT GOALS AND OBJECTIVES:

The purpose of the extension is to provide the Public Defender with CMS consulting services to assist with CMS Bidding and Acquisition. The original Phase II scope of work incorporated developing a comprehensive Request for Proposals (RFP) for a CMS and providing selection and contract negotiations assistance. This supports the April 15, 2016 Board Motion to acquire a non-justice related, neutral business entity with technical expertise to assist Public Defender in requirements' gathering and monitor the governance of this integrated CMS.

BUSINESS DRIVERS:

The overall objective of this project is to improve operational efficiency and effectiveness by measuring workload, allocating staff resources, and providing staff caseload management tools to best achieve the Board's and Public Defender's mission. This is ultimately to be achieved by implementing an integrated CMS.

	<p>PROJECT ORGANIZATION:</p> <p>Public Defender’s Division Chief and Information Technology Manager are the Project Managers. A project team of management, attorneys, and other subject matter experts will work with the Consultant’s team to provide input, review recommendations, and determine the agreed-upon CMS approach. Chief Information Office will have governance and oversight on the project’s progress.</p>
	<p>PERFORMANCE METRICS:</p> <p>The Contract defines a specific scope of work for PCG, including tasks, deliverables, schedule, and budget.</p>
	<p>STRATEGIC AND BUSINESS ALIGNMENT:</p> <p>The use of an independent consultant with subject matter expertise is consistent with County practices for making strategic information system decisions. PCG was selected via a competitive bid process.</p>
	<p>PROJECT APPROACH:</p> <p>The scope of work defines project tasks, deliverables, roles, responsibilities, assumptions, timelines, and budget. Public Defender and PCG will provide an executive sponsor, project manager, and staff. A review process will allow Public Defender to review and approve the Consultant’s deliverables.</p>
	<p>ALTERNATIVES ANALYZED:</p> <p>PCG has gained tremendous business knowledge in the past year working with Public Defender and Alternate Public Defender (APD) to identify the requirements. It is in the best interest of the County to continue using PCG services. This is consistent with CIO’s response to the Board motion to retain PCG, the current consultant hired by Public Defender to assist in the acquisition, development and implementation of an integrated CMS, and expand the scope of its current work to include overseeing the implementation of a CMS for APD, based on the common case platform with Public Defender.</p>
<p>Technical Analysis</p>	<p>ANALYSIS OF PROPOSED IT SOLUTION:</p> <p>PCG will provide the Public Defender with CMS consulting services to assist with CMS Bidding and Acquisition. The original Phase II scope of work incorporated developing a comprehensive Request for Proposals (RFP) for a CMS and providing selection and contract negotiations assistance. Public Defender will submit another amendment to the PCG contract at a later date to allow PCG to identify the Public Defender, APD and Bar Panel operational requirements for a common CMS platform.</p>

<p>Financial Analysis</p>	<p>BUDGET:</p> <p>Contract Costs</p> <p>One-Time Costs:</p> <table border="0"> <tr> <td>Infrastructure and operational readiness assessment</td> <td style="text-align: right;">\$ 47,800</td> </tr> <tr> <td>Contract negotiation and development of SOW</td> <td style="text-align: right;">\$ 55,800</td> </tr> <tr> <td>Incorporate and validate APD requirements</td> <td style="text-align: right;">\$18,800</td> </tr> <tr> <td>Incorporate and validate Bar Panel high level requirements</td> <td style="text-align: right;">\$24,480</td> </tr> <tr> <td>Contingencies</td> <td style="text-align: right;">\$53,120</td> </tr> <tr> <td>Total One-Time Costs:</td> <td style="text-align: right;">\$200,000</td> </tr> </table>	Infrastructure and operational readiness assessment	\$ 47,800	Contract negotiation and development of SOW	\$ 55,800	Incorporate and validate APD requirements	\$18,800	Incorporate and validate Bar Panel high level requirements	\$24,480	Contingencies	\$53,120	Total One-Time Costs:	\$200,000
Infrastructure and operational readiness assessment	\$ 47,800												
Contract negotiation and development of SOW	\$ 55,800												
Incorporate and validate APD requirements	\$18,800												
Incorporate and validate Bar Panel high level requirements	\$24,480												
Contingencies	\$53,120												
Total One-Time Costs:	\$200,000												
<p>Risk Analysis</p>	<p>RISK MITIGATION:</p> <ol style="list-style-type: none"> 1. PCG and Public Defender project teams will utilize project management best practices to mitigate risks inherent in projects like this, in order to achieve the planned schedule, scope, cost, and quality. The scope of work will be used to track tasks, deliverables, deliverable-based payments, and schedule. 2. The Chief Information Security Officer (CISO) reviewed the Amendment and did not identify any IT security or privacy related issues. 												
<p>CIO Approval</p>	<p>PREPARED BY:</p> <div style="text-align: center; margin-bottom: 10px;">  <hr/> </div> <table border="0" style="width: 100%;"> <tr> <td style="width: 70%;">Fred Nazarbegian, Sr. Associate, Chief Information Office</td> <td style="width: 30%; text-align: center;">12-17/16</td> </tr> <tr> <td></td> <td style="text-align: center;">Date</td> </tr> </table> <hr/> <p>APPROVED:</p> <div style="text-align: center; margin-bottom: 10px;">  <hr/> </div> <table border="0" style="width: 100%;"> <tr> <td style="width: 70%;">Peter Loo, Acting Chief Information Officer</td> <td style="width: 30%; text-align: center;">12/7/16</td> </tr> <tr> <td></td> <td style="text-align: center;">Date</td> </tr> </table>	Fred Nazarbegian, Sr. Associate, Chief Information Office	12-17/16		Date	Peter Loo, Acting Chief Information Officer	12/7/16		Date				
Fred Nazarbegian, Sr. Associate, Chief Information Office	12-17/16												
	Date												
Peter Loo, Acting Chief Information Officer	12/7/16												
	Date												

