



BRANDON T. NICHOLS  
Director

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County of Los Angeles  
**DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

510 S. Vermont Avenue, Los Angeles, California 90020  
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Board of Supervisors

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December 09, 2025

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:

**SOLE SOURCE REQUEST TO EXTEND THE CURRENT PREVENTION AND  
AFTERCARE CONTRACTS (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

**SUBJECT**

The Department of Children and Family Services (DCFS) requests the Board's approval to extend 10 current Prevention and Aftercare (P&A) service contracts beyond the original term effective January 1, 2026, through June 30, 2027. The additional 18-month period will allow DCFS the time necessary to release and complete a Request for Proposals (RFP).

**IT IS RECOMMENDED THAT THE BOARD:**

1. Delegate authority to the Director of DCFS, or designee, to execute amendments substantially similar to Attachment A, to extend the term of the current contracts for an additional 18-month period effective January 1, 2026, through June 30, 2027, with an optional automatic month-to-month six-month term through December 31, 2027, and to replace Measure H funds with Measure A funds in order to continue providing services for those at risk of homelessness. The funding amount for the 18-month extension is \$18,198,027.00, financed using 16 percent Federal funds, 41 percent State funds, and 43 percent net County cost. Funding for the extension is included in the Department's Fiscal Year (FY) 2025-2026 Adopted Budget and will be included in subsequent budget requests.
2. Delegate authority to the Director of DCFS, or designee, to extend the contracts by amendment or written notice to exercise the optional six-month contract term provided that: a) sufficient funding is available, b) County Counsel approval is obtained, and c) DCFS notifies the Board and Chief Executive Office (CEO), in writing, within 10 business days after the execution of such amendments.
3. Delegate authority to the Director of DCFS, or designee, to negotiate and execute amendments to the P&A contracts to add funds up to 50 percent of the Maximum Annual Contract amount, in the

event that: additional distribution of funds is needed to bridge the Supplemental Nutrition Assistance Program benefits, also known as CalFresh, provided that: (a) funding is available; (b) County Counsel approval is obtained prior to execution of such amendments; and (c) DCFS notifies the Board and the CEO, in writing, within 10 business days after execution.

4. Delegate authority to the Director of DCFS, or designee, to terminate P&A contracts for convenience or contractor default, provided that: a) County Counsel approval is obtained and b) DCFS notifies the Board and CEO, in writing, within 10 business days after the termination of the contract.

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

The current P&A contracts will expire on December 31, 2025, if not extended. This Board letter requests approval to extend the term for an additional 18-month period and an optional automatic month-to-month six-month period, effective January 1, 2026, through December 31, 2027. This extension will allow DCFS to release a RFP on or about January 2026 and conduct the solicitation process.

On June 4, 2025, the California Department of Social Services approved DCFS' request to extend the current P&A contracts for an additional 18-month period from January 1, 2026, through June 30, 2027, please see Attachment C. The extension will allow DCFS enough time to release the solicitation, conduct the Proposers' Conference, receive the proposals, conduct responsiveness reviews, recruit and train evaluators, conduct informed averaging meetings, hold debriefing meetings, provide an opportunity for the non-selected proposers to submit their protests (which includes a Proposed Contractor Selection Review and a County Independent Review), and ultimately, recommend tentative selected proposers to the Board for final approval to award new contracts effective July 1, 2027.

P&A is designed to prevent child abuse and neglect by engaging a greater number of families in supports available in their communities without having to bring these families into the child welfare system. P&A builds on three key themes: decreasing social isolation, enhancing economic well-being and self-sufficiency, and increasing access to existing supports and activities.

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

The recommended actions are consistent with the principles of the Countywide Strategic Plan, North Star 1: Make Investments That Transform Lives; Focus Area Goal D: Support Vulnerable Populations; Strategy I – Prevention: Provide child welfare prevention supports (a continuum of primary, secondary, and tertiary) and youth development related programming and services, for at-risk, justice-involved, and transitional aged children, youth, families, and communities at all stages of the sequential intercept model and child welfare continuum of care model; Strategy II – Child Safety and Family Well-Being: Invest in efforts and supports that promote child safety, protection, and family well-being using the child welfare continuum of care model, while building out the County's Systems of Care.

