



Los Angeles County
Board of Supervisors

Hilda L. Solis
First District

Mark Ridley-Thomas
Second District

Sheila Kuehl
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

Christina R. Ghaly, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Deputy Director, Clinical Affairs

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

www.dhs.lacounty.gov

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



www.dhs.lacounty.gov

November 05, 2019

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:

APPROVAL OF DELEGATED AUTHORITY TO ADJUST MAXIMUM CONTRACT SUMS, TOTAL SECURITY SERVICES BUDGET, AND TAKE RELATED ACTIONS TO IMPROVE OPERATIONAL WORKFLOW AND COST EFFICIENCY OF DEPARTMENT OF HEALTH SERVICES SECURITY SERVICES AGREEMENTS (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)

SUBJECT

Approval of delegated authority to enable the Department of Health Services (DHS) to adjust maximum contract sums, the total DHS security services budget, and take related actions to improve operational workflow and cost efficiency of two Proposition A agreements with Securitas Security Services, USA, Incorporated, and Universal Protection Services LP, dba Allied Universal Security Services with a net zero dollar increase to the total DHS security services budget, for the provision of Security Services for the Department of Health Services.

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Director of Health Services (Director), or designee, to execute amendments to existing Board of Supervisors (Board) approved Proposition A Security Services Agreements 78925 and 78926 (Agreements) with Securitas Security Services, USA, Incorporated (Securitas) and Universal Protection Services LP dba Allied Universal Security Services (AUS), respectively to: a) shift each security agreement's work requirements and funding up to the maximum amount of the other agreement's work requirements and funding, as needed, with an overall net zero dollar increase

to the total existing funding of both contracts, throughout the existing term of the Agreements, as well as, to implement cost savings, if possible, to be obtained via negotiated adjustments in Agreement rates based on DHS' security requirements, and each contractor's ability to provide the highest level of security service efficiency (including the addition of armed guard services, as needed) at the lowest Agreement rates that meet all Living Wage parameters; b) increase DHS' flexibility to transfer the remaining existing security services budget to either of the aforementioned agreements to meet future facility expansions, as well as, emergency and/or unforeseen security needs at DHS facilities, and/or to improve operational workflow and improve cost efficiency for DHS; c) shift each agreement's funding structure from yearly maximum obligations to agreement term maximum obligations, enabling DHS to utilize existing agreement budgetary resources on a rolling basis, through January 31, 2022, the existing term of the Agreements; and d) temporarily suspend or terminate services if in the opinion of the Director, either or both such action(s) is/are in the best interest of the County.

2. Delegate authority to the Director, or designee, to execute amendments to the Agreements to establish up to an additional 10% contingency above DHS' existing 10% contingency for both Agreements that will be used exclusively by/for other County of Los Angeles departments and offices ("County Partners"), to enable those County Partners to expand services to sites where they are collaborating with and/or co-located with DHS, and/or for those sites that are operated by County Partners which are adjacent to or located upon DHS sites, subject to approval of County Counsel and the CEO, and notification to the Board.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

In March 2019, the Board approved DHS' Security Services Agreements, thus enabling DHS to customize security for all DHS facilities, and permitting DHS to staff much needed Behavioral Response Teams (BRTs) as an additional security measure. These Agreements currently cover security throughout DHS, including BRTs at LAC+USC Medical Center; Harbor-UCLA Medical Center; Olive View – UCLA Medical Center; Rancho Los Amigos National Rehabilitation Center; and the Augustus Hawkins Mental Health building - Martin Luther King, Jr. Outpatient Center.

DHS has achieved positive early results. In the first quarter of security operations under DHS' administration, DHS successfully implemented the following efficiencies: a) an increase in site security management; b) customized solutions provided by BRTs that are specifically trained in non-violent de-escalation techniques in volatile situations; and c) security protocols through general and specific facility Security Post Orders at hospitals and clinics to protect employees, physicians, patients, and visitors, as well as DHS' investment in property and supplies.

Preliminary data has shown that these efforts have resulted in a month-over-month decline in reported crime incidents at DHS facilities in the first quarter (May to July 2019) of the Agreements' operations under DHS administration as follows: a) for May a 10% decline; b) for June a 17% decline; and c) for July an additional 3% decline.

