

**BOARD OF SUPERVISORS**

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**Chief Executive Office.**

**COUNTY OF LOS ANGELES**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, CA 90012  
(213) 974-1101 ceo.lacounty.gov

**Chief Executive Officer**

Fesia A. Davenport

"To Enrich Lives Through Effective and Caring Service"

January 23, 2024

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

Dear Supervisors:

**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

25 February 6, 2024

JEFF LEVINSON  
INTERIM EXECUTIVE OFFICER

**APPROVE THE USE OF INFORMATION TECHNOLOGY INFRASTRUCTURE FUNDS TO  
PROCURE AND IMPLEMENT DECISION LENS PRIORITIZATION SOFTWARE AND AN  
APPROPRIATION ADJUSTMENT FOR FISCAL YEAR 2023-24  
(ALL DISTRICTS) (4-VOTES)**

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

**SUBJECT**

The Chief Executive Office (CEO) is requesting the Board of Supervisors (Board) approval of an appropriation adjustment to use \$430,000 from the County of Los Angeles' (County) Information Technology Infrastructure Fund for first-year software licensing and support service fees for Decision Lens prioritization software.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Approve and authorize the use of \$430,000 from the Information Technology Infrastructure Fund for first-year software licensing and support service fees for Decision Lens prioritization software.
2. Approve an appropriation adjustment to reallocate \$430,000 in the Information Technology Infrastructure Fund from Services & Supplies to Other Financing Uses, and to increase the Project and Facility Development Services & Supplies budget, to fund the first-year software licensing and support service fees for Decision Lens prioritization software.

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

The CEO oversees the County's \$46.7 billion annual operating budget, which includes an annual capital budget of over \$2 billion. Requests for both operating and capital funding far exceed available resources, requiring trade-offs among competing priorities. Recognizing this situation, the Board has raised the need for a systematic approach to plan and prioritize capital investments.

Developing recommendations on how to allocate the County's limited budgetary resources is challenging and evaluating trade-offs between multiple competing priorities is a complex and time-consuming exercise. CEO staff recognizes the need to continuously modernize its evaluation methodology based on the Board's priorities and to refine its approach to data-driven decision-making. This is especially important in the CEO's Asset Management Branch (AMB), which manages a portfolio of approximately 72 million square feet of owned and leased space, and over \$2 billion in capital projects annually.

Decision Lens is an off-the-shelf, cloud-based prioritization software product that helps institutions make strategic decisions when funding is limited. This software provides robust functionality including the ability to:

- Assess multiple variables and modify the weight of each
- Develop multiple prioritization schemes to assess comparative scoring and risks
- Understand near-term and future funding implications of various schemes

Procurement and implementation of Decision Lens software will provide the CEO's AMB with new analytical tools to support priority-driven capital planning, in alignment with the Board's desire to allocate the County's resources based on identified priorities and objective criteria. This process will support the Board's goal of targeting limited dollars needed for public services.

## **Implementation of Strategic Plan Goals**

The recommended action supports the County's Strategic Plan goal of realizing tomorrow's Government Today, specifically Strategy III.2 – Embrace Digital Government for the Benefit of our Internal Customers and Communities and Strategy III.3 – Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability of the County Strategic Plan. In addition, Decision Lens supports the following Objectives in the CEO's 2020 Strategic Asset Management Plan: No. 4 – Guide Strategic Decision-Making and Objective No. 5 – Fund Highest Priority Needs.

## **FISCAL IMPACT/FINANCING**

The Information Technology Infrastructure Fund, governed by the Information Technology Investment Board (ITIB), was established to fund technology projects that improve the delivery of services to the public; generate operational improvements to one or more departments or programs; and improve interdepartmental or interagency collaboration.

The first-year cost of services provided by Decision Lens is not to exceed \$430,000. This includes \$350,000 for software licensing and \$80,000 for support services. The County's ITIB approved using the Information Technology Infrastructure Fund to pay for these services.