### **FISCAL IMPACT/FINANCING**

The contract amount for the 18-month extension is \$18,198,027.00, financed using 16 percent Federal funds, 41 percent State funds, and 43 percent net County cost. Funding for the extension is included in the Department's FY 2025-2026 Adopted Budget and will be included in subsequent budget requests. Funding is contingent upon availability, please refer to Attachment B for detailed contract funding allocations.

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

On February 16, 2021 and March 16, 2021, on behalf of the Board of Supervisors, the CEO approved the 10 current P&A contracts, with an effective start date of March 1, 2021 and April 1, 2021, through June 30, 2022. The contracts were approved with the option to extend for three additional one-year periods and one six-month period, from July 1, 2022, through December 31, 2025. These contracts were procured through an RFP solicitation process and are currently utilizing their last six-month extension, set to expire on December 31, 2025.

On November 6, 2024, the Board of Supervisors authorized the Director of DCFS to use delegated authority to increase the Maximum Annual Contract amount for P&A contracts up to 50 percent in the event that additional funding is provided by Family First Prevention Services (FFPS) Program State Block Grant (SBG). This extension includes a funding increase of less than 10 percent of the Maximum Annual Contract amount to the P&A contract in Service Planning Area 2. The funding increase uses FFPS Program SBG funds, to continue providing Enhanced Family Navigation services for both DCFS and community referrals. The increase is effective January 1, 2026, through June 30, 2026.

On April 15, 2025, the Board of Supervisors approved a Board Motion to use Measure A funding to continue the P&A Emergency Basic Support Services to assist families experiencing housing instability. Measure A funding will replace the Measure H funds previously added to all P&A contracts and will be used to increase the Maximum Annual Contract amount under 10 percent effective January 1, 2026, through June 30, 2026. Funding details are included in Attachment B.

In compliance with Board Policy 5.100, Sole Source Contracts and Amendments, DCFS notified the Board on November 14, 2025, of its intent to execute sole source amendments to extend the 10 current P&A contracts beyond the original term. Attachment D, Sole Source Checklist, has been approved by the CEO.

County Counsel and the CEO have reviewed this Board letter. County Counsel has approved the amendments (Attachment A) as to form.

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

The approval of the recommended actions will allow the County to continue to provide P&A services without lapse or disruption during the time required to complete the solicitation process.

### **CONCLUSION**

Upon approval by the Board of Supervisors, it is requested that the Executive Officer/Clerk of the Board send an adopted stamped copy of the Board letter and attachments to DCFS.

The Honorable Board of Supervisors

12/9/2025

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Respectfully submitted,

A handwritten signature in black ink, appearing to be 'Brandon T. Nichols', written in a cursive style.

BRANDON T. NICHOLS

Director

BTN:LM:RT:KRLTI:AO:MB:ss

Enclosures

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



**AMENDMENT NUMBER XXXX**

**TO**

**PREVENTION AND AFTERCARE SERVICES  
ASSISTANCE LISTING #93.556**

**CONTRACT NUMBER 21-XX-XX**

**WITH**

**XXXX**

**SPA  
XX**

**AMENDMENT NUMBER XXXX  
PREVENTION AND AFTERCARE SERVICES  
CONTRACT NUMBER 21-XX-XX**

This Amendment Number XXXX ("Amendment") to the Prevention and Aftercare Services Contract Number 21-XX-XX, (hereinafter referred to as "Contract") is made and entered into by and between the County of Los Angeles ("COUNTY") and XXXX ("CONTRACTOR"), in Los Angeles, California this \_\_\_\_ day of \_\_\_\_\_ 2025.

