



FESIA A. DAVENPORT
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE OPERATIONS CLUSTER

DATE: February 10, 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:
REQUEST AUTHORITY TO EXECUTE EXTEND AMENDMENTS ON
EXISTING MASTER AGREEMENTS UNDER THE INFORMATION
TECHNOLOGY SUPPORT SERVICES MASTER AGREEMENT
(ITSSMA)
ISD – Christie Carr, Division Manager
 - B) Board Letter:
FISH AND WILDLIFE COMMISSION GRANT REQUEST TO ANIMAL
TRACKS, INC.
BOS/EO – Twila Kerr, Chief Commission Services

CONTINUED ON PAGE 2

- C) Board Letter:
AUTHORIZE EXPANSION OF MASTER AGREEMENT FOR VIDEO
PRODUCTION AND RELATED SERVICES
CEO/Countywide Communications – Lennie La Guire, Director, CEO
Countywide Communications
- D) Board Letter:
APPROVAL OF INFORMATION TECHNOLOGY FUND FOR DIGITAL
DIVIDE STRATEGIC PLAN
CEO/CIO – William Kehoe, Chief Information Officer and
Jagjit Dhaliwal, Deputy Chief Information Officer

3. **PRESENTATION/DISCUSSION ITEMS:**

- A) 2020 STRATEGIC ASSET MANAGEMENT PLAN
CEO/AM – David Howard, Assistant CEO, Kelly Quinn, CEO Manager;
Burt Kumagawa, Principal Analyst; and Cynthia Zapata, Principal Analyst

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

5. **Adjournment**

FUTURE AGENDA TOPICS

CALENDAR LOOKAHEAD:

CEO/CLASSIFICATION – COUNTYWIDE CLASSIFICATION ACTIONS TO
IMPLEMENT THE MARCH 9, 2021 GENERAL RECLASS BOARD LETTER

CEO/CLASSIFICATION – COUNTYWIDE CLASSIFICATION ACTIONS TO
IMPLEMENT THE MARCH 9, 2021 DEPARTMENT OF HEALTH SERVICES
RECLASS BOARD LETTER

TTC – DELEGATION OF AUTHORITY TO INVEST AND ANNUAL ADOPTION
OF THE TREASURER AND TAX COLLECTOR INVESTMENT POLICY

BOARD LETTER/MEMO – FACT SHEET OPERATIONS CLUSTER

☒ Board Letter

☐ Board Memo

☐ Other

OPS CLUSTER AGENDA DATE	2/10/2021	
BOARD MEETING	3/2/2021	
DELEGATED AUTHORITY BOARD LETTER	X Yes <input type="checkbox"/> No	
SUPERVISORIAL DISTRICT AFFECTED	All Districts	
DEPARTMENT	Internal Services Department (ISD)	
SUBJECT	Request delegated authority to execute sole source extensions of existing Master Agreements with 86 Contractors under the Information Technology Support Services Master Agreement (ITSSMA) program to continue providing countywide information technology support services.	
PROGRAM	INFORMATION TECHNOLOGY SUPPORT SERVICES MASTER AGREEMENT PROGRAM	
SOLE SOURCE CONTRACT	X Yes <input type="checkbox"/> No	
	If Yes, please explain why: Requesting to extend existing ITSSMAs for a one-year period to allow ISD time to finalize the replacement services RFP, award the new contract and implement the new contractor hosted software solution.	
DEADLINES	Current ITSSMA expires on March 31, 2021.	
COST & FUNDING	Expenditures under the ITSSMA vary from year to year based on the needs of County departments, who are responsible for ensuring they have adequate funding prior to requesting services under the ITSSMA. Open Work Orders total approximately \$30 million.	<p>Funding source:</p> <p>Funding for these services is included in ISD's and other County departments' Fiscal Year 2020-21 Adopted Budget and 2021-22 budget submissions. Contractors will not be asked to perform services which exceed the amounts, scope of work and dates specified in each individual work order. As has been the policy, departments will be required to notify the Board of any ITSSMA projects that exceed \$300,000 prior to work order or amendment execution.</p>
	TERMS (if applicable): one-year extension through March 31, 2022	
	Explanation: Extending ITSSMAs for a one-year period will ensure that County departments continue to receive critical information technology support services without a gap in services while allowing the County to solicit and transition to a Managed Services Provider model.	
PURPOSE OF REQUEST	The recommended actions are (1) delegate authority to Director of ISD, or his designee, to execute sole source extensions with eighty-six (86) Contractors under ITSSMA for one (1) year effective April 1, 2021; (2) delegated authority to the Director of ISD to continue to execute new ITSSMAs with vendors as they become qualified throughout the term of the ITSSMA; continue to execute individual work orders; and to continue overall contract administration of the ITSSMAs.	
BACKGROUND (include internal/external issues that may exist)	On August 20, 2013, the Board delegated authority to ISD to execute ITSSMAs with vendors as they become qualified throughout the term of the ITSSMA. ISD administers ITSSMA, which provides means for County departments to acquire information support and consulting services to assist with short-term information technology projects. The ITSSMA became effective on September 1, 2013 and will expire March 31, 2021. Over the past three calendar years, the County has executed more than 300 Work Orders and has expended between \$25 - \$30 million each year on IT support services. Current there are 83 open ITSSMA Work Orders with an approx. value of \$30.4 million for 12 County Departments. Extensions are needed to finalize the RFP, award the new contract, and implement the new contractor hosted, web-based software solution.	
DEPARTMENTAL AND OTHER CONTACTS	Christie Carr, Division Manager (323)267-3101, ccarr@isd.lacounty.gov	



SELWYN HOLLINS
Director

County of Los Angeles
INTERNAL SERVICES DEPARTMENT

1100 North Eastern Avenue
Los Angeles, California 90063

Telephone: (323) 267-2101
FAX: (323) 264-7135

"Trusted Partner and Provider of Choice"

March 2, 2021

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

Dear Supervisors:

**REQUEST AUTHORITY TO EXTEND MASTER AGREEMENTS UNDER THE
INFORMATION TECHNOLOGY SUPPORT SERVICES MASTER AGREEMENT
(ITSSMA)
(ALL DISTRICTS – 3 VOTES)**

CIO RECOMMENDATION: APPROVE (X)

SUBJECT

Request delegated authority to execute sole source extensions of existing Master Agreements with 86 Contractors under the Information Technology Support Services Master Agreement (ITSSMA) program to continue providing countywide information technology support services.

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Director of Internal Services Department (ISD), or his designee, to execute sole source extensions of existing Master Agreements with 86 Contractors under the ITSSMA for one-year effective April 1, 2021.
2. Delegate authority to the Director of ISD, or his designee, to execute Master Agreements with new vendors as the vendors become qualified throughout the term of the ITSSMA; execute individual work orders; suspend or terminate agreements for the administrative convenience of the County when vendors cease to be in administrative compliance (e.g., non-performance related issues, etc.); add or delete ITSSMA skill categories; extend Master Agreements with related Work Orders (WO) for up to 90 days past the expiration date of the

recommended ITSSMA; and execute applicable agreement amendments should the original contracting entity merge, be acquired, or otherwise have a change in entity.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS

ISD administers ITSSMA, which provides means for County departments to acquire information technology support and consulting services to assist with short-term information technology projects. The ITSSMA became effective on September 1, 2013 and will expire March 31, 2021.

To ensure that it best meets the needs of its customers and in an effort to enhance the customer experience, ISD is shifting from the current Master Agreement model to a Managed Services Provider (MSP) model where the County can leverage its robustness to contract with one vendor-neutral firm that will be responsible for, (i) managing the County's ever-growing pool of vendors that provide as-needed hourly-based Information Technology Consulting (ITC) services, (ii) establishing a Qualified Vendor Network, (iii) reporting and tracking, facilitation of candidate evaluation and selection, and, (iv) the monitoring/enforcement of requirements. Shifting to an MSP model will decrease the WO award cycle time as well as increase competition and help ensure that work for these Information Technology (IT) services are more equitably awarded to the County vendor community, including Local Small Business, Social Enterprise, Disabled Veterans Business Enterprise, and Community Based Enterprises.

The January 2021 Request for Proposals (RFP) solicitation will result in one contract award to a single MSP to perform the overall management of the acquisition of hourly-based ITC services for County departments via a fully integrated, contractor hosted, web-based software solution. The resultant contract will replace the current ITSSMA. ISD intends to implement all services under this contract no later than July 1, 2021 to ensure continuity of critical ITC support services.

Recommendation number one to execute sole source extensions of the existing ITSSMAs is imperative to allow ISD sufficient time to finalize the RFP, award the new contract, and implement the new contractor hosted, web-based software solution which will provide County departments with a complete system for acquisition of hourly-based ITC services. Further, the extension will ensure that County departments continue receiving as-needed IT support and consulting services without disruption and successfully and seamlessly transition services to the new MSP contract.

Recommendation number two requests delegated authority to the Director of ISD to continue to execute new ITSSMAs with vendors as they become qualified throughout the term of the ITSSMA; continue to execute individual WOs; and to continue overall contract administration of the ITSSMAs.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommended contract extension supports the County's Strategic Plan Strategy III.3 (Operational Effectiveness, Fiscal Responsibility, and Accountability) by maximizing the effectiveness of the County's processes and operations and effectively managing County resources to provide efficient and responsive ITC services throughout the County.

FISCAL IMPACT/FINANCING

The ITSSMAs do not guarantee contractors any minimum amount of work. The County only incurs obligations as individual WOs are awarded. WOs will only be solicited for and awarded where sufficient budgeted funds are available from departments requesting work. Expenditures under the ITSSMA vary from year to year based on the needs of County departments, who are responsible for ensuring they have adequate funding prior to requesting services under the ITSSMA. Contractors will not be asked to perform services which exceed the amounts, scope of work and dates specified in each individual WO.

Funding for these services is included in ISD's and other County departments' Fiscal Year 2020-21 Adopted Budget and 2021-22 budget submissions.

Departments will continue to be required to notify your Board of any ITSSMA projects that exceed \$300,000 prior to WO, or amendment execution.

Additionally, 19 ITSSMA contractors have provided the County with hourly rate reductions, as requested on Board Motion, Voluntary Contractor Reductions.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The terms and conditions of the ITSSMAs remain unchanged and have been approved as to form by County Counsel. The ITSSMAs contain the Board's required contract provisions, including those pertaining to consideration of qualified County employees targeted for layoff.

The ITSSMAs are not subject to the County's Living Wage Program. County Code 2.121 does not apply to the ITSSMAs, as the contracted services are temporary and intermittent services and highly technical in nature.

The CIO has reviewed this Board Letter and recommends approval. Due to the fact that there is no new technology being implemented, the Office of the CIO has determined that there is no requirement for a formal CIO Analysis.

CONTRACTING PROCESS

On August 20, 2013, your Board delegated authority to the Director of ISD, or his designee, to execute ITSSMAs with vendors as they become qualified throughout the term of the ITSSMA. The initial term of the Master Agreement was for five years, with two one-year extension options and six month-to-month options. The County exercised the option to extend the initial term of the ITSSMA for an additional one-year period, which then allowed the County to have the sole and unilateral option to extend the term of this Master Agreement for one additional one-year period, and six month-to-month options, for a maximum possible total contract term of seven years and six months. The County exercised the final six month-to-month extension options of the current ITSSMA and the term expires on March 31, 2021.

Professional information technology support and consulting services are competitively bid on a project-by-project basis to qualified contractors who provide services in specific information technology skill categories. WOs are awarded to the lowest priced qualified contractor, unless other evaluation criteria are set forth.

In accordance with your Board Policy 5.100, Sole Source Contracts, ISD notified your Board on December 15, 2020 (Attachment 1), of its intent to execute sole source extensions of the current ITSSMAs. The Chief Executive Office has approved the Sole Source Contract Checklist (Attachment 2) and the corresponding Sole Source Justification (Attachment 3). The recommended ITSSMA amendments will be executed after your Board's approval.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the recommendations will ensure that departments continue to receive critical information technology support services without a gap in services while the

County transitions to the new MSP model. The term of the extension will be for one-year, through March 31, 2022.

CONCLUSION

It is requested that the Executive Office, Board of Supervisors return two stamped copies of the approved Board Letter to the Director of ISD.

Respectfully submitted,

Reviewed by:

WILLIAM KEHOE

Chief Information Officer

SELWYN HOLLINS

Director

SH:MO:CC:OS:ew

Attachments

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



SELWYN HOLLINS
Director

County of Los Angeles INTERNAL SERVICES DEPARTMENT


1100 North Eastern Avenue
Los Angeles, California 90063

Telephone: (323) 267-2101
FAX: (323) 264-7135

"Trusted Partner and Provider of Choice"

December 15, 2020

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

From: Selwyn Hollins 
Director

NOTIFICATION OF INTENT TO EXECUTE SOLE SOURCE EXTENSIONS ON EXISTING AGREEMENTS UNDER THE INFORMATION TECHNOLOGY SUPPORT SERVICES MASTER AGREEMENT

This is to advise your Board of the Internal Services Department's (ISD) intent to extend existing ISD Master Agreements with 86 Contractors under the Information Technology Support Services Master Agreement (ITSSMA).

BACKGROUND

On August 20, 2013, your Board delegated authority to ISD, Director or his designee, to execute ITSSMAs with vendors as they become qualified throughout the term of the ITSSMA. ISD administers ITSSMA, which provides means for County departments to acquire information support and consulting services to assist with short-term information technology projects. The ITSSMA became effective on September 1, 2013 and will expire March 31, 2021.

To ensure that it best meets the needs of its customers and in an effort to enhance the customer experience, ISD is shifting from the current Master Agreement model to a Managed Services Provider (MSP) model where the County can leverage its robustness to contract with one vendor-neutral firm that will be responsible for, (i) managing the County's ever-growing pool of vendors that provide as-needed hourly-based Information Technology Consulting (ITC) services, (ii) establishing a Qualified Vendor Network, (iii) reporting and tracking, facilitation of candidate evaluation and selection, and, (iv) the monitoring/enforcement of requirements. Shifting to an MSP model will decrease the Work Order award cycle time as well as increase competition and help ensure that work for these Information Technology (IT) services are more equitably awarded to the County vendor

community, including Local Small Business, Social Enterprise, Disabled Veterans Business Enterprise, and Community Based Enterprises.

