



FESIA A. DAVENPORT
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE OPERATIONS CLUSTER

DATE: February 3, 2021
TIME: 2:00 p.m. – 4:00 p.m.
LOCATION: **TELECONFERENCE CALL-IN NUMBER: 1(323)776-6996**
TELECONFERENCE ID: 605696861#

To join via phone, dial 1(323)776-6996, then press 605696861#.

YOU CAN ALSO JOIN THIS MEETING BY CLICKING ON THE FOLLOWING LINK:

[Click here to join the meeting](#)

**DUE TO THE CLOSURE OF ALL COUNTY BUILDINGS, MEMBERS OF THE PUBLIC
WILL NEED TO CALL IN TO PARTICIPATE IN THE MEETING.**

AGENDA

Members of the Public may address the Operations Cluster on any agenda item after all Informational Items are presented.
Two (2) minutes are allowed for each item.

1. **Call to order – Tamela Omoto-Frias/Anthony Baker**
2. **INFORMATIONAL ITEM(S):**
(5 minutes)
 - A) Board Letter:
APPROVE SOLE SOURCE AMENDMENT NUMBER SIX TO EXTEND AGREEMENT NUMBER 78034 WITH SENTINEL OFFENDER SERVICES, LLC FOR CONTINUED LOS ANGELES COUNTY OFFENDER MONITORING SYSTEM SERVICES
LASD – Angelo Faiella, Contracts Manager and Lt. Cerda
 - B) Board Memo:
NOTIFICATION OF INTENT TO ENTER INTO SOLE SOURCE CONTRACT WITH DIGITAL FOUNDRY FOR CONTINUED PRODUCTION SOFTWARE DEVELOPMENT OF THE TALLY SYSTEM AND BALLOT LAYOUT APPLICATION UNDER VOTING SOLUTIONS FOR ALL PEOPLE (VSAP)
RR/CC – Dean C. Logan, Registrar-Recorder/County Clerk

CONTINUED ON PAGE 2

3. **PRESENTATION/DISCUSSION ITEMS:**

A) RISK MANAGEMENT ANNUAL REPORT
CEO/RISK MANAGEMENT – Steve Robles, Risk Manager and
Steve Nyblom, Manager, CEO

4. **Public Comment**
(2 minutes each speaker)

5. **Adjournment**

FUTURE AGENDA TOPICS

CALENDAR LOOKAHEAD:

ISD – REQUEST AUTHORITY TO EXECUTE EXTEND AMENDMENTS ON
EXISTING MASTER AGREEMENTS UNDER THE INFORMATION
TECHNOLOGY SUPPORT SERVICES MASTER AGREEMENT (ITSSMA)

BOS/EO – FISH AND WILDLIFE COMMISSION GRANT REQUEST TO
ANIMAL TRACKS, INC.

CEO/RE –FIRST AMENDMENT TO AND TERMINATION OF JOINT
OCCUPANCY AGREEMENT AND SUBLEASE AGREEMENT BETWEEN THE
JUDICIAL COUNCIL OF CALIFORNIA AND THE COUNTY OF LOS ANGELES
FOR THE CENTRAL CIVIL WEST COURTHOUSE AT 600 COMMONWEALTH
AVE., LOS ANGELES

BOARD LETTER/MEMO – FACT SHEET OPERATIONS CLUSTER

☒ Board Letter

☐ Board Memo

☐ Other

OPS CLUSTER AGENDA REVIEW DATE	2/3/2021	
BOARD MEETING	2/23/2021	
DELEGATED AUTHORITY BOARD LETTER	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
SUPERVISORIAL DISTRICT AFFECTED	All	
DEPARTMENT	Sheriff's Department	
SUBJECT	Approval of a sole source amendment to Agreement Number 78034 with Sentinel Offender Services, LLC.	
PROGRAM	Los Angeles County Offender Monitoring System (LACOMS)	
SOLE SOURCE CONTRACT	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please explain why: Sentinel is the sole proprietor of maintenance and support services for LACOMS. The proposed Amendment will also allow the Department to complete its solicitation process for a successor contract.	
DEADLINES/ TIME CONSTRAINTS	The current contract expires March 9, 2021	
COST & FUNDING	Total cost: \$200,000 per year	Funding source: Population Management Bureau AB109 Fund
	TERMS (if applicable): One year with up to 12 additional months in any increment.	
	Explanation: The proposed extension will be procured at zero cost to the County. Cost will be funded through the Department's secured AB109 Funds.	
PURPOSE OF REQUEST	The continuation of the services will allow the Department to continue to use electronic monitoring to manage cost and risk by releasing eligible offenders from custody and tracking their location. The proposed Amendment will also allow the Department to complete its solicitation process for a successor contract.	
BACKGROUND (include internal/external issues that may exist)	The Board approved contract #78034 on September 10, 2013. The contract had an initial term of three years, plus two additional one-year option periods and one six-month option period. On February 12, 2019 the Board executed Amendment #4 to extend the contract through March 9, 2021.	
DEPARTMENTAL AND OTHER CONTACTS	Name, Title, Phone # & Email: • Angelo Faiella, (213) 229-3259, afaiell@lasd.org • Lt. Cerda, (213) 893-5885, jcerda@lasd.org	

February 23, 2021

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 AMENDMENT NUMBER SIX
TO EXTEND AGREEMENT NUMBER 78034
WITH SENTINEL OFFENDER SERVICES, LLC FOR CONTINUED
LOS ANGELES COUNTY OFFENDER MONITORING SYSTEM SERVICES
(ALL DISTRICTS) (3 VOTES)**

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

SUBJECT

The Los Angeles County (County) Sheriff's Department (Department) is requesting authorization from the Board to execute Sole Source Amendment Number Six (Amendment) to extend Agreement Number 78034 (Agreement) with Sentinel Offender Services, LLC (Sentinel) for continued electronic monitoring services (Services).

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Sheriff, or his designee, to execute the attached Amendment to the Agreement with Sentinel to extend the term of the Agreement for one year, from March 10, 2021, through March 9, 2022, plus a 12-month option term in any increment.
2. Delegate authority to the Sheriff, or his designee, to execute the option term in any increment, provided it is in the best interest of the County.

3. Delegate authority to the Sheriff, or his designee, to terminate the Agreement for convenience, either in whole or in part, if necessary, with 30 calendar days' advance written notice, once the Department has completed the solicitation process for a replacement contract.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The Los Angeles County Offender Monitoring System (LACOMS) is essential for the Department's Population Management Bureau to fulfill its public safety mission. LACOMS operates under a service-bureau delivery model that eliminates the need for the County to procure, maintain, and periodically upgrade its own information technology hardware and software applications. Instead, Department users access the LACOMS application and database through a dedicated secure Internet connection. Sentinel is the sole proprietor of LACOMS, and Sentinel does not license, certify, or otherwise endorse any third party to service their proprietary technology.

The current Agreement expires on March 9, 2021. A contract extension will allow the Department to continue using electronic monitoring to manage cost and risk by releasing eligible offenders from custody and tracking their location. The Services allow the Department to open up bed space for high-risk inmates to remain in custody while also allowing the Department to complete its solicitation process for a successor contract.

Implementation of Strategic Plan Goals

The Services provided under this Agreement support the County's Strategic Plan, Goal I.3 – Reform Service Delivery Within Our Justice Systems: Provide rehabilitative services to those involved with the County's justice systems to reduce the risk of recidivism, and support successful re-entry into our communities.

FISCAL IMPACT/FINANCING

The estimated annual cost of the proposed Amendment is \$200,000. The Department intends to utilize its available AB109 allocation to fund the proposed extension. While this is an AB109-related expense which will be included in the Department's AB109 quarterly claims, to the extent there are insufficient funds to cover all of the Department's AB109 expenses, including the cost of this Agreement, any excess costs will need to be absorbed by the Department's operating budget.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On September 9, 2008, the Board instructed the Department and the County's Probation Department (Probation) to serve as correctional co-administrators of the County's electronic monitoring program services.

On February 3, 2009, the Board approved a modification to agreement number 76708 between Probation and Sentinel to allow the Department to access Sentinel's services. The Department utilized agreement number 76708 while developing its own solicitation and awaiting approval of the subject Agreement.

On September 10, 2013, the Board approved Agreement Number 78034. The Agreement had an initial term of three years from September 10, 2013, through September 9, 2016, plus two additional one-year option periods and one six-month option period.

On February 12, 2019, the Board approved Amendment Number Four to extend the Agreement for one year, from March 10, 2019, through March 9, 2020, plus an option period of up to 12 months.

On February 17, 2020, the Sheriff executed Amendment Number Five to exercise the final 12-month option period to extend the term from March 10, 2020, through March 9, 2021.

The Chief Information Office (CIO) has reviewed this Board letter and recommends approval of Amendment Number Six. The CIO determined that because this recommended action does not include any new technology-related matters, no formal CIO Analysis is required. The CIO completed a formal analysis in August 2013 for the Initial Agreement.

The Amendment has been reviewed and approved as to form by County Counsel.

CONTRACTING PROCESS

On September 10, 2020, pursuant to Board Policy 5.100, the Department provided the Board with advance notification of its intent to enter into a Sole Source Amendment to extend the Agreement.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of this action will ensure continued LACOMS Services.

The Honorable Board of Supervisors
February 23, 2021
Page 4

CONCLUSION

Upon Board approval, please return two adopted copies of this Board letter to the Department's Contracts Unit.

The Honorable Board of Supervisors
February 23, 2021
Page 5

Sincerely,

ALEX VILLANUEVA, SHERIFF

Reviewed by:

TIMOTHY K. MURAKAMI
UNDERSHERIFF

WILLIAM S. KEHOE
CHIEF INFORMATION OFFICER

AV:TL:VU:vu

(Fiscal Administration Bureau - Contracts Unit)

c: Board of Supervisors, Justice Deputies
Celia Zavala, Executive Officer, Board of Supervisors
Fesia Davenport, Chief Executive Officer
Sheila Williams, Senior Manager, Chief Executive Office (CEO)
Rene Phillips, Manager, CEO
Jocelyn Ventilacion, Principal Analyst, CEO
Anna Petrosyan, Analyst, CEO
Rodrigo A. Castro-Silva, County Counsel
Elizabeth D. Miller, Chief Legal Advisor, Legal Advisory Unit
Michele Jackson, Principal Deputy County Counsel, Legal Advisory Unit
Timothy K. Murakami, Undersheriff
Jorge A. Valdez, Chief of Staff
Conrad Meredith, Division Director, Administrative Services Division (ASD)
Brendan J. Corbett, Chief, Custody Services Division (CSD)
Glen C. Joe, Assistant Division Director, ASD
Sergio A. Mancilla, Commander, CSD
Rick M. Cavataio, Director, Fiscal Administration Bureau (FAB)
Roel D. Garcia, Captain, Population Management Bureau (PMB)
Dave E. Culver, Assistant Director, FAB, Contracts Unit
Jim Cerda, Lieutenant, PMB
Angelo Faiella, Manager, Contracts Unit
Vanessa C. Chow, Sergeant, ASD
Erica M. Saavedra, Deputy, ASD
Veronica Urenda, Contract Analyst, Contracts Unit

**AMENDMENT NUMBER SIX
TO
AGREEMENT NUMBER 78034
FOR THE LOS ANGELES COUNTY OFFENDER MONITORING SYSTEM**

This Amendment Number Six (Amendment) to Agreement Number 78034 (Agreement) is entered into by and between the County of Los Angeles (County) and Sentinel Offender Services, LLC (Contractor), effective upon execution by both parties.

- A. WHEREAS, on September 10, 2013, County and Contractor entered into the Agreement to provide the Los Angeles County Offender Monitoring System and related services for the Los Angeles County Sheriff's Department (Department); and
- B. WHEREAS, the Agreement had an Initial Term commencing on September 10, 2013, terminating on September 9, 2016, and two (2) additional one-year option periods plus one six-month option period; and
- C. WHEREAS, on August 18, 2016, County and Contractor entered into Amendment Number One to (1) exercise the first one-year option term and extend the term of the Agreement from September 10, 2016, through and including September 9, 2017, (2) revise the County-mandated provision regarding Consideration of Hiring GAIN-GROW Participants, and (3) add the County-mandated provision regarding Time Off for Voting; and
- D. WHEREAS, on September 7, 2017, County and Contractor entered into Amendment Number Two to (1) exercise the second one-year option term and extend the term of the Agreement from September 10, 2017, through and including September 9, 2018, (2) update the County-mandated provisions regarding County's Quality Assurance Plan and the Safely Surrendered Baby Law, and (3) add the County-mandated provision regarding Compliance with County's Zero Tolerance Policy on Human Trafficking; and
- E. WHEREAS, on August 28, 2018, County and Contractor entered into Amendment Number Three to (1) exercise the six-month option term and extend the term of the Agreement from September 10, 2018, through and including March 9, 2019, (2) update the County-mandated provisions regarding Consideration of Hiring GAIN/GROW Participants and Assignment by Contractor, and (3) add the County-mandated provisions regarding Default Method of Payment: Direct Deposit or Electronic Funds Transfer, Compliance with Fair Chance Employment Practices, and Compliance with the County Policy of Equity; and
- F. WHEREAS, on February 12, 2019, County and Contractor entered into Amendment Number Four to extend the term of the Agreement for an additional

**AMENDMENT NUMBER SIX
TO
AGREEMENT NUMBER 78034
FOR THE LOS ANGELES COUNTY OFFENDER MONITORING SYSTEM**

one-year period from March 10, 2019, through March 9, 2020, plus an option term of up to twelve months in any increment; and

- G. WHEREAS, on February 17, 2020, County and Contractor entered into Amendment Number Five to (1) exercise the final twelve-month option term and extend the term of the Agreement from March 10, 2020, through March 9, 2021, and (2) update the County-mandated provision regarding Insurance Coverage; and
- H. WHEREAS, the Agreement currently expires on March 9, 2021; and
- I. WHEREAS, County and Contractor agree to (1) extend the term of the Agreement for an additional one-year period from March 10, 2021, through March 9, 2022, plus a 12-month option term in any increment, (2) update Exhibit C (Pricing Sheet) and (3) add the County-mandated provision regarding Prohibition from Participation in Future Solicitation(s).

NOW THEREFORE, in consideration of the mutual covenants contained herein, and for good and valuable consideration, County and Contractor hereby agree as follows:

- 1. Section 7 (Term) of the Agreement is deleted in its entirety and replaced as follows to extend the term of the Agreement for one year from March 10, 2021, through and including March 9, 2022, plus a 12-month option term in any increment:

7. TERM

- 7.1 The term of this Agreement shall commence September 10, 2013, and shall expire March 9, 2022, unless sooner extended or terminated, either in whole or in part, as provided in this Agreement.
- 7.2 The County has the option, at the Sheriff's discretion and upon notice to Contractor prior to the end of the current period of the Agreement term, to extend the term of this Agreement for up to twelve months in any increment. Any such option term extensions shall be in the form of a written Amendment pursuant to Paragraph 6.4 above.

**AMENDMENT NUMBER SIX
TO
AGREEMENT NUMBER 78034
FOR THE LOS ANGELES COUNTY OFFENDER MONITORING SYSTEM**

- 7.3 The County maintains a database that tracks/monitors Contractor performance history. Information entered into the database may be used for a variety of purposes, including determining whether the County will exercise an Agreement term extension option.
2. Section 69.0 (Prohibition from Participation in Future Solicitation(s)) is added to Exhibit A (Additional Terms and Conditions) of the Agreement as follows to add the County-mandated provision regarding Prohibition from Participation in Future Solicitation(s):

69.0 PROHIBITION FROM PARTICIPATION IN FUTURE SOLICITATION(S)

A Proposer, or a Contractor or its subsidiary or Subcontractor ("Proposer/Contractor"), is prohibited from submitting a bid or proposal in a County solicitation if the Proposer/Contractor has provided advice or consultation for the solicitation. A Proposer/Contractor is also prohibited from submitting a bid or proposal in a County solicitation if the Proposer/Contractor has developed or prepared any of the solicitation materials on behalf of the County. A violation of this provision shall result in the disqualification of the Contractor/Proposer from participation in the County solicitation or the termination or cancellation of any resultant County contract. This provision shall survive the expiration, or other termination of this Agreement.

3. Exhibit C (Pricing Sheet) of the Agreement is deleted in its entirety and replaced with the restated Exhibit C (Pricing Sheet), attached hereto.
4. Except as expressly provided in this Amendment, all other provisions, terms, covenants, and conditions of the Agreement shall remain the same and in full force and effect.
5. Contractor represents and warrants that the person executing this Amendment for Contractor is an authorized agent who has actual authority to bind Contractor to each and every item, condition, and obligation of this Amendment and that all requirements of Contractor have been fulfilled to provide such actual authority.

**AMENDMENT NUMBER SIX
TO
AGREEMENT NUMBER 78034
FOR THE LOS ANGELES COUNTY OFFENDER MONITORING SYSTEM**

IN WITNESS WHEREOF, the parties hereto have caused this Amendment Number Six to be executed by their duly authorized representatives on the dates written below.

COUNTY OF LOS ANGELES

By: _____
ALEX VILLANUEVA, SHERIFF

Date: _____

SENTINEL OFFENDER SERVICES, LLC

By: _____

Printed: _____

Title: _____

Date: _____

APPROVED AS TO FORM:
RODRIGO A. CASTRO-SILVA
Acting County Counsel

By: _____
Michele Jackson
Principal Deputy County Counsel

EXHIBIT C
PRICING SHEET

(Restated under Amendment Number Six)

TYPE OF MONITORING	Daily Rate* per Participant
GPS with Cellular (with Active Case Management)	
Quantity of 1 – 499	\$5.75
Quantity of 500 – 999	\$5.50
Quantity of 1000 – or more	\$5.28
GPS with Cellular (without Active Case Management)	
Quantity of 1 – 499	\$3.69
Quantity of 500 – 999	\$3.59
Quantity of 1000 – or more	\$3.43
RF Tethered – Landline Connection	
Quantity of 1 – 499	\$1.84
Quantity of 500 – 999	\$1.79
Quantity of 1000 – or more	\$1.69
RF Tethered – Cell Phone Connection	
Quantity of 1 – 499	\$3.15
Quantity of 500 – 999	\$3.08
Quantity of 1000 – or more	\$2.92

*The Daily Rate per Type of Monitoring will be based on the **total** combined quantity of all Type of Monitoring units in service. The Daily Rate is an all-inclusive rate which includes, but not be limited to, all Services, Taxes, Equipment, Warranty and Maintenance Support, and unlimited access to Software by all County Designated Users.

SOLE SOURCE CHECKLIST

Department Name: Sheriff's Department





☐

New Sole Source Contract

☒

Existing Sole Source Contract

Date Sole Source Contract Approved: 09/10/13

Check (✓)	JUSTIFICATION FOR SOLE SOURCE CONTRACTS 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. 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>
	➤ Compliance with applicable statutory and/or regulatory provisions.
	➤ 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 type="checkbox"/>	➤ 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.
<input 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 12 months from the expiration of an existing contract which has no available option periods.
	➤ 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 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.

Sheila Williams

Digitally signed by Sheila Williams
DN: cn=Sheila Williams, o=CEO, ou=BOMB,
email=swilliams@ceo.lacounty.gov, c=US
Date: 2020.09.04 15:13:33 -07'00'

Chief Executive Office

Date

SOLE SOURCE QUESTIONNAIRE

It is the policy of the County, to solicit the maximum number of bids/proposals for a commodity or service from the largest relevant market and to select vendors on a competitive basis.

There are certain acquisitions which when in the best interest of the County, can only be obtained from a sole source. Sole source acquisitions must be justified in sufficient detail to explain the basis for suspending the usual competitive procurement process.

NOTE: Please refer to Procedure P-3700 of the ISD Purchasing Policies on Procedures Manual.

DOCUMENTATION FOR SOLE SOURCE JUSTIFICATION MUST INCLUDE RESPONSES TO THE FOLLOWING QUESTIONS:

1. **What is being requested?** Los Angeles County Offender Monitoring System (LACOMS) services of Department designated offenders on an “as-needed” basis.
2. **Why is the product needed – how will it be used?** Electronic monitoring is essential to Population Management Bureau’s role of fulfilling the Los Angeles County Sheriff’s Department public safety mission. A single-unit electronic offender monitoring device is attached to the ankle of a Participant for the purposes of tracking the whereabouts of such Participant at all times. Electronic monitoring device with (2) distinct levels of tracking. Global Positioning System (GPS) and Passive Radio Frequency (RF) Tethers capabilities.
3. **Is the “brand” of product the only one that meets the user’s requirements? If yes, what is unique about the product?** Sentinel Offender Services utilizes Omni Link (Model OM400) electronic monitoring device under agreement 78034.
4. **Have other products/vendors been considered? If yes, which products/vendors have been considered and how did they fail to meet the user’s requirements?** No.
5. **Will purchase of this product avoid other costs, e.g. data conversion, etc? Or will it incur additional costs, e.g. training, conversion, etc?** No. The County is currently under an agreement with Sentinel Offender Services with a daily rate of \$ 3.69 per Participant based on a quantity of 1 – 499.
6. **Is the product proprietary or is it available from various dealers? Have you verified this?** Los Angeles County Offender Monitoring System (LACOMS) is proprietary to Sentinel Offender Services under agreement 78034.

7. **Reasonableness of Price. Does the County obtain a percentage discount or special discount not available to the private sector?** Yes. Under the current contract, the daily rate is based on the following number of Participants.

Quantity of 1 - 499

Quantity of 500 – 999

Quantity of 1000 or more

8. **What is the dollar value of existing equipment and the Purchase Order No. for the existing equipment?**

The County is currently contracted with Sentinel Offender Services for electronic monitoring. Sentinel Offender Services utilizes Omni Link (Model OM400) GPS with Cellular ankle monitors valued at \$ 1200 each. The current County agreement number is 78034.

DRAFT

BOARD LETTER/MEMO – FACT SHEET OPERATIONS CLUSTER

OPS CLUSTER AGENDA REVIEW DATE	9/9/2020	
BOARD MEETING	N/A	
DELEGATED AUTHORITY BOARD LETTER	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
SUPERVISORIAL DISTRICT AFFECTED	All	
DEPARTMENT	Sheriff's Department	
SUBJECT	Advance notification of intent to enter into negotiations for a sole source amendment to extend Agreement number 78034 with Sentinel Offender Services, LLC to provide continued Los Angeles County Offender Monitoring System Services	
PROGRAM	Los Angeles County Offender Monitoring System	
SOLE SOURCE CONTRACT	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
	If Yes, please explain why: Sentinel is the sole proprietor of maintenance and support services for the Los Angeles County Offender Monitoring System	
DEADLINES/ TIME CONSTRAINTS	The current contract expires March 9, 2021	
COST & FUNDING	Total cost: \$200,000 per year	Funding source: Population Management Bureau AB109 Fund and Department's operating budget
	TERMS (if applicable): One year with up to 12 additional months in any increment.	
	Explanation: Cost will be funded through the AB109 Fund. Department will absorb excess costs if AB109 allocation is insufficient.	
PURPOSE OF REQUEST	The continuation of the services will allow the Department to continue to use electronic monitoring to manage cost and risk by releasing eligible offenders from custody and tracking their location. The proposed Amendment will also allow the Department to complete its solicitation process for a successor contract.	
BACKGROUND (include internal/external issues that may exist)	The Board approved contract #78034 on September 10, 2013. The contract had an initial term of three years, plus two additional one-year option periods and one six-month option period. On February 12, 2019 the Board executed Amendment #4 to extend the contract through March 9, 2021.	
DEPARTMENTAL AND OTHER CONTACTS	Name, Title, Phone # & Email: • Angelo Faiella, (213) 229-3259, afaiell@lasd.org • Lt. Cerda, (213) 893-5885, jcerda@lasd.org	

BOARD LETTER/MEMO – FACT SHEET OPERATIONS CLUSTER

☐ Board Letter

☒ Board Memo

☐ Other

OPS CLUSTER AGENDA REVIEW DATE	2/3/2021	
BOARD MEETING	3/30/2021	
DELEGATED AUTHORITY BOARD LETTER	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
SUPERVISORIAL DISTRICT AFFECTED	(ALL DISTRICTS) (3 VOTES)	
DEPARTMENT	Registrar-Recorder/County-Clerk	
SUBJECT	NOTIFICATION OF INTENT TO ENTER INTO SOLE SOURCE CONTRACT WITH DIGITAL FOUNDRY FOR CONTINUED PRODUCTION SOFTWARE DEVELOPMENT OF THE TALLY SYSTEM AND BALLOT LAYOUT APPLICATION UNDER VOTING SOLUTIONS FOR ALL PEOPLE (VSAP)	
PROGRAM	Voting Solutions for All People (VSAP)	
SOLE SOURCE CONTRACT	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
	If Yes, please explain why: Digital Foundry has been an instrumental and strategic vendor partner to VSAP since June 2018 providing Tally System and Ballot Layout Application subject matter expertise.	
DEADLINES/ TIME CONSTRAINTS	The sole source agreement will ensure continuity of services to ensure SOS certification prior to the 2022 Gubernatorial Primary Election.	
COST & FUNDING	Total cost: TBD. The estimated cost of the sole source contract will be negotiated and finalized prior to the Department's anticipated submission for the Operations Cluster Meeting on March 10, 2021 in order to be considered by your Board on March 30, 2021.	Funding source: Funding for the contract will be requested in the Department's FY 2021-22 Recommended Budget.
	TERMS (if applicable): TBD.	
	Explanation: N/A	
PURPOSE OF REQUEST	Secretary of State (SOS) Certification for VSAP Tally System Version 4.0 and Ballot Layout Version 3.0 is scheduled to start in June 2021. SOS certification will require major updates to the existing application, which include addition of Bengali, Burmese, Gujarati, Indonesian, Mongolian, and Telugu to meet language requirements of Assembly Bill 918 and the new California Elections Code Section 14201.	
BACKGROUND (include internal/external issues that may exist)	<p>The Department engaged with Digital Foundry under a competitive Enterprise Master Services Agreement (ESMA) Work Order (No. 2016-010) on July 18, 2016 to architect, develop and prototype a VSAP Tally solution capable of processing and tabulating the new VSAP Vote by Mail (VBM) paper ballots.</p> <p>On January 10, 2018 the Department amended the work order to extend the engagement to June 30, 2018 and add scope to develop and test an initial Version 1.1.2.2 release of the VSAP Tally System, supporting core Tally functionality only, and gain Secretary of State (SOS) approval for its use to tally VBM ballots in the November 6, 2018 Gubernatorial General Election.</p> <p>The Department, with the authorization of the Board of Supervisors, entered into a Sole Source Agreement on June 12, 2018 for the Development of VSAP Tally 2.0. This new version allowed for the tally of BMD ballots, in addition to the VBM ballots. VSAP Tally 2.0 was implemented during the March 3, 2020 Election.</p> <p>On October 1, 2020, the California Secretary of State granted conditional approval for VSAP 2.1 which included Tally 2.2.2.31 and VBL 1.1.3. VSAP 2.1 was successfully implemented during the November 3, 2020 Presidential General Election.</p>	
DEPARTMENTAL AND OTHER CONTACTS	Name, Title, Phone # & Email: Dean C. Logan Registrar-Recorder/County Clerk (562) 462-2716 dlogan@rrcc.lacounty.gov	



Los Angeles County Registrar-Recorder/County Clerk

DEAN C. LOGAN
Registrar-Recorder/County Clerk

February 3, 2021

TO: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

Fesia Davenport, Chief Executive Officer

FROM: Dean C. Logan, Registrar-Recorder/County Clerk

NOTIFICATION OF INTENT TO ENTER INTO SOLE SOURCE NEGOTIATIONS WITH DIGITAL FOUNDRY FOR CONTINUED PRODUCTION SOFTWARE DEVELOPMENT OF THE TALLY SYSTEM AND BALLOT LAYOUT APPLICATION UNDER VOTING SOLUTIONS FOR ALL PEOPLE (VSAP)

This is to provide a notice to your Board that the County of Los Angeles (County) Department of Registrar-Recorder/County Clerk (Department) intends to enter into sole source negotiations with Digital Foundry, Inc. (Digital Foundry) for continued production software development of the VSAP Tally System (Tally) Version 4.0 and Ballot Layout Application (VBL) Version 3.0.