Approval of the attached appropriation adjustment will reallocate \$430,000 in the Information Technology Infrastructure fund from Services & Supplies to Other Financing Uses and increase the Project and Facility Development Services & Supplies budget, to fund the first-year software licensing cost and support service fees for Decision Lens prioritization software.

Funding for future year costs for the software license and support service fees will be provided through existing appropriation in either the Project and Facility Development budget, or various operating funds, special funds, and other funding sources. No new Net County Cost (NCC) will be required.

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

The CEO will comply with the Office of the Chief Information Officer (CIO) established security standards and protocols for all departments that ensure effective informational and cybersecurity safeguards aligned with business needs, including a requirement that cloud platforms should undergo regular perimeter penetration testing to identify potential vulnerabilities and remediation measures.

In compliance with Board Policy 6.020 – Chief Information Office Board Letter Approval, the CIO has reviewed the information technology components of this request and recommends approval. A formal CIO Analysis will be completed. Also, the CIO reviewed and approved the business case for this project and approved the IT Investment Board submission.

### **CONTRACTING PROCESS**

In January 2023, the CEO released a Request for Information to determine the availability of off-the-shelf prioritization software; a total of 21 responses were received. The CEO conducted interviews and software demonstrations with five firms, selected based on the suitability and functionality of the software, experience with large public-sector clients, quality of implementation and training support, and procurement efficiency. Two firms were identified as meeting all the Department's requirements, and references were checked for both. The CEO engaged Internal Services (ISD) to identify if either firm had an existing cooperative agreement that would enable efficient procurement. ISD determined that only one firm, Decision Lens, has such an existing agreement.

This is a commodity purchase under the statutory authority of the County Purchasing Agent. The purchase will be requisitioned through, and accomplished by, the County Purchasing Agent in accordance with the County's Purchasing and Contracting policies and procedures.

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

Procurement of the Decision Lens software will provide the CEO with new analytical tools that efficiently support priority-driven capital planning. This aligns with the Board's goal of equitably allocating the County's resources based on identified priorities and defined criteria to best utilize limited resources.

**CONCLUSION**

Upon the Board's approval please forward one adopted copy of this Board letter to the Chief Executive Office, Master Planning Division.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Fesia A. Davenport', written in a cursive style.

FESIA A. DAVENPORT

Chief Executive Officer

FAD:JMN:JTC

KQ:BK:MWT:dj

Enclosures

c: Executive Office, Board of Supervisors  
County Counsel  
Chief Information Office  
Internal Services



**Chief  
Information  
Office**

**Peter Loo**  
ACTING CHIEF INFORMATION OFFICER

# CIO ANALYSIS

BOARD AGENDA DATE:  
1/23/2024

**SUBJECT:**

**APPROVE THE USE OF INFORMATION TECHNOLOGY INFRASTRUCTURE FUNDS TO PROCURE AND IMPLEMENT DECISION LENS PRIORITIZATION SOFTWARE AND AN APPROPRIATION ADJUSTMENT FOR FISCAL YEAR 2023-24**

**CONTRACT TYPE:**

New Contract     Sole Source     Amendment to Contract #: Enter contract #

**SUMMARY:**

**Description:**

The Chief Executive Office (CEO) is requesting the Board’s approval and authorization to use \$430,000 from the Information Technology Infrastructure Fund for first-year licensing and support services fees for Decision Lens prioritization software.

CEO is also requesting approval of an appropriation adjustment to reallocate \$430,000 in the Information Technology Infrastructure Fund from Services & Supplies to Other Financing Uses, and to increase the Project and Facility Development Services & Supplies budget to fund the first-year software licensing and support services fees for Decision Lens Prioritization software.

This is a commodity purchase, not a Board Contract. It will be requisitioned through and accomplished by the County’s Purchasing Agent (Internal Services Department) in accordance with the County’s Purchasing and Contracting policies and procedures. Internal Services Department (ISD) will leverage the State of Utah NASPO Value Point Master Agreement Number AR2472 with Carahsoft Technology Corporation; and the State of California Participating Addendum.

Contract Amount: \$430,000

**APPROVE THE USE OF INFORMATION TECHNOLOGY INFRASTRUCTURE FUNDS TO PROCURE AND IMPLEMENT DECISION LENS PRIORITIZATION SOFTWARE AND AN APPROPRIATION ADJUSTMENT FOR FISCAL YEAR 2023-24**

FINANCIAL ANALYSIS:

Contract costs:

One-time first-year costs

Software licenses.....	\$	350,000
Support Services .....	\$	80,000

**Total Costs: ..... \$ 430,000**

Notes:

Funding for the first year will be provided by the Information Technology Infrastructure Fund. Funding was approved by the IT Investment Board on 11/30/23. The Office of the Chief Information Officer (OCIO) reviewed the information technology components of this request and assisted the CEO’s Asset Management Branch in developing the Business Case that was approved by the IT Investment Board.

Funding for future year costs for the software licensing and support services will be provided through existing appropriation either in the Project and Facility Development budget or various operating funds, special funds, and other funding sources. No new Net County Costs will be required.

RISKS:

1. **Quality of Services:** The purpose of this purchase is to acquire and implement a cloud-based system to assist the CEO’s Asset Management Branch in developing a systematic approach to plan and prioritize capital investments. The recommended system will provide the CEO’s Asset Management Branch with new analytical tools to support priority driven capital planning, including multiple “what if” scenarios for capital investments and utilizing qualitative and quantitative criteria. The system will also guide mapping of decision variables to key dimensions, including value, cost, risks, and balance.

In January 2023, the CEO released a Request For Information (RFI) to determine the availability of off-the-shelf prioritization software and received 21 responses. The CEO conducted interviews and software demonstrations with five firms. Two firms were identified as meeting all of the Department’s requirements. The CEO engaged ISD to determine if either firm had an existing cooperative agreement that would enable an efficient procurement. ISD determined that one firm, Decision Lens, has such an existing agreement.

During the system implementation, key data sets will be identified and imported into the system, including evaluation criteria and data on prospective projects.

## APPROVE THE USE OF INFORMATION TECHNOLOGY INFRASTRUCTURE FUNDS TO PROCURE AND IMPLEMENT DECISION LENS PRIORITIZATION SOFTWARE AND AN APPROPRIATION ADJUSTMENT FOR FISCAL YEAR 2023-24

The vendor Scope of Work (SOW) includes key tasks and deliverables for the first year, including:

- Key Objectives Summary
- Communication Plan
- Project Schedule
- Current Process Map
- Core Team Training
- Refined Process Map
- Final Process Map
- Prioritized Project List
- Draft Phase 2 Project Schedule

The vendor SOW also includes provisions for Training & Technical Support, which will require the vendor to provide on-line support resources as well as custom training for the County's specific system use. Also, included are provisions for Data Migration, which will require the County's data to reside in the vendor's system, but be owned by the County. Upon completion of the agreement, all County data will be returned to the County upon written request.

2. **Project Management and Governance:** The OCIO recommends strong project governance and a dedicated project manager to adhere to schedule, budget and scope, and to manage vendor performance. The OCIO has verified that there will be an Executive Sponsor and Project Manager from CEO. The vendor will also assign a dedicated Project Manager for the implementation and following implementation.
3. **Information Security:** Per the SOW, the vendor's information security practices will be based on the National Institute of Standards and Technology (NIST) baseline and industry best practices. The vendor will also be a Federal Risk and Authorization Management Program (FedRAMP) certified cloud service provider. The vendor's production system will be hosted on the authorized Amazon Web Services (AWS) GovCloud environment, and the vendor will use the County's single-sign-on for user authentication. Per the Department, the vendor has reviewed and accepted the County's Information Security and Privacy Requirements Exhibit and completed the Software-as-a-Service (SaaS) Vendor Security and Privacy Assessment. The vendor will be required to secure and maintain cyber liability insurance coverage with limits of at least \$2 million per occurrence and in the aggregate.
4. **Contract Risks:** Per the Department, County Counsel has reviewed the Board Letter and no risks have been identified. ISD Purchasing advised the Department that County