ISD expects to release a Request for Proposals in December 2020 and intends to award this contract to a single MSP to perform the overall management acquisition of hourly-based ITC services via a fully integrated, contractor hosted, web-based software solution vendor managed system for County departments. The resultant contract will replace the current ITSSMA. The County intends to implement all services under this contract no later than July 1, 2021 to ensure continuity of critical ITC support services.

JUSTIFICATION

An extension to the subject ITSSMAs is imperative to allow ISD sufficient time to finalize the Request for Proposal and award the new contract that will provide County departments with a complete solution for acquisition of hourly-based ITC services. Further, the extension will ensure that County departments continue receiving as-needed IT support and consulting services without disruption and successfully and seamlessly transition services to the new MSP contract. The term of the extension will be for one-year (through March 31, 2022).

Board Policy No. 5.100 requires written notice of a department's intent to enter into sole source negotiations for the extension of Board approved contracts (and Master Agreements) at least six months prior to the contract's expiration date. The subject ITSSMA expires on March 31, 2021, and although this notice is not timely, it will provide the department sufficient time to execute extensions with the existing ITSSMA Contractors to provide County departments with continued as-needed IT Support Services, while ISD executes the new contract and fully transitions the IT services.

CONCLUSION

Unless otherwise instructed by your Board, ISD will proceed with processing the Master Agreement extensions with the existing ITSSMA Contractors. ISD will work closely with both County Counsel and the Chief Executive Office during the contracting process.

If you have any questions or require additional information, please contact me at: (323) 267-2101 or your staff may contact Michael Owh, General Manager of Purchasing and Contract Services at (323) 267-2109, via email: mowh@isd.lacounty.gov.

SH:MO:CC:OS:ew

c: ISD Board Deputies
Executive Office, Board of Supervisors
Acting Chief Executive Officer

SOLE SOURCE CHECKLIST

Department Name: ISD



New Sole Source Contract



Existing Sole Source Contract

Date Sole Source Contract Approved:

Check (✓)	JUSTIFICATION FOR SOLE SOURCE CONTRACTS Identify applicable justification and provide documentation for each checked item.
<input type="checkbox"/>	➤ Only one bona fide source (monopoly) for the service exists; performance and price competition are not available. A monopoly is an <i>"Exclusive control of the supply of any service in a given market. If more than one source in a given market exists, a monopoly does not exist."</i>
<input type="checkbox"/>	➤ Compliance with applicable statutory and/or regulatory provisions.
<input type="checkbox"/>	➤ Compliance with State and/or federal programmatic requirements.
<input type="checkbox"/>	➤ Services provided by other public or County-related entities.
<input type="checkbox"/>	➤ Services are needed to address an emergent or related time-sensitive need.
<input type="checkbox"/>	➤ The service provider(s) is required under the provisions of a grant or regulatory requirement.
<input 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 checked="" type="checkbox"/>	➤ Services are needed during the time period required to complete a solicitation for replacement services; provided services are needed for no more than 12 months from the expiration of an existing contract which has no available option periods.
<input type="checkbox"/>	➤ Maintenance and support services are needed for an existing solution/system during the time to complete a solicitation for a new replacement solution/ system; provided the services are needed for no more than 24 months from the expiration of an existing maintenance and support contract which has no available option periods.
<input type="checkbox"/>	➤ Maintenance service agreements exist on equipment which must be serviced by the original equipment manufacturer or an authorized service representative.
<input type="checkbox"/>	➤ It is more cost-effective to obtain services by exercising an option under an existing contract.
<input type="checkbox"/>	➤ It is in the best economic interest of the County (e.g., significant costs 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: 2021.01.19 09:31:47 -0800

Chief Executive Office

1/19/2021

Date

Information Technology Support Services Master Agreement (ITSSMA)
Sole Source Checklist Justification

On August 20, 2013, the Board of Supervisor's approved the Information Technology Support Services Master Agreement (ITSSMA) to provide IT Support Services to County departments. These services are used extensively by County departments for IT Support Services in support of business-critical functions and delivery of essential services to the public.

The current ITSSMA became effective September 1, 2013, for an initial term of five (5) years, with two (2) one-year extension options, and six (6) month-to-month extensions. All extension options on the existing contract have been exercised and the contract will expire March 31, 2021.

ISD expects to release a Request for Proposals for an MSP in January 2021 and intends to award one contract to a single Managed Services Provider (MSP) to perform the overall management of the acquisition of hourly-based Information Technology Consulting (ITC) services for County departments via a fully integrated, contractor hosted, web-based software solution. The resultant contract will replace the current ITSSMA. The County intends to implement all services under this contract no later than August 1, 2021 to ensure continuity of critical ITC support services.

To ensure that ISD best meets the needs of its customers and in an effort to enhance the customer experience, ISD is shifting from the current ITSSMA model to a MSP model where the County can leverage its robustness to contract with one vendor-neutral firm that will be responsible for, (i) managing the County's ever-growing pool of vendors that provide as-needed hourly-based ITC services, (ii) establishing a Qualified Vendor Network (QVN), (iii) reporting and tracking, facilitation of candidate evaluation and selection, and, (iv) the monitoring/enforcement of requirements. Shifting to an MSP model will decrease the Work Order award cycle time as well as increase competition and help ensure that work for these Information Technology (IT) services are more equitably awarded to the County vendor community, including Local Small Business (LSBE), Social Enterprise (SE), Disabled Veterans Business Enterprise (DVBE), and Community Based Enterprises (CBE).

As such, given that the subject contract will expire March 31, 2021, extending the current ITSSMA is imperative to allow ISD sufficient time to finalize the Request for Proposals, award the new contract, and implement the new contractor hosted, web-based software solution which will provide County departments with a complete system for acquisition of hourly-based ITC services. Further, the extension will ensure that County departments continue receiving as-needed IT support and consulting services without disruption and successfully and seamlessly transition services to the new MSP contract.

BOARD LETTER/MEMO – FACT SHEET OPERATIONS CLUSTER

☒ Board Letter

☐ Board Memo

☐ Other

OPS CLUSTER AGENDA REVIEW DATE	2/10/2021	
BOARD MEETING	3/2/2021	
DELEGATED AUTHORITY BOARD LETTER	X Yes <input type="checkbox"/> No	
SUPERVISORIAL DISTRICT AFFECTED	Fifth Supervisorial District	
DEPARTMENT	Executive Office, Board of Supervisors	
SUBJECT	Fish and Wildlife Commission Grant Request to Animal Tracks, Inc.	
PROGRAM	Fish and Wildlife Propagation Fund Grant Award	
SOLE SOURCE CONTRACT	<input type="checkbox"/> Yes X No	
	If Yes, please explain why:	
DEADLINES/ TIME CONSTRAINTS	N/A	
COST & FUNDING	Total cost: \$10,000.00	Funding source: Fish and Wildlife Propagation Fund
	TERMS (if applicable): To promote education, conservation and propagation of fish and wildlife.	
	Explanation: Funds to the propagation fund are generated from fish fines.	
PURPOSE OF REQUEST	To issue grant funds to Animal Tracks, Inc., whose mission is to take in wild and exotic animals that cannot be released back into the wild and give them a permanent protective home.	
BACKGROUND (include internal/external issues that may exist)	n/a	
DEPARTMENTAL AND OTHER CONTACTS	Name, Title, Phone # & Email: <ul style="list-style-type: none"> • Twila P. Kerr, Chief Commission Services • tkerr@bos.lacounty.gov – (213) 479-7591 	

OFFICERS
LEE WAX
Chair
JOHN RESICH
Vice-Chair

MEMBERS
JOHN C. CONROY
JAMES W. ETTER



COUNTY OF LOS ANGELES
FISH AND WILDLIFE COMMISSION
Kenneth Hahn Hall of Administration
500 West Temple Street, B-50, Los Angeles, CA 90012
(213) 974-1431 Fax (213) 633-5102

March 2, 2021

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

Dear Supervisors:

**FISH AND WILDLIFE PROPAGATION FUND GRANT
AWARD (FIFTH SUPERVISORIAL DISTRICT)
(3-VOTES)**

SUBJECT

Recommend approval to award grant funds from the Los Angeles County Fish and Wildlife Commission Propagation Fund to the Animal Tracks, Inc. (AT), during the calendar year 2021.

IT IS RECOMMENDED THAT YOUR BOARD:

Approve the Fish and Wildlife Propagation Fund Grant request in the amount of \$10,000 to support the work of the Animal Tracks, Inc.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The Commission has determined that the grant request will promote education, conservation and the propagation of fish and wildlife thus benefiting Los Angeles County and the State of California.

To enrich lives through effective and caring service

At its meeting held on October 14, 2020, the Los Angeles County Fish and Wildlife Commission approved a grant request from the AT, in the amount of \$10,000 to offset nutrition, medicine, and veterinary medical supply costs for animals at the Animal Tracks Habitat.

Animal Tracks, Inc., mission is to take in wild and exotic animals that cannot be released back into the wild and give them a permanent protective home. AT completes its mission through "edutainment" (educating with fun facts) with local schools, camps, Veteran Administration facilities, etc. Animals come into their care for a variety of reasons, such as abuse and neglect, after having retired from the entertainment industry, from prior exotic pet owners who realize that they do not have the resources to provide adequate care for the animal, through confiscation or relinquishment, or when they are displaced as a result of natural disasters.

Animal Tracks, Inc. strives to educate the public through outreach and up-close animal encounters, while providing a safe and happy home for animals that cannot be returned to their natural habitats. The animals get to live in habitats that are created just for them, with the proper nutrition, excellent health care and loving human interactions.

The grant requested will help support AT's ability to provide appropriate nutrition and medicine to meet the demand for services in 2021 and help propagate future generations of local wildlife.

Since 1952, the Commission has supported activities and projects that promote the best methods for the propagation and protection of fish and wildlife in the State of California and County of Los Angeles.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The provision of funding for this event is consistent with the County's Strategic Plan Goal No. 2. (Foster Vibrant and Resilient Communities – Prioritize Environmental Health Oversight and Monitoring). The AT provides treatment and rehabilitation to exotic animals preserving their health and well-being that enhances the propagation, protection and restoration of wildlife.

FISCAL IMPACT/FINANCING

There is no impact to the General Fund. The approved expenditure will be charged to the Fish and Wildlife Propagation Fund, which has sufficient funds to cover the cost. The Los Angeles County Fish and Wildlife Propagation Fund is financed from a percentage of penalty assessments collected relating to Fish and Game code violations in Los Angeles County.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Section 13100 et seq. of the Fish and Game Code establishes guidelines for the expenditure of fines levied for fish and game code violations. It includes enhancing fish and wildlife activities including protection, conservation, propagation, and preservation of fish and wildlife.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

This Board action enhances the education, conservation and the propagation of fish and wildlife thus benefiting Los Angeles County and the State of California.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Lee Wax", written in a cursive style.

Lee Wax
Chair

LW:rs

Attachments

c: Chief Executive Officer
Executive Officer, Board of Supervisors



**STATEMENT OF PROCEEDINGS FOR THE
REGULAR MEETING OF THE
LOS ANGELES COUNTY FISH AND WILDLIFE
COMMISSION**

**500 WEST TEMPLE STREET, ROOM 374-A
LOS ANGELES, CALIFORNIA 90012
<http://fishandgame.lacountycommissions.info>**

Wednesday, October 14, 2020

10:00 AM

AUDIO LINK FOR THE ENTIRE MEETING. (20-5642)

Attachments: [AUDIO](#)

Roll Call. (20-5308)

Chairperson Lee Wax called the meeting to order at 10:21 a.m.

Call to Order. (20-5307)

Roll call was performed by staff.

Present: Chair Lee Wax, Commissioner John C. Conroy, Commissioner
James W. Etter and Vice Chair John Resich

I. PRESENTATION

1. Presentation and consideration of a grant proposal from the Animal Tracks (AT) in the amount of \$10,000, to ensure AT's ability to provide outreach and education to the public of the threat to wildlife through human-wildlife interactions.

Ms. Stacy Gunderson Director, Animal Tracks, Inc. (AT), provided an overview of AT's mission and services. She stated that AT's mission is to take in wild and exotic animals that cannot be released back into the wild and give them a permanent protective home. We complete our mission through "edutainment" (educating with fun facts) with our local schools, camps, Veteran Administration facilities, etc. Animals come into our care for a variety of reasons, such as abuse and neglect, after having retired from the entertainment industry, from prior exotic pet owners who realize that they do not have the resources to provide adequate care for the animal, through confiscation or relinquishment, or when they are displaced as a result of natural disasters.

Ms. Gunderson also stated that AT strives to educate the public through outreach and up-close animal encounters, while providing a safe and happy home for animals that cannot be returned to their natural habitats. The animals get to live in habitats that are created just for them, with the proper nutrition, excellent health care and loving human interactions.

Ms. Gunderson concluded by stating that AT does not receive financial support from Federal, local, or state governments. AT is currently supported by its educational programs and a few private donors.

On motion of Commissioner John C. Conroy, seconded by Commissioner James W. Etter, the Commission approved AT grant request in the amount of \$10,000, to be taken from the Los Angeles County Fish and Wildlife Commission Propagation Fund, with the following vote:

Ayes: 3 - Chair Lee Wax, Commissioner John C. Conroy and Commissioner James W. Etter

Abstentions: 1 - Vice Chair John Resich

Attachments: [SUPPORTING DOCUMENT](#)

II. ADMINISTRATIVE MATTERS

2. Approval of the July 29, 2020 Meeting Minutes.

On motion of John C. Conroy, seconded by Chairperson Lee Wax, this item was approved with the following vote:

Ayes: 2 - Chair Lee Wax and Commissioner John C. Conroy

Abstentions: 2 - Commissioner James W. Etter and Vice Chair John Resich

Attachments: [SUPPORTING DOCUMENT](#)

3. Discussion and appropriate action regarding the Los Angeles County Fish and Wildlife Commission's meeting schedule for 2021.