Secretary of State (SOS) Certification for VSAP Tally System Version 4.0 and Ballot Layout Version 3.0 is scheduled to start in June 2021. SOS certification will require major updates to the existing application, which include addition of Bengali, Burmese, Gujarati, Indonesian, Mongolian, and Telugu to meet language requirements of Assembly Bill 918 and the new California Elections Code Section 14201.

Additional scope of work includes:

- Changes in the Tally Environment software stack to replace an unsupported version of Centos and a revised runtime environment using Kubernetes and RabbitMQ.

- Required Federal Information Processing Standards (FIPS) compliance. Work entails both Tally and VBL adhere to a set of Federal standards for document processing, encryption algorithms, and other information technology standards.
- Added functionality and reports needed to support major elections. Includes the ability to support Canvass operations through a ballot viewer and detailed results by batch, contest, district, and/or precinct.
- Additional development to support six (6) additional languages as mandated by SOS. Those languages are: Gujrati, Telegu, Mongolian, Indonesian, Burmese, Bengali.
- Continue system administration and development transfer of knowledge to county staff.

The sole source agreement will ensure continuity of services to ensure SOS certification prior to the 2022 Gubernatorial Primary Election.

The estimated cost of the sole source contract will be negotiated and finalized prior to the Department's anticipated submission for the Operations Cluster Meeting on March 10, 2021 in order to be considered by your Board on March 30, 2021. Funding for the contract will be requested in the Department's FY 2021-22 Recommended Budget.

BACKGROUND

VSAP addresses an aging voting system and an increasingly large and complex electorate. Its goal is to modernize the voting experience as well as the systems and processes that support it through an open, transparent, participatory, and data-driven approach centered on the voter as well as human factors involved in engagement and participation in the democratic process.

The Department engaged with Digital Foundry under a competitive Enterprise Master Services Agreement (ESMA) Work Order (No. 2016-010) on July 18, 2016 to architect, develop and prototype a VSAP Tally solution capable of processing and tabulating the new VSAP Vote by Mail (VBM) paper ballots.

On January 10, 2018 the Department amended the work order to extend the engagement to June 30, 2018 and add scope to develop and test an initial Version 1.1.2.2 release of the VSAP Tally System, supporting core Tally functionality only, and gain Secretary of State (SOS) approval for its use to tally VBM ballots in the November 6, 2018 Gubernatorial General Election.

The Department, with the authorization of the Board of Supervisors, entered into a Sole Source Agreement on June 12, 2018 for the Development of VSAP Tally 2.0. This new version allowed for the tally of BMD ballots, in addition to the VBM ballots. VSAP Tally 2.0 was implemented during the March 3, 2020 Election.

On October 1, 2020, the California Secretary of State granted conditional approval for VSAP 2.1 which included Tally 2.2.2.31 and VBL 1.1.3. VSAP 2.1 was successfully implemented during the November 3, 2020 Presidential General Election.

CLOSING

Digital Foundry has been an instrumental and strategic vendor partner to VSAP since June 2018 providing Tally System and Ballot Layout Application subject matter expertise. If you have any questions regarding this matter, please contact me at (562) 462-2716. Unless otherwise instructed by the Board no later than March 3, 2021, the Department will proceed to enter into sole source negotiations with Digital Foundry and present a sole source contract anticipated to be before the Board on March 30, 2021.

DCL:DM:AN
VW:jw



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>

FESIA A. DAVENPORT
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

Draft

February 23, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

CHIEF EXECUTIVE OFFICE RISK MANAGEMENT ANNUAL REPORT, FISCAL YEAR 2019-20 (ITEM NO 30-A, BOARD MEETING OF FEBRUARY 6, 2018)

Attached is the *Chief Executive Office Risk Management Annual Report, Fiscal Year 2019-20*. The purpose of the report is to inform the Board of a summarized Cost of Risk in Liability and Workers' Compensation exposures; assist departments to recognize the nature and extent of their exposures and losses; and provide direction on risk management strategies to be taken in the current and subsequent fiscal years (FY).

Details of the number, type, and cost of claims are included in the attached report. The following is a summary of the risk categories along with prevention activities implemented by the Chief Executive Office – Risk Management Branch (CEO Risk Management):

Total Cost of Risk

The total of all costs related to Liability and Workers' Compensation increased by \$29.4 million to \$724.4 million, which represents a 4.2 percent increase over FY 2018-19. However, the County's Total Cost of Risk decreased from 2.22 to 2.17 percent of the County's operating budget; this represents a 2.3 percent decrease over FY 2018-19. The Total Cost of Risk is measured as a percentage of the County of Los Angeles' (County) operating budget.

Vehicle Liability

Vehicle accident claims increased by 134 to 1,149, which represents a 13.2 percent increase over FY 2018-19. The cost of claims and lawsuits increased by \$14.3 million to \$28.2 million, which represents a 102.8 percent increase over FY 2018-19.

CEO Risk Management actively collaborates with County departments to coordinate training and policy development designed to address the risk factors that contribute to vehicle accidents. Our Loss Control and Prevention Unit provides consultations and education initiatives to departments that experience increased claims.

Other General Liability

These claims have increased by 183 to 3,022, which represents a 6.4 percent increase over FY 2018-19. The cost of claims and lawsuits increased by \$15.5 million to \$58.0 million, which represents a 36.4 percent increase over FY 2018-19.

These claims, such as billing disputes and contract issues, increased due to billing companies filing claims for Medicare reimbursement rather than going through the correct administrative process.

Employment Practices Liability (non-Workers' Compensation)

These claims have increased by 17 to 138, which represents a 14.0 percent increase over FY 2018-19. The cost of claims and lawsuits increased by \$13.2 million to \$30.2 million, which represents a 77.9 percent increase over FY 2018-19.

The Department of Human Resources and CEO Risk Management provide employment liability training to departments to combat the rising employment risk.

Law Enforcement Liability

These claims have decreased by 38 to 568, which represents a 6.3 percent decrease over FY 2018-19. The cost of claims and lawsuits decreased by \$20.7 million to \$38.2 million, which represents a 35.1 percent decrease over FY 2018-19.

CEO Risk Management continues to collaborate with the law enforcement departments to facilitate effective Corrective Action Plans and implement meaningful policy changes.

Medical Malpractice Liability

These claims have decreased by 38 to 156, which represents a 19.6 percent decrease over FY 2018-19. The cost of claims and lawsuits increased by \$3.7 million to \$7.9 million, which represents an 87.6 percent increase over FY 2018-19.

CEO Risk Management and the Legal Exposure Reduction Committee established elements of a “Just Culture” within the County’s medical provider departments to improve communication and best practices which has shown to ultimately lower our overall risk.

Workers’ Compensation

These claims have increased by 318 to 12,375, which represents a 2.6 percent increase over FY 2018-19. The cost of claims and lawsuits decreased by \$11.9 million to \$401.2 million, which represents a 2.9 percent decrease over FY 2018-19.

CEO Risk Management continues to work with departments to prevent injuries through training and education initiatives. However, the COVID-19 pandemic lowered our overall interactions with departments over the last quarter of the FY. For several years, cost containment programs have been implemented to curtail the long-term costs of Workers’ Compensation claims, including catastrophic loss insurance, permanent claim closure of over 629 claims; and increasing assistance to injured workers to facilitate expedited claims, treatment, and their return to work. These cost containment programs have proven to reduce costs to the County and departments should continue to implement effective return to work programs to continue reduced costs.

This report represents the combined efforts of the entire CEO Risk Management Branch team. Input and analysis were provided by staff of Liability Claims and Recovery, Loss Control and Prevention, Risk Management Finance, Risk Management Inspector General, Risk Transfer, Office of Privacy, and Workers’ Compensation.

Should you have any questions concerning this matter, please contact me or Steven T. Robles, Assistant Chief Executive Officer/County Risk Manager, at (213) 351-5346 or srobles@ceo.lacounty.gov.

FAD:JMN
STR:lac

Attachment

c: All Department Heads



Los Angeles County Chief Executive Office

Steven T. Robles
County Risk Manager
February 23, 2021





Hilda L. Solis
First District



Holly J. Mitchell
Second District



Sheila Kuehl
Third District



Janice Hahn
Fourth District



Kathryn Barger
Fifth District

COUNTY OF LOS ANGELES
BOARD OF SUPERVISORS



CHIEF EXECUTIVE OFFICE
RISK MANAGEMENT BRANCH

2019-20

Inside
County Risk
Risk Management Annual Report



TABLE OF CONTENTS

Risk Manager's Message.....	Page 1
Key Objectives—Fiscal Year 2020-21	Page 3
Cost of Risk	Page 4
Risk Financing	Page 6
Workers' Compensation Program.....	Page 9
Liability Claims and Recovery	Page 24
Trend Analysis	Page 27
Loss Control and Prevention.....	Page 35
Risk Management Inspector General.....	Page 38
Risk Transfer.....	Page 43
The Office of Privacy	Page 49
Risk Management Finance.....	Page 52
Statistics – Fiscal Years 2017-18 to 2019-20.....	Page 54
Report Abbreviations.....	Page 64

RISK MANAGER'S MESSAGE

The County of Los Angeles (County), Chief Executive Office – Risk Management Branch (CEO Risk Management) is pleased to provide its Risk Management Annual Report for Fiscal Year (FY) 2019-20.

In previous fiscal years, we focused on improving the County's risk culture and operational capabilities. These initiatives ultimately led to an enterprise risk model that embeds risk management into the planning, execution, and completion of all Board of Supervisors (Board) priorities and operational functions of the County.

As these programs begin to mature, we are realizing significant results, including: the ability to attract multiple insurers to cover our losses, the elimination of hundreds of Workers' Compensation claims, stable loss development, and increased third-party recoveries.

Updating the data management associated with claims and litigation has been a high priority over the last few years. We will continue to move forward in the development of the next generation Fraud, Waste, and Abuse analytics upon completion of the comprehensive claims management system. Utilizing artificial intelligence, this system will allow for continuous auditing of the touch points within our systems to insure the best possible outcomes, system integrity and, recovery.

In FY 2019-20, we focused on securing data through various privacy initiatives to assist the County in the early stages of the Coronavirus Disease 2019 (COVID-19) pandemic. Furthermore, we developed various initiatives to track and reduce COVID-19 spread amongst County employees all while conducting normal County programs through telework. As such, we continue to implement a multi-year plan to control costs and reduce liability, as follows:

1. The purchase of commercial insurance to protect against the risk of catastrophic loss events.
2. An aggressive claim closure program has been implemented to finalize Workers' Compensation claims for employees who no longer work for the County. This benefits the injured worker as it gives more control over the administration of their health care, and it benefits the County as it lowers our long-term liabilities.
3. Completion of the comprehensive claims and risk management system enabling the County to have better control of claims and litigation costs and exposures.

RISK MANAGER'S MESSAGE (CONTINUED)

Overall, the County's Cost of Risk remains near the industry standard of 2.0%. Below is a brief trend indicator for the categories of loss we typically observe and how it contributes to the overall Cost of Risk.

The frequency increase indicator is marked in red as we will typically see increased costs associated with the increased claims. Conversely, as we currently see downward trends (marked in green) in claims, we can expect to see lower costs in the future. For example, Law Enforcement Liability had been on a downward trend for three consecutive years. This year, we are beginning to realize the costs savings of the lower frequency.

This year's annual report is organized to allow for identification of claim trends specific to General Liability and sub-categorized areas, including: Law Enforcement, Employment, Medical Malpractice, Auto, and General Liability. These categories represent different exposures and prevention requirements that will allow County departments the ability to focus efforts according to specific losses. Each department also has the Enterprise Risk Information Center dashboard at their disposal for more detailed information.

Claim Type	% Change in Frequency	% Change in Expense
Workers' Compensation	2.6%	-2.9%
Automobile Liability	13.2%	102.8%
General Liability - Other	6.4%	36.4%
Law Enforcement Liability	-6.3%	-35.1%
Employment Practices Liability	14.0%	77.9%
Medical Malpractice Liability	-19.6%	87.6%
Total	3.4%	3.7%
Cost or Risk (excluding non-County agencies)		2.2%

Many opportunities to lower our overall costs remain. The remainder of this report outlines our key objectives for the upcoming FY and the specific cost drivers impacting our overall Cost of Risk.

KEY OBJECTIVES—FISCAL YEAR 2020-21

CEO Risk Management provides leadership and direction for the County's Risk Management and Privacy programs. Key objectives for FY 2020-21 include:

- Implement the Workers' Compensation and Liability Modules of the comprehensive claims system.
- Improve the privacy program through the development of policies and deployment of privacy impact assessment tools. These tools will allow us to better manage the processing and storage of the County's data and information, and proactively protect it from potential compromise.
- Further develop the implementation of privacy incident response protocols to address cybersecurity incidents, and expand vendor management functions to ensure protection of the County's data and information.

- Develop and implement a portal for injured workers to find information regarding their claim and communicate with their claims examiner.
- Continue to lower the unfunded liabilities in Workers' Compensation by closing claim exposures, funding liabilities, and capping losses with catastrophic loss insurance.
- Implement performance, audit, and fraud digital monitoring of our Third Party Administrators and vendors to increase performance, lower costs, and provide better services to our injured workers.
- Collaborate with department stakeholders to create and test cyber-attack tabletop exercises that will test and improve the County's ability to respond to these risks.



COST OF RISK

The Cost of Risk is the ratio of the expenditures for the County's various cost of claims paid, divided by the County's Operating Budget in a specific FY. The effectiveness of the County's risk management programs, policy decisions, and the effects of State and Federal regulations are reflected in the Cost of Risk since it includes paid Workers' Compensation claims, General Liability claims, and the cost to defend a myriad of tort and non-tort-related claims. The Cost of Risk also includes the costs associated with loss control and prevention programs, insurance premiums, and operational and administrative expenses.

During FY 2019-20, the County experienced a decrease in the Cost of Risk of 1.7%.

THE COUNTY'S OBJECTIVE IS TO MINIMIZE ITS TOTAL COST OF RISK

Detailed information is listed in the "Statistics" section of this report regarding the number of claims and expenses for each of the last three fiscal years, by department, for Workers' Compensation, State of California Labor Code (LC) 4850 and Salary Continuation, Vehicle Liability, General Liability, Employment Practices Liability, Law Enforcement Liability, and Medical Malpractice.

The table on the next page illustrates the totality of all categories of risk as related to the County's Operating Budget.



COST OF RISK¹

Category	FY 2017-18	FY 2018-19	FY 2019-20
Workers' Compensation			
Workers' Compensation Expense	\$394,207,968	\$413,085,705	\$401,160,401
Labor Code 4850/Salary Continuation	\$91,836,326	\$116,452,158	\$127,304,869
Workers' Compensation Expense Total	\$486,044,294	\$529,537,863	\$528,465,270
Liability			
Liability Expense Total	\$153,601,167	\$154,025,721	\$181,216,667
Purchased Insurance (premium and fees)	\$15,267,637	\$22,375,478	\$25,344,978
Cost of Risk	\$654,913,098	\$705,939,062	\$735,026,915
Cost of Risk (excluding non-County agencies)	\$645,116,874	\$694,972,538	\$724,361,149
Total County Operating Budget (000)	\$29,403,718	\$31,311,700	\$33,328,813
Cost of Risk (Excluding non-County agencies as a percentage of the County's Operating Budget)	2.19%	2.22%	2.17%

¹ Detailed Cost of Risk Information can be found in Exhibit G of this report

RISK FINANCING

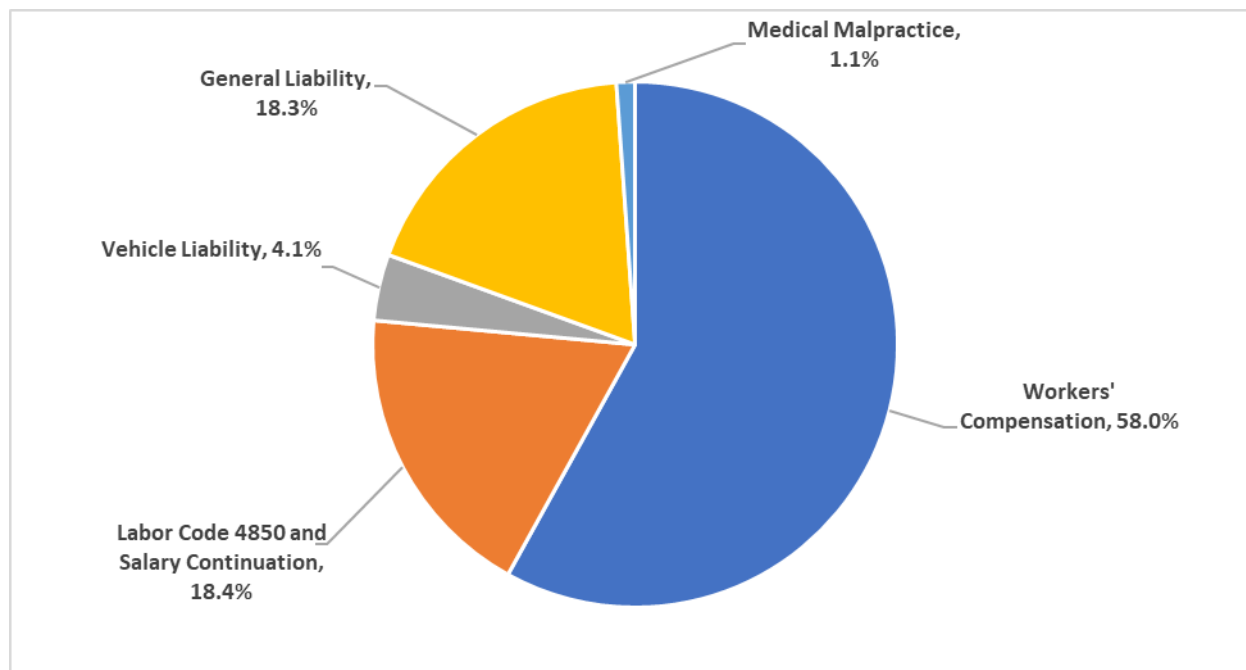
The County currently finances nearly all losses on a cash basis; therefore, any liability or workers' compensation claim that arises is subject to cash payment by the County, regardless of size. Based on the nature and scope of County operations, natural disasters, and external influences, County departments will be susceptible to large claims that significantly impact expenses. The results of FY 2019-20 illustrate this susceptibility as the top-10 claims of each expense category accounted for significant portions of expense, as follows: Law Enforcement top-10 accounted for 70.8% of expenses; General Liability top-10 accounted for 37.3% of expenses; Auto Liability top-10 accounted for 72.2% of expenses; Medical Malpractice top-10 accounted for 56.2% of expenses; and Employment Liability top-10 accounted for 52.4% of expenses. The County has instituted several risk management techniques to manage the cost of large loss claims outside of litigation management. Minimizing the frequency of claims minimizes the possibility of one of those claims becoming a large loss. The County currently utilizes loss control and prevention best practices specific to departments that are coordinated through the Chief Executive Office (CEO), as follows:

- Corrective Action Plans and/or Summary Corrective Action Plans are required for all settlements with an indemnity amount in excess of \$100,000 and as requested by the Risk Management Inspector General (RMIG). These plans summarize the nature of the claim and identify the root cause of the problem and corrective action steps to be taken by the department, or the County as a whole, to minimize the potential for similar events to occur.
- Risk Management Loss Control updated several online training modules to address the risk factors that contribute to vehicle accidents, and issued notices to departments that were experiencing increased claims.
- Risk Management Plans are developed by each department on an annual basis. These plans provide an overview of each department's risk management program, significant risk issues for that department, and mitigation measures or goals designed to prevent or minimize the given exposure.
- CEO Risk Management provides reporting and early trend analysis capabilities through departmental-specific dashboards. This includes a drill-down capacity to identify the "Top-5 Causes of Concern" for each type of loss.
- Contractual risk transferring of large loss potential involves reviewing, recommending, and constructing departmental insurance contract language, including indemnification language and proper endorsement usage that is consistent throughout the County and formulated to provide protection to the various contractors and the County, should an adverse event occur. County Counsel and CEO Risk Management collaborate with departments in this endeavor.

OVERALL COSTS

The overall Cost of Risk graph below illustrates that workers' compensation accounts for 58.0% of the Cost of Risk. For FY 2019-20, this represents approximately \$401 million.

PERCENTAGE OF TOTAL COST PAID BY CLAIM TYPE – FY 2019-20



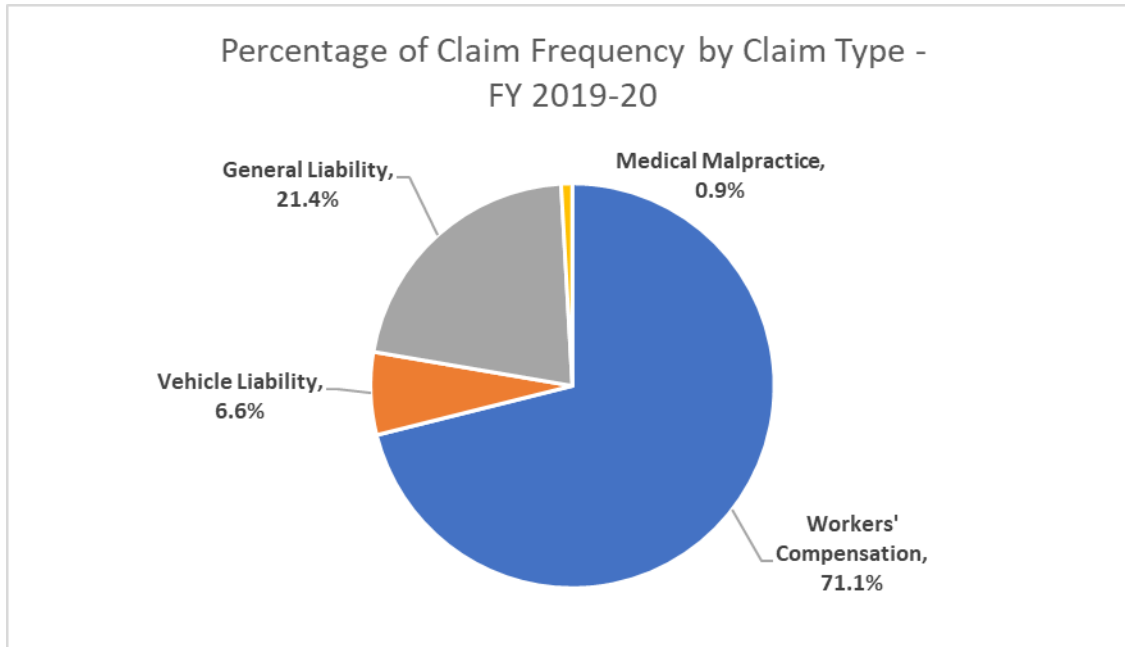
CLAIM SEVERITY (TOTAL COST PAID) - ALL CLAIMS 1,2,3 - FY 2017-18 THROUGH FY 2019-20

Claim Type	FY 2017-18	FY 2018-19	FY 2019-20
Workers' Compensation	\$394,207,968	\$413,085,705	\$401,160,401
Labor Code 4850 and Salary Continuation	\$91,836,326	\$116,452,158	\$127,304,869
Vehicle Liability	\$22,687,243	\$13,893,712	\$28,176,437
Law Enforcement Liability	\$40,660,429	\$58,919,309	\$38,228,175
Employment Practices Liability	\$22,123,346	\$16,995,262	\$30,242,152
Other General Liability	\$39,802,135	\$42,559,687	\$58,032,882
Medical Malpractice	\$12,897,237	\$4,221,652	\$7,918,033
TOTAL	\$624,214,684	\$666,127,486	\$691,062,949

1. Data does not include unemployment costs.
2. Data includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit, etc. This information includes County Counsel tort claims.
3. Amount Paid is the total of the transactions paid by coverage code in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of occurrence date; does not include Reported But Not Paid (RBNP) or Incurred But Not Reported (IBNR) reserves.
4. Workers' Compensation paid does not reflect State of California Labor Code 4850 and Salary Continuation payments, which are shown separately.