Please contact the Office of the CIO (213.253.5600 or info@cio.lacounty.gov) for questions concerning this CIO Analysis. This document is also available online at <http://ciointranet.lacounty.gov/>

ATTACHMENT III

Task ID	Readiness Assessment			Negotiations Support - PD		APD Requirements		Bar Panel Requirements		Total Phase 2 Extension		
	Tasks	Estimated Hours	Estimated Cost	Estimated Hours	Estimated Cost	Estimated Hours	Estimated Cost	Estimated Hours	Estimated Cost	Estimated Hours	Estimated Cost	
Phase 2-1, Phase 2-8, Phase 2-10, Phase 2-12	Project Management	32	\$5,880	60	\$10,200	20	\$3,400			112	\$19,480	
	Assessment Area	PCG will investigate and report on:										
Phase 2-2	Security Compliance	Data are critical resources. In the Cloud, data are entrusted to a third party and possible shared tenancy with other's data, requiring stringent access security.	32	\$4,960						32	\$4,960	
Phase 2-3	Integration	Integration ensures that on premise applications and data remain connected with Cloud-based applications and data, and that proper user access is maintained. Integrations should address user authentication and access, data placements, security and controls.	44	\$7,360						44	\$7,360	
Phase 2-4	Roles and Responsibilities	Success in Cloud service adoption will require a change in vendor management from acquisition to relationship management.	24	\$3,760						24	\$3,760	
Phase 2-5	Bandwidth	Network connectivity and adequate bandwidth will be critical to facilitate user access to Cloud-based applications and services. Design for internal network performance and resiliency to support access to external cloud services	28	\$4,880						28	\$4,880	
Phase 2-6	User Access	Integrating applications, data, and services will become more important and more complex. New roles may need to be added to manage the cloud service providers (CSP) in several areas such as CSP management and service level management.	44	\$7,280						44	\$7,280	
Phase 2-7	Service Management and Agreements	Service management and agreements amongst the disparate players requires greater attention from the new cloud consumers. The enlightened / empowered consumer need to set and control the playing field contractually and with greater attention to the operating conditions.	84	\$13,680						84	\$13,680	
Phase 2-9	Negotiations Support	<ul style="list-style-type: none"> Negotiate the actual contract language Write the SOW Performance criteria Revisit the mix of proposed products (for example, is NetDocuments worth the price?) Test whether or not Salesforce will work on the County network and offline Revisit implementation priorities – to include APD and move Juvenile to the front of the list 			260	\$45,600				260	\$45,600	
Phase 2-11	APD Requirements	Requirements validation / incorporation					120	\$15,400		120	\$15,400	
Phase 2-13	Bar Panel	<ul style="list-style-type: none"> Requirements incorporation – to be handled by ISD with assistance from PCG? If desired for PCG to develop requirements, we will provide an estimate after due diligence 									\$24,480	
Phase 2-14	Contingencies	Funding to address project contingencies and vendor travel									\$53,120	
Total			288	\$47,800	320	\$55,800	140	\$18,800	0	\$0	748	\$200,000
				Readiness Assessment - PD	Negotiations Support - PD	APD Requirements	Bar Panel Requirements	Total				

Assumptions

This assumes a 12 week process

The Information Technology Services/ISD staff from LA County and the LAPD office will be available to do local analysis and provide reporting of conditions with the LA County / LAPD network, infrastructure, and applications.