On motion of Commissioner John C. Conroy, seconded by Commissioner James W. Etter, this item was approved with the following vote:

Ayes: 3 - Chair Lee Wax, Commissioner John C. Conroy and Commissioner James W. Etter

Abstentions: 1 - Vice Chair John Resich

Attachments: [SUPPORTING DOCUMENT](#)

4. Election of the Los Angeles County Fish and Wildlife (F&W) Commission's Chair and Vice Chair for 2021.

On motion of Commissioner James W. Etter, seconded by Commissioner John C. Conroy, Commissioner Lee Wax was nominated for the position of Chairperson of the Los Angeles County Fish and Wildlife Commission, for a term beginning January 1, 2021 to December 31, 2021, Commissioner Lee Wax was elected as Chairperson of the Los Angeles County Fish and Wildlife Commission; and

On motion of Commissioner John C. Conroy, seconded by Commissioner James W. Etter, Commissioner John Resich was nominated for the position of Vice Chairperson of the Los Angeles County Fish and Wildlife Commission, for a term beginning January 1, 2021 to December 31, 2021, Commissioner John Resich was elected as Vice Chairperson of the Los Angeles County Fish and Wildlife Commission, with the following vote:

Ayes: 3 - Chair Lee Wax, Commissioner John C. Conroy and Commissioner James W. Etter

Abstentions: 1 - Vice Chair John Resich

5. Recommendation to receive and file correspondence from the State of California Fish and Game Commission:

- Proposed regulatory action relative to amending sections 27.30, 27.35, 27.45, 28.27, 28.28, 28.54, 28.55, 28.65 and 150.16, Title 14, CCR, relating to recreational and commercial fishing regulation for federal ground fish;
- Proposed regulatory action relative to amending sections 29.80, 29.85, and 701, Title 14, CCR, Recreational Crab Trap Fishery Marine Life Protection Measures; and
- Proposed regulatory action relative to amending sections 3.00, 4.00, 5.00, 5.41, 5.85, 7.00, 8.10; and add Sections 5.84, 5.89 and 7.40, Title 14, CCR, simplification of Statewide Inland Sport Fishing regulations.

On motion of Commissioner James W. Etter, seconded by Chairperson Lee Wax, this item was received and filed with the following vote:

Ayes: 3 - Chair Lee Wax, Commissioner John C. Conroy and Commissioner James W. Etter

Abstentions: 1 - Vice Chair John Resich

Attachments: [SUPPORTING DOCUMENT-GROUND FISH](#)
[SUPPORTING DOCUMENT-CRAB TRAP](#)
[SUPPORTING DOCUMENT-SPORT FISHING](#)

III. REPORTS

6. Review of the Fish and Wildlife Commission's Trust Fund Reconciliation Report, ending August 31, 2020 for Fiscal Year 2019-2020.

Staff reported that the Fish and Game Commission's Trust Fund Balance Report for the month ending August 31, 2020 is \$6,471.37.

On motion of Commissioner John C. Conroy, seconded by Chairperson Lee Wax, this item was received and filed with the following vote:

Ayes: 3 - Chair Lee Wax, Commissioner John C. Conroy and Commissioner James W. Etter

Abstentions: 1 - Vice Chair John Resich

Attachments: [SUPPORTING DOCUMENT](#)

7. Review of the Fish and Wildlife Commission's Propagation Fund Summary of Income, Expenditures, and Fund Balance Report, ending August 31, 2020 for Fiscal Year 2019-2020.

Staff reported that the Fish and Game Commission Propagation Fund Balance Report for the month ending August 31, 2020 is \$128,269.14.

On motion of Commissioner James W. Etter, seconded by Commissioner John C. Conroy, this item was received and filed with the following vote:

Ayes: 3 - Chair Lee Wax, Commissioner John C. Conroy and Commissioner James W. Etter

Abstentions: 1 - Vice Chair John Resich

Attachments: [SUPPORTING DOCUMENT](#)

8. Chairperson's report on various items.

Chairperson Wax reported that a hearing on an amendment to Assembly Bill 1387 (AB1387), Introduced by California Assembly Member Jim Wood, relative to Sport fishing licenses has been postponed until sometime in 2021.

Brian Young, State of California Department of Fish and Wildlife (CDFW), added that one and two-day fishing Licenses can be purchased by the public, without having to purchase a twelve-month license with only a few months or days left in the year.

Commissioner Conroy added that the CDFW will hold hearings regarding Lobster Fishing Regulations and Licensing in April 2021.

9. Staff report on various items and correspondence received.

Staff informed Commissioner John Resich that he and Commissioner Lee Wax were re-elected as Vice Chairperson and Chairperson of the Los Angeles County Fish and Wildlife Commission for a one-year term, beginning January 1, 2021 to December 1, 2021, respectively.

IV. MISCELLANEOUS

Public Comment

10. Opportunity for members of the public to address the Commission on items of interest that are within the jurisdiction of the Commission.

There were no members of the public present to address the Commission.

Adjournment

11. Adjournment for the meeting of October 14, 2020.

There being no further business, Chair Wax adjourned the meeting at 11:01 a.m.

OFFICERS

LEE WAX, JR.
Chairperson

JOHN RESICH
Vice-Chairperson

MEMBERS

JOHN C. CONROY
JAMES W. ETTER



COUNTY OF LOS ANGELES FISH AND WILDLIFE COMMISSION

LOS ANGELES COUNTY FISH AND WILDLIFE COMMISSION INFORMATION FOR GRANT APPLICANTS

THE COMMISSION

The Los Angeles County Fish and Wildlife Commission is an advisory body for the Los Angeles County Board of Supervisors and the Fish and Wildlife Warden regarding the propagation and protection of fish and wildlife in Los Angeles County and the State of California. It was created by authority of a resolution adopted February 26, 1952 under Chapter 3.26 and Chapter 6.44 of the [Los Angeles County Code](#). The Commission administers and makes recommendations for the disbursement of funds received from fines for violations of the Fish and Wildlife Code within the County of Los Angeles. Grant making is based on the availability of funds, geographical and categorical considerations and a thorough evaluation of the information provided by applicants. The Commission meets quarterly, but grant applications may be submitted at any time.

POLICY AND OBJECTIVES

The policy of the Los Angeles County Fish and Wildlife Commission is to encourage the conservation and maintenance of wildlife resources in conjunction with Sections [1801](#) and [13103](#) of the California Fish and Wildlife Code. This policy includes the following objectives:

- To enhance Fish and Wildlife activities including propagation, protection and restoration
- To support Fish and Wildlife projects
- To further Research and Education in areas related to Fish and Wildlife

APPLICATION SUBMISSION REQUIREMENTS

Non-profit organizations with an IRS 501 (c) (3) tax-exempt status or a purpose consistent with the definition of 501 (c) (3) status are eligible to apply.

Project/Program Must Clearly Qualify For Funding [Under Section 13103 of the California Fish and Wildlife Code](#) - (Please Refer to Attachment A). Projects funded under this Section must be expended for the propagation and conservation of fish and game within or outside the County.

Completed applications must be submitted via e-mail to Fish&Game@bos.lacounty.gov or to the following address:

LOS ANGELES COUNTY FISH AND WILDLIFE COMMISSION
500 WEST TEMPLE STREET, ROOM B-50
LOS ANGELES, CALIFORNIA 90012

Supervisory District representatives, County Department and/or Organization must attend and make a presentation at the Commission meeting, as notified, in order to have their grant application considered.

APPLICATION EVALUATION CRITERIA

Applications must include all of the information and materials requested on the attached Grant application for consideration by the Commission. If additional space is required, please use 8½ x11 paper.

Revised 8/3/16

* * *

**LOS ANGELES COUNTY FISH AND WILDLIFE
COMMISSION**

GRANT APPLICATION TITLE PAGE

TITLE OF PROJECT/PROGRAM Animal Tracks

NAME OF ORGANIZATION Animal Tracks, Inc.
[As it appears on (501)(c)(3) IRS Letter]

ADDRESS 10234 Escondido Canyon Rd

CITY Agua Dulce STATE CA ZIP CODE 91390

TELEPHONE NUMBER 805-341-2515 FAX N/A

AMOUNT REQUESTED \$10,000

BOARD CHAIRPERSON Brian Hirrel

EXECUTIVE DIRECTOR Stacy Gunderson

CONTACT PERSON Stacy Gunderson

TITLE Director

TELEPHONE NUMBER(S) 805-341-2515

AUDITED TOTAL INCOME \$555,524 AUDITED TOTAL EXPENSES \$510,099

FOR FISCAL YEAR BEGINNING 01/01/2019 AND ENDING 12/31/2019


SIGNATURE OF BOARD CHAIRPERSON

7/27/20

DATE

Note: Please complete this title page and attach all grant application materials prior to submission. If you have any questions, you may contact the Fish and Wildlife Commission staff at (213) 974-1431.

For all areas that are not applicable, please indicate N/A in the area.

One Page Project Summary

Animal Tracks is trying to move to a bigger property. Animal Tracks has a mission to take in wild and exotic animals that cannot be released back into the wild and give them a permanent protective home. Animals come into our care for a variety of reasons - as a result of prior abuse and neglect, after having retired from the entertainment industry, when a prior exotic pet owner realizes they do not have the resources to provide adequate care (either through confiscation or relinquishment), or when they are displaced as a result of a disaster (as in the case of the Woolsey Fire). All of the animals have various stories, such as they were confiscated, injured, bought in the exotic pet trade, imprinted, came from hoarding situations. Many of these animals lack physical perfection, or they are hybrids, which makes them unqualified for zoo life.

We complete our mission through "edutainment" (educating with fun facts) with our local schools, camps, VA facilities, etc. Our philosophy is that the animals are to be celebrated as themselves and not as something put here to entertain the masses. We are committed to strengthening and promoting conservation education and other avenues to foster conservation in which we can participate.

Animal Tracks receives no funding from federal, local, or state governments. We are currently supported by our educational programs and a few private donors. However, since the start of the pandemic, we can no longer do our usual educational programs at schools or VA facilities due to closures which has severely diminished our revenue intake. In addition, we have had some donors need to back out as a result of the pandemic. Therefore, we are seeking grants to help us pay for our supplies for these animals.

We are staffed 24 hours a day, 7 days a week by a professional staff (some of which are currently furloughed due to the pandemic) and we also have dedicated volunteers that come every day.

Background on Applicant:

Purpose and goals:

Animal Tracks strives to educate the public of the threat to wildlife through human-wildlife interactions. We do this through outreach and education, while providing a safe and happy home for animals that can't be returned to their natural habitats. Many exotic animals are not native to the areas they are brought or forced into and become an invasive threat to that habitat. We rescue these animals and help people understand why wildlife should be respected in their natural habitats and not forced to perform for anything other than mother nature. We educate people on the ecosystem dynamics that these animals contribute to through their natural habits. The forceful interaction between humans and wildlife can severely damage the ecosystem around it due to species being taken out of its native land. The key to our success of happy animals is due to our passion in giving the animal a choice of interaction with human visitors.

Brief summary of current activities:

Due to the pandemic, our current activities include Zoom calls with some of the animals for birthdays, classrooms, and more. We are also doing animal sponsorships in which a donor can sponsor a specific animal and get a picture and fact sheet on that animal. Animal Tracks is looking to move to a bigger property so we are also focused on that.

Our daily activities of enrichment for the animals continues in which we could use support for supplies, food, and money to support vet bills.

Geographic area served:

We are located in Los Angeles County but serve anyone that wants to schedule a Zoom call.

Major sources and dollar amount of corporate, foundation and government support during current and past fiscal year:

Last fiscal year we were solely supported by our educational programs and private donors. This year due the pandemic and not being able to participate in our usual educational programs (other than through Zoom calls), we are solely relying on private donors.

We are seeking grant opportunities to be able to help support our daily needs during this time such as food, supplies, and vet bills, but also support for our upcoming move.

History of all grants received from the Los Angeles County Fish and Wildlife Commission:

N/A

Project Information

Statement of justification of need:

Animal Tracks is seeking money based on code section 1801 (b-d).

(b) To provide for the beneficial use and enjoyment of wildlife by all citizens of the state.

(c) To perpetuate all species of wildlife for their intrinsic and ecological values, as well as for their direct benefits to all persons.

(d) To provide for aesthetic, educational, and nonappropriative uses of the various wildlife species.

Statement of purpose and goals:

We intend to use the money for supplies allowed by section 13103.

Action plan to meet objectives:

We intend to keep a detailed tracking account of how the money is being expended in alliance with the proper code sections. We have a volunteer financial analyst assisting us to ensure compliance.

Statement of how the objectives advance the propagation and protection of fish and wildlife:

Section 1801 states the following:

- (b) To provide for the beneficial use and enjoyment of wildlife by all citizens of the state.
- (c) To perpetuate all species of wildlife for their intrinsic and ecological values, as well as for their direct benefits to all persons.
- (d) To provide for aesthetic, educational, and nonappropriative uses of the various wildlife species.

Animal Tracks intends to continue normal operations (considering the limitations of the pandemic) which fosters education about conservation, wildlife and their ecological values (c) through Zoom calls, currently (b and d), as it already follows the guidelines by the Fish and Wildlife Commission.

Project budget and timetable:

If we are given \$10,000, it will be used to cover supplies needed for the animals.

Sources of other support for project:

We are currently seeking other grant opportunities and other ways to attract private donors in this time of a pandemic.

Current status of project:

We are being funded by private donors and buying supplies as we can.

Cash flow analysis of the expenditure of project funds:

We will gather this information once funding has been given. Expenses are tracked as is.

Proposed method of evaluating results:

We have financial support to help us track and evaluate spending.

Plans for funding on-going project (if applicable):

We plan to seek out more grant contributions as well as donations and sponsorships.