CLAIM FREQUENCY BY CLAIM TYPE – FY 2019-20

In further demonstrating the impact of workers' compensation on the total risk management program, the graph below illustrates that workers' compensation accounts for almost three quarters of all claims.



CLAIM FREQUENCY (TOTAL NUMBER OF CLAIMS FILED) BY CLAIM TYPE FY 2017-18 THROUGH FY 2019-20

Claim Type ^{1,2}	FY 2017-18	FY 2018-19	FY 2019-20
Workers' Compensation	11,859	12,057	12,375
Vehicle Liability	1,100	1,015	1,149
Law Enforcement Liability	596	606	568
Employment Practices Liability	150	121	138
Other General Liability	2,024	2,839	3,022
Medical Malpractice	187	194	156
TOTAL	15,916	16,832	17,408

1. Total number of claims filed by fiscal year regardless of date of occurrence; count includes all suffixes.
2. Includes County Counsel tort claims, but not agencies that are not County departments, i.e., MTA, Foothill Transit, etc.

The methods and activities of managing the overall Cost of Risk are outlined in the remainder of the FY 2019-20 Annual Report.

WORKERS' COMPENSATION PROGRAM

The County's self-insured Workers' Compensation Claim Administration Program is the largest such local governmental program in the State of California. As a mandated employer funded social benefit program, it is responsible for administering approximately 32,000 open workers' compensation claims with nearly 12,400 new workers' compensation claims reported annually. Statutorily mandated benefits are delivered through partnerships established under four Third Party Administrator contracts (TPAs), three Medical Management and Cost Containment contracts (MMCCs), and a Pharmacy Benefit Management (PBM) Network. CEO's Workers' Compensation On-Site County Representatives (OSCRs) aid TPA staff, County departments, and injured workers. In addition, OSCRs authorize high-value settlements and payment transactions, perform fiscal reconciliation services, and act as liaisons between departments, defense counsel, and TPAs. County Counsel staff and contracted defense attorneys provide legal support.

Workers' compensation expenses are generally separated into three categories: 1) allocated benefit expenses (ABE); 2) allocated loss adjustment expenses (ALAE); and 3) unallocated loss adjustment expenses (ULAE). ABE include medical benefits, salary continuation, and temporary disability benefits, permanent disability benefits, and death benefits. Such expenses are charged to the workers' compensation claims file. ALAE include non-benefit payments to contract law

firms, investigation firms, and other ancillary service providers. Such expenses are also charged to the workers' compensation claim file. ULAE include the cost of TPAs, MMCCs, County Counsel Workers' Compensation Division staff, CEO Risk Management staff, State User Assessments, claims administration system, excess insurance, and other overhead charges required to administer or provide risk protection for the workers' compensation program. Such expenses are not charged or allocated to individual workers' compensation claims.

Total workers' compensation expenses paid in FY 2019-20, excluding LC 4850 and Salary Continuation benefits, were \$401.16 million. This represents a 2.9% reduction in workers' compensation expenses from FY 2018-19, which totaled \$413.09 million.



WORKERS' COMPENSATION PROGRAM — MAJOR ALLOCATED BENEFIT EXPENSES

In FY 2019-20, total medical expenses equaled \$141.5 million. This represents an 11.7% decrease from the total medical expense of \$160.3 million experienced in FY 2018-19. The decrease was due in part to medical facilities reducing services during the pandemic.

Temporary disability expenses increased from \$26.3 million in FY 2018-19 to \$32.1 million in FY 2019-20, an increase of 22.1%. Salary continuation and LC 4850 expenses (predominately driven by LC 4850 benefits) increased 9.2% from the \$116.5 million in FY 2018-19 to \$127.3 million in FY 2019-20. CEO Risk Management staff continues to believe the LC 4850 expense is driven by increases in salary and the demographics of the population eligible for LC 4850 benefits and may show some stabilization in future years.

Permanent disability expenses decreased 1.4%, from \$101.64 million in FY 2018-19 to \$100.2 million in FY 2019-20. CEO Risk Management staff believes future increases in permanent disability payments may have stabilized as the permanent disability rating and payment schedule established under Senate Bill (SB) 863 have been experienced.

Changes to the permanent disability rating and payment schedule under SB 863 significantly increase exposure to workers' compensation disability payments. As an example, a fire fighter with a presumptive industrial heart condition with a 40% whole person impairment would be entitled to \$87,835 in permanent disability prior to the passage of SB 863. The same exact disability under the SB 863 provisions would entitle that firefighter to \$206,307.50 in disability benefits.

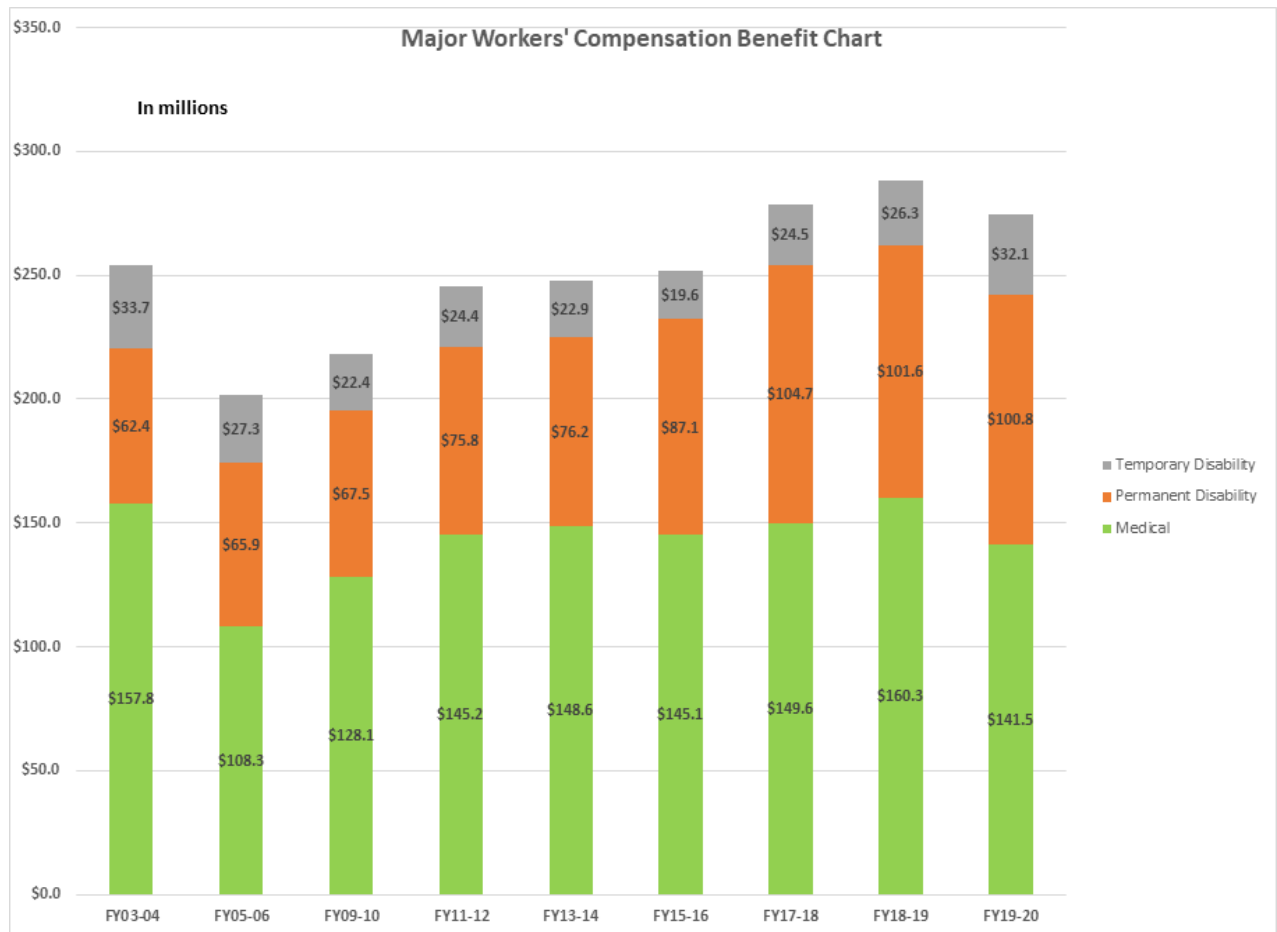
CARE



FINANCE

COMPENSATION

WORKERS' COMPENSATION PROGRAM — MAJOR ALLOCATED BENEFIT EXPENSES (CONTINUED)



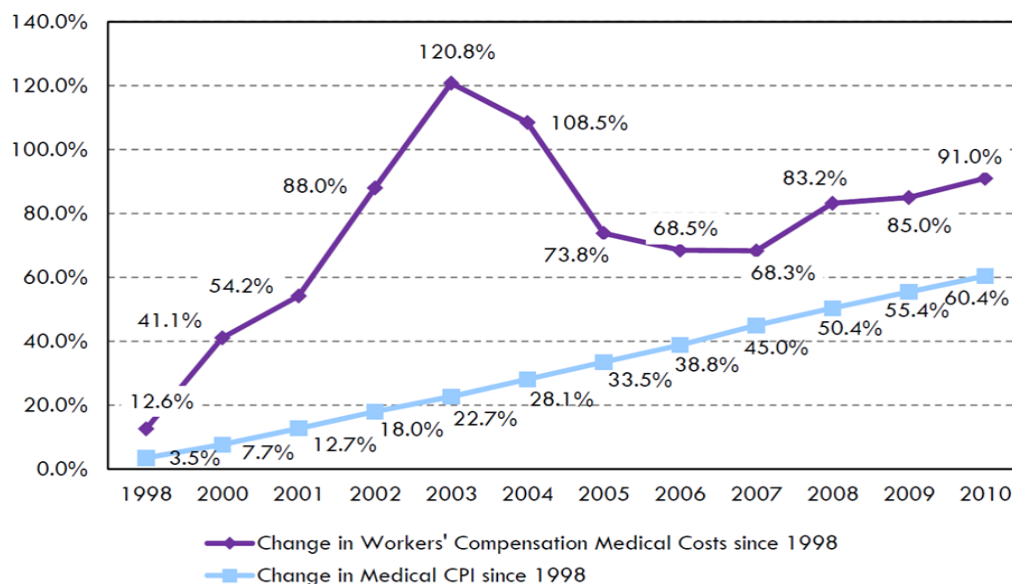
WORKERS' COMPENSATION PROGRAM—ALLOCATED AND UNALLOCATED LOSS ADJUSTMENT EXPENSES

Traditionally, the County workers' compensation program's allocated and unallocated loss adjustment expenses account for approximately 20-22% of overall program expenses. The ALAE and ULAE represent the legal, administrative, and operational costs to deliver balanced workers' compensation benefits. In FY 2019-20, the combined ALAE and ULAE represented 22% of program expenses. This includes approximately \$4.6 million dollars for excess insurance and \$2.7 million for a comprehensive Risk Management Information System (RMIS) upgrade. Such expenses compare favorably to loss adjustment expenses experienced by California workers' compensation insurers and other self-insured employers.

The California Commission on Health and Safety and Workers' Compensation 2019 Annual Report reflected ALAE and ULAE accounted for 36.7% of overall workers' compensation systemwide expenses in calendar year 2018.

Over the last 13 years, County workers' compensation loss adjustment expenses have increased, in part, due to medical management cost containment strategies that include utilization review. CEO Risk Management staff believe California's implementation of evidence based medical guidelines have stabilized the workers' compensation inflationary trends experienced in the late 1990s and early 2000s. The graph below demonstrates the impact of workers' compensation legislation that became effective in 2004 and its impact on cost stabilization.

WORKERS' COMPENSATION MEDICAL EXPENSES VS. MEDICAL INFLATION SINCE 1998



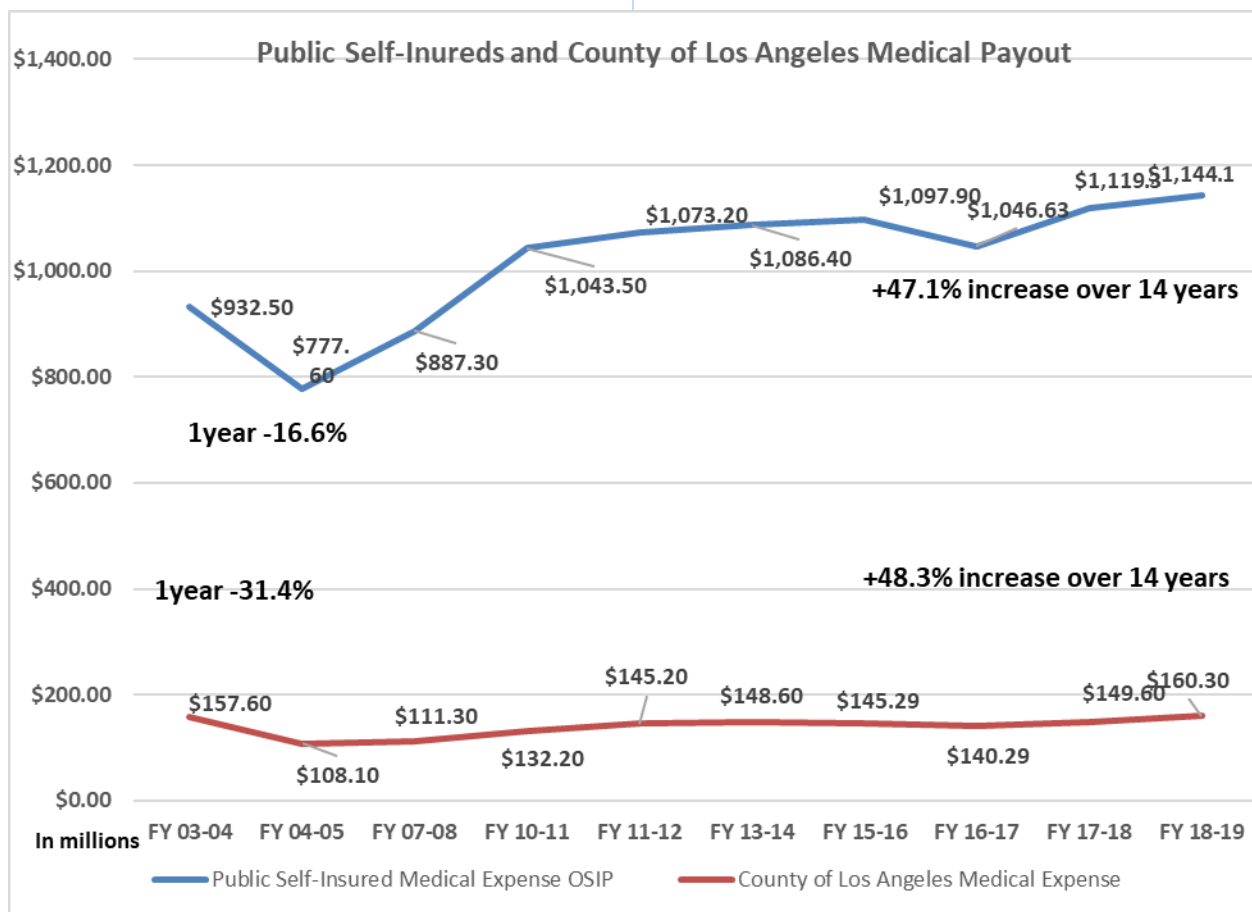
SOURCE: Commission on Health and Safety and Workers' Compensation – Data Source: WCIRB; Bureau of Labor Statistics

SOURCE: Commission on Health and Safety and Workers' Compensation – Data Source: WCIRB; Bureau of Labor Statistics

WORKERS' COMPENSATION — EXPENSES

The County workers' compensation medical spending has remained relatively stable as demonstrated by the chart below. This chart reflects aggregate public agency workers' compensation medical payment data (including the County's workers' compensation payment amounts) and the County's annual workers' compensation medical payments since FY 2003-04.

CEO Risk Management staff believes the significant decrease in workers' compensation medical cost experienced between FY 2003-04 and FY 2004-05 was a direct result of urgency legislation implemented to address the California "workers' compensation crisis." Aggregate Office of Self-Insurance Plan FY 2019-20 payment information was not available at the time of the printing of this report.

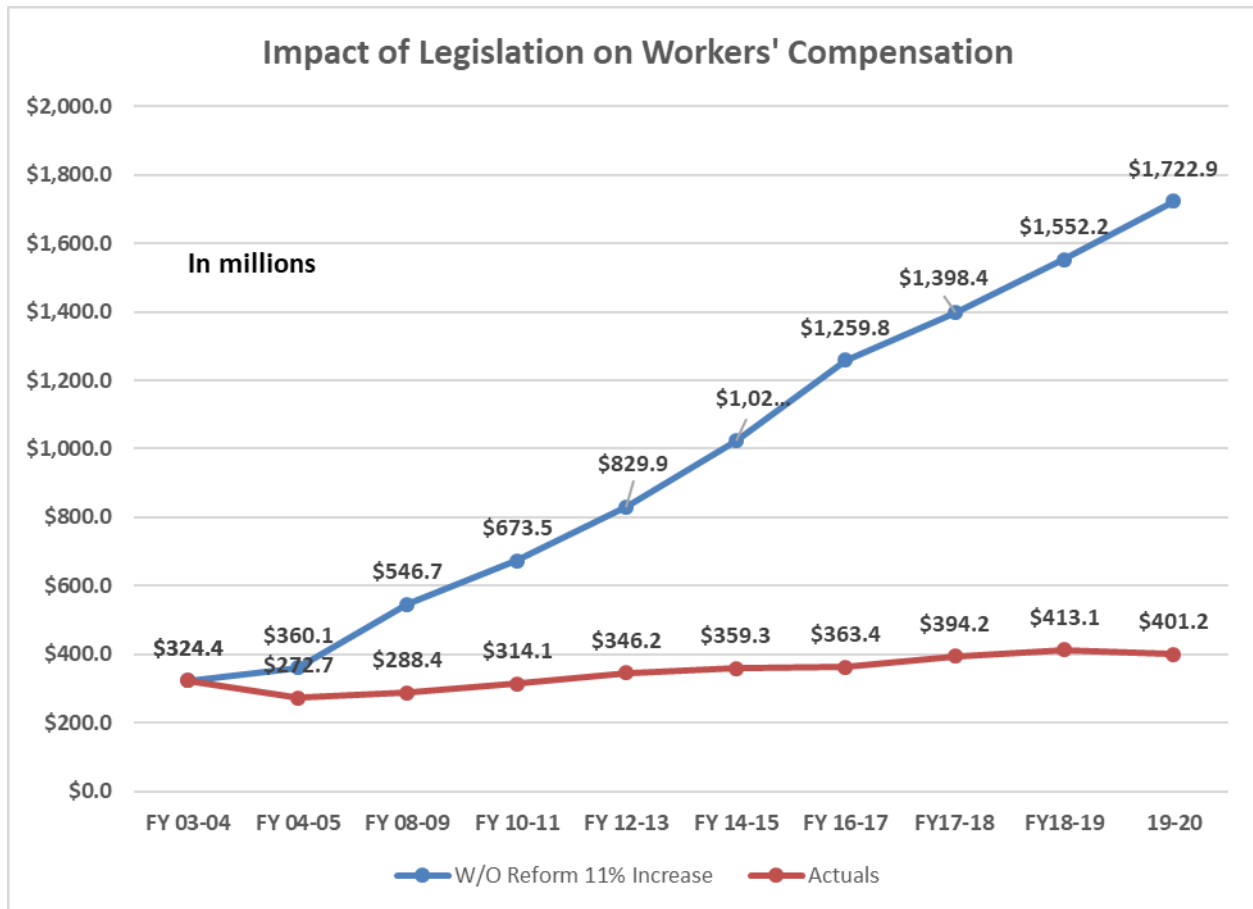


WORKERS' COMPENSATION — EXPENSES (CONTINUED)

From FY 1998-99 through FY 2002-03, the County's workers' compensation medical costs increased 133.8%. During that period, County workers' compensation program costs, excluding salary continuation and LC 4850 benefits, experienced double-digit inflation.

The following chart estimates that escalation absent cost avoidance strategies afforded under the FY 2003-04 legislation compared to actual costs. FY 2019-20 actual costs contain a premium payment for excess insurance that did not exist in fiscal years prior to FY 2016-17.

WORKERS' COMPENSATION EXPENSES (EXCLUDING SALARY CONTINUATION AND LABOR CODE 4850) COMPARISON - ESTIMATED WITHOUT REFORM AND ACTUAL EXPENSES



WORKERS' COMPENSATION — MEDICAL MANAGEMENT COST CONTAINMENT

Medical expenses are the largest single component of the County workers' compensation program cost. During FY 2019-20, the program received approximately 476,903 bills accounting for 1,487,219 lines of procedures, services, or supplies from medical service providers. Such bills were for medical services to treat injured workers that included inpatient hospital services, nursing care, surgery, physician visits, physical therapy, chiropractic care, durable medical equipment, and drug therapy. Each bill is reviewed to ensure charges are paid at or below the State Official Medical Fee Schedule.

The County's workers' compensation program applies utilization review (UR) processes to assess certain physician treatment requests. UR is the process used by California workers' compensation insurers and administrators to determine if requested medical care is consistent with the California Medical Treatment Utilization Schedule. CEO Risk Management and MMCC staffs collaborate with respected physicians to determine reasonable utilization review triggers to ensure medical treatment can be delivered in an unencumbered manner. The evaluation of UR triggers is an ongoing process and protocols are assessed periodically and influenced by physician prescribing patterns.

In FY 2011-12, a PBM was established to improve the evaluation of drug therapies prescribed to County injured workers.

Some of the goals, results, and features of the PBM follow:

- Increased generic drug utilization efficiency rate - 97.5% (an increase of 46.7% over the baseline)
- Increased home delivery - 20.8% (an increase of 156.8% over the baseline)
- Network penetration – 99.0% (an increase of 44.8% over the baseline)
- Physician and injured worker outreach (ongoing and continuing)
- Drug trend analysis, patent expiration, dispense as written costly drug identification, and morphine dose equivalent (MED) management
- Opioid scripts account for 10.4% of all County workers' compensation scripts written in FY 2019-20. That is a reduction of 3.7% from FY 2018-19, which had a 10.8% of all scripts being written for opioids. This is lower than Express Scripts workers' compensation industry book of business. It should be noted that the County workers' compensation program's low opioid rate is caused by the prescription mix that is influenced by the heart and cancer presumptions.

STRATEGY



SOLUTION

WORKERS' COMPENSATION — OUTSTANDING LIABILITIES

As reflected in the Workers' Compensation Actuarial Study, the County's workers' compensation program outstanding liabilities as of June 30, 2020, was approximately \$3.14 billion (at a 50% confidence level). This represents an increase of 5% over the estimated outstanding liabilities of \$2.99 billion as of June 30, 2019. As the actuarial study indicates, payroll is one of the most common exposure measure for workers' compensation. The actuarial study notes a reported increase in County payroll of 40% from FY 2013-14 to FY 2019-20. The \$3.14 billion (not including Courts) in outstanding liabilities include all future obligations for existing claims and incurred but not reported claims.

WORKER'S COMPENSATION ACTUARIAL STUDIES— ACTUAL AND PROJECTED PAYMENTS

Actuarial analysis of the County workers' compensation program loss distribution indicates approximately 15% of workers' compensation claims account for 82% of the total incurred (paid to date and remaining reserves). Additionally, 20% of payments (excluding salary continuation/LC 4850) in FY 2019-20 were issued from claims older than 10 years. Overall, the actuarial study underscores the long-tail nature of workers' compensation exposures and expenses.

As of June 30, 2004, the actuarial study established future outstanding liabilities were \$2.63 billion (including the Courts) and as June 30, 2020 the outstanding liabilities were \$3.20 billion (including the Courts). This equates to an increase of 21.7% over a 16-year period.

WORKER'S COMPENSATION ACTUARIAL STUDIES— ACTUAL AND PROJECTED PAYMENTS ***(CONTINUED)***

CEO Risk Management continues to evaluate various alternate risk techniques to stabilize exposures and expenses, including a loss portfolio transfer and lump-sum settlements for high-exposure workers' compensation claims.

In FY 2017-18, CEO Risk Management and the Office of County Counsel Workers' Compensation Division implemented a workers' compensation claim settlement project. The goal of the project was to terminate future exposures and uncertainties of identified workers' compensation claims using compromise and release agreements or structured settlements. During the last three fiscal years, the County's workers' compensation program processed approximately \$72 million in such settlements, which impacted approximately 2,150 claims, and resolved an estimated \$164 million in ultimate potential exposure (that includes the settlement amount).