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Counsel generally reviews contracts on an as-needed basis and, at this time, they do not anticipate that County Counsel will need to review this contract. The vendor will be required to secure and maintain Commercial General Liability insurance with limits of \$1 million per occurrence and \$2 million in the aggregate.

PREPARED BY:

*Henry Balta*

(NAME) DEPUTY CHIEF INFORMATION OFFICER

1/18/2024

DATE

APPROVED:

*Peter Loo*

PETER LOO, ACTING CHIEF INFORMATION OFFICER

1/18/2024

DATE

January 23, 2024

COUNTY OF LOS ANGELES

### REQUEST FOR APPROPRIATION ADJUSTMENT

DEPARTMENT OF CHIEF EXECUTIVE OFFICER

**AUDITOR-CONTROLLER:**

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. PLEASE CONFIRM THE ACCOUNTING ENTRIES AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF EXECUTIVE OFFICER FOR HER RECOMMENDATION OR ACTION.

**ADJUSTMENT REQUESTED AND REASONS THEREFORE**

**FY 2023-24**

**4 - VOTES**

SOURCES		USES	
<b>INFORMATION TECHNOLOGY INFRASTRUCTURE FUND</b> B16-AO-2000-40033 SERVICES & SUPPLIES <b>DECREASE APPROPRIATION</b>		<b>INFORMATION TECHNOLOGY INFRASTRUCTURE FUND</b> B16-AO-6100-40033 OTHER FINANCING USES <b>INCREASE APPROPRIATION</b>	
	<b>430,000</b>		<b>430,000</b>
<b>PROJECT AND FACILITY DEVELOPMENT</b> A01-CF-96-9911-10190 OPERATING TRANSFERS IN <b>INCREASE REVENUE</b>		<b>PROJECT AND FACILITY DEVELOPMENT</b> A01-CF-2000-10190 SERVICES & SUPPLIES <b>INCREASE APPROPRIATION</b>	
	<b>430,000</b>		<b>430,000</b>
<b>SOURCES TOTAL</b>		<b>USES TOTAL</b>	
	<b>\$ 860,000</b>		<b>\$ 860,000</b>

**JUSTIFICATION**

Reflects the reallocation of appropriation in the Information Technology Infrastructure Fund and Project and Facility Development budget, to fund the first-year software licensing and support service fees for Decision Lens prioritization software.

# ADOPTED

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

#25 February 6, 2024

**Albert Navas** Digitally signed by Albert Navas  
Date: 2023.12.21 16:57:05 -08'00'

AUTHORIZED SIGNATURE

ALBERT NAVAS, PRINCIPAL ANALYST CEO

BOARD OF SUPERVISOR'S APPROVAL (AS REQUESTED/REVISED)



JEFF LEVINSON  
INTERIM EXECUTIVE OFFICER

REFERRED TO THE CHIEF  
EXECUTIVE OFFICER FOR---

ACTION

RECOMMENDATION

Digitally signed by Andrea  
Turner  
Date: 2024.01.04 16:30:15  
-08'00'

BY **Andrea Turner**

DATE **1/4/24**

APPROVED AS REQUESTED

APPROVED AS REVISED

CHIEF EXECUTIVE OFFICER

**James**

Digitally signed by  
James Yun  
Date: 2024.01.09  
11:58:13 -08'00'

BY **James Yun**

DATE **1/9/24**

AUDITOR-CONTROLLER

B.A. NO. **080**