Please attach the following supporting documents, if applicable:

- Copy of the Latest IRS Determination Letter of Tax Exempt Status under Section 501(c) (3)
- Organization's Most Recent Audited Financial Statement
- Organization's Most Recent IRS Form 990

ATTACHMENT A

CALIFORNIA FISH AND WILDLIFE CODE

§ 13103. Expenditures from fish and wildlife propagation fund; purposes

Expenditures from the fish and wildlife propagation fund of any county may be made only for the following purposes:

- (a) Public education relating to the scientific principles of fish and wildlife conservation, consisting of supervised formal instruction carried out pursuant to a planned curriculum and aids to education such as literature, audio and video recordings, training models, and nature study facilities.
- (b) Temporary emergency treatment and care of injured or orphaned wildlife.
- (c) Temporary treatment and care of wildlife confiscated by the department as evidence.
- (d) Breeding, raising, purchasing, or releasing fish or wildlife which are to be released upon approval of the department pursuant to Sections 6400 and 6401 onto land or into waters of local, state or federal agencies or onto land or into waters open to the public.
- (e) Improvement of fish and wildlife habitat, including, but not limited to, construction of fish screens, weirs, and ladders; drainage or other watershed improvements; gravel and rock removal or placement; construction of irrigation and water distribution systems; earthwork and grading fencing; planting trees and other vegetation management; and removal of barriers to the migration of fish and wildlife.
- (f) Construction, maintenance, and operation of public hatchery facilities.
- (g) Purchase and maintain materials, supplies, or equipment for either the department's ownership and use or the department's use in the normal performance of the department's responsibilities.
- (h) Predator control actions for the benefit of fish or wildlife following certification in writing by the department that the proposed actions will significantly benefit a particular wildlife species.
- (i) Scientific fish and wildlife research conducted by institutions of higher learning, qualified researchers, or governmental agencies, if approved by the department.
- (j) Reasonable administrative costs, excluding the costs of audits required by Section 13104, for secretarial service, travel, and postage by the county fish and wildlife commission when authorized by the county board of supervisors. For purposes of this subdivision, "reasonable cost" means an amount which does not exceed 3 percent of the average amount received by the fund during the previous three-year period, or three thousand dollars (\$3,000) annually, whichever is greater, excluding any funds carried over from a previous fiscal year.

- (k) Contributions to a secret witness program for the purpose of facilitating enforcement of this code and regulations adopted pursuant to this code.
- (l) Cost incurred by the district attorney or city attorney in investigating and prosecuting civil and criminal actions for violations of this code, as approved by the department.
- (m) Other expenditures, approved by the department, for the purpose of protecting, conserving, propagating, and preserving fish and wildlife.

(Amended by Stats.1990, c 764 (A.B. 4039), § 3; Stats.1991, c. 561 (A.B.722), § 2.)

BOARD LETTER/MEMO – FACT SHEET OPERATIONS CLUSTER

☒ Board Letter

☐ Board Memo

☐ Other

OPS CLUSTER AGENDA REVIEW DATE	2/10/2021	
BOARD MEETING	2/23/2021	
DELEGATED AUTHORITY BOARD LETTER	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
SUPERVISORIAL DISTRICT AFFECTED	All	
DEPARTMENT	Chief Executive Office	
SUBJECT	Expansion of Video Production and Related Services Master Agreement	
PROGRAM	Countywide Communications	
SOLE SOURCE CONTRACT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
	If Yes, please explain why: -	
DEADLINES/ TIME CONSTRAINTS	This is time-sensitive due to the intensive communications needs of the COVID-19 emergency. The County needs to be able to quickly and effectively reach its diverse communities with urgent and important messaging during the pandemic and beyond.	
COST & FUNDING	Total cost: \$ 0 <i>(Cost would be determined for each project based on Master Agreement Work Orders)</i>	Funding source: N/A <i>(Funding sources would be identified for projects on a case-by-case basis)</i>
	TERMS (if applicable): Standard County terms and conditions	
	Explanation: There is no request for Net County Cost associated with this requested action.	
PURPOSE OF REQUEST	The proposed “a la carte” system of procuring communications services would enable CEO/Countywide Communications and County departments to be more nimble and targeted because work orders would focus on specific communications services as needed.	
BACKGROUND (include internal/external issues that may exist)	The recommended action would authorize CEO to expand the Video Production and Related Services Request for Statement of Qualifications (RFSQ) and execute additional Master Agreements. The Board previously approved the original Master Agreements from this solicitation in May 2018. The expansion would create an “a la carte” list of pre-qualified communications vendors across a wide range of services. Vendors would be added in “Related Services” categories such as: web design; graphic design; ethnic media communications and outreach; translation; and strategic communications. Firms of every size and market niche—not just full-service communications and marketing companies—would have an opportunity to compete. Because qualified vendors would be selected by work order solicitation, rather than through an RFP process, the “a la carte” system should also move more quickly once a network of qualified vendors is in place.	
DEPARTMENTAL AND OTHER CONTACTS	Name, Title, Phone # & Email: <ul style="list-style-type: none"> • Lennie La Guire, Director, CEO Countywide Communications • (213) 440-5790 llaguire@ceo.lacounty.gov 	



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

February 23, 2021

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

Dear Supervisors:

AUTHORIZE EXPANSION OF MASTER AGREEMENT FOR VIDEO PRODUCTION AND RELATED SERVICES (ALL DISTRICTS) (3 VOTES)

SUBJECT

Approval of the recommended actions will authorize the Chief Executive Office to expand the Video Production and Related Services Master Agreement (Master Agreement) to include new categories and qualify more vendors with diverse expertise. The Master Agreement will provide video production and related services for the County Channel and County communications platforms and expand related strategic communications services.

IT IS RECOMMENDED THAT THE BOARD:

1. Authorize the Chief Executive Officer, or her designee, to execute Master Agreements with vendors that meet the qualifications of the expanded Request for Statement of Qualifications for Video Production and Related Strategic Communication Services.
2. Authorize the Chief Executive Officer, or her designee, to add or delete services and categories to the Master Agreement as they become necessary.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On May 1, 2018, the Board authorized the Chief Executive Office (CEO) to award Master Agreements resulting from the Video Production and Related Services Request for Statement of Qualification (RFSQ).

HOA.103121553.1

The CEO now wishes to expand the RFSQ by adding additional categories for related strategic communications. These include but are not limited to web design; graphic design; ethnic media outreach and consultation; translation of communications materials; and strategic communications services. Adding additional categories to the current RFSQ will expedite the application process for vendors and the County's administration of the agreements and work orders.

Expanding the RFSQ will provide the County with the opportunity to contract for additional services under the expanded service categories and will increase the opportunities for a diverse range of businesses to qualify for contracting opportunities through the Master Agreement.

FISCAL IMPACT/FINANCING

CEO does not anticipate any net County cost to be associated with this Master Agreement.

The CEO will report annually on spending and work orders issued under this Master Agreement.

The primary funding source for work orders executed under the Master Agreement is the County's Cable Franchise Fund. State cable franchise holders operating in County unincorporated areas remit five percent of their gross annual revenues attributable to the operation of their cable systems pursuant to Title 42, Section 542 of the United States Code. Other funding sources may be used when work orders are assisting specific department projects or utilizing outside revenue sources.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The Master Agreement has been approved as to form by County Counsel and includes all of the Board's required contract provisions. The Master Agreement is not subject to the County's Living Wage Program.

CEO Countywide Communications Branch will manage the Master Agreement and ensure submittal of Work Order Solicitations to qualified Master Agreement vendors. A minimum amount of work is not guaranteed to any vendor based on the award of a master agreement.

CONTRACTING PROCESS

The Honorable Board of Supervisors
March XX, 2021
Page 3

The RFSQ was originally released on November 9, 2017, soliciting Statement of Qualifications (SOQ) from vendors with demonstrated experience in providing video production and related services.

The RFSQ has remained open and vendors can continue to submit SOQs. Currently, eleven (11) vendors have qualified for a Master Agreement through this RFSQ.

CEO intends to release an addendum to the RFSQ that will add additional service categories relating to video production and related strategic communication services. By approving the recommended action, the Board will authorize CEO to execute Master Agreements with new vendors that qualify under the expanded RFSQ.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Authorization to expand the RFSQ and execute additional Master Agreements will expand the list of qualified vendors to provide video production and related strategic communication services. In addition to enhancing the County's ability to produce and distribute a broad array of video content needed to inform and educate the public, the expanded RFSQ will also allow the County to engage a wider variety of vendors including businesses with diverse experience and small businesses.

Respectfully submitted,

Fesia A. Davenport
Chief Executive Officer

FAD:JMN:LL:th

c: Executive Office, Board of Supervisors
County Counsel

BOARD LETTER/MEMO – FACT SHEET OPERATIONS CLUSTER

☒ Board Letter

☐ Board Memo

☐ Other

OPS CLUSTER AGENDA REVIEW DATE	2/10/2021	
BOARD MEETING	3/2/2021	
DELEGATED AUTHORITY BOARD LETTER	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
SUPERVISORIAL DISTRICT AFFECTED	All	
DEPARTMENT	Chief Executive Office	
SUBJECT	Approval of Information Technology Funds for Digital Divide Strategic Plan	
PROGRAM	Digital Divide Regional Strategic Plan	
SOLE SOURCE CONTRACT	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Massachusetts Institute of Technology offers Regional Entrepreneurship Acceleration Program (REAP), an innovation program for the regions to develop regional strategies by involving local stakeholders. This is unique program offered by MIT and is not offered by other similar universities.	
DEADLINES/ TIME CONSTRAINTS		
COST & FUNDING	Total cost: \$450,000 per year	Funding source: County Information Technology Funds
	TERMS (if applicable): Two Years	
	Explanation:	
PURPOSE OF REQUEST	Partnership with Massachusetts Institute of Technology as a Strategic Advisor bringing diverse stakeholders together to formulate a comprehensive Digital Divide regional strategy with an actionable implementation plan.	
BACKGROUND (include internal/external issues that may exist)	The CEO intends to use the delegated authority process to select the contractor and execute a delegated authority agreement. The CEO's delegated authority from the Board will be exercised pursuant to Board Policy 20.090.	
DEPARTMENTAL AND OTHER CONTACTS	Name, Title, Phone # & Email: <ul style="list-style-type: none"> William S. Kehoe, Chief Information Officer, 213-253-5600, bkehoe@cio.lacounty.gov Jagjit Dhaliwal, Deputy Chief Information Officer, 213-253-5604, jdhaliwal@cio.lacounty.gov 	



FESIA A. DAVENPORT
Chief Executive Officer

County of Los Angeles

CHIEF EXECUTIVE OFFICE

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

March 2, 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:

APPROVAL OF INFORMATION TECHNOLOGY INFRASTRUCTURE FUND FOR DIGITAL DIVIDE STRATEGIC PLAN (ALL SUPERVISORIAL DISTRICTS – 4 VOTES)

SUBJECT

The Chief Executive Office (CEO) is requesting the Board of Supervisor's (Board) approval to utilize \$450,000 from the County of Los Angeles (County's) Information Technology Infrastructure Fund (ITF) for Strategic Advisor program fees for the Digital Divide Strategic Plan.

IT IS RECOMMENDED THAT THE BOARD:

1. Approve and authorize the utilization of \$450,000 from the ITF for the development of the Digital Divide Strategic Plan.
2. Approve a Fiscal Year 2020-21 appropriation adjustment in the ITF to reallocate \$450,000 from Services and Supplies (S&S) to other financing uses, and to increase the CEO's S&S Budget.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The COVID-19 pandemic has exasperated the digital divide in the Los Angeles region as workplaces and schools have closed. Students and workers needed to rapidly shift to virtual learning and teleworking. However, 2019 census data estimates that 5.5 percent of households do not have a computer or internet access and 11.9 percent lack a

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Fifth District

broadband internet subscription. Families that do not have broadband access and/or computers at home are at a severe disadvantage from those that have access and computers and the ability to effectively work and learn remotely. Moreover, even if they have devices, they may not have adequate training on how to use these devices effectively. This lack of access also impacts their abilities to use County digital services, such as telehealth services offered by health services agencies. The digital divide may compound other issues like homelessness, mental health, as well as racial inequality.

The digital divide is a multi-dimensional problem deeply interconnected with other socioeconomic issues, and therefore, requires a regional strategic plan in partnership with County departments, cities, states, private partners, and other institutes. The Office of Chief Information Officer (OCIO) proposes to partner with the Massachusetts Institute of Technology (MIT) for this strategic effort. MIT has Regional Entrepreneurship Acceleration Program (REAP), specifically focusing on regional strategic needs. REAP (<https://reap.mit.edu>) is a two-year innovation-driven entrepreneurship program to drive collective impact toward ecosystem change. This program has been in place since 2012 and since then, 50 plus regions from all over the world have taken advantage of their practical evidence-based frameworks to develop regional strategies. MIT REAP team will assist the County as a Strategic Advisor bringing diverse stakeholders together to formulate a comprehensive strategy with an actionable implementation plan. It will help achieve unbiased, inclusive consensus among diverse stakeholder groups.

IMPLEMENTATION OF STRATEGIC PLANNING GOALS

The recommended action supports Strategy I.1, *Increase our Focus on Prevention Initiatives*; and I.2, *Enhance our Delivery of Comprehensive Interventions*.

FISCAL IMPACT/FINANCING

The ITF, governed by the Information Technology Investment Board (ITIB), was established to fund Countywide or multi-departmental technology projects that improve the delivery of services to the public, generate operational improvements to one or more departments or programs, and improve inter-departmental or inter-agency collaboration.

The cost of academic services provided by MIT is not to exceed \$450,000. This includes a \$425,000 tuition fee for up to 12 participants and travel expenses for workshops. The County's ITIB approved using the ITF to pay for these services. The Board's recommendation requires an attached appropriation adjustment in the ITF to reallocate \$450,000 from S&S to other financing uses, and to increase the CEO's S&S Budget.

FACTS AND PROVISIONAL/LEGAL REQUIREMENTS

There are no legal requirements or prohibitions to this recommended action. The OCIO reviewed this request and recommends approval.

CONTRACTING PROCESS

The MIT offers a unique regional strategy program which has proven practical evidence-based framework and is leveraged by various regions globally successfully. MIT, being a non-local independent entity, will assist in driving unbiased, and inclusive consensus among diverse stakeholders. It is a very important aspect, considering the involvement of private partners as a stakeholder. The CEO intends to use the delegated authority process to select the contractor and execute a delegated authority agreement. The CEO's delegated authority from the Board will be exercised pursuant to Board Policy 20.090.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The Digital Divide Strategic Plan will provide policy and program interventions required to address digital divide issues in the County. These policy and program implementations may impact current services and/or introduce new services.

CONCLUSION

Upon the Board's approval, the Executive Officer, Board of Supervisors, is requested to return one adopted stamped Board letter to the CEO.