**WHEREAS**, COUNTY and CONTRACTOR are parties to the Contract approved by the Chief Executive Office on XXXX 16, 2021, and CONTRACTOR has been providing Prevention and Aftercare Services to the COUNTY Department of Children and Family Services (DCFS), Service Planning Area XX;

**WHEREAS**, this Amendment extends the contract term effective January 1, 2026 through June 30, 2027;

**WHEREAS**, this Amendment increases funding utilizing Measure A funds, as approved by the Board Motion dated April 15, 2025, to continue to expand the Prevention and Aftercare Emergency Basic Support Services to assist families experiencing housing instability. This funding replaces the previous Measure H funds, and is effective January 1, 2026 through June 30, 2026;

**WHEREAS**, this Amendment increases funding utilizing Family First Prevention Services Program State Block Grant funds, to continue providing Enhanced Family Navigation to both DCFS and community referrals. This funding increase is effective January 1, 2026 through June 30, 2026;

**WHEREAS**, this Amendment is prepared pursuant to the provisions set forth in **Section 8.0, STANDARD TERMS AND CONDITIONS**, Subsection 8.1 Amendments;

**WHEREAS**, this Amendment revises contract language under **Section 8.25, Insurance Coverage**, Subsection 8.25.4.1, Sexual Misconduct Liability;

**WHEREAS**, this Amendment revises contract language in Exhibit A, Statement of Work; **Section 11.0 Emergency Basic Support Services**, Subsection 11.10

**WHEREAS**, this Amendment replaces the current Exhibit J, Auditor-Controller Contract Accounting and Administration Handbook in its entirety, and revises Exhibit N, Federal Award Information;

**NOW, THEREFORE**, in consideration of the foregoing and mutual consent herein contained, COUNTY and CONTRACTOR hereby agree to amend the Contract as follows:

1. **Section 4.0, TERM OF CONTRACT**, Subsection 4.2 has been added as follows:

**AMENDMENT NUMBER XXXX**  
**PREVENTION AND AFTERCARE SERVICES**  
**CONTRACT NUMBER 21-XX-XX**

4.1.2 The term of this contract is extended for a period of 18 months, effective January 1, 2026 through June 30, 2027, unless terminated earlier or extended, in whole or in part, as provided in this Contract.

- 2. Section 5.0, CONTRACT SUM**, Subsection 5.1.2 is revised to read as follows:

5.1.2 The maximum amount payable under this Contract for each of the Contract periods will not exceed:

For March 1, 2021 – June 30, 2022	\$X,XXX,XXX
For July 1, 2022 – June 30, 2023	\$X,XXX,XXX
For July 1, 2023 – June 30, 2024	\$X,XXX,XXX
For July 1, 2024 – June 30, 2025	\$X,XXX,XXX
For July 1, 2024 – June 30, 2025	\$X,XXX,XXX
For July 1, 2025 – December 31, 2025	\$X,XXX,XXX
For January 1, 2026 – June 30, 2027	\$X,XXX,XXX

- 3. Section 8.25, Insurance Coverage**, Subsection 8.25.4, Unique Insurance Coverage, 8.25.4.1 has been revised to read as follows:

8.25.4.1 Sexual Misconduct Liability

Insurance covering actual or alleged claims for sexual misconduct and/or molestation with limits of not less than ~~\$2~~ \$1 million per claim and ~~\$2~~ \$1 million aggregate, and claims for negligent employment, investigation, supervision, training or retention of, or failure to report to proper authorities, a person(s) who committed any act of abuse, molestation, harassment, mistreatment or maltreatment of a sexual nature.

- 4. Section 9.0, UNIQUE TERMS AND CONDITIONS, Subsection 9.21, Federal Award Identification** is revised to read as follows:

9.21 Federal Award Identification

Title 2, Code of Federal Regulations (CFR) Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Part 200.332, requires the COUNTY, to provide CONTRACTORS with the details of every federal award and sub-award, as referenced on Exhibit N, Federal Award Information.

Payment for this Contract will be ~~32%~~ 16% Federal funds with cost reimbursement payment method.