A WORD ABOUT COMPROMISE AND RELEASE SETTLEMENTS

Compromise & Release and structured settlements (collectively C&Rs) have been used to extinguish the uncertainty of future liabilities for many years. The County program has utilized C&R settlements for many years and has developed standard analysis protocols that include rated age life expectancy, present value interest factor evaluation, non-submit Medicare set-a-side agreements, and legal probability .

WORKERS' COMPENSATION — OUTSTANDING LIABILITIES

A WORD ABOUT COMPROMISE AND RELEASE SETTLEMENTS (CONTINUED)

Though a C&R may be a preferred method of settlement several factors need to be considered. Those factors, as follows:

- Injured workers are under no obligation to consider a C&R.
- Applicant attorneys, workers' compensation judges, and the County workers' compensation program understand the value of future workers' compensation benefits and will calculate settlements to ensure adequacy.
- Medicare must be protected, and the set-a-sides often inflate the cost of the C&R.
- C&Rs expedite the payout of future benefits and that needs to be contemplated from Countywide budget considerations.

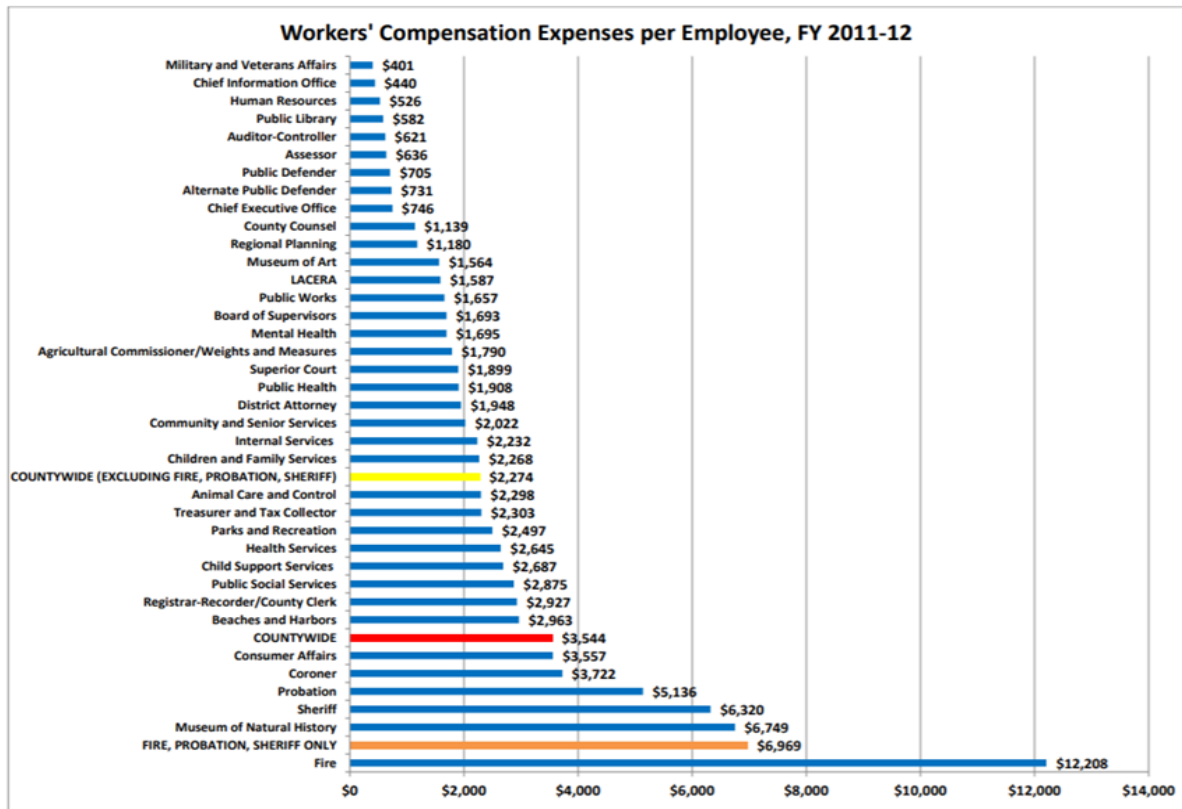
Only C&Rs that make good fiscal sense are finalized and executed by CEO Risk Management.

WORKER'S COMPENSATION PROGRAM EXPENSES PER EMPLOYEE BY DEPARTMENT

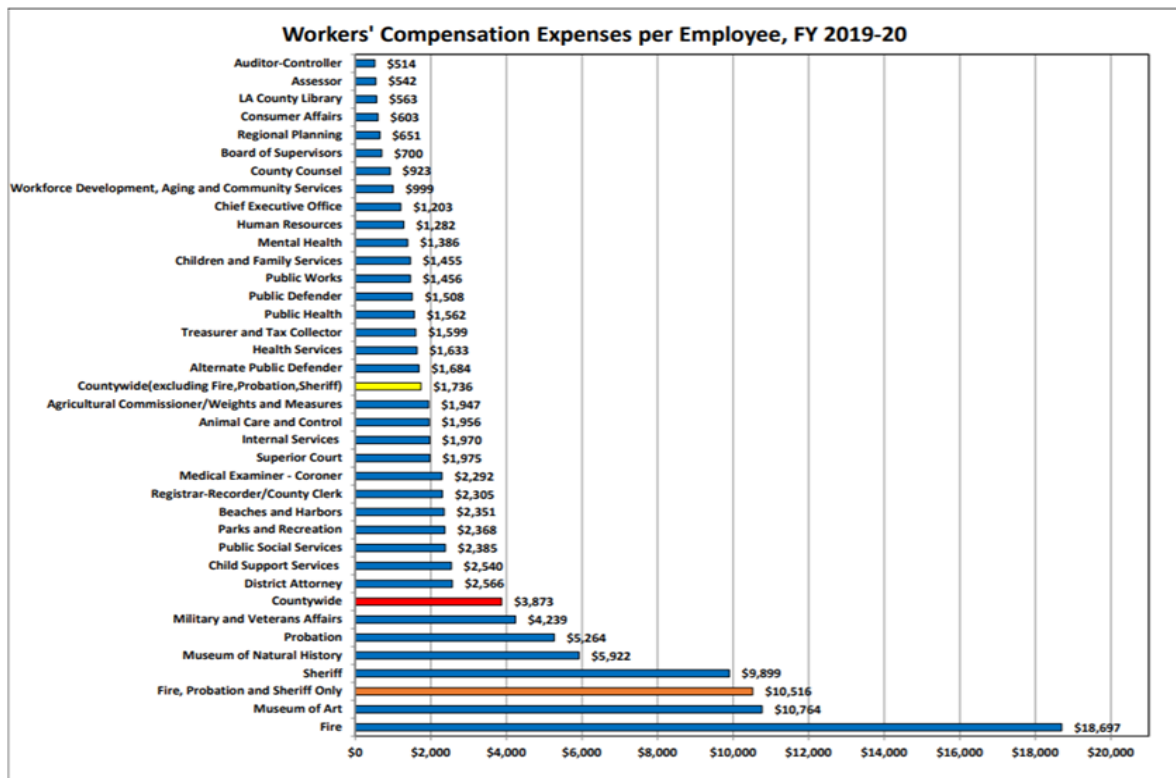
The nature of the job duties of County employees perform significantly impacts workers' compensation program expenses. Many County employees subject themselves to dangerous situations on behalf on the public. Those exposures and some of the presumptions afforded to them because of such are reflected in department workers' compensation expenses.

Removing Fire, Probation, and Sheriff (LASD) from Countywide workers' compensation expenses per employee reflected a drop of 23% from FY 2011-12 (\$2,274 per employee) to FY 2019-20 (\$1,736 per employee). Including the excluded departments, the workers' compensation expense per employee increased 9.3% from FY 2011-12 (\$3,544 per employee) to FY 2019-20 (\$3,873 per employee). Evaluating Fire, Probation, and LASD there was a 50.1% increase from FY 2011-12 (\$6,969) to FY 2019-20 (\$10,516). The charts on page 19 contain the above information. Please note smaller department information may be significantly impacted by a single workers' compensation claim.

Workers' Compensation Program Expenses per Employee by Department



*Employee count as of 12/31/11, seasonal hiring for Fire, Parks and Recreation, and Registrar-Recorder/County Clerk could impact results.

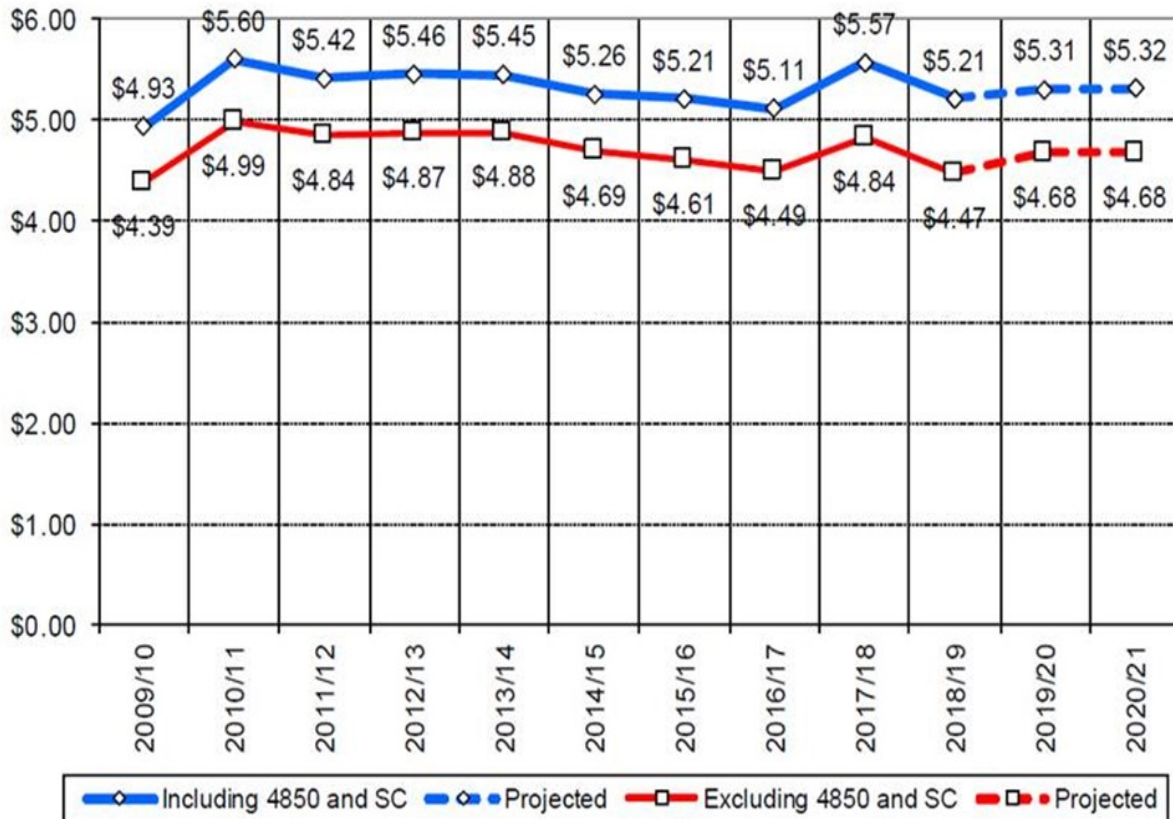


* Employee count as of 12/31/19, seasonal hiring for Fire, Parks and Recreation, and Registrar-Recorder/County Clerk could impact results.

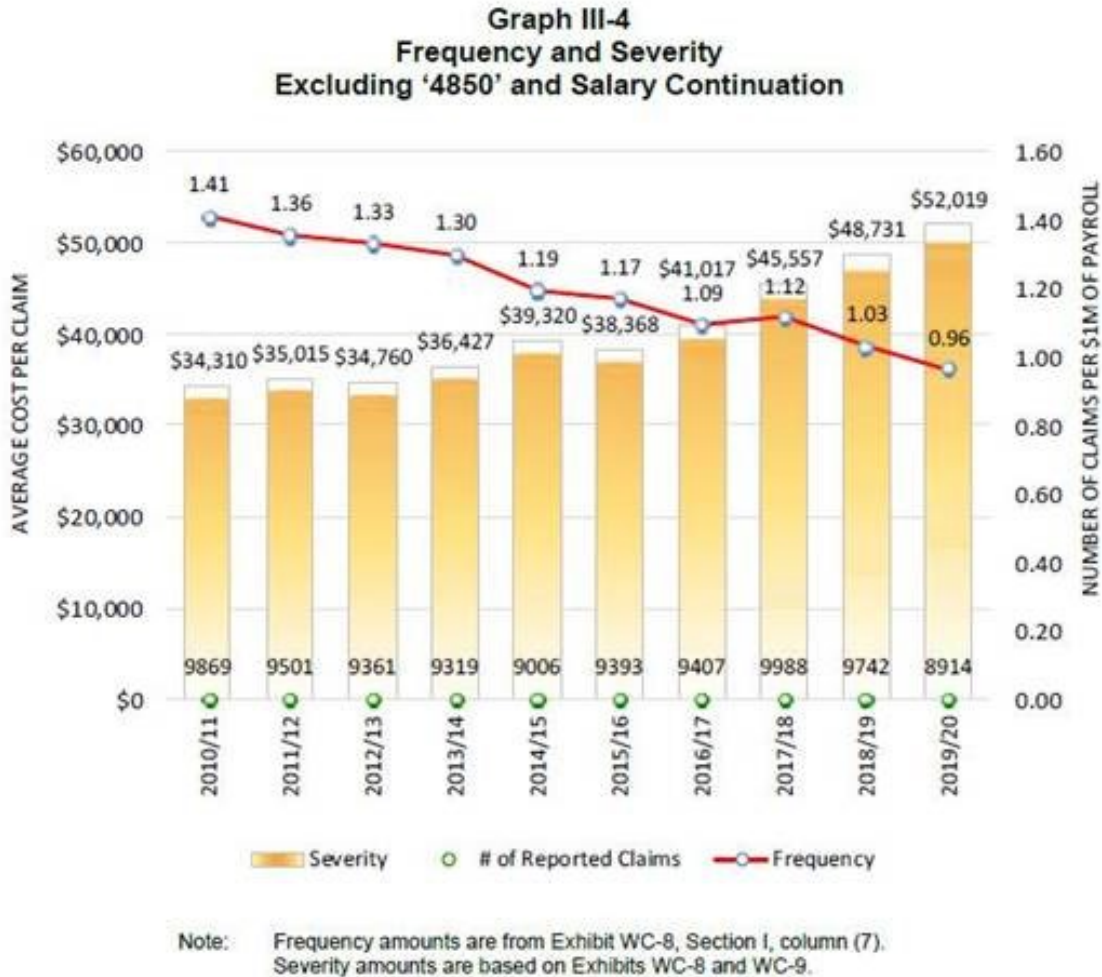
WORKERS' COMPENSATION PROGRAM — ACTUARIAL STUDIES — LOSS EXPERIENCE TRENDS

The following Graphs III-3 and III-4 show loss experience trends as measured by loss rate per \$100 of payroll and frequency and severity, respectively:

Graph III-3
Loss Rate per \$100 of Payroll



Note: Loss rates excluding 4850 and salary continuation per \$100 of payroll are from Exhibit WC-10, columns (4) and (7).
Loss rates including 4850 and salary continuation per \$100 of payroll are based on Exhibits WC-10, WC-4850-10, and WC-SC-10, columns (4) and (7).



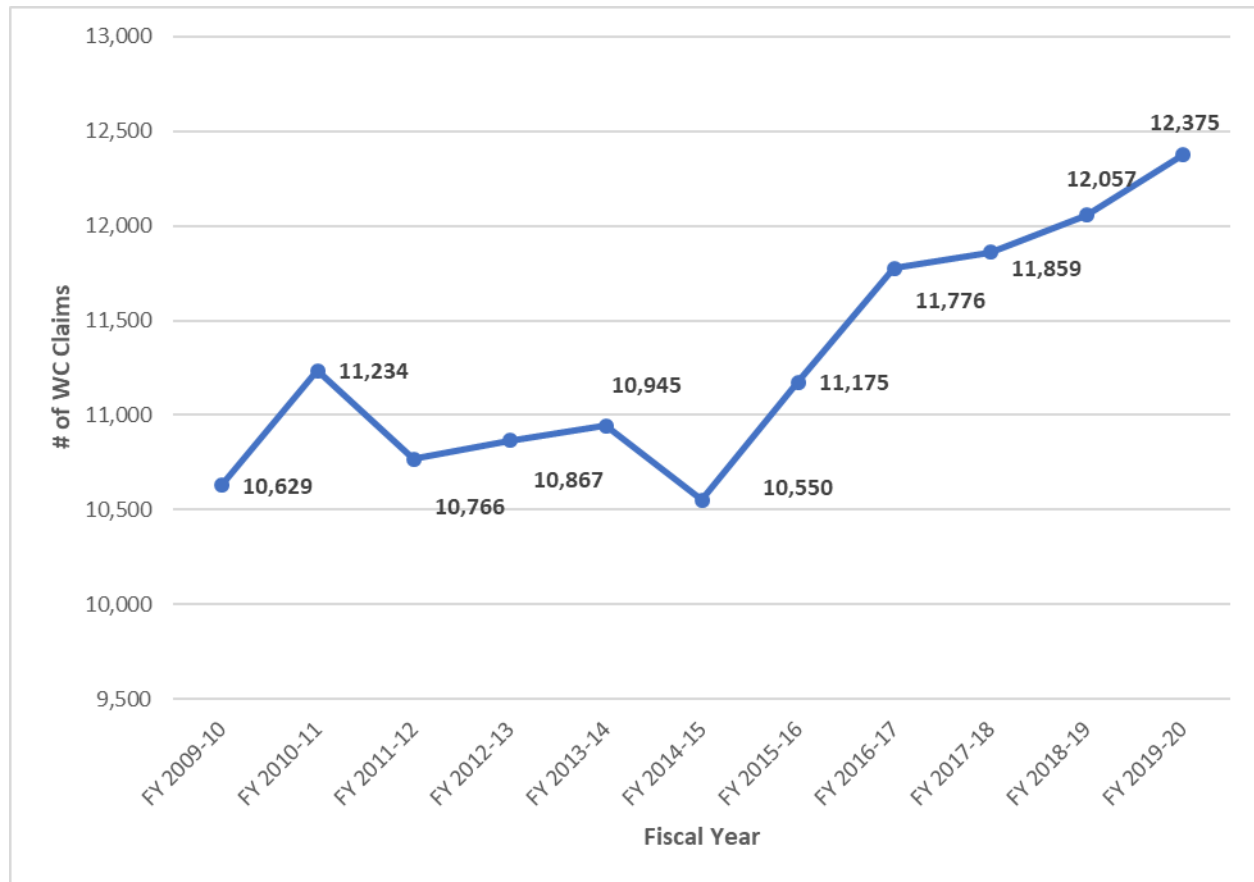
The loss experience trend (excluding LC 4850 and salary continuation), as measured by loss rate per \$100 of payroll, is expected to rise approximately 4.7% over the next two fiscal years. This is the cost of claims per \$100 of payroll.

WORKERS' COMPENSATION LOSS EXPERIENCE

In FY 2019-20, the number of workers' compensation claims filed increased 2.6% (12,057 to 12,375).

WORKERS' COMPENSATION PROGRAM

NUMBER OF WORKERS' COMPENSATION CLAIMS—FY 2009-10 THROUGH FY 2019-20



WORKERS' COMPENSATION PROGRAM — SIGNIFICANT ACCOMPLISHMENTS FY 2019-20

- Continued to collaborate with Office of County Counsel Workers' Compensation Division to mitigate costs associated with high-exposure workers' compensation claims.
- Developed and implemented a medical treatment pre-authorization program.
- Continued to work with CEO Risk Management Finance and Office of County Counsel staffs to ensure the anti-fraud provisions and information provided by the Department of Industrial Relations is vetted and acted upon.
- Partnered with the Third Party Administrator to improve communication and customer satisfaction to injured workers.
- Implemented protocols to comply with the Governor's Executive Order N-62-20 that established a COVID-19 workers' compensation presumption.
- Evaluated, tested, and made recommendations for enhancements to the workers' compensation claim module of the comprehensive RMIS.
- Continued to work with public and private sector employers to evaluate and influence workers' compensation legislation and regulation development to ensure such promotes the timely provision of benefits that is balanced with employee and employer needs.

WORKERS' COMPENSATION PROGRAM — OBJECTIVES FY 2020-21

- Continue to evaluate, implement, and measure the ability to terminate long-term workers' compensation exposure through the full and final settlement of workers' compensation claims or alternative risk financing methods.
- In collaboration with the third party administrator Sedgwick, establish a COVID-19 reporting tool that complies with SB 1159 requirements.
- Continue to assist in the development of the workers' compensation module of the comprehensive risk management system.
- In coordination with CEO Risk Management's Data Analytics Section, ensure workers' compensation data reporting capabilities are improved through the collection of granular medical data and are available after the implementation of the comprehensive risk management system.
- Evaluate, enhance, and test automated auditing and anomaly detection programs being developed by a third-party vendor.
- Continue to work with public and private sector employers to evaluate workers' compensation legislation, regulation development, and eminent issues.



WORKERS' COMPENSATION PROGRAM — IMPACT OF COVID-19 PANDEMIC

Like most programs and operations, the COVID-19 pandemic has significantly impacted the workers' compensation program. From March 2020 to June 2020, there were 491 COVID-19 workers' compensation claims filed. That represents approximately 13.6% of all workers' compensation claims filed during the period. As of June 30, 2020, a breakdown of such claims is provided below.

As indicated, the workers' compensation program is administered by a TPA. Traditionally, operations were brick and mortar with claims staff working on-site. Due to the pandemic and social distancing requirements, most claims staff and County On-Site Representatives are teleworking. This arrangement has promoted a movement away from paper processes and implementation of document management systems that enable staff to work remotely. Internal control processes have been maintained and the impact on injured workers and benefit delivery continues to be monitored. The program has experienced a significant increase in the use of telemedicine and anticipates the trend to continue.

DEPARTMENT ROLL UP	DATA		
	Count of Claim Number	Sum of Paid Amount	Sum of Reserve Amount
Agricultural Commissioner/Weights and Measures	2	\$0.00	\$55,350.00
Children and Family Services	1	\$0.00	\$0.00
Fire	16	\$27,417.35	\$388,346.57
Health Services	127	\$39,847.63	\$885,116.03
Health Services - Correctional Health	25	\$10,316.21	\$398,651.80
LA County Public Library	1	\$0.00	\$0.00
Medical Examiner-Coroner	1	\$0.00	\$5,610.00
Mental Health	9	\$429.79	\$16,980.79
Office of the District Attorney	1	\$0.00	\$0.00
Probation	12	\$2,528.89	\$90,949.86
Public Health	6	\$0.00	\$10,798.86
Public Social Services	3	\$0.00	\$103,000.00
Sheriff	285	\$19,113.63	\$3,641,824.23
Workforce Development, Aging and Community Services	2	\$0.00	\$16,000.00
Grand Total	491	\$99,653.50	\$5,612,628.14

LIABILITY CLAIMS AND RECOVERY

The Liability Claims and Recovery Unit, within CEO Risk Management, provides consultative support and direction in the administration of various claims and lawsuits filed against the County. This includes first and third-party property claims, claims arising from Vehicle Liability, General Liability, Employment Practices Liability, Law Enforcement, and Medical Malpractice. Overseeing the various claims involves providing administration and direction to two TPAs: Carl Warren & Company (Carl Warren) and Intercare Holdings Insurance Services, Inc. (Intercare). In addition, this Unit oversees recovery efforts in all the County's claims operations. The Recovery Unit focuses its efforts specifically on the actions necessary to pursue those who cause loss to the County. Recoveries reduce the cost of claims against the County and ensure that responsible parties are held accountable. Recoveries are primarily from vehicle accidents, but they can also arise from County agreements, insurance, and workplace injuries. The Unit also represents the County in cases that are filed in the Superior Court Small Claims Division.

In FY 2019-20, the Liability Claims and Recovery Unit:

- Oversaw the collections of over \$7 million in recoveries.
- Reviewed 222 County department contracts to provide guidance to departments on insurance and indemnification requirements.
- Provided guidance to department for establishment of the Candor program, resulting in containment of medical malpractice costs.
- Resolved disputes between departments by Conducting Cost Allocation reviews.
- Provided updates to the Risk Management Inspector General on critical issues related to current claims.
- Reviewed 41 Permittee Driver claims submitted by departments and responded to questions and concerns posed by County departments on the Mileage Permittee Program, as needed.
- Attended 381 roundtables along with Counsel, TPA staff and departmental personnel to provide direction and guidance to outside counsel on pending litigated matters.
- Received 170 cases for subrogation and recovered \$313,659 from responsible third parties and their insurance companies.
- Investigated and resolved 130 claims for missing and damaged property filed against the County.
- Negotiated amendment to existing TPA contracts for cost reduction due to the pandemic emergency.

RESOLUTION

ACTIONS



COMPENSATION

LIABILITY CLAIMS AND RECOVERY—ACCOMPLISHMENTS FY 2019-20

RECOVERY

THIRD PARTY ADMINISTRATORS

Carl Warren currently oversees a majority of the General Liability claims and Vehicle Liability claims, which include Employment Practices Liability and Sewer Liability claims under the Rapid Response Program. Carl Warren is not solely responsible for the management of the respective programs under their purview since they share control of the entire claims administration process and have limits on their authority. During this period, Carl Warren has accomplished the following:

- Recovered \$922,930 from responsible third parties resulting from accidents to County vehicles and, with the assistance of the Office of the County Counsel, recovered an additional \$124,653 in General Liability damages.
- Reduced unwarranted charges from Defense Counsel bills by \$526,329.
- Along with the Office of the County Counsel, attended four trials that concluded with two defense verdicts.
- Provided staff development on fair claim handling, fraudulent claims update, and harassment claims.