Respectfully submitted,

FESIA A. DAVENPORT
Chief Executive Officer

FAD:JMN:TJM
WSK:JD:pa

Enclosure

c: Executive Office, Board of Supervisors
Consumer and Business Affairs
Health Services

Internal Services
Mental Health
Public Works
Regional Planning

DRAFT

February 23, 2021

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPARTMENT OF CHIEF EXECUTIVE OFFICER

AUDITOR-CONTROLLER:

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

ADJUSTMENT REQUESTED AND REASONS THEREFORE**FY 2020-21****4 - VOTES****SOURCES****USES****INFORMATION TECHNOLOGY INFRASTRUCTURE FUND**

B16-AO-2000-40033

SERVICES & SUPPLIES

DECREASE APPROPRIATION**450,000****INFORMATION TECHNOLOGY INFRASTRUCTURE FUND**

B16-AO-6100-40033

OTHER FINANCING USES

INCREASE APPROPRIATION**450,000****CHIEF EXECUTIVE OFFICER**

A01-AO-96-9911-10100

OPERATING TRANSFERS IN

INCREASE REVENUE**450,000****CHIEF EXECUTIVE OFFICER**

A01-AO-2000-10100

SERVICES & SUPPLIES

INCREASE APPROPRIATION**450,000****SOURCES TOTAL****\$ 900,000****USES TOTAL****\$ 900,000****JUSTIFICATION**

This adjustment reflects a shift in appropriation from the Information Technology Infrastructure Fund to the Chief Executive Office to allow for the development of the Digital Divide Strategic Plan.

AUTHORIZED SIGNATURE

THERESA TRAN, MANAGER, CEO

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

REFERRED TO THE CHIEF
EXECUTIVE OFFICER FOR---☐ ACTION☐ RECOMMENDATION

AUDITOR-CONTROLLER

BY _____

B.A. NO. _____

DATE _____

☐ APPROVED AS REQUESTED☐ APPROVED AS REVISED

CHIEF EXECUTIVE OFFICER

BY _____

DATE _____

SOLE SOURCE CHECKLIST

Department Name: _____

☐ New Sole Source Contract

☐ Existing Sole Source Contract Date Sole Source Contract Approved: _____

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.
	➤ Services provided by other public or County-related entities.
	➤ Services are needed to address an emergent or related time-sensitive need.
	➤ The service provider(s) is required under the provisions of a grant or regulatory requirement.
	➤ Additional services are needed to complete an ongoing task and it would be prohibitively costly in time and money to seek a new service provider.
	➤ 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.
	➤ Maintenance service agreements exist on equipment which must be serviced by the original equipment manufacturer or an authorized service representative.
	➤ It is more cost-effective to obtain services by exercising an option under an existing contract.
	➤ It is in the best economic interest of the County (e.g., significant costs to replace an existing system or infrastructure, administrative cost savings and excessive learning curve for a new service provider, etc.) In such cases, departments must demonstrate due diligence in qualifying the cost-savings or cost-avoidance associated with the best economic interest of the County.

Sheila Williams

Chief Executive Office

2/2/21

Date



County of Los Angeles



Chief Executive Office

Operations Cluster Meeting Presentation

February 10, 2021



**Strategic Asset
Management Plan**



Goals

- Create Countywide understanding of asset needs and priorities
- Strengthen connection between service priorities and asset decisions
- Maximize use of County space and achieve cost savings
- Prioritize needs to optimize highest and best use of assets
- Plan investment and funding strategies



Key Objectives

Objective #1 - Maintain Asset Inventory

Objective #2 - Extend the Useful Life of Owned Assets

Objective #3 - Optimize Real Estate Portfolio

Objective #4 - Guide Strategic Decision-Making

Objective #5 - Fund Highest Priority Needs

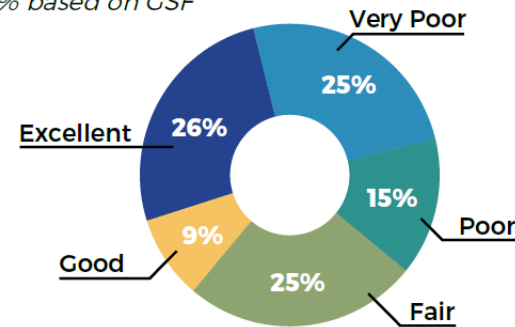


Objective #1 - Maintain Asset Inventory

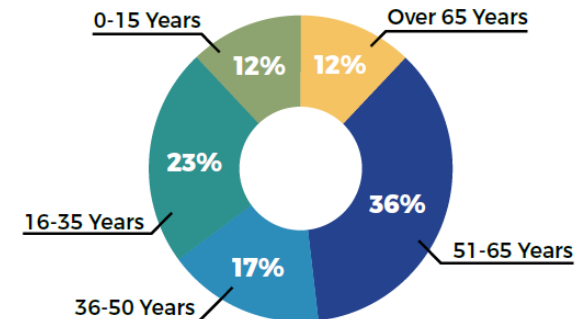
Action Items

1. Ensure data consistently maintained and up-to-date.
2. Expand facility condition database functionality.
3. Procure new software system for managing County assets.

Condition of County-owned Portfolio
% based on GSF



Age of County-owned Portfolio
% based on GSF



Objective #2 – Extend the Useful Life of Owned Assets

Action Items

1. Continue to fund and implement the Facility Reinvestment Program.
2. Manage routine maintenance to extend the useful life of assets.
3. Develop metrics and track multi-year trends for maintenance cost and quality.



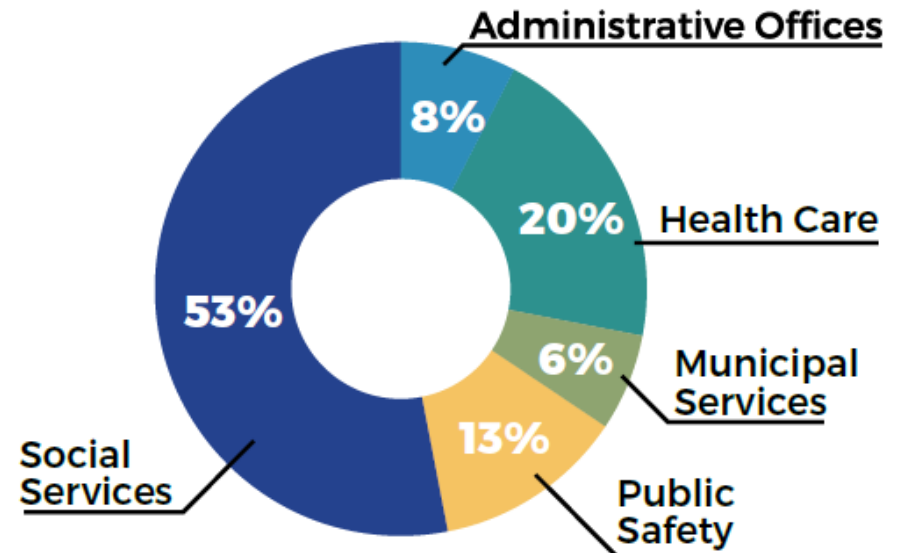
Objective #3 – Optimize Real Estate Portfolio

Action Items

1. Maximize the use of owned and leased space.
2. Enhance revenue generating activities.
3. Reduce costs and increase private sector competition for leasing.

Leased Space By Use

% based on GSF



Objective #3 – Optimize Real Estate Portfolio

Four-Year Goals:

- Reduce the amount of leased square footage by 10%
- Increase lease revenue by 10%
- No net increase in total annual leasing costs



Objective #4 – Guide Strategic Decision-Making

Action Items

1. Provide decision-makers with data-informed analysis to frame options.
2. Continue to define levels of service as a basis for near and long-term investment decisions.
3. Refine prioritization methodologies for projects.

Typical Asset Management Strategies

Maintain/Repair	\$	Minimum performance extension, low cost
Renovate	\$\$	Good performance extension, higher cost
Replace	\$\$\$	Create a new asset at highest cost

Objective #4 – Guide Strategic Decision-Making

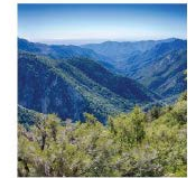
Typical Asset Management Questions:

- How much do we need to invest in existing buildings to meet public service goals?
- Should we replace existing buildings with new buildings?
- Should we lease or build a new facility to meet new public service functions?
- What is the best way to use vacant or underutilized property?

COUNTY OF LOS ANGELES, CALIFORNIA

VOLUME 1

DEPARTMENT OF ANIMAL CARE AND CONTROL FACILITIES MASTER PLAN **NOVEMBER 2019**



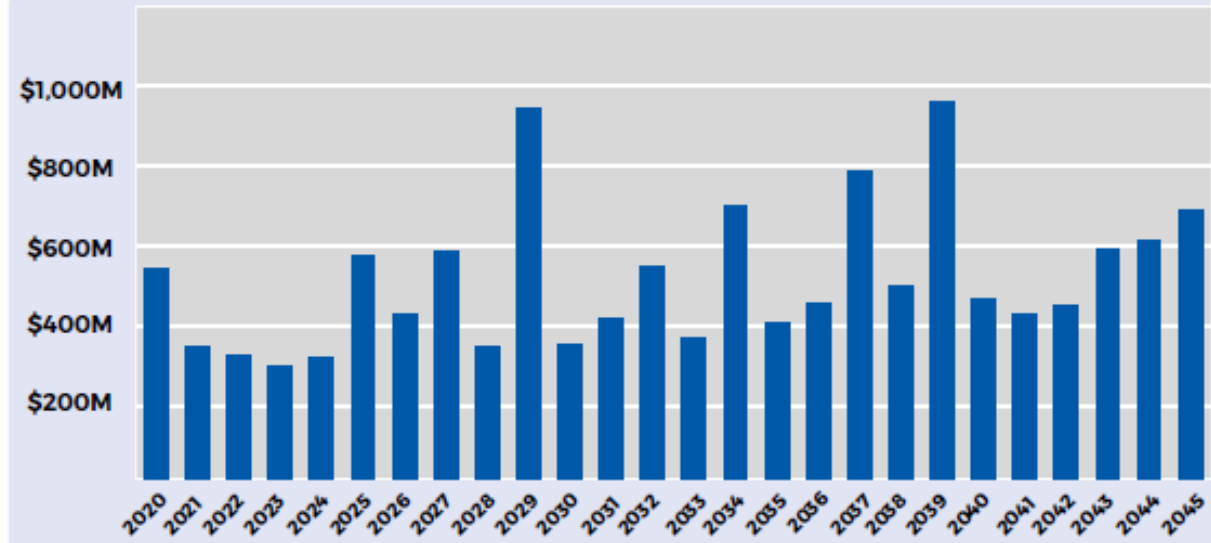
Objective #5 – Fund Highest Priority Needs

Action Items

1. Enhance financial forecasting, cost modeling, and capital planning tools.
2. Develop funding strategies for project priorities based on service level and asset needs.
3. Strengthen alignment with the County's annual operating budget to guide investment decisions.

It is possible to forecast the cost to replace or repair buildings. This helps organizations plan for future financial demands.

Building System Expiration Forecast

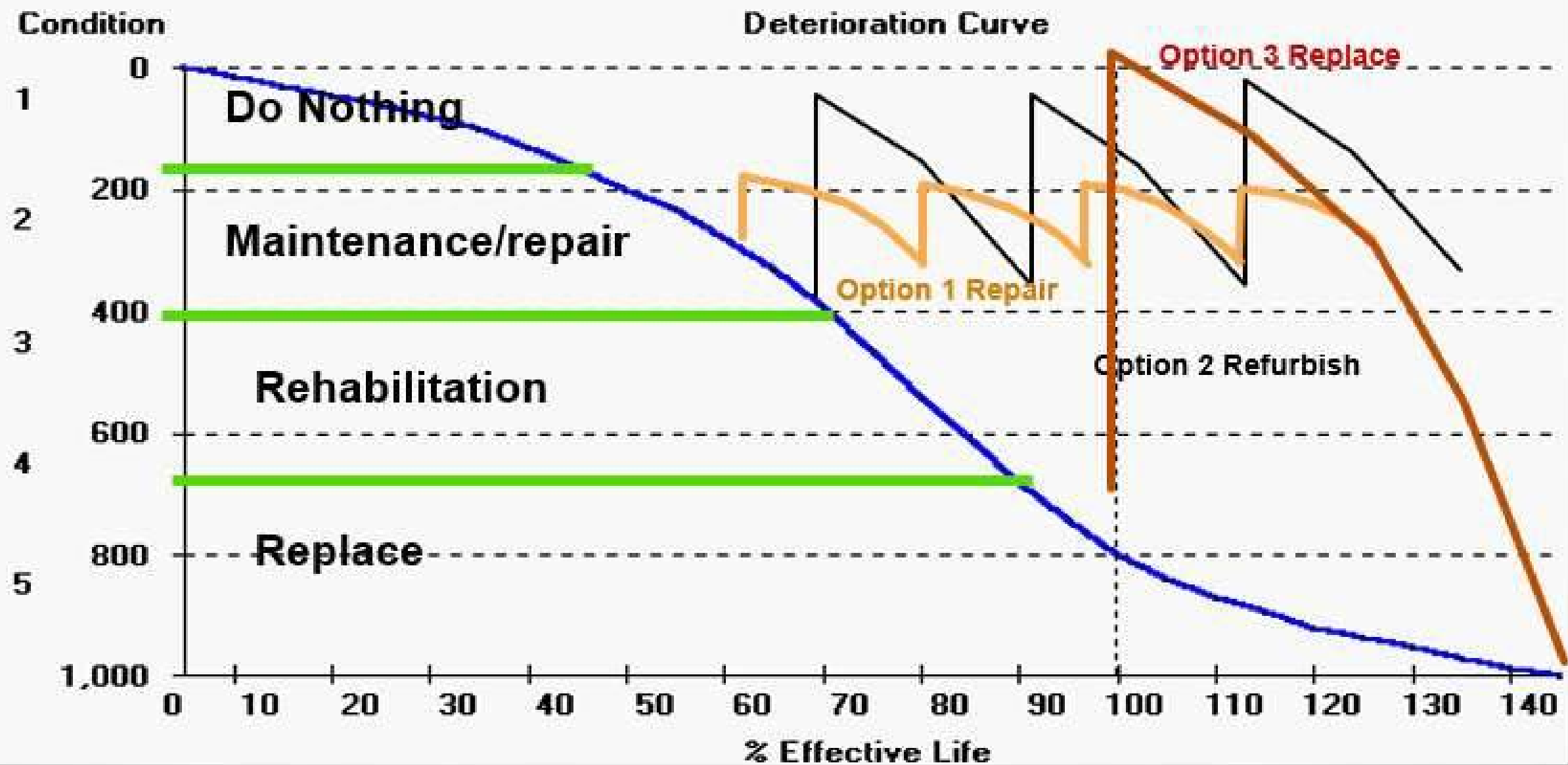


Graph shows forecasts projected for 25 years into the future. The projection shows that the value of expiring building systems is highest in 2029 (\$946M), 2037 (\$781M), and 2039 (\$959M), and is attributed to HVAC systems and electrical components reaching the end of their expected service lives at large County facilities.