**AMENDMENT NUMBER XXXX**  
**PREVENTION AND AFTERCARE SERVICES**  
**CONTRACT NUMBER 21-XX-XX**

5. **Exhibit A, Statement of Work, Section 11.0, EMERGENCY BASIC SUPPORT SERVICES (EBSS)**, Subsection 11.10, Measure ~~H~~ A Emergency Basic Support Services (EBSS), is revised to read as follows:
  - 11.10 Measure ~~H~~ A Emergency Basic Support Services (EBSS) – Contingent Upon Funding
    - 11.10.1 CONTRACTOR shall utilize Measure ~~H~~ A EBSS funds for families with no open DCFS case. Families in open Family Maintenance, Family Reunification, and adoption cases are not eligible for Measure ~~H~~ A EBSS.
    - 11.10.2 Measure ~~H~~ A EBSS funds shall be limited to five-thousand dollars (\$5,000) per family, per contract term. COUNTY Program Manager pre-approval is required for any amount over five-thousand dollars (\$5,000).
    - 11.10.3 CONTRACTOR shall be reimbursed only for Measure ~~H~~ A funds for EBSS goods and services that assist with or prevent homelessness, limited to: rent, rent deposits, and housing assistance; food; clothing; utilities, including cellular phone bills; furniture; household appliances; gasoline; and minor car and home repairs.
    - 11.10.4 CONTRACTOR shall complete COUNTY-approved Measure ~~H~~ A funds for EBSS monthly logs (Technical Exhibit 25) and reports tracking the Measure ~~H~~ A EBSS requests. These reports are due on the 15th of each month following the end of the prior month.
    - 11.10.5 CONTRACTOR shall maintain a separate line item on their invoices for Measure ~~H~~ A funds for EBSS and shall submit the EBSS request form (Technical Exhibit 11), including family budget, receipts, and other supporting documents with their invoices.
6. Exhibit J, Auditor-Controller Contract Accounting and Administration Handbook Pricing Schedule, is replaced in its entirety with the Exhibit J attached to this Amendment, dated July 2025.
7. A Line Item Budget and Budget Narrative for the period of January 1, 2026 through June 30, 2027, is attached to this amendment and incorporated as part of Exhibit B, Line Item Budget, and Exhibit C, Budget Narrative.

**AMENDMENT NUMBER XXXX  
PREVENTION AND AFTERCARE SERVICES  
CONTRACT NUMBER 21-XX-XX**

**EXCEPT AS AMENDED HEREIN, ALL TERMS AND CONDITIONS OF THIS  
CONTRACT SHALL REMAIN IN FULL FORCE AND EFFECT.**

**AMENDMENT NUMBER XXXX  
PREVENTION AND AFTERCARE SERVICES  
CONTRACT NUMBER 21-XX-XX**

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment Number XXXX to be subscribed on its behalf by the Director of the Department of Children and Family Services and the CONTRACTOR has caused this Amendment Number XXXX to be subscribed on its behalf by its duly authorized officer(s) as of the day, month and year first above written. The person(s) signing on behalf of the CONTRACTOR warrants under penalty of perjury that he or she is authorized to bind the CONTRACTOR in this Contract.

COUNTY OF LOS ANGELES

By: \_\_\_\_\_  
BRANDON T. NICHOLS, DIRECTOR  
Department of Children and Family Services