Intercare oversees claims related to professional liability programs that encompass Medical Malpractice and Hospital Professional Liability. Intercare manages both non-litigated and litigated claims. These claims tend to behave differently than General Liability as experts are more prevalent in determining the potential exposure to the liability.

Some of the many accomplishments for Intercare in FY 2019-20 are:

- Secured Court-approved judgments for the County in the amount of \$40,787.
- Reduced unwarranted charges from defense firm invoices by \$10,088.
- Successfully tendered a case resulting in \$402,300 medical malpractice recovery.
- Attended four trials which resulted in three defense verdicts.
- Conducted an educational presentation at the annual Public Agency Risk Management Association conference (PARMA 2019) on the County's Department of Health Services' (DHS) "Sorry Works" initiative.
- Completed in-service training for staff related to reservation of rights protocols, proper utilization of appellate counsel, and losses occurring in elevators and escalators.

SMALL CLAIMS

The CEO Risk Management Branch Small Claims Unit represents the County in cases that are filed in the Superior Court Small Claims Division. The pandemic closed the courts this year and impacted the work of this portion of the unit.

Represented the County in 34 small claims court actions and prevailed in 88% of the cases.

LIABILITY CLAIMS AND RECOVERY—ACCOMPLISHMENTS FY 2019-20 (CONTINUED)

RECOVERY

FIRST PARTY INSURANCE RECOVERY

In this FY the County was able to continue to collect insurance proceeds from the 2018 Woolsey fire. This has amounted to \$2,467,199 being paid to the County for losses sustained. In addition, the County avoided paying \$40,329 in defense costs for a loss covered by insurance.

WORKERS' COMPENSATION RECOVERY

The Workers' Compensation TPA's, panel attorney's and the Liability Claims and Recovery Unit has recovered \$1,479,459 this FY. The pandemic has had a negative impact on recoveries resulting in a 19% reduction from the previous FY. In addition to the amounts collected from responsible parties, the County received a Credit against future benefits of \$2,847,681.

WORKERS' COMPENSATION RECOVERY

(CONTINUED)

The Workers' Compensation TPA's were able to recover \$678,660 in overpayments to providers.

The County's OSCR identified and collected \$189,297 from the County's contractor's errors and/or omissions.

LIABILITY CLAIMS AND RECOVERY—OBJECTIVES FY 2020-21

In FY 2020-21, the Liability Claims and Recovery Unit will complete the following:

- Secure Board approval on new standardized Countywide Mileage Permittee Program.
- Submit Request for Proposal for Automobile Liability and General Liability Claims Administration.
- Complete User Acceptance Training and rollout new RMIS system.
- Provide training to County departments on the handling of incidents and liability claims.

RESOLUTION



RECOVERY

TREND ANALYSIS

WORKERS' COMPENSATION

CAUSES OF INCIDENTS

The County employs over 100,000 employees with diverse occupational exposures and thousands of job descriptions. While each department has hazards that pose specific risks to its employees, the overall exposure in FY 2019-20 can be summarized into the following six classifications for approximately 88.7% of the injuries sustained by County employees.

ASSAULT (11.1% of all claims)

Assaults include all aspects of a third party combating with County employees. Departments with the majority of assaults include: Sheriff (53.4%), Probation (33.0%), and Health Services (10.7%).

CUMULATIVE TRAUMA/BODILY INJURY

(20.8% of all claims)

Cumulative trauma and bodily injury include injuries that are sustained over time due to the repetitive motion of the work performed on the job. Departments with the most cases include: Sheriff (24.9%), Public Social Services (16.4%), Health Services (13.0%), and Fire (12.7%).

EXPOSURE (13.0% of all claims)

This category includes exposure to physical hazards which involves particulates, fumes, and chemicals; environmental exposure including heat, cold, sun, and noise; and biological hazards including blood, body fluids, viral, and bacterial exposures. Departments with the most exposure cases include: Health Services (38.3%), Sheriff (33.7%), and Fire (13.2%).

OVEREXERTION (15.7% of all claims)

Overexertion includes those that involve strain or injuries due to lifting, carrying, pushing, or pulling. Departments with the most cases include: Fire (31.5%), Sheriff (20.6%), and Health Services (19.3%).

STRUCK BY/OR AGAINST (17.6% of all claims)

This category includes injury resulting from being struck/crushed by a human, animal, or inanimate object, or by force that is not vehicle related. Additionally, this can include injury caused by striking against something or someone, or from flying or falling objects. Major Injury Cause categories include: Struck or Injured By, Rub or Abraded By, and Struck Against or Stepping On. Departments with the most cases include: Sheriff (82.6%), Probation (3.9%), Health Services (2.3%).

FALL, SLIP, OR TRIP (10.5% of all claims)

This category includes falling down in the office environment which includes stairs, chairs, escalators, elevators, and over various floor surfaces. Externally, this includes falling from vehicles, ladders, rooftops, and surfaces in parking lots, sidewalks, and in rough terrain. Departments with the most cases include: Health Services (22.6%), Public Social Services (12.6%), Sheriff (18.3%), and Fire (14.7%).

OTHER (11.3% of all claims)

This category includes all other causes, including, but not limited to: presumptive injuries, cardio-vascular-related injuries, caught in or between injuries, and transportation-related injuries.

TYPES OF WORKERS' COMPENSATION CLAIMS BY DEPARTMENT

Types of Claims by Department:					
	Fire	Health Services	Probation	Public Social Services	Sheriff
Assault	0.3%	7.1%	49.0%	0.6%	15.4%
Cumulative Trauma	21.4%	16.0%	13.9%	51.3%	13.3%
Exposure	13.8%	29.3%	4.7%	4.0%	11.3%
Fall, Slip, or Trip	12.6%	14.1%	7.6%	20.0%	5.0%
Strain or Injury by	40.1%	17.8%	10.9%	10.8%	8.3%
Struck Or Injured By	0.4%	1.0%	7.1%	3.8%	35.2%
All Other Claims	11.5%	14.8%	6.8%	9.5%	11.5%
	100.0%	100.0%	100.0%	100.0%	100.0%
Top six types of claims account for 88.7% of all claims in FY 2019-20.					

PREVENTION

MEDICAL



CARE

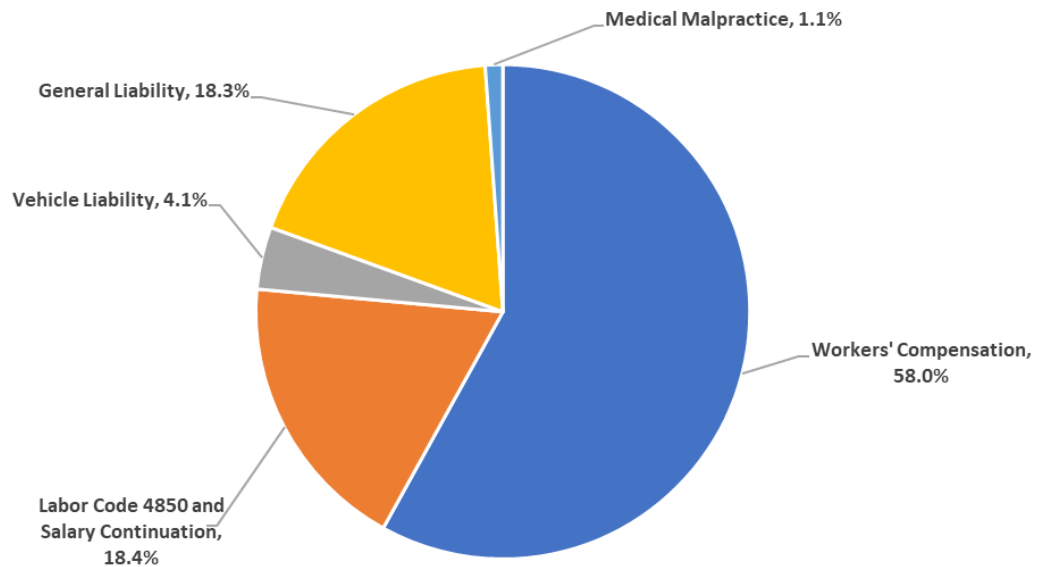
AVOIDANCE

LIABILITY CAUSE ANALYSIS

The operations and functions of the departments expose the County to several risk factors that result in liability. While each department has risks specific to their operation, the overall exposure can be summarized into five liability classifications:

- 1) Employment Practices Liability
- 2) Law Enforcement Liability
- 3) Medical Malpractice
- 4) Other General Liability
- 5) Vehicle Liability

Liability exposures account for 23.5% of the County's Total Cost of Risk.

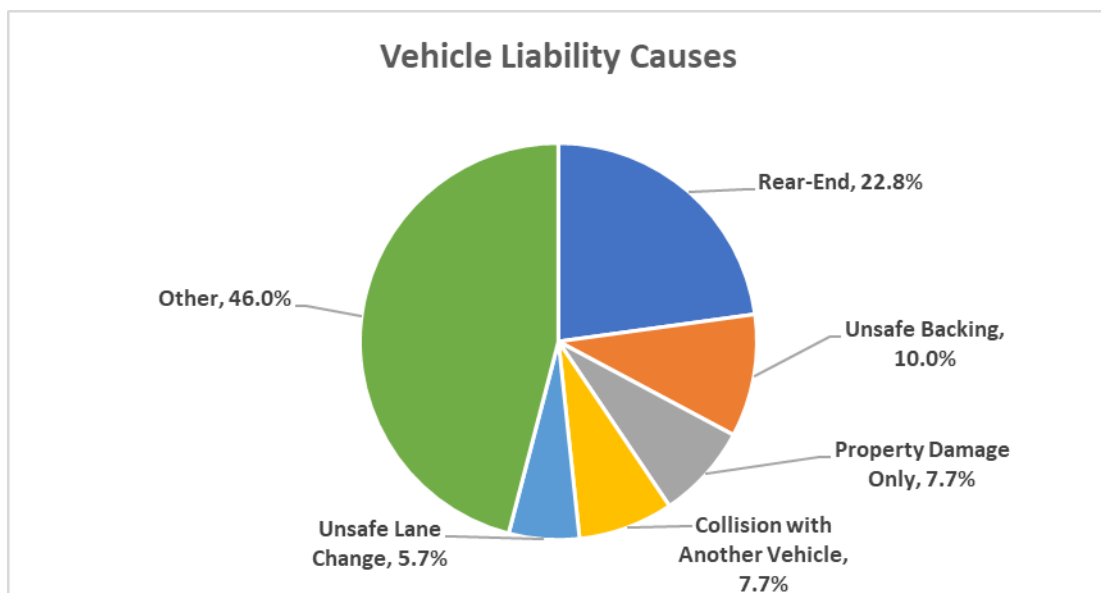
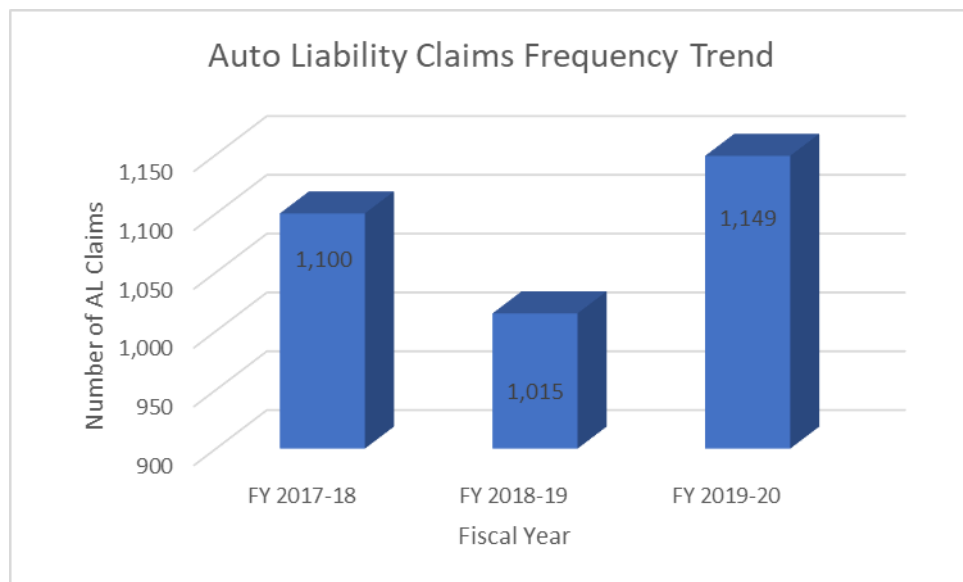


VEHICLE LIABILITY CLAIMS

The County's Vehicle Liability frequency increased 13.2% from FY 2018-19 to FY 2019-20. The cost of vehicle liability claims increased by approximately 102.8% during the same time period.

Data shows there was an increase in rear-end collisions, backing accidents, and collisions with other vehicles, and a decrease in dangerous condition accidents, with rear-end collisions still representing the largest number of vehicular claims at 22.8%.

Vehicle liability represents approximately 2.1% of the County's Total Cost of Risk.



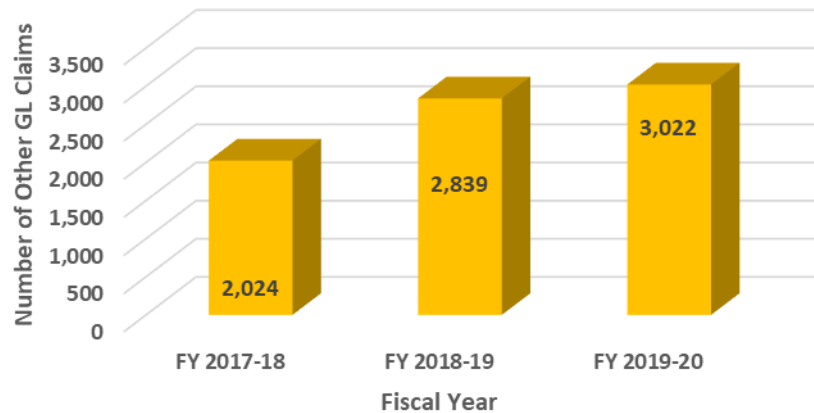
OTHER GENERAL LIABILITY CLAIMS

Other General Liability includes all claims filed against the County that are not classified as Employment Practices, Medical Malpractice, Vehicle, or Law Enforcement. This includes dangerous conditions and property-related claims. Claims in this category also include non-tort claims, which include taxation, elections, redevelopment, and billing disputes.

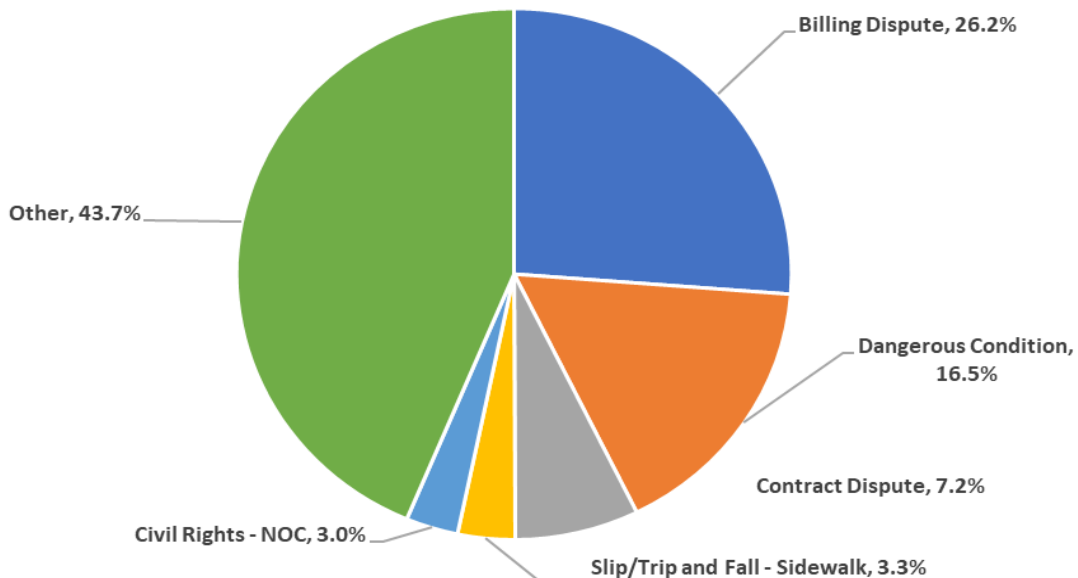
The Other General Liability frequency increased by approximately 6.4% from FY 2018-19 to FY 2019-20.

Other General Liability represents 8.4% of the County's Total Cost of Risk.

Other General Liability Claims Frequency Trend



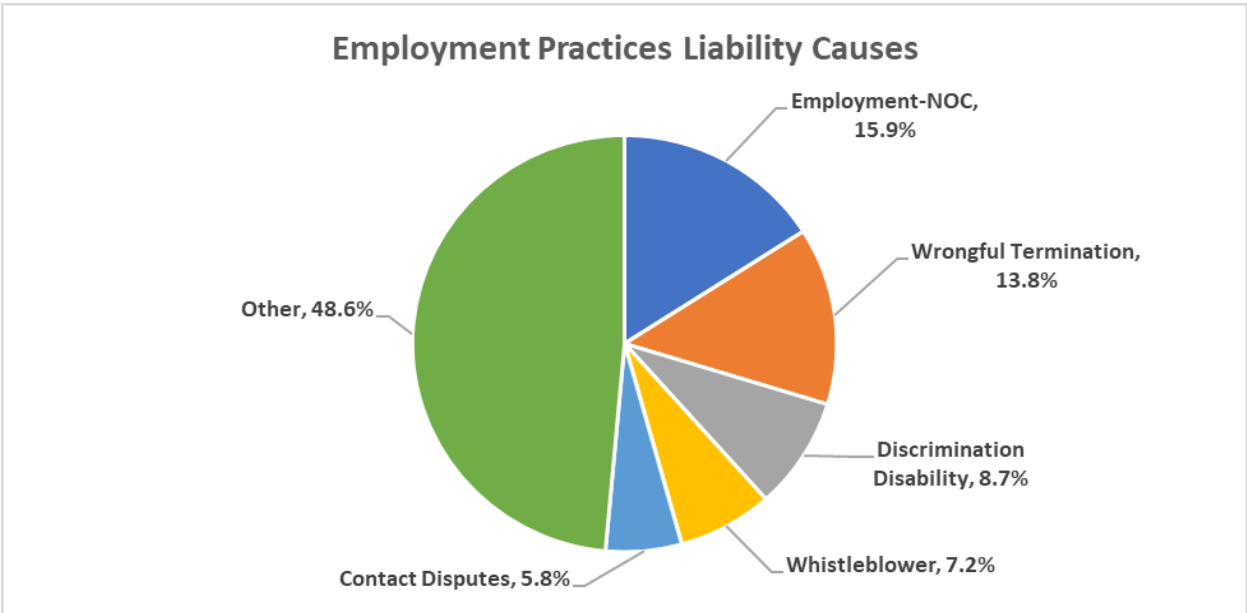
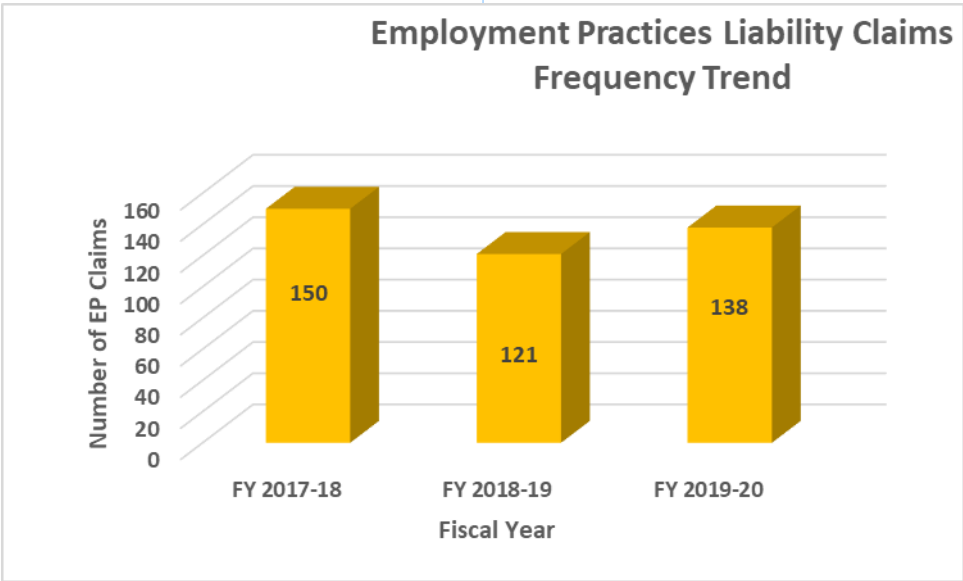
Other General Liability Causes



EMPLOYMENT PRACTICES LIABILITY CLAIMS

The County’s Employment Practices Liability frequency increased by 14.0% from FY 2018-19 to FY 2019-20. The County’s overall Employment Practices Liability expenses decreased by 77.9%.

Employment Practices Liability represents 4.4% of the County’s Total Cost of Risk.



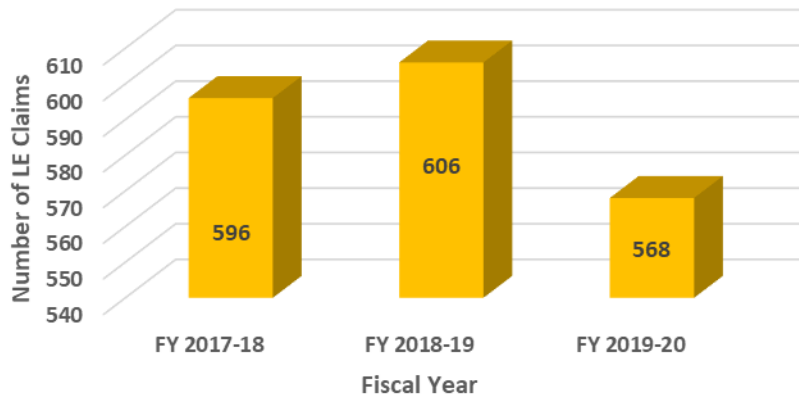
LAW ENFORCEMENT LIABILITY CLAIMS

The County's Law Enforcement Liability frequency rate decreased 6.3% for FY 2019-20, compared to the previous fiscal year, and paid expenses decreased 35.1%.

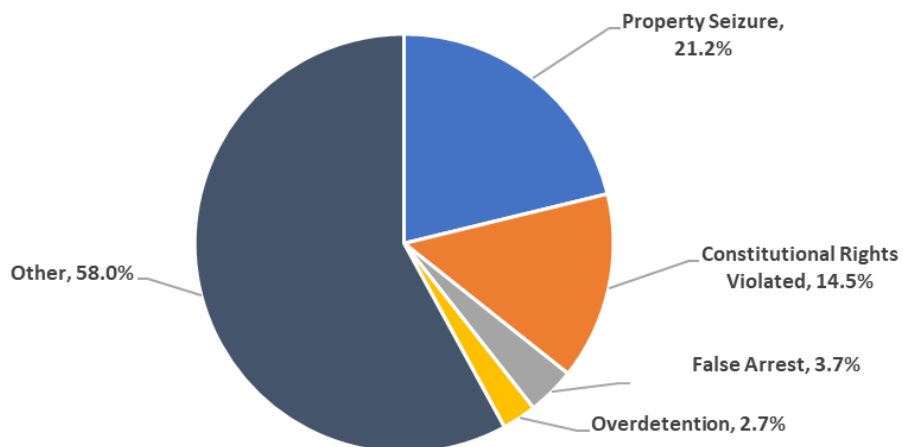
The most prevalent claims were for "Property Seizure" and "Constitutional Rights Violated," which represent 21.2% and 14.5%, respectively.

Law Enforcement Liability represents 5.5% of the County's Total Cost of Risk.

Law Enforcement Liability Claims Frequency Trend



Law Enforcement Liability Causes



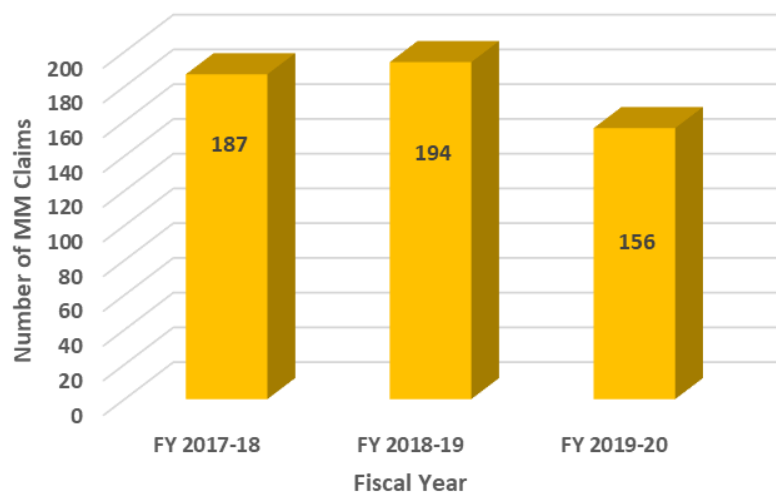
MEDICAL MALPRACTICE CLAIMS

Medical Malpractice Liability loss is attributable to various departments; however, the majority of the loss is related to care in hospitals. Hospital exposures are those related to patient contact; therefore, the more patients seen, the more probability that claims will arise. The most prevalent claims with the greatest severity are allegations of delay/failure to treat (22.3%), surgery complications (18.2%), and complications from treatment (7.4%).