County Counsel will be active members of this process to ensure County procurement and contracting requirements are adhered to
 Estimate to be refined based on discussions with APD

Travel expenses are not included at this point.

MOTION BY SUPERVISORS MARK RIDLEY-THOMAS AND SHEILA KUEHL

October 11, 2016

Juvenile Indigent Defense System Reforms

Los Angeles has a larger delinquency system than any other California county and is larger than many states. The County of Los Angeles (County) has an obligation to ensure that indigent juveniles are provided with quality, competent and effective attorneys.

On February 11, 2014, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO) to retain an independent neutral consultant to perform a comprehensive review of the County’s juvenile indigent defense structure, and to provide recommendations for system improvements. The Chief Justice Earl Warren Institute on Law and Social Policy at UC Berkeley School of Law was chosen to perform the analysis.

The report looked at the County’s juvenile indigent defense system, as it exists now and identified the strengths and weaknesses of that system based on data, stakeholder input, national and local standards, and comparisons with other California counties.

Key findings from the report were: the current structure lacked appropriate oversight; a payment structure was established that incentivizes rapid resolution of as many cases as possible; and given the lack of administrative oversight the County was unable to identify and respond to critical issues such as ineffective assistance of counsel, unmanageable

- MORE -

MOTION

RIDLEY-THOMAS _____

KUEHL _____

KNABE _____

ANTONOVICH _____

SOLIS _____

**MOTION BY SUPERVISORS MARK RIDLEY-THOMAS AND SHEILA KUEHL
OCTOBER 11, 2016
PAGE 2**

caseloads, and billing and contract irregularities. The County's juvenile indigent defense system was established more than twenty years ago and the basic structure remains unchanged today despite substantial changes over the years to the juvenile justice system.

The report also indicated that unlike adult defense, juvenile defense attorneys, fulfill a dual role: they must defend their clients against the allegations and must advocate for their clients' broader care, treatment, and guidance both before and after disposition of the criminal charges. This expanded scope includes the thorough mental health, substance abuse, educational and developmental evaluations and services and treatment as deemed necessary. Such representation is not only both ethically and legally required but it is smart, as research shows that youth receiving more comprehensive wraparound representation have better outcomes in areas including emotional and behavioral health, family functioning, education, delinquency, and police contact.

On April 5, 2016, the Board directed the CEO, in coordination with an outside consultant retained by County Counsel, to evaluate various options designed to further improve the indigent defense system in the County. The options considered would determine who should represent juveniles when the Public Defender has a conflict or is unavailable and how the County should select, manage, train, compensate and oversee conflict panel attorneys. Several options were considered and assessed and ultimately, it was determined that major reforms to the County's juvenile indigent defense system are not only warranted but long overdue.

WE THEREFORE MOVE THAT THE BOARD OF SUPERVISORS:

1. Approve the establishment of a new County Juvenile Indigent Defense structure, effective November 1, 2016, whereby all legal defense services for indigent juveniles who would be entitled to representation by the Public Defender but because of a conflict of interest or other lawful unavailability are unable to be represented by the Public Defender, shall be represented by the Alternate Public Defender. Further, the County shall enter into an agreement with the Los Angeles County Bar Association to provide administration, oversight and court appointed attorneys for the representation of indigent juvenile defendants in the Los Angeles Superior Courts when the Public Defender and the Alternate Public Defender are both lawfully unavailable or have a conflict of interest;
2. Direct County Counsel to draft an ordinance within 30 days expanding the services of the Alternate Public Defender to include juvenile defense, if necessary;
3. Direct the Chief Executive Officer to execute an amendment to the existing contract with the Los Angeles County Bar Association to assume responsibility for the third level conflict of juvenile cases effective November 1, 2016; and to execute any and all necessary agreements with the Los Angeles County Bar Association to implement a new countywide juvenile indigent defense program no later than January 31, 2017;

**MOTION BY SUPERVISORS MARK RIDLEY-THOMAS AND SHEILA KUEHL
OCTOBER 11, 2016
PAGE 4**

4. Direct Public Defender and Alternate Public Defender to implement a new integrated case management system on a common case platform for the juvenile indigent defense population, within 18 months of Board approval of the selected vendor;
5. Direct the Chief Executive Officer to report back in two weeks with options for a non-justice related, neutral business entity with technical expertise to monitor the governance of this integrated case management system to ensure that the County employs best practice strategies. This report back should include the process of how this entity shall be selected, retained, and if necessary, funded; and
6. Execute an agreement with the existing juvenile panel attorneys if necessary, to continue to provide all requisite legal services for juvenile cases assigned to them prior to November 1, 2016.

###

(WP)