Questions?

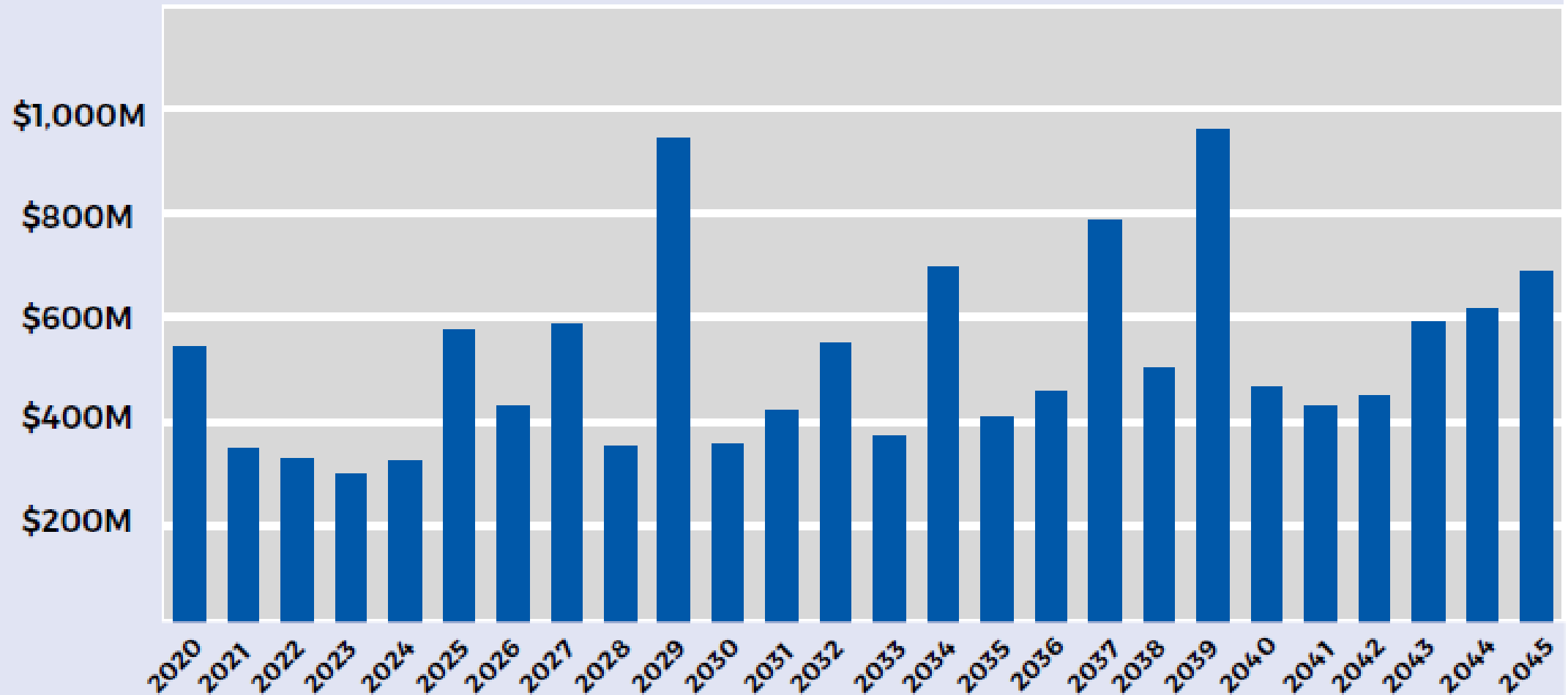


Reference Slides



It is possible to forecast the cost to replace or repair buildings. This helps organizations plan for future financial demands.

Building System Expiration Forecast



Graph shows forecasts projected for 25 years into the future. The projection shows that the value of expiring building systems is highest in 2029 (\$946M), 2037 (\$781M), and 2039 (\$959M), and is attributed to HVAC systems and electrical components reaching the end of their expected service lives at large County facilities.



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>

SACHI A. HAMAI
Chief Executive Officer

March 6, 2020

To: Supervisor Kathryn Barger, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Janice Hahn

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

2020 STRATEGIC ASSET MANAGEMENT PLAN

I am pleased to present our 2020 Strategic Asset Management Plan (Plan). This is an update to the 2016 Plan and provides a framework that will inform and guide strategic management and investment in the County's critical real property assets, helping to ensure the County's long-term financial viability and service delivery to the public. The intent of the 2020 Plan is to be aligned with your Board's strategic priorities, and the County's Strategic Plan. Therefore, the Plan will continue to be updated once every four years to reflect changes in the County's Strategic Plan. A list of accomplishments, since the 2016 Plan was published, is also attached.

The goals of the 2020 Plan include:

- Create a Countywide understanding of asset needs and priorities;
- Strengthen connections between service priorities and asset decisions;
- Maximize use of County space and achieve cost savings;
- Prioritize needs to optimize highest and best use of assets; and
- Plan investment and funding strategies.

The 2020 Plan aligns with Board-directed service priorities and the County Strategic Plan to further advance strategies that offer a long-term perspective for decision-making that is focused on reinvestment in County facilities for the most effective provision of public services.

If you have any questions or need additional information, please contact me or David Howard at (213) 893-2477 or via email at dhoward@ceo.lacounty.gov.

SAH:FAD:DPH
KC:mda

Attachments

c: Executive Office, Board of Supervisors
County Counsel
All Department Heads

CHIEF EXECUTIVE OFFICE – ASSET MANAGEMENT BRANCH 2016 STRATEGIC ASSET MANAGEMENT PLAN ACCOMPLISHMENTS

Facility Reinvestment Program

- Completed facility condition assessments of County-owned buildings, including hospitals and Sheriff facilities. The initial round of condition assessments was completed between 2014 and 2019. Reassessments will be conducted every five years, and this began in Fall 2019 with the Performing Arts Complex.
- Initiated five-year, \$750 million Facility Reinvestment Program, reflecting a long-term financial commitment to address the backlog of critical deferred maintenance needs.
- Launched Seismic Safety Initiative to assess the risk of damage during seismic events, and strengthen buildings based on their priority. This includes beginning the seismic upgrade of the Kenneth Hahn Hall of Administration.
- Ongoing utilization of detailed building information to identify, estimate costs, and prioritize recommended facility reinvestment (deferred maintenance) projects for funding, and guide investment decision-making.

Efficiency, Transparency, and Collaboration

- Established new Workplace Space Standards for better cost and space management, and completed a pilot program at the Hall of Records.
- Obtained Legislative approval of three bills to authorize increased levels of delegated authority for improved efficiency in contracting.
- Established the Facility Managers Network with regular meetings with all County departments to improve efficiency and collaboration through shared best practices.
- Published the Citizens Guide to Public Buildings as a resource to explain the complex County asset portfolio and funding related issues, which is available on the County website.
- Initiated procurement of a new enterprise-wide real estate management software to replace a legacy system and provide a more robust tool with improved analytics that can be shared across all County Departments.

Master Planning, Reuse, and Monetizing Assets

- Master Planning Unit established to lead strategic asset planning initiatives, including master plans and feasibility studies for County Departments and for underutilized or vacant properties. Recent master plans completed or underway include:
 - For the Civic Center, assessed the need for County headquarter space, guiding strategic decisions related to the use of County downtown assets, and consolidating leases into County-owned buildings;
 - identifying Fire District needs in advance of ballot measure; and
 - addressing current condition and capacity issues for Animal Care Centers.

CHIEF EXECUTIVE OFFICE – ASSET MANAGEMENT BRANCH 2016 STRATEGIC ASSET MANAGEMENT PLAN ACCOMPLISHMENTS

Master Planning, Reuse, and Monetizing Assets *continued*

- Ongoing support of the reuse and disposition initiative identified in the 1999 Asset Management Plan, including:
 - 4th and Hewitt development project, which re-purposes County property in the Arts District to acquire a new facility for the Department of Public Social Services, and mixed-use development;
 - reuse of the San Pedro Courthouse for mixed use development and affordable housing;
 - disposition and/or re-use of the Alhambra, San Pedro, and Torrance clinic buildings; and
 - the use of County property for Safe Sleep, interim and affordable housing.

Capital Construction Program

- Five-Year Capital Plan with project prioritization criteria for capital and facility reinvestment projects planned for release with the FY 2020-21 Recommended Budget.
- Public-Private Partnerships (P3) established as a viable alternative to traditional project delivery methods to achieve community benefits using County property. Approximately \$2.5 billion in P3 projects recently completed or underway include Vermont Corridor County Administration Building, LACMA Building for the Permanent Collection, and 4th and Hewitt Development.

Sustainability

- Collaboration with Internal Services Department on projects to increase renewable energy and energy efficiency in County buildings.
- Ongoing implementation of updated Board policy requiring new County facilities with at least 10,000 square feet to achieve LEED Gold level certification.
- Updated Facility Maintenance Standards to include performance requirements for the care of County facilities.
- Continued focus on transit-oriented development (TOD) projects to further the County's goal of creating a sustainable and revitalized urban environment and fulfill the objectives of reducing reliance on automobile travel and increasing affordable housing, as well as reducing greenhouse gas emissions. County properties being developed in this way include 1) the Grand Hotel in SD1, 2) the Vermont Corridor County Administration Building in SD2, and 3) the Rancho Los Amigos South Campus ISD/Probation Headquarters in SD4, as well as various mixed-use residential TOD projects throughout the County.



County of Los Angeles



Strategic Asset Management Plan

County of Los Angeles Chief Executive Office
Asset Management Branch





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Executive Summary



Sachi A. Hamai
Chief Executive Officer

I am pleased to present the County of Los Angeles' 2020 Strategic Asset Management Plan. The Strategic Asset Management Plan supports Board-directed priorities and the County's Strategic Plan for providing quality services to the residents of Los Angeles County. This 2020 Plan expands upon the accomplishments of the 2016 Plan, and outlines key goals and objectives to advance investment in County of Los Angeles assets based on comprehensive data analyses and strategic decision-making.

Strategic management of Los Angeles County's real estate assets is critical to effectively providing services across a large and diverse County.

The County of Los Angeles has an expansive mission, providing a wide range of health care, justice, municipal and social services to a population of over 10 million residents covering an area of 4,000 square miles. To serve this mission, the County operates an extensive asset portfolio of approximately 4,400 owned buildings encompassing 65 million square feet. Strategic management of these building assets, informed by accurate data, is critical in order to provide services across a large and diverse County.

The 2016 Strategic Asset Management Plan presented an urgent need to address the increasing number of aging buildings requiring reinvestment, and to make informed decisions regarding the future use of assets. Since then, the Chief Executive Office's Asset Management Branch (CEO AMB) has focused on implementing various strategies to 1) assess the current state of County assets; 2) implement a reinvestment program to improve the condition of buildings; 3) advance master planning for County departments and specific sites; and 4) develop disposition and reuse plans for vacant or underutilized property.

The County remains committed to an integrated process that strives to make practical decisions for the implementation of capital and facility reinvestment programs, while meeting required service levels Countywide.

The Chief Executive Office (CEO) has established an asset management structure comprised of:

- An asset inventory that is up-to-date and provides a complete understanding of asset needs and priorities;
- Appropriate maintenance of assets to extend their useful life and maximize financial resources;
- Optimal use of County space;
- Data analyses utilized to make objective decisions on the best use of assets, including further investment and disposition; and
- Use of forecasting tools to plan for future investment and funding needs.

The strategies developed for this Strategic Asset Management Plan follow the established asset management structure, and expand on performing broad assessments of assets and managing the lifecycle of these across the entire County portfolio. This Plan also advances strategies that offer a long-term perspective for methodical planning and investment decisions, rather than reactive decision-making. These strategies can extend the life of assets and produce cost savings over time. Savings achieved from better management of assets and space can be used for ongoing reinvestment in existing County facilities and public services.

Introduction

The County of Los Angeles 2016-2021 Strategic Plan (County Strategic Plan) presents the Board's vision and service priorities as goals and strategies that direct the delivery of services. The County Strategic Plan also provides direction to the CEO to lead inter-departmental and public-private partnerships to implement budget and capital plans which operationalize the Board's vision and priorities.

Board-directed Priorities

- Justice Reform
- Child Protection
- Health Integration
- Homelessness
- Environmental Health Oversight and Monitoring
- Immigration
- Sustainability

The Strategic Asset Management Plan aligns with the County Strategic Plan including Strategy II.2 - Support Wellness of Our Communities; Strategy III.3 - Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability; and Objective III.3.2 - Manage and Maximize County

Assets. While the Board-directed priorities and County Strategic Plan guide budget and operations management decisions, they also direct capital, maintenance, and real estate decisions that meet the facility and space requirements for the implementation of service priorities.

Scope of County of Los Angeles Asset Portfolio

The County has an extensive asset portfolio including approximately 4,400 owned facilities encompassing an estimated 65 million square feet, and an additional 7 million square feet of leased space. This does not include infrastructure assets such as roads, bridges, airports, flood control and other facilities.

There are three major challenges in the management of County assets:

1. Limited space and resources to meet demands for programs, services, staffing, and other obligations.
2. Aging buildings requiring significant amounts of investment for repairs and refurbishments; and
3. A growing and changing workforce, and shifting priorities and service needs requiring adaption of our facilities to be responsive.



Asset Management

Asset Management provides a framework for investment planning that delivers cost-effective solutions for delivering acceptable levels of service over the entire asset life-cycle.¹ As a result, sound maintenance and reinvestment strategies provide for improved business decisions and cost savings. In large organizations, such as the County, it is essential to strategically plan and carefully consider options to allocate limited resources while striving to meet service priorities.

It is essential to strategically plan and carefully consider options to allocate limited resources while striving to meet service priorities.