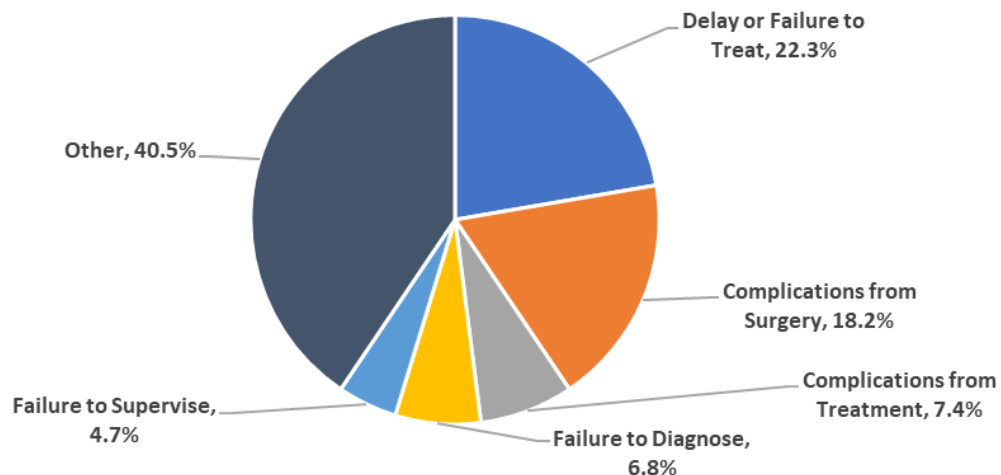
The County's Medical Malpractice Liability overall frequency decreased 19.6% from FY 2018-19 to FY 2019-20. The primary type of claim filed against the County was for care delays and/or failure to treat.

Medical Malpractice Liability represents 1.1% of the County's Total Cost of Risk.

Medical Malpractice Claims Frequency Trend



Medical Malpractice Liability Causes



LOSS CONTROL AND PREVENTION

The Loss Control and Prevention (LCP) Unit, within the Risk Mitigation Section of CEO Risk Management, provides risk analysis and consultative assistance to find effective solutions for root causes of loss, and training for all departments to ensure a safe and healthful environment for County employees, visitors, and citizens. LCP efforts focus on departments with high-risk activities; however, regular assistance/support is provided to all departments upon request. LCP activities include the following:

- Evaluate proposed legislation involving liability and safety for applicability to County department operations.
- Coordinate Countywide Risk Management training efforts through biennial Risk Management Forums where forthcoming legislation and other issues are presented and discussed with affected County departments.
- Enhance and maintain the Risk Management Branch Internet site with new and updated material.
- Serve as subject matter experts on risk management and loss control issues involving California Occupational Safety and Health Administration (Cal/OSHA) inspections, inquiries, and informal conferences.
- Provide loss control consulting to departments to improve their programs, procedures and policies relating to their risks and cost drivers.
- Enhance loss control and prevention knowledge and capabilities within County departments through Health and Safety Coordinator meetings, webinars, participation in departmental safety and risk management committees, Countywide education and training efforts which include:
 - Development of training videos, courses and related content for placement and distribution through the Joint Labor-Management Committee on Office Ergonomics website, Learning Net and Risk Management University.
 - Create safety bulletins, best practices, and FAQs on pertinent loss control issues including new or amended regulations or current issues affecting the County.
- Establish County loss control and prevention standards and assist departments with their risk management and loss control needs.
- Address cost drivers associated with issues driving workers' compensation and tort liability costs, including vehicle, general, employment practices, and medical malpractice liability costs.
- Coordinate risk management and loss control efforts with County departments by participating or leading agendas with Risk Managers, Safety Officers, Return-To-Work Coordinators, and safety committees.

LOSS CONTROL AND PREVENTION — SIGNIFICANT ACCOMPLISHMENTS FY 2019-20

LCP focused efforts on departmental frequency and severity drivers through the development and implementation of training programs, policies, and guidelines, as well as field visits targeted to the source of risk. Other significant accomplishments include:

- Provided over 700 consultations to departments on a variety of issues, including COVID-19 precautions and compliance, ergonomics and telework, risk assessments, data analysis and interpretation, Cal/OSHA compliance, occupational health and safety, liability, and Corrective Action Plan development.
- Served on the Chief Executive Office's Department Operations Center during the County's initial response to the COVID-19 pandemic, serving as leads in the Planning and Intelligence section as well as departmentwide communications liaison.
- Assisted other Risk Management Units with day-to-day operations due to staff departures, reassignments and workload increases.
- Actively worked with County departments, subject matter experts, and vendors to coordinate training video development to enhance the educational opportunities on Risk Management's education library.
- Coordinated Health and Safety Coordinator meetings and Risk Management Forums attended by over 400 County Risk Managers, Safety Officers, Human Resources personnel, and others with safety responsibilities.

The meetings covered:

- COVID-19
- Ergonomic Self-Assessments
- Cal/OSHA Workplace Violence Standard
- Ergonomics
- Bed Bug Management
- Accessibility Considerations
- Cal/OSHA Regulatory Updates
- Participated in Countywide and departmental safety and risk management committees which provided networking opportunities for risk management personnel in social service departments.
- Facilitated the use of virtual/video-based property assessments to assist the County's property insurer to survey County establishments for potential sources of loss and worked with County departments to resolve deficiencies when identified.
- Served as subject matter experts in the recruitment, screening, and interview process for potential risk management staff at County departments.
- Enhanced the standard product list for ergonomic equipment used by the County's Workers' Compensation Third Party Administrators as part of an integrated cost containment strategy related to ergonomic evaluations for workers' compensation cases.

LOSS CONTROL AND PREVENTION — OBJECTIVES FY 2020-21

To aid departments in their efforts to reduce overall trends, LCP will focus on the following:

Increasing Department Awareness of COVID-19 Regulatory Requirements

- Monitor new or revised safety-related regulations and provide County departments with regular updates through emails, webinars, safety bulletins, trainings, and other related meetings to ensure compliance.
- Provide guidance to departments on personal protection equipment (PPE), spacing/social distancing requirements and cleaning and sanitizing of surfaces, equipment and PPE.
- Relay training and other informational opportunities to department contacts from both internal and external sources.
- Serve as liaison between County departments in multi-tenant locations to ensure each department's efforts work in unison with each other, maximizing effectiveness and reducing redundancies.

Telework and Ergonomics Compliance

- Provide departments with guidance on the County's responsibilities related to ergonomics and telework assignments.
- Work with other County departments through meetings, webinars, and other opportunities to ensure telework and ergonomics policies, procedures and guidelines are in adherence with regulatory requirements and established best practices.
- Enhance the Joint Labor-Management Committee on Office Ergonomics website to include information on telework, self-assessment evaluation software and training opportunities.

Telework and Ergonomics Compliance

(continued)

- Work with County vendors and other County departments to extend furniture and equipment discounts to County employees for the purchase of necessary items to assist them in establishing ergonomically sound workstations at their home.

Training and Development of Countywide Risk Management Staff

- Utilize client resources available through County insurance programs to develop and offer risk management-related training videos and other related content for use by County employees.
- Utilize the virtual quarterly safety officer meetings to provide County risk management personnel with regulatory updates and pending legislation, departmental cost drivers and County claim frequency and severity performance.

Cumulative Trauma/Overexertion Claims

- Continue to coordinate efforts with the Joint Labor-Management Committee on Office Ergonomics to provide training on how to conduct effective worksite ergonomic evaluations. The training will continue to be provided on an ongoing basis to ensure properly trained staff are available to perform this function.
- Continue to enhance the Joint Labor-Management Committee on Office Ergonomics website to provide ease of use as well as acquire additional electronic educational materials for use by County employees.

RISK MANAGEMENT INSPECTOR GENERAL

The role of the CEO's Risk Management Inspector General (RMIG) is multi-faceted; first, is responsible for assisting County departments in the development and approval of Corrective Action Plans (CAPs) and Summary Corrective Action Plans (SCAPs); second, it uses the information from the CAPs and SCAPs to foster liability loss control measures. Finally, RMIG collaborates with departments, CEO Liability Claims Management, and County Counsel to meet the mandates established by the Board.

This includes the requirement of all County departments to include a SCAP approved by RMIG as part of any claim settlement over \$100,000. Accordingly, RMIG manages CAPs and SCAPs through the following process:

These efforts are culminated in a process that incorporates all of the elements of loss control, claims management, and Board mandates, as follows:

- Weekly review of all liability claims entered in the claims system to determine early intervention, prevention and containment efforts.
- Conduct detailed analysis of liability incident reports, claims, significant incidents, and adverse events, including monitoring adverse verdicts and items reported through various sources.
- Consult with departments and assist with their development of remedial corrections, CAPs and SCAPs.
- Assist in expediting claim settlements by pre-approving all CAPs and SCAPs prior to submission to the County Claims Board and/or the Board.

- Escalate requests for CAP and SCAP information through department management and the Board, as necessary.
- Conducts audits and investigations of liability issues at the direction of the Board, and/or those issues which RMIG deems appropriate.

RMIG participates in all cluster meetings (agenda and policy committees) which involve in-depth discussions of CAPs/SCAPs and case facts. These cluster meetings are attended by Board Deputies, departments, County Counsel, and CEO. The purpose of the meetings is to brief the Board Deputies on all relevant information, so they can brief the Board before final Board approval is sought for a case.

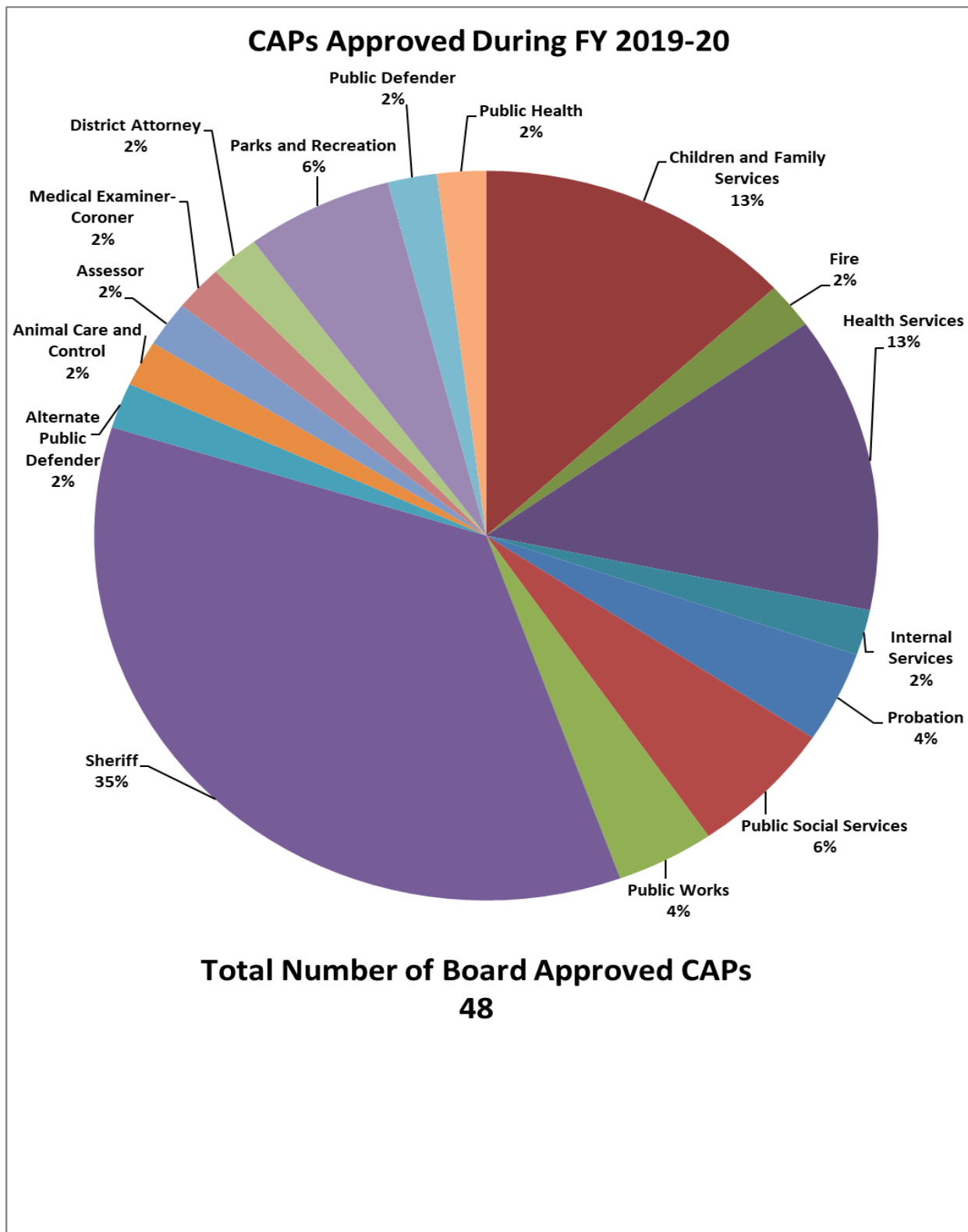
The number of CAPs approved by the Board during the FY 2019-20 is illustrated on the next page.

AVOIDANCE



ACTIONS

CORRECTIVE



RISK MANAGEMENT INSPECTOR GENERAL — SIGNIFICANT ACCOMPLISHMENTS FY 2019-20

RMIG collaborated with the Board, County Counsel, and various departments to improve the timeliness of CAPs and SCAPs by creating an entire new CAP and SCAP process in 2015. From the date of the notice of settlement, departments have 90 days to submit a final CAP. Since the implementation of the new guidelines, a majority of the departments have met these new deadlines without any challenges.

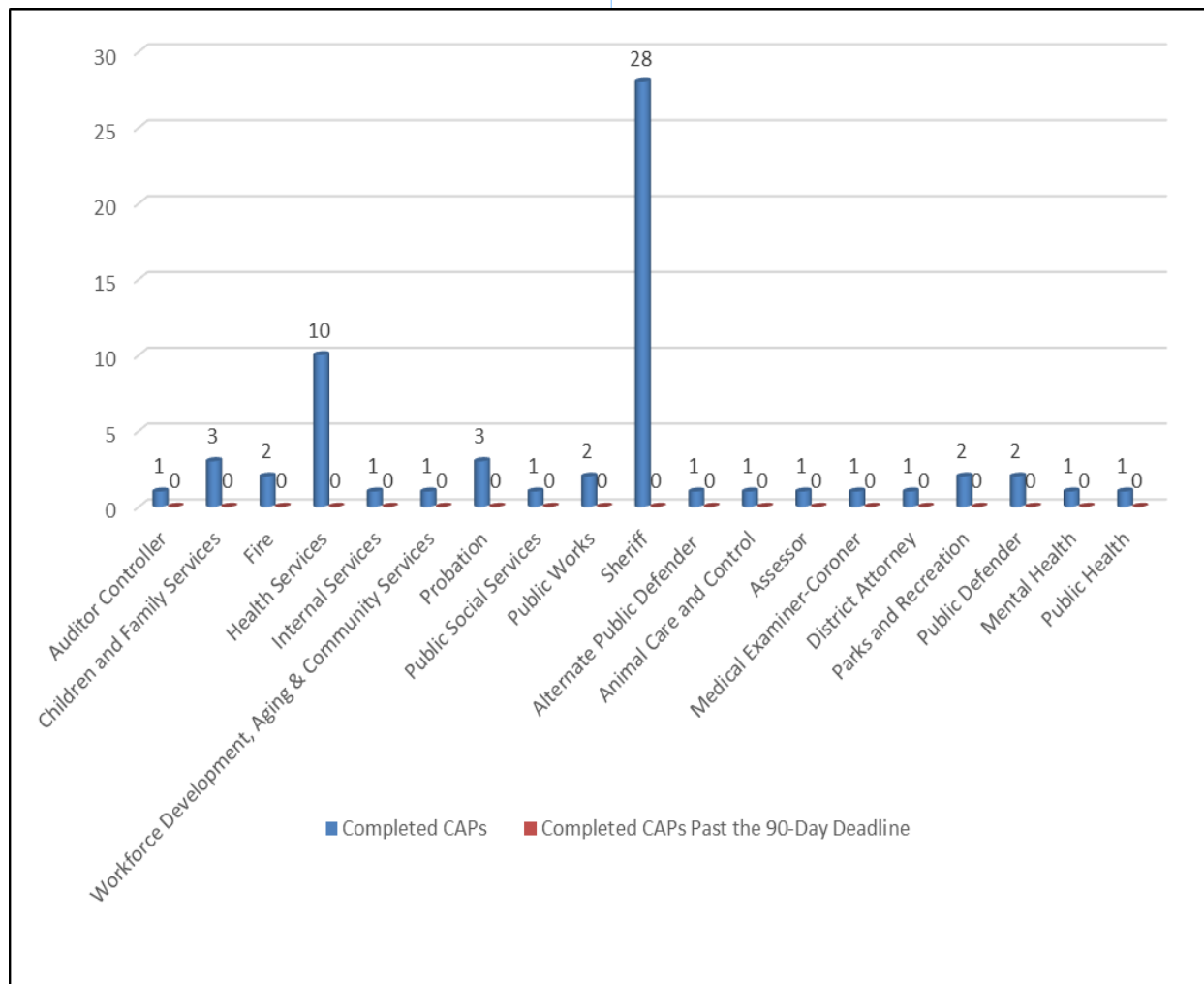
The chart below illustrates the number of CAPs completed within 90 days for FY 2019-20.



ANALYZE

RESOLUTION

Department	Completed CAPs	Completed CAPs Past the 90-Day Deadline
Alternate Public Defender	1	0
Animal Care and Control	1	0
Assessor	1	0
Auditor Controller	1	0
Children and Family Services	3	0
District Attorney	1	0
Fire	2	0
Health Services	10	0
Internal Services	1	0
Medical Examiner-Coroner	1	0
Mental Health	1	0
Parks and Recreation	2	0
Probation	3	0
Public Defender	2	0
Public Health	1	0
Public Social Services	1	0
Public Works	2	0
Sheriff	28	0
Workforce Development, Aging and Community Services	1	0
TOTAL	63	0



The quality of CAPs has significantly improved since 2015. CAPs now include more robust descriptions, supporting documentation, exhibits, and contain in depth discussions as to the violations and/or system issues that occurred and how suggested corrective actions will address the problems in the present and into the future.

For the past eleven years, RMIG has co-chaired the Medical Malpractice Sub-Committee of the LERC, which has led to more thorough communications and best practices Countywide.

Open communication among departments has reached new heights as departments work together on just culture, CAPs, best practices, and sharing of information. Discussions are held through LERC, cluster meetings and departments reaching out to one another to share information about potential issues as well as the successes they have had. Communication is key to having a strong and healthy organization and RMIG will strive to continually cultivate these open-door discussions.

RISK MANAGEMENT INSPECTOR GENERAL — OBJECTIVES FY 2020-21

RMIG will continue to collaborate on the extensive development and implementation of a Comprehensive Claims Management System to integrate the Risk Compliance Management System into applicable claims metrics. RMIG is identifying methods by which electronic communications with Department litigation and risk management staff can be incorporated into this new system. RMIG will also continue to research and develop additional automation methods to incorporate reminders and routine processes into the software. Overall, the new system will allow for the creation and tracking of CAPs and will automatically assign CAPs to relevant business areas and organizational structures. The new system is expected to generate a variety of status reports based on the progress of corrective actions and will further assist in correlating the impact of the CAP to other loss measurements. Additionally, the system will provide a single clearinghouse for the storage of all reference documents and exhibits related to the CAP process.

RMIG continues to focus on liability loss control and incorporating data integration, tracking, and trending this FY. RMIG will focus on proactive liability loss control measures instead of reactive measures which traditionally has been the practice.

In collaboration with the Liability Claims and Recovery Unit, RMIG will continue reviewing, revising, and updating high-priority claims on a weekly basis.

RMIG will continue to evaluate the risks and benefits associated with installing Automated External Defibrillators (AEDs) Countywide, which due to COVID-19, the project was placed on hold due to a lack of funding and resources. RMIG will strive to finalize a Countywide AED and Hands-Only CPR policy to establish fundamental procedures for the management and maintenance of AEDs and seek the input and feedback of various Countywide stakeholders, including, but not limited to, County Counsel, throughout this process.

RMIG will continue to host presentations in-person via the Risk Management Forum and/or webinars online on topics of interest to departments.

RISK TRANSFER

The Risk Transfer Unit is responsible for purchasing commercial insurance Countywide, handling/issuing certificates of self-insurance Countywide, conducting insurance compliance reviews Countywide, and providing indemnification and insurance expertise to all County departments.

The County strives to obtain commercial insurance for multiple risks that could negatively affect the County. Examples of the types of commercial insurance procured are: Automobile, Aviation, Cyber, Crime, Fiduciary, Earthquake, and Property. The County is constantly analyzing the risks and benefits by which obtaining insurance provides additional financial stability to the County and its constituents. The purchasing of insurance allows the County better protection when conducting day-to-day activities, as well as allowing the County to better serve its constituents by taking more proactive roles in public safety and health initiatives that may be of a higher risk but of a greater public value.

RISK TRANSFER— SIGNIFICANT ACCOMPLISHMENTS FY 2019-20

The Risk Transfer Unit reorganized the various insurance coverages and procured more robust insurance policies to better protect the County from emerging risks and losses caused by catastrophic events. The enhanced policies cover losses emerging from cyber-attacks, fire, flood, earthquake property damage, catastrophic workers' compensation losses, sexual misconduct liability, and general liability. There were two insurance lines with increased excess coverage limits procured this FY: Cyber Insurance and Sexual Misconduct Liability.

RISK TRANSFER— SIGNIFICANT ACCOMPLISHMENTS FY 2019-20 (CONTINUED)

Risk Transfer created a triage system to determine high risk and essential buildings within the County of the Los Angeles. This was accomplished with the collaboration of the development of the Deferred Maintenance Building Condition Assessments and the Asset Management Database, in partnership with County departments. This FY, the Risk Transfer Unit was focused on the appraisal and valuation of the Actual Cash Value and Business Interruption Value of 29 major high-risk and essential County buildings and property clusters. A detailed report of the appraisal and valuation of the properties, which included all measurements suitable for insurance purposes, was submitted to the County's property insurance broker as part of the 2020-21 insurance policy renewal application. As a result, 15 buildings were added to the FY 2020-21 Property Insurance Policy in May 2020 and the valuations of 52 buildings were revised.

Risk Transfer continued to provide Countywide insurance compliance reviews, indemnification and insurance trainings, and advice to all County departments on acceptable risk transfer techniques to protect the County from indemnity and legal costs associated with claims which may arise from the activities of County contractors.

RISK TRANSFER — SIGNIFICANT ACCOMPLISHMENTS FY 2018-19 (CONTINUED)

Risk Transfer conducted 679 indemnification and insurance reviews for departments during FY 2019-20. The chart below illustrates the number of reviews completed per department.

DEPARTMENT	COMPLETED REVIEWS
Animal Care and Control	3
Arts and Culture	5
Auditor-Controller	3
Beaches and Harbors	22
Chief Executive Office	92
Children and Family Services	34
Child Support Services	2
Consumer and Business Affairs	1
County Counsel	23
Executive Office, Board of Supervisors	14
Fire	14
Health Services	29
Human Resources	26
Internal Services	115
LA County Library	3
Medical Examiner-Coroner	1
Mental Health	18
Parks and Recreation	53
Probation	8
Public Health	43
Public Social Services	16
Public Works	71
Regional Planning	2
Registrar-Recorder/County Clerk	10
Sheriff	19
Treasurer and Tax Collector	24
Workforce Development, Aging & Community Services	28
Total	679

RISK TRANSFER — SIGNIFICANT ACCOMPLISHMENTS FY 2019-20 (CONTINUED)

A sizeable portion of indemnification and insurance reviews for departments was related to a public health emergency declared nationwide in response to COVID-19. Risk Transfer has provided advice on 50 reviews related to COVID-19 since California declared a State of Emergency on March 4, 2020. These reviews assessed associated risks and appropriate risk transfer techniques and fell into three major categories:

- Temporary housing for the quarantine of different population groups, such as homeless, foster youth, group home program participants, essential workers, etc. (17 reviews);
- COVID-19 related purchases, equipment rentals, software subscriptions, logistical and custodial services, trainings, and virus testing arrangements (22 reviews);
- COVID-19 related funding agreements and various programs to support local businesses and communities during shelter-in-place orders and associated business closures and economic hardship (11 reviews).