The early success of these Agreements is promising and suggests that DHS could continue to produce similar future results with continued focus on operational workflow and cost efficiency. Additionally, DHS sees a benefit in and seeks to leverage this early success by increasing flexibility in DHS' contracting authority, as it relates to DHS' collaborations with County Partners to implement

this Board's strategic goals and initiatives, particularly those focused on assisting the County's most vulnerable individuals, such as the Homeless.

Increasingly, DHS' work with County Partners is showing a need for expanded security services to cover sites at or near DHS facilities for County Partners that are co-located with DHS at facility locations that are currently not covered by the existing Agreements, or for County Partners that are working in collaboration with DHS on Board strategic goals and initiatives, again at locations not currently covered by these Agreements. Recent examples of such efforts include the East Los Angeles Campus of the Edward Roybal Comprehensive Health Center, DHS' Housing for Health service site, the Office of Diversion & Reentry's worksite, as well as, those locations included in DHS' Ambulatory Care Network.

Furthermore, DHS anticipates many service site changes in the coming years, such as the opening of a new urgent care facility at Mid Valley and an expanded "Restorative Care Village" with Department of Mental Health at Olive View, and these Agreements will require DHS to be nimble in order to meet these planned physical growth events.

Approval of the first recommendation will allow DHS to amend the Agreements to strategically operationalize DHS security services agreements to further maximize operational workflow and cost efficiency throughout DHS facilities.

Approval of the second recommendation will enable DHS to include security services for County Partners that are co-located adjacent to or in DHS facilities (e.g., Hospital campuses, ACN Facilities, etc.), as well as, provide security services for those departments that collaborate with DHS and need security services to implement joint projects that support the Boards' strategic goals and initiatives. These include but are not limited to County Partners that collaborate with DHS to meet the Board's goals and initiatives related to Housing for Health, Whole Person Care and Office of Diversion and Reentry, as well as, those County Partners that are located on DHS campuses and the joint Safe Parking Site program at Mid Valley – Zev Yaroslavsky campus, with expectation that the said County Partner will perform required contract monitoring and direct payment to the applicable contractor for services rendered, unless otherwise mutually agreed by DHS and the County Partner.

Implementation of Strategic Plan Goals

The recommended actions support Strategy II.2 "Support the Wellness of Our Communities" and III.3 "Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability" of the County's Strategic Plan.

FISCAL IMPACT/FINANCING

The total DHS security services budget includes \$45,313,340 for a Security Services Agreement with Securitas, and \$57,328,362 for AUS, both of which included a 10% contingency, for the period of May 1, 2019 through January 31, 2022; as well as, security services through a Memorandum of Understanding with the Sheriff's Department for an estimated \$37,000,000 per fiscal year.

Security services for County Partners that are utilizing DHS facility locations or working collaboratively with DHS on Board strategic goals or initiatives shall be established at an amount up to an additional 10% contingency above DHS' existing 10% contingency for both Agreements that

will be used exclusively by/for County Partners for County-wide collaborations, upon DHS coordinating with the County Partner, for the County Partner to directly pay the applicable contractor for services rendered, or upon mutual agreement between DHS and the County Partner.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

All Board required provisions are included in the existing Agreements, including the updated Living Wage Ordinance (LWO) Program. The LWO requires contractors to pay employees an hourly rate of no less than \$16.31, effective January 1, 2020. DHS will comply with Auditor-Controller Proposition A requirements for agreement adjustments greater than or equal to \$1,000,000, in accordance with provisions stated in the County Fiscal Manual.

It has been determined that the provision of services by the contractors under the recommended Agreements are subject to Proposition A guidelines which include the Living Wage Program set forth in Los Angeles County Code Chapter 2.201. Both contractors are in compliance with the Living Wage Program requirements.

The Agreements may be terminated for convenience by the County upon 10 days prior written notice.

CONTRACTING PROCESS

Both contractors, Securitas and AUS were selected as a result of a solicitation for security guard services by the Sheriff's Department. DHS assumed contractual responsibility and contract administration for its part of the two Proposition A Agreements with Securitas and AUS for DHS facilities on March 12, 2019. Security services at DHS facilities under DHS administration began on May 1, 2019.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the recommended actions will enable DHS to maximize security related operations workflow and cost efficiencies throughout DHS hospitals and clinics and collaborate with County Partners to meet DHS safety objectives for County health care workers and patients, and the Board's strategic goals and initiatives.

The Honorable Board of Supervisors

11/5/2019

Page 5

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Christina R. Ghaly".

Christina R. Ghaly, M.D.

Director

CRG:sd

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors