



## County of Los Angeles CHIEF EXECUTIVE OFFICE OPERATIONS CLUSTER

SACHI A. HAMAI  
Chief Executive Officer

**DATE:** November 9, 2017  
**TIME:** 1:00 p.m.  
**LOCATION:** Kenneth Hahn Hall of Administration, Room 830

### AGENDA

Members of the Public may address the Operations Cluster on any agenda item by submitting a written request prior to the meeting.  
Three (3) minutes are allowed for each item.

1. Call to order – Dorinne Jordan/Gevork Simdjian
  - A) **Board Letter – AGREEMENT BETWEEN THE COUNTY OF LOS ANGELES AND ONSOLVE, LLC FOR AN EMERGENCY MASS NOTIFICATION SYSTEM**  
CEO – Jeff Reeb and Peter Loo
  - B) **Board Letter – TREASURER AND TAX COLLECTOR RECOMMENDATION TO AWARD A CONTRACT FOR DELINQUENT ACCOUNT COLLECTION SERVICES TO USCB, INC. DBA USCB AMERICA**  
TTC – Joe Kelly or designee
  - C) **Board Letter – HEARING ON INCREASING THE REGULAR ADMISSION AND PARKING FEES AT THE NATURAL HISTORY MUSEUM AND GEORGE C. PAGE MUSEUM**  
NHM – Dawn McDivitt
  - D) **Board Letter – APPROVE SOLE SOURCE CONTRACT EXTENSION WITH MEDIWARE DBA HARMONY INFORMATION SYSTEMS, INC. FOR THE PROVISION OF CASELOAD TRACKING SOFTWARE FOR ADULT PROTECTIVE SERVICES**  
WDACS – Kevin Anderson
  - E) **Board Memo – ADVANCE NOTIFICATION OF INTENT TO NEGOTIATE WITH VENDOR AND SUBMIT REQUEST TO AWARD A SOLE SOURCE CONTRACT AMENDMENT WITH N. HARRIS COMPUTER CORP. TO UPGRADE THE INTERACTIVE VOICE RESPONSE CUSTOMER SERVICE SYSTEM FOR LOS ANGELES COUNTY WATERWORKS DISTRICTS**  
DPW – Paul Maselbas, Alma Fuentes Quintana, Fernando Romo, John Calas, and Minh Trinh
  - F) **Human Resources Informational Update**  
DHR – Lisa Garrett

CONTINUED ON PAGE 2

2. Public Comment
3. Adjournment

**OFFICE OF EMERGENCY MANAGEMENT  
ALERT – LA RFP BOARD LETTER FACT SHEET  
(ALL DISTRICTS IMPACTED)**

**SUBJECT:** Request for approval of Agreement with OnSolve, LLC for provision of a replacement countywide Mass Notification System (MNS) and approval of the allocation of \$2,550,000 from the Information Technology Fund to fund the project.

**TARGETED BOARD AGENDA:** 11/8/17 Public Safety CAR, 11/9/17 Operations CAR, 11/21/17 Board Agenda

**DESCRIPTION OF PROGRAM/ITEM:**

- OnSolve uses a modern, virtualized and distributed architecture to provide emergency mass notification services. The County will access these services through web services or mobile applications to get the message out.
- Solution includes: 100,000 minutes/sms credits per year, with unused minutes carried over for up to one additional year, County branded Mobile App, ability to launch notifications anywhere in the County, no charges for delivery of email notifications, social media and update of future communication innovations.
- There are provisions in the Agreement for fixed cost purchases of additional minutes, if needed.

**AMOUNT/COST & FUNDING SOURCE**

| <b>Cost</b>        | <b>Item</b>  |
|--------------------|--|
| \$1,559,000        | Contract cost for years 1 to 5 of the contract for implementation, training, hosting, maintenance and support, and base license. |
| \$674,000          | Contract cost for Two (1) year extensions executed at \$337,000 Per Year   |
| <b>\$2,233,000</b> | <b>Total contract cost for 7 years fully executed</b>  |
| \$317,000          | Cost for 7 years of 911 data purchased from local telephone carriers   |
| <b>\$2,550,000</b> | <b>TOTAL FUNDING ALLOCATED FOR MNS PROJECT</b>   |
| Funding Source     | Allocating from the Information Technology Fund  |

**CONTRACTING PROCESS:** A RFP was conducted for a new vendor for the Alert-LA Mass Notification System. Three vendors submitted their proposals and OnSolve, LLC was the selected winner of the RFP.

**ISSUES/CONCERNS:** The County's contract with West Interactive will be expiring on February 17, 2018. The contract was approved on February 7, 2009 with 2 amendments extending the contract due to the carry-over of unused minutes and texts allocations from the original contract. Due to the change in technology in the field of mass notification systems and the inability of our current contractor to meet new business requirements, the County began the process of RFP.

In our current contract with West Interactive, the County has used the follow number of minutes over an eight-year period (Contract awarded February 2009):

- Telephone minutes: 469,612 minutes remaining. – Approximately 66,300 minutes used per year (based on 8 years).
- SMS credits (text): 993,451 messages remaining. – Approximately 812 SMS credits used per year (based on 8 years).
- Over 160 activations over the 8 year period. – The size of each activation varies depending on the size of the affected area.



SACHI A. HAMAI  
Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

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

November 21, 2017

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

Dear Supervisors:

### **AGREEMENT BETWEEN THE COUNTY OF LOS ANGELES AND ONSOLVE, LLC FOR AN EMERGENCY MASS NOTIFICATION SYSTEM (ALL DISTRICT AFFECTED) (3 VOTES)**

#### **SUBJECT**

Request for approval of an Agreement with OnSolve, LLC (Agreement) for provision of a replacement countywide Mass Notification System (MNS); and approval of the allocation of \$2,550,000 from the Information Technology Fund to fund the project.

#### **IT IS RECOMMENDED THAT THE BOARD:**

1. Approve and instruct the Chairman of the Board to sign the attached Agreement with OnSolve, LLC (OnSolve), for the provision of a MNS to be operated by the Chief Executive Office – Office of Emergency Management (CEO-OEM). The Agreement term is for five years with two additional one-year extensions upon Board Approval, with a maximum obligation of \$2,230,000.
2. Delegate authority to the Chief Executive Office (CEO) to execute future change notices to modify the Agreement with concurrence of the Chief Information Officer (CIO) and County Counsel that either a) do not materially affect the scope of the work, term or maximum contract sum, or b) use the pool dollars for post implementation work.
3. Approve and authorize the allocation of \$2,550,000 from the Information Technology Fund (ITF). \$2,233,000 will be used for the contract costs to

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purchase the new system which includes implementation, hosting, maintenance and support and \$317,000 will be utilized for the and acquisition of 911 data from the local telephone companies.

4. Delegate authority to CEO to execute future amendments to add or change certain terms in conditions in the Agreement as required by the Board of Supervisors or CEO; exercise the option years to extend the contract; or to increase the contract amount by purchasing additional fixed-cost minutes in case of an emergency. All amendments will be reviewed by the CIO and approved as to form by County Counsel.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The purpose of this is to request your Board's approval of the Agreement with OnSolve for provision of their CodeRed emergency notification Software as a Service (SaaS) solution, which will serve as the new Countywide MNS, to support the timely notification to County residents and businesses in case of an emergency. CEO-OEM will lead the effort to implement the MNS for public notifications (Phase I), and configuring the MNS into a Countywide shared notification solution (Phase II) for County Departments to use for internal and external notifications. CEO-OEM serves as the County's Operational Area Coordinator and will be responsible for the administration of the MNS, and in partnership with the Sheriff's Department will develop related policies and procedures for its use. The Sheriff Department and other County Departments utilizing the MNS will be responsible for recording and disseminating the messages in each notification. The Sheriff Department will utilize the system for public and employee notifications while the County Departments will utilize the system for internal notifications only.

The MNS supports delivery of information through multiple channels, including:

- Landline
- Cell phone
- Email
- Text message
- Social media
- Unique mobile applications
- TDD/TTY services (Telecommunications Device for the Deaf/TeleType)
- Integrated Public Alert & Warning System (IPAWS)
- RSS feed
- Any future communication innovations

The MNS will notify residents of emergency warnings and possible safety measures. Notifications will be sent by accessing resident's opt-in data (cellular and landline telephone numbers and emails) as well as emergency 911 data provided through local telephone carriers. CodeRed will utilize Geographic Information System (GIS) maps that correlate geo-coded information into telephone numbers and addresses to provide a more targeted and accurate notification campaign.