XXXX  
CONTRACTOR

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

\_\_\_\_\_  
Tax Identification Number

APPROVED AS TO FORM:  
BY THE OFFICE OF COUNTY COUNSEL  
DAWYN R. HARRISON, COUNTY COUNSEL

BY \_\_\_\_\_  
David Beaudet, Senior Deputy County Counsel

PREVENTION AND AFTERCARE EXTENSION EFFECTIVE JANUARY 1, 2026 TO JUNE 30, 2027

SPA	SUPV	Contract #	Agency	Base Budget Allocation (January 2026 to June 2026)	Measure A Allocation (January 2026 to June 2026)	FFPS SBG Allocation (January 2026 to June 2026)	Total Budget Allocation (January 2026 - June 2026)	Base Budget Allocation (July 2026 to June 2027)	Total Funding for 18-month Period (January 2026 - June 2027)
1	5	21-04-01	Penny Lane Centers	\$ 476,691.00	\$ 7,706.50		\$ 484,397.50	\$ 953,382.00	\$ 1,437,779.50
2	3,5	21-03-02	The Help Group Child and Family Center	\$ 817,804.50	\$ 13,221.18	\$ 101,027.00	\$ 932,052.68	\$ 1,635,609.00	\$ 2,567,661.67
3	1,4,5	21-03-03	SPIRITT Family Services	\$ 932,851.50	\$ 15,081.10		\$ 947,932.60	\$ 1,865,703.00	\$ 2,813,635.60
4	1,2,3	21-04-02	Para Los Ninos	\$ 363,842.50	\$ 5,882.12		\$ 369,724.62	\$ 727,685.00	\$ 1,097,409.62
5	2,3,4	21-03-05	The Help Group Child and Family Center	\$ 300,000.00	\$ 4,850.00		\$ 304,850.00	\$ 600,000.00	\$ 904,850.00
6	2,4	21-03-06	All for Kids Organization Formerly Children's Bureau of Southern California	\$ 1,052,274.50	\$ 17,011.77		\$ 1,069,286.27	\$ 2,104,549.00	\$ 3,173,835.27
7	1,4	21-03-07	SPIRITT Family Services	\$ 685,337.50	\$ 11,079.62		\$ 696,417.12	\$ 1,370,675.00	\$ 2,067,092.12
8	2,4	21-03-08	South Bay Center for Counseling	\$ 740,958.50	\$ 11,978.83		\$ 752,937.33	\$ 1,481,917.00	\$ 2,234,854.33
ALL	ALL	21-03-04	Special Service for Groups	\$ 330,240.00	\$ 5,338.88		\$ 335,578.88	\$ 660,480.00	\$ 996,058.88
ALL	ALL	21-03-01	United American Indian Involvement	\$ 300,000.00	\$ 4,850.00		\$ 304,850.00	\$ 600,000.00	\$ 904,850.00
			<b>TOTAL</b>	\$ 6,000,000.00	\$ 97,000.00	\$ 101,027.00	\$ 6,198,027.00	\$ 12,000,000.00	\$ 18,198,027.00



JENNIFER TROIA  
DIRECTOR

CALIFORNIA HEALTH & HUMAN SERVICES AGENCY  
**DEPARTMENT OF SOCIAL SERVICES**  
744 P Street • Sacramento, CA 95814 • [www.cdss.ca.gov](http://www.cdss.ca.gov)



GAVIN NEWSOM  
GOVERNOR

June 4, 2025

Leticia Torres-Ibarra, Division Manager  
Contracts Administration Division  
Department of Children and Family Services  
County of Los Angeles  
510 South Vermont Avenue  
Los Angeles, CA 90020

**SUBJECT: CDSS APPROVAL TO EXTEND PREVENTION AND AFTERCARE SERVICES CONTRACTS FOR 18 MONTHS AND APPROVE A FIVE-YEAR TERM FOR THE SUBSEQUENT, REPLACEMENT CONTRACTS**

Dear Leticia Torres-Ibarra:

In its May 15, 2025, letter to the California Department of Social Services (CDSS) (Letter), the Los Angeles County Department of Children and Family Services (DCFS) requests the following: 1) to extend its existing Prevention and Aftercare Services (P&A) contracts for 18 months from January 1, 2026, through June 30, 2027, and 2) to use five-year terms for the subsequent, replacement P&A contracts beginning on July 1, 2027. CDSS approves.

P&A relates to the Promoting Safe and Stable Families federal program, also referred to as Family Support. P&A aims to prevent child abuse and neglect by increasing the number of families gaining necessary community support outside of the child welfare system. P&A strives to mitigate social isolation, augment economic well-being and self-sufficiency, and broaden access to existing supportive networks and activities.

P&A contracts generally cover eight service planning areas and serve Asian Pacific Islander, American Indian, and Native Alaskan communities within Los Angeles County. The current contracts are the result of a competitive, Request for Proposal (RFP) solicitation, and DCFS likewise intends to use a competitive RFP solicitation for the subsequent, replacement P&A contracts commencing on July 1, 2027.

Extending Current Contracts for 18 Months

In accordance with Management and Office Procedures Purchase of Service (MPP) section 23-650.1.18, contracts may be negotiated, in this instance, the negotiation leading to an extension of the term, under unique circumstances as approved by CDSS. CDSS finds the facts here meet the unique circumstances criteria.