Data Analyses and Strategic Decision-Making

To effectively manage County assets, the CEO AMB has implemented a methodology for prioritizing investments, extending the useful life of existing assets, and optimizing use of County space. This methodology includes analyses of the County portfolio to develop recommendations for strategic investment. These analyses examine the County portfolio for four prime failure modes, (e.g. how an asset can fail: condition, capacity, compliance, and efficiency) while assessing both the risk of systems failing and the consequences that these failures would have upon the provision of County services.

Given that condition and other failure modes are not static, and the depreciation of assets is an ongoing process, there is a need for an active and holistic approach to managing the County's asset portfolio. This guides planning for anticipated future costs, capital and maintenance budget priorities, and funding strategies for these investments.



¹New England Water Environment Association (2018). Definitions and Benefits of Asset Management. Retrieved from <https://www.newea.org/about-us/committees/asset-management-committee/am-resource-center/definitions-and-benefits-of-asset-management>

This Strategic Asset Management Plan provides an asset management framework that considers the entire County asset portfolio and facilitates better investment decisions that extend the useful life of assets and meet required service levels. To accomplish this, the objectives and strategies of this Plan emphasize:

- Data analyses of asset inventory;
- Maintenance management;
- Property and space management; and
- Strategic decision making and investment in highest priority needs.

Strategic Asset Management Plan Goals and Objectives

The goals of this Plan are:

- Create Countywide understanding of asset needs and priorities
- Strengthen connection between service priorities and asset decisions
- Maximize use of County space and achieve cost savings
- Prioritize needs to optimize highest and best use of assets
- Plan investment and funding strategies

The key objectives of this Plan are:

- Objective #1 - Maintain Asset Inventory**
- Objective #2 - Extend the Useful Life of Owned Assets**
- Objective #3 - Optimize Real Estate Portfolio**
- Objective #4 - Guide Strategic Decision-Making**
- Objective #5 - Fund Highest Priority Needs**



Objective #1

Maintain Asset Inventory

Maintaining an accurate asset inventory is essential to making sound decisions with a Countywide perspective.

Action Items

1. Ensure data consistently maintained and up-to-date.
2. Expand facility condition database functionality.
3. Procure new software system for managing County assets.

over 50 years old may be considered historic, potentially making them more difficult to replace, if no longer needed. A summary of County-owned space based on gross square feet (GSF) by condition and age is presented below.

Forty percent of all County assets are in poor condition, and 48% are over 50 years old. Condition assessments completed for all County-owned facilities identify the most critical facility reinvestment needs Countywide.

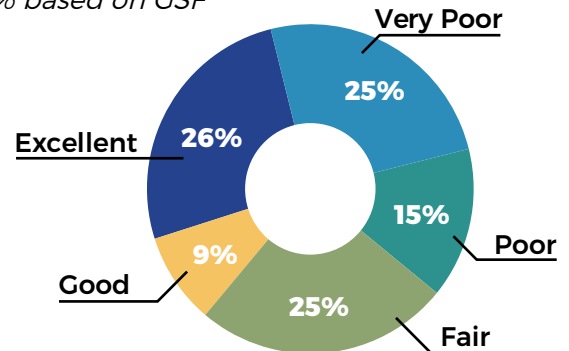
Data-driven decisions require reliable and accessible data. Collecting and maintaining accurate data is critical to evaluating facility issues and providing decision-makers with a fact-based assessment of the County's assets. Knowing what assets are owned and the state of those assets is a foundational component of a successful asset management program.²

Ensure Data Consistently Maintained and Up-to-date

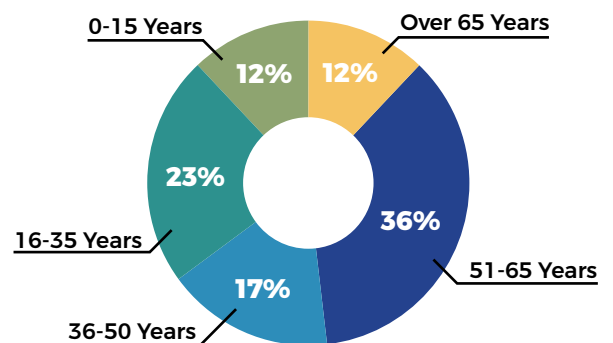
Condition assessments have been completed for all of the County's owned properties, and the resulting detailed and extensive building data, with corresponding repair and replacement needs, is stored in the Strategic Asset Management System (SAMS) database. This information provides an essential basis when considering how to allocate limited resources to address the most critical facility reinvestment needs Countywide.

Based on these completed assessments, 40% of County-owned space is in very poor or poor condition, and 48% is over 50 years old. Buildings beyond 50 years typically require reinvestment to address whole building systems (HVAC, roofing, etc.) and equipment components approaching or past their planned service life. Also, buildings

Condition of County-owned Portfolio
% based on GSF



Age of County-owned Portfolio
% based on GSF



²David A. Clark, Darryl Street, and Shayne Kavanagh. "Follow the Leader – How to Develop Your Own Best in Class Asset Management Program." Government Finance Review, August 2018: 12-15.

A building's physical condition changes over time, and so ongoing monitoring is critical to capture the current state of its building systems and equipment. In late 2019 the CEO AMB began reassessing assets on a rolling, five-year schedule to ensure a continued documentation of the condition, and scope, of its owned portfolio as existing assets age and facilities are added or removed from the inventory.

Expand Facility Condition Database

The County continues to enhance the database that documents the location, size, features, and conditions of its real property assets. The facility condition database will be expanded to better inform facility reinvestment decisions by incorporating additional data sets and analytics based on physical condition, compliance, and efficiency, including:

- Americans with Disabilities Act (ADA) compliance;
- Efficient use of space, and workforce mobility;
- Seismic safety evaluations of County-owned buildings; and
- Energy efficiency and sustainability.

Procure New Software for Managing County Assets

In order to provide the range of robust analyses to improve the strategic planning and management of space allocation, detailed in the Optimize Real Estate Portfolio section of this Plan, a robust, enterprise-wide, real estate management tool is needed. The existing legacy tool has limited functionality. A new software system is planned which will address all aspects of asset management for the County's full portfolio.

Fact-based decisions require reliable and accessible data and robust analytical tools to guide decision-making.

Comprehensive Asset Management Requires Multiple Data Sources & Analyses

Understanding the condition of a building in and of itself is insufficient for good decision-making. Supporting data-driven decisions requires reliable and accessible data that considers the four primary ways a building can fail – physical condition, capacity, compliance, and efficiency. Decisions must be guided by both the **likelihood of failure** and the **consequence of that failure**, and how they affect the County's ability to provide services to the public- analyzing multiple data sets collected through facility condition assessments, master plans, and assorted studies and audits.

Condition

Physical failure of building systems and components can be caused by multiple factors including age, physical deterioration, weather, fire, and seismic activity.

Capacity

The measure of a building's ability to meet current and estimated future service needs.

Compliance

Meeting statutory regulations and addressing functional or physical inadequacies with an existing facility, including air quality, seismic safety, and access to individuals with disabilities.

Efficiency

Operational efficiency is a measure of a building's value in relation to the cost to operate and maintain that building.



Objective #2

Extend the Useful Life of Owned Assets

Through strategic investment in the portfolio, and improving maintenance, asset life can be extended, and financial resources maximized.

Action Items

1. Continue to fund and implement the Facility Reinvestment Program.
2. Manage routine maintenance to extend the useful life of assets.
3. Develop metrics and track multi-year trends for maintenance cost and quality.

Continue to Fund and Implement the Facility Reinvestment Program

The Facility Reinvestment Program is a long-term plan for proactively reinvesting in existing County assets. In 2018, the initial \$750 million phase of this Program began replacing existing building systems and equipment that exceed or are approaching the end of their useful life. This reduces overall facility management and maintenance costs, prevents further deterioration of facilities, and avoids premature or catastrophic failure. The intent of the Facility Reinvestment Program is to improve the quality and cost-effectiveness of the County's portfolio by mitigating deterioration, improving safety, and increasing energy efficiency.

This ongoing Facility Reinvestment Program will begin to address the backlog of the most critical facility reinvestment needs, currently estimated at \$2.7 billion based on completed condition assessments.³ Buildings depreciate continuously, and so the investment level must match or exceed depreciation or assets will fail. The County will need to commit additional resources to address the backlog over time. The

The Facility Reinvestment Program improves the quality and cost-effectiveness of the County's portfolio by mitigating deterioration, improving safety, and increasing energy efficiency.

County will also need to assertively perform routine and preventative maintenance to ensure the backlog does not grow.

The County continues to focus on sustainability and life-cycle management to achieve peak operational efficiency of its buildings and equipment. In August 2019, the Board approved the County's inaugural Sustainability Plan, setting forth a vision for the sustainability of the Los Angeles region, and adopting a focus on investment in renewable energy and improving the energy efficiency of existing buildings.

Asset condition must be maintained through routine and preventative maintenance. The failure to maintain the condition of assets has been shown to be a poor financial practice. Essentially, it is a form of taking on debt – as the value of the asset declines, future liabilities accumulate.

By advancing the Facility Reinvestment Program, the County can:

- Extend the useful life of County-owned facilities beyond 50 years;
- Avoid costly repairs and service disruptions due to failed building systems;
- Increase efficiency and reduce cost of building operations;
- Increase predictability in maintenance budgetary requirements; and
- Provide a safe and high-quality environment for the public and County employees.

³ Estimated value as of May 2019. This excludes additional condition assessments completed for Department of Health Services and Sheriff facilities.

Manage Routine Maintenance to Extend the Useful Life of Assets

Scheduling routine maintenance, and prioritizing facility reinvestment repair and replacement projects, will help ensure that extraordinary maintenance budgets are available to be used for true emergencies. Facility Maintenance Standards updated in 2016 are providing County departments with guidelines for performing routine and preventative maintenance at County buildings. These standards will support development of baseline data for annual maintenance costs for various building types, and enable that data to be incorporated in County department operating budgets.

Develop Metrics and Track Trends for Maintenance Cost and Quality

The CEO AMB will develop performance metrics from established maintenance standards and industry best practices to track multi-year trends for the cost and quality of maintenance. Collecting information on the cost per square foot of maintenance for the most common building types in the County's owned portfolio will provide a basis for identifying and making needed adjustments. By defining what is important to measure, how those measurements will be collected, and what benchmarks will be used, it is possible to track and improve performance and reduce costs over time to ensure maintenance costs are sustainable and the resulting performance (quality) meets or exceeds expectations.



Objective #3

Optimize Real Estate Portfolio

Active management of a real estate portfolio can reduce facility occupancy costs, and achieve better financial and utilization outcomes.

Action Items

1. Maximize the use of owned and leased space.
2. Enhance revenue generating activities.
3. Reduce costs and increase private sector competition for leasing.

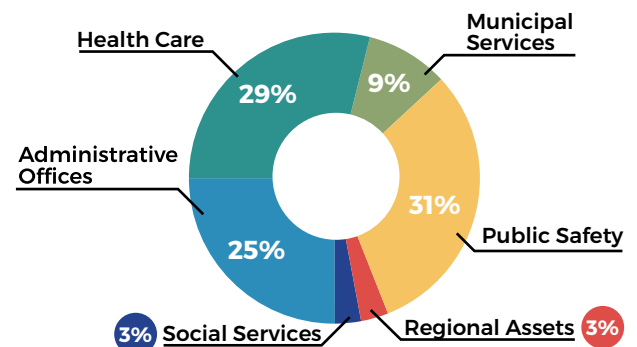
The County has a large and complex real estate portfolio. Government agencies hold much of their wealth in real estate, and agencies often fail to recognize the market value of their real estate and lack incentives to maximize value.⁴ Through effective management of both owned and leased assets, it is possible to reduce costs, increase revenue, and focus the use of assets to their highest purpose.

The County owns approximately 4,400 buildings comprising approximately 65 million square feet of space. In addition, the County leases an additional 7 million square feet at an annual cost of \$200 million. This annual cost could grow to over \$243 million in five years assuming a 5% annual inflation factor. As part of this Strategic Asset Management Plan, the CEO AMB is establishing a series of goals to increase revenue and reduce costs through proactive management of our portfolio.

Sixty percent of the County's owned portfolio is used for public safety and health care services, and over half of the County's leased portfolio is used for providing social services.

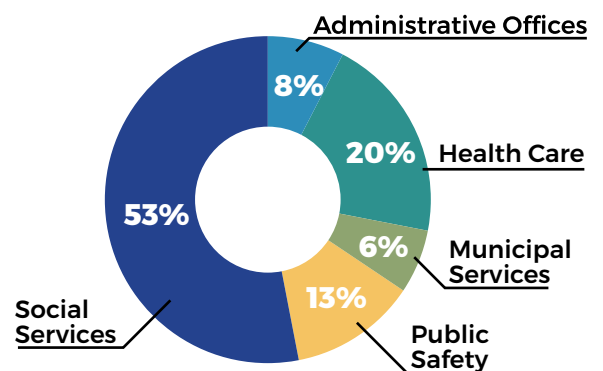
County-owned Buildings By Use

% based on GSF



Leased Space By Use

% based on GSF



⁴Detter, D. & Folster, S. (2017). Public Wealth of Cities. Washington, DC: The Brookings Institution.

Maximize the Use of County-Owned and Leased Space

The County owns and occupies many types of space, a significant portion is office space. Given the cost of real estate in Los Angeles—whether leased or owned—optimizing the use of office space has the potential to significantly reduce ongoing operating costs. The CEO AMB is working with County departments to better manage space and resulting costs. **The four-year goal is to reduce the amount of leased square footage by 10%.** To achieve this reduction, many initiatives will be pursued, such as:

- Eliminating unused space;
- Implementing new space standards;
- Shifting to a less paper-based work environment;
- Expanding the use of hoteling; and
- Reducing our leases in the most-costly real estate submarkets.

Enhancing Revenue Generating Activities

The County's real estate assets present significant potential for generating new revenues. The County presently has numerous leases to various entities, some of these entities have gratis leases as they provide a social benefit to a community while other leases generate substantial annual revenue. The County is also the lessee on hundreds of leases where it helps facilitate broker agreements. **The four-year goal is to increase lease revenue by 10%.** Opportunities to increase lease revenue and optimize the use of office space include:

- Ensuring tenant lease rates are moved to market rate as leases expire and new contracts are developed;
- Ensuring lessees are adhering to the annual CPI adjustment provisions within their lease;
- Ensuring recipients of gratis leases are paying their appropriate share of expenses, such as utilities, parking, and security;
- Ensuring landlords pay commissions to the County for deals brokered by County agents; and
- Evaluating new revenue opportunities such as advertising, cellular towers and/or solar panels on County owned properties.