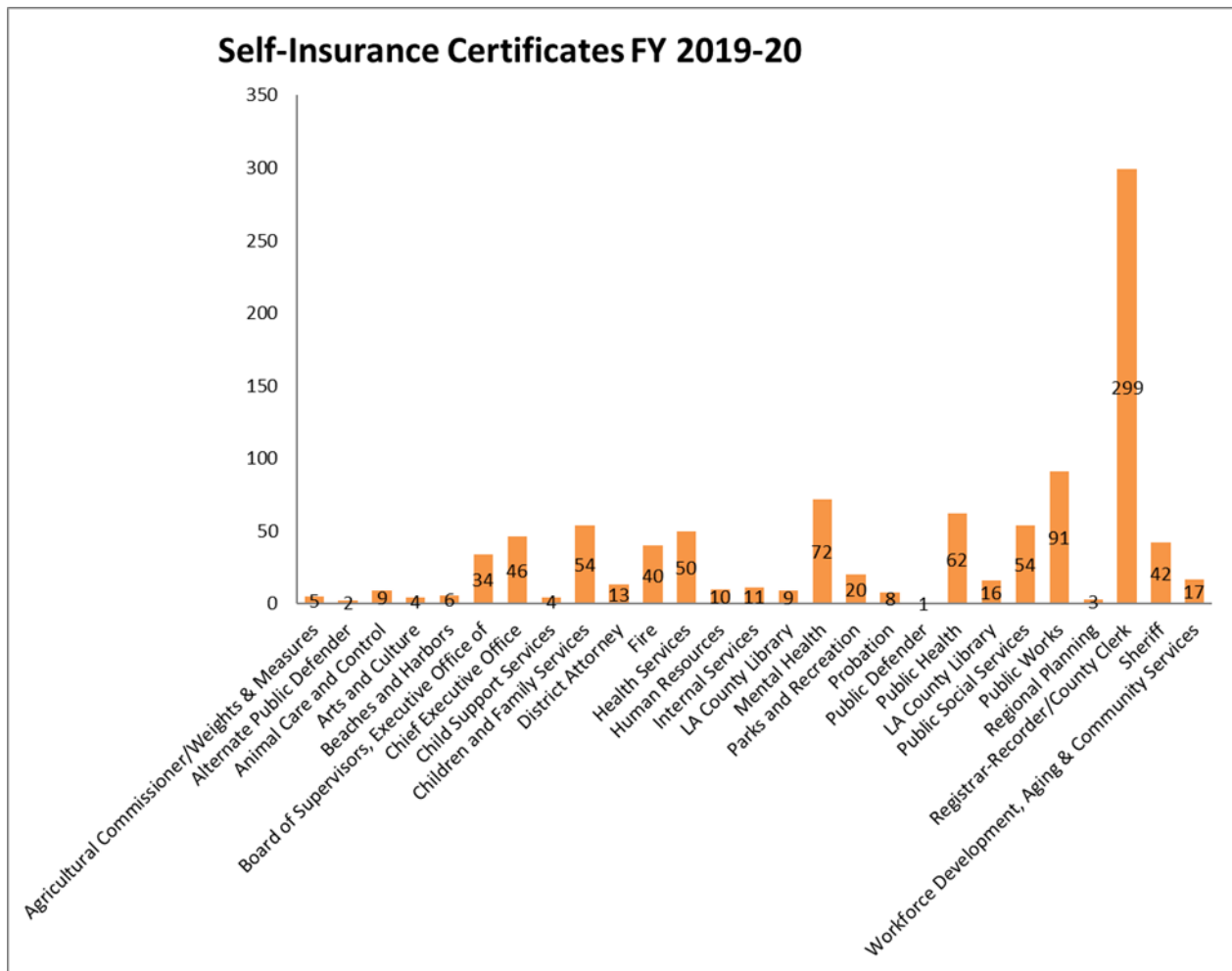
Risk Transfer implemented an online Certificate of Self-Insurance system in January 2017. All County departments can now produce Certificates of Self-Insurance to meet their respective departmental needs. Departments are often required to provide these certificates to various public and private entities for the County to conduct business on their property and/or for the public's benefit.

Currently, all departments have access to the automated system and can produce their own Certificates of Self-Insurance within the requirements established by the County Risk Manager. This allows certificates to be expedited as needed and creates a more efficient way of conducting business. Tracking of the certificates is now automated and certificates can be created and sent via e-mail within minutes.

Risk Transfer continues to train departments on the new system and provides ongoing technical and administrative support.

RISK TRANSFER — SIGNIFICANT ACCOMPLISHMENTS FY 2019-20 (CONTINUED)

The graph below illustrates the number of County Certificates of Self-Insurance completed during FY 2019-20. A total of 982 certificates were completed by the departments within this timeframe.



RISK TRANSFER — SIGNIFICANT ACCOMPLISHMENTS FY 2019-20 (CONTINUED)

In October 2019, the Risk Transfer Unit presented training to County Risk Managers and staff on how to understand and review Certificates of Self-Insurance. All County vendors are required to provide Certificates of Self-Insurance to show proof of insurance coverage as it relates to their insurance obligations as set forth in contracts or other agreements with the County. Additionally, Risk Transfer delivered five trainings on insurance and indemnification requirements for County contracts to County departments. As a result, additional department-specific training was requested and provided to the Department of Workforce Development, Aging and Community Services and the Office of the County Counsel.

Risk Transfer was asked to collaborate with other departments on various projects, including, but not limited to, the following: County Code changes pertaining to the Oil Well Bond ordinance and to new transportation modes for work trips, insurance requirements for a permit to deploy e-scooters on County public roads, new homeless housing initiatives, and COVID-19 related projects. Departments were advised on possible risks associated with various projects and were provided recommendations on how to decrease such risks.

Risk Transfer is collaborating on the development and implementation of the comprehensive RMIS to integrate insurance policy management and asset management into the system's Loss Prevention module. Risk Transfer objectives for the system are, first, to retain all County commercial insurance policies in electronic format for easy location, reference, and complete searchability, and, second, to have a complete list of the County properties covered by hazard insurance, including property values and business interruption values, for an easy assessment related to claims.

COLLABORATION



IDENTIFY

PREDICT

RISK TRANSFER — OBJECTIVES FY 2020-21

The Risk Transfer Unit will strive to insure as much County liability as is deemed financially responsible to protect County assets from unforeseen disasters. Continuing with this strategy, Risk Transfer is now in the process of obtaining higher limits of commercial excess coverage for Public Entity General Liability and Cyber Liability to further reduce risk to the County.

Risk Transfer will continue evaluating properties to determine high-risk and essential County buildings. Decisions to add County buildings to the property insurance policy will be made from a risk management perspective and will consider various factors such as location, population, and function of the buildings to ensure that all properties have the necessary coverage. In addition, Risk Transfer will continue the appraisal and valuation of the Actual Cash Value and Business Interruption Value of County properties covered by Property Insurance to obtain a revised valuation which includes all measurements suitable for insurance purposes.

Risk Transfer will continue to conduct live webinars on topics of interest to departments as part of our ongoing training program. A survey will be issued to additional County contract administration and contract monitoring divisions to solicit topics of interest.

Risk Transfer will continue to collaborate with other departments on various Countywide projects to help assess potential risks and transfer them using diverse risk transfer techniques. Risk Transfer will continue building up a partnership with the Office of the County Counsel to combine legal and risk management expertise to help the County improve its contracting solicitation, administration, and monitoring practices.

Risk Transfer will continue to assist in the development of the Loss Prevention module of the comprehensive RMIS by integrating County commercial insurance policies into the system and by supplying information for Asset Management format structure.

CORRECTIVE

HIGH-RISK



RESOLUTION

TRANSFER

THE OFFICE OF PRIVACY

CEO Risk Management recently expanded to include the Office of Privacy (OOP) division, which was established in 2019. OOP is led by the Chief Privacy Officer, who oversees the development of the Countywide privacy program, and ensures protection of the County's data and information from unauthorized access, modification, misuse, or destruction. The mission of OOP is to protect the County's data and information through centralized oversight of privacy and cybersecurity risk mitigation protocols, and focused governance over privacy program operations. Through these efforts, OOP oversees the County's privacy program, while also enhancing existing privacy risk management activities among the County's 37 departments.

THE OFFICE OF PRIVACY: KEY PRIVACY OBJECTIVES

OOP manages the County's privacy program operations, which include several key objectives:

- **Privacy Program Development** – Lead Countywide privacy policy development and privacy program management.
- **Cybersecurity Incident Response** – Establish Countywide and departmental protocols for privacy-focused components of cybersecurity incident response processes to respond cybersecurity incidents and/or breaches. Collaborate with the Office of Chief Information Office (OCIO) to retain cybersecurity incident management service vendors.
- **Privacy Risk Management** – Oversee privacy-focused risk management activities that include incident and/or breach response, privacy threshold and impact risk assessments, and coordination of privacy audits.

THE OFFICE OF PRIVACY: KEY PRIVACY OBJECTIVES (CONTINUED)

- **Centralized Oversight** – Provide streamlined guidance to County departments regarding privacy-focused initiatives, policies, training, compliance, and consult on critical privacy incidents and/or breaches and investigations. Oversee and respond to privacy complaints and incidents and/or breaches reported to OOP.
- **Third-Party Vendor Management** – Ensure that the County's contract provisions appropriately protect the County's data, and provide guidance on privacy risk assessments and compliance management of the County's third-party vendors.
- **Compliance** – Coordinate with County Counsel to monitor and evaluate the County's compliance with applicable privacy-related laws, regulations, and County policies.
- **Countywide Privacy Training** – Expansion of the Countywide privacy training program and resources, and host educational activities for International Data Privacy Day for all employees. Promote a culture of integrity and compliance with the handling of County's data to enable public trust.
- **Privacy Risk Mitigation** – Continue with ongoing mitigation of privacy and cyber risks for the County, and coordinate specialized services with cybersecurity and privacy consultants. Collaborate with the County's Risk Manager to procure a cyber-liability insurance policy for the County.



THE OFFICE OF PRIVACY

THE OFFICE OF PRIVACY: KEY HIPAA OBJECTIVES

Within the County, some departments are subject to the Health Insurance Portability and Accountability Act of 1996 (HIPAA), which is a federal law that required the creation of national standards to protect sensitive Protected Health Information (PHI) from being disclosed without the patient's consent or knowledge. OOP has a dedicated focus on the HIPAA privacy compliance activities across the County's HIPAA-covered departments. The County is a hybrid entity that performs both HIPAA-covered and non-covered functions. Under the direction of the Chief Privacy Officer, the HIPAA Compliance Officer coordinates HIPAA compliance protocols, investigations, and legally required reporting. OOP oversees HIPAA-related activities pertaining to the development, implementation, training, and maintenance of the County's HIPAA and the Health Information Technology for Economic and Clinical Health Act privacy policies and legal compliance.

OOP's key objectives and activities regarding the County's HIPAA matters include:

- **HIPAA Privacy and Security Committee** – Oversee the HIPAA compliance program for County's departments that are within the healthcare component by leading the HIPAA Privacy and Security Committee. Members include the Departmental Privacy Officers and Information Security Officers, County Counsel, and OCIO.
- **HIPAA Policy Development** – Advise County departments that are subject legal requirements under HIPAA with the development and/or revision of departmental HIPAA privacy policies, as needed.

THE OFFICE OF PRIVACY: KEY HIPAA OBJECTIVES (CONTINUED)

- **Countywide HIPAA Training** – Manage HIPAA training programs and compliance for County workforce members, and establish training content as required by the HIPAA Privacy and Security Rules.
- **HIPAA Incident/Breach Response** – Streamline reporting processes for HIPAA incidents and/or breaches impacting the County's PHI, and coordinate timely response and legally required notice and regulatory reporting, as applicable.
- **Compliance** – Monitor the County's compliance with HIPAA and other applicable laws, regulations, and County policies. Perform site inspections at County health facilities and clinics to determine HIPAA compliance.
- **HIPAA Risk Mitigation** – Perform HIPAA privacy risk assessments and related monitoring initiatives.
- **Third-Party Vendor Management** – Provide internal review and modification of the Business Associate Agreements and Data Use Agreements to ensure that contract terms with third party vendors will appropriately maintain privacy and integrity of PHI, as legally required by HIPAA.
- **Complaint Process** – Streamline the reporting process for tracking, investigating, and resolving complaints concerning potential HIPAA violations, incidents and/or breaches, or other violations of Countywide or departmental privacy policies and procedures.

THE OFFICE OF PRIVACY

THE OFFICE OF PRIVACY: OBJECTIVES FOR FY 2020-21

Cybersecurity and privacy protocols are top priorities for the County, especially as emerging technology is implemented throughout the organization. In particular, the County has significantly expanded use of teleworking models to ensure business continuity during the COVID-19 pandemic. This transition was quickly facilitated through the implementation of modern technology and enhanced privacy and security protocols. The ongoing implementation of these technologies has created innovative opportunities for the County, however it also requires the management of associated cybersecurity risks.

Cybersecurity risk management functions depend on a unique interplay between the distinct objectives of OCIO and OOP: while the OCIO is focused on the security and protection of the County's information technology systems and infrastructure, OOP is focused on protection of the County's data and information that is processed and stored within those systems. The respective objectives of both OOP and OCIO provide holistic cybersecurity risk management functions with the goal of mitigating security and privacy risks for the County.

THE OFFICE OF PRIVACY: OBJECTIVES FOR FY 2020-21 (CONTINUED)

OOP's objectives are centered around the ongoing development of a robust Countywide privacy program that safeguards County's data from unauthorized access, modification, misuse, destruction, or other threats. For FY 2020-21, OOP will continue with Countywide deployment of privacy threshold and privacy impact assessment tools, implementation of privacy incident response protocols to address cybersecurity incidents, enhanced development of Countywide and departmental privacy policies and guidelines, expanded vendor management functions to ensure protection of the County's data and information, and related privacy program initiatives. Additionally, OOP is committed to building a culture of privacy protection throughout the County by training personnel on requirements to safeguard the privacy of County data and information, and compliance with applicable privacy policies, laws and regulations. As OOP continues to work with individual County departments on their specific privacy needs, OOP will simultaneously maintain an enterprise-wide perspective on the privacy framework and programs throughout the County.



RISK MANAGEMENT FINANCE

The Risk Management Finance Unit (Finance) provides general accounting and internal auditing services for the various programs within CEO Risk Management. In addition, Finance provides accounting services for the Department of Human Resources' (DHR) Disability Management Programs.



EFFICIENCY

RISK MANAGEMENT FINANCE —SIGNIFICANT ACCOMPLISHMENTS FY 2019-20

Due to the spread of COVID-19, the Board recommended that County employees work remotely if possible, to decrease the virus transmission rate. Finance worked quickly to comply with the safety recommendation. In collaboration with the Auditor-Controller and Internal Services Department (ISD), Finance successfully completed a full digital transition, which resulted in 99% of the processing section's work assignments to be completed remotely. The newly digitalized processes included the following:

- Performed Retro Temporary Disability Requests electronically.
- Performed LC 4856 Payment Requests electronically.
- Performed ISD Countywide Acquisition Management Information System (CAMIS) Vendor Table Update Requests electronically.
- Performed Invoice Processing and Same Day Payments (Manual and Rush Payments) electronically.
- Completed Direct Deposit Vendor Code Letters and Applications electronically.
- Performed Warrant Services (Stop Payment, Warrant Restore) and electronic transfer funds (EFT) Reversal Requests electronically.
- Completed Vendor Monitoring Monthly Reports electronically.

Additionally, due to the infrequent number of staff at the office, Finance cooperated with ISD to secure a PO Box to safeguard incoming checks and documents.

Finance continued to create efficiencies in the processes that involved other County departments, contractors, and vendors as follows:

- Created instructional material to assist the Workers' Compensation TPAs regarding customized vendor searches to only display relevant information pertaining to payments. This resulted in a significant decrease in inquiries, thus improving efficiency.
- Created an informational handout for Workers' Compensation vendors with step-by-step instructions regarding the restoration of stale-dated check requests on the County's Uncashed Warrant website. This significantly reduced Finance staff's involvement in the process of reissuing checks, thereby improving efficiency.
- Implemented a new Workers' Compensation Direct Deposit Request form and created easy-to-follow instructions for both online and paper enrollment. This significantly reduced inquiries, thus improving efficiency.

RISK MANAGEMENT FINANCE—SIGNIFICANT ACCOMPLISHMENTS FY 2019-20 (CONTINUED)

- Streamlined the Workers' Compensation Direct Deposit Request process for the TPAs by identifying and removing the involvement of several individuals that were not essential to the process.
- Successfully maintained a low percentage of Workers' Compensation Miscellaneous Vendor payments meeting the Auditor-Controller's standards. One Miscellaneous Vendor payment was made this FY, which is .001% of all Workers' Compensation payments.

Finance continued to create efficiencies within the Unit as follows:

- Consolidated and reformatted various schedules, such as the billing worksheet and the Annual Liability Report, which streamlined processes.
- Created new object codes to streamline annual 1099 reporting.

Finance improved the accuracy of reported data as follows:

- Modified the Workers' Compensation billing methodology by using the most recent three-year actuals, which resulted in a more accurate billing.
- Modified the Long-Term Disability billing methodology by using the most recent three-year actuals, which resulted in a more accurate billing.

Finance revised and updated the following written policies and procedures:

- CEO Claims Unit Internal Control Plan
- Workers' Compensation Duplicate Payment Policies and Procedures

Finance continued to work with Ventiv Technologies, Inc., on the Ventiv Claims Enterprise System as follows:

- In conjunction with CEO Information Technology Services, Finance completed the required Interface File Certification Questionnaire's for payments, vendors, and Journal Voucher Advanced/Journal Voucher Cash Transfer documents enabling the project to move forward with testing.
- Performed data validation and testing.

Finance Audit:

- Performed two duplicate payment audits and identified duplicate Workers' Compensation payments to be recovered from the third-party administrator and/or medical management company.
- Performed eCAPS Payments Internal Control Review with no exceptions found.
- Worked with Digitangle, Inc., on the implementation of a new Audit Management System.

RISK MANAGEMENT FINANCE—OBJECTIVES FY 2020-21

- Work with Ventiv Technologies, Inc., the RMIS vendor, to ensure that all internal control weaknesses identified in prior audits are addressed in the new system and continue data validation and testing for the implementation in FY 2020-21.
- Work with Digitangle, Inc., on the Audit Management System for implementation in FY 2020-21.
- Begin the process of transitioning the finance related work of the CEO Claims Unit to Finance.
- Integrate the Insurance Budget accounting with the Workers' Compensation Budget accounting.
- Reorganize Finance staff roles, due to substantial short staffing and budget issues as a result of COVID-19.

STATISTICS

FY 2017-18 TO FY 2019-20

All Claims Frequency and Expense Summary	Exhibit A
Workers' Compensation Claim Frequency and Expense Summary.....	Exhibit B
State of California Labor Code 4850 and Salary Continuation Expense Summary.....	Exhibit C
Vehicle Liability Claim Frequency and Expense Summary.....	Exhibit D
General Liability Claim Frequency and Expense Summary.....	Exhibit E
General Liability/Law Enforcement Liability Claim Frequency and Expense Summary.....	Exhibit E-1
General Liability/Employment Practices Liability Claim Frequency and Expense Summary	Exhibit E-2
Medical Malpractice Claim Frequency and Expense Summary.....	Exhibit F
Cost of Risk Detail.....	Exhibit G



EXHIBIT A

ALL CLAIMS FREQUENCY AND EXPENSE SUMMARY

Department	FY 2017-18		FY 2018-19		FY 2019-20	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	41	\$790,361	37	\$731,709	44	\$846,391
Alternate Public Defender	16	\$423,892	12	\$516,051	5	\$898,328
Animal Care and Control	110	\$1,149,332	115	\$1,293,645	108	\$2,022,637
Arts and Culture	0	\$0	0	\$0	0	\$3,833
Assessor	46	\$2,363,894	48	\$2,696,170	60	\$2,768,827
Auditor-Controller	26	\$613,019	26	\$402,823	23	\$438,064
Beaches and Harbors	55	\$4,243,545	44	\$1,458,240	39	\$1,671,571
Board of Supervisors	28	\$1,182,835	38	\$909,330	64	\$1,377,155
Chief Executive Office	15	\$1,733,886	14	\$1,300,499	18	\$1,026,366
Child Support Services	128	\$4,566,615	127	\$3,977,574	105	\$3,878,679
Children and Family Services	488	\$23,427,743	539	\$30,502,670	524	\$29,212,134
Consumer and Business Affairs	2	\$20,562	5	\$27,676	8	\$94,253
County Counsel	33	\$1,571,726	33	\$1,179,936	36	\$1,321,228
District Attorney	155	\$7,871,632	142	\$8,185,084	111	\$9,520,475
Fire	1,767	\$114,472,086	1,692	\$130,041,301	1,697	\$133,137,696
Health Services	2,151	\$59,019,331	2,889	\$54,432,934	3,367	\$62,662,099
Human Resources	10	\$553,099	16	\$592,997	12	\$627,279
Internal Services	168	\$4,552,125	168	\$5,045,347	146	\$4,392,466
LACERA	16	\$558,647	16	\$662,462	42	\$1,108,195
LA County Library	67	\$719,989	50	\$910,309	21	\$668,188
Medical Examiner - Coroner	36	\$1,796,437	40	\$2,066,814	46	\$1,170,280
Mental Health	315	\$12,435,839	370	\$8,933,086	324	\$11,325,923
Military and Veterans Affairs	2	\$157,861	3	\$104,228	1	\$202,087
Museum of Art	4	\$77,991	3	\$235,646	2	\$161,791
Museum of Natural History	0	\$152,900	1	\$81,995	0	\$47,434
Non-Jurisdictional	1,287	\$763,882	1,343	\$898,256	1,379	\$1,169,696
Parks and Recreation	245	\$6,855,346	232	\$5,988,037	209	\$9,661,683
Pending Assignment	0	\$0	3	\$0	5	\$0
Probation	794	\$39,187,091	950	\$36,666,076	993	\$44,689,573
Public Defender	54	\$2,670,554	59	\$2,008,936	45	\$5,075,669
Public Health	240	\$13,837,654	302	\$8,836,108	286	\$8,661,010
Public Social Services	1,121	\$43,154,086	1,020	\$35,001,766	882	\$34,243,908
Public Works	566	\$15,569,418	599	\$14,535,486	576	\$14,942,932
Regional Planning	41	\$962,716	29	\$1,789,597	12	\$1,531,977
Registrar-Recorder/County Clerk	95	\$2,922,947	103	\$2,791,658	99	\$2,715,628
Sheriff	5,685	\$241,732,671	5,695	\$288,619,617	6,057	\$284,914,493
Superior Court	210	\$9,953,525	176	\$10,851,018	171	\$10,240,656
Treasurer and Tax Collector	54	\$1,322,740	50	\$996,724	66	\$1,038,061
Workforce Development, Aging and Community Svcs	34	\$825,196	19	\$855,681	29	\$727,820
TOTAL⁴	15,916	\$624,214,684	16,832	\$666,127,486	17,408	\$690,196,485

1. Amount Paid is the total of the transactions paid by coverage code in the fiscal year regardless of occurrence date plus amounts paid for workers' compensation from the Workers' Compensation Status Report. Amount Paid includes indemnity and legal fees and expenses. Does not include RBNP or IBNR reserves. Workers' compensation paid does not reflect State of California Labor Code 4850 or salary continuation payments. Data does not include unemployment costs.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit, etc. This information does include County Counsel tort files. County Counsel expenditures are included.
3. Amounts valued as of June 30, 2020.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes. The FY 2018-19 expense figure does not include a settlement of \$51,782,241 received from Southern California Gas Company.

EXHIBIT B**WORKERS' COMPENSATION CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2017-18 THROUGH FY 2019-20**

Department	FY 2017-18		FY 2018-19		FY 2019-20	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	22	\$734,844	29	\$638,042	33	\$696,861
Alternate Public Defender	7	\$295,709	7	\$423,469	4	\$493,321
Animal Care and Control	85	\$876,131	103	\$806,544	89	\$729,720
Arts and Culture	0	\$0	0	\$0	0	\$3,833
Assessor	21	\$762,649	20	\$698,901	26	\$658,349
Auditor-Controller	12	\$477,620	15	\$300,452	12	\$284,858
Beaches and Harbors	34	\$489,616	28	\$629,351	19	\$615,976
Board of Supervisors	9	\$182,537	10	\$423,799	5	\$346,337
Chief Executive Office	8	\$767,969	6	\$519,028	7	\$499,116
Child Support Services	114	\$4,307,002	114	\$3,735,831	86	\$3,606,286
Children and Family Services	335	\$17,410,224	381	\$13,830,911	363	\$12,603,315
Consumer and Business Affairs	1	\$20,462	3	\$17,706	3	\$69,904
County Counsel	28	\$669,636	18	\$919,423	13	\$560,118
District Attorney	80	\$4,442,485	78	\$5,190,621	75	\$5,227,712
Fire	1,622	\$69,117,368	1,548	\$80,820,596	1,527	\$79,799,082
Health Services	1,858	\$41,072,076	1,910	\$44,260,183	2,198	\$36,852,753
Human Resources	8	\$361,335	13	\$496,397	8	\$579,610
Internal Services	117	\$3,933,965	112	\$3,969,250	75	\$3,563,140
LACERA	16	\$554,895	16	\$627,957	42	\$843,795
LA County Library	53	\$686,241	36	\$759,506	10	\$635,875
Medical Examiner - Coroner	20	\$689,367	13	\$713,934	29	\$515,777
Mental Health	280	\$8,018,299	319	\$6,893,356	274	\$7,008,491
Military and Veterans Affairs	1	\$151,585	1	\$101,740	1	\$148,351
Museum of Art	2	\$77,507	3	\$230,322	2	\$161,455
Museum of Natural History	0	\$152,900	0	\$81,995	0	\$47,374
Non-Jurisdictional	0	\$0	0	\$0	6	\$0
Parks and Recreation	186	\$4,030,320	179	\$3,389,036	150	\$3,909,071
Pending Assignment	8	\$0	3	\$0	0	\$0
Probation	728	\$28,924,925	875	\$23,382,813	937	\$25,002,012
Public Defender	31	\$1,355,449	34	\$1,458,506	27	\$1,594,197
Public Health	204	\$7,624,572	277	\$6,728,319	244	\$6,420,144
Public Social Services	1,067	\$39,409,924	962	\$29,903,019	830	\$29,153,299
Public Works	180	\$6,554,521	177	\$6,356,039	204	\$5,365,537
Regional Planning	4	\$157,092	7	\$117,996	6	\$121,142
Registrar-Recorder/County Clerk	65	\$2,408,120	73	\$2,211,976	60	\$2,145,671
Sheriff	4,400	\$136,262,651	4,477	\$160,608,276	4,799	\$159,909,224
Superior Court	210	\$9,315,547	176	\$10,338,567	171	\$9,821,970
Treasurer and Tax Collector	22	\$1,204,636	17	\$898,135	13	\$666,981
Workforce Development, Aging and Community Svs	21	\$707,789	17	\$603,709	27	\$499,744
TOTAL	11,859	\$394,207,968	12,057	\$413,085,705	12,375	\$401,160,401

1. Amount Paid is the total of the transactions paid for workers' compensation in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of date of occurrence. Does not include RBNP or IBNR reserves. Workers' compensation paid does not include State of California Labor Code 4850 or salary continuation payments.
2. Amounts shown as listed on the Workers' Compensation Status Report.
3. Superior Court expenses are billed to the State of California; these expenses are not controllable by the County as these are State of California employees.