Given the (a) distinct services and particular communities targeted by the P&A contracts and the (b) unusual, current funding circumstances set forth in DCFS Letter, contract extension should give DCFS the time it needs to adequately accomplish a competitive solicitation. This should lead to more optimal funding and services for the Asian Pacific Islander, American Indian, and Native Alaskan communities in Los Angeles County. CDSS also finds that granting the extension would reduce the risk of a rare disruption of services that would likely transpire on January 1, 2026, if the contract extension were not to happen.

Five-Year Term for Subsequent, Replacement P&A Contracts.

Under MPP section 23-621.11, contracts which are procured by RFP generally have three-year terms. However, in accordance with MPP section 23-621.15.151, CDSS may approve longer terms. For example, CDSS may approve the request in DCFS Letter for a one-year term with four one-year extension periods at the County's option, if, as is the case here, the request is made before the RFP, is in writing, explains the benefits, and details the level of competition.

Based on the DCFS Letter, CDSS finds the subsequent, replacement P&A contracts would benefit from a five-year contract. A five-year contract term with consistent, uninterrupted services should allow DCFS to more accurately evaluate P&A services over a longer time horizon to the benefit of the Asian Pacific Islander, American Indian, and Native Alaskan communities in Los Angeles. In addition, a longer term will allow for cost savings as ramping up and down costs will be less frequent, and the costs associated with a competitive solicitation will likely occur only once in five years as opposed to once every three years. Finally, while the contract term is being extended, the competitive means of procurement, an RFP solicitation, remains constant.

Accordingly, CDSS grants the request for extending the term of the current P&A contract and establishing a five-year term for the subsequent, replacement P&A contracts.

For comments or questions, I may be reached at [Sharon.Hoshiyama@dss.ca.gov](mailto:Sharon.Hoshiyama@dss.ca.gov).

Sincerely,

*Sharon Hoshiyama*

Sharon Hoshiyama, Section Chief  
Grants, MOU, and Child Care Direct Services

**Signature:** *Sharon Hoshiyama*

**Email:** [Sharon.Hoshiyama@dss.ca.gov](mailto:Sharon.Hoshiyama@dss.ca.gov)

**Title:** Section Chief, Grants, MOU, and Child Care Direc

**Company:** STATE OF CALIFORNIA DEPARTMENT OF SOCIAL

## SOLE SOURCE CHECKLIST

Department Name: Children and Family Services

New Sole Source Contract

Sole Source Amendment to Existing Contract

Date Existing Contract First Approved:

2/16/21 & 3/16/21

Check (✓)	<b>JUSTIFICATION FOR SOLE SOURCE CONTRACTS AND AMENDMENTS</b> Identify applicable justification and provide documentation for each checked item.
<input type="checkbox"/>	➤ Only one bona fide source (monopoly) for the service exists; performance and price competition are not available. A 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>
<input type="checkbox"/>	➤ Compliance with applicable statutory and/or regulatory provisions.
<input type="checkbox"/>	➤ Compliance with State and/or federal programmatic requirements.
<input type="checkbox"/>	➤ Services provided by other public or County-related entities.
<input type="checkbox"/>	➤ Services are needed to address an emergent or related time-sensitive need.
<input type="checkbox"/>	➤ The service provider(s) is required under the provisions of a grant or regulatory requirement.
<input checked="" type="checkbox"/>	➤ Services are needed during the time period required to complete a solicitation for replacement services; provided services are needed for no more than 18 months from the expiration of an existing contract which has no available option periods.
<input type="checkbox"/>	➤ Maintenance and support services are needed for an existing solution/system during the time to complete a solicitation for a new replacement solution/system; provided the services are needed for no more than 24 months from the expiration of an existing maintenance and support contract which has no available option periods.
<input type="checkbox"/>	➤ Maintenance service agreements exist on equipment which must be serviced by the original equipment manufacturer or an authorized service representative.
<input type="checkbox"/>	➤ It is more cost-effective to obtain services by exercising an option under an existing contract.
<input type="checkbox"/>	➤ It is in the best economic interest of the County (e.g., significant costs and time to replace an existing system or infrastructure, administrative cost and time 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.

Michael J. Martinez Digitally signed by Michael J. Martinez  
Date: 2025.11.19 13:47:47 -08'00'

Chief Executive Office

Date