The MNS will be securely hosted at the vendor's data center and accessed remotely via a web browser and by department personnel. When an emergency occurs, a message will be recorded and disseminated electronically by the designated department to affected residents, businesses and employees. After each incident, the MNS will provide system reports confirming the disposition of each call (i.e., live answer, busy, answering machine, etc.).

The MNS will improve on the County's existing efforts to communicate faster, better and more accurately. The system will provide the ability to:

- Target messages and follow-up information to residents in affected areas;
- Reduce potential for miscommunications by distributing accurate and consistent messages;
- Record messages in multiple languages;
- Obtain visibility into message delivery by receiving timely confirmation and reporting regarding call disposition; and
- Allow County departments to utilize MNS to improve their existing MNS strategy.

The MNS effectiveness is dependent on local telephone companies' infrastructure to deliver the communication messages. In cases of severe emergencies, this infrastructure may be taxed beyond its capabilities. However, the MNS will be just one of several vehicles that the Department will use to communicate with residents and businesses.

### **Implementation of Strategic Plan Goals**

This project meets the County of Los Angeles Strategic Plan, Goal 3, Enhance Information Technology Platforms to Securely Share and Exchange Data; Goal 3 Leverage Technology to Increase Visibility of and Access to Services; and Goal 3, Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency.

### **FISCAL IMPACT/FINANCING**

The CEO is recommending \$2,550,000 in ITF funding for the MNS project to assist CEO-OEM in establishing a County program encouraging departments to utilize the MNS for use during local emergencies requiring mass notification. This program will configure the MNS into Countywide shared notification solution to improve the ability for departments to deliver valuable information about events and issues affecting their clients by leveraging MNS' multi-channel capabilities.

The OnSolve solution includes:

- 100,000 minutes/SMS credits with unused minutes carried over to next year
- LA County branded Mobile App
- Ability to launch notifications anywhere in Los Angeles County
- For use by all County departments
- No charges for delivery of email notifications

Based on historical data usage data, the projected MNS usage of 100,000 minutes per year was determined to be a prudent baseline for system implementation. There are provisions in the Agreement for fixed cost purchases of additional minutes, if needed. The break-down of the contract is as follows:

| <b>Cost</b>        | <b>Item</b>   |
|--------------------|---|
| \$1,559,000        | Contract cost for years 1 through 5 of the contract for implementation, training, hosting, maintenance and support, and base license. |
| \$674,000          | Contract cost for two one (1) year extensions executed at \$337,000 per year  |
| <b>\$2,233,000</b> | <b>Total contract cost for 7 years fully executed</b>   |
| \$317,000          | Cost for 7 years of 911 data purchased from local telephone carriers  |
| <b>\$2,550,000</b> | <b>TOTAL ITF FUNDING ALLOCATED FOR MNS PROJECT</b>  |

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The terms of the Agreement will commence upon execution of the contract following Board approval and expire in five years from execution, unless the annual extensions are exercised. After a period of three years, the MNS project will be assessed by a coalition of County departments for its value and usefulness. At that time, the County will evaluate the viability of continuing the Agreement beyond the base term. The Agreement will provide the County with the latest technology and statistics utilized in the field of emergency mass notification systems. The new technology will enable the County to improve the targeting of notifications to affected populations and provide metrics to measure the success of the MNS.

### **CONTRACTING PROCESS**

OnSolve was selected through a formal open, competitive solicitation process. CEO-OEM, in collaboration with the Chief Information Officer (CIO), Sheriff, Fire and the Department of Public Health (DPH), prepared and released a Request for Proposals (RFP) on August 16, 2016. The RFP was posted on the County's website on December 20, 2016.

The RFP evaluation committee was comprised of staff from OEM, Sheriff, Fire, DPH and the Department of Human Resources (DHR). The evaluation was based on criteria described in the RFP, which included qualifications, approach, quality control plan, references, and proposed price. The solicitation process was conducted in accordance with County contracting policies and procedures.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The Board's approval of this action will provide the County with a critical tool that will be utilized to contact residents and businesses in case of an emergency.

## **CONCLUSION**

Upon Board approval, please instruct the Chairman to sign 4copies of the Agreement and return them to the CEO. Please instruct the Executive Officer-Clerk of the Board to return four adopted stamped copies of the Board letter with agreement and two adopted stamped copies of the Board letter to CEO-OEM and the Chief Information Officer.

Respectfully submitted,

Sachi A. Hamai  
Chief Executive Officer

Peter Loo  
Acting Chief Information Officer

SAH: [COO INITIALS]:[MANAGER INITIALS]  
[STAFF INITIALS]:[Secretary Initials]

Attachments ([Number of Attachments] )

c: Executive Office, Board of Supervisors  
County Counsel  
(Place additional c:'s here)

PETER LOO  
ACTING CHIEF INFORMATION OFFICER

Office of the CIO  
**CIO Analysis**

|                      |                  |
|----------------------|------------------|
| NUMBER:<br><b>CA</b> | DATE:<br>11/8/17 |
|----------------------|------------------|

|   |  |
|---|--|
| <b>SUBJECT:</b><br><b>AGREEMENT BETWEEN THE COUNTY OF LOS ANGELES AND ONSOLVE, LLC,<br/>FOR AN EMERGENCY MASS NOTIFICATION SYSTEM</b>   |  |
| <b>RECOMMENDATION:</b><br><input checked="" type="checkbox"/> Approve <input type="checkbox"/> Approve with Modification <input type="checkbox"/> Disapprove  |  |
| <b>CONTRACT TYPE: DRAFT</b><br><input checked="" type="checkbox"/> New Contract <input type="checkbox"/> Sole Source<br><input type="checkbox"/> Amendment to Contract #: <input type="checkbox"/> Other: Describe contract type.   |  |
| <b>CONTRACT COMPONENTS:</b><br><input checked="" type="checkbox"/> Software <input type="checkbox"/> Hardware<br><input type="checkbox"/> Telecommunications <input checked="" type="checkbox"/> Professional Services  |  |
| <b>SUMMARY:</b><br>Department Executive Sponsor: Jeff Reeb, Director, Office of Emergency Management<br>Description: The Chief Executive Office (CEO) is requesting Board to: 1) approve an Agreement with OnSolve LLC, (OnSolve) for a term of five years with two additional one-year extensions for provision of a Mass Notification System (MNS); 2) delegate authority to CEO to execute future change notices to modify the Agreement within certain parameters; 3) Approve and authorize the allocation of \$2,550,000 from the Information Technology Fund (ITF). \$2,233,000 will be used for the purchase of the new system which includes implementation, hosting, maintenance and support and \$317,000 will be utilized for the and acquisition of 911 data from the local telephone companies; 4) Delegate authority to CEO to increase the contract amount by purchasing additional fixed-cost minutes in case of an emergency.; 5) Delegate authority to CEO to execute future amendments to add or change certain terms in conditions in the Agreement as required by the Board of Supervisors or CEO with concurrence from CIO and County Counsel.; 6) approve an Amendment to the existing Agreement with West Corporation for the provision of continued maintenance and support services to the Alert LA MNS for five months from February 16, 2018 to July 16, 2018, not to exceed \$20,000, while the replacement solution is being implemented.<br><br>Contract Amount: 2,233,000                      Funding Source: ITF<br><input type="checkbox"/> Legislative or Regulatory Mandate <input type="checkbox"/> Subvned |  |

**Strategic and  
Business Analysis**

**PROJECT GOALS AND OBJECTIVES:**

The objectives of this CEO request are: 1) to receive approval an Agreement with OnSolve for their MNS CodeRed Software as Service (SaaS) subscription services, including hosting and application support and maintenance, which would replace the County's existing Alert LA SaaS solution by West Corporation (formerly Twenty First Century Communications, Inc); and 2) to receive approval an Amendment to extend existing Agreement with West Corporation (West) to provide continued maintenance and support for the existing Alert LA solution to allow sufficient time to transition to the replacement solution.

**BUSINESS DRIVERS:**

The existing Alert LA MNS is administered by the Sheriff's Department in coordination with County's Chief Executive Office of Emergency Management (CEO-OEM) and Fire Department. It is designed to notify County residents and businesses of emergencies, and provide information regarding necessary actions, such as evacuations.

The primary business drivers for this Board request are: 1) to implement a new MNS using more modern technology and multiple channels (cell, text, social media, and other tools) to provide external and internal notifications to notify residents, businesses, and County employees with important emergency communication; 2) to extend the existing MNS solution to provide continued maintenance and support to avoid disruption of current notification services, and to allow sufficient time implement a system transition.

**PROJECT ORGANIZATION:**

The MNS migration will be managed by CEO-OEM's information technology organization under the direction of the Project Sponsor, Jeff Reeb. The Sheriff and Fire Department have identified a team of dedicated Subject Matter Experts to assist with the implementation, testing and training of the new MNS system.

**PERFORMANCE METRICS:**

OEM plans to monitor and validate the contractor's implementation work and ongoing MNS operations using the following:

- Milestones and acceptance criteria detailed in the Contract's Statement of Work (SOW) for implementation services and data migration;
- A detailed implementation plan that will be developed and used throughout the Contract to ensure all work is scheduled and accounted for and all requirements are identified and completed; and
- A Service Level Agreement (SLA) identifying metrics for system performance, reliability, responsiveness, response and issue resolution timeframes, including 24x7 support and repercussions if SLA commitments are not met.

All tasks and deliverables will be approved by the project manager before payment.

**STRATEGIC AND BUSINESS ALIGNMENT:**

This subscription service is strategically aligned with the CEO-OEM's mission and vision. The proposed Agreement supports Strategic Plan Goal No. 3, Enhance Information Technology Platforms to Securely Share and Exchange Data; Leverage Technology to Increase Visibility of and Access to Services; and, Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency. The MNS SaaS model is strategically aligned with the Chief Information Office technology directions.

**PROJECT APPROACH:**

A project control document will be developed during the first few weeks of engagement to identify the implementation tasks and schedule. It will include: a

|                           |  |
|---------------------------|--|
|                           | <p>detailed work plan, change management process, deliverable milestones, escalation procedures, risk management process, and training plan.</p> <p>The project consists of a two-phased implementation approach:</p> <ul style="list-style-type: none"><li>• Phase I – Implementation of the MNS for external emergency notifications by February 2017</li><li>• Phase II – implementation of MNS for internal emergency notifications by departments, which is expected to take an estimated six months by August 2017</li></ul>   |
|                           | <p>ALTERNATIVES ANALYZED:</p> <p>OnSolve was selected via a competitive bid process. Three proposals were received and alternatives were evaluated. OnSolve proposal received the highest score using the County's Informed Averaging methodology and was selected. CIO concurs with the selection of the vendor and believes the recommended vendor's solution will be able to support the business and technical needs of Los Angeles County.</p>  |
| <b>Technical Analysis</b> | <p>Analysis of proposed IT solution:</p> <p>OnSolve uses a modern, virtualized and distributed architecture to provide resilient emergency mass notification services. Leveraging multiple data centers with cross-site database synchronization and expansion into public cloud services ensures capacity to meet La County's demand. these services can be accessed through redundant web services or mobile applications to get the message out wherever and whenever needed. OnSolve Solution uses geographic information system (GIS), and Google mapping services provide detailed geolocation services with regular updates of the 911 and emergency contact databases. Load balancers distribute processing across sites dynamically with multiple telephony and SMS carriers for optimal delivery services.</p> |

|                           |   |
|---------------------------|---|
| <b>Financial Analysis</b> | <p><b>BUDGET:</b></p> <p><b>One-time costs:</b></p> <p>Professional Services (Implementation)..... \$ 108,800</p> <p>Training ..... \$ 24,200</p> <p><b>Subtotal One-time costs:..... \$ 133,000</b></p> <p><b>Ongoing Annual License &amp; Subscription Costs (years 1 through 5):</b></p> <p>Year 1: .....\$ 285,200 (1)</p> <p>Year 2: .....\$ 285,200</p> <p>Year 3: .....\$ 285,200</p> <p>Year 4: .....\$ 285,200</p> <p>Year 5: .....\$ 285,200</p> <p><b>Ongoing Annual License &amp; Subscription Costs (years 6&amp;7): .</b></p> <p>Year 6: .....\$ 337,000 (2)</p> <p>Year 7: .....\$ 337,000</p> <p><b>Subtotal Ongoing Costs for 7 years..... \$ 2,100,000</b></p> <p><b>Total Contract cost:..... \$ 2,233,000</b></p> <p><b>Notes</b></p> <p>(1) Reflects 100,000 minutes/SMS credits with unused minutes carried over to next year, a LA County branded Mobile App that delivers messages that do not impact minutes/sms credits, and no charges for email notifications. Additional as needed minutes/sms credits can be purchased in increments of 10,000 minutes/sms credits at \$1,000 per block for up to 5 purchases a year. If the County usage exceeds the 150,000 minutes/credits in one year, the maintenance will roll to a high-usage tier with additional \$200,000 annual maintenance license cost for that contract year.</p> |
| <b>Risk Analysis</b>      | <p><b>RISK MITIGATION:</b></p> <ul style="list-style-type: none"> <li>There are minimal risks related to implementation of this SaaS solution and data conversion, which will be mitigated through training and testing to ensure data completeness and integrity.</li> <li>The Acting Chief Information Officer (CIO) reviewed the proposed contract and did not identify any IT security or privacy related issues.</li> </ul>  |
| <b>CIO Approval</b>       | <p><b>PREPARED BY:</b></p> <p>_____<br/>Fred Nazarbegan, Sr. Associate CIO</p> <p>_____<br/>Date</p> <p><b>APPROVED:</b></p> <p>_____<br/>Peter Loo, Acting Chief Information Officer</p> <p>_____<br/>Date</p>   |



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



**JOSEPH KELLY**  
TREASURER AND TAX COLLECTOR

## **COUNTY OF LOS ANGELES TREASURER AND TAX COLLECTOR**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 437, Los Angeles, California 90012  
Telephone: (213) 974-2101 Fax: (213) 626-1812  
ttc.lacounty.gov and lacountypropertytax.com

**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

November 14, 2017

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

Dear Supervisors:

### **TREASURER AND TAX COLLECTOR RECOMMENDATION TO AWARD A CONTRACT FOR DELINQUENT ACCOUNT COLLECTION SERVICES TO USCB, INC. DBA USCB AMERICA**

**(ALL DISTRICTS - 3 VOTES)**

#### **SUBJECT**

The recommended action is to approve Contract Award to USCB, Inc. dba USCB America (USCB) for the provision of Delinquent Account Collection Services.

#### **IT IS RECOMMENDED THAT YOUR BOARD:**

1. Award and instruct the Chairman of the Board of Supervisors (Board) to sign the attached Contract (Exhibit I) with USCB to provide Delinquent Account Collection Services (DACS) to the Treasurer and Tax Collector (TTC) commencing upon Board approval, for a three-year term, with a commission rate of 15.65 percent on gross collections.
2. Delegate authority to the TTC, or his designee, to execute amendments to the Contract to: (1) exercise the optional three one-year extensions and/or six month-to-month extensions; and (2) add, delete, and/or revise certain terms and conditions as required under federal or state law or regulation, the County of Los Angeles (County), Board, and/or Chief Executive Office policies which are not part of the Statement of Work (SOW).

3. Delegate authority to the TTC, or his designee, to execute change notices to the Contract which do not affect the SOW, Contract Term or Contract Sum or payments, and do not materially alter the Contract, and execute amendments to the Contract which affect the SOW but do not materially alter the Contract, or affect the Contract Term.
4. Delegate authority to the TTC, or his designee, to execute applicable contract amendments should the original contracting entity merge, be acquired, or otherwise have a change of entity.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

In accordance with County Code provisions, the TTC has delegated authority to provide collection services. The TTC staff performs initial collection efforts on behalf of County Departments with the exception of the Department of Health Services and the Probation Department as they have distinct ordinance authority to perform their own collection efforts.

At the point that TTC staff has exhausted internal collection efforts, the TTC will refer uncollected accounts to the recommended firm who will pursue secondary collection efforts. Previously, the TTC contracted with two firms to perform secondary and tertiary DACS. Under that model, the TTC had 60 days to pursue collection efforts before referring the uncollected accounts to the Contractor for secondary DACS. Thereafter, that Contractor had 180 days to pursue collection efforts prior to referring the remaining uncollected accounts to the tertiary Contractor who then had 180 days to pursue final DACS.

Under this recommended contract, TTC staff will have 180 days to pursue collection efforts, which includes sending notices and billings, contacting the debtor, and pursuing small claims, if applicable and warranted, prior to referring the uncollected accounts to the recommended firm who will then have 12 months to pursue secondary DACS. The TTC believes this new model will enhance its collection efforts.

USCB was the prior incumbent for the secondary DACS contract.

### **Implementation of Strategic Plan Goals**

The approval of this Contract is consistent with the County Strategic Plan Strategy III.3 - Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability.

### **FISCAL IMPACT/FINANCING**

There will be no cost to the County since DACS are based on a 15.65 % commission of actual collections with net collections being forwarded to the County.

## **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

California Government Code Section 26220 requires a four-fifths vote of your Board in order to assign delinquent County accounts to a collection agency and Section 31000 allows your Board to contract for these services.

The recommended Contract contains the Board's required provisions, including the requirement for the Contractor to notify and assist its employees with the Federal Earned Income Tax Credit application process, the consideration of qualified GAIN/GROW participants for employment openings, compliance with the Jury Service Program, Safely Surrendered Baby Law, Contractor notification to the County when Contract is within six months from the expiration of the Term of the Contract, and the Contractor's compliance with the Defaulted Property Tax Reduction Program. USCB is not required to perform services that exceed the commission rate, scope of work, or term of the Contract. The Contract expressly provides that the County has no obligation to pay for services by USCB beyond the commission rate. Additionally, the Contract contains performance standards, including liquidated damages for substandard and/or non-performance.

## **CONTRACTING PROCESS**

On April 17, 2017, the TTC released the DACS Request for Proposals (RFP) and posted the solicitation and contracting opportunity announcement under one Commodity Code for Collection Services on the County's "Doing Business with Us" website (Attachment A). This Commodity Code consisted of approximately 225 registered vendors. The TTC also posted the RFP on the TTC's website and emailed it to 51 vendors on the TTC's mailing list (Attachment B). On May 17, 2017, the TTC issued Addendum One which provided a written response to a question asked at the Mandatory Proposers' Conference.

The proposal submission deadline was May 22, 2017. The TTC received two proposals by the due date from USCB and Gila, LLC dba Municipal Services Bureau (MSB). The proposal submitted by MSB was missing certain information; consequently, the TTC issued a Supplemental Data Request and MSB complied by providing the information. An Evaluation Committee comprised of members from the TTC's Tax Collection Branch, Internal Controls Branch, and the Los Angeles County Superior Court, utilized the County's Informed Averaging scoring methodology to score the proposals. The proposal submitted by USCB was the highest ranked, with the lowest commission rate, and most responsive and responsible of the proposals evaluated. The proposal submitted by USCB demonstrated that it has a clear understanding of the SOW requirements and the complexity of the TTC's collection services. USCB has verifiable experience providing DACS as required by the TTC.

On August 30, 2017, the TTC notified the non-awarded proposer, MSB, of the debriefing process. On September 7, 2017, the TTC debriefed MSB and no further action is required.

USCB accepted all of the County's terms and conditions in the Contract without exception. County Counsel has approved the Contract (Attachment Exhibit I) as to form.

The TTC has evaluated and determined that the Living Wage Program (County Code Chapter 2.201) does not apply to the recommended Contract and is exempt from Proposition A (County Code Chapter 2.121).

A summary of the Community Business Enterprise Program Statistical Information for the recommended Contractor is included (Attachment C). On final analysis and consideration of award, the TTC selected the contractor without regard to race/ethnicity, color, religion, sex, national origin, age, sexual orientation, or disability.

#### **IMPACT ON CURRENT SERVICES**

The current Contracts for secondary and tertiary DACS expired on June 30, 2017. On February 28, 2017, the TTC notified USCB to cease providing secondary DACS, and Linebarger Goggan Blair & Sampson, LLP (Linebarger) to cease providing tertiary DACS, for collections received on or prior to June 30, 2017. USCB and Linebarger did not perform work beyond their respective Contract termination date(s). The recommended Contract with USCB for secondary delinquent account collection services will commence upon your Board's approval.

Respectfully submitted,

JOSEPH KELLY  
Treasurer and Tax Collector

JK:KK:KG:NK  
EVT:SE:jm

Attachments (4)

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



Natural History Museum  
of Los Angeles County  
900 Exposition Boulevard  
Los Angeles, CA 90007

tel 213.763.3301  
fax 213.763.7538  
www.nhm.org

**Dr. Lori Bettison-Varga**  
President and Director

November 28, 2017

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

Dear Supervisors:

**HEARING ON INCREASING THE REGULAR ADMISSION AND PARKING FEES AT  
THE NATURAL HISTORY MUSEUM AND GEORGE C. PAGE MUSEUM  
(ALL DISTRICTS)  
3 VOTES**

**SUBJECT**

The recommended actions will allow the Natural History Museum to continue and expand public free accessibility for residents of Los Angeles County and surrounding neighborhoods.

**IT IS RECOMMENDED THAT YOUR BOARD AFTER PUBLIC HEARING:**

1. Find that the proposed actions are exempt from the California Environmental Quality Act (CEQA) because they do not constitute a project pursuant to Section 15378 of the CEQA Guidelines.
2. Set the regular admission fee at \$15, for the Natural History Museum and the George C. Page Museum, effective December 1, 2017.

3. Delegate the authority to the Director to increase parking fees in the future, not to exceed \$20, to align with any future increase in parking fees charged at the adjacent parking lots operated by the State of California or by the Los Angeles County Museum of Art.

### **PURPOSE OF AND JUSTIFICATION FOR THE RECOMMENDED ACTIONS**

The proposed admission and parking fees increase will allow the Natural History Museum (NHM) to raise adult admission fees from \$12 to \$15 at both the NHM in Exposition Park and at the George C. Page Museum at La Brea Tar Pits (Page Museum) in Hancock Park to fund increasing costs associated with NHM's expanded offerings of free public programs, new exhibitions, educational outreach and collections at the facilities and in the community.

NHM, through its agreement with the County, operates and maintains the NHM at the Exposition Park site, the Page Museum in Hancock Park and the William S. Hart Museum in Newhall. Under the agreement between the County and William S. Hart Museum, there is no admission fee charged for accessibility to the collection artifacts on public display at the mansion museum.

The last NHM and Page Museum admission fee increase was in 2011 and parking fee increase was in 2016.

Over the past six years, the NHM has enhanced the guest experience and educational offerings at both Exposition Park and Hancock Park, adding new permanent and special exhibition halls, a new 3 ½-acre Nature Garden, a new Butterfly Pavilion, along with public programs and urban nature initiatives in the communities.

The additional revenue from the proposed admission fee for NHM and Page Museum increase will help defray the rising costs of operating three museum facilities, as well as support new community outreach programs in each district. It will also help to cover the expenses related to the increase in the minimum wage for staff and vendors over the past three years.

For 104 years, the NHM has been one of the most accessible museums in Los Angeles with approximately one third of its 1.3 million annual visitors attending for free, including over 200,000 schoolchildren. NHM attracts one of the most diverse audiences of any museum in the country, reflecting the richness and diversity of Los Angeles County.

#### *Programs and Accessibility*

NHM is committed to remaining accessible through continuing free admission to our three museums for schoolchildren, teachers, active members of the military and underserved community members, including EBT cardholders.

Currently, NHM provides free admission to Los Angeles County residents 13 days throughout the year at the Exposition Park and Hancock Park sites, and offers a rich array of free public programs and activities, including the new Summer Nights in the Garden events during July and August in Exposition Park.

To become even more accessible to the community, NHM will be offering free admission for Los Angeles County residents from 3 to 5 pm, Monday through Friday. This additional free access will be timed to coincide with the admission increase.

In addition, the public is admitted free at all times to the William S. Hart Museum. NHM and Page Museum will also continue their programs of free admission to all student groups with advance reservations from accredited schools, a policy that was initiated in July of 1999.

Moving beyond its own walls into the community, NHM has increased the number of offsite educational programs, including visits of our Mobile Museums (Ocean and Archaeology Experiences) to Los Angeles County schools, serving more than 28,000 students across all districts. A third mobile museum is currently in concept development. We have also expanded citizen science community activities, including wildlife hunts and Bioblitzes in public parks and at County libraries as well as new collaborations with the County Parks & Recreation Department for summer STEAM camps and the Parks After Dark program.

In April 2011, the Board approved an increase in admission price, raising the adult price from \$9 to \$12 to defray increasing costs for enhanced exhibition and education programs. NHM has conducted a comprehensive survey (see Attachment) of other museums in Los Angeles and around the United States and found that the proposed fees are well within the range charged by similar institutions, and are among the lowest in the County.

### *Parking*

NHM in Exposition Park has approximately 220 parking spaces in its Car Park that opened in May 2011. The Car Park and 3 ½ acres of new green space and "learning gardens" replaced the two existing surface parking lots.

In February 2016, NHM requested, and the Board approved, an increase in parking fees from \$10 to \$12 to match the fees at adjacent lots. At that time, the Board approved a motion requesting NHM to return for any future parking fee increases. It is anticipated that the State will increase its parking fees in 2018. In addition, at Hancock Park, the Los Angeles County Museum of Art (LACMA) has also raised their parking fee from \$14 to \$16. This has put pressure on our museum parking lot for visitors to the Page Museum.



To help keep the museum experience as accessible as possible and to reduce the pressure on our parking facilities, we have partnered with METRO to encourage ridership among visitors to the museum and offer a \$2 discount to those who show their TAP cards. Currently 15% of museum visitors come by METRO.

NHM would like for its Director to have the authority to gradually raise NHM parking fees, not to exceed \$20, to align with the adjacent State of California and LACMA's parking lots, while still ensuring for the greatest possible accessibility for our audience.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The County Strategic Plan directs the provisions of Strategy II.2, Expand Access to Recreational and Cultural Opportunities, and Promote Active and Healthy Lifestyles. The recommended actions will allow NHM to generate additional revenue to maintain and increase accessibility to the quality and diversity of programs and exhibit spaces inside and outside the museum.

### **FISCAL IMPACT/FINANCING**

There will be no fiscal impact to the County.  
The proposed admission fees are as follows:

|                  | Current Admissions | Proposed |
|------------------|--------------------|----------|
| Adults           | \$12               | \$15     |
| Seniors/Students | \$9                | \$12     |
| Kids             | \$5                | \$7      |
| Kids 2 & under   | Free               | Free     |

NHM anticipates a minimum net increase of \$1.6 million from admission fees, based on gross revenue generated from the proposed price increase of \$2.1 million less \$530,000 in lost revenue related to the extended free hours of 3 to 5 pm Monday through Friday.

Approval of delegated authority to the Director to increase parking fees will alleviate an unexpected parking expenditure to NHM's operating budget, which is funded by revenue generated by the Natural History Museum Foundation and an annual contribution of net County cost.

All admissions and parking revenue will be retained by the Natural History Museum Foundation to support exhibitions and education programs.

The recommended actions do not affect the net County costs contributions.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

Section 5120 of the Public Resources Code allows your Board to exercise any power necessary and proper to promote the objects and purposes of NHM.

A public hearing is required pursuant to Government Code Section 66018 prior to the approval of new fees.

A Notice of Public Hearing was published by the Executive Office in accordance with Government Code Section 6062a, as required by Section 66018 of the Government Code.

With regard to fees imposed by local government, Proposition 26 amends Article XI 11 of the California Constitution (Proposition 218), to provide that any charge by a local government is deemed to be a tax, unless the charges qualify for one or more of the seven expressly enumerated exceptions. Charges imposed for entrance to and use of local government property are a specific exception.

The proposed increases in admission and parking fees are specifically for entrance to and use of NHM and Page Museum and help defray the cost of enhanced exhibition and education program for the specific benefit or privilege to the patrons, and constitute a charge for services to the payer for enrichment in history and science programs. Therefore, the proposed increases in both the admission and parking fees are not impacted by Proposition 26.

### **CONTRACTING PROCESS**

Not Applicable.

### **ENVIRONMENTAL DOCUMENTATION**

Find that the proposed increases to the admission and parking fees at NHM are exempt from the California Environmental Quality Act (CEQA) because they do not constitute a project pursuant to Section 15378 of the CEQA Guidelines.

### **IMPACT ON PROGRAMS**

These recommendations will permit NHM to increase and continue to offer quality exhibits, educational programs, and accessibility to a wide audience of visitors at all its facilities.

**CONCLUSION**

It is recommended that the Executive Office, Board of Supervisors, return two certified copies of the Minute Order, and the adopted and stamped Board letter to NHM for further processing.

Respectfully submitted,

Dr. Lori Bettison-Varga  
President and Director

LBV:DKM:mg

Attachment

c: Executive Office, Board of Supervisors  
Chief Executive Officer  
County Counsel  
Auditor-Controller  
President, Natural History Museum Foundation  
President, Board of Governors

## Attachment

### Comparable Pricing Benchmarks 2010-2017

|                                    | 2010/2011                      | 2017       | % Change |
|------------------------------------|--------------------------------|------------|----------|
|                                    | <u>ADULT GENERAL ADMISSION</u> |            |          |
| Natural History Museum             | \$12.00                        | \$15.00    | 25%      |
| La Brea Tar Pits and Museum        | (current)                      | (proposed) |          |
| The Autry Museum                   | \$9.00                         | \$14.00    | 56%      |
| Discovery Cube                     | \$12.95                        | \$17.95    | 39%      |
| Huntington Library (weekend)       | \$20.00                        | \$29.00    | 45%      |
| LACMA*                             | \$15.00                        | \$15.00    | 0%       |
| Los Angeles Zoo                    | \$13.00                        | \$21.00    | 62%      |
| Long Beach Aquarium of the Pacific | \$25.00                        | \$29.95    | 20%      |
| Petersen Automotive Museum         | \$10.00                        | \$16.00    | 60%      |
| California Science Center          | Free                           | Free       | 0%       |
| The Getty Center                   | Free                           | Free       | 0%       |
| American Museum of Natural History | \$16.00                        | \$23.00    | 44%      |
| California Academy of Science, SF  | \$24.95                        | \$35.95    | 44%      |
| The Field Museum, Chicago          | \$15.00                        | \$22.00    | 47%      |

\* Admission increase anticipated over the next year



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Hilda L. Solis  
Mark Ridley-Thomas  
Sheila Kuehl  
Janice Hahn  
Kathryn Barger

# COUNTY OF LOS ANGELES WORKFORCE DEVELOPMENT, AGING AND COMMUNITY SERVICES

3175 West Sixth Street • Los Angeles, CA 90020

Tel: 213-738-2600 • Fax 213-487-0379



wdacs.lacounty.gov

Cynthia D. Banks  
Director

Otto Solórzano  
Chief Deputy

*Connecting Communities and Improving the Lives of All Generations*

November 21, 2017

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:

**APPROVE SOLE SOURCE CONTRACT EXTENSION WITH MEDIWARE HUMAN  
AND SOCIAL SERVICES, INC. DBA HARMONY INFORMATION SYSTEMS, INC.  
FOR THE PROVISION OF CASELOAD TRACKING SOFTWARE FOR  
ADULT PROTECTIVE SERVICES  
(ALL SUPERVISORIAL DISTRICTS) (3-VOTES)**

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

## SUBJECT

Workforce Development, Aging and Community Services (WDACS) seeks delegated authority to execute a sole source contract extension, not to exceed five (5) years, with Mediware Human and Social Services, Inc., a Delaware corporation, dba Harmony Information Systems, Inc. (Harmony), for the provision of a commercial-off-the-shelf (COTS) software application that allows caseload tracking of the Department's Adult Protective Services (APS) clients. The current Harmony Agreement will expire on December 5, 2017. WDACS is seeking the contract extension since the Harmony system effectively meets the County of Los Angeles' (County) needs, the market has not yielded better alternatives, and there are operational risks and costs associated with implementing a new system.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Delegate authority to the Director of WDACS, or her designee, to approve and execute a sole source contract amendment with Harmony in substantially similar form to Attachment I subject to review and approval by County Counsel as to form. The amendment extends the contract term for five (5) years commencing on December 6, 2017 through December 5, 2022 for the provision of a COTS software application that allows caseload tracking of the Department's APS clients for a total amount of \$1,558,975 for hosting, maintenance, and licensing fees. Overall funding for this contract is subject to the availability of funds and contractor's performance.
2. Authorize the Director of WDACS, or her designee, to: a) execute contract amendments as needed throughout the Harmony contract term, effective December 6, 2017 to December 5, 2022, to add, when necessary, any newly enacted or updated County, state, or federal contract language or contract terms; and b) to increase or decrease the maximum contract amounts in response to the availability of funding received, and based on the contractor's performance provided that: (i) the rates do not exceed the maximum allowed rates as indicated in the agency's contract, and the total allocation does not exceed funding availability; (ii) approval as to form is obtained from County Counsel prior to any such amendments; and (iii) the Director of WDACS, or her designee, confirms in writing to your Board and the Chief Executive Office (CEO), within 30 days after any amendments have been executed.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The recommended actions will allow WDACS to extend the current contract as a sole source agreement with Harmony for five (5) years beyond its current agreement with WDACS. WDACS is seeking this extension since the Harmony for APS (HAPS) system effectively meets the County's needs, and the market has not yielded better alternatives. WDACS has worked closely with Harmony since 2010 to enhance the HAPS system to ensure it meets the County's needs. Moreover, the significant benefits of the current HAPS system outweigh the operational risks and costs associated with implementing a new system as follows:

**Critical Need/Operational Risks**

Harmony provides a hosted solution that is critical to the WDACS APS team in providing crisis intervention services for older and dependent adults who are victims of abuse and neglect in the community. This system provides real-time case management services to all APS offices, social workers and management staff. The HAPS web-based case intake capabilities enable social workers, members of the public and mandated reporters to instantly and securely report abuse or neglect allegations. The system also allows users to run instant reports according to specific geographic area, which is critical in the



provision of emergency services to older adults when there are weather-related or other emergencies.

The Department has worked closely with Harmony to customize the HAPS system to address the County's varied and increasing caseload. For example, APS line staff can use the HAPS system to categorize incoming client cases for specialized handling by directing cases to the appropriate staffing unit within the system. WDACS has also created caseload reports that allow for faster processing of cases and uses the HAPS system to ensure caseloads are equalized among all APS offices and social workers. In addition, WDACS is currently working with Harmony to rollout the latest version of the software, HAPS 8.3, which has advanced functionality that further distances this product from other competing solutions. Some of these capabilities include user personalization of system workflows to enhance productivity, and enhanced assessment functionality that enables creation of consumer assessment forms to assist in identifying issues and needed services.

The operational risks of implementing a replacement system include: potential disruption of functionality during system transition that could interrupt mandated data reporting; encumbering social workers, who have mastered the HAPS system, with a significant learning curve that may hinder efficiency and contribute to data entry and reporting errors; and extensive time and cost spent engaging with a new vendor unfamiliar with WDACS' operations. These conditions may contribute to a delayed response to suspected client abuse, putting lives at risk.

### Cost Savings

The Department performed a cost analysis of issuing an APS system Request for Proposals (RFP) and determined the procurement process alone would cost, at a minimum, \$106,842, regardless of whether a new vendor is selected and awarded a contract. In addition, there would be additional implementation costs associated with the transition to a new vendor. We estimate these costs would exceed \$350,000, including data migration, sandbox testing and deployment of software configuration. We do not anticipate cost savings or service improvements from a new vendor that would outweigh these costs, especially given the lack of competitive products in today's marketplace for this specialized software.

### Compliance and Reporting

The HAPS system complies with programmatic and reporting requirements mandated by the California Department of Social Services (CDSS) APS Handbook and Sections 15658(b) (1) and (2) of the Welfare and Institutions Code. For example, HAPS enables APS to track and report allegations of abuse and the results of the investigations of those allegations. The HAPS system generates a comprehensive report in the CDSS format with the necessary details of reports of alleged abuse received, abuse types, client

demographics, etc. In addition to meeting State requirements, WDACS can use the HAPS system to provide the Board with information and reports on County residents who are reported to WDACS/APS as suspected victims of abuse.

### **Implementation of Strategic Plan Goals**

The recommended actions support: (1) Goal II, Strategy II.2 – Support the Wellness of Our Communities, (2) Goal III, Strategy III.2 – Embrace Digital Government for the Benefit of Our Internal Customers and Communities and (3) Goal III, Strategy III.3 – Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability.

### **FISCAL IMPACT/FINANCING**

There is no impact on Net County Costs. The \$1,558,975 estimated contract amount consists of state funds provided by the CDSS and will continue to be requested in WDACS' annual fiscal year budget during the extended contract term.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

WDACS operates the largest APS network in California. Approximately 4,000 cases of abuse and neglect are reported to APS each month, up from 2,400 cases per month in 2011—almost a 67% increase in just over six years. APS uses the HAPS case management system to effectively manage a growing caseload of significant scale.

WDACS entered into a contract with Harmony on March 31, 2010. On May 6, 2014, Mediware Information Systems, Inc. acquired Harmony, and formally changed its name to Mediware Social & Human Services on October 7, 2015. WDACS continues to contract with Mediware Human & Social Services, Inc. dba Harmony.

The proposed amendment with Harmony will extend the contract term for five (5) years from December 6, 2017 through December 5, 2022. The total budgeted cost for the extension will be \$1,558,975 and will cover hosting, maintenance, and licensing fees.

The Agreement includes all Board of Supervisors' required provisions.

The Chief Information Officer (CIO) has reviewed this item and is recommending approval. The CIO determined that because the Amendment only extends the existing subscription, hosting and support services, no formal CIO Analysis is required.

### **CONTRACTING PROCESS**

Harmony was selected in March of 2010, following a competitive RFP process for qualified vendors for an APS case management caseload system released on



August 24, 2009. The Board authorized an Agreement with Harmony on March 30, 2010, for a five (5)-year term with two (2) optional one (1)-year extensions.

The Harmony Agreement became effective on March 31, 2010 and is set to expire on December 5, 2017. WDACS notified your Board on September 21, 2017 of its intent to enter into a sole source contract amendment with Harmony to extend the contract term for five (5) years.

WDACS will execute a sole source contract amendment with Harmony for a maximum contract term not to exceed five (5) years, commencing on December 6, 2017 through December 5, 2022, for a total amount estimated at \$1,558,975.

The required Sole Source Checklist and justifications have been approved by CEO and are included herein as Attachment II.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Approval of the recommended actions will ensure the ongoing and uninterrupted provision of APS services throughout the County thereby enabling WDACS to continue providing protective services to older and dependent adults in an efficient and comprehensive manner.

**CONCLUSION**

Should you have any questions, you may contact me directly, or your staff may contact Mr. Kevin Anderson, Special Assistant, at [kanderson@wdacs.lacounty.gov](mailto:kanderson@wdacs.lacounty.gov)

Respectfully submitted,

Reviewed by:

CYNTHIA D. BANKS  
Director

WILLIAM KEHOE  
Chief Information Officer

CDB:OS:JM:HK

Enclosures

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

## SOLE SOURCE CHECKLIST

For Procurement of the Mediware DBA Harmony Information Systems, Inc.  
HAPS System

| Check<br>( <input type="checkbox"/> ) | <b>JUSTIFICATION FOR SOLE SOURCE CONTRACTS</b><br>Identify applicable justification and provide documentation for each checked item.  |
|---------------------------------------|---|
|                                       | > Only one bona fide source (monopoly) for the service exists; performance and price competition are not available. Monopoly is an <i>"Exclusive control of the supply of any service in a given market. If more than one source in a given market exists, a monopoly does not exist."</i>  |
|                                       | > Compliance with applicable statutory and/or regulatory provisions.<br>Please see attached.  |
| ✓                                     | > Compliance with State and/or federal programmatic requirements.<br>Please see attached.   |
|                                       | > Services provided by other public or County-related entities.   |
|                                       | > Services are needed to address an emergent or related time-sensitive need.  |
|                                       | > The service provider(s) is required under the provisions of a grant or regulatory requirement.  |
|                                       | > Additional services are needed to complete an ongoing task and it would be prohibitively costly in time and money to seek a new service provider.   |
|                                       | > Maintenance service agreements exist on equipment which must be serviced by the original equipment manufacturer or an authorized service representative.  |
| ✓                                     | > It is more cost-effective to obtain services by exercising an option under an existing contract.<br>Please see attached.  |
| ✓                                     | > It is in the best economic interest of the County (e.g., significant costs to replace an existing system or infrastructure, administrative cost savings and excessive learning curve for a new service provider, etc.) In such cases, departments must demonstrate due diligence in qualifying the cost-savings or cost-avoidance associated with the best economic interest of the County.<br>Please see attached. |

Matthew McEl...

Chief Executive Office

10/26/17

Date

The Harmony for Adult Protective Services (HAPS) system is a hosted caseload tracking solution supported by Mediware DBA Harmony Information Systems, Inc. (Harmony) and accessed via the web. This system supports 100% of WDACS' social work and management staff and their respective duties. This system has extensive automated supervisory and management capabilities that is available in real time, which allows real time tracking of Los Angeles County aged and at-risk consumers by all levels of WDACS APS line staff and management. Field investigations are stored electronically within the system and retrieved to review history by any authorized staff.

### **Compliance with State and/or federal programmatic requirements.**

#### **HAPS Solution**

California Department of Social Services (CDSS) mandates reporting on all facets of the delivery of Adult Protective Services (APS) in the State (Section 33-120, Data Collection and Statistical Reporting Requirements of the CDSS APS handbook and Sections 15658(b) (1) and (2) of the Welfare and Institutions Code). Their guidelines make it necessary to have a system that will allow for the extraction of detailed data so that a comprehensive and factual report can be generated. Harmony's HAPS system fills that role for WDACS.

During this contract period, CDSS has completely revamped the guidelines on caseload managing and reporting, putting in place a much more comprehensive tracking criteria. Since the contract calls for the vendor to make any system enhancements to ensure compliance with State regulatory changes, we were able to meet the State's requirements at no cost. These changes necessitate us having a system in place that can meet the State's guidelines. Not having HAPS would put the Department at risk of not being able to comply with the policies.

Additionally, APS uses the HAPS case management system to effectively manage a growing caseload of significant scale. WDACS has experienced a 60% jump in its APS caseload in the last 6 years where approximately 4,000 cases of abuse and neglect are now reported to APS each month. This overwhelming client population is effectively managed not only on a macro level, (by way of the system's ability to equitably redistribute caseloads by location and staff) but on an individual case management level where social workers are able to comply with caseload activity time frames that are mandated by CDSS' APS program requirements. One of the many attributes of HAPS is that it notifies the social worker of certain actions or milestones that must be attained on a case within the State's required deadlines. For instance, an automatic notice will alert the social worker that a follow up home call to the client must be made within 30 days from the initial face-to-face contact. The system may also alert the social worker that a response to an emergency is needed within 48 hours. These serve as safeguards to not only ensure that the County complies with the State's regulations, but that no lives are harmed or placed in further jeopardy.

Last of all, the system also allows the department to cross report abuse allegations to law enforcement as required by State regulations. If there is an APS case of suspected abuse being reported by another individual or agency, the HAPS system generates a cross reporting document that goes to the respective law enforcement agency for investigation based on jurisdiction.

**It is more cost-effective to obtain services by exercising an option under an existing contract and it is in the best economic interest of the County.**

Authorizing WDACS to extend the Harmony contract for five years allows WDACS to reap benefits from the customization that was done to configure the application to the Department's workflows. The HAPS system has continually improved to meet the County's increasing demands. Since 2010, WDACS has worked closely with Harmony to modify and enhance the HAPS system to address the County's increasing caseload, which supports the social workers who use the system. WDACS is currently working with Harmony to rollout their newer version of the software, HAPS 8.2, which has advanced functionality that further distances this product from other competing solutions. Some of these capabilities include user personalization for improved productivity, enhanced assessment functionality and powerful workflow tools.

Due to the large caseload in the County and the complexity of cases, HAPS is one of the three market leaders among all APS software options and is used in two other counties within California and in ten (10) states. Our initial analysis shows that the market has not currently yielded better alternatives to HAPS. The requested extension allows WDACS to monitor the marketplace as it evolves and to consider other alternatives in a future bidding process.

This financial review is based upon the following reference points:

- o The HAPS systems were selected using a formal Request for Information/Request for Proposals (RFP) process within County guidelines, approved by all requisite levels of County Administration
- o There are no significant limitations or operational issues with the system
- o Vendor has released a steady progression of improvements and upgrades to the system
- o The current competitive landscape has not yielded any new options that can benefit WDACS and its program participants

WDACS has analyzed the acquisition costs for the APS system. The calculations include the direct costs associated with staff and consultant time, covering multiple stages of the RFP and implementation processes. Table 1.0 quantifies the costs to develop the RFP, handle proposals, conduct the evaluations, select the winner, configure the new system, perform testing, execute the training sessions and complete the operational transition. The analysis presents three scenarios with projected costs and the ratio of those costs to the estimated services fees of the contract.

The APS system RFP process would cost a minimum of \$106,842, regardless of whether a new vendor is selected and awarded a contract. If another vendor were to win the bid, the system would need to produce a net present value of quantifiable cost savings or service improvements that exceed \$463,604. Given the lack of competitive products in today's marketplace for this specialized software, that outcome is highly unlikely. Further, consider that the administrative cost of changing systems for APS is 21% of the projected overall contract cost. This is an excessive amount of overhead relative to the service value.

Table 1.0. - Cost Scenarios for APS System Procurement

| Scenario                  | RFP Process Cost | Implementation Costs | Total Costs | % of Contract Services Fees |
|---------------------------|------------------|----------------------|-------------|-----------------------------|
| RFP with no vendor change | \$106,842        | \$0                  | \$106,842   | 5%                          |
| RFP with new vendor       | \$106,842        | \$356,762            | \$463,604   | 21%                         |
| Contract Extension        | \$0              | \$0                  | \$0         | 0%                          |



October 11, 2017

TO: Each Supervisor

FROM: Mark Pestrella  
Director of Public Works

**ADVANCE NOTIFICATION- INTENT TO NEGOTIATE WITH VENDOR AND SUBMIT REQUEST TO AWARD A SOLE-SOURCE CONTRACT AMENDMENT WITH N. HARRIS COMPUTER CORPORATION TO UPGRADE THE INTERACTIVE VOICE RESPONSE CUSTOMER SERVICE SYSTEM FOR LOS ANGELES COUNTY WATERWORKS DISTRICTS**

In compliance with Board Policy 5.100, which mandates advance notification to the Board prior to commencing negotiations for sole-source contracts, this memorandum is to advise the Board of Public Works' intent to commence contract negotiations to enter into a sole-source contract amendment with N. Harris Computer Corporation (N. Harris) for an upgrade to the Los Angeles County Waterworks Districts' (Districts) Interactive Voice Response (IVR) program of the automated customer service system for an estimated not-to-exceed cost of \$220,000, including contingencies.

The duration of the proposed amendment would be up to 8 years from the date of execution, which would include an initial term of 3 years for the IVR upgrade and maintenance and a 5-year renewal option for maintenance, if exercised, consistent with the remaining potential contract term of the Districts' existing contract with N. Harris.

The funding for the amendment would be financed from the Fiscal Year 2017-18 Waterworks District General Fund Budget. Financing for subsequent years would be made available through the annual budget process.

**Background**

In February 2009, the Board approved a contract for a Comprehensive Customer Information System (CIS) Solution with N. Harris for a maximum contract amount of \$2.75 million and two 5-year renewal options for maintenance service at an annual cost of \$146,000. The CIS contract is currently in the second year of the first 5-year renewal option. The Paymentus IVR was installed as part of the original CIS contract and maintenance is ongoing with N. Harris through their subcontractor, Paymentus. Under this amendment, the IVR would be upgraded at an estimated initial cost of \$56,000 for migration to the cloud, systems integration, and software configuration and an additional cost of approximately \$164,000 for maintenance/support for the remaining contract term, including the optional 5-year renewal, if exercised.

IVR is an interactive voice response software service that provides the Districts' customers with the ability to access customer account information, electronically pay water bills, and update customer information. IVR enables the Districts' staff to administer customer notifications and manage/enforce customer payment options.

The existing on-premises IVR has reached end of life. Hardware replacement parts and software updates are no longer available. IVR's acceptance of check payments has been disabled since December and customer access to IVR phone ports have been intermittently interrupted due to IVR's incompatibility with the upgraded payment processor application. Through the IVR maintenance agreement with N. Harris, temporary solutions were implemented to improve the stability and performance of the existing system, including the installation of a monitoring application and a more robust monthly maintenance program. While they have substantially improved continuous IVR functionality, check payments are still disabled and the stability and performance of the existing IVR remain a significant concern. A long-term solution is necessary.

The proposed amendment to the N. Harris contract would implement an upgrade to change the on-premises IVR to a vendor-hosted, cloud-based system, which would stabilize, restore, and increase performance of IVR functions. Public Works' in-house maintenance efforts and related staff costs would be reduced, check payments would be reestablished, and additional customer service features, such as the ability for customers to transfer from delinquent robo-call notifications to the payment processor and enhanced payment arrangement options, would be provided.

#### Justification for Sole-Source

Public Works is seeking approval to enter a sole-source amendment to the contract with N. Harris to implement the upgrade to the Paymentus IVR to a cloud-based solution based on the two following sole source justifications:

1. Additional services are needed to complete an ongoing task and it would be prohibitively costly in time and money to seek a new service provider. Paymentus is a proprietary IVR software that is a critical component of the ongoing CIS solution that serves Waterworks Districts' customers. Public Works has evaluated the leading IVR software vendors over a 10 month period and determined that each would require installation of their own proprietary software and the vendor would need to develop integration compatibility with the existing billing application and with the payment processor application. Paymentus is the sole vendor to provide services to its IVR which is currently fully integrated into the existing CIS solution. N. Harris and its subcontractor have extensive knowledge of the current Waterworks IVR environment. For ongoing viability of the existing Paymentus IVR component of the CIS solution, this amendment and migration to cloud-based IVR services would cost approximately \$220,000 for the remaining potential contract term and would take 6 months to fully implement. If Public Works were to undertake a solicitation for a new vendor for IVR software to be customized to integrate into the CIS solution, the cost and time would double since other vendors

would be required to substantially customize their software to meet DPW's IVR requirements. The proposed contract amendment to upgrade the IVR to a cloud-based system would provide maximum compatibility and seamless application integration more quickly and at a lower cost than would be incurred with a new vendor and IVR software. Paymentus IVR customer user interface is optimal for customer ease of use and will minimize the implementation time as well as the cost and time to train staff.

2. Maintenance service agreements exist on equipment which must be serviced by the original equipment manufacturer or an authorized service representative. The current CIS maintenance service agreement with N. Harris has 3 years remaining and another 5-year optional contract extension for ongoing maintenance to the existing IVR component of the CIS system maintained by N. Harris. The existing IVR is proprietary and must be maintained by Paymentus Corporation, a subcontractor to N. Harris. The proposed sole-source contract amendment with N. Harris would complement the existing CIS maintenance service contract for the Paymentus IVR application without impacting the maintenance of other CIS components. The terms of the proposed amendment would coincide with the potential remaining contract term, including extensions, for the existing contract.

We will work with County Counsel to negotiate this contract amendment with N. Harris and will return to the Board for approval. If you have any questions, please call me or your staff may contact Angela George, Deputy Director, at (626) 458-4012.



## SOLE SOURCE CHECKLIST

| Check<br>(✓) | <b>JUSTIFICATION FOR SOLE SOURCE CONTRACTS</b><br>Identify applicable justification and provide documentation for each checked item.  |
|--------------|---|
|              | ➤ Only one bona fide source (monopoly) for the service exists; performance and price competition are not available. Monopoly is an <i>"Exclusive control of the supply of any service in a given market. If more than one source in a given market exists, a monopoly does not exist."</i>  |
|              | ➤ Compliance with applicable statutory and/or regulatory provisions.  |
|              | ➤ Compliance with State and/or federal programmatic requirements.   |
|              | ➤ Services provided by other public or County-related entities.   |
|              | ➤ Services are needed to address an emergent or related time-sensitive need.  |
|              | ➤ The service provider(s) is required under the provisions of a grant or regulatory requirement.  |
| ✓            | ➤ Additional services are needed to complete an ongoing task and it would be prohibitively costly in time and money to seek a new service provider.   |
| ✓            | ➤ Maintenance service agreements exist on equipment which must be serviced by the original equipment manufacturer or an authorized service representative.  |
|              | ➤ It is more cost-effective to obtain services by exercising an option under an existing contract.  |
|              | ➤ It is in the best economic interest of the County (e.g., significant costs to replace an existing system or infrastructure, administrative cost savings and excessive learning curve for a new service provider, etc.) In such cases, departments must demonstrate due diligence in qualifying the cost-savings or cost-avoidance associated with the best economic interest of the County. |

\_\_\_\_\_  
Chief Executive Office

\_\_\_\_\_  
Date



## TASTE OF SOUL 2017 OVERVIEW

**Event Purpose:** To bring the Greater Los Angeles County together in an effort to highlight diversity and to encourage the enjoyment, and appreciation of all families in an atmosphere of respect, peace, pride, and pleasure.

**Audience:** The event is attended by over 350,000 women, men, students, children, and dignitaries from the Southern California area and visitors from across the United States.

**Outcomes and Benefits to the County:** With dedicated space for the County family (The County Pavilion) which will include 28 participating County departments, the County will have an opportunity to provide services with an emphasis on:

- Health Integration
- Child Protection
- Justice Reform
- Environmental Monitoring and Oversight
- Workforce Development
- Homeless Prevention

Following is a list of the participating departments:

|  |                                     |                                 |  |
|--|-------------------------------------|---------------------------------|--|
| 1) Alternate Public Defender   | 2) Animal Care and Control          | 3) Arts Commission (BOS)        | 4) Beaches and Harbors                                   |
| 5) Chief Executive Office (Office of Emergency Management and Homeless Initiative) | 6) Child Support Services           | 7) Children and Family Services | 8) Community Development Commission/Housing Authority    |
| 9) Consumer and Business Affairs   | 10) County Counsel                  | 11) Fire                        | 12) Ford Theatres (BOS)                                  |
| 13) Health Services  | 14) Human Resources                 | 15) Internal Services           | 16) Mental Health  |
| 17) Military and Veterans Affairs  | 18) Parks and Recreation            | 19) Probation                   | 20) Public Defender                                      |
| 21) Public Health  | 22) Public Library                  | 23) Public Social Services      | 24) Public Works   |
| 25) Regional Planning  | 26) Registrar-Recorder/County Clerk | 27) Treasurer and Tax Collector | 28) Workforce Development, Aging, and Community Services |

Departments will also provide information on jobs and employment preparation, veterans' services, voter registration, public safety, affordable housing, community services, disaster preparedness, and healthy living. This year, the Pavilion welcomes the Ford Theatres, which has partnered with the Lula Washington Dance Theatre for interactive dance activities.

Once again, the Department of Human Resources, and other departments, will conduct on-site interviews for eligible candidates of the Veterans' Internship Program and the Career Development Internship.

The Pavilion will be highly visible and accessible to the event participants. County employees will also serve as Ambassadors to guide attendees to the Pavilion. This may be the largest recruitment and outreach effort attended by the County; further, the model can be replicated in all districts.



# INVITATION

BAKEWELL MEDIA PRESENTS

**12th Annual**

# Taste of Soul

**2017**  
**Family Festival**

## VIP RECEPTION

SALUTE TO THE LEGACY OF MOTOWN

**DANNY J. BAKEWELL, SR.**

FOUNDER/CREATOR OF TASTE OF SOUL AND CHAIRMAN OF BAKEWELL MEDIA  
INVITES YOU TO THE VIP RECEPTION FOR THE 12TH ANNUAL  
2017 TASTE OF SOUL FAMILY FESTIVAL

**DATE: FRIDAY, OCTOBER 20, 2017**

**5:30PM - 8:30PM**

CALIFORNIA AFRICAN AMERICAN MUSEUM (CAAM)  
600 STATE PARK DRIVE - EXPOSITION DRIVE  
LOS ANGELES, CALIFORNIA 90037

**RSVP** [TASTEOFSOUL@LASENTINEL.NET](mailto:TASTEOFSOUL@LASENTINEL.NET)  
OR CALL 323-299-3800

COMPLIMENTARY FOOD & BEVERAGES



### CHAIRS:

MAYOR ERIC GARCETTI, CITY OF LOS ANGELES • SUPERVISOR MARK RIDLEY-THOMAS, COUNTY OF LOS ANGELES  
PRESIDENT OF LA CITY COUNCIL, HERB WESSON • COUNCILMAN MARQUEECE HARRIS-DAWSON

### CO-CHAIRS:

CONGRESSMEMBER KAREN BASS • COUNCILMEMBER CURREN PRICE  
ASSEMBLYMEMBER SEBASTIAN RIDLEY-THOMAS  
ASSEMBLYMEMBER REGGIE JONES-SAWYER • ASSEMBLYMEMBER AUTUMN BURKE  
LAUSD DISTRICT 1 GEORGE McKENNA • KCBS-CHANNEL 2 PAT HARVEY  
LAW FIRM: IVIE, McNEILL & WYATT



**GO METRO**

**PARKING \$15**

Enter at 39th St. & Figueroa

**UBER**

Enter at 600 State Park Dr.  
at Exposition Dr. (90037)

[WWW.TASTEOfSOULLA.ORG](http://WWW.TASTEOfSOULLA.ORG)





# TWO MORE WEEKS!

## 2018 ANNUAL BENEFITS ENROLLMENT DUE

October 1 – October 31, 2017

Log in to [mylacountybenefits.com](http://mylacountybenefits.com) on your computer, smartphone or tablet, or call (888) 822-0487.

### Remember you must enroll to:

- Waive (or continue to waive) medical coverage (*if eligible*)
- Switch medical or dental plans
- Add or remove dependents
- Participate, or continue participation, in a Health Care or Dependent Care Spending Account
- Buy Elective Annual Leave Days for 2018 (*MegaFlex participants only*)

If you miss the benefit enrollment deadline, you must wait until October 2018 to make changes to your benefits (unless you have a qualified life event). This means your changes will not take effect until January 2019.  
**Enroll today!**



Enroll by the  
deadline at  
Midnight  
October 31, 2017

**CALL THE BENEFITS  
HOTLINE WITH QUESTIONS**

(213) 388-9982 from  
8:00 a.m. to 5:00 p.m.,  
Monday through Friday