EXHIBIT C

STATE LABOR CODE 4850 AND SALARY CONTINUATION EXPENSE SUMMARY FY 2017-18 THROUGH FY 2019-20

Department	FY 2017-18	FY 2018-19	FY 2019-20
	Amount Paid ¹	Amount Paid ¹	Amount Paid ¹
Agricultural Commissioner/Weights and Measures	\$2,543	\$27,586	\$23,276
Alternate Public Defender	\$91,756	\$22,826	\$83,811
Animal Care and Control	\$63,614	\$41,164	\$46,023
Arts and Culture	\$0	\$0	\$0
Assessor	\$41,462	\$17,756	\$16,124
Auditor-Controller	\$43,803	\$0	\$13,416
Beaches and Harbors	\$32	\$35,001	\$32,756
Board of Supervisors	\$30,400	\$25,813	\$22,773
Chief Executive Office	\$12,371	\$0	\$0
Child Support Services	\$147,299	\$158,328	\$109,483
Children and Family Services	\$1,001,246	\$609,089	\$963,990
Consumer and Business Affairs	\$0	\$8,870	\$24,351
County Counsel	\$8,058	\$45,604	\$11,374
District Attorney	\$1,359,357	\$2,057,232	\$1,535,540
Fire	\$39,518,597	\$46,485,677	\$50,472,195
Health Services	\$1,626,262	\$1,824,410	\$2,056,788
Human Resources	\$40,011	\$0	\$1,019
Internal Services	\$47,672	\$119,825	\$95,563
LACERA	\$3,752	\$34,505	\$4,075
LA County Library	\$0	\$0	\$32,313
Medical Examiner - Coroner	\$4,285	\$83,204	\$11,427
Mental Health	\$421,499	\$375,165	\$313,266
Military and Veterans Affairs	\$0	\$0	\$34,461
Museum of Art	\$326	\$0	\$0
Museum of Natural History	\$0	\$0	\$0
Non-Jurisdictional	\$0	\$0	\$0
Parks and Recreation	\$149,512	\$156,109	\$78,490
Pending Assignment	\$0	\$0	\$0
Probation	\$4,692,080	\$9,831,786	\$15,371,230
Public Defender	\$57,107	\$106,529	\$88,501
Public Health	\$70,788	\$232,574	\$581,225
Public Social Services	\$1,114,629	\$1,075,778	\$793,089
Public Works	\$263,209	\$381,794	\$402,616
Regional Planning	\$0	\$0	\$0
Registrar-Recorder/County Clerk	\$4,134	\$32,022	\$0
Sheriff	\$40,351,014	\$52,060,306	\$53,599,983
Superior Court	\$637,978	\$512,450	\$418,686
Treasurer and Tax Collector	\$20,298	\$71,289	\$28,465
Workforce Development, Aging and Community Svs	\$11,232	\$19,466	\$38,560
TOTAL	\$91,836,326	\$116,452,158	\$127,304,869

¹. Amount Paid is as reported by the Auditor-Controller based on the sum of 70% IA, 100% IA, and MegaIA expense.

EXHIBIT D**VEHICLE LIABILITY CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2017-18 THROUGH FY 2019-20**

Department	FY 2017-18		FY 2018-19		FY 2019-20	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	14	\$13,174	5	\$39,970	7	\$125,904
Alternate Public Defender	1	\$50	2	\$0	0	\$0
Animal Care and Control	7	\$43,593	1	\$112,949	3	\$11,322
Arts and Culture	0	\$0	0	\$0	0	\$0
Assessor	0	\$0	3	\$0	2	\$14,181
Auditor-Controller	0	\$0	0	\$0	0	\$0
Beaches and Harbors	1	\$2,498,156	5	\$104,989	3	\$22,406
Board of Supervisors	6	\$26,609	7	\$142,059	4	\$19,439
Chief Executive Office	0	\$0	0	\$0	0	\$0
Child Support Services	1	\$962	1	\$982	2	\$0
Children and Family Services	53	\$435,915	47	\$620,439	34	\$762,475
Consumer and Business Affairs	1	\$100	1	\$1,101	0	\$0
County Counsel	3	\$0	0	\$5,543	0	\$0
District Attorney	13	\$17,803	7	\$70,723	10	\$20,215
Fire	87	\$3,748,752	100	\$1,827,348	109	\$2,152,363
Health Services	9	\$134,342	12	\$11,391	7	\$25,512
Human Resources	0	\$0	1	\$60	0	\$1,061
Internal Services	28	\$183,362	22	\$555,435	31	\$145,641
LACERA	0	\$0	0	\$0	0	\$0
LA County Library	6	\$7,160	1	\$5,173	2	\$0
Medical Examiner - Coroner	1	\$19,730	4	\$51,648	1	\$4,116
Mental Health	11	\$330,286	14	\$425,455	11	\$113,936
Military and Veterans Affairs	0	\$0	0	\$0	0	\$0
Museum of Art	0	\$0	0	\$0	0	\$0
Museum of Natural History	0	\$0	1	\$0	0	\$60
Non-Jurisdictional	277	\$67,716	283	\$73,368	320	\$103,849
Parks and Recreation	13	\$244,948	5	\$395,200	13	\$89,563
Pending Assignment	0	\$0	0	\$0	0	\$0
Probation	14	\$54,951	15	\$134,688	14	\$36,248
Public Defender	5	\$657,371	6	\$68,465	4	\$38,427
Public Health	16	\$176,259	8	\$116,430	16	\$320,698
Public Social Services	12	\$69,542	9	\$190,945	9	\$657,487
Public Works	91	\$409,813	83	\$560,596	93	\$1,088,896
Regional Planning	1	\$0	0	\$0	0	\$0
Registrar-Recorder/County Clerk	4	\$7,020	11	\$2,817	13	\$25,083
Sheriff	422	\$13,526,135	361	\$8,349,810	439	\$22,396,999
Superior Court	0	\$0	0	\$0	0	\$0
Treasurer and Tax Collector	1	\$0	0	\$2,222	0	\$0
Workforce Development, Aging and Community Svs	3	\$13,494	0	\$23,906	2	\$556
TOTAL⁴	1,100	\$22,687,243	1,015	\$13,893,712	1,149	\$28,176,437

1. Amount Paid is the total of the transactions paid for vehicle liability claims and lawsuits in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of date of occurrence. Does not include RBNP or IBNR reserves.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit, etc. This information includes County Counsel tort files.
3. Amounts do not include non-insured and non-third party vehicle losses which are directly paid by the departments. Amounts valued as of June 30, 2020.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes.

EXHIBIT E**GENERAL LIABILITY CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2017-18 THROUGH FY 2019-20**

Department	FY 2017-18		FY 2018-19		FY 2019-20	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	5	\$39,800	3	\$26,112	4	\$351
Alternate Public Defender	8	\$36,377	3	\$69,756	1	\$321,196
Animal Care and Control	18	\$165,994	11	\$332,987	16	\$1,235,572
Arts and Culture	0	\$0	0	\$0	0	\$0
Assessor	25	\$1,559,783	25	\$1,979,513	32	\$2,080,173
Auditor-Controller	14	\$91,596	11	\$102,371	11	\$139,790
Beaches and Harbors	20	\$1,255,741	11	\$688,899	17	\$1,000,433
Board of Supervisors	13	\$943,289	21	\$317,659	55	\$988,606
Chief Executive Office	7	\$953,546	8	\$781,471	11	\$527,250
Child Support Services	13	\$111,352	12	\$82,432	17	\$162,911
Children and Family Services	100	\$4,580,358	111	\$15,442,232	125	\$14,882,222
Consumer and Business Affairs	0	\$0	1	\$0	5	\$0
County Counsel	2	\$894,032	15	\$209,367	23	\$749,736
District Attorney	62	\$2,051,987	57	\$866,507	26	\$2,737,008
Fire	46	\$1,962,184	40	\$1,283,009	48	\$646,435
Health Services	149	\$5,736,757	811	\$4,100,078	1,031	\$16,667,834
Human Resources	2	\$151,753	2	\$96,541	4	\$45,589
Internal Services	23	\$387,126	34	\$400,838	40	\$588,122
LACERA	0	\$0	0	\$0	0	\$260,325
LA County Library	8	\$26,588	13	\$145,631	9	\$0
Medical Examiner - Coroner	15	\$909,224	23	\$1,116,693	16	\$621,538
Mental Health	18	\$2,501,659	33	\$1,196,704	35	\$3,874,454
Military and Veterans Affairs	1	\$6,276	2	\$2,488	0	\$19,275
Museum of Art	2	\$158	0	\$5,324	0	\$336
Museum of Natural History	0	\$0	0	\$0	0	\$0
Non-Jurisdictional	970	\$695,933	1,032	\$824,888	1,046	\$1,065,847
Parks and Recreation	46	\$2,430,566	48	\$2,047,691	46	\$5,584,560
Pending Assignment	0	\$0	0	\$0	5	\$0
Probation	51	\$5,500,382	59	\$3,272,090	39	\$4,202,758
Public Defender	18	\$600,627	19	\$375,436	14	\$3,354,543
Public Health	16	\$5,912,549	17	\$1,704,851	26	\$809,225
Public Social Services	42	\$2,559,991	49	\$3,832,023	43	\$3,640,033
Public Works	295	\$8,341,875	339	\$7,237,056	279	\$8,085,883
Regional Planning	36	\$805,624	22	\$1,671,601	6	\$1,410,836
Registrar-Recorder/County Clerk	26	\$503,673	19	\$544,843	26	\$544,874
Sheriff	858	\$50,677,112	854	\$67,483,489	815	\$48,857,456
Superior Court	0	\$0	0	\$0	0	\$0
Treasurer and Tax Collector	31	\$97,806	33	\$25,078	53	\$342,615
Workforce Development, Aging and Community Svs	10	\$92,681	2	\$208,600	0	\$188,960
TOTAL⁴	2,770	\$102,585,910	3,566	\$118,474,258	3,728	\$125,636,746

1. Amount Paid is the total of the transactions paid for liability claims and lawsuits in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of date of occurrence. Does not include RBNP or IBNR reserves.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit, etc. This information includes County Counsel tort files.
3. Amounts valued as of June 30, 2020.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes.

EXHIBIT E – 1 (SUBSET OF EXHIBIT E)**GENERAL LIABILITY / LAW ENFORCEMENT LIABILITY CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2017-18 THROUGH FY 2019-20**

Department	FY 2017-18		FY 2018-19		FY 2019-20	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	0	\$0	0	\$0	0	\$0
Alternate Public Defender	0	\$482	0	\$15	0	\$0
Animal Care and Control	0	\$0	0	\$0	0	\$0
Arts and Culture	0	\$0	0	\$0	0	\$0
Assessor	1	\$0	0	\$0	0	\$0
Auditor-Controller	0	\$0	0	\$0	0	\$0
Beaches and Harbors	0	\$0	0	\$0	0	\$0
Board of Supervisors	0	\$0	1	\$0	2	\$0
Chief Executive Office	0	\$0	0	\$0	7	\$0
Child Support Services	0	\$0	0	\$0	0	\$0
Children and Family Services	3	\$0	1	\$34,575	1	\$34,784
Consumer and Business Affairs	0	\$0	1	\$0	0	\$0
County Counsel	0	\$0	2	\$2,235	0	\$986
District Attorney	19	\$352,694	10	\$214,952	4	\$1,230,945
Fire	1	\$0	5	\$0	1	\$22,249
Health Services	5	\$0	5	\$4,484	5	\$24,708
Human Resources	0	\$0	0	\$0	0	\$0
Internal Services	0	\$0	0	\$0	0	\$0
LACERA	0	\$0	0	\$0	0	\$0
LA County Library	0	\$0	1	\$0	0	\$0
Medical Examiner - Coroner	0	\$0	1	\$0	1	\$0
Mental Health	0	\$141,276	2	\$14,423	0	\$2,955,948
Military and Veterans Affairs	0	\$0	0	\$0	0	\$0
Museum of Art	0	\$0	0	\$0	0	\$0
Museum of Natural History	0	\$0	0	\$0	0	\$0
Non-Jurisdictional	31	\$5,539	28	\$21,911	23	\$3,372
Parks and Recreation	0	\$0	0	\$0	0	\$0
Pending Assignment	0	\$0	0	\$0	3	\$0
Probation	7	\$28,378	3	\$108,419	5	\$110,795
Public Defender	3	\$3,802	3	\$0	1	\$24,853
Public Health	0	\$0	0	\$0	0	\$0
Public Social Services	0	\$0	0	\$0	1	\$0
Public Works	0	\$0	1	\$0	1	\$0
Regional Planning	4	\$2,226	0	\$0	0	\$0
Registrar-Recorder/County Clerk	0	\$0	1	\$0	0	\$0
Sheriff	560	\$40,075,688	539	\$58,440,262	534	\$33,819,537
Superior Court	0	\$0	0	\$0	0	\$0
Treasurer and Tax Collector	0	\$0	2	\$0	0	\$0
Workforce Development, Aging and Community Svs	0	\$50,344	0	\$78,034	0	\$0
TOTAL⁴	596	\$40,660,429	606	\$58,919,309	568	\$38,228,175

1. Amount Paid is the total of the transactions paid for liability claims and lawsuits in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of date of occurrence. Does not include RBNP or IBNR reserves.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit, etc. This information includes County Counsel tort files.
3. Amounts valued as of June 30, 2020.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes.

EXHIBIT E – 2 (SUBSET OF EXHIBIT E)**GENERAL LIABILITY / EMPLOYMENT PRACTICES LIABILITY CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2017-18 THROUGH FY 2019-20**

Department	FY 2017-18		FY 2018-19		FY 2019-20	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	0	\$15,665	0	\$25,136	0	\$351
Alternate Public Defender	2	\$30,058	0	\$69,742	0	\$276,473
Animal Care and Control	0	\$0	1	\$0	1	\$21,423
Arts and Culture	0	\$0	0	\$0	0	\$0
Assessor	2	\$71,164	3	\$226,935	5	\$694,704
Auditor-Controller	0	\$44,188	1	\$69,294	2	\$94,110
Beaches and Harbors	0	\$0	0	\$0	0	\$0
Board of Supervisors	0	\$100,864	1	\$0	0	\$20,000
Chief Executive Office	2	\$256,033	3	\$367,854	1	\$111,848
Child Support Services	1	\$30,672	1	\$22,858	2	\$76,129
Children and Family Services	11	\$979,457	13	\$756,393	15	\$8,518,749
Consumer and Business Affairs	0	\$0	0	\$0	0	\$0
County Counsel	0	\$838,828	0	\$53,052	0	\$0
District Attorney	1	\$778,780	4	\$93,215	6	\$274,445
Fire	5	\$1,340,594	4	\$1,120,512	7	\$532,208
Health Services	17	\$2,295,976	11	\$2,602,757	14	\$4,085,240
Human Resources	0	\$128,429	1	\$95,552	0	\$42,829
Internal Services	1	\$281,616	1	\$329,452	4	\$456,139
LACERA	0	\$0	0	\$0	0	\$252,886
LA County Library	2	\$20,098	1	\$141,396	2	\$0
Medical Examiner - Coroner	1	\$493,007	2	\$87,074	0	\$241,201
Mental Health	1	\$1,441,860	6	\$558,107	4	\$734,429
Military and Veterans Affairs	0	\$0	1	\$0	0	\$19,275
Museum of Art	0	\$0	0	\$0	0	\$0
Museum of Natural History	0	\$0	0	\$0	0	\$0
Non-Jurisdictional	18	\$17,979	6	\$1,492	12	\$7,637
Parks and Recreation	1	\$278,075	3	\$812,582	1	\$137,135
Pending Assignment	0	\$0	0	\$0	0	\$0
Probation	22	\$3,218,130	17	\$2,043,207	11	\$3,870,598
Public Defender	2	\$0	0	\$17,504	3	\$86,497
Public Health	3	\$137,768	1	\$132,869	5	\$197,639
Public Social Services	7	\$1,162,973	8	\$1,361,688	4	\$1,755,057
Public Works	2	\$298,550	5	\$384,129	4	\$469,310
Regional Planning	0	\$2,926	0	\$0	1	\$0
Registrar-Recorder/County Clerk	0	\$362,342	0	\$0	0	\$0
Sheriff	47	\$7,486,278	26	\$5,495,594	35	\$7,083,069
Superior Court	0	\$0	0	\$0	0	\$0
Treasurer and Tax Collector	1	\$0	0	\$0	2	\$53,391
Workforce Development, Aging and Community Svs	3	\$9,525	1	\$126,868	0	\$129,384
TOTAL⁴	150	\$22,123,346	121	\$16,995,262	138	\$30,242,152

1. Amount Paid is the total of the transactions paid for liability claims and lawsuits in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of date of occurrence. Does not include RBNP or IBNR reserves.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit, etc. This information includes County Counsel tort files.
3. Amounts valued as of June 30, 2020.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes.

EXHIBIT F**MEDICAL MALPRACTICE CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2017-18 THROUGH FY 2019-20**

Department	FY 2017-18		FY 2018-19		FY 2019-20	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
DHS – Ambulatory Care Network	6	\$2,030,745	9	\$622,856	19	\$208,190
DHS – Correctional Health Services	9	\$947	16	\$2,139	10	\$0
DHS – Harbor-UCLA Medical Center	46	\$2,653,283	26	\$645,013	32	\$1,809,090
DHS – Juvenile Court Health Services	1	\$119	1	\$34,986	1	\$105,225
DHS – LAC+USC Medical Center	38	\$5,037,772	69	\$2,223,820	47	\$4,025,036
DHS – Not Otherwise Classified	0	\$0	0	\$0	1	\$0
DHS – Olive View-UCLA Medical Center	32	\$207,383	35	\$545,405	22	\$888,364
DHS – Rancho Los Amigos	5	\$519,645	3	\$162,653	10	\$23,307
Health Services Subtotal⁴	135	\$10,449,894	156	\$4,236,872	131	\$7,059,212
Children and Family Services	0	\$0	0	\$0	2	\$131
Fire	12	\$125,185	4	-\$375,329	13	\$67,622
Medical Examiner – Coroner	0	\$173,831	0	\$101,333	0	\$17,421
Mental Health	6	\$1,164,096	4	\$42,406	4	\$15,775
Non-Jurisdictional	32	\$233	28	\$0	7	\$0
Probation	1	\$14,753	1	\$44,700	3	\$77,324
Public Health	4	\$53,486	0	\$53,934	0	\$529,718
Sheriff	5	\$915,759	3	\$117,736	4	\$150,830
TOTAL⁴	187	\$12,897,237	194	\$4,221,652	156	\$7,918,032

1. Amount Paid is the total of the transactions paid for medical malpractice claims and lawsuits in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of date of occurrence. Does not include RBNP or IBNR reserves.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit, etc. This information includes County Counsel tort files.
3. Amounts valued as of June 30, 2020.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes.

EXHIBIT G**COST OF RISK DETAIL**

	FY 2017-18	FY 2018-19	FY 2019-20
Workers' Compensation			
Benefit Expense	\$292,840,708	\$283,222,728	\$284,778,888
Loss Expense ¹	\$79,919,746	\$109,681,661	\$94,442,679
Administrative Expense ²	\$15,716,148	\$16,198,578	\$17,362,897
Purchased Insurance ³	\$5,731,366	\$3,982,738	\$4,575,936
Workers' Compensation Expense Subtotal	\$394,207,968	\$413,085,705	\$401,160,400
Labor Code 4850 / Salary Continuation	\$91,836,326	\$116,452,158	\$127,304,869
Workers' Compensation Expense Total	\$486,044,294	\$529,537,863	\$528,465,269
Liability^{3, 4}			
Vehicle Liability Indemnity Expense	\$16,038,154	\$8,865,541	\$23,681,143
General Liability Indemnity Expense	\$52,224,903	\$72,489,438	\$79,250,360
Medical Malpractice Indemnity Expense	\$10,236,142	\$2,833,648	\$5,432,338
Liability Indemnity Expense Subtotal	\$78,499,199	\$84,188,627	\$108,363,841
Vehicle Liability Legal Expense	\$6,649,090	\$5,028,171	\$4,495,293
General Liability Legal Expense	\$50,361,007	\$45,984,820	\$47,252,850
Medical Malpractice Legal Expense	\$2,661,094	\$1,388,005	\$2,485,695
Liability Legal Expense Subtotal	\$59,671,191	\$52,400,996	\$54,233,838
Liability Administrative Expense ⁵	\$15,430,777	\$17,436,098	\$18,618,988
Liability Expense Total	\$153,601,167	\$154,025,721	\$181,216,667
Purchased Insurance (premiums and fees)	\$15,267,637	\$22,375,478	\$25,344,978
Cost of Risk^{6, 7}	\$654,913,098	\$705,939,062	\$735,026,914
Total County Operating Budget	\$29,403,718,000	\$31,311,700,000	\$33,328,813,000
Cost of Risk (as percentage of County Operating Budget)	2.23%	2.25%	2.21%
Non-County Agencies			
LACERA	\$554,895	\$627,957	\$843,795
Superior Court	\$9,241,329	\$10,338,567	\$9,821,970
Subtotal (Non-County agencies)	\$9,796,224	\$10,966,524	\$10,665,765
Cost of Risk (excluding non-County agencies)	\$645,116,874	\$694,972,538	\$724,361,149
Cost of Risk (Non-County agencies as percentage of County Operating Budget)	2.19%	2.22%	2.17%

1. Loss Expense includes third party administrator fees, medical management fees, bill review fees, State User fee, etc.
2. Administrative Expense includes CEO, Auditor-Controller, and County Counsel expenses.
3. Paid claims represent the amount paid for all indemnity (pay type OC) in the fiscal year regardless of occurrence date and does not include Reported But Not Paid (RBNP) or Incurred But Not Reported (IBNR) reserves. Legal Expenses are defined in liability files as all fees and expenses paid from the liability claim (pay type SS).
4. Liability claim information included in this report is: (1) claims coded as Vehicle Liability (AL), General Liability (GL), and Medical Malpractice (MM); but, (2) information excludes Metropolitan Transportation Authority, Metrolink, departments not listed in Exhibit A, Children Services dependency cases, and probate funding accounts.
5. Liability Administrative Expense includes third party administrator fees, consulting and management fees, and CEO expenses.
6. The Cost of Risk is defined as the summation of the items listed but does not include non-insured property claims and property damage to County-owned vehicles.
7. All amounts are paid as of June 30, 2020, as reported in the County's liability claim database, workers' compensation information system (ClaimsVision), and/or the Workers' Compensation Status Report.

THE FOLLOWING IS A LISTING OF ABBREVIATIONS USED IN THIS REPORT:

Abbreviation	Meaning
ABE	Allocated benefit expenses
AED	Automated external defibrillator
ALAE	Allocated loss adjustment expenses
Board	Board of Supervisors
C&R	Compromise and Release
C&Rs	Compromise and Release Settlements
Cal/OSHA	California Occupational Safety and Health Administration
CAMIS	Countywide Acquisition Management Information System
CAP	Corrective Action Plans
Carl Warren	Carl Warren & Company
CEO	Chief Executive Office
CEO Risk Management	Chief Executive Office - Risk Management Branch
County	County of Los Angeles
COVID-19	Coronavirus Disease 2019
CPR	Cardiopulmonary resuscitation
DHR	County of Los Angeles Department of Human Resources
DHS	County of Los Angeles Department of Health Services
EFT	Electronic Funds Transfer
Finance	Risk Management Finance Unit
FY	Fiscal Year
HIPAA	Health Insurance Portability and Accountability Act
IBNR	Incurred But Not Reported
Intercare	Intercare Holdings, Ltd.
ISD	County of Los Angeles Internal Services Department
LASD	County of Los Angeles Sheriff's Department
LC	Labor Code
LCP	Loss Control and Prevention
LERC	Legal Exposure Reduction Committee
MMCC	Medical Management and Cost Containment
OCIO	Office of Chief Information Office
OOP	Office of Privacy
OSCRs	On-Site County Representatives
PBM	Pharmacy Benefit Management
PHI	Protected Health Information
PPE	Personal Protective Equipment
RBNP	Reported But Not Paid
RMIG	Risk Management Inspector General
RMIS	Risk Management Information System
SB	Senate Bill
SCAPs	Summary Corrective Action Plans
TPA	Third Party Administrator
ULAE	Unallocated loss adjustment expenses
UR	Utilization review

**COUNTY OF LOS ANGELES
CHIEF EXECUTIVE OFFICE
RISK MANAGEMENT BRANCH**
COUNTY OF LOS ANGELES HALL OF RECORDS
320 WEST TEMPLE STREET, 7TH FLOOR
LOS ANGELES, CA 90012
(213) 351-5346
CONTACTRISK@CEO.LACOUNTY.GOV

This report is available on the Chief Executive Office, Risk Management Branch website, at:
<http://riskmanagement.lacounty.gov/>