Reduce Costs and Increase Private Sector Competition for Leasing

The four-year goal is no net increase in total annual leasing costs. To meet this goal, cost control initiatives being implemented include:

- Moving non-subservent County departments from leased space to owned space where possible;
- Creating a self-financing mechanism to significantly reduce the interest expense linked to tenant improvement costs in leased space;
- Increasing the use of wireless technology as it offers the potential to substantially reduce the sunk cost of installing communications infrastructure in leased spaces; and
- Creating opportunities for more landlords to compete for County leases.



Objective #4

Guide Strategic Decision-Making

Sound asset decisions require objective information and analysis with a long-term perspective focusing on the highest and best use of assets.

Action Items

1. Provide decision-makers with data-informed analysis to frame options.
2. Continue to define levels of service as a basis for near and long-term investment decisions.
3. Refine prioritization methodologies for projects.

Asset management decisions have a long-term financial impact on service delivery. Consequently, asset management recommendations need to be formed collaboratively between the CEO AMB and County departments. A decision to invest in repairs and other improvements is a commitment to continue to use a facility and sustain the operating costs of using and maintaining the building. Most public buildings are used for many decades, so building a new facility creates both an asset and a long-term liability. A decision to dispose of a facility has long-term impacts as well.

Provide Decision-makers with Data-informed Analysis to Frame Options

Public sector agencies make public service, operational, and asset management decisions in the context of choosing between multiple priorities, and competing for limited resources. Because asset decisions have long-term financial implications, decision-makers are best served by exploring data-informed options with opportunities, challenges, trade-offs, and costs clearly articulated. A long-range perspective anticipates and plans for future needs, but also provides a framework for making sound short- and medium-term asset management decisions.

The CEO AMB will continue to model capital planning and facility reinvestment scenarios in SAMS to provide decision-makers with data-informed options and strategies. In addition, master plans for County departments and large properties will provide decision-makers with level-of-service and associated capacity analysis to guide short and long-term investment strategies.

Asset performance declines over time. Providing decision-makers with information about the cost and building performance enhancements of different options—such as maintain/repair, renovate (refurbish), or replace—guides strategic decisions to extend the time an asset is high performing.

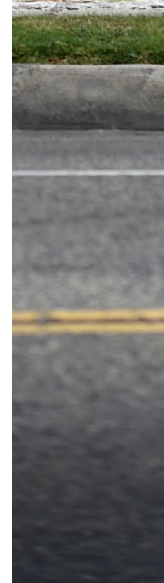
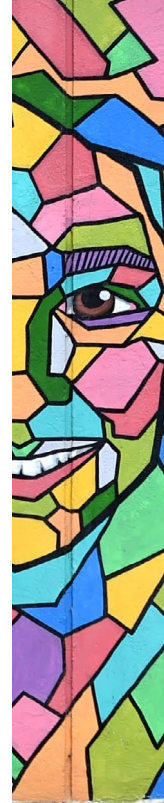
Decisions on asset use, investment, and disposition have a long-term financial impact both on overall County resources and on service delivery.

Typical Asset Management Questions:

- How much do we need to invest in existing buildings to meet public service goals?
- Should we replace existing buildings with new buildings?
- Should we lease or build a new facility to meet new public service functions?
- What is the best way to use vacant or underutilized property?

Continue to Define Levels of Service as a Basis for Near and Long-term Investment Decisions

Asset management decisions begin with deciding what level of service to provide based on the availability of resources, and then developing a business or operational plan to provide that level of service. Level of service refers to the



Typical Asset Management Strategies

Maintain/Repair \$	Minimum performance extension, low cost
Renovate \$\$	Good performance extension, higher cost
Replace \$\$\$	Create a new asset at highest cost

type, quality, and quantity of public services the County is able to fund. Collaboration with County departments and budget staff when developing asset management strategies is essential to making financially sustainable decisions about the County's real estate portfolio.

One way to determine level of service is through preparing facility master plans for County departments, for geographic regions of the County, and for large buildings or campuses. These master plans define service level goals, forecast need for services, explore options for meeting forecasted needs through new, renovated, expanded, or leased facilities, and ultimately recommend a long-term plan for achieving these public service goals within the context of the operational budget. Some jurisdictions consider whether a master plan has been completed in making decisions about which projects to prioritize for funding.⁵

When synthesized, information from these master plans supports cross-departmental planning to give the County a comprehensive basis for

making decisions on investing in, replacing, or disposing of assets in support of Board-directed Priorities and emerging public service needs.

Refine Prioritization Methodologies for Projects

Prioritizing asset investments provides a framework for decision-makers to choose among competing needs. The County has implemented a risk-based approach to evaluating and prioritizing facility investment needs, considering condition, capacity, compliance, and efficiency. Ongoing refinements to prioritization methodologies for capital projects and facility reinvestment projects will provide an objective basis for making facility investment decisions. Refinements under consideration include:

- Develop criteria for unmet needs/projects on the horizon;
- Consider how completed master plans affect prioritization; and
- Expand and refine risk-based prioritization methods related to both likelihood and consequence of failure.

The CEO AMB will be publishing its inaugural Five-Year Capital Plan in 2020. Capital plans are a common practice for agencies with significant asset portfolios and large annual capital budgets. Annual updates to the Five-Year Capital Plan will reflect current prioritization of facility reinvestment and large capital projects, and how that prioritization translates into budget requirements over a multi-year horizon.



⁵Financially Sustainable Capital Planning” by Shayne Kavanaugh and Katie Ludwig, Government Finance Review February 2019.

Objective #5

Fund Highest Priority Needs

Use forecasting tools to anticipate future needs, and plan funding for highest priority needs.

Action Items

1. Enhance financial forecasting, cost modeling, and capital planning tools.
2. Develop funding strategies for project priorities based on service level and asset needs.
3. Strengthen alignment with the County's annual operating budget to guide investment decisions.

The depreciation of assets is an ongoing process. With careful planning that considers the various factors described in previous sections of this Plan, future capital and maintenance costs for the portfolio can be anticipated. In so doing, we can move the County towards better management of funding needs, prioritization of asset decisions, and coordination with the County's operating budget.

Enhance Financial Forecasting, Cost Modeling, and Capital Planning Tools

Financial forecasting tools, available in the Strategic Asset Management System modules, inform the development of a multi-year funding strategy as the tools assist with analyses of various sources of information (i.e., building condition assessments, seismic evaluations, ADA compliance, master plans) and competing priorities to determine future priority needs. Understanding the financial requirements of a prioritized set of projects is part of the iterative process of refining capital investment priorities and strategies.

Refinement of cost modeling and capital planning system functionalities to forecast assets that currently are or will be at the end of their useful life, and in need of repair or replacement, supports the County's development of a multi-year funding strategy. These types of financial forecasting tools will allow the County to project life expectancy of assets, expenses, and funding (including debt financing) requirements for the repair or replacement of building systems.



Life cycle financial projections provide knowledge about the state of assets and costs throughout their life cycle, thus predicting which assets are expected to fail over time and what the costs to renew the assets will be. Such projections can be utilized to plan methodical investments in the County's asset portfolio that consider capital, maintenance, and operational investments to extend the useful life of the assets.⁶

A significant challenge to maintaining and developing assets is to identify when and where to expand capacity, and to determine how to fund these developments.⁷ A forecasting tool will help the County develop long-term funding strategies, which align with Board-directed priorities, County policies, and investment decisions to fund highest priority needs.

The following graphic illustrates, that for the aggregate asset portfolio, costs can be

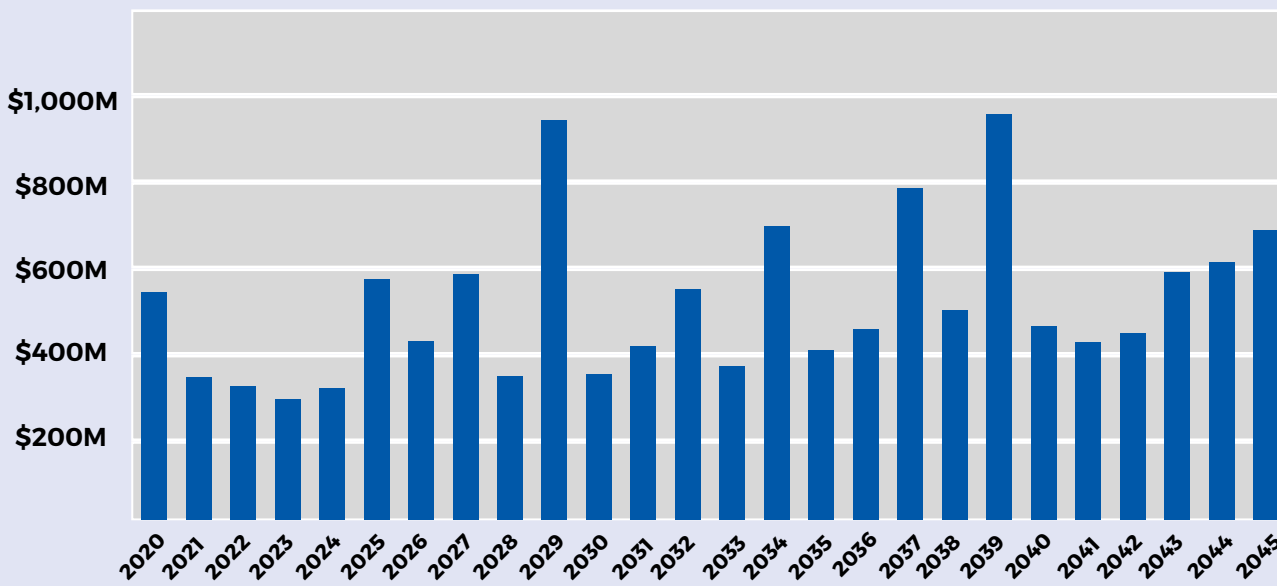
forecasted with reasonable accuracy, allowing for reconciliation of the required level of expenditures with the available funding sources.

Develop Funding Strategies for Project Priorities and Initiatives

As financial forecasting tools continue to be refined, the ability to identify future critical needs (repairs, upgrades, and expansions) and plan for these expenditures will improve. Funding strategies for capital improvement focus on the long-term and utilize a multi-year approach to fund critical needs and long-range initiatives. However, as a continued commitment to funding projects of highest priority, capital improvement planning is also an ongoing process, and funding strategies are often adapted as conditions and priorities change.

It is possible to forecast the cost to replace or repair buildings. This helps organizations plan for future financial demands.

Building System Expiration Forecast



Graph shows forecasts projected for 25 years into the future. The projection shows that the value of expiring building systems is highest in 2029 (\$946M), 2037 (\$781M), and 2039 (\$959M), and is attributed to HVAC systems and electrical components reaching the end of their expected service lives at large County facilities.

⁶Environmental Protection Agency. (2016). Fundamentals of Asset Management. Retrieved from <https://www.epa.gov/sites/production/files/2016-01/documents/epa-9-funding.pdf>

⁷Detter, D. & Folster, S. (2017). Public Wealth of Cities. Washington, DC: The Brookings Institution.

The funding strategies will also identify funding sources (including revenue sources and debt service) and align with the County's annual operating budget. Funding sources may include:

- Fund balance;
- Short- and long-term financing;
- Dedicated revenue streams (expanded fees, lease revenues);
- Grants;
- Private financing/partnerships arrangements that defer County costs; and
- Philanthropy partnerships.

The CEO AMB continues to work on the refinement and further development of a multi-year funding strategy for capital improvement initiatives and maintenance expenses. As part of this analysis, the County will evaluate potential revenue sources and conduct revenue forecasts that have a long-term focus. This will include examining strategies for investments that utilize restricted funding sources, which can only be applied for specific purposes. Based on these analyses, the County can assess available funding sources and capacity for additional debt service to fund high priority needs over multiple years.

The annual Five-Year Capital Plan will provide, for the first time, a multi-year view of planned investments on capital projects of high priority, and facility repairs and refurbishments administered through the Facility Reinvestment Program. The Facility Reinvestment Program is a long-term strategy for addressing the

deferred maintenance backlog and proactively reinvesting in existing County assets to improve their overall condition and prevent further deterioration.

Strengthen Alignment with the County's Annual Operating Budget

An organization's capital improvement plan must align with its operating budget so that an ongoing revenue stream is in place for operations as a precondition of making a capital investment. The County's funding strategy must also recognize the critical linkage between capital expenditures and ongoing operating costs. Over the life of an asset, the cost of operations far exceeds the cost of capital, making the operating budget strategy of critical importance. Effective capital planning should strive to reduce operating costs wherever possible.

In many cases, funding for capital construction, ongoing maintenance, debt service, and other asset expenditures is drawn from the County's operating budget. Therefore, careful planning and reliable data is essential in order to weigh decisions on the allocation of limited resources.

The County has prudently managed its finances and in 2019 it achieved the highest credit rating in its history. Maintaining this is an essential part of its long-term financial strategy. As part of this, the use of debt financing for assets must be carefully managed, as it impacts our overall credit worthiness, and reduces our future flexibility to respond to crises and changing needs.



Conclusion

The County controls an extensive asset portfolio, which is essential to the provision of public services. The goals and objectives in this Strategic Asset Management Plan will increase the efficiency and cost-effectiveness of this portfolio while ensuring the physical requirements to provide services to the communities of the County of Los Angeles are met.

This Plan advances asset management strategies to support methodical planning and investment decisions.

The CEO AMB is building on past accomplishments to confront ongoing challenges including limited resources, aging buildings, and changing priorities. By maintaining an accurate asset inventory and conducting comprehensive data analyses, decisions can be guided by a complete understanding of needs and priorities. This understanding will also emphasize the connection between service priorities and strategic decisions made to extend the useful life of County-owned assets, optimize the use of County-owned and leased space, achieve cost savings when feasible, and make investments in highest priority needs.

The 2020 Strategic Asset Management Plan continues to develop an asset management framework to guide investment decisions that are data-driven, and objectively identify high priority projects and investments for the allocation of resources. This Plan will be periodically updated as revisions are made to Board-directed priorities and the County Strategic Plan.



County of Los Angeles
Chief Executive Office

Strategic Asset Management Plan

2020